



City of  
Fort Collins



2022

# RECOMMENDED BUDGET



2022

# RECOMMENDED BUDGET

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**INQUIRIES REGARDING THE ADOPTED 2022 BUDGET FOR THE CITY OF FORT COLLINS, OR REQUESTS FOR MAILING, SHOULD BE DIRECTED TO:**

**City of Fort Collins  
Budget 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](http://www.fcgov.com/budget).**

## ACKNOWLEDGEMENTS

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Thanks to Steve Engemoen, Emily Pearson and Jamie Heckman for their work on the compensation and benefits components of the 2022 Budget, as well as thanks to the entire Accounting staff for their assistance with various budget documents and work papers.

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

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

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## **TO MAYOR ARNDT & CITY COUNCIL MEMBERS:**

It is my pleasure to present you with the 2022 Recommended Budget for the City of Fort Collins.

This is the second of back-to-back one-year budgets, which is a temporary departure from the City's traditional biennial, or two-year, budget. Given the uncertainty caused by the global pandemic, it was determined that modifications needed to be made to our processes and timelines. As part of those modifications, Council approved Ordinance No. 067-2020 to suspend the City Code to allow the adoption of a one-year budget and temporarily revise the City's budgeting process.

For 2022, Council will again consider and adopt a one-year budget. Next year the City will return to a two-year budget and the standard systematic cadence of elections, strategic planning and budgeting that Councilmembers, the community, and staff have come to expect.

This year's process marked the return of the BFO Teams, who play such an important role in the BFO process by evaluating budget requests (offers) and generating offer rankings. This year also saw the return of a public engagement process over the summer months, prior to the delivery of this recommended budget. Outreach work is ongoing and will continue into the fall to help inform Council's decisions related to the adoption of the budget.

Other key components of our budgeting process continued, including budget requests that are based on the specific programs and services provided to the community. This is a key aspect of Budgeting for Outcomes compared to traditional budgeting processes. Budget requests still specify direct linkage to at

least one strategic objective in the City's adopted 2020 Strategic Plan, as well as include performance measures directly related to the proposed program/service.

## **STRATEGIC OUTCOMES AND RESULTS**

The Budget is more than a spending plan; it is the way the City operationalizes its Strategic Plan. The 2020 Strategic Plan, adopted by City Council in April of last year, still reflects the needs and input of the community and priorities of City Council. Although the robust engagement process that led to the adoption of this plan occurred prior to the pandemic, the themes and objectives represented therein represent consistent priorities of the community as expressed over the last several years. Additionally, in this second consecutive one-year budget, it was important to include the recently elected Council's new priorities as another guide for deciding which budget requests should be recommended for funding. Those priorities were finalized as the Budget Leadership Team began its work over the summer and resulted in a number of new offers being submitted for consideration. Many of those have been included in the 2022 Recommended Budget.

Each of the seven Outcomes within the strategic plan has multiple strategic objectives. Achieving these objectives was the basis for staff budget proposals submitted for consideration and for determining which ones 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 Overview sections of this document.



### Neighborhood Livability & Social Health

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



### Culture & Recreation

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



### Economic Health

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



### Environmental Health

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



### Safe Community

Fort Collins provides a safe place to live, work, learn and play.



### Transportation & Mobility

Fort Collins provides a transportation system that moves people and goods safely and efficiently while being accessible, reliable and convenient.



### High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

During the strategic planning process, metrics are aligned with the Strategic Objectives as they are being created. These metrics are then reviewed by the executive team and department management on a quarterly basis to assess the City’s performance and, where necessary, document the action plans to help get performance on track.

As a data-informed organization, offers also include one or more metrics that are used as an important input into whether the offer is recommended for funding. All of these metrics can be accessed in the online budget materials located at [www.fcgov.com/budget](http://www.fcgov.com/budget). The quality of the metrics, combined with each offer’s impact in achieving the strategic objectives and other criteria, were a determining factor for funding recommendations.





## FINANCIAL HIGHLIGHTS

The 2022 Recommended Budget provides for the continuity of high quality, ongoing services, with strategic investments to maintain existing assets, continue our focus on equity, and make progress on other Council priorities.

- The City's overall fund balances are healthy, exceeding the minimum reserve policies established by City Council and required by State law. The City's solid financial management and associated City Council decisions allowed for the prudent use of reserves to balance the 2021 Budget while maintaining continuity of service to the community. The 2022 Recommended Budget reduces the amount of reserves to fill the current gap between anticipated revenue shortfalls, while addressing organizational and community needs.
- The total budget for all City funds for 2022 is \$728.3M. This includes the appropriations for the Urban Renewal Authority, General Improvement District #1 and the Downtown Development Authority.
- Revenue recovery has been very strong to date in 2021 and staff has forecasted modest growth for most revenue sources in 2022 off that higher-than-expected base in 2021. For Sales Tax specifically, 2022 is forecasted to increase by 3.0% over the revised 2021 forecast, which has been revised considerably given the positive 2021 results. The 2022 budget assumes \$132.4M, whereas the 2021 budget assumed \$112.8M. For Use Tax, 2022 is forecasted to increase to \$19.8M compared to \$18.0M in 2021.
- Utility rates are proposed to increase only in the Light and Power Fund by 2.0%. Aside from purchased power cost increases, the rate increase is to maintain operations and preserve fund balances in preparation for an anticipated debt issuance in 2023. The water, wastewater, and stormwater rates are proposed to hold steady from 2021 to 2022.
- The Recommended Budget also includes funding from the American Recovery Plan Act (ARPA). The City will receive about \$28M in ARPA funding, \$4.2M of which has been appropriated in 2021. The 2022 Budget proposes using another \$4.0M of ARPA funding. The remaining funds will be used in alignment with the City's recovery plan, either via Council action during 2022 or in the 2023-24 Budget.
- After not adjusting staff salaries except by contract in the 2021 Budget, a merit increase pool of 4.0% is included in the 2022 Budget. Based on market data and Front Range salary movement we recently learned of, we have fallen behind in our competitiveness to attract and retain talent to deliver services to our community. There will also be Collective Bargaining negotiations with the Fraternal Order of Police in 2021 that will impact 2022 salaries for Collective Bargaining Unit employees. The amount of the increased has traditionally been formula-driven based on data that will not be available until early Q1 2022.
- The budget includes an overall net increase of 39.25 FTE in 2022. The recommended staffing changes are distributed across most service areas and include many conversions of both hourly and contractual positions to classified positions. These recommended positions are in support of increased demand for existing services, such as Municipal Court; a few new services, such as implementing the 2021 Plastic Bag ordinance; and include a proposed new Mental Health Response team.

## MAJOR THEMES

During the executive team conversations about the programs and services competing for funding, various themes developed, which are reflected in the decisions included in this recommended budget. They are summarized below and expanded on in the Budget Overview section of this document:

- Making Strategic Investments to “Future Proof” the City
- Asset Management
- Difficult Trade-Offs
- Preserving a Meaningful and Market-Competitive Employee Experience
- Recovery-Driven Investments Funded by American Rescue Plan Act
- Addressing Social Vulnerabilities of Our Community
- Building Equity into the Process

As Fort Collins recovers from the pandemic, demands for restoring prior services levels compete for funding along with increased demands for service and desires for new programs and initiatives. At the same time, there are still many unknowns with the evolving pandemic, which may have undesirable impacts to forecasted revenues. This budget is a balance of these potentially opposing forces and is reflective of the difficult trade-offs that needed to be made.

This second of back-to-back, one-year budgets balances numerous competing values while still advancing the vision of the City Council and the community. It does so without compromising the quality of service our residents and businesses have come to expect from their local government. As always, executive and department management will continue to monitor both revenue and expenses to ensure actual results support

the assumptions included in this budget. Departures from those projections will be monitored and any necessary actions to keep expenses in line with actual revenue will be communicated to City Council.

I also optimistically look forward to the creation of the City’s 2022 Strategic Plan, which will be used along with the Council Priorities Dashboard to resume the City’s two-year, biennial budget cadence for 2023-24. The City will have a much better understanding of the trajectory of our economy as more is understood and known about the pandemic’s evolution and potential impact on our community.

I would like to thank the Mayor and City Council for your leadership and guidance, your collaboration and partnership, as well as your visionary thinking about our community and the amazing residents we serve. I am ever humbled by and grateful for the hard work and dedication of City staff in service delivery to the community 24 hours a day, 7 days a week, 365 days a year. And I so appreciate the input from residents, businesses and not-for-profit organizations about their collective priorities, which I believe this 2022 Recommended Budget reflects.

Respectfully submitted,



Kelly DiMartino  
Interim City Manager

## 2022 BUDGET OVERVIEW

### 2022 BUDGET OUTCOMES AND THEMES

The 2022 Budget takes into account available resources, 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:

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



The recently adopted 2021-2023 City Council Priorities and the 2020 Strategic Plan, along with the corresponding strategic objectives within each Outcome, are the primary drivers for the City’s budget. Budget requests (aka offers) are prioritized based on how the work associated with the offer will help move the City toward achieving its strategic goals.

Several key themes guided the development of the 2022 Recommended Budget including:

#### **1. Making Strategic Investments to “Future Proof” the City**

Maintaining 24/7/365 services for the community was a guiding principle for the City during budget discussions. In order to do this sustainably into the future, a number of offers were funded that position the City well moving forward. Additionally, several funded offers will allow work to be done now to ensure that investments made in the future are strategic and are advancing critical goals across a number of operational areas. Whether the City’s digital, physical, or social footprint – this budget ensures that the City organization is well poised moving forward.

#### **2. Asset Management**

As the community continues to grow and long-standing and beloved assets age, so do the costs and number of staff required to effectively maintain their performance and level of service to the community. This recommended budget includes a number of offers that fund staffing or core maintenance to help maintain the City’s diverse portfolio of assets to keep service levels where residents and businesses have come to expect.

### **3. Difficult Trade-Offs**

When determining which services to scale back, the City focused on and prioritized areas that could be impacted by new COVID challenges and resources available to maintain world-class service. Trade-offs were made in areas where the cost of maintenance could be delayed to future budget cycles and with a keen eye toward what would constitute a new service versus what was maintaining current service levels.

### **4. Preserving a Meaningful and Market-Competitive Employee Experience**

Maintaining our commitment as an employer of choice to attract, retain, engage, develop, and reward the City of Fort Collins staff was a priority. The City also recognizes the leadership role it plays as one of the largest employers in the community. Due to challenging decisions made during the last budget cycle, the City was able to lift its hiring freeze this year after avoiding layoffs and implementing strategic furloughs in 2020. The talent market has become highly competitive and we propose strategic choices in this budget to ensure service delivery to the community is maintained through hiring, retaining and developing talented staff.

### **5. Recovery-Driven Investments Funded by the American Rescue Plan Act (ARPA)**

The City of Fort Collins has received federal funding through the American Rescue Plan to assist with the revitalization of our services for our community. These funds provide a substantial infusion of resources to address the pandemic and its economic fallout and lay the foundation for a strong and equitable recovery.

### **6. Addressing Social Vulnerabilities of our Community**

The 2022 Budget provided an opportunity for continued support of the City's commitment to equity advancement and to the City's commitment to equity for all, leading with race. While recognizing that everyone has a different experience in Fort Collins, the Budget Lead Team intentionally supported programs, services, and policies that address social vulnerabilities some members of our community may experience. Leadership welcomed this opportunity to "learn while doing" and identified the importance of moving forward with equity as an organization.

### **7. Building Equity into the Process**

After recovering from a tough year of budget constraints that resulted in reductions, staff and leadership were intentional in the decision-making process to incorporate what we heard from the community related to the advancement of our equity and inclusion work. A new Budget Equity Team was established to pilot the application of an equity lens to our budget process.

## EQUITY IN BUDGETING

To make budget information more accessible and easier to understand, the City's first Budget in Brief documents were created for the 2021 Adopted Budget. These smaller documents were written to minimize technical jargon and were published in Spanish and English. They have been published again for the 2022 Recommended Budget and are visible at [fcgov.com/budget](https://fcgov.com/budget). They are also available in printed form upon request.

In developing the 2022 Budget, the City expanded on the rapidly prototyped and streamlined equity lens previously applied in the 2021 Budget. Leveraging learning from work being done in communities around the country, this year's offers were also evaluated on advancing 2020 Strategic Objective 1.4 – Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

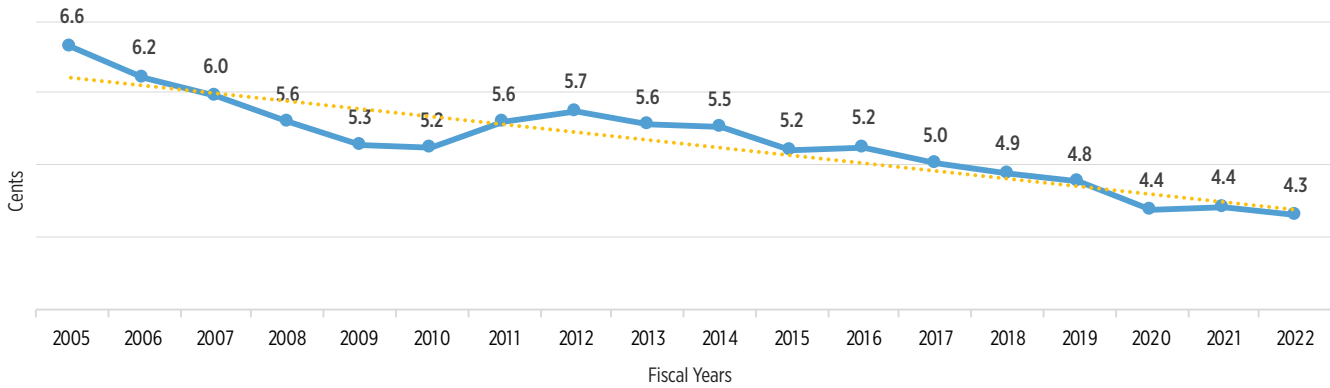
The executive Budget Leadership Team appointed a team of staff to create a Seller's Guide to Equity. This document helped staff write budget requests with consideration toward how the program or service advanced equity via a series of equity prompts designed to illuminate areas of the budget where equity gains were possible. The equity prompts addressed considerations for impacts to communities of color, low-income communities, minority and women-owned businesses, staff, and more. Training opportunities were provided to staff, along with interactive workshops where equity in offers could be discussed.

The executive team used this information and how the offer advanced the 2020 Strategic Plan, Council Priorities, and performance metrics to determine which offers would be recommended for funding. There are several offers across the organization that are directly linked to, or are in support of, Council's Equity and Inclusion Priority and Strategic Objective 1.4. These linkages are described more fully in the memo that accompanies this document. Based on continued community feedback, and while also acknowledging advances that have been made this year, it remains clear the City must continue focusing on equity in service delivery and throughout our community via the strategic planning and budgeting processes.



## PRICE OF GOVERNMENT FOR THE CITY OF FORT COLLINS

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



Note: 2020 is estimated due to lag time in the availability of data from the U.S. Bureau of Economic Analysis; 2021-2022 are forecasts/projections

### PRICE OF GOVERNMENT

The City again used its priority-based budgeting process known as Budgeting for Outcomes (BFO) to prepare the 2022 Recommended Budget. That process, in its purest sense, addresses the fundamental question, “How can residents get the most value for the taxes and fees they pay?”

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

In calculating the Price of Government for the 2022 Recommended Budget, data from the United States Bureau of Economic Analysis (U.S. BEA) was used. This data is a key input in the calculation of the Fort Collins Price of Government, and as such, the historical figures represented in the chart have been refreshed from prior-year budget documents whenever the U.S. BEA updates those previously reported figures.

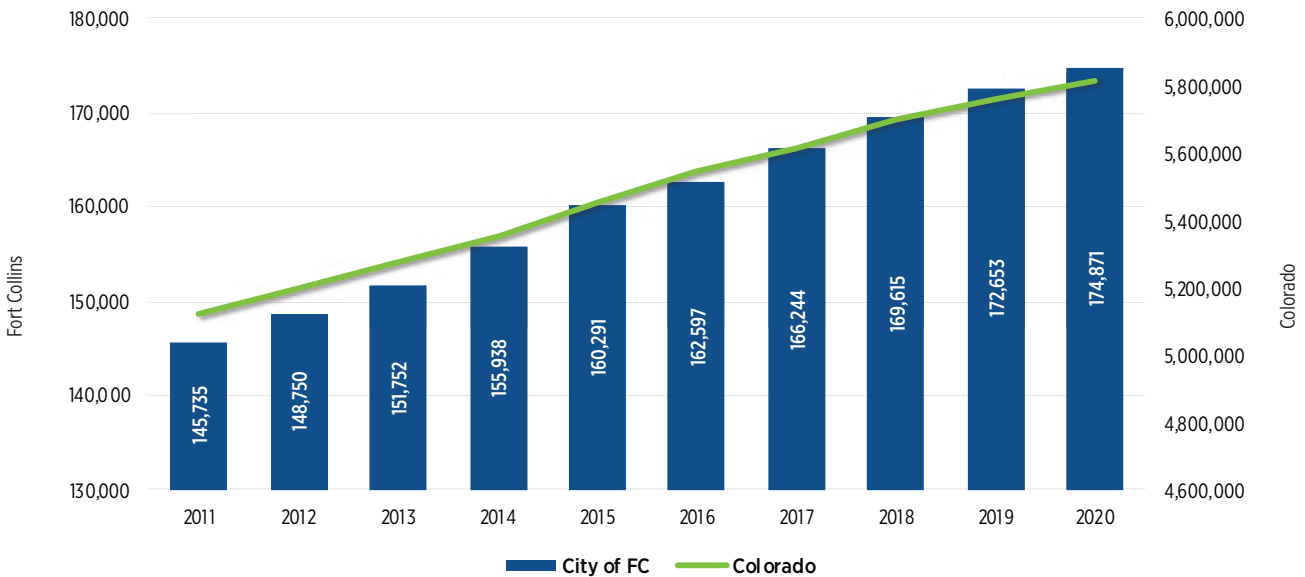
Fort Collins residents are projected to spend approximately 4.3 cents of each dollar earned on City services in 2022. Over the past twenty years the City’s focus on continuous improvement, combined with prudent fiscal leadership, has helped drive a reduction in the price of government for our residents from a high of 6.6 cents to a recent trend of under 5.0 cents. The other important driver of these results and estimates is due to new residents moving to the area with higher than median incomes. Although this trend is desirable, increased demands for services and maintaining City assets may have an impact in the future.

## ECONOMIC OUTLOOK

The COVID-19 pandemic caused a historic economic downturn in both Colorado and the nation, with record GDP and employment declines. While the economy has observed a healthy bounce back from the unprecedented lows in Q2 2020, the months ahead present large challenges, uncertainty, and many

factors that could influence the direction of the recovery. The Delta Variant of COVID-19 is presenting itself, again threatening hospital capacities and new government restrictions across the country. Additional mandated lockdowns could present a blow to the already fragile economy.

## POPULATION OF FORT COLLINS

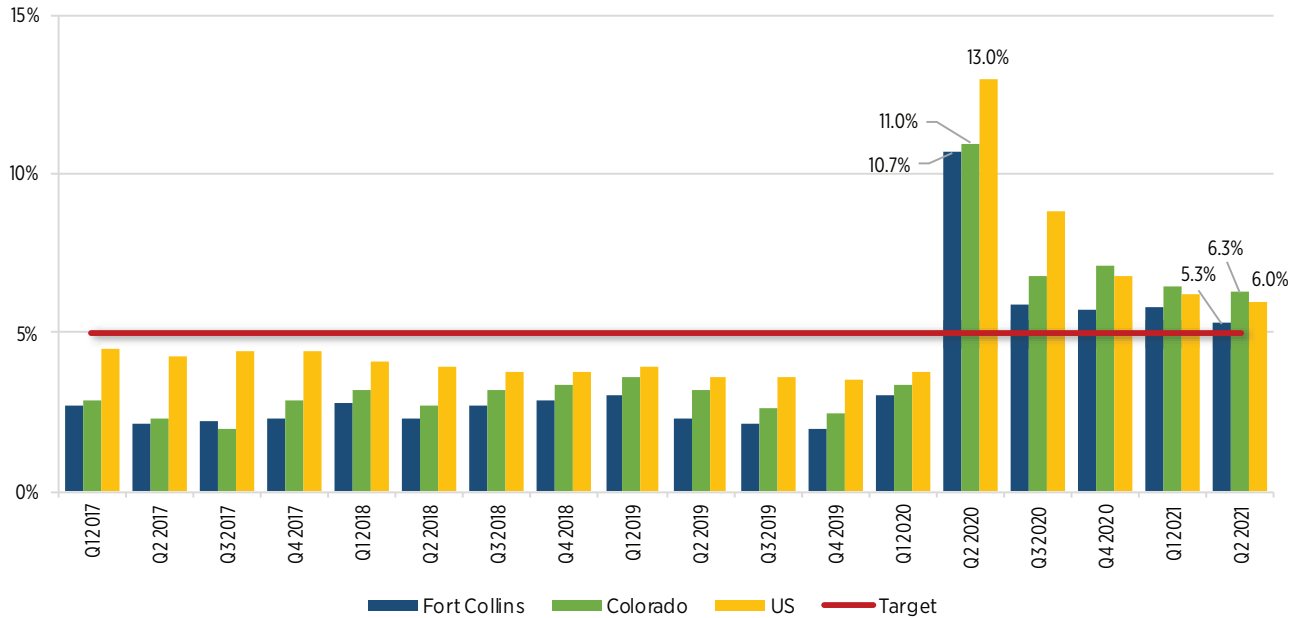


### Population

Fort Collins continues to attract new residents, outpacing population growth for both Colorado and the U.S. for the period 2011-2020. Fort Collins saw an average annual increase of 1.8% between 2011 and 2020 (estimate). The state of Colorado and the U.S. have grown an average annual rate of 1.3% and 0.6%, respectively, over the same period.

**20%**  
Fort Collins saw a population increase of 20% from 2011-2020

## UNEMPLOYMENT



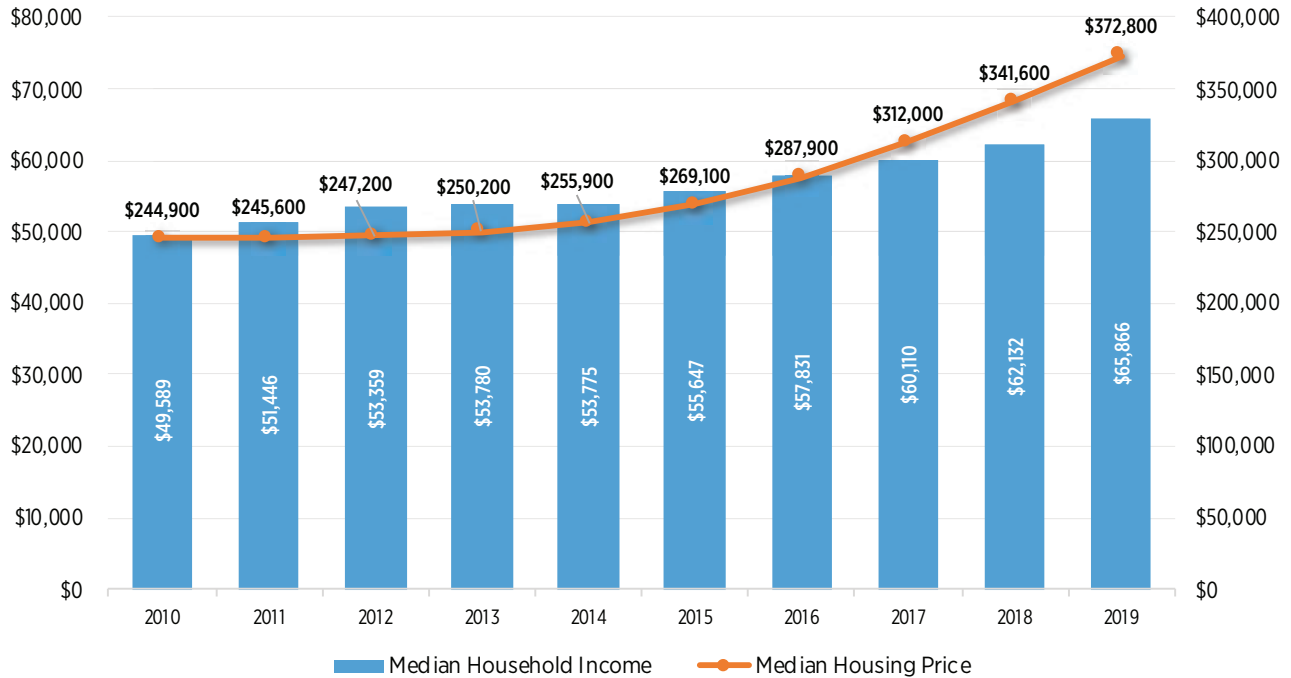
### Unemployment

The COVID-19 pandemic in 2020 brought nine consecutive years of job growth to an abrupt halt, impacting every industry in the state. According to the economic projections of the Federal Reserve, the unemployment rate in the US will average 4.5% by the end of 2021 and fall in 2022 and 2023, reaching 3.8% and 3.5% respectively.

Although local and national employment has made a strong recovery from the recession lows reached in April 2020, rates are still above 5% in Colorado (6.2%) and the U.S. (5.9%) as of June 2021 preliminary data. Fort Collins' latest preliminary unemployment rate for May 2021 is at 4.7%.



## MEDIAN HOUSEHOLD INCOME



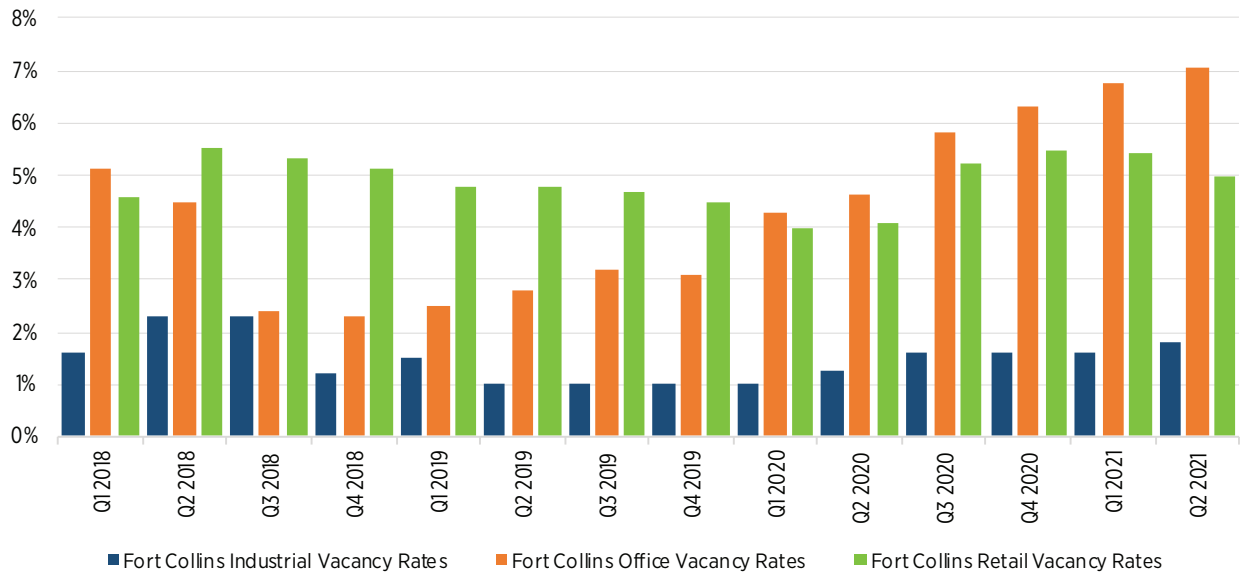
Data source: Census Bureau, American Community Survey 5-Year Estimates

### Median Household Income

Wage growth in Fort Collins mirrors the wage stagnation found across the United States, and the median household income for Fort Collins is \$65,866 based on the most recent available data of 2019. When we look at the average annual growth rate of median household income from 2010-2019, which is 2.9%, compared to the median housing price average annual growth rate of 4.3% over the same period, we see that Fort Collins is facing housing costs that have outpaced income growth, particularly since 2016. Housing that is affordable remains a critical issue for the Fort Collins community.

Workers in Fort Collins Metropolitan Statistical Area (MSA) had an average hourly wage of \$27.01 in May 2020, in line with the nationwide average of \$27.07 according to the U.S. Bureau of Labor Statistics.

## COMMERCIAL REAL ESTATE VACANCY RATES



Data Source: The Realtec Report Q42020

### Commercial Real Estate Vacancy Rates

After the pandemic subsides employers will reevaluate their remote options based on costs, productivity, ability to attract and retain talent, and the effect on strategic growth plans. It's anticipated the number of businesses that want to return to an in-person office

environment will outweigh the preference to work remotely. In 2021, landlords can expect tenants to seek shorter-term leases, occupy less square footage and decrease shared workspaces.

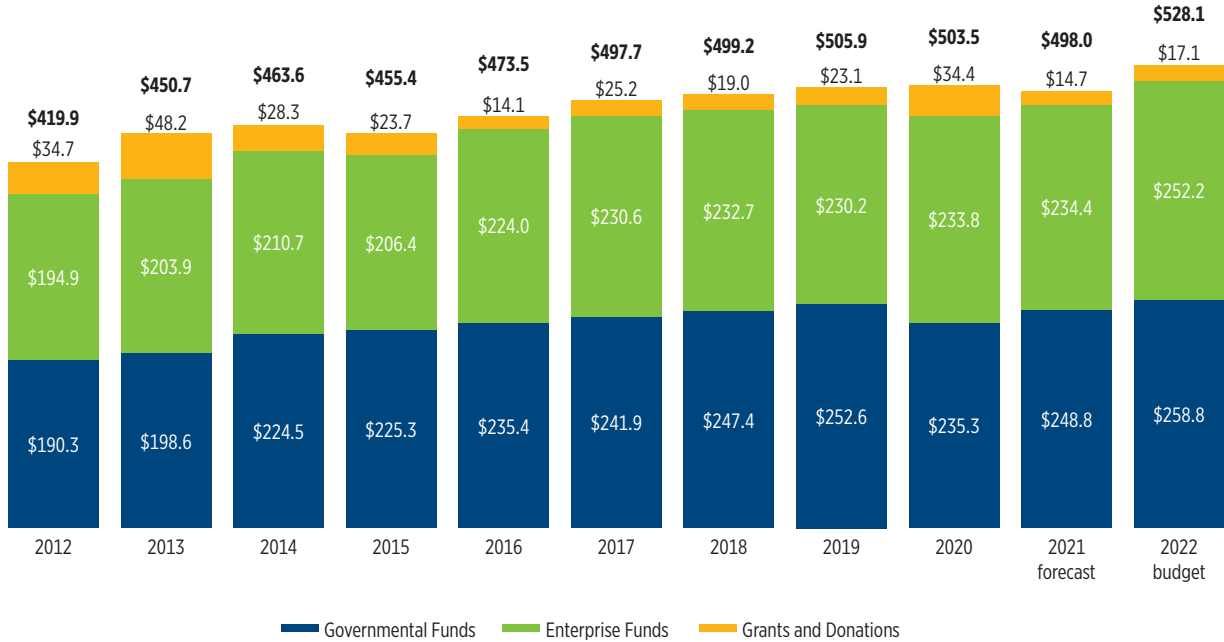
### Credit Rating

In 2019 Moody's reaffirmed the City's Aaa credit rating previously assessed in 2013. The primary drivers for this sustained credit rating are:

- The City's sizable and vibrant economy with a large and expanding tax base and a strong institutional presence
- CSU as an economic anchor
- The long trend of healthy financial operations and reserves
- Benefit from very low debt, pension, and fixed-cost burden

## CITY REVENUE

(\$ millions)



### 2022 REVENUE

This budget includes modest growth assumptions for 2022 off of the significantly increased forecast for 2021, as the economy recovers from the pandemic. The budget reflects a cautiously optimistic outlook for the next year while being aware of concerns of continued unknowns from the Delta Variant, as well as the national recovery. This budget assumes health conditions will not worsen significantly from 2021 and moderate growth in economic activity will continue in 2022. This outlook is reflected in the assumptions used to estimate revenues.

The 2022 Budget includes a wide variety of funding sources, many with restrictions and dedications that make allocating resources complex. This section provides an overview of some of the key revenue sources that make up the overall budget.

\* 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 because that table includes all City funds.



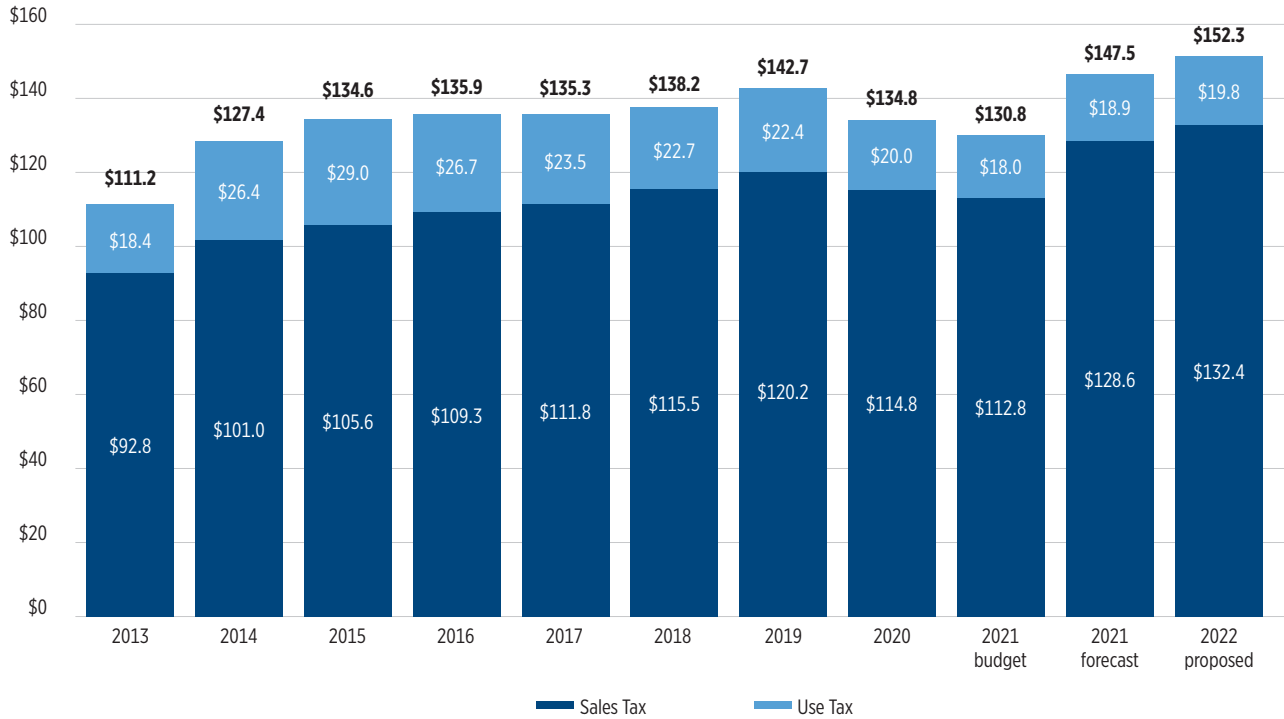
## Governmental Revenue

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

- **Sales Tax:** 2022 Sales Tax revenue accounts for about 57% of the General Fund revenue collected and 48% of total governmental revenues. The budget assumes an increase in economic activity in sales tax of 3.0% in 2022, off of the significantly increased base now forecasted for 2021.
- **Use Tax:** 2022 Use Tax revenue accounts for about 8% of the General Fund revenue collected and 7% of total governmental revenues. The 2022 Budget assumes a base collection of \$14.5M that funds ongoing programs and services. An additional \$5.3M of Use Tax above that base is forecasted for 2022 and that more volatile revenue is generally intended for one-time projects and initiatives.
- **Property Tax:** 2022 Property Tax revenue accounts for about 15% of the General Fund revenue collected and 10% of total governmental revenue. Property Taxes for 2022 are anticipated to increase 5% over 2021 budgeted assessments.
- **Payments in Lieu of Taxes (PILOT):** PILOTs are collected by all City-owned utilities except for Stormwater. In 2021 these payments account for about 6% of the General Fund revenue and 4% of total governmental revenue.
- **User Charges/Fees:** This category includes park fees, development fees, administrative charges, court costs, etc. This revenue source accounts for about 6% of the General Fund revenue collected and 13% of total governmental revenue. User charges and fees vary significantly by the type of charge or fee.

## SALES AND USE TAX REVENUE

(\$ millions)



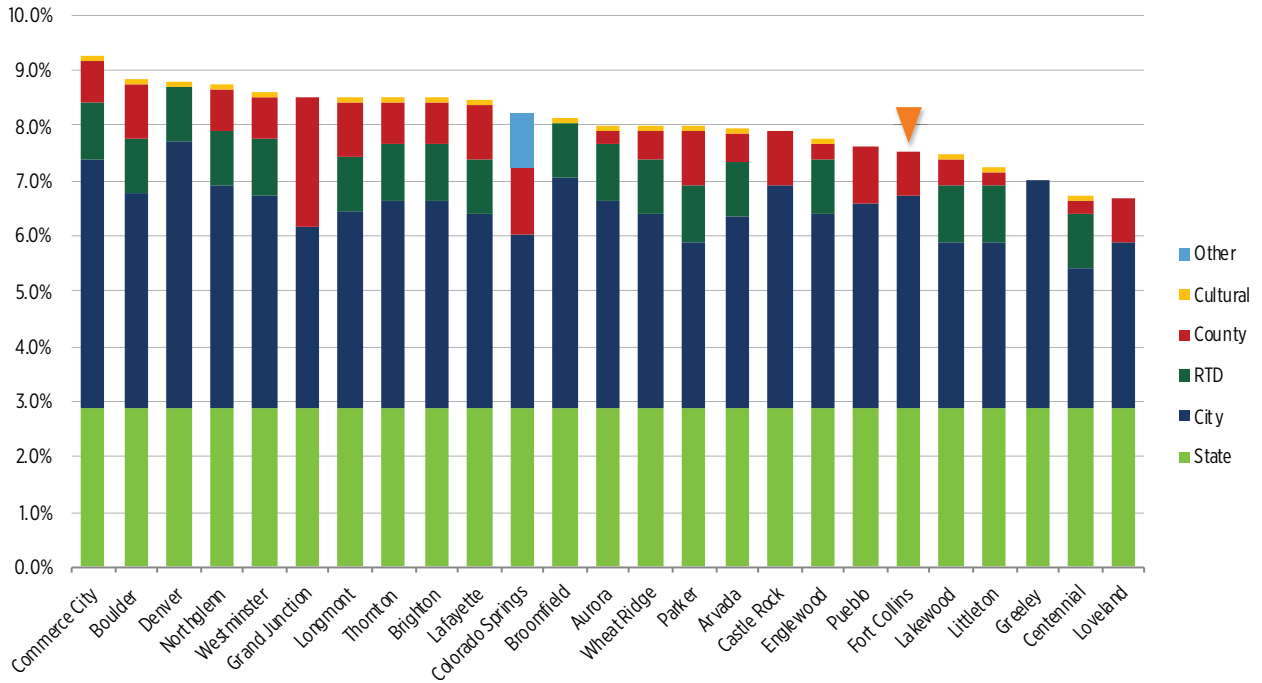
### SALES AND USE TAX TRENDS

The rate for sales and use taxes earmarked for general operations remains at 2.85% and the other four 0.25% voter-approved tax initiatives are available for the various restricted purposes listed in the ballot language for a total City tax rate of 3.85%. The property tax rate remains unchanged since 1992 at 9.797 mills.

Sales tax receipts for 2021 are now forecasted to increase over 2020 by 12.0% compared to 3.0% in the original 2021 Budget. A cautiously optimistic increase in Sales Tax of 3.0% is forecasted for 2022 off of that much higher-than-expected base and City staff will be monitoring continuously throughout the year.

Use tax receipts have historically been volatile and reflect the local community’s investment in new equipment and buildings. Since the low mark of collections in 2009 of \$8.3M, Use Tax increased as construction, vehicle purchases, audits, and investments in equipment resumed after the Great Recession. In 2015, Use Tax collections hit a historic high of \$29.0M and have been steadily declining with overall economic tightening. Use Tax in 2022 is forecasted at \$19.8M.

## SALES TAX RATE COMPARISON



Note: Includes all city, county, state, and special district taxes with data as of July 2021.

### SALES TAX RATE COMPARISON

The combined sales and use tax generates about 55% of governmental revenue annually. In 2019, Fort Collins voters approved a renewal of the original 0.85% City sales tax rate approved in 2010 commonly referred to as Keep Fort Collins Great (KFCG). This renewal was comprised of 0.60% being added to the City’s base sales tax in perpetuity; with the remaining 0.25% subject to renewal at the end of ten years. The revenue generated by both of these tax renewals is recognized in the General Fund starting in 2021. The overall sales tax rate in Fort Collins is 7.55% including the county and state sales tax rates. The above table shows the total sales tax rate of the City compared with other Front Range cities.

## ENTERPRISE FUND REVENUE & UTILITY RATES

The City’s Enterprise Funds are those funds that provide services based on fees generated to support operations. These services include Electric, Water, Wastewater, Stormwater, and Broadband. It should be noted that Broadband is still in buildout mode as it continues to work to provide new service opportunities to residents and businesses through 2022.

Rate increases for the existing utilities are:

- **Electric Utility**

Electric rates are proposed to increase 2.0% in 2022 due to anticipated increased power supply costs from Platte River Power Authority (PRPA). The City purchases wholesale power from PRPA and then distributes it to our customers. The PRPA Board will finalize rate changes in October 2021 and the final rates will be incorporated into the 2021 Adopted Budget.

- **Water, Wastewater and Stormwater Utilities**

All three of these utilities proposed to increase rates 0% in 2022.

The following table is a summary of 2020 and 2021 actual average rate increases and the 2022 proposed average rate increase in the electric Utility:

### Utility Rate Adjustments

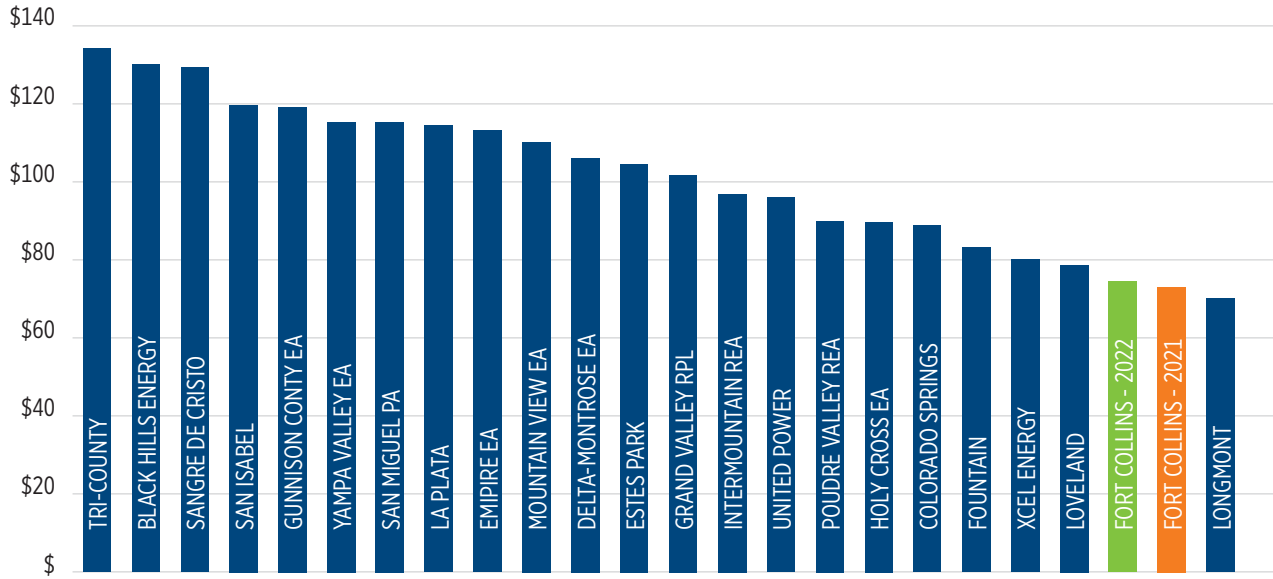
	Actual 2020	Actual 2021	Budget 2022
Electric	5.0%	3.0%	2.0%*
Water	0.0%	2.0%	0.0%
Wastewater	0.0%	0.0%	0.0%
Stormwater	2.0%	0.0%	0.0%

\* Rate increase depends on the final energy costs approved by the Platte River Power Authority (PRPA) Board in October 2021



## RESIDENTIAL ELECTRIC COST COMPARISON

(700 kWh per month)



\* Colorado Utilities with more than 7,500 residential meters

\* Source: Colorado Association of Municipal Utilities, January 2021 data

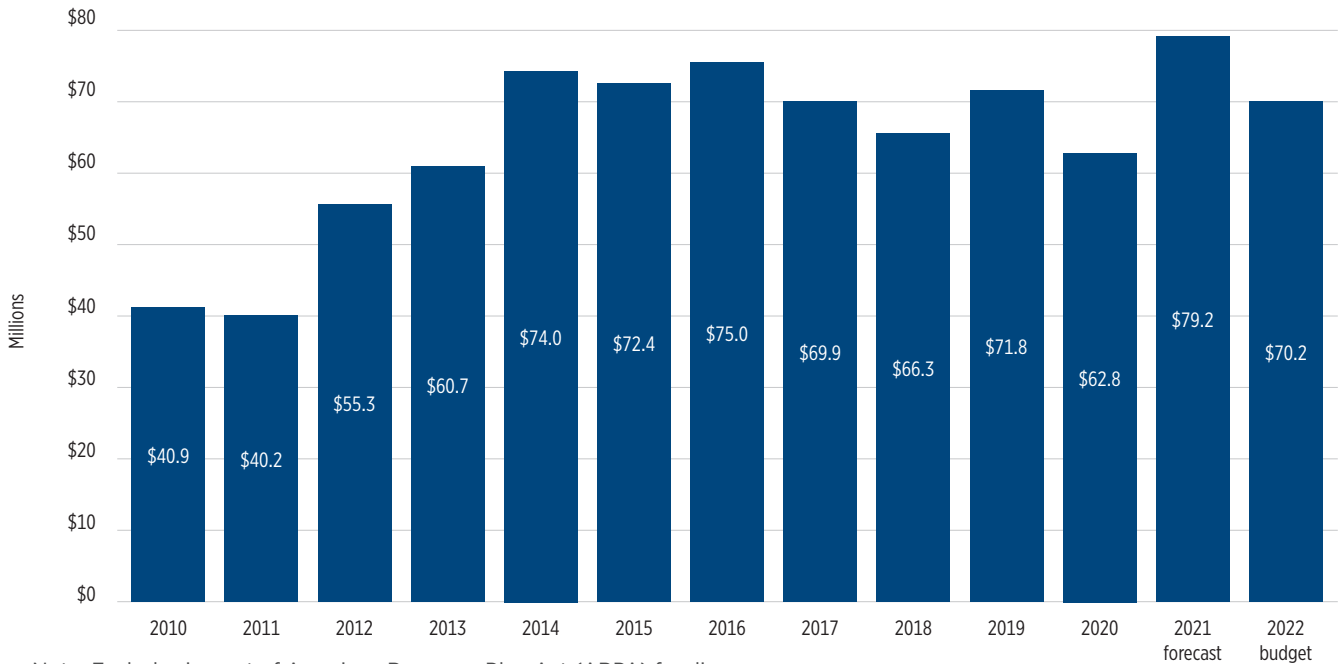


### RESIDENTIAL ELECTRIC COST COMPARISON

The above table shows comparable electric rates among Fort Collins and other electric utilities in the area for 700 kilowatt hours (kWh) of residential usage. Fort Collins continues to have one of the lowest electric rates in the state. The orange bar in the graph represents the cost based on the 2021 average rates; the green bar represents the cost after the proposed 2022 rate increase.



## GENERAL FUND - FUND BALANCE 2020-2022



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



### 2022 RESERVE AND OTHER ONE-TIME FUNDING SOURCES

The year-end balances of the General Fund grew from 2011 to 2014 based on an improving economy coming out of the Great Recession, the consolidation of an existing Sales & Use Tax Fund into the General Fund of \$5.9M and intentional efforts to retain a portion of each year’s unanticipated revenue to minimize the impact of future economic downturns. Those balances then started to decline starting in 2017 due to the planned use of reserves for capital projects and other strategic investments, as well as actual revenues coming in much closer to budget.

The 2022 Budget includes the use of \$5.3M of General Fund reserves for planned projects, other capital and equipment replacement. General Fund reserves will be used again in 2022, but at a lesser amount than in 2021, to bridge the gap between forecasted revenue and expenses to allow for continuity of service and organizational investments in asset management.

## HISTORICAL USE OF RESERVES

(\$ millions)

Fund	2014	2015	2016	2017	2018	2019	2020	2021	2022
General Fund	\$4.9	\$6.2	\$6.2	\$6.2	\$5.1	\$3.4	\$4.0	\$8.4	\$5.3
Capital Expansion	0.1	6.6	1.1	-	-	-	1.4	3.5	0.1
KFCG	0.9	2.7	2.8	5.2	4.8	1.7	1.5	3.1	2.0
Neighborhood Parkland	1.1	-	-	0.8	1.2	1.4	-	-	2.9
Natural Areas	-	0.2	-	0.6	1.3	0.3	-	0.3	1.1
Transit	0.1	0.5	0.6	0.4	0.4	0.1	-	1.5	-
Transportation Cap Ex	-	-	-	0.9	1.1	5.4	0.2	1.1	-
Transportation	0.2	1.3	0.5	1.4	2.8	2.2	2.6	1.5	0.8
L&P	7.1	6.1	8.2	9.5	4.5	0.3	-	1.6	-
Water	4.6	-	7.4	1.1	1.0	-	-	2.7	5.9
Wastewater	0.7	-	3.5	1.3	6.8	-	-	7.0	0.5
Stormwater	-	1.4	0.1	1.3	1.1	-	-	4.9	-
Self Insurance	0.6	0.3	0.3	-	-	0.0	0.1	-	-
Data & Communications	-	0.3	0.2	1.7	0.2	0.9	0.5	0.5	0.7
Benefits	1.6	0.2	0.2	-	-	-	0.6	1.1	3.8
CSA	0.7	0.4	0.5	-	0.1	0.3	0.2	-	1.6
All Other Funds	0.8	2.7	1.2	1.7	1.7	2.6	0.9	10.4	2.6
<b>Grand Total</b>	<b>\$23.5</b>	<b>\$28.8</b>	<b>\$32.7</b>	<b>\$32.1</b>	<b>\$32.1</b>	<b>\$18.6</b>	<b>\$12.0</b>	<b>\$47.6</b>	<b>\$27.3</b>

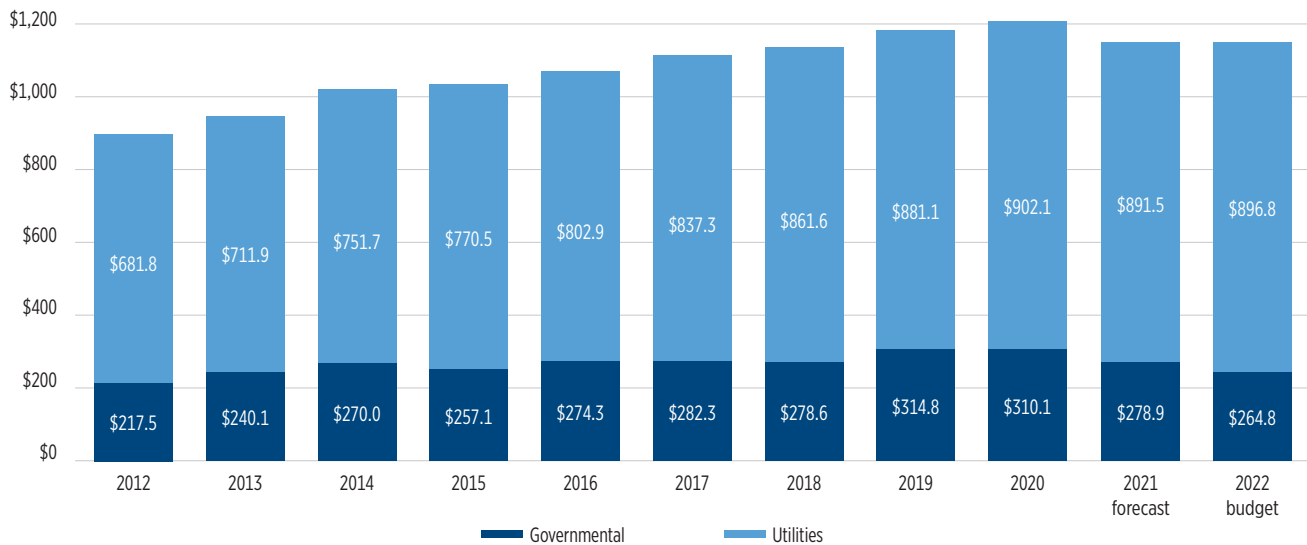
Note: The figures above exclude 1) American Recovery Plan Act (ARPA), 2) the General Employees Retirement Plan Fund since reserves fund the plan, as designed and 3) the Broadband Fund due to the communicated business intention of using reserves for operations until anticipated revenue levels cover ongoing expenses.



The chart above displays the historical budgeted use of reserves Citywide. Prior to the pandemic, the City had been intentionally using reserves, especially in the Utility funds, for investments in significant capital projects. The use of reserves was significantly higher in 2021 due to both the \$12.0M bridge near Vine and Lemay, as well as the use of reserves to cover the forecasted revenue gap caused by the pandemic. Reserves in the 2022 Budget are lower, but still higher than historical averages due to ongoing economic recovery from the pandemic.

## YEAR END FUND BALANCE

(\$ millions)



Note: This chart includes GID and URA, but not DDA

Fund	Actual Fund Balance 12/31/20	Projected Fund Balance 12/31/21	Projected Fund Balance 12/31/22
General	\$62.8	\$79.2	\$70.2
Keep Fort Collins Great	9.7	4.8	2.8
Transportation Services	10.9	7.2	6.4
Capital Projects	16.6	7.5	7.5
Other Governmental Funds	116.5	89.6	92.8
Electric and Telecommunications *	208.2	191.9	189.8
Water *	338.9	336.4	337.4
Wastewater *	193.8	196.0	197.6
Stormwater *	159.8	165.9	171.5
Internal Service Funds	32.4	31.8	27.8
Other Funds	62.6	60.1	57.7
<b>Grand Total</b>	<b>\$1,212.2</b>	<b>\$1,170.4</b>	<b>\$1,161.6</b>

Notes:

- 1) Dollars are shown in Millions
- 2) Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk (\*) include non-liquid capital assets such as land and buildings.
- 3) Includes GID and URA fund balances, but not DDA fund balances.

Overall City fund balances are healthy and above local and state requirements for minimum fund balances. Solid financial management of City finances has enabled the prudent build-up of reserves, which is typically used for larger capital projects and other strategic investments. This has also allowed the City to temporarily bridge forecasted revenue gaps in the 2021 Budget, as well as this 2022 Recommended Budget. The City closely monitors fund balance relative to economic conditions and forecasts. The table displays Citywide fund balances and how they have changed over the last few years.

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## TOTAL AND NET CITY BUDGET

(\$ millions)

	Original 2021	2022	% Change
<b>Operating</b>	\$629.2	\$631.3	0.3%
<b>Debt</b>	29.7	31.6	6.4%
<b>Capital</b>	41.4	65.4	57.9%
<b>Total City Appropriations*</b>	<b>\$700.3</b>	<b>\$728.3</b>	<b>4.0%</b>
<b>Less</b>			
Internal Service Funds	(\$79.9)	(\$87.9)	9.9%
Transfers to Other Funds	(66.4)	(67.9)	2.2%
GIDs	(0.6)	(0.2)	-67.2%
URAs	(6.7)	(5.8)	-13.4%
DDA	(23.9)	(23.3)	-2.4%
<b>Total</b>	<b>(\$177.6)</b>	<b>(\$185.1)</b>	<b>4.2%</b>
<b>Net City Budget</b>	<b>\$522.7</b>	<b>\$543.2</b>	<b>3.9%</b>

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



### 2022 BUDGET SUMMARY

The total budget for all City funds for 2022 is \$728.3M. The above table compares the original 2021 budget with the 2022 proposed budget, including the net operating budgets, capital improvement budgets and debt service. The Net City Budget (the budget excluding internal transfers and charges) for 2022 is proposed to decrease 3.9% compared to the 2021 Net City Original Budget.

## 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 capital projects included in the 2022 Budget total \$65.4M. It is important to note that the City Budget does not typically include grants, which can be for significant capital projects. The grants go through individual appropriation ordinances as the grant details and amounts are finalized throughout the year. The primary exceptions to this are the federal operating and capital grants leveraged in the Transit Fund.

The 2022 Budget funds numerous large capital projects in Parks, Transportation and Utilities. These projects include, but are not limited to recreational trail development, neighborhood park design and construction, intersection improvements at College/Lemay, College/Drake and Drake/Lemay, as well as various street, bridge, and sidewalk improvements. Various infrastructure projects and system improvements across all five utilities are also included in this budget.

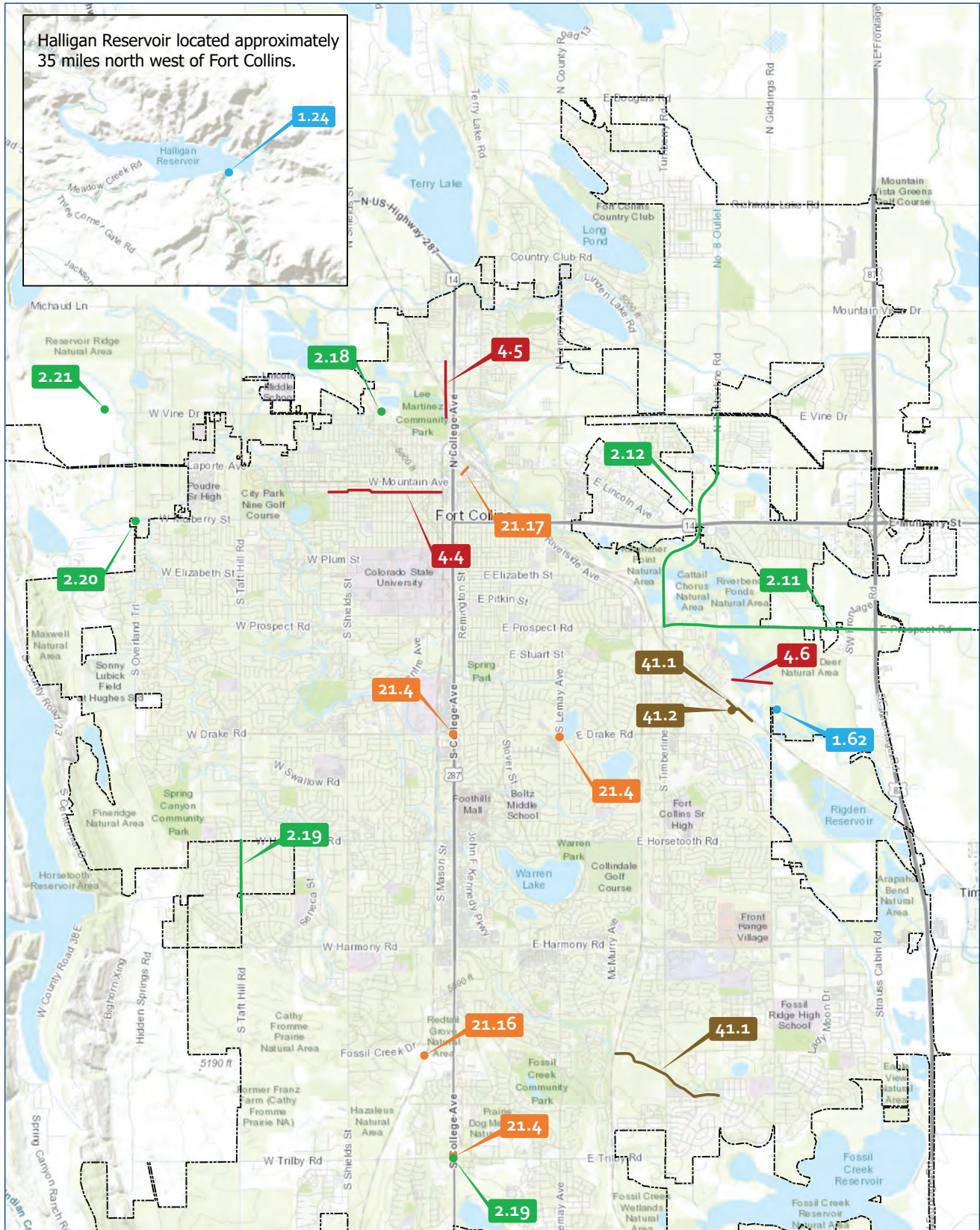
## Community Capital Improvement Program (CCIP)

Project*	2022
Arterial Intersection Improvements	\$400
Battery Electric Buses	500
Bicycle Infrastructure Improvements	850
Bus Stop Improvements	100
Nature in the City	300
Pedestrian Sidewalk / ADA-Compliance	1,200
Southeast Community Center	2,360
<b>TOTAL</b>	<b>\$5,710</b>

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

The seventh year of capital projects in the Community Capital Improvement Program (CCIP), which is the voter-approved renewal of the Building on Basics tax initiative, is included in the 2022 Budget. The CCIP projects include inflation above the 2015 project cost estimates (in thousands of dollars).

## 2022 RECOMMENDED CAPITAL PROJECTS



## 2022 RECOMMENDED CAPITAL PROJECTS

	Offer No.	Offer Name	Offer Total
Environmental Health	1.14	Utilities: Light & Power - Demand Response Equipment Technology Replacement *	\$435,500
	1.24	Utilities: Halligan Project Additional Capital Funding for Continued Permitting and Design	\$4,934,000
	1.62	Environmental Learning Center Flow Restoration Project Construction	\$1,731,943
Economic Health	2.9	Utilities: Light & Power - Distribution Automation *	\$150,000
	2.11	Utilities: Light & Power - Install East Prospect and I-25 Circuit	\$1,733,000
	2.12	Utilities: Light & Power - Install Circuit to Timberline Road and East Vine to Serve New Load	\$720,000
	2.13	Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade *	\$932,000
	2.14	Utilities: Light & Power - Asset Register and Work Order Management System Upgrades *	\$269,120
	2.15	Utilities: Light & Power - Operational Technology (OT) Graphic Work Design Upgrade *	\$450,000
	2.18	Utilities: Light & Power - 700 Wood Street Backup Power, Dual Feed, and Auto Transfer	\$519,000
	2.19	Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements	\$230,000
	2.20	Utilities: Light & Power - Disaster Recovery Site Improvements	\$406,575
	2.21	Utilities: Light & Power - Joint Training Field with Poudre Fire Authority	\$55,000
Safe Community	4.4	Utilities: Stormwater - Oak Street Stormwater Project	\$920,000
	4.5	Utilities: Stormwater - North Mason Stormwater Improvements	\$1,500,000
	4.6	Utilities: Stormwater - Poudre River Levee Program	\$1,500,000
Transportation & Mobility	13.5	CCIP - Bicycle Infrastructure *	\$350,000
	19.6	CCIP - ADA Bus Stop Improvements *	\$100,000
	21.4	CCIP - Arterial Intersections	\$400,000
	21.5	CCIP - Pedestrian Sidewalk - ADA *	\$1,200,000
	21.16	Siphon Bike / Pedestrian Overpass	\$500,000
	21.17	Linden Street Renovation Project	\$400,000
Culture & Recreation	34.24	CCIP - Southeast Community Center Design and Construction Plans *	\$2,360,000
	41.1	Recreational Trail Development	\$1,863,507
	41.2	Neighborhood Park Development	\$4,383,758

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

Additional information about these specific projects, as well as all budget requests (offers),

is available on-line. Go to [fcgov.com/budget](https://fcgov.com/budget) and click on any of the 7 Outcome links. Each report is sorted by Offer ID # and contains the entire offer narrative, including linkage to the strategic plan and associated performance measures.

## BUDGET PROCESS AND BASIS

### The City Budget

The City provides a wide variety of services to just under an estimated 175,000 residents. Municipal services are financed through a variety of taxes, fees, charges for service, and intergovernmental assistance. To plan for the delivery of effective services and efficiently manage the revenues which support those services, the City adopts a budget, also known as a financial plan.

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

The fiscal year of the City is the calendar year. By Charter, the City may adopt budgets for a budget term of one or more fiscal year(s). However, due to the unknowns of the global pandemic, City Council has approved and adopted a one-year budget for the year 2022. This same process was used for the 2021 Budget. The City will then again return to biennial budgeting for the 2023-24 Budget. When the budget is adopted for a two-year term, the State and City Charter require that prior to each fiscal year; an appropriation ordinance must be adopted to authorize budgeted expenditures for the coming fiscal year.

### Budget Process

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

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

The City's Financial and Management Policies guide preparation and long-range planning. The City Manager and Chief Financial Officer, along with the other executive directors, develop the guidelines, consistent with the policies, to be used for budget preparation. The aforementioned individuals are collectively referred to as the Budget Leadership Team. During the development of the budget, various department and division representatives may be called upon to provide their expertise. In addition, the City Council takes the City Manager's Recommended Budget and provides guidance to staff of changes they want incorporated into their final adopted Budget, which is ultimately the community's budget. The City's budget is typically developed from March through November every two years. The budgets for 2021 and 2022, however, will each be separate one-year budgets, as described above.



## The City's 2022 Biennial Budget was prepared using Budgeting for Outcomes (BFO)

The City has used a budgeting process called Budgeting for Outcomes (BFO), which is a form of Priority Based Budgeting, since 2005. This process is a recommended best practice by the Government Finance Officers Association (GFOA). It is a systematic process driven by goals and performance, to provide information that links budgeting to planning and results. Its purpose is to better align the services delivered by the City with the things that are most important to the community. The process begins in March after the completion of the City's Strategic Plan. During that month, departments develop multi-year revenue projections and enter them into our budgeting software called the Budget Analysis and Reporting Tool (BART). These revenue projections effectively set the "price of government"; the amount available for purchasing programs and services that will help achieve the key Outcomes. The City has seven Outcomes:

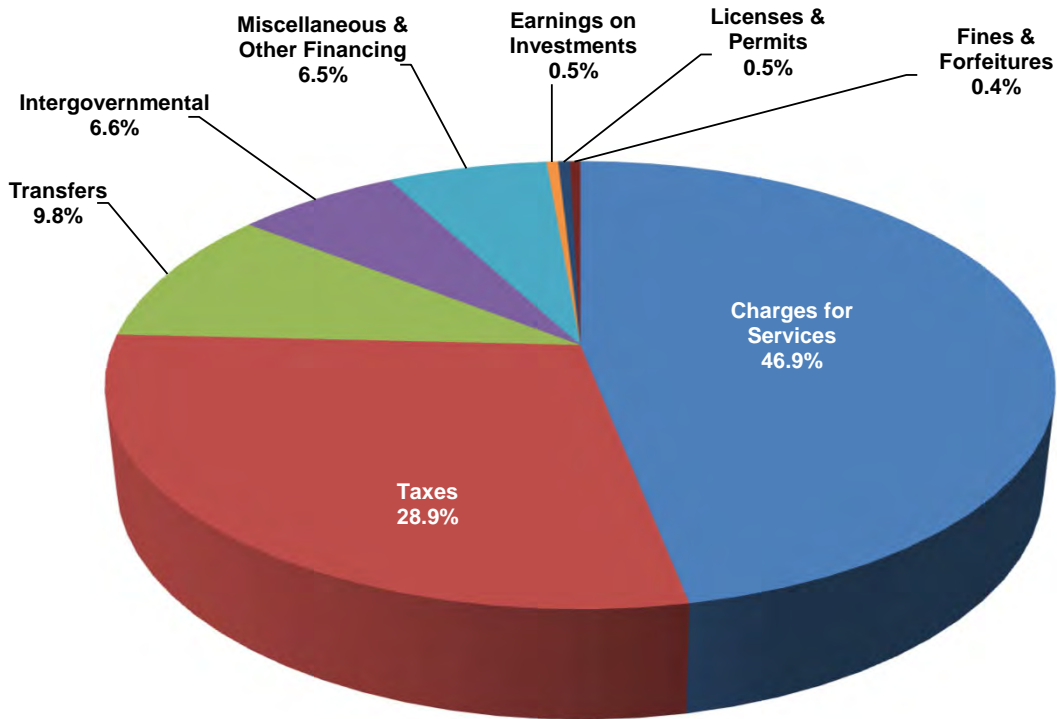
- Neighborhood Livability and Social Health
  - Culture and Recreation
  - Economic Health
  - Environmental Health
  - Safe Community
  - Transportation & Mobility
  - High Performing Government
- During *March and April*, City staff from all departments and divisions (a.k.a. Sellers) prepares budget requests, called Offers, that support the City's Strategic Plan. Each Offer is submitted to one of the City's key strategic Outcomes.
  - For each Outcome a BFO Team is created. Each of the seven BFO Teams is comprised of cross-functional staff members and two resident volunteers. During *May and June* the Offers are reviewed by these teams, who work with the Sellers to refine their Offers to be as efficient and effective as possible. The Offers are then ranked in priority order and recommended for inclusion or omission from the City Manager's Recommended Budget, based upon the Offer's merits relative to the Outcome to which it was submitted and the resources available. The resident volunteers were not utilized for the 2022 Budget due to various concerns related to the Coronavirus.
  - In *July* the Budget Leadership Team reviews all the recommendations by the BFO Teams and ultimately creates the City Manager's Recommended Budget. The Offers are listed in rank order of proposed funding in Ranking Platforms which are located near the beginning of each Outcome section of this document. The Offer summaries follow directly after the Ranking Platforms and all the detail of each Offer can be found on the City's web site at [www.fcgov.com/budget](http://www.fcgov.com/budget).

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

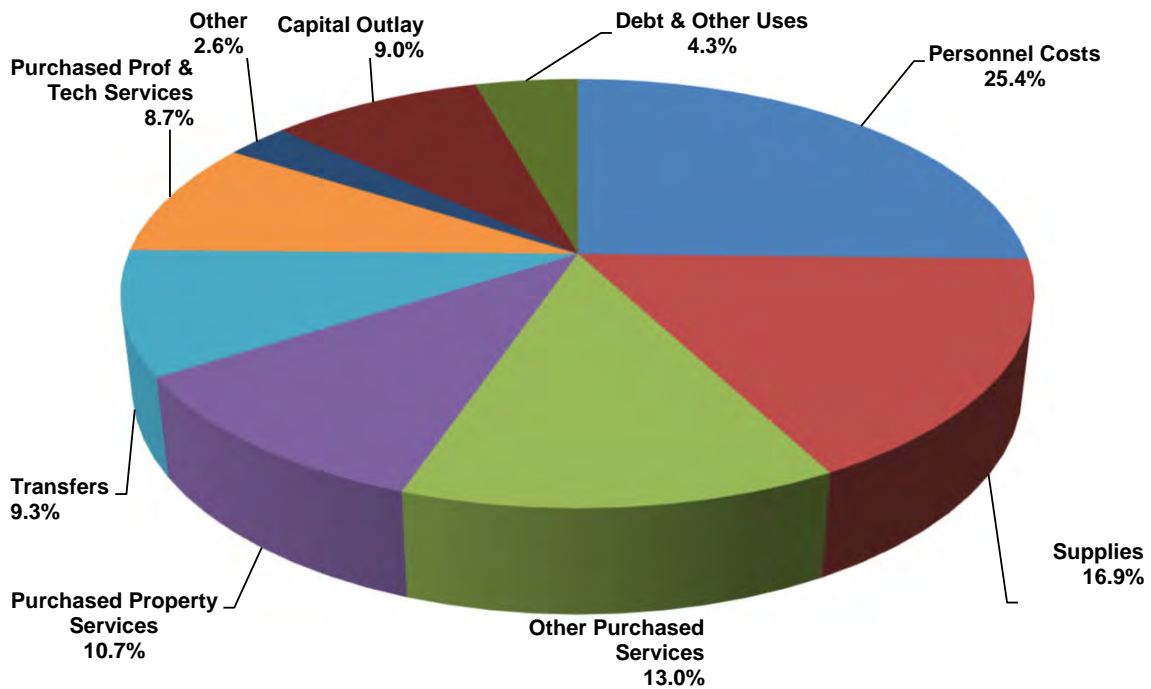
When the City does a two-year budget, a budget revision process is conducted during the first fiscal year of the adopted budget term. Revenue and expenditure projections for the budget term are reviewed in July and, if need be, adjusted. The City Manager may present any budget adjustment recommendations to the City Council in work sessions and then Council may amend the budget and, as required by the State and City Charter, appropriates or authorizes expenditures for the coming fiscal year.

There are generally two opportunities during the fiscal year for supplemental additions to the annual appropriation approved by Council. The first is usually adopted in March/April to re-appropriate funds from the previous year's ending balance for projects or obligations that were approved, but not completed, during the year. The second opportunity in the 2<sup>nd</sup> half of the year is used to fine-tune (adjust) the current fiscal year for previously unforeseen events. In addition, if revenue is received during the fiscal year from a source that was not anticipated at the time of budget adoption or it is deemed that there is a prudent need to use financial reserves, Council may appropriate that unanticipated revenue or prior year reserves for expenditure anytime during the year.

## Where the Money Comes From 2022: \$692.9 Million



## Where the Money Goes 2022: \$728.3 Million



# REVENUE SUMMARY

	Actual 2019	Actual 2020	Budget 2021	Budget 2022	% Change From 2021
Property Taxes	36,533,568	40,653,403	41,747,530	42,835,091	2.6%
Sales & Use Tax	143,144,963	135,242,889	131,264,745	152,557,826	16.2%
Occupational Privilege Tax	2,658,592	2,375,497	3,084,932	2,738,632	-11.2%
Lodging Taxes	1,946,406	1,024,387	1,619,877	1,800,000	11.1%
Licenses & Permits	3,878,230	3,441,337	3,222,611	3,282,300	1.9%
Fines & Forfeitures	2,765,338	2,416,276	2,938,068	2,906,970	-1.1%
Intergovernmental	40,067,636	46,719,656	29,760,231	33,959,991	14.1%
Payment in Lieu of Taxes	10,649,820	10,971,418	11,318,176	11,760,000	3.9%
Charges for Service	100,527,314	95,455,691	103,977,602	107,504,762	3.4%
Charges for Service - Utilities/Golf	211,571,779	217,463,657	213,341,000	217,648,000	2.0%
Earnings on Investments	26,523,454	16,023,234	4,210,019	3,242,547	-23.0%
Miscellaneous	17,940,006	19,952,337	24,485,286	33,125,422	35.3%
Proceeds of Debt Issuance	35,003,780	6,330,069	10,060,000	11,673,680	16.0%
Other Financing Sources	432,179	264,878	55,000	0	-100.0%
Transfers from Funds	78,716,537	40,478,769	66,442,691	67,930,238	2.2%
<b>TOTAL</b>	<b>\$712,359,601</b>	<b>\$638,813,500</b>	<b>\$647,527,768</b>	<b>\$692,965,459</b>	<b>7.0%</b>
Less:					
Internal Service Funds	(69,133,674)	(67,816,561)	(71,963,479)	(73,946,321)	2.8%
Transfers	(78,716,537)	(40,478,769)	(66,442,691)	(67,930,238)	2.2%
GID #1, #15	(416,039)	(414,270)	(397,778)	(370,329)	-6.9%
URA Funds	(11,554,618)	(6,496,744)	(7,671,703)	(7,123,447)	-7.1%
Downtown Development Authority	(10,742,777)	(14,275,485)	(15,038,685)	(15,038,685)	0.0%
<b>NET REVENUES</b>	<b>\$541,795,957</b>	<b>\$509,331,671</b>	<b>\$486,013,432</b>	<b>\$528,556,439</b>	<b>8.8%</b>

# EXPENDITURES BY TYPE

	Actual 2019	Actual 2020	Budget 2021 (Original)	Budget 2022	% Change From 2021 (Original)
Salaries & Wages	128,245,524	132,624,278	129,012,346	139,007,773	7.7%
Benefits	37,359,613	38,250,467	42,058,603	45,836,913	9.0%
Professional & Technical	32,940,846	29,659,126	18,287,801	21,739,115	18.9%
Governmental Services	33,043,963	43,669,071	33,845,401	37,535,132	10.9%
Other Prof & Tech Services	5,138,534	8,962,623	4,051,651	4,441,862	9.6%
Utility Services	5,283,775	5,119,055	5,740,411	6,196,725	7.9%
Cleaning Services	2,809,954	3,190,098	3,078,147	3,920,193	27.4%
Repair & Maintenance Services	29,992,174	39,495,204	37,026,001	40,127,591	8.4%
Rental Services	4,573,597	4,304,765	3,253,635	4,223,288	29.8%
Construction Services	32,619,420	50,168,942	16,553,575	8,609,667	-48.0%
Other Property Services	2,132,369	2,688,666	15,116,045	15,117,645	0.0%
Insurance	36,104,577	36,601,451	40,399,294	44,836,245	11.0%
Communication Services	2,457,309	2,661,237	6,687,723	10,198,784	52.5%
Internal Admin Services	29,254,624	32,485,004	32,456,589	34,287,978	5.6%
Employee Travel	1,736,050	345,165	1,354,535	1,727,168	27.5%
Other Purchased Services	3,439,990	2,545,006	3,342,239	3,663,375	9.6%
Vehicle & Equipment Supplies	6,438,715	5,347,113	7,289,759	7,126,372	-2.2%
Land & Building Maint Supplies	2,465,236	2,344,646	2,538,113	2,944,238	16.0%
Infrastructure Maint Supplies	6,751,423	4,218,657	3,354,256	3,692,321	10.1%
Utility Supplies	4,758,665	4,391,831	3,105,079	1,546,549	-50.2%
Office & Related Supplies	4,418,310	4,861,226	3,234,549	3,384,646	4.6%
Health & Safety Supplies	513,913	613,778	410,359	487,780	18.9%
Purchased Power	94,923,838	92,995,461	98,407,700	96,291,332	-2.2%
Chemical Supplies	1,520,151	1,590,069	1,598,150	1,908,400	19.4%
Other Supplies	4,526,865	3,065,228	4,269,106	5,365,076	25.7%
Capital Purchases	32,685,710	29,831,513	33,150,783	54,290,376	63.8%
Vehicles & Equipment	17,677,584	7,429,388	8,286,828	11,121,036	34.2%
Depreciation	30,931,445	32,196,996	15,000	15,000	0.0%
Bad Debt Expense	564,389	380,005	380,000	381,300	0.3%
Rebates & Incentives	2,955,129	2,866,528	3,404,065	3,565,359	4.7%
Grants	4,979,895	7,669,436	3,959,931	5,233,813	32.2%
Debt & Other Uses	33,819,241	27,575,488	29,720,032	31,615,219	6.4%
Other	6,496,683	6,192,417	38,480,207	9,974,056	-74.1%
Transfers Out	78,716,537	40,478,769	66,442,691	67,930,238	2.2%
<b>TOTAL</b>	<b>\$722,276,048</b>	<b>\$706,818,711</b>	<b>\$700,310,604</b>	<b>\$728,342,565</b>	<b>4.0%</b>
Less:					
Internal Service Funds	(76,735,262)	(78,380,851)	(79,941,541)	(87,870,907)	9.9%
Transfers	(78,716,537)	(40,478,769)	(66,442,691)	(67,930,238)	2.2%
GID #1, #15	(223,702)	(392,410)	(634,791)	(208,502)	-67.2%
URA Funds	(10,628,573)	(5,297,565)	(6,706,744)	(5,808,148)	-13.4%
Downtown Development Authority	(8,750,373)	(11,792,236)	(23,884,505)	(23,319,975)	-2.4%
<b>NET EXPENDITURES</b>	<b>\$547,221,601</b>	<b>\$570,476,879</b>	<b>\$522,700,332</b>	<b>\$543,204,795</b>	<b>3.9%</b>

# EXPENDITURES BY AREA

	Actual 2019	Actual 2020	Budget 2021 (Original)	Budget 2022	% Change From 2021 (Original)
Investigations	7,959,179	8,350,814	8,514,216	9,186,551	7.9%
Police Information Services	9,934,545	8,550,367	7,593,040	8,603,913	13.3%
Patrol	18,452,980	17,846,340	17,329,030	18,401,110	6.2%
Community and Special Services	8,150,013	9,299,402	9,425,326	10,875,455	15.4%
Office of the Chief	5,689,775	12,408,951	4,869,992	5,664,792	16.3%
<b>Subtotal Police Services</b>	<b>50,186,493</b>	<b>56,455,873</b>	<b>47,731,604</b>	<b>52,731,821</b>	<b>10.5%</b>
Finance Administration	1,125,858	844,000	1,278,885	1,701,519	33.0%
Accounting and Treasury	1,498,071	1,501,788	1,566,848	1,741,362	11.1%
Budget	514,852	577,158	581,742	605,979	4.2%
Purchasing	577,091	577,216	601,778	747,245	24.2%
Safety, Security, & Risk Mgmt.	6,662,038	5,722,213	5,098,182	7,092,353	39.1%
Sales Tax	883,976	945,171	911,079	957,571	5.1%
<b>Subtotal Financial Services</b>	<b>11,261,885</b>	<b>10,167,545</b>	<b>10,038,514</b>	<b>12,846,029</b>	<b>28.0%</b>
Recreation	8,888,553	6,133,000	8,184,345	11,227,890	37.2%
Community Services Admin	358,783	355,578	297,801	576,722	93.7%
Park Planning & Development	10,348,670	3,113,706	8,059,110	6,328,617	-21.5%
Cultural Services	9,423,144	6,151,661	7,796,934	8,651,493	11.0%
Parks	17,817,514	17,555,808	18,039,296	19,465,492	7.9%
Natural Areas	12,531,014	15,733,555	12,861,340	14,355,620	11.6%
<b>Subtotal Community Services</b>	<b>59,367,678</b>	<b>49,043,308</b>	<b>55,238,826</b>	<b>60,605,834</b>	<b>9.7%</b>
Light & Power	146,895,215	143,641,828	141,341,711	144,232,627	2.0%
Water	37,625,552	37,766,729	34,791,438	39,763,053	14.3%
Wastewater	26,263,519	31,466,642	29,583,422	22,376,576	-24.4%
Stormwater	17,444,445	17,440,338	19,709,478	17,399,514	-11.7%
Broadband	24,050,065	51,863,172	12,933,970	17,311,313	33.8%
Utilities Customer Connections	14,616,644	15,281,730	16,812,870	18,708,163	11.3%
<b>Subtotal Utility Services</b>	<b>266,895,439</b>	<b>297,460,439</b>	<b>255,172,889</b>	<b>259,791,246</b>	<b>1.8%</b>
PDT Administration	1,704,111	1,675,956	1,614,864	1,300,957	-19.4%
Transport / Parking Services	27,850,417	21,623,582	25,459,813	28,614,464	12.4%
Comm Dev & Neighborhood Svcs	9,173,533	9,329,514	8,388,280	9,748,384	16.2%
FC Moves	1,587,763	1,399,958	1,659,092	1,928,926	16.3%
Streets	26,314,049	24,603,757	23,961,509	25,849,591	7.9%
Traffic	4,114,728	4,045,643	4,385,551	5,156,520	17.6%
Engineering	21,377,847	18,715,106	20,941,660	8,339,358	-60.2%
<b>Subtotal PDT Services</b>	<b>92,122,449</b>	<b>81,393,516</b>	<b>86,410,769</b>	<b>80,938,200</b>	<b>-6.3%</b>
City Clerk's Office	1,128,105	891,185	1,289,713	1,115,968	-13.5%
City Council	218,441	111,254	182,790	229,636	25.6%
City Manager's Office	2,817,260	11,337,975	3,009,317	3,485,581	15.8%
<b>Subtotal Executive Services</b>	<b>4,163,807</b>	<b>12,340,414</b>	<b>4,481,820</b>	<b>4,831,185</b>	<b>7.8%</b>
Municipal Court	1,139,727	1,279,648	1,393,977	1,694,252	21.5%
City Attorney's Office	2,702,177	2,845,067	2,861,018	3,415,601	19.4%
Information Technology	10,080,931	10,472,398	9,681,470	10,960,347	13.2%
Comm. & Public Involvement	3,410,559	3,031,650	3,025,540	3,278,464	8.4%
Human Resources	33,426,438	35,415,403	38,885,821	40,100,208	3.1%
Operation Services	23,732,240	26,859,068	21,543,159	25,537,896	18.5%
<b>Subtotal Info &amp; Employee Services</b>	<b>70,650,167</b>	<b>75,778,520</b>	<b>73,135,990</b>	<b>79,876,915</b>	<b>9.2%</b>

## EXPENDITURES BY AREA

	Actual 2019	Actual 2020	Budget 2021 (Original)	Budget 2022	% Change From 2021 (Original)
Economic Health Office	2,058,873	1,580,407	1,694,304	1,269,915	-25.0%
Social Sustainability	2,605,343	2,430,992	3,229,994	4,215,158	30.5%
Environmental Services	2,283,106	2,006,884	1,980,468	2,729,443	37.8%
Sustainability Services Admin	491,705	462,892	518,646	543,757	4.8%
Urban Renewal Authority	4,197,833	3,672,240	5,068,599	4,172,604	-17.7%
<b>Subtotal Sustainability Services</b>	<b>11,636,861</b>	<b>10,153,415</b>	<b>12,492,011</b>	<b>12,930,877</b>	<b>3.5%</b>
Non Departmental	6,919,054	6,963,983	7,749,983	8,802,927	13.6%
Downtown Development Authority	2,870,042	3,988,183	16,452,894	16,452,894	0.0%
Poudre Fire Authority	29,824,491	30,894,543	30,987,586	33,879,327	9.3%
Debt & Other Uses	33,819,241	27,575,488	29,720,032	31,615,219	6.4%
Transfers Out	78,716,537	40,478,769	66,442,691	67,930,238	2.2%
<b>TOTAL</b>	<b>\$722,276,048</b>	<b>\$706,818,711</b>	<b>\$700,310,604</b>	<b>\$728,342,565</b>	<b>4.0%</b>
Less:					
Internal Service Funds	(76,735,262)	(78,380,851)	(79,941,541)	(87,870,907)	9.9%
Transfers	(78,716,537)	(40,478,769)	(66,442,691)	(67,930,238)	2.2%
GID #1, #15	(223,702)	(392,410)	(634,791)	(208,502)	-67.2%
URA Funds	(10,628,573)	(5,297,565)	(6,706,744)	(5,808,148)	-13.4%
Downtown Development Authority	(8,750,373)	(11,792,236)	(23,884,505)	(23,319,975)	-2.4%
<b>NET EXPENDITURES</b>	<b>\$547,221,601</b>	<b>\$570,476,879</b>	<b>\$522,700,332</b>	<b>\$543,204,795</b>	<b>3.9%</b>

# SUMMARY OF CHANGE IN FUND BALANCE - 2022

Fund	2022 Beginning Fund Balance	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Fund Ending Balance	Percent Change
General Fund	48,986,474	193,726,996	202,788,924	-9,061,928	0	39,924,546	-18.5%
Capital Expansion Fund	17,075,509	3,253,493	615,000	2,638,493	0	19,714,002	15.5%
Sales & Use Tax Fund	784,312	9,070,040	9,070,040	0	0	784,312	0.0%
Keep Fort Collins Great Fund	4,760,763	56,141	2,000,000	-1,943,859	0	2,816,904	-40.8%
Community Capital Improvement	20,188,747	9,164,031	6,359,000	2,805,031	0	22,993,778	13.9%
Natural Areas Fund	12,069,972	14,175,432	14,585,348	-409,916	0	11,660,056	-3.4%
Cultural Services Fund	2,457,983	6,905,512	6,941,435	-35,923	0	2,422,060	-1.5%
Recreation Fund	1,026,952	8,820,210	8,927,131	-106,921	0	920,031	-10.4%
Cemeteries Fund	690,672	950,566	1,032,129	-81,563	0	609,109	-11.8%
Perpetual Care Fund	2,168,131	84,297	40,000	44,297	0	2,212,428	2.0%
Museum Fund	662,928	1,191,320	1,191,320	0	0	662,928	0.0%
Transit Services Fund	4,719,512	25,202,103	25,202,103	0	0	4,719,512	0.0%
Transportation CEF Fund	13,935,454	3,231,043	1,558,142	1,672,901	0	15,608,355	12.0%
Transportation Fund	7,197,878	35,431,200	36,212,829	-781,629	0	6,416,249	-10.9%
Parking Fund	1,026,613	3,434,433	3,432,309	2,124	0	1,028,737	0.2%
Capital Leasing Corp Fund	0	4,727,121	4,727,121	0	0	0	0.0%
Neighborhood Parkland Fund	10,143,790	1,567,064	4,402,050	-2,834,986	0	7,308,804	-27.9%
Conservation Trust Fund	2,677,579	1,720,961	2,250,707	-529,746	0	2,147,833	-19.8%
Capital Projects Fund	7,519,136	7,809,182	7,786,000	23,182	0	7,542,318	0.3%
Golf Fund	7,624,808	3,709,365	3,800,249	-90,884	110,083	7,644,007	0.3%
Electric and Telecommunications	191,850,004	170,647,569	173,996,257	-3,348,688	1,265,464	189,766,780	-1.1%
Water Fund	336,388,610	35,143,251	40,373,685	-5,230,434	6,273,695	337,431,871	0.3%
Wastewater Fund	196,020,728	25,124,611	25,182,891	-58,280	1,655,790	197,618,238	0.8%
Stormwater Fund	165,869,348	19,053,043	18,768,376	284,667	5,351,871	171,505,886	3.4%
Equipment Fund	13,267,397	13,151,077	13,740,816	-589,739	1,638,128	14,315,786	7.9%
Self Insurance Fund	1,108,270	7,481,929	7,319,281	162,648	0	1,270,918	14.7%
Data & Communications Fund	2,276,052	11,001,968	11,750,208	-748,240	256,000	1,783,812	-21.6%
Benefits Fund	13,730,666	33,658,412	37,408,766	-3,750,354	0	9,980,312	-27.3%
Utility CS&A Fund	1,387,660	19,560,353	21,034,823	-1,474,470	584,898	498,088	-64.1%
Employees' Retirement Fund	47,131,931	1,380,275	6,334,000	-4,953,725	0	42,178,206	-10.5%
General Improvement District 1	404,072	369,205	382,502	-13,297	0	390,775	-3.3%
GID #15 - SKYVIEW	211,514	1,124	1,000	124	0	211,638	0.1%
URA - N. College District	3,199,569	2,668,418	1,659,473	1,008,945	985,781	5,194,295	62.3%
URA - Prospect South TIF Dist	1,554,858	743,583	437,561	306,022	230,000	2,090,880	34.5%
URA - MALL FUND	11,416	3,711,446	3,711,114	332	0	11,748	2.9%
<b>TOTAL</b>	<b>1,140,129,308</b>	<b>677,926,774</b>	<b>705,022,590</b>	<b>(27,095,816)</b>	<b>18,351,710</b>	<b>1,131,385,202</b>	<b>-0.8%</b>



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

Service Area and Department	Budget 2020	Budget 2021	Revised 2021	2022 Reductions	2022 Enhancements	Recommended 2022
<b>Community Services</b>	<b>220.75</b>	<b>224.75</b>	<b>224.75</b>	<b>0.00</b>	<b>21.25</b>	<b>246.00</b>
Community Services Admin	1.00	2.00	2.00			2.00
Cultural Services	40.00	42.50	42.50			42.50
Natural Areas	44.50	43.50	43.50		10.00	53.50
Park Planning & Development	7.00	7.00	7.00		1.00	8.00
Parks	88.25	88.75	88.75		10.25	99.00
Recreation	40.00	41.00	41.00			41.00
<b>Executive Services</b>	<b>21.50</b>	<b>25.50</b>	<b>28.50</b>	<b>0.00</b>	<b>0.00</b>	<b>28.50</b>
City Clerk	6.00	8.00	8.00			8.00
City Manager	15.50	17.50	20.50			20.50
<b>Executive Services</b>	<b>10.55</b>	<b>10.80</b>	<b>10.80</b>	<b>0.00</b>	<b>1.00</b>	<b>11.80</b>
Municipal Court	10.55	10.80	10.80		1.00	11.80
<b>Executive Services</b>	<b>20.25</b>	<b>20.75</b>	<b>22.75</b>	<b>0.00</b>	<b>1.00</b>	<b>23.75</b>
City Attorney	20.25	20.75	22.75		1.00	23.75
<b>Financial Services</b>	<b>46.80</b>	<b>49.00</b>	<b>49.00</b>	<b>0.00</b>	<b>3.00</b>	<b>52.00</b>
Accounting and Treasury	14.00	15.00	16.00			16.00
Budget	5.00	5.00	5.00			5.00
Finance Administration	7.00	6.00	5.00			5.00
Purchasing	8.00	8.00	8.00		1.00	9.00
Safety & Risk Management	7.80	9.00	9.00		1.00	10.00
Sales Tax	5.00	6.00	6.00		1.00	7.00
<b>Information &amp; Employee Services</b>	<b>186.30</b>	<b>192.50</b>	<b>195.50</b>	<b>0.00</b>	<b>4.00</b>	<b>199.50</b>
Communications & Public Involvement	16.30	16.50	16.50			16.50
Human Resources	26.00	27.00	28.00			28.00
Information Technology	69.00	74.00	73.00		2.00	75.00
Operation Services	75.00	75.00	78.00		2.00	80.00
<b>Police Services</b>	<b>326.75</b>	<b>326.75</b>	<b>326.75</b>	<b>0.00</b>	<b>8.00</b>	<b>334.75</b>
Investigations	56.00	58.00	61.00		2.00	63.00
Patrol	141.75	121.00	114.00		1.00	115.00
Police Administration	19.00	20.75	27.75			27.75
Police Information Services	71.00	66.00	63.00			63.00
Special Operations	39.00	61.00	61.00		5.00	66.00
<b>Planning, Development &amp; Transportation</b>	<b>316.25</b>	<b>327.75</b>	<b>326.75</b>	<b>0.00</b>	<b>8.75</b>	<b>335.50</b>
Comm Dev & Neighborhood Svcs	65.00	66.00	65.00		6.00	71.00
Engineering	33.00	33.00	33.00		2.00	35.00
FC Moves	7.00	9.00	9.00		0.75	9.75
PDT Administration	10.00	9.00	9.00			9.00
Streets	47.50	50.50	50.50			50.50
Traffic	27.00	27.00	27.00			27.00
Transport / Parking Services	126.75	133.25	133.25			133.25
<b>Sustainability Services</b>	<b>29.50</b>	<b>32.75</b>	<b>33.75</b>	<b>0.00</b>	<b>1.00</b>	<b>34.75</b>
Economic Health Office	5.00	5.00	5.00		1.00	6.00
Environmental Services	13.50	13.75	14.75			14.75
Social Sustainability	7.50	9.00	9.00			9.00
Sustainability Services Admin	3.50	4.00	4.00			4.00
Urban Renewal Authority	0.00	1.00	1.00			1.00
<b>Utility Services</b>	<b>431.00</b>	<b>455.00</b>	<b>457.00</b>	<b>0.00</b>	<b>3.00</b>	<b>460.00</b>
Broadband	29.00	52.00	51.00			51.00
Water	97.00	98.00	98.00		1.83	99.83
Wastewater	63.00	62.00	62.00		0.83	62.83
Stormwater	28.50	27.50	27.50		0.34	27.84
Utilties CS&A	88.50	89.50	92.50			92.50
Light & Power	125.00	126.00	126.00			126.00
<b>TOTAL CLASSIFIED/UNCLASSIFIED</b>	<b>1,609.65</b>	<b>1,665.55</b>	<b>1,675.55</b>	<b>-</b>	<b>51.00</b>	<b>1,726.55</b>
<b>CONTRACTUAL</b>	<b>29.75</b>	<b>22.75</b>	<b>23.50</b>	<b>(14.75)</b>	<b>3.00</b>	<b>11.75</b>
<b>TOTAL CLASSIFIED/UNCLASSIFIED/ CONTRACTUAL</b>	<b>1,639.40</b>	<b>1,688.30</b>	<b>1,699.05</b>	<b>(14.75)</b>	<b>54.00</b>	<b>1,738.30</b>

**2022 Full Time Equivalents (“FTE”)**

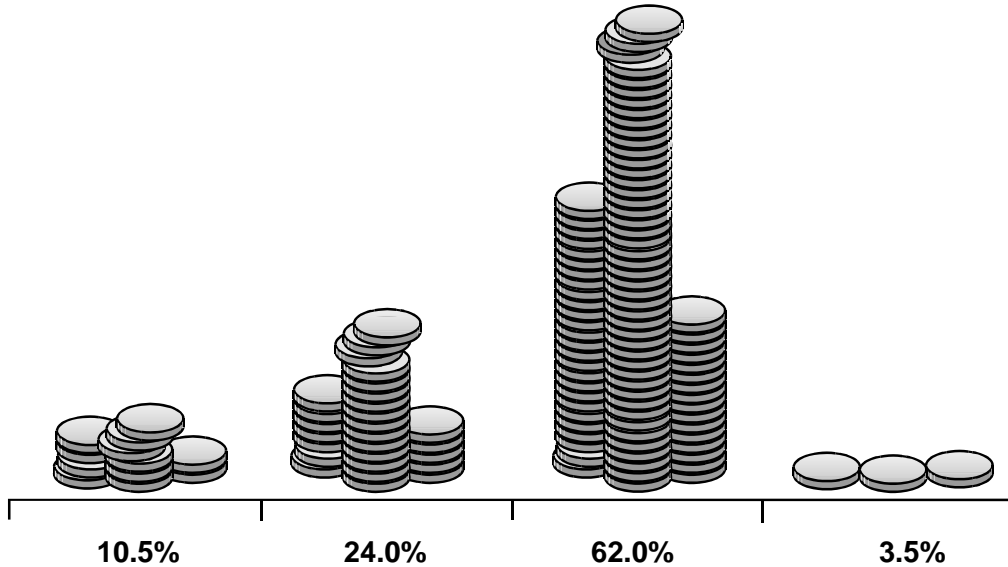
A proposed net increase of 39.25 FTE is included in the 2022 Recommended Budget. The net increase includes the addition of 51.00 classified/unclassified FTE and 3.00 contractual FTE. Also included is a 14.75 FTE reduction in contractual FTE; 9.00 contractual positions converted to classified status; and 5.75 contractual FTE eliminated. In addition, of the total increase in classified/unclassified FTE, 16 results from converting long-term seasonal hourly jobs to classified status. The following table summarizes the FTE changes in classified, unclassified management and contractual positions by Service Area.

Service Area	Classified & Unclassified Management		Contractual			Net Increase (Decrease) FTE
	Additions	Conversions	Additions	Conversions	Reductions	
Community Services	3.25	18.00	1.00	(2.00)		20.25
Executive Services						0.00
Financial Services	3.00				(2.00)	1.00
Information & Employee Services	3.00	1.00		(1.00)		3.00
Judicial Services	1.00					1.00
Legal Services	1.00					1.00
Planning, Development & Transportation Services	3.75	5.00	1.00	(5.00)	(1.00)	3.75
Police Services	8.00					8.00
Sustainability Services		1.00	1.00	(1.00)	(2.75)	(1.75)
Utility Services	3.00					3.00
<b>Total</b>	<b>26.00</b>	<b>25.00</b>	<b>3.00</b>	<b>(9.00)</b>	<b>(5.75)</b>	<b>39.25</b>

**WHAT DOES A CITY PROPERTY OWNER PAY?  
2022 Property Tax Based on 2020 Assessment**

**MILL LEVY**

<u><b>City</b></u>	<u><b>County</b></u>	<u><b>Poudre School &amp; Library District</b></u>	<u><b>Other</b></u>	<u><b>Total</b></u>
9.797	22.458	58.000	3.309	93.564



To illustrate the City of Fort Collins portion of property tax payable in 2022, consider an individual owning a home valued at \$200,000, and a business owning property valued at \$600,000.

Based on current Colorado statutes, for 2020, residential property is assessed at 7.15% of its actual value, and commercial property is assessed at 29% of its actual value.

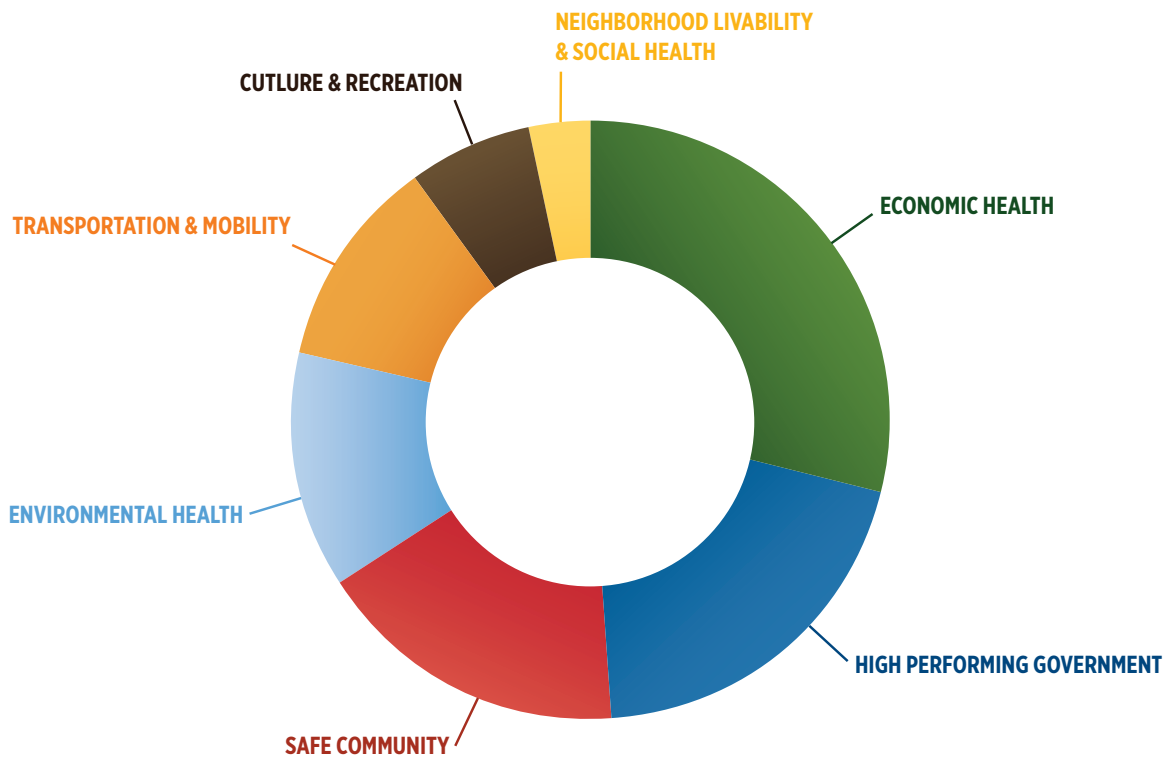
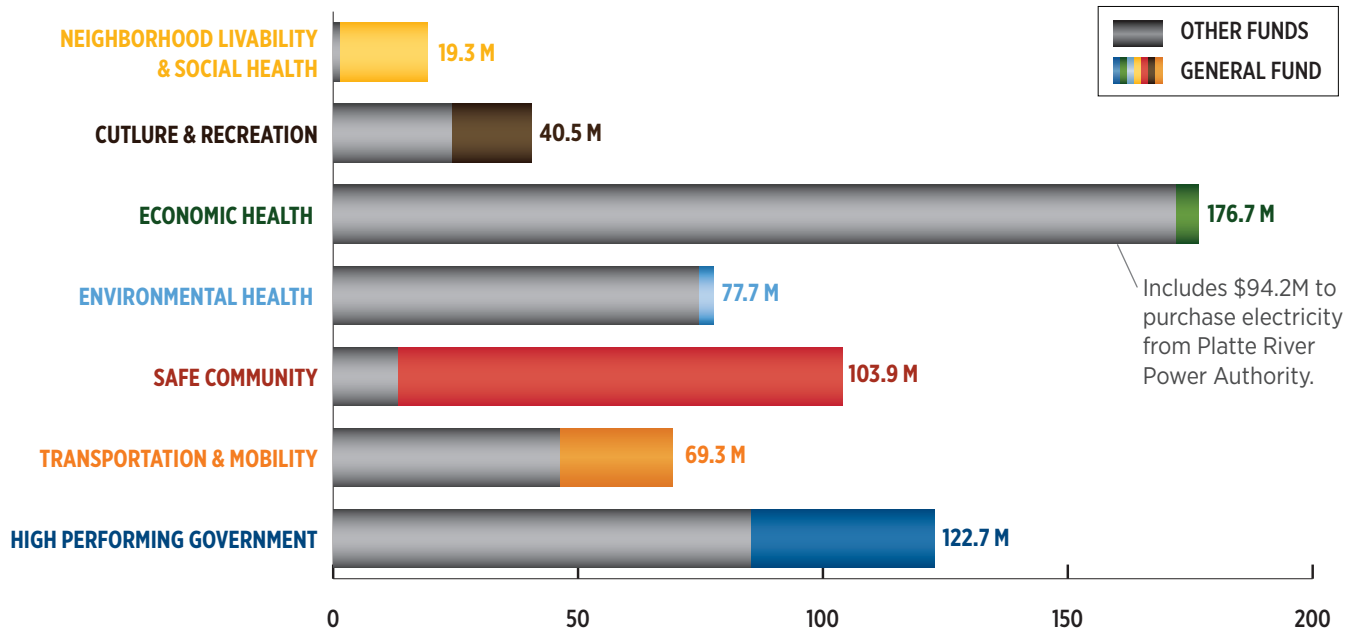
<u><b>Actual Value</b></u>				<u><b>Assessed Value</b></u>
\$200,000	X	.0715	=	\$14,300
\$600,000	X	.2900	=	\$174,000

The 2022 City mill levy is 9.797 mills based on the 2020 assessed value of property. One mill is equivalent to one dollar for every one thousand dollars of assessed value.

<u><b>Assessed Value</b></u>				<u><b>City Property Tax</b></u>
\$14,300	X	.009797	=	\$140.10
\$174,000	X	.009797	=	\$1,704.68

# TOTAL ALLOCATION BY OUTCOME: \$728.3M\*

## 2022 General Fund & Other Funds



\* In addition to the seven outcomes, the total allocation by results also includes \$118.4M in 2022 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

# OFFER RECAP

<b>Offers In Outcomes</b>	<u><b>2022</b></u>
Neighborhood Livability and Social Health	19,251,569
Culture and Recreation	40,451,001
Economic Health	176,696,547
Environmental Health	77,705,089
Safe Community	122,697,159
Transportation and Mobility	103,869,327
High Performing Government	69,321,120
<b>Total Outcomes</b>	<u><b>609,991,812</b></u>

## Offers Not Included in Outcomes

<u><b>Type</b></u>	<u><b>Offer</b></u>	<u><b>2022</b></u>
<b>Transfers</b>	6.1 Light & Power Payments and Transfers	18,499,868
	6.2 Water Payments & Transfers	8,601,870
	6.3 Wastewater Payments and Transfers	8,188,282
	6.4 Stormwater Payments & Transfers	5,943,321
	6.5 Utility Funds Transfers to the General Fund	962,457
	6.6 Utility Funds Transfers to other Funds (not General Fund)	968,265
	58.1 General Fund Off the Top: Insurance & SRM Admin charge	2,006,116
	58.2 General Employee's Retirement Plan & General Fund GERP Supplemental	6,629,344
	58.3 Debt Service - Capital Leasing	4,727,121
	58.4 General Fund Non-Departmental: Other (Property Tax, Contingency)	790,000
	59.1 General Fund Support to Various Funds for Operations and Debt Service	39,158,902
	59.2 Capital Expansion Fund Transfers - Police and General Government Interest	465,000
	59.3 Transfers to the General Fund	1,332,943
	59.4 Sales & Use Tax Fund Transfer (to Natural Areas)	9,070,040
	59.5 Transfers to the Capital Projects Fund	2,453,022
	59.6 BOB O&M Transfer	16,000
	59.7 Community Capital Improvement Program (CCIP) O&M	149,000
	59.8 Community Capital Improvement Program (CCIP) - Transfer to Capital Projects	5,710,000
	59.9 Transfers between Funds (not General Fund)	2,678,202
	60.1 Skyview South GID #15 Budget Offer	1,000
	<b>Sub-total</b>	<u><b>\$118,350,753</b></u>
	<b>Total Appropriations</b>	<u><b>\$728,342,565</b></u>

# 2022 PROPOSED APPROPRIATIONS

	<b>2022</b>
<b>GENERAL FUND</b>	<b>202,788,924</b>
 <b>SPECIAL REVENUE FUNDS</b>	
Capital Expansion Fund	615,000
Cemeteries Fund	1,032,129
Cultural Services Fund	
Operating Total	6,861,220
Capital	
Art in Public Places	80,215
Total Cultural Services Fund	<b>\$6,941,435</b>
 General Employees' Retirement Fund	 6,334,000
Keep Fort Collins Great Fund	2,000,000
Museum Fund	1,191,320
Natural Areas Fund	14,585,348
Parking Fund	3,432,309
Perpetual Care Fund	40,000
Recreation Fund	8,927,131
Sales & Use Tax Fund	9,070,040
Transit Services Fund	25,202,103
Transportation CEF Fund	1,558,142
Transportation Fund	36,212,829
Capital Leasing Corp Fund	4,727,121
<b>TOTAL SPECIAL REVENUE &amp; DEBT SERVICE FUNDS</b>	<b>\$121,868,907</b>
 <b>CAPITAL IMPROVEMENT FUNDS</b>	
<b>General City Capital</b>	
Operating Total	16,000
Capital	
Block 32 Redevelopment	150,000
CCIP Arterial Intersection Imp	400,000
CCIP Bicycle Infrastructure Im	350,000
CCIP Bike/Ped Grade Sep Cross	500,000
CCIP Bus Stop Improvements	200,000
CCIP Linden St Renovation	400,000
CCIP Nature in the City	300,000
CCIP Pedestrian Sidewalk - ADA	1,200,000
City Bridge Program	1,700,000
Oak Street Plaza Renovation	85,000
Railroad Crossing Replacment	125,000
SE Community Center CCIP	2,360,000
<b>Total General City Capital</b>	<b>\$7,786,000</b>
 <b>Community Capital Improvement</b>	
Afford Housing Capital Program	500,000
Arterial Intersection Imprvmnt	400,000
Bicycle Infrastructure Imprvmt	850,000
Bus Stop Improvements	100,000
Gardens Visitor Ctr Expansion	40,000
Lincoln Avenue Bridge	36,000

# 2022 PROPOSED APPROPRIATIONS

	<b>2022</b>
Linden St Renovation	12,000
Nature in the City	300,000
Pedestrian Sidewalk - ADA	1,200,000
Poudre River Proj (CCIP only)	50,000
SE Comm Ctr w/ Pool	2,360,000
Transfort Bus Replacements	500,000
Willow Street Improvements	11,000
<b>Total Community Capital Improvement</b>	<b>\$6,359,000</b>
Conservation Trust Fund	
Operating Total	600,707
Capital	
Bucking Horse Trail Spur	300,000
Mail Creek Trail	750,000
Trail Acquisition/Development	600,000
<b>Total Conservation Trust Fund</b>	<b>\$2,250,707</b>
Neighborhood Parkland Fund	
Operating Total	402,050
Capital	
Bacon Elem. Park	150,000
New Park Site Development	850,000
Side Hill Neighborhood Park	3,000,000
<b>Total Neighborhood Parkland Fund</b>	<b>\$4,402,050</b>
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>\$20,797,757</b>
<b>ENTERPRISE FUNDS</b>	
<b>Broadband Fund</b>	
Operating Total	24,729,882
<b>Total Broadband Fund</b>	<b>\$24,729,882</b>
<b>Golf Fund</b>	
Operating Total	3,800,249
<b>Total Golf Fund</b>	<b>\$3,800,249</b>
<b>Light &amp; Power Fund</b>	
Operating Total	140,739,561
Capital	
2021-Data Mgmt Prgm+Analy Plat	84,048
Advanced Meter Infrastructure	542,700
Art in Public Places	52,228
CMMS–Maintenance Management	269,120
Demand Response Tech Upgrade	435,500
Dist. System Impr. & Replace.	531,000
Distribution Automation-Parent	150,000
New Capacity-Circuits	1,760,000
New Capacity-Duct Banks	693,000
Operational Technology	450,000
Service Center - L&P Parent	643,407

# 2022 PROPOSED APPROPRIATIONS

	<u>2022</u>
Streetlights - Parent	1,056,000
Substation Cap Prj - Parent	837,000
System Relocations - Parent	230,000
Transformers - Parent	792,811
Capital Total	<u>8,526,814</u>
<b>Total Light &amp; Power Fund</b>	<b><u>\$149,266,375</u></b>
<b>Stormwater Fund</b>	
Operating Total	11,558,505
Capital	
2017-Castlerock SW Remediation	750,000
2017-MagnoliaPreDsn-OakDsnCnst	920,000
2019 - N Mason Area Drainage	1,500,000
2021-Data Mgmt Prgm+Analy Plat	36,771
Art in Public Places	51,200
Cured in Place Pipe	450,000
Developer Repays	100,000
Master Planning	225,000
Poudre Levee Program	1,500,000
Stormwater Basin Improvements	1,500,000
SW Land Acquisition	125,000
Utility Service Center Phase 2	51,900
Capital Total	<u>7,209,871</u>
<b>Total Stormwater Fund</b>	<b><u>\$18,768,376</u></b>
<b>Wastewater Fund</b>	
Operating Total	19,530,101
Capital	
Mulberry Water Reclamation Facility	500,000
HVAC Improvements	400,000
2021-Data Mgmt Prgm+Analy Plat	40,711
Art in Public Places	37,679
Collection Sys Replace Pgm	1,750,000
Operational Technology	92,500
PARENT-Collect Small Projects	1,000,000
PARENT-Cured In Place Pipe	750,000
PARENT-Polu Control Cap Repla	30,000
PARENT-Serv Center Improvemnts	51,900
PARENT-Water Recl Replcmt Prgm	1,000,000
Capital Total	<u>5,652,790</u>
<b>Total Wastewater Fund</b>	<b><u>\$25,182,891</u></b>
<b>Water Fund</b>	
Operating Total	26,634,901
Capital	
2019-Enviro Learn Center Dam	1,714,795
Advanced Meter Infrastructure	389,300
2021-Data Mgmt Prgm+Analy Plat	56,470
Art in Public Places	77,319
Distribution Sys Replac	1,000,000



# 2022 PROPOSED APPROPRIATIONS

	<b>2022</b>
Galvanized Service Repl	1,000,000
Halligan Res Enlargement Proj	4,934,000
Operational Technology	515,000
PARENT-Distro Small Projects	1,540,000
PARENT-Service Cntr Improvm't	51,900
PARENT-Water Prod Replcmt Prgm	750,000
PARENT-Water Qual Cap Replace	30,000
PARENT-Water Supply Developm't	750,000
PARENT-Watershed Protection	80,000
PARENT-Wtr Meter Replacement	850,000
Capital Total	13,738,784
<b>Total Water Fund</b>	<b>\$40,373,685</b>
 <b>TOTAL ENTERPRISE FUNDS</b>	 <b>\$262,121,458</b>
 <b>INTERNAL SERVICE FUNDS</b>	
Benefits Fund	37,408,766
Data & Communications Fund	11,750,208
Equipment Fund	13,740,816
Self Insurance Fund	7,319,281
Utility CS&A Fund	21,034,823
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$91,253,894</b>
 <b>These funds are included in the Total City Budget, but adopted on separate Ordinances:</b>	
Downtown Development Authority (including debt service funds)	23,319,975
General Improvement District 1	382,502
General Improvement District #15 Skyview	1,000
URA Debt Service Funds	5,808,148
	<b>\$29,511,625</b>
 <b>GRAND TOTAL</b>	 <b>\$728,342,565</b>

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# Neighborhood Livability and Social Health

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

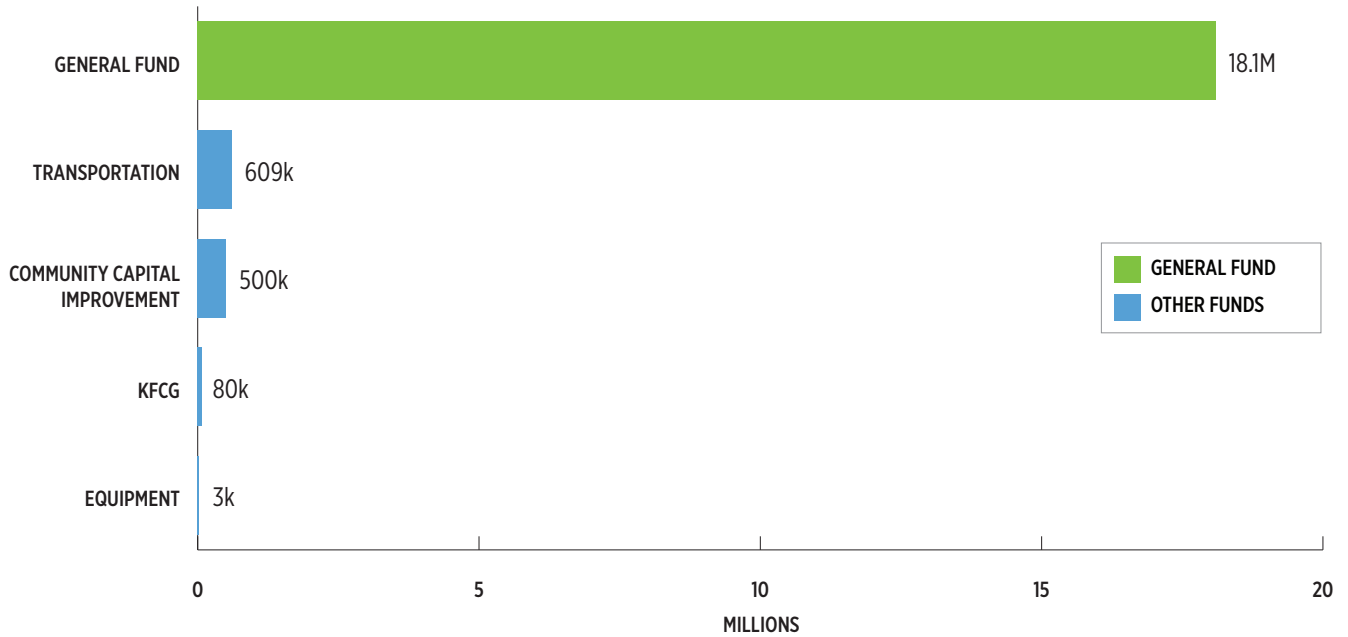




# Neighborhood Livability and Social Health

2022 General Fund & Other Funds - 19.3M

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



## OVERVIEW

Neighborhood Livability and Social Health funds a variety of services that support and help to maintain the high quality of life in Fort Collins. The strategic objectives for Neighborhood Livability and Social Health, as outlined in the 2020 Strategic Plan, are as follows:

- 1.1 Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- 1.2 Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- 1.3 Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.
- 1.4 Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.
- 1.5 Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- 1.6 Align land use regulations and review procedures to guide development consistent with City Plan.
- 1.7 Develop options and assess the feasibility of the annexation of the Mulberry Corridor.
- 1.8 Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents.
- 1.9 Create and maintain a safe, healthy and resilient urban forest.

## KEY PURCHASES

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

## ENHANCEMENTS PURCHASED\*

Offer #	Offer Title	Primary Strat. Obj.	2022
10.7	RESTORE and Contractual Increase for Larimer Humane Society Services	1.5	237,000
10.8	Eviction Legal Fund - ARPA Funded	1.2	220,000
10.9	1.0 FTE - Conversion of Classified Public Engagement Specialist	1.5	15,384
10.12	Mobile Home Park Livability Code Enforcement	1.8	50,000
22.8	1.0 FTE Building Services (Contractual to Classified – no FTE change and Part-Time Hourly Conversions to 1.0 FTE Classified)	1.1	45,777
22.9	1.0 FTE Community Development and Neighborhood Services Administrative Support (Contractual to Classified – no FTE change) and Part-Time Hourly Conversion to 1.0 FTE Classified	1.5	7,063
22.10	Electronic Plan Review Implementation and Licensing - ARPA Funded	1.6	75,000
22.11	Expanded Technical Assistance for Small Business - ARPA Funded	1.6	30,000
22.15	RESTORE Design Assistance Program	1.3	30,000
22.16	Part-time Hourly Interns for Historic Preservation	1.3	42,773
22.18	1.0 FTE Business Support Conversion of Contractual to Classified - Development Review	1.6	2,923
40.4	Contractual Pruning of Large Diameter Trees	1.9	204,000
40.5	Emerald Ash Borer Infestation Management	1.9	226,031
40.6	RESTORE: Tree Replacement Reduction	1.9	75,000
40.8	1.0 FTE Contractual Converted to Classified - Emerald Ash Borer Infestation Management	1.9	19,581
40.9	Co-created Canopy (Private Tree Planting Subsidy)	1.9	35,000
47.3	Homelessness Initiatives - Continuing Support	1.2	398,000
47.4	CCIP - Affordable Housing Capital Fund	1.1	500,000
47.7	Human Services Program Grant Funding	1.2	250,000
47.8	Childcare System Support - ARPA Funded	1.2	170,000
47.9	Human Service Program Increase - ARPA Funded	1.2	150,000
47.12	Affordable Housing Fee Credit Fund - ARPA Funded	1.1	350,000
47.13	Homelessness Initiatives Increase - ARPA Funded	1.2	201,000
47.14	Future 24/7 Shelter Engagement Support	1.2	60,000
68.1	Strengthening Relationships with Indigenous Communities to Develop City Land Acknowledgement	1.4	50,000
71.1	Analysis of Implementing 15-Minute Neighborhoods in Fort Collins	1.5	35,000

**Positions Added:**

10.9	1.0 FTE - Conversion of Classified Public Engagement Specialist	1.5	15,384
22.8	1.0 FTE Building Services (Contractual to Classified – no FTE change and Part-Time Hourly Conversions to 1.0 FTE Classified)	1.1	45,777
22.9	1.0 FTE Community Development and Neighborhood Services Administrative Support (Contractual to Classified – no FTE change) and Part-Time Hourly Conversion to 1.0 FTE Classified	1.5	7,063
22.12	1.0 FTE Zoning Department (Conversion of Part-Time Zoning Admin Support to 1.0 FTE Classified Business Support)	1.6	27,603
22.13	1.0 FTE Contractual - Planning Technician - ARPA Funded	1.6	60,889
22.18	1.0 FTE Business Support Conversion of Contractual to Classified - Development Review	1.6	2,923
40.8	1.0 FTE Contractual Converted to Classified - Emerald Ash Borer Infestation Management	1.9	19,581
67.1	1.0 FTE - Sr. Technical Project Manager for Development Review	1.6	101,344

**TOTAL: \$3,760,096**

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2022**

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	47.1 Social Sustainability Leadership/Housing & Homelessness <i>Offer Type: Ongoing</i>	431,011	0	329,364	0	101,647 <i>General Fund</i>
2	47.6 Housing Strategic Plan Implementation and Housing Manager <i>Offer Type: Ongoing</i>	189,861	189,861	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
3	47.5 Homelessness Position and Outreach Fort Collins Funding <i>Offer Type: Ongoing</i>	216,987	216,987	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
4	22.2 Long-Range Planning <i>Offer Type: Ongoing</i>	666,649	0	666,649	0	0
5	22.1 Development Services <i>Offer Type: Ongoing</i>	1,581,695	1,581,695	0	0	0
			<i>Development Review</i>			
6	22.6 Engineering Development Review <i>Offer Type: Ongoing</i>	876,251	358,880	517,371	0	0
			<i>Development Review</i>			
7	22.5 Building Services <i>Offer Type: Ongoing</i>	2,869,345	2,855,581	13,764	0	0
			<i>Development Review</i>			
8	47.2 Human Service Programs & Affordable Housing <i>Offer Type: Ongoing</i>	1,298,299	579,407	718,892	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>		<i>City of Fort Collins</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
9	40.1 Urban Forest Management Offer Type: Ongoing	1,975,702	534,281	1,441,421	0	0
			<i>Development Review Park Fees Prior KFCG 0.25% for Other Comm &amp; Trans - 1-Time Revenue Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
10	22.3 CDNS Administrative Services Offer Type: Ongoing	795,704	0	795,704	0	0
11	10.2 Neighborhood Services Offer Type: Ongoing	628,589	12,500	616,089	0	0
			<i>Special Assessments</i>			
12	10.3 Mediation and Restorative Justice Offer Type: Ongoing	287,235	240,000	47,235	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
13	10.1 Code Compliance Offer Type: Ongoing	764,872	32,500	732,372	0	0
			<i>Special Assessments</i>			
14	10.4 Larimer Humane Society Offer Type: Ongoing	748,000	602,370	145,630	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
15	22.7 Right-of-Way Construction Inspection & Management Offer Type: Ongoing	561,475	0	61,475	500,000	0
			<i>Transportation</i>			
16	26.1 Low Income, Senior and Disabled Resident Rebate Program Offer Type: Ongoing	168,080	0	168,080	0	0



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2022**

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
17	22.4 Historic Preservation Offer Type: Ongoing	444,920	104,008	340,912	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
18	12.1 Graffiti Abatement Program Offer Type: Ongoing	143,896	0	34,459	109,437	0
				<i>Transportation</i>		
19	10.7 RESTORE and Contractual Increase for Larimer Humane Society Services Offer Type: Enhancement	237,000	0	203,008	0	33,992
						<i>General Fund</i>
20	26.2 Digital Equity Income-Qualified Program Offer Type: Ongoing	750,000	0	750,000	0	0
21	40.2 Urban Forest Management - Tree Replacement - Ongoing Offer Type: Asset Management	183,630	0	183,630	0	0
22	40.6 RESTORE: Tree Replacement Reduction Offer Type: Enhancement	75,000	0	75,000	0	0
23	47.4 CCIP - Affordable Housing Capital Fund Offer Type: Continuing	500,000	0	0	500,000	0
				<i>Community Capital Improvement</i>		
24	22.15 RESTORE Design Assistance Program Offer Type: Enhancement	30,000	0	30,000	0	0
25	40.4 Contractual Pruning of Large Diameter Trees Offer Type: Continuing	204,000	0	204,000	0	0
26	47.3 Homelessness Initiatives - Continuing Support Offer Type: Continuing	398,000	0	398,000	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
27	47.7 Human Services Program Grant Funding Offer Type: Continuing	250,000	0	250,000	0	0
28	47.8 Childcare System Support - ARPA Funded Offer Type: 1-Time Enhancement	170,000	0	0	0	170,000 <i>General Fund</i>
29	10.8 Eviction Legal Fund - ARPA Funded Offer Type: Enhancement	220,000	0	0	0	220,000 <i>General Fund</i>
30	10.12 Mobile Home Park Livability Code Enforcement Offer Type: Enhancement	50,000	0	50,000	0	0
31	47.13 Homelessness Initiatives Increase - ARPA Funded Offer Type: Enhancement	201,000	0	0	0	201,000 <i>General Fund</i>
32	47.9 Human Service Program Increase - ARPA Funded Offer Type: Enhancement	150,000	0	0	0	150,000 <i>General Fund</i>
33	22.11 Expanded Technical Assistance for Small Business - ARPA Funded Offer Type: Enhancement	30,000	0	0	0	30,000 <i>General Fund</i>
34	22.18 1.0 FTE Business Support Conversion of Contractual to Classified - Development Review Offer Type: Enhancement	2,923	0	2,923	0	0
35	47.12 Affordable Housing Fee Credit Fund - ARPA Funded Offer Type: Enhancement	350,000	0	0	0	350,000 <i>General Fund</i>
36	10.9 1.0 FTE - Conversion of Classified Public Engagement Specialist Offer Type: Enhancement	15,384	0	15,384	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
37	22.12 1.0 FTE Zoning Department (Conversion of Part-Time Zoning Admin Support to 1.0 FTE Classified Business Support) Offer Type: Enhancement	27,603	0	27,603	0	0
38	22.8 1.0 FTE Building Services (Contractual to Classified – no FTE change and Part-Time Hourly Conversions to 1.0 FTE Classified) Offer Type: Enhancement	45,777	0	4,368	0	41,409 <i>General Fund</i>
39	22.9 1.0 FTE Community Development and Neighborhood Services Administrative Support (Contractual to Classified – no FTE change) and Part-Time Hourly Conversion to 1.0 FTE Classified Offer Type: Enhancement	7,063	7,063	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
40	68.1 Strengthening Relationships with Indigenous Communities to Develop City Land Acknowledgement Offer Type: 1-Time Enhancement	50,000	0	0	0	50,000 <i>General Fund</i>
41	22.10 Electronic Plan Review Implementation and Licensing - ARPA Funded Offer Type: Enhancement	75,000	0	0	0	75,000 <i>General Fund</i>
42	40.5 Emerald Ash Borer Infestation Management Offer Type: Continuing	226,031	0	0	0	226,031 <i>General Fund Keep Fort Collins Great</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2022**

Rank	Offer	Offer Cost		Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
43	40.8 1.0 FTE Contractual Converted to Classified - Emerald Ash Borer Infestation Management Offer Type: Enhancement	19,581	16,407	0	3,174	0	
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>		<i>Equipment</i>		
44	22.16 Part-time Hourly Interns for Historic Preservation Offer Type: Enhancement	42,773	0	0	0	42,773	
						<i>General Fund</i>	
45	22.13 1.0 FTE Contractual - Planning Technician - ARPA Funded Offer Type: Enhancement	60,889	0	0	0	60,889	
						<i>General Fund</i>	
46	67.1 1.0 FTE - Sr. Technical Project Manager for Development Review Offer Type: Enhancement	101,344	101,344	0	0	0	
			<i>Development Review</i>				
NEW CP	40.9 Co-created Canopy (Private Tree Planting Subsidy) Offer Type: Enhancement	35,000	0	35,000	0	0	
NEW CP	47.14 Future 24/7 Shelter Engagement Support Offer Type: 1-Time Enhancement	60,000	0	60,000	0	0	
NEW CP	71.1 Analysis of Implementing 15-Minute Neighborhoods in Fort Collins Offer Type: 1-Time Enhancement	35,000	0	35,000	0	0	
NEW CP = New Council Priority Offer		<b>Funded Offers</b>	<b>19,251,569</b>	<b>7,432,884</b>	<b>8,953,333</b>	<b>1,112,611</b>	<b>1,752,741</b>
50	26.3 1.0 FTE - Income-Qualified Navigator Offer Type: Continuing	79,209	0	0	0	79,209	
						<i>Keep Fort Collins Great</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
51	10.10 Neighborhood Services Program Coordinators Restored to 29 hours/week Offer Type: Enhancement	26,619	0	0	0	26,619 <i>General Fund</i>
52	40.7 Large Diameter Tree Pruning Enhanced Funding Offer Type: Enhancement	100,000	0	100,000	0	0
53	47.11 Land Bank Purchase - Northeast Option Offer Type: 1-Time Enhancement	1,000,000	1,000,000	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - 1-Time Revenue</i>			
54	22.14 Land Use Code Updates - Phase 2 Offer Type: Enhancement	325,000	325,000	0	0	0
			<i>One-time Revenue</i>			
55	22.17 1.0 FTE Historic Preservation Specialist Offer Type: Enhancement	76,888	0	0	0	76,888 <i>General Fund</i>
<b>Unfunded Offers</b>		<b>1,607,716</b>	<b>1,325,000</b>	<b>100,000</b>	<b>0</b>	<b>182,716</b>
<b>Total Offers</b>		<b>20,859,285</b>	<b>8,757,884</b>	<b>9,053,333</b>	<b>1,112,611</b>	<b>1,935,457</b>

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

## 10.1 Code Compliance - Funded

2022 - \$764,872

### Offer Type: Ongoing

Funding this offer provides Code Compliance, Nuisance and Occupancy. These services contribute to the preservation, maintenance, and enhancement of neighborhoods. They encourage voluntary compliance and maintain neighborhood character. These services also reduce or eliminate nuisances that detract from appearance, cleanliness, and overall desirability of neighborhoods.

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

Examples include:

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

COVID modified & limited the above & staff expects a full return in 2022.

Nuisance Cases: 7,473

Voluntary Compliance: 95%

Total compliant based: 3,001 (40%)

Total Proactive: 4,475 (60%)

COVID impacted both the number of cases & the percentages of proactive vs compliant-based cases.

Top 3 types of cases:

- Weeds: 2,298
- Rubbish: 1,397
- Snow: 1,227

Occupancy numbers for 2020:

Cases opened: 126

Violations found: 44

Citations issued: 12 (9 occupancy violations, 3 failure to provide disclosure statement)

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

## 10.2 Neighborhood Services - Funded

2022 - \$628,589

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

**Offer Type: Ongoing**

Funding this offer provides Neighborhood Services Programs and Outreach that use innovative engagement strategies to improve neighborhood livability; promote inclusive, connected neighborhoods; empower residents to co-create sustainable neighborhoods; and link residents, community partners, and City services and resources.

The core philosophy of Neighborhood Services Programs is start where you are, use what you have, and do what you can. No two neighborhoods have the same needs demographic makeup, or ideal vision for their future. Now multiply those diverse needs by 185 neighborhoods in the city and that is the scope of the work. Neighborhood Services Programs are designed to be flexible, proactive, scalable, and reliant on radical participation by neighbors and stakeholders because this work cannot be done by the City alone.

Some programs meet neighbors where they are to provide a starting point for community organizing and participation, like the Neighborhood Development Liaison and Sustainable Neighborhoods Fort Collins. Other programs create a space for neighbors to maximize available resources to support equity, inclusion, and diversity in program participation.

Neighborhood Services offers a number of resources to neighborhoods through Mini Grants, the Block Party Trailer, and the Neighborhood Connections training program. Neighborhood Services programs also empower neighbors to do what they can through community organizing, active participation, and volunteerism. Mobile Home Park Residents' Rights programs and Adopt A Neighbor both play important roles in neighborhood resilience and create a safety net for vulnerable residents. Programs that increase awareness of community issues and encourage participation in decision making, like proactive and reactive neighborhood meetings, City Lemonade Stand pop-up, and Neighborhood Night Out improve neighborhood livability.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- NLSH 1.8 - Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

**10.3 Mediation and Restorative Justice - Funded**

**2022 - \$287,235**

**Offer Type: Ongoing**

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

Since the pandemic, calls for mediation services have increased with more residents home and under significant stress. The situation particularly hits hard on low-income neighbors. With the national racial justice movement, people are calling for more alternatives to the justice system like restorative justice. This office receives increasing calls for information and resources. Referring partners are asking for expansion of services.

For 20 years, the City has provided innovative, community-based services to address the impacts of crime and conflict by supporting MRJ. To address impacts of

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conflict, mediation services are provided to residents for:

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

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

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

New Pilot Program: Workplace Mediation for City employees

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## 10.4 Larimer Humane Society - Funded

2022 - \$748,000

### Offer Type: Ongoing

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

In 2020, LHS responded to 10,182 calls for service within Fort Collins, including 2,062 calls for stray animals, 1,325 for bite investigations, 486 for noise disturbances, and 636 for welfare investigations. A total of 1,101 domestics were impounded for the City. Animal control removed 707 wildlife, preventing the spread of rabies and other zoonotic diseases.

Larimer Humane Society Services:

- Enforces all Fort Collins animal codes (animals at large, animal welfare, bite investigations, cruelty allegations, dangerous/vicious animals, barking, strays, dead animal pickup and assisting emergency responders)
- Provides sheltering, licensing, rabies record keeping; in 2019, 24,712 Fort Collins licenses were sold
- Maintains & operates all physical facilities and equipment & provides all personnel necessary for the efficient, effective & humane operation of an animal shelter
- Provides professional services of a doctor of veterinary medicine for emergency services 24 hours per day
- Maintains community outreach & education programs
- Maintains & provides all medical supplies, instruments & equipment necessary
- Picks up dead animals from public areas, streets & parks



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- Provides sheltering & placement of cats & dogs
- Focuses on behavioral work with challenging animals & utilizes foster care & enrichment to increase adoptability
- Provides emergency planning & response services for domestic animals in Larimer County

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 10.7 RESTORE and Contractual Increase for Larimer Humane Society Services - Funded

2022 - \$237,000

### Offer Type: Enhancement

The purpose of this Offer is to fund the Larimer Humane Society Contract for Animal Control. Offer 10.4 is the core, Ongoing Offer, equaling the current budget amount of \$748,000. This Offer restores \$132,000 to cover a 15% reduction in the contract due to COVID budget cuts (equaling the \$880,000 planned for 2020.) The additional \$105,000 in this Offer starts a 'step-up' process to meet the full contract valuation amounts by 2026. The 2022 contract valuation \$1,073,311. This Offer does not change the service levels for animal control; rather, it more accurately reflects the costs of services being provided.

RESTORE: in 2019, we explored options to decrease costs in 2020 due to COVID restraints. Since this was a one-time budget reduction, LHS Board of Directors agreed to reduce the cost of the contract without reducing the level of services provided, covering the expenses from their one-time funding options.

ENHANCE: LHS and City finance staff have had conversations since 2019 on cost methodology and allocations. LHS recalibrated their contract valuations based on the following methodology:

- It is calculated by each service deliverables outlined in the contract. This methodology results in a valuation of the cost to ensure care and safety of people and animals community wide.
- It is based on actual financial figures, not budgeted financials, and based on calendar year ending December 31, 2020. By using actuals, costs are directly aligned to service activities.
- Data presented to support the allocation calculations uses a rolling three-year average of actuals. This provides even distribution of trends, eliminating reliance on projections.

The actual valuation information and back up data will be sent under separate cover to the BFO Team.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

## 10.8 Eviction Legal Fund - ARPA Funded - Funded

2022 - \$220,000

### Offer Type: Enhancement

Funding this offer would fund a grant program with a competitive application process seeking community partners to provide eviction legal clinics and direct client

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representation for Fort Collins residents, increase residents' self-advocacy capacity through "Know Your Rights" training for landlords and tenants, conduct outreach, and provide materials that reflect a commitment to language equity.

Identified as a critical path for the City during COVID-19 recovery, this offer's Eviction Legal Fund is modeled after the CARES Act-funded pilot in 2020-21. It assists with meeting Strategic Outcomes related to housing stability, neighborhood livability, and equity. Extension or expansion of this project has cross-departmental synergy and is beneficial to ongoing housing stability work. The project is a convergence of outcomes and strategies for Neighborhood Services, Social Sustainability, Utilities, and CPIO. It also complements and supports the work of external community partners in housing stability, vulnerable population advocacy, aging with dignity, mobile home park residents' rights, and property management-tenant conflict resolution. An Eviction Legal Fund would serve the vulnerable and historically underserved populations of low-income residents, renters, senior citizens, and Communities of Color. Traditional outreach does not effectively reach residents who have barriers to internet access. This fund would extend a grant program with a competitive application process seeking community partners to provide eviction legal defense and avoidance wrap-around education.

Although we will see a greater unmet need for these services over the course of pandemic recovery, an ongoing unmet need was identified as a "quicker win" in the Housing Strategic Plan for the foreseeable future and we anticipate future BFO offers to reflect the decreasing funding levels necessary to fill the gap in service levels offered by community partners.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

## 10.9 1.0 FTE - Conversion of Classified Public Engagement Specialist - Funded

2022 - \$15,384

### Offer Type: Enhancement

This offer is to convert the current Public Engagement Specialist contract position into a P1 classified position. The role is essential to all the Mediation and Restorative Justice (MRJ) programs. It leads volunteer management and community outreach, and provides program and technical support. It also coordinates small claims court mediations and the RESTORE program, including case management duties.

There are specific training and certification requirements for the role that make it difficult to recruit and time-intensive to train and onboard (requires volunteer management and certifications/training in both Mediation and RJ). The conversion creates stability for the role and builds staff capacity.

For the past year requests for services have increased dramatically due to increased conflict and stress in the community as well as the racial justice movement and calls for alternatives to the justice system.

Staff have added small claims court mediations, utilized dollars from Police Services redeploy to enhance RJ services, and piloted a workplace mediation program. In addition to these expansions, the 8th Judicial District Attorney's office asked RJ to collaborate on a grant to expand diversion services.

The contract position was created 2 years ago to meet both a business and staffing need. There has been demonstrated success for this staffing model or the prior model. It has increased efficiency in the office by centering volunteer management, communication, and outreach responsibilities in one position rather than across multiple positions, allowing other team members to focus on service delivery and program development.

The conversion of this role positions MRJ to build the professional staff capacity necessary to provide current and future services as outlined above and in the MRJ core ongoing offer.

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This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## 10.10 Neighborhood Services Program Coordinators Restored to 29 hours/week - Unfunded

2022 - \$26,619

### Offer Type: Enhancement

Funding this offer will restore available work hours of two part-time hourly program coordinators to pre -COVID levels of 29 hours per week per position from current levels of 20 hours per week per position.

Neighborhood Services Programs has two parttime hourly program coordinators who are an integral part of the Programs Team, coordinating mini-grant programs, Sustainable Neighborhoods, neighborhood events, mobile home park trainings, and neighborhood meetings. Program coordinators lead mini-grant programs for the lifecycle of the process including application development, contracting, implementation, and reporting. Both Program Coordinators serve as neighborhood liaisons for the Sustainable Neighborhoods program participants, working directly with residents to create and complete sustainability based projects that meet a number of City strategic objectives. Both offer frontline customer support to neighbors and connect them with City and community resources. The 2021 reduction in hours reduced staffing from Sustainable Neighborhoods, Mobile Home Park Residents' Rights Team, and neighborhood based activities. Currently, other full time staff are filling in for event planning, program coordination, customer service, and logistics in addition to regular duties.

In 2020 and 2021, the Programs Team added Council priority projects to the workload like the Eviction Legal Fund, Immigration Legal Fund, and resident owned community organizing for mobile home parks. The primary reason the Team continues to succeed in 2021 is due to regular neighborhood activities being canceled or limited by Larimer County Health Department social gathering limitations, which freed up staff capacity. As more community members are vaccinated and restrictions decrease, the Team will need to add in person neighborhood programs back to the workplan and will be unable to meet that demand without additional support from the Program Coordinators through the funding of this offer.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- NLSH 1.8 - Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 10.12 Mobile Home Park Livability Code Enforcement - Funded

2022 - \$50,000

### Offer Type: Enhancement

Funding this offer will cover the preliminary work of Code Compliance staff to conduct a comprehensive needs assessment of mobile home parks (MHPs), host educational activities that build trust between MHP residents and Code staff, and provide resources for voluntary compliance such as community clean up days.

Year 1 deliverables include the development of an education/outreach plan, an assessment of staffing needs and proactive Code Compliance patrol intervals, and educational activities such as mock inspections and neighborhood walks with code enforcement staff to answer questions and prepare managers. Senior MHPs will be

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prioritized, as these MHPs are home for some of Fort Collins’ most vulnerable residents. Year 2 deliverables include a continuation of educational activities and the implementation of cleanup days. These volunteer-led events will focus on removing outdoor rubbish and household hazardous waste, repairing dilapidated fences, removing weeds and overgrown vegetation, and performing minor exterior repairs, all identified as common potential code violations of MHPs.

Enforcement of the municipal code is crucial to the City Council directed work of the MHP Residents’ Rights team to improve neighborhood livability in MHP neighborhoods, and adequate support and time must be provided to prepare MHPs for enforcement. This initiative will strengthen relationships between City staff and residents/management, prevent a burden of fines from being passed on to residents, and increase the efficacy of the code enforcement program through the ability to prioritize and educate. Ultimately, a proactive, engagement first approach is essential to achieving the goals of improved livability for residents of MHPs and fulfilling the commitment to City Council and the community.

This Offer supports the following Strategic Objectives:

- NLSH 1.8 - Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

## 12.1 Graffiti Abatement Program - Funded

**2022 - \$143,896**

### Offer Type: Ongoing

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

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

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

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

In 2020, the team addressed 578 issues consisting of 1,617 graffiti tags with 62 percent of the graffiti being abated proactively. Graffiti information is received from three sources:

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

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This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 22.1 Development Services - Funded

2022 - \$1,581,695

### Offer Type: Ongoing

This offer ensures continuity of all services in the Development Review Center, the central location for planning, zoning, and development services as the community continues to grow and our needs evolve. Development Services guides the City’s growth through zoning, development regulations, and permitting processes. Services include review and evaluation of all development and construction proposals from early design stages, to public hearing and final engineering, through permitting and ongoing enforcement. These services work in concert to uphold the community’s expectations for high quality, responsible development that advances the City’s social, economic and environmental sustainability goals.

The work of the Development Review Center:

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

Development Services leads and coordinates a team of over 25 work groups, in collaboration with Poudre Fire Authority, Larimer County, Colorado Department of Transportation, Poudre School District, and other governmental agencies and community partners.

Development and redevelopment have continued at a steady pace from 2016 to 2020, with an average of 372 project submittals per year, resulting in a steadfast demand for services. A focus on continuous improvement and rapid response to the COVID-19 pandemic have further increased customer expectations for prompt and responsive assistance from the planning, zoning, and community development teams.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.

## 22.2 Long-Range Planning - Funded

2022 - \$666,649

### Offer Type: Ongoing

Funding this offer supports planning efforts to ensure a high quality built and natural environment as Fort Collins approaches full buildout over the next 20 years. Long-range planning efforts vary in scale, from a community-wide vision (City Plan), to specific neighborhoods/districts (e.g., Downtown), to key corridors (e.g., East

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Mulberry) and key policy focus areas (e.g., oil and gas, manufactured housing). These plans are driven by equitable community engagement and are intended to directly reflect the community's values and priorities.

Long-range planning supports these goals by:

- Guiding choices for capital expenditures (e.g., street, transit, and utility infrastructure)
- Setting direction for land use and development regulations that result in housing, employment areas, amenities, and natural resource protection
- Guiding ongoing and future City programs and services

Long-range planning puts the City in a position of anticipating rather than reacting to change, tackling community challenges before they become difficult to fully address. Unplanned development patterns, for example, are inefficient and require more resources to maintain, which may counteract community goals for affordable housing, public transit, bike/pedestrian travel, and climate resilience. The City's planning and policy work ensures a stable road map for the future, where community members know what to expect as the community evolves over time. Long-range planning is fully integrated into the development review process, where adopted plans reduce uncertainty for the community and developers.

In addition to urban design and planning functions, the environmental planning work group supports natural resource values and quality of life through:

- Protecting natural resources and features during development/redevelopment
- Adopting Land Use Regulations that address sustainability goals
- Partnering with Nature in the City to improve access to natural spaces and citywide biodiversity

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.8 - Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents

## 22.3 CDNS Administrative Services - Funded

**2022 - \$795,704**

### Offer Type: Ongoing

Funding this offer will ensure continuation of all administrative services within Community Development and Neighborhood Services (CDNS), which encompasses Development Review, Long-Range Planning, Historic Preservation, Building Services, Neighborhood Services, and the Administrative Services division.

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

- Support for 3 boards and one commission: Planning and Zoning Board, Landmark Preservation Commission, Zoning Board of Appeals, and the Building Review Board
- Administration of the contractor licensing program for construction based contractors
- Research and response to open records requests, Access Fort Collins cases and service area requests
- Administrative hearing support
- Code Compliance support
- Monthly, quarterly, and ad hoc reporting for the department

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- HR and finance liaison support
- Title VI coordination for PDT Service Area, less Transfort

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 22.4 Historic Preservation - Funded

2022 - \$444,920

### Offer Type: Ongoing

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

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

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

Demo/Alt survey funds provide independent, professional and defensible assessments of a property's historic importance in contentious situations and when items may be appealed to Council.

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

Support for the Historic Preservation Commission and professional staff includes required trainings to keep federal Certified Local Government standing; community outreach on equity related priorities, including videos and tours; and the Friend of Preservation Awards (now in 36th year).

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 22.5 Building Services - Funded

2022 - \$2,869,345

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**Offer Type: Ongoing**

Funding this offer will continue all services within Building Services, which is the central location for building, mechanical, electrical and plumbing permit submittals, plan reviews, inspections, customer service and construction related code compliance activities offered to the community. These services are critical for ensuring that safety and community values are reflected in the City’s future growth for building construction, renovations, alterations and repairs. Building Services works in concert with internal and external partners to preserve and enhance the City’s sense of place and the historical character of the community, to support City sustainability practices, to promote a healthy economy, and to ensure a safe and secure built environment. The division implements and ensures compliance with City and State laws, rules and codes related to the construction, remodeling, alteration, repair and demolition of buildings & structures within the City to safeguard life, health & community safety. This includes regular updates to building codes. Building Services acts as second responders in the role of damage assessment professionals in the event of a natural disaster. These professionals have a critical role in recovery after an event. The efforts align with a larger County wide hazard mitigation plan. The division also manages the City of Fort Collins Contractor Licensing requirement. This multifaceted licensing program has nationally recognized testing, liability insurance, workers’ compensation insurance & renewal aspects. This program ensures that the community has the highest quality contractors working in Fort Collins. Additional services include collaborating regularly with departments throughout the City to help maintain a safe community, including working closely with Zoning to support efforts surrounding unpermitted & existing structures to help community members gain compliance with the adopted codes, & Code Compliance with neighborhood complaints.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

**22.6 Engineering Development Review - Funded**

**2022 - \$876,251**

**Offer Type: Ongoing**

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

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

The EDR Team is an essential part of the City, helping to create jobs, tax base, fees and progress.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

**22.7 Right-of-Way Construction Inspection & Management - Funded**

**2022 - \$561,475**

**Offer Type: Ongoing**

This offer will fund inspection oversight and coordination of all infrastructure activities (both public and private) within the City right-of-way (ROW).

Engineering Construction Inspection Provides:



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- Quality assurance of all improvements within the ROW, which reduces long-term maintenance costs
- Development review coordination to identify conflicts and opportunities with private and public projects
- Coordination efforts with all City departments, private utilities, major private developments and partner agencies, which helps reduce project conflicts
- Management of Small Cell (4G & 5G cell towers in the City ROW) permitting process. Small Cell towers are approved by the FCC to utilize City ROW for the placement of their infrastructure. Engineering will be managing the permitting process with review from other City departments.
- Management and enforcement of City ROW codes, regulations, and permitting (e.g., major & minor encroachment permits, Downtown portable signs, illegal signage placed in City ROW, Downtown outdoor eating areas, newspaper racks)

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

**22.8 1.0 FTE Building Services (Contractual to Classified – no FTE change and Part-Time Hourly Conversions to 1.0 FTE Classified) - Funded 2022 - \$45,777**

**Offer Type: Enhancement**

Funding this enhancement request will provide Building Services with the required staffing to serve the community. This request is to convert two positions to full-time classified positions, one from a part-time hourly position and one from a contractual position.

Plan Reviewer Enhancement: Plan Review staff is requesting conversion of a contractual position to a full time classified position. Plans examiner positions are required in nearly all jurisdictions and typically the positions are classified. The most qualified candidates for these positions do not typically apply for or accept a less desirable contract position and staff has had difficulty recruiting for this position. For a small additional cost, the City will be able to recruit and retain appropriately qualified individuals for this critical position.

Inspections Enhancement: Inspections staff is requesting to convert a 29 hour hourly position to a full-time classified position, which would focus primarily on roof inspections, clearing the backlog & providing timely inspections on an ongoing basis. Inspections performs over 35,000 inspections annually and this conversion is necessary to keep up with growing workload.

These positions will help support the demand on this work unit. Over-the-counter permits have increased 216% since August 2019 & total applications increased 160%, processing over 16,000 permits annually, & permit activity increasing between 50% and 125% from 2019 to 2020, depending on permit type. Without these positions, our ability to provide exceptional service to our community is diminished.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.

**22.9 1.0 FTE Community Development and Neighborhood Services Administrative Support (Contractual to Classified – no FTE change) and Part-Time Hourly Conversion to 1.0 FTE Classified - Funded 2022 - \$7,063**

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**Offer Type: Enhancement**

The Administrative Services division completes tasks and projects for the six (6) divisions that make up Community Development and Neighborhood Services (CDNS) including the Department Director (roughly 75 individuals across all 6 divisions) and is also part of front-line staff helping customers in person. The CDNS Administrative Services Division has 4 part time (20 hour per week) positions, one vacant full time contractual position, one volunteer (6 hours per week) and is utilizing 4 individuals from other departments. The 4 part time positions are working between 22 to 29 hours per week each.

Often the part time positions struggle with consistency and the disruption of the shorter workdays or extended periods between workdays. This also creates delayed response times to customers and staff and has created service gaps wherein managers, supervisors and their staff are left completing tasks that are better suited for the Administrative Services division. With this, full time staff are utilizing overtime or comp-time to cover.

Consolidating and converting these positions will allow for stronger, more consistent and timelier customer service both externally and internally, reducing backlog, and reducing staff stress and fatigue.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**22.10 Electronic Plan Review Implementation and Licensing - ARPA Funded - Funded**

**2022 - \$75,000**

**Offer Type: Enhancement**

This offer would advance the City’s ability to deliver thorough, coordinated, and on-time reviews for all building and development projects with the implementation of a robust, fully integrated Electronic Plan Review (EPR) platform. In recent years, the Development Review Center has shifted toward entirely electronic application and review processes, and these efforts were accelerated in response to the COVID-19 pandemic. As remote work environments have become prevalent for both development review staff and customers, it is imperative that the City’s tools and technology respond to changing needs and preferences.

This offer would involve full implementation of an EPR solution that integrates with Accela (our existing permitting system) to allow for seamless review of permits and development projects and enhanced customer tools. The software program currently used for electronic review (Adobe Acrobat) has limited functionality and does not allow for real-time collaboration, version comparison, and other key features. A more functional, integrated and secure solution is needed to improve the quality of plan reviews and customer service in building and development.

The goals for a more robust Electronic Plan Review solution include:

- Improved transparency and communication between reviewing departments and the applicant team across all processes
- Enhanced productivity and more efficient reviews by individual reviewers
- Increased and more efficient collaboration between reviewing departments
- Reduction in manual or error-prone steps during a project’s review
- Improvement in the overall quality and continuity of plan review

This represents an expansion of City services to support collaboration, respond to the increasing complexity of development projects, and ensure that new development and redevelopment meet the high expectations of the Fort Collins community.

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This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

## 22.11 Expanded Technical Assistance for Small Business - ARPA Funded - Funded

2022 - \$30,000

### Offer Type: Enhancement

As the local business and non profit community recovers from the impacts of COVID 19, the City anticipates an increase in building/site upgrades for existing businesses, change of use and/or business model, and emerging new businesses. Customer feedback indicates that zoning, development review, and building permit processes can be disproportionately challenging to navigate for small businesses, including childcare facilities, non profits, restaurants, start ups, and others.

Small businesses are more likely to reuse, upgrade or redevelop existing buildings and sites. Given the City's high standards for architecture, landscaping, bike and pedestrian infrastructure, historic preservation, stormwater management, energy/water conservation and other community priorities, reusing existing properties can result in complex and costly design processes. These costs can unequally burden smaller projects and inexperienced development customers.

This offer would expand upon successful incentive programs, including the Historic Preservation Design Assistance Program and Xeriscape Incentive Program, to provide a broader array of technical assistance resources for small projects. Funding could be used by customers for site planning, landscape design, civil/structural engineering, surveying, lighting design, and architecture. The program is intended to lessen or remove building/development barriers and would be designed with an emphasis on supporting minority- and women owned businesses (e.g., targeted recruitment of customers, language translation services).

As a 1 year pilot program, the focus would be on developing program requirements, rapidly deploying funding to support economic recovery efforts, leveraging connections to other existing programs, and maximizing community benefit. As the program demonstrates success, it could be expanded to support other types of customers (e.g., homeowners associations, neighborhood groups, homeowners).

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

## 22.12 1.0 FTE Zoning Department (Conversion of Part-Time Zoning Admin Support to 1.0 FTE Classified Business Support) - Funded

2022 - \$27,603

### Offer Type: Enhancement

This offer converts an existing hourly Clerical Aide to a fulltime Business Support position to support new and emerging zoning enforcement needs. Since the 2019 / 2020 budget cycle, the City has implemented new programs and policies that require additional administration by the Zoning Enforcement team, including short-term rental licensing, new public notice requirements, and marijuana licensing support. A part time hourly position was added in January 2019 to assist with growing administrative needs.

In recent years, Council and community members have frequently expressed a desire for more proactive inspections of development sites and enforcement of zoning

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violations, and this offer would expand the level of service for customers and the broader community. Funding this offer would provide ongoing support for critical zoning functions, while also increasing the capacity of the Zoning Inspectors to conduct landscape, signage, lighting and other site inspections; review building permits and development projects for zoning compliance; process variances; administer the sign code; and provide responsive customer service.

Current functions of this position:

- Short-term rental license review (~350/yr)
- Monitoring and enforcement of illegal short-term rentals (~65/yr)
- Sign permit data entry and tracking (~250/yr)
- Home occupation license processing (~150/yr)
- Post construction verification of “as built” for single family building permits (~360/yr)
- Publication of vested property rights information (~60/yr)
- Payment processing (daily)

Additional functions this position could support if the FTE conversion is approved:

- Public notice mailings for Minor Amendments (~100/yr)
- Zoning verification letters
- Marijuana zoning reports
- Outdoor vendor licensing
- Liquor licensing review
- Processing violation letters (~160/yr)
- Landscape escrow management
- Monthly metrics and reporting

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 22.13 1.0 FTE Contractual - Planning Technician - ARPA Funded - Funded

2022 - \$60,889

### Offer Type: Enhancement

The offer would add an entry level support position to the Planning & Development Services team, which includes development review, long range planning, and zoning functions. The Planning Technician would provide dedicated coordination and task support for multiple work groups, in turn increasing the capacity for project management and customer service for complex and high profile projects within the department.

As the 9th fastest growing city and 5th best place to live in the country (US News and World Report), Fort Collins will continue to change and evolve significantly over the next 20 years. The addition of approximately 60,000-80,000 new residents (total population estimate is 237,000-250,000) and 30,000 new dwelling units by 2040 will drive the need for additional staffing to maintain and/or enhance current levels of service to the community.

Over the next two years, Planning & Development staff will be responsible for leading multiple projects to address Council priorities, in addition to ongoing high levels of

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development activity. Current and upcoming projects include the Land Use Code Update, Mulberry Corridor Plan and Annexation, Montava Development, Mulberry & Greenfields Development, Electronic Plan Review Implementation, minor and major process improvements, and technical assistance for small projects. Senior City Planners and City Planners typically serve as project managers and subject matter experts for these and other priority projects. The department currently lacks technician level support for community engagement, research, data collection, mapping, graphic design and document production, and general customer inquiry/response. These types of tasks reduce the capacity of more senior Planning & Development staff to complete the core functions of their positions. The Planning Technician will support the team in advancing multiple Council priorities and an ambitious departmental work plan.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

## 22.14 Land Use Code Updates - Phase 2 - Unfunded

2022 - \$325,000

### Offer Type: Enhancement

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

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

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

While Phase 1 of the LUC updates (2021) focuses on housing related changes and code reorganization, Phase 2 will recalibrate various development processes, revise development standards for nonresidential development, improve alignment with engineering standards, and update the types of land uses permitted in nonresidential zones (e.g., commercial, industrial).

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

## 22.15 RESTORE Design Assistance Program - Funded

2022 - \$30,000

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**Offer Type: Enhancement**

As the community recovers from the impacts of COVID 19, the number of homeowners and small business owners that need to alter their older buildings to meet changing needs has increased. Since 2011, the Design Assistance Program (DAP) has been providing small amounts of funding (up to \$2,000) for expert help to identify and answer design, engineering and construction questions and save inexperienced property owners time and money.

This small amount of seed money has a significant community impact: by making available critical resources and assistance to lower-income households that cannot easily afford to otherwise obtain professional expertise, meeting key objectives in Council’s Housing Strategic Plan and Affordable Housing goals; by helping mom and pop businesses save time and money, furthering the City’s economic recovery; and by ensuring the sustainable retrofitting of older buildings, a key objective for meeting Our Climate Future goals.

Fort Collins has nearly 13,000 buildings that are over 50 years old. Owners of historic properties are eligible for assistance, including small business owners in the Downtown area and homeowners living in older neighborhoods such as Buckingham, Andersonville, Alta Vista and Holy Family. Owners can receive conceptual design consultation, materials testing, and basic structural engineering reports. In addition to reducing controversy around compatible development (19% reduction in Access Fort Collins complaints since 2011 2012, despite increased development), reducing approval times (by avg. of 3 weeks), and offering far greater assurance that a project will be approved, two critical outcomes of this offer are: it significantly increases opportunities for lower income homeowners to obtain professional advice on building and construction issues, and enables residents and business owners to use these funds to fulfill requirements for larger grants and loans to sustainably rehabilitate these older buildings.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

**22.16 Part-time Hourly Interns for Historic Preservation - Funded**

**2022 - \$42,773**

**Offer Type: Enhancement**

This position will allow Historic Preservation to continue its long standing partnership with Colorado State University's History Department, which brings an emerging professional into the division to infuse work with cutting edge policies and practices related to the rapidly evolving profession of historic preservation through the contributions of a part time hourly internship. Interns provide technical support for the identification, recognition, and support of historic resources in the community, with a particular emphasis on expanded services to historically underrepresented groups. Funding for this intern position was in the ongoing division budget prior to the two phases of reductions during the initial pandemic response. Because the rule for "restore" offers would only allow for a request to restore the portion of those funds that were taken in the second wave of reductions, this offer is in the form of an enhancement on the advice of Budget staff. The funding was cut because the position had become vacant just before the pandemic when the intern resigned to take a full time position elsewhere, and staff did not have a chance to re hire before the hiring freeze began.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

**22.17 1.0 FTE Historic Preservation Specialist - Unfunded**

**2022 - \$76,888**

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**Offer Type: Enhancement**

This frontline customer service position will allow Historic Preservation to provide consistent, long overdue services to meet critical equity and inclusivity goals. The P2 and P3 Planners are fully deployed meeting the daily requirements of routine compliance work (including all front counter customer service) and support for the Historic Preservation Commission. While staff is laying essential groundwork for more holistic policies that expand community understanding of important cultural assets, the daily volume of development and permit reviews and review of historic building rehabs is at an all time high. It requires increasing hours to maintain the existing level of service. Staff is greatly challenged to meet existing demands. Simultaneously, there is new demand in two critical growth paths: the need for Historic Preservation input in integrated cross-departmental teams working on housing and climate action implementation plans; and the heightened sensitivity and importance of recognizing a fully diverse range of historic places in the community, which directly impacts how historically underrepresented groups experience a sense of belonging in Fort Collins. Simply put, staff cannot meet these growing demands responsibly and effectively without more entry level support. As this workload has expanded rapidly in the last few years, the team has relied on supplementary hours from interns, temporary contractual labor and significant additional work hours from current employees to fill some gaps. While this has met some urgent short term needs, the division needs an entry level planner to absorb the time consuming daily code compliance tasks while deepening the bench of professional expertise. This critical capacity boost would support a program revamp to address accessibility and equity concerns, & provide the necessary staff hours to manage grant funded historic context & survey projects rooted in histories of BIPOC, LGBTQ+, and other underrepresented groups.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

**22.18 1.0 FTE Business Support Conversion of Contractual to Classified - Development Review - Funded 2022 - \$2,923**

**Offer Type: Enhancement**

This offer reclassifies one full-time contractual Administrative Assistant position to a full-time classified Administrative Assistant position. This position is a contractual position; converting it to classified will have a minimal financial impact.

Retirement benefits would cost about \$2,923 for the position, which will be recovered through the Transportation Development Review Fee that is collected through development review. This position provides ongoing support for Development Review Engineering and Engineering Inspection, and additional backup to Engineering Administration. This position has been supporting these functions in Engineering for over 15 years with no foreseeable indication of reduced need as development and redevelopment activity is ongoing.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- TM 6.1 - Improve safety for people using all modes of travel.
- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

**26.1 Low Income, Senior and Disabled Resident Rebate Program - Funded 2022 - \$168,080**

**Offer Type: Ongoing**

Funding this offer continues the City's grocery rebate program for income-qualified residents. The program offers a sales tax on food rebate as outlined in Chapter 25 of

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the Municipal Code.

The Sales Tax on Food Rebate was established in 1984 and set at \$25 per person in an eligible household; the rebate amount was increased to \$40 per person in 1998. The income eligibility level raised to 50% of AMI in 2005 and the rebate amount per person updated to \$65 dollars in 2020. It will be updated annually.

Applications are submitted by mail, in person, or online, and staff is available to assist applicants. Staff covers all functions of the program (verify income and residency, issue checks, and file). In 2020, the City processed 1,200 applications. The total rebate issued in 2020 for the grocery rebate program was \$123,000.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 26.2 Digital Equity Income-Qualified Program - Funded

2022 - \$750,000

### Offer Type: Ongoing

The City of Fort Collins is committed to reducing historical and structural barriers to affordable, equitable access to technology. Through the funding of and a commitment to Digital Equity, the goal is to ensure individuals and communities have the digital capacity needed for full participation in the community, lifelong learning, and the economy.

Digital Equity provides an income-qualified rate of \$19.95 per month for 1 gig internet speed plus wireless service.

- The reduced rate is a substantial discount from the \$59.95 Residential Service, but not at reduced or diminished speeds.
- Wireless service is a critical program component to support how income-qualified households currently utilize digital services.
- Digital Equity income qualification and program terms have not yet been identified but will complement the City’s existing income qualified programs, which align with local affordable housing eligibility, PSD reduced lunch, and many other community benefits for residents in need.

Per Council Priority to increase digital equity and reduce the digital divide across the community,

Digital Equity is funded via 6% of Connexion net revenue paid to the General Fund as payment in lieu of taxes (PILOT) to reduce a commercial market advantage of municipal owned and operated broadband service.

- Digital Equity launch and reach is metered by Connexion’s build out and revenue.
- The 2021 broadband PILOT forecast = \$455,000.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 26.3 1.0 FTE - Income-Qualified Navigator - Unfunded

2022 - \$79,209

### Offer Type: Continuing Enhanc

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



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

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

This offer will:

1. Fund a cross functional, full time, contracted Income-Qualified Navigator position.
2. Perform an internal cost benefit analysis of the City's income qualified programs.
3. Evaluate income qualified programs and fee rebates to develop efficiencies of streamlined administration, uniformed performance measures, and orchestrated outreach.
4. Support the development of a universal application for all City of Fort Collins income qualified programs.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 40.1 Urban Forest Management - Funded

**2022 - \$1,975,702**

### Offer Type: Ongoing

Funding this offer will support the Forestry Division in managing the Fort Collins municipal urban forest. The offer provides for the maintenance of over 55,300 trees on developed City property, as well as some services that impact private property trees. The Fort Collins municipal urban forest includes 36,133 street trees and 19,215 park trees. Street trees are located on City right-of-way along the edge of streets and in medians. Park trees are in parks, golf courses, cemeteries, recreational and cultural facilities, detention areas and other City properties. The appraised value of the urban forest is more than \$40 million and the total yearly ecological benefit is over \$6.1 million. The care, maintenance, and perpetuation of City property trees provide a safe, healthy and environmentally beneficial municipal urban forest.

Urban Forest Management Services:

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

Proper management of the urban forest promotes an environmentally healthy and visually attractive community.

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This Offer supports the following Strategic Objectives:

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

## 40.2 Urban Forest Management - Tree Replacement - Ongoing - Funded

2022 - \$183,630

### Offer Type: Asset Management

Funding this offer helps support the Forestry Division's tree replacement program as existing trees are removed due to safety or poor health. On average, Forestry removes over 645 trees per year. This offer provides for the replacement of 330 trees per year, as well as the aftercare and maintenance for the first two years after tree replacement. Due to this tree replacement gap, Forestry now has over 2,700 vacant sites that have not been replaced.

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

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

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

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

This Offer supports the following Strategic Objectives:

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

## 40.4 Contractual Pruning of Large Diameter Trees - Funded

2022 - \$204,000

### Offer Type: Continuing Enhanc

Funding this offer will support Forestry's tree pruning rotation and help close the gap on contractual pruning of larger City broadleaf trees (greater than 18 inches in diameter). This pruning frequency standard is 14% per year of the inventory of large-diameter trees, which is set by the City Forester to address potential public safety concerns and to increase the health and longevity of the public urban tree canopy.

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Pruning trees in a regular cycle has a significant positive impact on the tree's health and longevity. Keeping a consistent pruning rotation creates less pruning needed with each cycle, improves tree health, and helps save time and resources spent on each tree, each rotation. It also reduces excessive stress on the trees themselves from delayed/reactive pruning, and reduces the impact of storm damage from heavy snows and high winds. In addition, pedestrian and vehicular safety are improved.

At the current level of funding, the Forestry Division is pruning, on average, 12.7% of broadleaf trees greater than 18 inches in diameter per year. After the March 2021 snowstorm, it was clearly recognized that trees of all size classes pruned within the last 5 years held up very well to the heavy, wet snow.

Keeping public urban tree canopy healthy is imperative to the City's strategic goals, as well as the Climate Action Plan and City Plan. The climate benefits of trees are well documented: trees sequester carbon/pollutants, provide oxygen, reduce energy costs, intercept stormwater, and reduce heat island effect which keeps the built environment cooler.

Each year, trees put on additional growth, allowing the community to reap the benefits that safe and healthy trees provide. To keep up with the growing assets, the Forestry Division is requesting ongoing funding to proactively maintain these large-diameter trees.

This Offer supports the following Strategic Objectives:

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

## 40.5 Emerald Ash Borer Infestation Management - Funded

**2022 - \$226,031**

### Offer Type: Continuing Enhanc

Funding this offer will support efforts to implement the Forestry Division's Emerald Ash Borer Management & Response Plan. Implementing the plan is imperative now that Emerald Ash Borer (EAB) has been detected on the north side of Fort Collins. Currently there are approximately 70,000 ash trees within Fort Collins including 7,600 ash trees on public property. Approximately 900 smaller or poor condition ash have been proactively removed since 2016.

This offer utilizes an Integrated Pest Management approach which combines management and response elements of ash protective treatments, plus ash removal and replacement strategies on public property. It is critical to continue implementing the EAB Management & Response Plan in 2022 or risk a steeper mortality curve by falling behind and becoming dangerously reactive instead of proactive in the management of this pest.

In 2019, all public ash trees were evaluated for health, condition, and size. The analysis revealed that nearly 2,100 ash trees on public property are eligible for treatment. This offer requests funding to continue treating 700 ash trees each year on a 3- year rotational basis continuing treatment that started in 2021. Additionally, 260 trees will be replaced due to previous removals.\*\* Ash in the inventory that do not meet treatment criteria will be removed and replaced proactively over the next decade, eventually reducing public ash trees by approximately 75% or more.

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

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This Offer supports the following Strategic Objectives:

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

## 40.6 RESTORE: Tree Replacement Reduction - Funded

2022 - \$75,000

### Offer Type: Enhancement

Funding this offer helps support the Forestry Division's tree replacement program as existing trees are removed due to safety or poor health. Forestry took a \$75,000 reduction in tree replacement efforts for both 2019 and 2020. The Division is asking to have this money restored to the ongoing budget as the Division continues to fall further and further behind on tree replacements.

On average, Forestry removes over 645 trees per year. Restoring the \$75,000 to the ongoing offer provides for the replacement of an additional 214 trees per year, bringing the annual tree replacement efforts to 544 trees. Due to this tree replacement gap, Forestry now has over 2,700 vacant sites that have not been replaced.

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

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

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

Tree replacement is critical to sustain or increase urban canopy cover for the community.

This Offer supports the following Strategic Objectives:

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

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**40.7 Large Diameter Tree Pruning Enhanced Funding - Unfunded**

**2022 - \$100,000**

**Offer Type: Enhancement**

Funding this enhancement offer will support Forestry's tree pruning rotation and help close the gap on contractual pruning of larger City broadleaf trees (greater than 18 inches in diameter). This pruning frequency standard is 14% per year of the inventory of large-diameter trees which is set by the City Forester to address potential public safety concerns and to increase the health and longevity of the public urban tree canopy.

Pruning trees in a regular cycle has a significant positive impact on the tree's health and longevity. Keeping a consistent pruning rotation creates less pruning needed with each cycle, improves tree health, and helps save time and resources spent on each tree, each rotation. It also reduces excessive stress on the trees themselves from delayed/reactive pruning, and reduces the impact of storm damage from heavy snows and high winds. In addition, pedestrian and vehicular safety are improved.

At the current level of funding, the Forestry Division is pruning, on average, 12.7% of broadleaf trees greater than 18 inches in diameter per year. After the March 2021 snowstorm, it was clearly recognized that trees of all size classes pruned within the last 5 years held up very well to the heavy, wet snow.

Keeping public urban tree canopy healthy is imperative to the City's strategic goals, as well as the Climate Action Plan and City Plan. The climate benefits of trees are well documented: trees sequester carbon/pollutants, provide oxygen, reduce energy costs, intercept stormwater, and reduce heat island effect which keeps the built environment cooler.

Each year, trees put on additional growth, allowing the community to reap the benefits that safe and healthy trees provide. To keep up with the growing assets, the Forestry Division is requesting ongoing funding to proactively maintain the large-diameter trees.

This Offer supports the following Strategic Objectives:

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

**40.8 1.0 FTE Contractual Converted to Classified - Emerald Ash Borer Infestation Management - Funded**

**2022 - \$19,581**

**Offer Type: Enhancement**

Funding this offer will support converting a contractual Sr. Coordinator, Forestry position to a classified Sr. Coordinator, Forestry position, as well as an electric vehicle to support the position. This position is instrumental in implementing the Forestry Division's Emerald Ash Borer Management & Response Plan. Emerald Ash Borer (EAB) infestations have never been eradicated out of any community; it is here to stay, and will need to be managed on an ongoing basis.

Implementing the plan is imperative now that EAB has been detected on the north side of Fort Collins. Currently there are approximately 70,000 ash trees within Fort Collins including 7,600 ash trees on public property. Approximately 900 smaller or poor condition ash have been proactively removed since 2016.

This offer utilizes an Integrated Pest Management approach which combines management and response elements of ash protective treatments, plus ash removal and replacement strategies on public property. It is critical to continue implementing the EAB Management & Response Plan in 2022 or risk a steeper mortality curve by falling behind and becoming dangerously reactive instead of proactive in the management of this pest.

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

This Offer supports the following Strategic Objectives:

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

## 40.9 Co-created Canopy (Private Tree Planting Subsidy) - Funded

2022 - \$35,000

### Offer Type: Enhancement

Funding this offer supports the Forestry Division’s Community Canopy Program which subsidizes planting of smaller trees on private property. It is estimated that the City of Fort Collins has about 14% canopy cover and the community is lacking canopy in many areas including some of our most underserved (low to moderate income) neighborhoods. In partnership with the Arbor Day Foundation and Fort Collins Wholesale Nursery, the Community Canopy Program (CCP) would fund 1000 5-gallon trees to help boost canopy cover throughout the community.

The Arbor Day Foundation and Community Canopy Program has created a user-friendly platform that encourages and educates community members on the following:

- Right tree, right place concept
- Proper planting techniques and aftercare
- Location of tree on private property to maximize long term benefits in relation to energy use, air pollution, carbon sequestration, stormwater filtration and other community tree benefits.

Based on this information, the Arbor Day Foundation creates an annual impact report to show the positive impact that the CCP creates, and the data is projected over a 20-year period. With the anticipated future canopy loss due to re-development or development projects and the presence of Emerald Ash Borer, increasing tree planting on private property is one way that the City can boost canopy cover and keep the community green. Tree planting on both public and private property is critical to sustain or increase urban canopy cover throughout the community. It is also essential for maintaining and creating a resilient, healthy, and perpetual urban forest.

This Offer supports the following Strategic Objectives:

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

## 47.1 Social Sustainability Leadership/Housing & Homelessness - Funded

2022 - \$431,011

### Offer Type: Ongoing

Funding this offer supports the personnel to supervise, coordinate and implement the non federally funded core services, programs and projects of the Social Sustainability Department (SSD) including the Director, Social Policy & Housing Programs Manager, and 0.5 FTE administrative support position. This includes policy

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development, convening community collaborations, research and preparing data and plans, tracking performance measures and reporting, seeking funding opportunities and partnerships, training and engagement, and oversight of specific Council priority items.

The key areas of focus include:

- Housing Strategic Planning & Implementation
- Homelessness
- Mental & Behavioral Health and Community Well being

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

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

Primary programs and services provided by SSD include:

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

This work is aligned with community priorities, especially affordable housing.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.

## 47.2 Human Service Programs & Affordable Housing - Funded

2022 - \$1,298,299

### Offer Type: Ongoing

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

This offer funds 1 FTE Lead Specialist (City Grants & Community Partnerships Coordinator) that oversees the annual competitive funding process and other grant making activities, contracts and monitors the recipients, supports community partnerships with nonprofits, and leads the City's efforts around childcare. The primary services and program support for this offer include:

- Grant funding, policy development, and forming/maintaining partnerships with human service agencies, affordable housing, childcare, and poverty and homelessness prevention/reduction/mitigation.
- Total annual funding of \$2.9 million in federal and City funding in direct support for affordable housing projects and human service agencies (including childcare, homelessness prevention and services, elder care, food security, enabling people to age in place, etc.)

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- Managing \$29M+ invested in affordable housing stock and \$2.5M in homebuyer loans

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

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

## 47.3 Homelessness Initiatives - Continuing Support - Funded

2022 - \$398,000

### Offer Type: Continuing Enhanc

Funding this offer maintains the support of the priority investments of collaborative homelessness services and initiatives to help meet the community goal of making homelessness rare, short-lived, and non-recurring. City funding support for homelessness initiatives has been ongoing for at least 6 years, and highlights the City's role in emergency, life saving response; strengthening the overall system; and direct funding toward services that advance multiple City objectives. Addressing homelessness must be done collaboratively.

Initiatives requested:

1. Seasonal Overflow Shelter and Emergency Weather Shelter Plan – \$80K: Assistance and coordination with current shelters for community-based options for additional shelter space
2. NoCo Continuum of Care (CoC) – \$15K: ongoing support for regional CoC
3. Murphy Center Operations – \$100K: ongoing support for the central hub for homeless services in Fort Collins; staff and infrastructure that facilitate collaboration among over 20 on-site agencies providing services to people facing homelessness
4. Outreach Fort Collins (OFC) – \$100K: ongoing support of community-driven outreach to maintain the OFC coverage area as a safe and welcoming place for all while connecting vulnerable populations to the services and supportive networks they need
5. Homeless Management Information System – \$15K: ongoing support to collect and provide local homeless count, by name list, and service contacts, which tracks people's entry and exit from homelessness and illuminates critical housing and services gaps and equity gaps
6. Murphy Center Day Shelter and Expansion Hours as needed – \$88K: to support the ongoing winter evening hours, Nov. 1 through April 30, M F, 4 9 p.m. to provide increased access to core services (lockers, mail, laundry, showers, food, gear, computers, phones), case management, and warming center as well as needed day shelter 7 days per week year-round.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.



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## 47.4 CCIP - Affordable Housing Capital Fund - Funded

2022 - \$500,000

### Offer Type: Continuing Enhanc

Funding this offer will provide authority to spend the voter-approved Affordable Housing Capital Fund (AHCF) that was adopted in 2015 as part of the Community Capital Improvement Program (CCIP). This fund will accumulate \$4 million over ten years. In 2022, the Affordable Housing Capital Fund's projected funding is \$500,000. This offer requests authority to commit the \$375,000 to the construction or rehabilitation of one or more affordable housing projects. In the past, Council has directed staff to use this funding source as a partial match to General Fund reserves for backfilling affordable housing fee waivers and for a Direct Subsidy program designed to provide funding to projects that are close to ready to proceed and where additional funding will finalize funding needs or accelerate the timing of when a project will be constructed. Fee credits have replaced fee waivers but can still be funded from this source. Authority to use the funds as soon as they are available provides flexibility to invest in projects that are time sensitive.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.

## 47.5 Homelessness Position and Outreach Fort Collins Funding - Funded

2022 - \$216,987

### Offer Type: Ongoing

This offer continues funding that was redeployed in 2021 from Police Services to fund the Homelessness Response & Solutions Lead Specialist position as well as increase funding to Outreach Fort Collins to expand their geographic response area. Poudre Fire Authority also dedicated an ongoing \$20,000 to support this offer.

This position coordinates efforts to both plan for and respond to homelessness impacts, which is a growing community and organizational concern. This position works closely with many City departments (PFA, Police, Parks, Natural Areas, Utilities/Stormwater, Municipal Court, City Attorney's Office, Neighborhood Services) to coordinate efforts and responses. This coordination enables the position to be knowledgeable about the community system of care, various services available, and appropriate places for referral and navigation. It participates in prevention services to help mitigate some of the very expensive response systems from PFA and Police. They also work closely with homeless service providers as well as emergency crisis, mental/behavioral health, and healthcare services. This coordination will lead to more efficiency and effectiveness in response systems.

The added funding going to Outreach Fort Collins expands the geographic area they serve from solely Downtown to the North College area including surrounding the Murphy Center, Food Bank, and other human services, as well as Heritage, Lee Martinez, Legacy, and Soft Gold parks, and the Walmart and Home Depot areas. Additionally, they work with Police Services to gather police data to include "hot spot" areas across the community. The funding pays for additional outreach workers, office space, transportation, computers, phones, software, and direct client support.

OFC proactively engages with businesses in expanded areas and is responsive to calls regarding disruptive behavior or other concerns. Data reports are provided monthly both for Downtown and expanded areas.

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This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## 47.6 Housing Strategic Plan Implementation and Housing Manager - Funded

2022 - \$189,861

### Offer Type: Ongoing

Funding this offer continues the Citywide approach to implementing the community's housing vision as adopted in the Housing Strategic Plan (HSP) and guided by the Housing Manager that oversees plan implementation.

In 2020, with support from City Council, the City Manager created a Housing Manager position within the City organization. This position and its associated work delivered the Housing Strategic Plan, which includes 26 strategies designed to begin progress toward the Plan's vision that "Everyone has healthy, stable housing they can afford." This offer builds upon this work by establishing an ongoing commitment to the Plan's implementation, including a two year implementation cycle, community engagement and tracking progress.

In 2022 and beyond, this work will include advancing the 10 quicker wins identified in the plan and initiating the remaining 16 strategies that will be achieved over the next two+years. Plan implementation will be centered in equity (ensuring all community members have access and ability to have their housing needs met) and align with other community plans, such as Our Climate Future, to ensure housing is embedded across all outcome areas. To achieve the vision and advance the 26 strategies, the offer includes the 1.0 FTE Housing Manager position and \$50,000 annually in programmatic resources.

The impact of this work is universal, as not all community members have an affordable, safe, and healthy place to live. For example, the City has 8,790 renters who make less than \$25,000 and only 1,525 affordable units in this range. Further, 60% of renters and 21% of homeowners in Fort Collins cannot afford their monthly housing costs. In addition, the Community Survey consistently identifies housing as a top priority. In 2019, only 12% of respondents felt positively about the availability of affordable housing. All of these factors, and more below, highlight why implementation of the HSP vision is a high priority for Fort Collins.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

## 47.7 Human Services Program Grant Funding - Funded

2022 - \$250,000

### Offer Type: Continuing Enhanc

Funding this offer will maintain the current level of grant money to nonprofit organizations (NPOs) in FY2022 via the City's annual competitive funding process for Human Services.

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Total funding in 2021 for Human Services grants is \$1,101,656. The grant process uses both General Fund and federal Community Development Block Grant (CDBG) money. The General Fund portion is \$889,648 and the federal portion is \$212,008. This is a continuing enhancement because Council added \$250,000 from the General Fund in the 2016 (\$100k) & 2018 (\$150k) budget cycles.

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

Funding requests from NPOs in 2021 totaled \$1.9M. The Human Service & Housing Funding Board (HSHFB) (formerly CDBG Commission) reviews the grant applications and recommends funding levels to Council. The grants support community priorities related to low-income and special needs populations, childcare and housing stability.

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

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

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

## 47.8 Childcare System Support - ARPA Funded - Funded

**2022 - \$170,000**

### Offer Type: 1-Time Enhancement

Funding this offer will extend and expand the City’s support for system level childcare projects and additional summer care spots for children in Fort Collins.

Staff engaged with key community stakeholders and childcare providers/experts (see additional info below) to determine the various partnerships with childcare and early childhood education initiatives and programs in Fort Collins that are recommended to be supported with this \$170,000 Offer, including:

- Substitute Teacher Pool (\$15k): program that recruits, certifies and places substitute teachers with local childcare providers as real time sub needs emerge
- Employee Assistance Program (EAP) / Benefits hub for childcare teachers (\$5k)
- Mental health resources built into childcare and school age programs (\$30k)
- Accessibility resources for vulnerable populations (\$20k): language access, transportation support, licensing courses in Spanish, etc.
- Capacity expansion for school age summer care spots (\$100,000):
  - Recreation Department Camp FunQuest (\$40k): 30 additional subsidized spots for income-qualified families (this is bundled here rather than separately)
  - Community based organizations providing summer care & enrichment (\$60,000): 80 additional subsidized spots

This offer supports the community priority related to identifying barriers and needs related to increasing the supply of affordable childcare. Childcare is also recognized as

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a critical driver of economic health in Fort Collins.

This offer addresses these key needs that are burdening the childcare system and families with young children:

- Labor shortage of childcare workers, fueled by low wages, limited benefits and certification costs
- Access barriers for vulnerable populations, including immigrants and low income populations
- Challenging behaviors and mental health conditions that impair learning and development
- Childcare spot shortages for school age children during summer months

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 47.9 Human Service Program Increase - ARPA Funded - Funded

2022 - \$150,000

### Offer Type: Enhancement

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

This \$150,000 offer provides an additional contribution toward the community’s resourcing gap and advances the City’s role as a funder and partner in the human services work.

In 2016, an increase of \$100K was approved by Council for the Human Services Program (HSP) grant budget, and an additional \$150K was approved in 2018. Since then, HSP grant funding requests have increased by \$351,455 and the current total gap remaining to fulfill the funding requests of eligible Nonprofit Organizations (NPOs) is \$842,779. Without adequate funding, NPOs often have client wait lists, caseloads filled to capacity for direct services staff, or reduced operational capacity. Funding the full offer would close the gap between human service funding demands and funding availability by 18%.

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

HSP projects address homelessness, housing stability, childcare and youth development, mental and behavioral health, workforce development, care giving services for special populations, diversity and inclusion initiatives, and more.

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

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This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

## 47.11 Land Bank Purchase - Northeast Option - Unfunded

2022 - \$1,000,000

### Offer Type: 1-Time Enhancement

Funding this offer will allow the City to exercise an option to purchase 5 acres of developable real estate in northeast Fort Collins for the City's Land Bank program. The purchase price contained in the option is \$1,000,000.

The Land Bank Program is the City's only long-term affordable housing incentive. Not only does it lock in the cost of land in an escalating real estate market, but it also allows the City to reserve sites for future affordable housing and ensure good distribution of this type of housing geographically. Lastly, it is the City's only program requiring permanent affordability. According to the City's Real Estate Services department, local property values increased about 7% from 2020 to 2021 alone and this trend is likely to continue. Appreciation of Land Bank parcels can be used as subsidy for the affordable housing that will be ultimately built.

Northeast Fort Collins is underserved for affordable housing and it is important to reserve future sites for affordable housing in this quadrant of the City. If this offer is funded, it will be used to exercise this option or, if the HF2M proposal does not move forward, to acquire a comparable site in northeast Fort Collins.

The Land Bank program does not have any holdings in the northeast quadrant of the City. This option is for a 5-acre site located within a larger proposed development. This land is west of the Budweiser plant and generally bordered by Richards Lake Road and Mountain Vista Roads. Developer HF2M has an option contract to purchase the entire parcel, which is the largest undeveloped tract of land in the City's growth management area. HF2M expects to purchase the land during or soon after this budget cycle. HF2M has entered into an option agreement with the City to sell 5 acres of generously zoned land to the land bank program for the price of \$200,000/acre. This pricing is less than what the City paid for the last Land Bank purchase (about \$250,000/acre), and has more generous zoning.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

## 47.12 Affordable Housing Fee Credit Fund - ARPA Funded - Funded

2022 - \$350,000

### Offer Type: Enhancement

Funding this offer will continue process improvements for providing fee relief to developers of housing targeting the lowest wage earners in the city. It will budget monies for fee credits that can be awarded to qualifying units without requiring additional Council consideration.

An annual appropriation of \$350,000 would provide fee credits for at least 25 new units per year at current rates. Updates to the fee credit amount occur every 4 years

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when fees are updated. Council consideration would still be required for any amount above the fund balance.

Historically, the City has provided fee relief for affordable housing. Since 2013, this relief consisted of fee waivers for units available to those earning up to 30% of Area Median Income (AMI). Award of the fee waivers were subject to Council discretion upon a finding that granting the waivers would not jeopardize the finances of the City. Each projects' fee stack was analyzed, and certain fees were waived based on the percentage of qualifying units. This required a lot of staff and Council time. As a result of a LEAN program evaluation, in 2020 City Council codified fixed amounts for fee credits for units targeting households earning no more than 30% area median income or housing people who are disabled or homeless.

This offer would further simplify the process by allowing administrative granting of these requests up to the amount available in a new Fee Credit Fund. This emphasizes the commitment to incentivizing affordable housing and recognizes the difficulty of providing homes affordable to the city's lowest wage earners. Since fee relief became discretionary in 2013, Council has granted every request.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.

## 47.13 Homelessness Initiatives Increase - ARPA Funded - Funded

2022 - \$201,000

### Offer Type: Enhancement

Funding this offer allows service providers to continue providing critical services to people experiencing homelessness at an increased level that matches current community need. This support will be critical during the recovery period as the community works toward a 24/7 shelter that meets both overnight and daytime capacity needs.

1. Seasonal Overflow Shelter (SOS) and Emergency Weather Shelter Plan \$64k: Both the Fort Collins Rescue Mission and Catholic Charities have worked to increase their on site capacity for overnight guests during the coldest winter months. Increasing space has required additional structures, hiring additional staff, and increasing meal service and cleaning protocols. This additional funding helps close the gap between the previous SOS funds and increasing community need for overnight overflow shelter.
2. Murphy Center Day Shelter and Expansion Hours \$12k: Support for ongoing winter evening hours during winter months as well as needed day shelter 7 days per week year round. This funding increase allows Homeward Alliance (the organization that oversees the Murphy Center) to provide living wage increases to staff supporting extended hours.
3. Outreach Fort Collins funding to support recent north Fort Collins expansion as well as funding for new expansion into the midtown area:
  - \$25,000 for the North Fort Collins expansion to cover the .5 FTE Outreach Specialist who was funded in late 2020 and 2021 with a COVID grant which is expiring – this will keep current level of service in the northern expansion area.
  - \$100,000 for initial Midtown expansion planning with implementation of the expansion plan slated for Fall 2022 – this will include hiring a Program Development/Manager to focus on business and stakeholder engagement, financial development, and program implementation. It would also include hiring 2 FTE Outreach Specialists for the initial outreach efforts (starting Fall 2022).

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This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.

## 47.14 Future 24/7 Shelter Engagement Support - Funded

2022 - \$60,000

### Offer Type: 1-Time Enhancemei

This offer supports the next phase of planning for a new 24/7 shelter in our community, as supported in the adopted Council priorities (link). After 18 months of dialogue with the Homelessness Advisory Committee (HAC), staff is prepared to co-lead community engagement and outreach w/ partners. These efforts will help build community awareness around location, services, and funding structure.

The HAC concluded that 24/7 shelter will address critical needs and gaps in our homelessness system. This facility would have approx. 200 beds, be located near public transit and bike infrastructure, offer core services, have health services on-site, and provide trauma-informed care. This offer supports community outreach and engagement to increase awareness of the benefits of a new 24/7 shelter, provide clarity around outstanding questions, and inform decisions by the City and community partners.

1. Consulting: A consultant will help establish parameters for City involvement and confirm our commitment to an inclusive, equitable community process.
  - a. Host engagement and outreach events
  - b. Prepare, send and analyze surveys
  - c. Provide event coordination, project management, and facilitation
2. Communications & Engagement:
  - a. Compensation of participants
  - b. Use of the language justice model
  - c. Childcare, food, transportation and other costs to decrease barriers to engagement
  - d. Print and collateral materials
  - e. Event expenses, rental costs, technology for hybrid meetings
3. Timeline
  - a. Outreach (inform and consult) to begin in Q3 of 2021 with ongoing work into 2022 (collaborate), including site-specific engagement, neighborhood meetings and input, and engagement with people with lived experience.
4. Deliverables:
  - a. Continued location exploration and identification of preferred site for 24/7 facility
  - b. Approximate timeline for the shelter to be in operation
  - c. Roles of partner agencies
  - d. Funding and collaboration structure for construction and ongoing operations.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

**67.1 1.0 FTE - Sr. Technical Project Manager for Development Review - Funded**

**2022 - \$101,344**

**Offer Type: Enhancement**

Funding this offer will create a Development Review position shared between Parks and Park Planning & Development (PP&D) that will review development plans for impacts to existing Parks infrastructure and coordinate the creation of new parks and trails based on adopted master plans. This position will review plans for parks, trails, streetscapes, public spaces Downtown and water conveyance systems throughout the city. This position will coordinate directly with developers to identify and secure park land and necessary infrastructure connections for future parks, and secure easements and negotiate cost-share arrangements for future trails. In addition, this position will coordinate review of internal City capital projects that impact existing or future Parks-maintained areas.

Tasks associated with this position include developing a framework for review, identifying policy gaps and proposing new policy, ensuring content of plans are reviewed for compliance with both the City's overall plans and Park-specific plans such as the Parks and Recreation Master Plan and the Paved Trails Master Plan, as well as preservation of Parks' asset inventory. In addition, this position will coordinate all development review communication for both Parks and PP&D. Communication responsibilities will be both internal (tracking review deadlines, meeting coordination, compiling comments, etc.) as well as external to the department to assist with City department collaboration and coordination. Review and evaluation of all development and construction proposals from the conceptual design stage through end of construction will take place.

Currently, a combination of a 29 hour per week hourly position in the Parks Department and a half-time Civil Engineer III in PP&D complete the majority of this work. By combining efforts into one full-time position, more efficient and effective development review can occur for both departments.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

**68.1 Strengthening Relationships with Indigenous Communities to Develop City Land Acknowledgement - Funded**

**2022 - \$50,000**

**Offer Type: 1-Time Enhancement**

Funding this offer supports City equity goals, Our Climate Future strategies on community partnership and shared leadership (including Indigenous led priorities around land), and the Climate Emergency Resolution. This offer begins a necessary process of truth telling and reconciliation based on shared leadership with the Indigenous Community through the process. A product of this process is a land acknowledgement, to be read at open public City meetings, recognizing Indigenous peoples as stewards of this land since time immemorial.

Funding would cover:

- \$15k – Third Party Facilitation
  - o Work with project team (of Indigenous community members and staff)
  - o Convene members of Indigenous community and City organization to develop a land acknowledgement
    - o Guide process of tribal consultation
    - o Hold space to explore Indigenous priorities for future collaboration, while maintaining a focus on the land acknowledgement
  - o Facilitate gatherings and discussions, gather input, balance power to honor the leadership role of the Indigenous community
- \$15k Engagement costs



# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

- o Pay Indigenous community for their time and expertise
- o Cover other engagement costs (e.g., childcare, meals during gatherings, etc.)
  - \$20k Materials and project support
- o Equity fellow to support the project
- o Educational materials
- o Tribal law consulting (in consultation with the City Attorney's Office)
- o Culturally specific materials

The primary impact of this offer is first steps toward truth and reconciliation by recognizing the history of our city and the harms perpetrated on Indigenous peoples, while amplifying Indigenous expertise, knowledge, and ties to land. Recognition disrupts incorrect narratives of discovery that erase Indigenous history and perspectives. Telling a complete and truthful story of local history is a best practice seen in other cities that begins to repair trust and damaged relationships.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 71.1 Analysis of Implementing 15-Minute Neighborhoods in Fort Collins - Funded

2022 - \$35,000

### Offer Type: 1-Time Enhancement

Funding this offer will expand the scope of the Active Modes Plan (which will be starting in Q3 of 2021) to examine how to implement 15-minute neighborhoods (also referred to as 15-minute cities) in Fort Collins. The "15-minute city" may be defined as an ideal geography where most human needs and many desires are located within a travel distance of 15 minutes, ideally via bicycling or walking perhaps combined with transit. Benefits of a 15-minute city include:

- A 15-minute city is socioeconomically equitable as those without a car can easily access all their needs.
- The need for motorized transportation is minimized, with direct impact toward achieving the City's climate goals.
- Human-powered transportation, which improves health and well-being, is promoted.
- The convenient location of services, accessible by multiple modes, saves time and improves quality of life.

To achieve the idea of a 15-minute city requires a combination of robust, connected, comfortable and safe walking and biking infrastructure along with a healthy mix of land use and desirable destinations. The intent of this offer is to further understand not only the biking and walking gaps throughout Fort Collins but also land-use patterns, and how well the combination of these support or hinder a 15-minute city.

This Offer request will add funding to the upcoming Active Modes planning effort, which is a combined plan for bicycling and walking in Fort Collins. This plan closely examines the City's infrastructure needs, while the scope of this additional funding request will allow the project team to dive deeper into land-use patterns and specifically focus on strategies to achieve the 15-minute city concept.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

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# Culture and Recreation

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

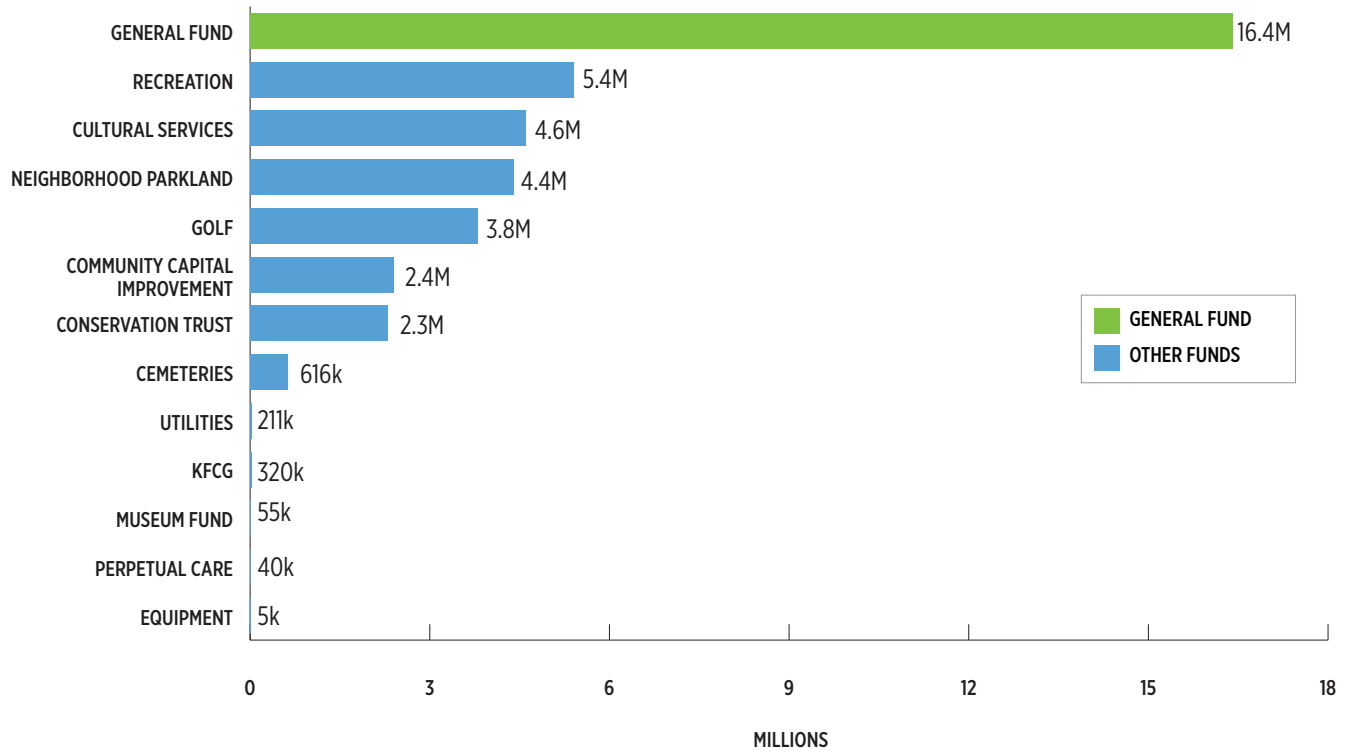




# Culture & Recreation

## 2022 General Fund & Other Funds – 40.5M

- 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 2020 Strategic Plan, are as follows:

- 2.1 Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- 2.2 Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- 2.3 Create enhanced arts and culture participation opportunities for all residents and visitors.
- 2.4 Identify criteria, process and funding options to refresh neighborhood and community parks.
- 2.5 Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

## KEY PURCHASES

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

## ENHANCEMENTS PURCHASED\*

Offer #	Offer Title	Primary Strat. Obj.	2022
34.21	Increased Funding for the Reduced Fee Scholarship Program - ARPA Funded	2.1	100,000
34.22	RESTORE: Weekend Facility Hours (Edora Pool Ice Center / Northside / Senior Center)	2.1	139,376
34.23	RESTORE: Hourly Recreation Facility Staff	2.1	91,545
35.6	4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Facilities	2.2	45,334
35.7	RESTORE: Community Park Reductions	2.2	211,000
35.12	4th of July Parade Safety	2.3	10,000
37.2	0.25 FTE Increase - Business Support III (Move Position to Fulltime)	2.1	16,089
37.3	City Park Nine Safety Netting Replacement and Improvements - Enhanced	2.2	82,500
38.2	RESTORE: Memorial Parks Reductions	2.2	50,000
38.3	Memorial Parks Asset Replacement and Improvements - Enhanced	2.2	185,000
55.7	RESTORE - Gardens on Spring Creek	2.1	54,690
55.8	RESTORE - The Lincoln Center	2.1	151,626
55.13	Cultural Services Access Fund for Low-Income Residents - ARPA Funded	2.1	185,000

### Positions Added:

35.6	4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Facilities	2.2	45,334
55.12	1.0 FTE Contractual - Cultural Services Community Programs Manager with Program Support - ARPA Funded	2.3	169,575

**TOTAL: \$1,537,069**

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**CULTURE AND RECREATION - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	34.1 Edora Pool Ice Center (EPIC) Offer Type: Ongoing	1,785,357	0	0	1,781,357 <i>Recreation</i>	4,000 <i>Recreation</i>
2	34.3 City Park Pool Offer Type: Ongoing	119,138	0	0	119,138 <i>Recreation</i>	0
3	34.8 Foothills Activity Center (FAC) and Sports Offer Type: Ongoing	1,311,724	0	0	1,287,724 <i>Recreation</i>	24,000 <i>Recreation</i>
4	34.9 Northside Aztlan Community Center (NACC) Offer Type: Ongoing	1,390,811	0	906,388	245,952 <i>Recreation</i>	238,471 <i>General Fund Recreation</i>
5	34.11 Recreation Administration Offer Type: Ongoing	857,859	0	857,859	0	0
6	35.1 Community Parks and Facility Grounds Maintenance Offer Type: Ongoing	4,234,218	356,880	3,839,838	0	37,500 <i>General Fund</i>
			<i>Park Fees Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
7	35.2 Neighborhood Parks Maintenance Offer Type: Ongoing	3,120,924	90,000 <i>Park Fees</i>	2,710,924	0	320,000 <i>Keep Fort Collins Great</i>
8	37.1 Operations and Maintenance of City Golf Courses Offer Type: Ongoing	3,701,660	0	0	3,701,660 <i>Golf</i>	0
9	42.1 Community Services Administration and Technology Support Offer Type: Ongoing	576,722	0	576,722	0	0
10	55.1 Gardens on Spring Creek Offer Type: Ongoing	2,404,410	40,000 <i>CCIP O&amp;M</i>	810,914	1,366,784 <i>Cultural Services</i>	186,712 <i>General Fund</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## CULTURE AND RECREATION - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
11	55.2 Lincoln Center <i>Offer Type: Ongoing</i>	3,774,944	0	903,953	2,870,991 <i>Cultural Services</i>	0
12	34.10 The Farm at Lee Martinez Park <i>Offer Type: Ongoing</i>	383,954	0	0	364,454 <i>Recreation</i>	19,500 <i>Recreation</i>
13	35.3 Hard-Surface Trails Maintenance <i>Offer Type: Ongoing</i>	376,902	0	376,902	0	0
14	38.1 Memorial Parks <i>Offer Type: Ongoing</i>	797,129	0	222,336	574,793 <i>Cemeteries Perpetual Care</i>	0
15	55.3 Museum of Discovery <i>Offer Type: Ongoing</i>	1,132,320	0	1,077,416	54,904 <i>Museum</i>	0
16	55.5 Art in Public Places (Artwork) <i>Offer Type: Ongoing</i>	80,215	0	0	80,215 <i>Cultural Services</i>	0
17	34.5 Fort Collins Senior Center and Club Tico Facility <i>Offer Type: Ongoing</i>	1,267,584	0	243,613	998,971 <i>Recreation</i>	25,000 <i>Recreation</i>
18	34.7 Adaptive Recreation Opportunities (ARO) <i>Offer Type: Ongoing</i>	342,256	0	324,335	0	17,921 <i>Recreation</i>
19	34.13 Reduced Fee Scholarships Program <i>Offer Type: Ongoing</i>	190,000	124,948 <i>One-time Revenue</i>	65,052	0	0
20	5.1 Utilities: Art in Public Places <i>Offer Type: Ongoing</i>	211,068	0	0	211,068 <i>Light &amp; Power Water Wastewater Stormwater</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**CULTURE AND RECREATION - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
21	34.12 Community Relations and Marketing Services Offer Type: Ongoing	130,200	0	0	130,200 <i>Recreation</i>	0
22	35.4 Parks Asset Management and Replacement Program - Ongoing Offer Type: Asset Management	631,600	70,000 <i>Park Fees</i>	161,600	400,000 <i>Conservation Trust</i>	0
23	34.6 Pottery Studio Offer Type: Ongoing	105,979	0	0	105,979 <i>Recreation</i>	0
24	34.14 Community Events Offer Type: Ongoing	19,566	0	0	19,566 <i>Recreation</i>	0
25	34.23 RESTORE: Hourly Recreation Facility Staff Offer Type: Enhancement	91,545	0	0	91,545 <i>Recreation</i>	0
26	37.2 0.25 FTE Increase - Business Support III (Move Position to Fulltime) Offer Type: Enhancement	16,089	0	0	7,705 <i>Golf</i>	8,384 <i>Golf</i>
27	55.6 Fort Fund Offer Type: Ongoing	539,647	539,647 <i>Lodging Taxes</i>	0	0	0
28	34.16 Recreation Facility and Equipment - Ongoing Offer Type: Asset Management	200,024	0	200,024	0	0
29	55.4 Art in Public Places (Admin) Offer Type: Ongoing	179,975	0	0	70,679 <i>Cultural Services</i>	109,296 <i>Cultural Services</i>
30	34.2 Mulberry Pool Offer Type: Ongoing	350,618	0	350,618	0	0
31	34.21 Increased Funding for the Reduced Fee Scholarship Program - ARPA Funded Offer Type: Enhancement	100,000	0	0	0	100,000 <i>General Fund</i>



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**CULTURE AND RECREATION - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
32	35.6 4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Facilities Offer Type: Enhancement	45,334	0	0	0	45,334 <i>General Fund</i>
33	38.2 RESTORE: Memorial Parks Reductions Offer Type: Enhancement	50,000	0	50,000	0	0
34	41.1 Recreational Trail Development Offer Type: Capital Project	1,863,507	0	12,800	1,317,715 <i>Conservation Trust</i>	532,992 <i>Conservation Trust</i>
35	41.2 Neighborhood Park Development Offer Type: Capital Project	4,383,758	0	14,485	1,466,379 <i>Neighborhood Parkland Equipment</i>	2,902,894 <i>Neighborhood Parkland</i>
36	34.4 Senior Center Pool Offer Type: Ongoing	135,197	0	135,197	0	0
37	34.22 RESTORE: Weekend Facility Hours (Edora Pool Ice Center / Northside / Senior Center) Offer Type: Enhancement	139,376	0	0	139,376 <i>Recreation</i>	0
38	55.8 RESTORE - The Lincoln Center Offer Type: Enhancement	151,626	0	0	0	151,626 <i>Cultural Services</i>
39	34.24 CCIP - Southeast Community Center Design and Construction Plans Offer Type: Capital Project	2,360,000	0	0	2,360,000 <i>Community Capital Improvement</i>	0
40	35.7 RESTORE: Community Park Reductions Offer Type: Enhancement	211,000	0	211,000	0	0
41	37.3 City Park Nine Safety Netting Replacement and Improvements - Enhanced Offer Type: Asset Management	82,500	0	0	0	82,500 <i>Golf</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**CULTURE AND RECREATION - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
42	55.13 Cultural Services Access Fund for Low-Income Residents - ARPA Funded <i>Offer Type: Enhancement</i>	185,000	0	0	0	185,000 <i>General Fund</i>
43	38.3 Memorial Parks Asset Replacement and Improvements - Enhanced <i>Offer Type: Asset Management</i>	185,000	0	0	0	185,000 <i>General Fund Cemeteries</i>
44	55.12 1.0 FTE Contractual - Cultural Services Community Programs Manager with Program Support - ARPA Funded <i>Offer Type: Enhancement</i>	169,575	0	0	0	169,575 <i>General Fund</i>
45	55.7 RESTORE - Gardens on Spring Creek <i>Offer Type: Enhancement</i>	54,690	0	0	0	54,690 <i>General Fund</i>
46	35.12 4th of July Parade Safety <i>Offer Type: Enhancement</i>	10,000	0	10,000	0	0
<b>Funded Offers</b>		<b>40,451,001</b>	<b>1,221,475</b>	<b>14,061,976</b>	<b>19,767,155</b>	<b>5,400,395</b>
47	42.2 0.5 FTE Increase - Finance Coordinator (Position Change from Business Support I) <i>Offer Type: Enhancement</i>	34,144	0	0	0	34,144 <i>General Fund</i>
48	35.5 1.0 FTE - Worker 1, Facilities, and East District Maintenance Facility Operations <i>Offer Type: Enhancement</i>	170,416	0	0	20,575 <i>Equipment</i>	149,841 <i>General Fund</i>
49	55.14 Lincoln Center - Sustainable Performance Hall Lighting <i>Offer Type: 1-Time Enhancement</i>	174,167	0	0	0	174,167 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**CULTURE AND RECREATION - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
50	55.10 Hourly Conversion and Increase to 2.0 FTE Classified - Technician I, Parks Offer Type: Enhancement	98,780	0	0	98,780	0
					<i>Cultural Services</i>	
51	34.20 Edora Pool Ice Center Storage Building Offer Type: 1-Time Enhancement	125,000	0	0	0	125,000
						<i>General Fund</i>
52	35.10 Parks Hard-Surface Trails Asset Management Program - Enhanced Offer Type: Asset Management	500,000	0	500,000	0	0
53	41.5 Master Planning Existing Parks Offer Type: Enhancement	50,000	0	50,000	0	0
54	34.18 Edora Pool Ice Center Men's Locker Replacement Offer Type: 1-Time Enhancement	77,000	0	0	0	77,000
						<i>General Fund</i>
55	35.8 Library Park Irrigation Replacement - Enhanced Offer Type: Asset Management	100,000	0	0	0	100,000
						<i>General Fund</i>
56	35.9 Rolland Moore Park Improvements - Enhanced Offer Type: Asset Management	4,450,000	0	0	0	4,450,000
						<i>General Fund</i>
57	35.11 1.0 FTE - Geographic Information Services Technician, Parks Asset Management Program - Enhanced Offer Type: Asset Management	1,975,366	0	1,975,366	0	0
58	41.4 Park Planning & Development Special Project Support Offer Type: Continuing	50,000	0	50,000	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**CULTURE AND RECREATION - 2022**

Rank	Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
59	41.3 City Park Train and Tennis & Pickleball Court Improvements Offer Type: Capital Project	5,100,000	0	0	0	5,100,000 <i>General Fund</i>
60	34.15 Recreator Publication Printing and Distribution Offer Type: Enhancement	120,000	0	120,000	0	0
<b>Unfunded Offers</b>		<b>13,024,873</b>	<b>0</b>	<b>2,695,366</b>	<b>119,355</b>	<b>10,210,152</b>
<b>Total Offers</b>		<b>53,475,874</b>	<b>1,221,475</b>	<b>16,757,342</b>	<b>19,886,510</b>	<b>15,610,547</b>

# CULTURE AND RECREATION

## 5.1 Utilities: Art in Public Places - Funded

2022 - \$211,068

### Offer Type: Ongoing

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

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

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

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

## 34.1 Edora Pool Ice Center (EPIC) - Funded

2022 - \$1,785,357

### Offer Type: Ongoing

Funding this offer supports the Edora Pool Ice Center (EPIC) including programming, staffing and ongoing operational needs.

Home to over 600 swim and ice programs, as well as drop-in classes, open swim and free skate opportunities, EPIC serves as an active hub for those interested in year-round aquatic and ice activities. EPIC becomes an economic driver for local hotels and restaurants when hosting State and National competitions in ice and aquatics. In 2019, more than 373,000 visitors came through EPIC's doors. Funding this offer addresses the complex operational needs of the facility, supports vital staffing, and allows valuable programming to continue.

The 2020 pandemic severely impacted participation in programs and the ability to generate revenue for financial stability of the department. All Recreation facilities were closed from mid-March through mid-June when facilities slowly reopened with limited schedules and restricted capacities. EPIC employed an on-line reservation system for swim lane times and ice usage to control the number of visitors allowed in the facility. While participation and revenue are steadily improving each month with vaccination rates and easing of restrictions, numbers are still far below normal. Budgetary restrictions and reduced staffing prevent normal operating hours in 2021.

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

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

## 34.2 Mulberry Pool - Funded

2022 - \$350,618

# CULTURE AND RECREATION

**Offer Type: Ongoing**

Funding this offer provides programming, staffing and ongoing operational needs at Mulberry Pool.

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

With pool space availability at a premium in Fort Collins, the Mulberry Pool facility hosted more than 78,000 visitors in 2019 for classes, drop-in use, event rentals, and as a practice facility for PSD and Vortex swim teams.

Mulberry Pool was closed in mid-March 2020 because of the pandemic and remained closed until mid-September, impacting participation numbers and revenue.

Funding this offer enables continuation of valuable programs, including Learn to Swim, Lifeguard Certification, and Aqua Fitness classes, that promote health, safety and a lifelong love of swimming for participants. Programs offered at Mulberry Pool are continually evaluated to ensure they are sustainably addressing the recreational desires of the community, as well as meeting those needs in the most cost-effective manner possible.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

**34.3 City Park Pool - Funded**

**2022 - \$119,138**

**Offer Type: Ongoing**

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

With use limited to the summer swimming season, City Park Pool is a community favorite with more than 58,000 recorded visits in 2019. Key features at City Park Pool include an aquatic play structure, lazy river, open swim areas, and two water slides.

The 2020 pandemic forced City Park Pool to remain closed for the entire season, impacting participation numbers and revenue.

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

This Offer supports the following Strategic Objectives:

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

**34.4 Senior Center Pool - Funded**

**2022 - \$135,197**

# CULTURE AND RECREATION

**Offer Type: Ongoing**

Funding this offer will provide ongoing Recreation programs, operation, and staffing at the pool, located in the Fort Collins Senior Center.

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

The Senior Center Pool remained closed from mid-March 2020 through the end of the year due to the pandemic. The pool has remained closed in 2021 due to budgetary concerns, with planned re-opening in October 2021 as demand increases. This closure has impacted participation numbers and revenue.

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

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

**34.5 Fort Collins Senior Center and Club Tico Facility - Funded**

**2022 - \$1,267,584**

**Offer Type: Ongoing**

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

Serving as a gym, dance studio, cultural center, and favorite gathering place, the Fort Collins Senior Center plays an integral role in the lives of active adults in our community. Together, Club Tico and the Senior Center offer a diverse menu of programming throughout the year. Together, Club Tico and the Senior Center offer a diverse menu of programming throughout the year.

Seeing more than 338,000 participants in 2019, program offerings cater to the adult population, including options such as social and educational opportunities, art and creativity, wellness, Zumba, karate, and swing dancing. The Senior Center is a favorite spot for drop-in fitness, an indoor track, and pickleball players. Club Tico is primarily a rental facility, offering an affordable option for local weddings, parties, and events.

The 2020 pandemic severely impacted participation in programs and the ability to generate revenue for financial stability of the department. All Recreation facilities were closed from mid-March through mid-June. Staff created virtual programming options to engage the community, while facilities slowly reopened with limited times and restricted capacities. Certain amenities such as the Senior Center Pool remained closed due to budgetary restrictions. The Senior Center also served as a "mask factory" during this period with volunteers producing thousands of sewn masks for health care workers and the community.

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

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

# CULTURE AND RECREATION

## 34.6 Pottery Studio - Funded

2022 - \$105,979

### Offer Type: Ongoing

Funding this offer provides the programming, staffing and operational needs at the Pottery Studio.

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

In 2019, more than 15,000 people participated in pottery programs including over 170 enrollments by income-qualified residents for reduced fees. The 2020 pandemic severely impacted participation in programs and the ability to generate revenue for financial stability of the department. All Recreation facilities were closed from mid-March through mid-June, when facilities slowly reopened with limited schedules and restricted capacities.

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

This Offer supports the following Strategic Objectives:

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

## 34.7 Adaptive Recreation Opportunities (ARO) - Funded

2022 - \$342,256

### Offer Type: Ongoing

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

This offer helps the City of Fort Collins meet federal Americans With Disabilities Act (ADA) compliance standards, and funds the staffing, operations and programs managed by Adaptive Recreation Opportunities (ARO). ARO provides nearly 5,000 hours of inclusion support each year that enables participants of all abilities to enjoy physical and social activities. This program team offers active, supportive and fun experiences through three main service areas: Inclusion Support, Specialized Adaptive Programs, and Transition Support. Programs supported through ARO are held at a number of facilities across Fort Collins and online, and enable participants of all ages and abilities to live engaged and active lifestyles.

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

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

## 34.8 Foothills Activity Center (FAC) and Sports - Funded

2022 - \$1,311,724

### Offer Type: Ongoing

Funding this offer provides operation and programming at the Foothills Activity Center (FAC) and Sports programs.



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Quality educational programs, recreational activities, and sports for all participants in a public community recreation setting are the mainstays of the facility. The primary focus of this facility is providing a unique recreation setting with a basketball court, preschool room, fitness room, multi-use room, a dance/gymnastics room, and a weight room. In 2019 the FAC's annual operation included over 74,700 drop-ins, averaging 204 users per day, and over 900 class offerings in addition to special events. In 2020 the FAC began a journey to become a second State licensed childcare site within Recreation facilities to focus summer attention toward Camp FunQuest. Popular activities at FAC include sports, fitness, dance, gymnastics, preschool classes, day camps, and rentals. The sports team enjoys partnering with the community by annually hosting the Rattlesnake Rumble, taking place in Spring Canyon Park and serving 600 runners from PSD and Colorado Association of Recreational Athletics (CARA).

The 2020 pandemic severely impacted participation in programs and the ability to generate revenue for financial stability of the department. All Recreation facilities were closed from mid-March through mid-June when facilities slowly reopened. FAC had very limited hours with closures mid-day and weekends due to budgetary restraints and understaffing through the end of the year.

The FAC offers over 900 programs per year including 260 fitness classes. About 855 users, or roughly 16% of youth sports participants, qualify for the reduced fee program. The true joy of the sports program is hosting youth basketball for 2,600 kids annually, adult basketball, volleyball, wheelchair rugby, and many other sports. Overall, sports serve nearly 20,000 participants each year and provide an outlet that features teamwork, sportsmanship, education, and skill development.

This Offer supports the following Strategic Objectives:

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

## 34.9 Northside Aztlan Community Center (NACC) - Funded

2022 - \$1,390,811

### Offer Type: Ongoing

Funding this offer provides management, operations and programming at the Northside Aztlan Community Center (NACC).

Quality educational programs, recreational activities, and sports for all participants in a public community recreation setting are the mainstays of the facility. The primary focus of this facility is providing a unique recreation setting boasting 3 basketball courts, 4 preschool rooms, 2 fitness rooms, 3 multi-use rooms, and a weight room. In 2019 the NACC's year round operation included over 193,800 participations averaging 530 users per day, and over 1,000 class offerings in addition to special events. In 2020 the NACC became the first City run facility to host a licensed summer camp program, Camp FunQuest, with the ability to host 164 children weekly and became a licensed preschool for the fall of 2020. Popular activities include sports, fitness, dance, preschool classes, day camps, rentals, and quinceaneras. The department brings excitement through community special events. The NACC is also the host site for Comic-Con and Project Homeless Connect.

The 2020 pandemic severely impacted participation in programs and the ability to generate revenue for financial stability of the department. All Recreation facilities were closed from mid-March through mid-June. NACC was utilized as a shelter allowing social distancing for people experiencing homelessness and did not open for public use until late July. Staff partnered with Poudre School District during this time for space to provide licensed child care services for essential workers and the community.

With the unique three gym setup, the NACC has been the perfect facility to host youth basketball for 2,600 youth annually, plus adult basketball, volleyball, wheelchair rugby, and many other sports. The NACC provides over 1,000 programs per year including 500 fitness classes with 23% of users qualifying for SilverSneakers and an additional 30% of all participants qualifying for reduced fee program.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

## 34.10 The Farm at Lee Martinez Park - Funded

2022 - \$383,954

### Offer Type: Ongoing

Funding this offer provides operations and programming of The Farm at Lee Martinez Park.

Quality educational and recreational experiences for visitors and activity participants in an urban farm setting are the hallmarks of this public facility. The primary focus is to educate participants about farm life and farm animals, expose them to agricultural history of the local area, and offer enriching experiences as they learn. In 2019, The Farm's year round operation included almost 51,000 drop in visitors and 148 class offerings, in addition to special events and over 2,300 volunteer hours. Popular activities include pony rides, hayrides, rentals, farm classes, day camps, and birthday parties. Treatsylvania has been an annual Halloween event since 1990, drawing trick-or-treaters from Wyoming and all along the Front Range. There are four main buildings on site, including Larimer County's only known historic Proving Up House, along with numerous outbuildings and sheds. A portion of The Farm is dedicated to the history of farming through displays at the Rotary Club supported Heritage Museum.

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

The 2020 pandemic severely impacted participation in programs and the ability to generate revenue for financial stability of the department. All Recreation facilities were closed from mid-March through mid-June, when facilities slowly reopened with limited schedules and restricted capacities.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

## 34.11 Recreation Administration - Funded

2022 - \$857,859

### Offer Type: Ongoing

This offer provides the necessary funding for the Recreation Department's administrative, financial, customer service, community relations, communications, and marketing services.

This offer ensures best practices in the profession, consistent procedures guiding equitability in serving the public, and innovation for the future. These teams create the backbone operations of Recreation, providing expertise and accountability for areas including financial planning and record keeping, customer service, and technical support. Funding this offer ensures adequate staffing and resources to keep valuable Recreation programs running smoothly and safely, with proper people in place to manage current operations while responsibly and transparently planning for the future.

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Through key services provided in the administration, financial, communications and customer service teams, Recreation can function at a high level, providing world class facilities, programs, and events to enrich the lives of the Fort Collins community. This offer provides public outreach to traditionally underrepresented populations and supports the implementation of the Recreation reduced fee program which provides reduction of program fees for over 90% of Recreation program offerings.

This Offer supports the following Strategic Objectives:

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

## **34.12 Community Relations and Marketing Services - Funded**

**2022 - \$130,200**

### **Offer Type: Ongoing**

Funding this offer enables the ongoing communication and marketing support of the Recreation Department.

As Recreation relies heavily on program participation and revenue, the timely, accurate and multi-layered distribution of information is essential to successful operations. Tactics used by the Community Relations and Marketing (CRM) team include the quarterly publication, "Recreator," the source most recognized and resourced by the community to engage in recreation activities, as well as website, social media, print materials, digital ads and more. The CRM team also manages events, sponsorships, emergency notifications and public engagement efforts for Recreation, Parks, and Park Planning & Development.

Recent survey results show more than 60% of participating community members receive their information regarding programming through the printed Recreator, while the remainder utilize social media, on-line, and in-person contact. Recreation's in-house program catalog is produced by the Community Relations and Marketing (CRM) team and is supported by advertising revenue. In addition to the quarterly production of the Recreator, the CRM team utilizes myriad methods to communicate and engage with the public, to better promote overall participation in not only Recreation programs but other Community Service amenities as well. The CRM team continually analyzes user data, social media and web analytics, along with anecdotal feedback to tailor communication methods to best reach diverse audiences.

This Offer supports the following Strategic Objectives:

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

## **34.13 Reduced Fee Scholarships Program - Funded**

**2022 - \$190,000**

### **Offer Type: Ongoing**

Funding this offer provides opportunity for income-qualified members of the community to take part in recreational activities at a discounted rate.

With an ongoing goal of filling the gap for the community, the Reduced Fee Program ensures anyone can access the valuable, engaging, educational and beneficial programs offered through the Recreation Department. In 2019, Recreation issued 4,094 facility passes enabling unlimited drop-in visits to facilities and automated discounts for activity enrollments. Northside Aztlan Community Center, Fort Collins Senior Center, Foothills Activity Center, and Edora Pool Ice Center recorded over 40,000 drop-in visits by reduced fee pass holders in 2019.

By minimizing financial barriers, the Recreation Department can continue to serve and support the community with programs that promote health, wellness and overall well-being at any age.

# CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

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

## 34.14 Community Events - Funded

2022 - \$19,566

### Offer Type: Ongoing

Funding this offer enables the planning, production and staffing of community-wide events such as Kids in the Park and the 4th of July Parade.

These events are enjoyed by people of all ages in the community, and often serve as family-friendly activities. Kids in the Park, formerly known as Kites in the Park, is an annual event for many in the community. The event typically draws between 3,000–5,000 participants who are able to attend for free and enjoy the fun, games, food and entertainment throughout the day.

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

All public events were cancelled in 2020 due to the pandemic and following the guidance from Federal, State, and local health authorities.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

## 34.15 Recreator Publication Printing and Distribution - Unfunded

2022 - \$120,000

### Offer Type: Enhancement

Funding this offer will support the financial and staff resources required to print and distribute the quarterly Recreation activity publication, Recreator, for the community and eliminate the need to seek advertising dollars.

Data collected by Recreation shows the Recreator to be the main source of activity information for the community. Currently, the Recreator is managed by Recreation’s Community Relations and Marketing (CRM) team, with costs for printing and distribution covered through advertising revenue. Advertisers include local businesses, nonprofits, and other City departments. Ads are competitively priced, with discounts offered for various tiers of participation. There are more than 20 advertisers participating annually in the Recreator, with all accounts being managed by the CRM team. Developing relationships with advertisers and the administrative work needed to maintain contracts, invoices, and payment collection utilizes upwards of 400 hours per year of staff time, and detracts from important work that would better serve the community.

By reducing or eliminating ads, pages in the Recreator would be cleaner, easier to read, quicker to design (saving additional staff time with layout in the Community and Public Involvement Office), and would not offer program ads that directly compete with Recreation programming.

This Offer supports the following Strategic Objectives:

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

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## 34.16 Recreation Facility and Equipment - Ongoing - Funded

2022 - \$200,024

### Offer Type: Asset Management

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

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

Equipment and vehicles within Recreation are primarily used to support programs and operations. Vehicles require regular maintenance, and well maintained equipment helps generate revenue to support operations. Items such as fitness equipment have a typical lifespan of 5-8 years before requiring complete replacement. Fitness equipment at the Senior Center has reached this timeframe and replacement needs to begin.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 34.18 Edora Pool Ice Center Men's Locker Replacement - Unfunded

2022 - \$77,000

### Offer Type: 1-Time Enhancement

This offer will fund the replacement of the men's lockers at Edora Pool Ice Center (EPIC).

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

Replacing the lockers will enhance this City asset and increase customer satisfaction and use of the facility. Maintenance and repair costs will be reduced. The women's lockers were replaced in 2018 and funding this offer will complete the locker replacement project.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

## 34.20 Edora Pool Ice Center Storage Building - Unfunded

2022 - \$125,000

### Offer Type: 1-Time Enhancement

Funding this offer will complete the storage building project at Edora Pool Ice Center (EPIC) started in 2020.

Site engineering and building design were completed in 2020, however due to the pandemic and budget concerns the project was put on hold. This will provide storage needed for ice and aquatics programming.

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Proceeding with the completion of the building will visually improve the exterior of EPIC to the surrounding neighborhood, by replacing various small storage buildings scattered behind EPIC.

This will also improve efficiency and safety for employees and others. Safety will be increased because the current lack of storage has made it necessary to store equipment in hallways and in public view. This creates potential tripping hazards, damage to equipment, and other issues associated with inadequate storage for equipment.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

## **34.21 Increased Funding for the Reduced Fee Scholarship Program - ARPA Funded - Funded 2022 - \$100,000**

### **Offer Type: Enhancement**

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

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

The 2020 pandemic severely reduced Recreation's reserves which were utilized to maintain basic services in the absence of normal revenue generation. In 2022 there are not reserves available to fill the gap between the demand for income-qualified reduced fees and the current allocation of \$190,000. If this offer is not funded the reduced fee discounts will need to be capped at \$190,000. This will negatively affect low-income families and youth in the community, and their ability to participate equally in Recreation offerings.

Eligible low income community members are offered significant discount benefits to participate in programs and enjoy drop in access to Recreation facilities. This program engages all qualifying adults and youth in healthy activities, promoting a sense of community and connection.

This Offer supports the following Strategic Objectives:

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

## **34.22 RESTORE: Weekend Facility Hours (Edora Pool Ice Center / Northside / Senior Center) - Funded 2022 - \$139,376**

### **Offer Type: Enhancement**

This offer reopens recreation facilities on certain days of the week.

- Edora Pool Ice Center (EPIC) and Northside Aztlan Community Center (NACC) will reopen Sundays. NACC will also restore normal open hours Monday through Friday (open earlier and extend evening hours).
- The Senior Center will return to normal weekend hours, including the Senior Center Pool. The Senior Center will also return to normal hours during the week.
- The Farm will reopen on Tuesdays seasonally.

The restoration of service levels will improve customer satisfaction, participation numbers, and revenue. Patrons who normally only have time on weekends to enjoy

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recreation activities will be able to access facilities. The Senior Center typically has an average of 300 visits on Saturday with heavy pickleball use in the morning and use of fitness areas. Youth Learn to Swim programs held at the Senior Center Pool on weekends would be able to return.

There have been many comments from patrons requesting extending hours and a return of normal facility hours on the weekends. Restoration of weekend hours would allow additional community members and groups to have access to facilities outside of typical business hours.

This Offer supports the following Strategic Objectives:

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

## 34.23 RESTORE: Hourly Recreation Facility Staff - Funded

2022 - \$91,545

### Offer Type: Enhancement

This offer restores hourly facility staff levels needed for front desk, lifeguards, and building attendants at Edora Pool Ice Center (EPIC) and Senior Center.

Cuts to hourly staff were made in response to the pandemic. To maintain a minimum level of facility access and availability to the public, full-time staff filled in for front desk, lifeguarding, and building attendant duties. This detracts from their professional duties of developing programs and meeting customer demands, as well as the ability to generate revenue through programs for the department.

- EPIC supervisors and coordinators would return to regular duties and no longer need to cover shifts at the front desk, run the ice resurfacing equipment or be on deck for lifeguarding duties.
- Senior Center will restore the number of building attendants on duty to provide needed customer assistance, rental set ups, and general maintenance duties.

This offer will positively impact the level of customer service, the ability to plan and run programs to generate revenue, facility cleanliness and general maintenance.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

## 34.24 CCIP - Southeast Community Center Design and Construction Plans - Funded

2022 - \$2,360,000

### Offer Type: Capital Project

Funding this offer will enable the Recreation Department to develop design and construction plans for the Southeast Community Center.

This is the next step in the new Southeast Community Center project approved by voters as part of the Building On Basics (BOB 2.0) ballot initiative in 2015. If this offer is not funded the facility will be delayed by at least one year. Construction costs have risen over the six years since the ballot measure was approved and could impact the desired size and features of the new facility.

Funding in 2022 includes conceptual design and full construction design. Actual construction of the facility is planned for 2023 and 2024.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

## 35.1 Community Parks and Facility Grounds Maintenance - Funded

2022 - \$4,234,218

### Offer Type: Ongoing

Funding this offer supports maintenance for 7 community parks (Fossil Creek, Spring Canyon, Edora, Lee Martinez, Rolland Moore, City Park and Twin Silo) totaling 573 acres, and community recreation facility grounds (Edora Pool Ice Center, Senior Center, Farm at Lee Martinez, Archery Range), 3 maintenance shops, and the 4th of July celebration.

Community parks are the most actively used parks in Fort Collins. They provide space for large events and unique facilities that neighborhood parks cannot accommodate, such as the outdoor pool at City Park, water splash parks, skateboard parks, pickleball courts, lighted baseball fields, substantial dog parks, lighted tennis courts, a disc golf course and a BMX track. The Parks Division also manages the annual 4th of July celebration at City Park. This includes organizing the parade (in partnership with Recreation), fireworks and evening entertainment, and preparation and cleanup of City Park. In 2020, this event was cancelled at City Park due to the pandemic.

Community Park site maintenance includes:

- Turf care
- Trash/recycling collection
- Maintaining flower and shrub beds
- Maintaining, coordinating and scheduling athletic fields, tournaments and park events
- Maintaining tennis/pickleball courts, horseshoes pits, volleyball courts, bike courses and skate parks
- Cleaning and repairing restrooms, playgrounds, shelters and dog parks
- Snow removal on parking lots and sidewalks
- Cleaning and repairing graffiti and vandalism issues
- Irrigation system maintenance and repairs
- Maintaining water features and fountains
- Operating maintenance shops
- Managing the annual 4th of July celebration

Recreation facility grounds maintenance includes:

- Irrigating and mowing turf
- Trash collection
- Cleaning and maintaining flower and shrub beds
- Snow removal

This offer provides the necessary resources to maintain these highly valued assets safely and for the enjoyment of residents.



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This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 35.2 Neighborhood Parks Maintenance - Funded

2022 - \$3,120,924

### Offer Type: Ongoing

Funding this offer supports maintenance for 30 neighborhood parks and 9 pocket parks owned by the City. This offer excludes parks located in the Downtown core. Neighborhood parks vary in size from 0.15 acres to 20 acres. These sites total 373 acres and include the following amenities: 269 acres of turf, 20 softball/baseball diamonds, 25 basketball courts, 31 sports fields, 16 tennis/pickleball courts, 3 skate parks, 27 restrooms, 36 playgrounds, and 32 shelters. Amenities are provided on a smaller scale than in community parks.

Park Site maintenance includes:

- Irrigating and mowing turf
- Trash/recycling collection
- Cleaning and maintaining flower and shrub beds
- Maintaining, coordinating and scheduling athletic fields, tournaments and park events
- Maintaining tennis/pickleball courts, horseshoes pits, volleyball courts, bike courses and skate parks
- Cleaning and repairing restrooms, playgrounds, shelters and dog parks
- Snow removal on parking lots and sidewalks
- Cleaning and repairing graffiti and vandalism issues
- Irrigation system maintenance and repairs

Neighborhood and pocket parks provide a place for families to recreate within proximity to their homes and are essential for providing facilities for youth sports activities including practices and scheduled play throughout the community. At today's dollars the neighborhood park system is valued at over \$95 million. This community investment and the high use of these parks by neighborhoods and youth sports groups require prudent stewardship and operational efficiencies to keep maintenance costs under control.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 35.3 Hard-Surface Trails Maintenance - Funded

2022 - \$376,902

### Offer Type: Ongoing

Funding this offer provides maintenance for the 45 miles of City-owned hard-surface trails located throughout the community. Trails include the Spring Creek, Poudre, Fossil Creek, Power, Rendezvous, Redwood, Longview, and Front Range trails, and trail connectors to parks and neighborhood developments. The City's hard-surface trails are one of the most actively used recreation amenities provided by the City. They are also used for numerous running events throughout the year. The trails are a major transportation corridor for individuals commuting to work and are part of the Safe Routes to School network.

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Trail maintenance includes:

- Trail repairs
- Trash pick up
- Monitoring trails for debris and safety issues
- Repairing infrastructure, such as bridges and fencing
- Mowing
- Weed mitigation and control
- Snow removal
- Cleaning graffiti and repairing vandalism

Snow removal is prioritized for safety purposes, as well as to provide alternative transportation options year-round. Trail costs also include printing and stocking map boxes and providing signs as needed along the trail system. Soft-surface trails run in conjunction with portions of the hard-surface trails. Soft-surface trails must be mowed and kept in safe condition for joggers, bicyclists and horseback riders where permitted.

Trails are the most highly used outdoor facilities within Fort Collins. This offer provides the needed resources to maintain the trails and keep them safe and usable for all community members to enjoy.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 35.4 Parks Asset Management and Replacement Program - Ongoing - Funded

2022 - \$631,600

### Offer Type: Asset Management

Funding this offer will provide ongoing support for the current Parks Asset Management Program, which is a core program that repairs and renovates park assets throughout the existing park system. Initiated in 1993, this program supports repair, replacement and renovation of more than 1,000 varied park assets within many different component categories, including: buildings, fields, courts, structures, playgrounds, irrigation, sidewalks, asphalt and water-related park components. The program prioritizes projects based on health and safety concerns and regulatory mandates such as the Americans with Disabilities Act (ADA). The program also looks for opportunities to replace outdated, resource-intensive infrastructure with more sustainable infrastructure that meets current codes and best management practices.

Typically, the Asset Management Program completes 30 to 40 projects per year including playground renovations, court asphalt repairs and replacement, minor irrigator renovations, walkway and bridge replacement, lighting upgrades, park roadway and parking lot repairs and renovations, building renovations and improvements, fencing replacement, etc. With minimal funding increases in the program over the years and escalating construction costs this program is currently funded at only 10% of the annual need.

This program is essential to keeping park facilities and infrastructure safe and in usable condition. It also enhances the infrastructure and supports growing demand in the parks. This program is imperative to preserving equity within the community to ensure that every household, regardless of the age of the neighborhood, has access to high quality parks.

# CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**35.5 1.0 FTE - Worker 1, Facilities, and East District Maintenance Facility Operations - Unfunded 2022 - \$170,416**

**Offer Type: Enhancement**

Funding this offer will provide staffing and operational support for the Parks Department’s new East District Maintenance Facility, located at 2982 Environmental Dr. This facility will support the East District parks and trails, and one Forestry crew. The Facility is expected to be completed in April 2022. This offer will fund one time tools and equipment needs, and ongoing costs including Facility staff and supplies needed to support the East District.

There are currently four Parks Department maintenance facilities Citywide where Parks Department employees conduct maintenance operations. Maintenance facilities have been built to provide space for an expanding workforce, and to increase efficiency and productivity by reducing travel time, fuel usage, and wear and tear on equipment. Each facility has a Maintenance Facility Attendant (Worker I, Facilities) who monitors tools and equipment going in and out, purchases commodities, performs regulatory inspections and monitors inventory controls.

This facility will house approximately 25 30 Parks and Forestry employees and eliminate the need for the temporary trailer house located at Fossil Creek Community Park currently being used to house the East District employees.

The East District maintains Twin Silo Community Park, five neighborhood parks, the Archery Range, and several miles of hard surface trails. This district will also maintain future parks including the East Community Park, additional neighborhood parks planned for the east area of town, and future trail connections.

The Forestry Division maintains over 55,300 street and park trees in the urban forest. The inventory of these assets has been growing by about 1,500 trees per year due to new park and development activity.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- NLSH 1.9 - Create and maintain a safe, healthy and resilient urban forest.

**35.6 4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Facilities - Funded 2022 - \$45,334**

**Offer Type: Enhancement**

Funding this offer is critical for the Parks Department to provide a stable professional workforce for staffing the four Parks maintenance facilities. With the changes in City policies regarding hourly employees, an hourly workforce is no longer a sustainable option. Classified staff is needed to provide reliable service at the maintenance facilities.

There are currently four maintenance facilities Citywide where Parks Districts conduct maintenance operations. Each facility has a Grounds Worker II acting as a

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Maintenance Facility Attendant who monitors tools and equipment, purchases commodities, and performs regulatory inspections. Other duties include cleaning common areas, receiving deliveries, and snow removal operations on the site. Ensuring fiscal responsibility, inventory tracking, and being a resource for staff are high priorities for these employees.

The Maintenance Facility Attendant positions were traditionally filled by year round hourly employees. In 2019, as a result of the Affordable Care Act, the City created “long term seasonal positions titled Grounds Worker II” (LTS). LTS employees receive healthcare benefits and are required to take one month off work each year. The LTS employee program is due to sunset in 2022.

As the LTS positions were vacated in 2020, the positions were filled with 29 hour/week employees. Since 2019, turnover has been constant with 12 people leaving these positions. Filling 29 hour/week positions is difficult, as is scheduling work hours to cover the basic duties. 40 hour/week positions are needed.

The turn over rate results in constant interviewing and hiring, and training on regulatory inspection procedures, inventory software, COVID cleaning procedures, small engine maintenance, equipment operation for receiving deliveries and snow removal operations. This current model is not efficient, productive, or sustainable.

This offer requests upgrading four LTS positions to classified Worker I, Facilities positions.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 35.7 RESTORE: Community Park Reductions - Funded

2022 - \$211,000

### Offer Type: Enhancement

Funding this offer will restore previous reductions from the 2021 Community Parks Reduction Offer. The reductions included lower amounts for overtime, botanical care of shrub bed and annual flower plantings, off hours security patrols at parks, staff supplies, and hourly staff. Additionally, the 2021 Community Park Offer fertilizer budget was reduced by \$50,000 to reduce the amount of funding needed from Conservation Trust Fund lottery proceeds. This reduction was not specifically included in a reduction offer.

These reductions caused less flexibility in dealing with emergencies, off-hours snow removal, and unanticipated issues that create overtime. Annual flower plantings were eliminated in community parks and recreation facilities, and shrubs and perennial plants were not replaced. More weeds were visible at facilities due to reduced staff to maintain these sites. Evening security patrols at parks was reduced. This increased vandalism and after-hours trespassing issues. Turf and sports fields were less resilient to wear and tear without proper fertilization. Staff supplies such as clothing, snow meals, and conferences were reduced. This affected morale and reduced staff opportunities to stay up to date on technical knowledge and new maintenance techniques.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

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## 35.8 Library Park Irrigation Replacement - Enhanced - Unfunded

2022 - \$100,000

### Offer Type: Asset Management

Funding this offer supports the replacement of the Library Park irrigation system in partnership with the Poudre River Library District. Based on the 2019 Parks Irrigation Master Plan, the Library Park irrigation system was identified as the site with the highest need for infrastructure replacement out of 46 park sites managed by the Parks Department. In 2020, design work for renovating this irrigation system was funded by both the Library District and the Parks Department and the design is currently in progress. Funding this offer provides the financial support to construct the renovation plan. The Library District will be contributing 75% of the funding while Parks will be contributing 25% of the funding, based on land ownership. Parks will be providing in-kind services to manage the project.

Benefits of this project include implementation of best management practices for water conservation, water savings, improved plant health and decreased maintenance costs. In addition, this will provide an improved level of service to the park users as well as the Library District.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 35.9 Rolland Moore Park Improvements - Enhanced - Unfunded

2022 - \$4,450,000

### Offer Type: Asset Management

Funding this offer replaces aging infrastructure at Rolland Moore Park to provide an improved level of service to the community. This offer replaces the Rolland Moore ballfield complex original two ballfield lighting systems, renovates the deteriorating 6 court tennis complex, and renovates the existing playground. The park was built in 1983 and asset management issues related to the 38 year old facility are becoming very evident.

Lighting for two fields was replaced in 2018. Upgrading the remaining two fields provides continuity of services. In addition, the lighting system has become a safety issue from an electrical and structural perspective. The cost to replace lighting on the last two fields to LED and dark sky friendly lighting, and the supporting electrical will be \$1 million.

The Rolland Moore Racquet Complex includes 2 championship courts, 3 racquetball courts, 1 startup tennis court, and 6 tournament tennis courts. The 6 tournament courts are in poor condition and normal repair cannot remediate them. This site provides recreational amenities for almost every age and ability. This project will include removing and renovating six tennis courts and converting tennis court lighting to LED lights. The cost to replace the tennis courts and lighting will be \$1.5 million.

Children’s play areas are a core service of the City’s park system. Play areas of all sizes give children across Fort Collins the opportunity to explore, engage and enjoy the world around them. This aging playground is in dire need of renovation. Renovating the Rolland Moore playground will provide an accessible and equitable play area to this community park at a cost of \$1.5 million. In support of this work, an additional \$100,000 will be needed for ADA upgrades to the park and design costs for the project are estimated at approximately \$350,000. By funding this offer these amenities at Rolland Moore will return to their past level of service.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

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## 35.10 Parks Hard-Surface Trails Asset Management Program - Enhanced - Unfunded

2022 - \$500,000

### Offer Type: Asset Management

Funding this offer will provide minor capital improvements to the City’s paved trail system and support asset management of the paved trail system. The City’s paved trail system supports a wide range of recreational users, as well as alternative transportation corridors throughout the City. However, there is currently no dedicated funding source for asset management of paved trails.

Annual visitation along the trail system is currently exceeding 2.5 million visits. Parks’ Trained Observer Program reports a continued need to address trail surface defects and increase trail user safety on an aging trail system that has been in place since the 1980s. Incidents of injuries to trail users are increasing related to heaving or shifting sections of trail, aging bridges and tree debris on the trails. This offer will help improve the safety of the trails.

If funded, projects may include: approximately 0.25 miles of trail replacement in various locations as determined by condition assessments; ADA and pedestrian bridge improvements to the Wallenburg spur of the Spring Creek Trail; repairs to heaving due to tree and expansive soils along the Rendezvous Trail; conversion of asphalt to concrete on the Poudre Trail; various ADA improvements as recommended in the City’s ADA Transition Plan; various pedestrian bridge inspections and repairs associated with a prioritized list of repairs from inspections; policy updates to the Paved Trails Master Plan; minor improvement work to trail underpasses; minor improvement work to fencing along trail corridors; minor signage work; design work associated with improvements.

Community members strongly desire improvements to paved trails. In the Parks & Recreation Master Plan, Paved Trails ranked 3rd in terms of what residents considered to be among their “top 3 most important” outdoor facilities (#1: Natural Areas/wildlife habitat, #2: Hiking Trails). These three were close in scores and were rated significantly higher than other items.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 35.11 1.0 FTE - Geographic Information Services Technician, Parks Asset Management Program - Enhanced - Unfunded

2022 - \$1,975,366

### Offer Type: Asset Management

Funding this offer will provide necessary resources and support for the Parks Asset Management Program to begin to close the gap between necessary annual funding and current levels of funding. The Parks Asset Management Program repairs and renovates park assets throughout the existing park system. Additional funding for the program is necessary because funding has not kept pace with park land expansion and base level funding for this program has not significantly increased in nearly 20 years.

Other factors have increased the need for funding. The average age of existing parks is increasing, and minor repairs are being replaced with the need for costly, major renovations. Changes to required design elements such as updated safety guidelines, federal mandates such as Americans with Disabilities Act (ADA) and green building codes have increased the costs. In addition, the newly adopted Parks and Recreation Master Plan requires a higher level of design.

The Parks Department tracks more than 1,000 assets across the system. Capacity to absorb asset management record keeping and mapping is not available without new personnel. Therefore, this offer also includes a 1.0 FTE GIS Technician position to assist with management of the asset inventory, system analysis and to provide GIS support to Parks Department operations, such as snow removal mapping, etc. This model is replicating an effective approach that has been taken by the Natural

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Areas Department.

If funded, possible projects & repairs include: Spring Canyon basketball court drainage and court repair; Spring Canyon volleyball court drainage; Edora Pond dredging; Soft Gold and Freedom Square playground renovation; City Park and Buckingham basketball courts resurfacing; Creekside shelter renovation; and ADA improvements, asphalt parking lot repairs, and irrigation renovation projects at various parks. Other projects called out in specific offers could be funded via this offer if those offers are not accepted.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 35.12 4th of July Parade Safety - Funded

2022 - \$10,000

### Offer Type: Enhancement

This offer will provide resources to contract safety fencing for the entire length of the 4th of July Parade. Recent events have changed the best management practices for large events throughout the country. In consultation with the Fort Collins Police Services, a requirement of safety fencing for the 2022 parade was added to address these safety issues.

Recent tragedies have involved acts of terrorism that have been perpetrated on innocent bystanders at many large events throughout the country. Vehicles being used as weapons, explosive devices and gun violence have galvanized the focus on large event safety. The recent loss of a young child in Windsor at a parade accentuates the need for additional safety measures.

The 4th of July Parade has been in place since 2012. It was created to honor the 100 Years of City Park and was so successful that it has been retained as an annual event. Every year the theme remains Independence Day along with a feature that coincides with an anniversary, e.g., D Day 75th, Parks & Rec 50th, PFA 100th, Police 100th, Vietnam War 50th.

Safety measures have been added throughout the history of the event. In recent years, blockades have been added to the access streets for the parade route to reduce the opportunity of an attempt to harm others by ramming a vehicle into the parade route. Participant rules are in place that require handing candy/swag out as opposed to throwing from the vehicles and/or floats. Floats are required to have handrails to prevent the participants from accidentally falling off the float. Pacers and Police are on bicycles throughout the route to maintain a safe speed of the parade and to minimize gaps in the entries.

This offer is an additional safety measure that will further ensure a successful event.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- SAFE 5.8 - Improve security at City facilities and properties.

## 37.1 Operations and Maintenance of City Golf Courses - Funded

2022 - \$3,701,660

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**Offer Type: Ongoing**

Funding this offer will provide operation, maintenance, and administration of the City-owned municipal golf courses (City Park Nine, Collindale and SouthRidge).

The municipal golf facilities provide high quality golfing amenities, including a variety of play options and pricing, quality grounds and infrastructure, full service pro shops and concessions. The golf courses also provide access for cross-country skiing, disc golf, walkers, and joggers during appropriate times. The golf course operations and maintenance are 100 percent self supporting with no cost to the taxpayers. The Golf Division uses a hybrid public/private staffing approach to operate the golf courses. This approach includes daily pro shop operations and services performed by three PGA Golf Professionals. The food and beverage services are provided by Restaurant/Snack Bar Concessionaires. The golf professionals and concessionaires are independent contract vendors acquired through a public bid process. They hire their own staff to operate the pro shops and restaurants.

City staff oversees golf course administration and maintenance functions, including mowing, fertilizing, and irrigating the turf; tree maintenance; repairing buildings and infrastructure; course setup; maintaining carts and equipment; and any other duties required to keep the courses in excellent condition for play. Golf course administration includes market analysis, lifecycle, long- and short-term planning, program development and administration, staffing, invoicing, debt servicing and best management practice coordination.

This offer will provide golfing opportunities to all community members at an affordable price and enhances the overall quality of recreation options in Fort Collins.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**37.2 0.25 FTE Increase - Business Support III (Move Position to Fulltime) - Funded**

**2022 - \$16,089**

**Offer Type: Enhancement**

Funding this offer will increase the Business Support III position from a 0.75 to a 1.0 FTE position to provide support for the Golf Division's maintenance and business operations. The City provides three unique golf courses that provide great golfing opportunities for the public. The Golf Division is an enterprise fund and receives no assistance from the General Fund.

The Business Support III will support administrative aspects of a comprehensive, safe, diverse, and financially successful system of golf and golf activities. This position provides assistance and support for the business operations including taking on an enhanced role with the new point of sale and tee sheet reservation system and assisting the newly created Community Services Financial Manager. This position enhancement will transfer some of the past Financial Analyst's responsibilities to this role. Those responsibilities will include labor tracking, rounds tracking and other aspects of financial reporting.

The Golf Division requires capable and competent business support to ensure the success of the operation. Proper financial practices, customer service, marketing, and human resources procedures require consistent, timely attention. The division operates on a \$3.7 million budget to provide affordable and accessible golf opportunities for the public.

This Offer supports the following Strategic Objectives:

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



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## 37.3 City Park Nine Safety Netting Replacement and Improvements - Enhanced - Funded

2022 - \$82,500

### Offer Type: Asset Management

Funding this offer replaces the lower section of the driving range safety netting and skirting at City Park Nine Golf Course. The netting was originally installed in June of 2003. Funding this offer also replaces the netting and framework protecting golfers on number 9 tee box. The cost to do both projects is \$82,500. The projects are requesting use of Golf Fund Reserves to pay for the improvements.

Safety netting in the Rocky Mountain Region typically lasts between 15 to 20 years. Netting is susceptible to UV degradation in addition to other environmental factors including weather, tree branches, and irrigation. The lower-level netting has been repaired several times and is becoming very brittle due to the UV degradation and irrigation water that hits it. The potential for a catastrophic failure of large sections of the net due to a weather event has become very high.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

## 38.1 Memorial Parks - Funded

2022 - \$797,129

### Offer Type: Ongoing

Funding this offer will provide operation and maintenance of the City's Cemetery Division within the Parks Department.

Operations include office functions, site maintenance, historical record keeping, sales of burial spaces and memorialization services at Grandview and Roselawn cemeteries. Maintenance of the cemetery grounds includes preparing memorial sites for interments, setting headstone foundations, irrigation, mowing, trimming and overall care of the property. This offer also includes the Perpetual Care Fund. A portion of each sales fee is collected for the Perpetual Care Fund. Interest earnings from these fees are used to fund, in perpetuity, a portion of ongoing maintenance of the cemetery grounds.

Supporting this offer provides an essential service to the community and honors generations of Fort Collins community members.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 38.2 RESTORE: Memorial Parks Reductions - Funded

2022 - \$50,000

### Offer Type: Enhancement

Funding this offer will increase hourly staff working at the cemeteries during the growing season May through October. This reduction in 2020 delayed mowing and trimming at both cemeteries and added additional stress to current staff as the workload did not decrease. This offer will also restore funding for equipment replacement. The reduction in funding required using older equipment for a longer period of time. This led to higher repair costs and less efficiency for staff.

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This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### 38.3 Memorial Parks Asset Replacement and Improvements - Enhanced - Funded

2022 - \$185,000

#### Offer Type: Asset Management

Funding this offer will provide Cemeteries the ability to complete asset replacement projects, funded by Cemetery Reserves, that are outside of the annually budgeted operations and maintenance.

Projects requested in 2022 include replacing existing asphalt overlays at Grandview and Roselawn Cemeteries, and perimeter fencing at Roselawn Cemetery along the west and east perimeters of the property.

Asphalt is deteriorating at Grandview. The east and west drives along Section 10's perimeter, the drive that goes through Section 11 to Laporte Avenue, and the only entrance into the property all need maintenance or complete replacement costing \$105,000. At Roselawn, the parking area and entrance to the Garden of Remembrance needs maintenance or complete replacement because of deterioration as well. The cost for Roselawn's asphalt will be \$15,000.

Existing fencing along Roselawn's west and east perimeters is unsightly and in disrepair. The fence needs complete replacement with metal posts and stronger fence rails, which will be a continuation of current upgrades already in progress in the cemetery. Fencing at Roselawn Cemetery is also needed to deter unwanted activity in the cemetery and for the safety and protection of burial sites, as well as buildings, equipment and infrastructure. This project would be \$65,000 to complete and a large step forward in creating a more pleasing atmosphere and helping the overall aesthetics at Roselawn.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### 41.1 Recreational Trail Development - Funded

2022 - \$1,863,507

#### Offer Type: Capital Project

Funding this offer will continue the design and construction of new paved recreational trails throughout Fort Collins, as outlined in the 2013 Paved Recreational Trail Master Plan. The timing and sequence of new paved trail projects are often completed in conjunction with other projects, such as new developments that include a trail identified in the master plan, or a street or highway improvement project involving a proposed trail. This approach provides an efficient means to deliver new trail projects, and limits disturbances to surrounding neighbors by consolidating design and construction efforts. Using this approach, paved trail projects are often constructed when opportunities arise rather than in a predetermined sequence.

Trail projects are typically completed in two phases – design and construction. In this budget cycle, the following trail projects are anticipated, but subject to change based on other opportunity projects that may arise:

1. Mail Creek Trail. The City is working toward completion of the Mail Creek Trail connection between Kinard Core Knowledge Middle School and the Power Trail. The project provides access to the Power Trail from the east, eliminating the need for trail users to travel north to Harmony or south to Trilby. Multiple projects are underway

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as part of this effort that contribute toward the trail completion including the Siphon pedestrian overpass and the Timberline road widening and trail. This project will include construction of a portion of the remaining trail between the Power Trail and Kinard Middle School.

2. Poudre Trail Spur. A new maintenance facility and neighborhood park are proposed near the intersection of Drake & Ziegler in the Bucking Horse neighborhood. A spur trail between Sharp Point Drive and Drake/Ziegler is anticipated to be completed in conjunction with these two projects.

3. Development Partnership Opportunities. Cost share with developers on the construction of trails associated with new developments.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 41.2 Neighborhood Park Development - Funded

2022 - \$4,383,758

### Offer Type: Capital Project

Funding this offer continues the development of the City's neighborhood park system per the Council adopted 2021 Parks & Recreation Master Plan. Neighborhood Parks are smaller parks, typically 5 -10 acres in size, designed primarily to serve the needs of neighbors within approximately one square mile.

Staff will work with landowners and developers to acquire park sites, acquire raw water sources for irrigation when available, develop detailed construction drawings and specifications for park development, and oversee construction of new parks. Neighborhood parks are funded by a one time impact fee on new residential units within Fort Collins. These fees can only be used for neighborhood park development.

It is typical for neighborhood park development to occur over an extended period, with purchase of land and raw water occurring first, followed by design and development of the park, often occurring years later after sufficient impact fee revenues have been collected. During this budget cycle, the following neighborhood park development efforts are planned:

1. Construction of Bucking Horse Park, located in the Bucking Horse neighborhood near Drake & Ziegler.
2. Design of a new neighborhood park.
3. Potential purchase of one or more neighborhood park properties and/or raw water shares for use in irrigating new neighborhood parks.
4. Demolition of an old rental house at the Bacon Park site in preparation for the Timberline widening project and Bacon Park site development.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 41.3 City Park Train and Tennis & Pickleball Court Improvements - Unfunded

2022 - \$5,100,000

### Offer Type: Capital Project

This offer provides improvements to City Park, based on a master plan prepared for the park in 2019. Park improvements include new tennis and pickleball courts and integration of the new City Park Train in a new location, providing a safer experience for train users. Fabrication of the train engine, caboose, and passenger car are

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funded and nearly complete. This offer provides the additional funding necessary for the train track installation and associated infrastructure improvements, including demolition, grading, drainage, utility adjustments, and tree protection for the historic City Park trees.

The project can be completed in full or can be implemented over time as a series of smaller phased projects. If it is implemented in a series of smaller phased projects, the overall total cost will exceed the cost of completing the project in one phase due to efficiencies gained in both design and construction.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 41.4 Park Planning & Development Special Project Support - Unfunded

**2022 - \$50,000**

### Offer Type: Continuing Enhanc

This offer will provide financial support for Park Planning & Development staff to design and integrate new features or enhancements in existing parks because of donor requests. Donor requests need to be analyzed before a determination can be made regarding the scope, scale and cost of the improvement being proposed. In addition, design work is often necessary prior to fundraising efforts commencing to integrate and visualize the improvement proposed. Once donor funding is in place, detailed design, contracting, and construction oversight are necessary to bring the project to completion.

Current funding sources for Park Planning & Development are not eligible to be used for work in existing parks. Park Planning & Development is primarily funded through community and neighborhood park impact fees. The fees are dedicated exclusively for new parks, not for improvements to existing parks.

This offer will provide Park Planning & Development staff a funding source to charge staff time and other ancillary costs associated to address these issues. Recent examples of park upgrades utilizing this funding source include: Spring Canyon Community Park Veteran's Plaza, 911 Memorial at Spring Park, Eastside Park improvements, and a cyclocross skills course at Rossborough Park. This offer is for \$50,000 to cover similar projects that may arise in 2021.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 41.5 Master Planning Existing Parks - Unfunded

**2022 - \$50,000**

### Offer Type: Enhancement

This offer provides for the Park Planning & Development Department to selectively begin preparing master plans for parks in need of a major refresh, with the goal of preparing one to three park master plans per year. Master plans will provide a road map for future improvements by providing a framework for future funding needs and implementation of the improvements over time.

A key outcome of the Council-adopted 2021 Parks & Recreation Plan is the need to improve and update many of the 50+ existing parks in the city. The Parks & Recreation Plan identifies key goals, actions and methods to accomplish each goal. Goal #1 in the plan is: Provide equitable access to parks. Key actions and methods identified under this goal include Action 1.1: Expand the usability of parks, and Method 1.1.4: Develop master plans for all parks in need of a major refresh. A study prepared as part of the Parks & Recreation Plan identifies 20 existing parks in need of a major refresh. Criteria for a major refresh includes: many park amenities need

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replacement, community needs are unmet, park function or design needs rethinking, and facilities are under- or overused.

This Offer supports the following Strategic Objectives:

- CR 2.4 - Identify criteria, process and funding options to refresh neighborhood and community parks.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 42.1 Community Services Administration and Technology Support - Funded

2022 - \$576,722

### Offer Type: Ongoing

Funding this offer will provide leadership, management, and IT support for Community Services. This includes the administrative functions of the Community Services Director, Financial Manager for Community Services and the IT support for various business applications and technologies used exclusively by the Cultural Services, Parks, Recreation and Natural Areas departments.

The Community Services Director manages more than 400 FTE positions and a budget of more than \$59 million, overseeing Cultural Services (Lincoln Center, Museum of Discovery, Art in Public Places, Fort Fund), Recreation, Parks (Parks, Cemeteries, Forestry, Golf), Park Planning & Development, and Natural Areas. The position provides leadership and guidance to the service area and is a member of the Executive Lead Team (ELT). This position represents the service area departments at ELT and City Council.

The Financial Manager oversees the Parks Department finances, supervises finance employees within the other Community Service Departments, acts as liaison between Community Services and the Finance Department, and provides financial support and analysis for the Community Services Director.

The Community Services Technology Team consists of two Analyst II, Apps Software positions. This team supports infrastructure and technologies that are business critical to the Community Services departments. Departmental information systems include RecTrac, WebTrac, GolfTrac, Altru (Cultural Management systems), EMS (Event Management System), ShoWare Venue Ticketing, IriSBG, Stone Orchard Cemetery Management, Integrated and Standalone Credit Card Processing, and numerous specialized systems for Museum exhibits, irrigation systems controls, Video Security, Digital Signage, Theatrical Systems, Electronic Time Keeping, Points of Sale, TimeClock Plus and Free Public Wi Fi.

The positions in this offer are integral and necessary for the success of the departments in Community Services.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 42.2 0.5 FTE Increase - Finance Coordinator (Position Change from Business Support I) - Unfunded

2022 - \$34,144

### Offer Type: Enhancement

Funding this offer will increase the 0.5 FTE Business Support I position within Cultural Services to be a 1.0 FTE Financial Coordinator position. This position would report to the Financial Manager within Community Services Administration.

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The Community Services service area consists of Parks, Park Planning & Development, Recreation, Natural Areas and Cultural Services.

The Financial Coordinator will support administrative and financial aspects of the financial manager and analysts throughout the service area. This position will be responsible for assisting the financial manager and analysts with daily tasks such as reviewing invoices, managing the service area's procurement card expenses, processing deposits and invoice payments, and assisting with preparing journal entries. This assistance will allow the finance team to concentrate on Citywide programs that facilitate equity throughout the community.

This Offer supports the following Strategic Objectives:

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

## 55.1 Gardens on Spring Creek - Funded

2022 - \$2,404,410

### Offer Type: Ongoing

The Gardens on Spring Creek is the botanic garden of Northern Colorado. It operates with support from the Friends of the Gardens on Spring Creek, a 501(c)3 organization. The Gardens' mission is to enrich the lives of people and foster environmental stewardship through horticulture. The Friends support this mission through fundraising and advocacy.

In addition, The Gardens partners with Butterfly Pavilion, a 501(c)3 organization from Westminster, Colorado to operate the Butterfly House. Through this partnership, The Gardens will become part of Butterfly Pavilion's zoo accreditation with the Association of Zoos and Aquariums.

This offer funds the operations of the Gardens on Spring Creek, including \$1,593,000 in revenue earned by The Gardens and The Friends.

Due to the COVID-19 pandemic, The Gardens was closed to the public for 10 weeks in 2020 just as the spring season was getting underway, impacting attendance and revenues for the organization. But the creative and resourceful team of staff, board members, and volunteers kept financial impacts to a minimum with re-imagined events such as the virtual Spring Plant Sale, new Pumpkins on Parade event, and changes to Garden of Lights; re-envisioned education programs including Camp-in-a-Box, virtual adult education programs with modest fees, and modified on-site camps and classes to meet State and County Health guidelines; and increased fundraising activities such as Date Night at the Gardens, re-launching of Brick sales, and a highly successful Annual Campaign by the Friends.

The Gardens looks forward to 2022 when it can showcase its new gardens and venue as originally envisioned and welcome more guests from Fort Collins and across the region.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

## 55.2 Lincoln Center - Funded

2022 - \$3,774,944

# CULTURE AND RECREATION

**Offer Type: Ongoing**

Funding this offer will support the continued operation and ongoing services of The Lincoln Center.

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

The Lincoln Center provides significant benefit to the community through high quality cultural experiences and rental opportunities. The Lincoln Center box office generally averages sales of over \$3.2 million annually. From 2017 to 2019, The Lincoln Center averaged over 800 events a year. The facility was closed for 16 weeks in 2020, and the public safety mandates limiting public assembly severely impacted attendance numbers and operational revenues. In 2022, staff will aim to reassert The Lincoln Center's standing as Northern Colorado's premier event venue and recapture pre pandemic numbers both in terms of events and numbers of guests.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

**55.3 Museum of Discovery - Funded**

**2022 - \$1,132,320**

**Offer Type: Ongoing**

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

The City contribution supports FCMoD's operations including personnel, facility and maintenance, and management. FCMoD's proposed combined operating budget for 2022 is \$2,070,285 with an NPP contribution of \$933,588 and a City contribution of \$1,136,697. FCMoD is Northern Colorado's largest museum with 28,000 square feet of exhibit space, and home to its only Digital Dome theatre. It has the unique capacity to host nationally touring special exhibitions from producers like the Smithsonian and Mid America Arts Alliance, and hosts two special exhibitions annually. In 2022, staff will work to recapture visitation and monitor visitor behavior, with a conservative goal of 45,000 visitors. FCMoD offers discounted access pathways for children, seniors, people with disabilities, school groups, and veterans. FCMoD will welcome visitors with low income for 3,500 visits in 2022, completely free of charge.

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

# CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 55.4 Art in Public Places (Admin) - Funded

2022 - \$179,975

### Offer Type: Ongoing

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

APP began in April 1995. It adds value to the community by encouraging artistic expression and appreciation in Fort Collins through acquiring, exhibiting, and maintaining public art. The Council-appointed APP Board and project team members select artists and artwork, and the Board makes recommendations to Council for approval. Art donations are also handled through the APP Board, ensuring the City's art collection meets the highest standards. Upcoming projects include transportation corridors, neighborhood cabinet murals, parks, and the annual Transformer Cabinet Mural, Pianos About Town, and Pedestrian Paver projects.

APP adds to the City's mix of cultural assets and is free for the community to enjoy without economic, educational, age, or cultural limitations. The program completed 60 art projects in 2020, expanding the opportunities for artists and for the community to enjoy outdoor artworks during COVID 19. The APP program engages local youth to create drawings for pedestrian pavers, local artists to paint transformer cabinets and piano murals, and in 2020, engaged 140 volunteers to help paint a 190-foot mural in their neighborhood. APP has listed their projects on the City's GIS mapping system, sharing locations and information on the art throughout the city. Art projects highlight the history of the town, become places for the social interaction, promote diverse artistic expressions and contribute to the community's civic pride.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

## 55.5 Art in Public Places (Artwork) - Funded

2022 - \$80,215

### Offer Type: Ongoing

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

APP began in April 1995. It adds value to the community by encouraging artistic expression and appreciation in Fort Collins through acquiring, exhibiting, and maintaining public art. The Council-appointed APP Board and project team members select artists and artwork, and the Board makes recommendations to Council for approval. Art donations are also handled through the APP Board, ensuring the City's art collection meets the highest standards. Upcoming projects include transportation corridors,



# CULTURE AND RECREATION

neighborhood cabinet murals, parks, and the annual Transformer Cabinet Mural, Pianos About Town, and Pedestrian Paver projects.

APP adds to the City's mix of cultural assets and is free for the community to enjoy without economic, educational, age, or cultural limitations. The program completed 60 art projects in 2020, expanding the opportunities for artists and for the community to enjoy outdoor artworks during COVID 19. The APP program engages local youth to create drawings for pedestrian pavers, local artists to paint transformer cabinets and piano murals, and in 2020, engaged 140 volunteers to help paint a 190-foot mural in their neighborhood. APP has listed their projects on the City's GIS mapping system, sharing locations and information on the art throughout the city. Art projects highlight the history of the town, become places for the social interaction, promote diverse artistic expressions and contribute to the community's civic pride.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

## 55.6 Fort Fund - Funded

2022 - \$539,647

### Offer Type: Ongoing

Funding this offer will support the Fort Fund Grant Program.

The Fort Fund Grant Program supports arts and cultural events that enrich the creative vitality of the community, promote local heritage and diversity, and provide opportunities for arts and cultural participation. The grants help promote Fort Collins as a cultural center and tourist destination and promote the health and well being of all residents and visitors.

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

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

## 55.7 RESTORE - Gardens on Spring Creek - Funded

2022 - \$54,690

### Offer Type: Enhancement

This offer restores funding for supplies and services essential to Gardens education programs, horticulture and lifecycle maintenance needs, and community events.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

# CULTURE AND RECREATION

**55.8 RESTORE - The Lincoln Center - Funded**

**2022 - \$151,626**

**Offer Type: Enhancement**

This offer restores the necessary funding for resources and staffing essential to the operation of The Lincoln Center. This funding will keep the facility open to the general public, ensure that community events can be staffed, community outreach and education programs can resume, and world-class artists will be brought to the Fort Collins community.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

**55.10 Hourly Conversion and Increase to 2.0 FTE Classified - Technician I, Parks - Unfunded**

**2022 - \$98,780**

**Offer Type: Enhancement**

The Gardens on Spring Creek is the botanic garden of Northern Colorado. Due to the COVID 19 pandemic, The Gardens was closed to the public for 10 weeks in 2020 just as the spring season was getting underway, impacting attendance and revenues for the organization. But the creative and resourceful team of staff, Friends of the Gardens board and volunteers kept financial impacts to a minimum with reimagined events, virtual and modified on site education programs, and successful fundraising activities.

This enhancement offer will fund the reclassification of two part-time, hourly positions to full-time, classified positions including an Education Assistant and a Horticulture Technician. Both positions will be funded by anticipated increases in total revenue earned by The Gardens.

A full-time education assistant is needed to oversee three summer camp sessions in addition to an increased number of school tours (2020 spring school tours were sold out prior to the onset of the pandemic) and other youth programs. This position is responsible for the curriculum development of education programs, ensuring they meet Colorado State education guidelines when necessary.

Since the addition of five acres of new gardens in 2019, the current horticulture staff cannot manage and curate the new acreage in addition to the previous seven acres. Part-time staff is now overseeing maintenance of the Foothills and Wetland gardens, which totals approximately two acres in size. The 29 hours per week position is not sufficient to keep these gardens at the quality standard expected for botanic gardens. Additionally, it is challenging to keep a qualified horticulturist year round in a part-time capacity, resulting in increased staff time for hiring and training new employees.

Remaining revenue will be used for additional hourly staff during the busy growing season at The Gardens.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

# CULTURE AND RECREATION

**55.12 1.0 FTE Contractual - Cultural Services Community Programs Manager with Program Support - ARPA Funded - Funded**

**2022 - \$169,575**

**Offer Type: Enhancement**

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

This position would work with a variety of community and City partners to produce diverse art and cultural programs throughout the City, with an emphasis on underserved communities and locations. With a goal of utilizing the arts to support community engagement and creative placemaking, the community-based program will ensure engagement in the arts outside of specific facilities and central locations to the broadest reach of the city.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

**55.13 Cultural Services Access Fund for Low-Income Residents - ARPA Funded - Funded**

**2022 - \$185,000**

**Offer Type: Enhancement**

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

Current access programs include:

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

Based upon the community’s needs as seen by demand for these programs, the projected cost of the three programs is \$266k. Friends of the Gardens, FCMoD Nonprofit Partner & LCs Support League currently secure donations of approximately \$100k to support each program. However, demand consistently exceeds funding, which is hard to secure without a committed City match; therefore, we are requesting \$125k to support these programs. In addition to funding direct access to the facilities and the programs, we seek \$60k in funds for translation services for core documents, signage and other program needs to ensure accessibility for all.

# CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 55.14 Lincoln Center - Sustainable Performance Hall Lighting - Unfunded

2022 - \$174,167

### Offer Type: 1-Time Enhancement

Funding this offer will purchase energy efficient LED lighting for the Lincoln Center Performance Hall. The new fixtures will reduce energy consumption by 62,250 kWh a year, reduce utility costs by \$9,960.00 annually, reduce the labor costs to replace lamps, and reduce electric greenhouse gas emissions by 55 tons a year.

For the Lincoln Center, this offer will:

- Replace the Performance Hall's 47 house lights with LED lamps and data distribution and dimming for those units.
- Integrate house lights with the emergency lighting system, dramatically improving safety during an evacuation event. The existing system is inadequate and may not meet the current code.

The International Association of Venue Managers found 73% of public venues have already performed a retrofit for installing LED lighting.

With LEED certification at the Gold level, The Lincoln Center is pledged to best sustainable practices. This offer will promote world-class cultural experiences in Fort Collins and showcase the City as committed to sustainable practices in the performing arts and creative industries.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals



# Economic Health

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

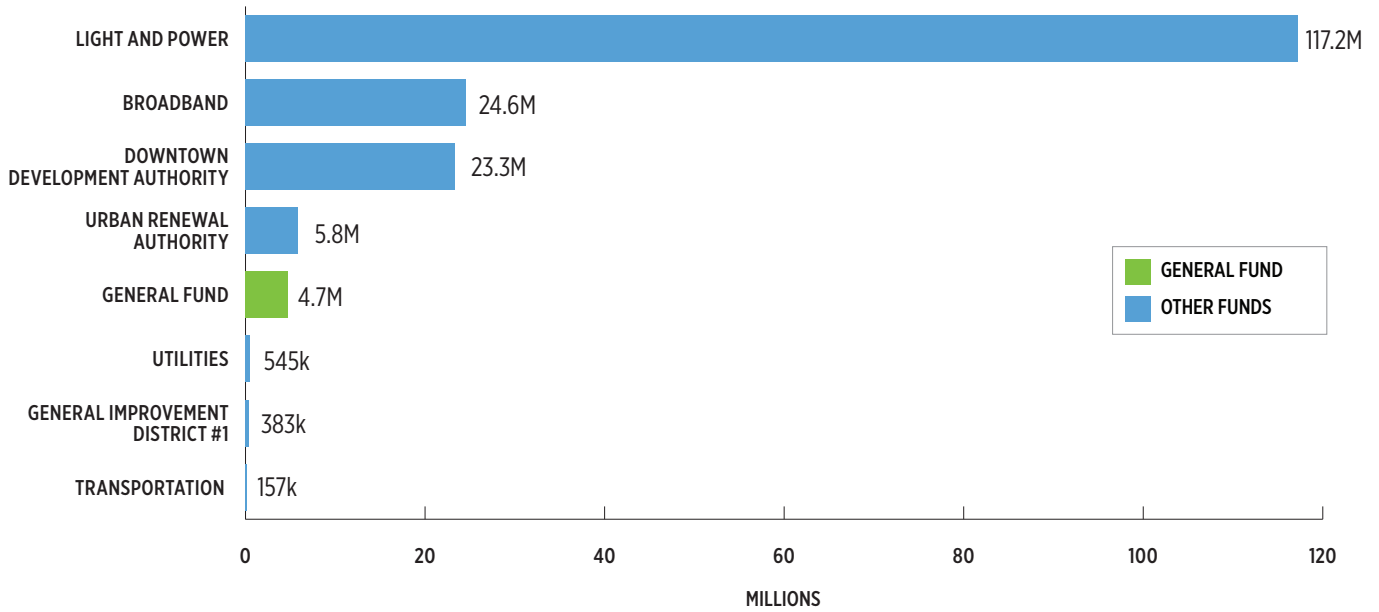




# Economic Health

2022 General Fund & Other Funds – 176.7M

- Business Support
- Electric
- Broadband
- Urban Renewal Authority
- Downtown Development Authority



## OVERVIEW

The Economic Health Outcome funds a package of programs and services that support the Economic Action Plan. It also funds the electric and telecommunication utility systems. The strategic objectives for Economic Health, as outlined in the 2020 Strategic Plan, are as follows:

- 3.1 Facilitate government and local partners to achieve effective regional economic resilience.
- 3.2 Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- 3.3 Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- 3.4 Foster infill and redevelopment opportunities consistent with City Plan policies.
- 3.5 Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- 3.6 Deploy and deliver reliable, high-speed internet services throughout the community.

## KEY PURCHASES

- Economic Health program leadership
- Urban Renewal Authority Operations
- Electric utility purchased power and operations
- Broadband utility operations
- Downtown landscaping, flowers and maintenance
- Downtown Holiday Lighting
- Convention and Visitor Services

**ENHANCEMENTS PURCHASED\***

<b>offer #</b>	<b>Offer Title</b>	<b>Primary Strat. Obj.</b>	<b>2022</b>
2.10	RESTORE: Utilities: Light & Power - Core Operations	3.5	88,483
2.22	Utilities: Light & Power - Electric SCADA Hardware/Software - Enhanced	3.5	75,000
15.2	1.0 FTE Contractual Conversion to Classified - Business Support III (Right-of-Way Construction)	3.6	3,905
36.4	4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Parks	3.3	51,926
36.5	RESTORE: Downtown Maintenance Reductions	3.3	51,114
36.6	Oak Street Plaza Improvements - Enhanced	3.3	85,000
49.6	Use and Business Personal Property Tax Rebates	3.2	82,719
49.8	1.0 FTE Contractual Conversion to Classified - Minority Business Specialist	3.3	86,730
49.9	Economic Health Strategic Plan - ARPA Funded	3.2	100,000

**Positions Added:**

15.2	1.0 FTE Contractual Conversion to Classified - Business Support III (Right-of-Way Construction)	3.6	3,905
36.4	4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Parks	3.3	51,926

**TOTAL: \$680,708**

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

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## ECONOMIC HEALTH - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	2.1 Utilities: Light & Power - Wholesale Purchased Power Offer Type: Ongoing	94,230,000	0	0	94,230,000	0
					<i>Light &amp; Power</i>	
2	2.2 Utilities: Light & Power - Core Operations Offer Type: Ongoing	10,785,821	0	0	10,785,821	0
					<i>Light &amp; Power</i>	
3	2.3 Utilities: Light & Power - System Additions & Replacements - Ongoing Offer Type: Asset Management	3,411,739	0	0	3,411,739	0
					<i>Light &amp; Power</i>	
4	36.1 Downtown Parks and Amenities Maintenance Offer Type: Ongoing	1,912,349	393,477	1,428,872	90,000	0
			<i>CCIP O&amp;M Park Fees Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	<i>General Improvement District 1</i>		
5	36.2 Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square Offer Type: Ongoing	458,189	458,189	0	0	0
			<i>DDA Contributions</i>			
6	49.4 Business & Workforce Support Offer Type: Ongoing	401,219	162,759	238,460	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
7	49.5 Economic Health Leadership Offer Type: Ongoing	289,295	0	289,295	0	0
8	50.2 Urban Renewal Authority Debt Service Offer Type: Ongoing	5,224,766	0	0	5,224,766	0
					<i>URA - N. College District URA - Prospect South TIF Dist URA - MALL</i>	



# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## ECONOMIC HEALTH - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
9	2.5 Utilities: Light & Power - Electric Substation Capital Upgrade Program - Ongoing Offer Type: Asset Management	762,000	0	0	762,000	0
					<i>Light &amp; Power</i>	
10	15.1 Engineering Support for Broadband Inspections Offer Type: Ongoing	152,598	0	0	72,598	80,000
					<i>Transportation</i>	<i>Transportation</i>
11	49.1 Downtown General Improvement District (GID) - Operating Budget Offer Type: Ongoing	207,502	0	0	207,502	0
					<i>General Improvement District 1</i>	
12	49.2 Metro Districts Offer Type: Ongoing	35,000	35,000	0	0	0
			<i>Economic Incentives</i>			
13	2.8 Utilities: Light & Power - Electric System Cable Replacement Program - Ongoing Offer Type: Asset Management	531,000	0	0	531,000	0
					<i>Light &amp; Power</i>	
14	33.1 Convention and Visitor's Bureau Annual Support Offer Type: Ongoing	1,260,000	1,260,000	0	0	0
			<i>Lodging Taxes</i>			
15	36.6 Oak Street Plaza Improvements - Enhanced Offer Type: Asset Management	85,000	0	0	65,000	20,000
					<i>General Improvement District 1</i>	<i>General Improvement District 1</i>
16	61.1 Downtown Development Authority: Operating & Capital Offer Type: Ongoing	23,319,975	0	0	15,015,430	8,304,545
					<i>Downtown Development Authority Debt Service Fund - DDA</i>	<i>Downtown Development Authority Debt Service Fund - DDA</i>
17	2.6 Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Ongoing Offer Type: Asset Management	792,811	0	0	792,811	0
					<i>Light &amp; Power</i>	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## ECONOMIC HEALTH - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
18	50.1 Urban Renewal Authority Offer Type: Ongoing	583,382	0	0	583,382	0
					<i>URA - N. College District URA - Prospect South TIF Dist URA - MALL</i>	
19	2.9 Utilities: Light & Power - Distribution Automation Offer Type: Capital Project	150,000	0	0	150,000	0
					<i>Light &amp; Power</i>	
20	36.5 RESTORE: Downtown Maintenance Reductions Offer Type: Enhancement	51,114	0	51,114	0	0
21	2.4 Utilities: Light & Power - Vehicles & Equipment - Ongoing Offer Type: Asset Management	739,000	0	0	739,000	0
					<i>Light &amp; Power</i>	
22	49.3 Cluster & Innovation Support Offer Type: Ongoing	67,450	67,450	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
23	2.7 Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Ongoing Offer Type: Asset Management	1,056,000	0	0	1,056,000	0
					<i>Light &amp; Power</i>	
24	15.2 1.0 FTE Contractual Conversion to Classified - Business Support III (Right-of-Way Construction) Offer Type: Enhancement	3,905	0	0	3,905	0
					<i>Transportation</i>	
25	49.8 1.0 FTE Contractual Conversion to Classified - Minority Business Specialist Offer Type: Continuing	86,730	0	67,036	0	19,694
						<i>General Fund</i>
26	2.20 Utilities: Light & Power - Disaster Recovery Site Improvements Offer Type: Capital Project	406,757	0	0	406,757	0
					<i>Light &amp; Power</i>	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## ECONOMIC HEALTH - 2022

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
27	36.4 4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Parks <i>Offer Type: Enhancement</i>	51,926	0	50,000	0	1,926 <i>General Fund</i>
28	63.1 Utilities: Broadband - Core Operations <i>Offer Type: Ongoing</i>	24,386,697	0	0	21,097,548 <i>Broadband</i>	3,289,149 <i>Broadband</i>
29	49.6 Use and Business Personal Property Tax Rebates <i>Offer Type: Continuing</i>	82,719 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	32,523	0	0	50,196 <i>General Fund</i>
30	2.11 Utilities: Light & Power - Install East Prospect and I-25 Circuit <i>Offer Type: Capital Project</i>	1,733,000	0	0	1,733,000 <i>Light &amp; Power</i>	0
31	2.10 RESTORE: Utilities: Light & Power - Core Operations <i>Offer Type: Enhancement</i>	88,483	0	0	88,483 <i>Light &amp; Power</i>	0
32	2.21 Utilities: Light & Power - Joint Training Field with Poudre Fire Authority <i>Offer Type: Capital Project</i>	55,000	0	0	55,000 <i>Light &amp; Power</i>	0
33	2.12 Utilities: Light & Power - Install Circuit to Timberline Road and East Vine to Serve New Load <i>Offer Type: Capital Project</i>	720,000	0	0	720,000 <i>Light &amp; Power</i>	0
34	2.14 Utilities: Light & Power - Asset Register and Work Order Management System Upgrades <i>Offer Type: Capital Project</i>	269,120	0	0	269,120 <i>Light &amp; Power</i>	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## ECONOMIC HEALTH - 2022

Rank	Offer	Offer Cost	Offer Funding				
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
35	2.18 Utilities: Light & Power - 700 Wood Street Backup Power, Dual Feed, and Auto Transfer Offer Type: Capital Project	519,000	0	0	349,487	169,513	
					<i>Light &amp; Power Water Wastewater Stormwater Broadband</i>	<i>Broadband</i>	
36	2.13 Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade Offer Type: Capital Project	932,000	0	0	932,000	0	
					<i>Light &amp; Power Water</i>		
37	2.15 Utilities: Light & Power - Operational Technology (OT) Graphic Work Design Upgrade Offer Type: Capital Project	450,000	0	0	450,000	0	
					<i>Light &amp; Power</i>		
38	2.22 Utilities: Light & Power - Electric SCADA Hardware/Software - Enhanced Offer Type: Asset Management	75,000	0	0	75,000	0	
					<i>Light &amp; Power</i>		
39	49.9 Economic Health Strategic Plan - ARPA Funded Offer Type: 1-Time Enhancement	100,000	0	0	0	100,000	
						<i>General Fund</i>	
40	2.19 Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements Offer Type: Capital Project	230,000	0	0	230,000	0	
					<i>Light &amp; Power</i>		
		<b>Funded Offers</b>	<b>176,696,547</b>	<b>2,409,398</b>	<b>2,124,777</b>	<b>160,127,349</b>	<b>12,035,023</b>
41	36.3 1.0 FTE - Technician I, Parks (Downtown Horticulture) Offer Type: Enhancement	78,236	0	0	3,064	75,172	
					<i>Equipment</i>	<i>General Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**ECONOMIC HEALTH - 2022**

Rank	Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
42	49.7 Economic Recovery Support <i>Offer Type: Continuing</i>	50,000 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	50,000	0	0	0
43	2.25 Utilities: Light & Power - System Additions & Replacements - Enhanced <i>Offer Type: Asset Management</i>	746,451	0	0	746,451 <i>Light &amp; Power</i>	0
44	2.26 Utilities: Light & Power - Electric System Cable Replacement Program - Enhanced <i>Offer Type: Asset Management</i>	490,000	0	0	490,000 <i>Light &amp; Power</i>	0
<b>Unfunded Offers</b>		<b>1,364,687</b>	<b>50,000</b>	<b>0</b>	<b>1,239,515</b>	<b>75,172</b>
<b>Total Offers</b>		<b>178,061,234</b>	<b>2,459,398</b>	<b>2,124,777</b>	<b>161,366,864</b>	<b>12,110,195</b>

# ECONOMIC HEALTH

## 2.1 Utilities: Light & Power - Wholesale Purchased Power - Funded

2022 - \$94,230,000

### Offer Type: Ongoing

Funding this Offer will provide for the purchase of wholesale electric power from Platte River Power Authority (Platte River).

The power is purchased through established tariffs and will be a blend of conventional and renewable sources. The wholesale energy purchased is delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

Platte River is governed by an eightperson Board of Directors that includes the mayor (or a designee of the mayor) of each owner community. The other four directors are appointed to four - year staggered terms by the governing bodies of the owner community. In this respect, Fort Collins' strategic objectives are represented within the organization.

Platte River was the first electricity generator in the region to provide wind energy to customers in Colorado. It more than tripled its wind and solar supply since 2013 and has tripled it again in 2020 with the addition of the 225megawatt (MW) Roundhouse project. Currently, more than 30% of the electricity supplied to Platte River's owner municipalities comes from carbon - free resources (hydro, wind and solar), which ranks among the highest levels provided by wholesale electric suppliers in the Rocky Mountain Region and is about twice the national average.

Platte River's vision is to be a respected leader and responsible power provider improving the region's quality of life through a more efficient and sustainable energy future.

While driving utility innovation, its mission is to safely provide reliable, environmentally responsible and financially sustainable energy and services to the owner communities of Estes Park, Fort Collins, Longmont and Loveland.

Since its inception, Platte River Power Authority has demonstrated a strong commitment to environmental stewardship and continuously reviews and improves environmental performance, policies, and sustainable business practices.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 2.2 Utilities: Light & Power - Core Operations - Funded

2022 - \$10,785,821

### Offer Type: Ongoing

Funding this Offer will allow the ongoing operation of the Administration and General Operations (A&G); Electrical Engineering; Operations and Technology; and Electric Field Services departments, comprised of Electric Standards Engineering, Electric System Substations and Control, Smart Grid and System Operations, and Electric Systems Engineering for the City's Light & Power (L&P) electric utility.

To ensure system integrity, City electric facilities are designed, constructed, operated and maintained by qualified personnel. 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 installing and replacing electrical infrastructure and operating the City's substation and electric system controls. Additionally, tools and safety equipment related to design and construction practices are included.

# ECONOMIC HEALTH

The L&P Utility has installed more than 99.8% of the electric distribution system underground, which has contributed to a high level of reliability and a clean, attractive community. The high reliability of the electric system, which exceeds national and regional averages, contributes to the economic health of the community by keeping businesses operating and minimizing production losses. Work in this budget cycle will include converting remaining overhead distribution lines to underground, on-going system replacements and additions, and continued support of Connexion with personnel and infrastructure.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 2.3 Utilities: Light & Power - System Additions & Replacements - Ongoing - Funded

2022 - \$3,411,739

### Offer Type: Asset Management

This Offer will fund additional electric infrastructure to serve new residential and commercial developments, as well as upgrades to existing infrastructure when existing customers need additional capacity.

The efforts supported by this Offer include new customer connections, new subdivision construction, system improvements, and reliability improvements. The Offer focuses on labor, construction materials and equipment. These projects differ from New Capacity projects in that:

- They benefit only the parcel owner in which the new infrastructure is associated.
- They are initiated at the request of the owner/developer.
- The costs to install new electric infrastructure are recovered by payment of Electric Capacity Fees assessed at the time of development.

The funds requested for this offer support the cost of materials and labor needed to move quickly and efficiently into construction as needed to support developments and our local economy. Subdivision construction is ramping up this year and will easily continue into 2022. This offer amount has been defined by taking the calculated risk that some current projects will have delays that will allow recovery of costs from other projects in time to support our costs.

An additional \$746,451 requested in Offer 2.25 can also be approved to preemptively cover a continued high growth scenario.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

## 2.4 Utilities: Light & Power - Vehicles & Equipment - Ongoing - Funded

2022 - \$739,000

### Offer Type: Asset Management

Funding this Offer will provide for the purchase and replacement of Minor Capital Light & Power enterprise related assets.

This Offer includes heavy equipment, trucks, and vehicles used in the design, construction, operation, maintenance, and repair of the electric system. The amount requested reflects replacement guidelines set forth by Operations Services. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles.

# ECONOMIC HEALTH

The 2021 offer amount was reduced by deferring a \$239,000 Line Truck in 2021 to carry that amount into 2022. That purchase is included in the 2022 funding amount. Light & Power follows the FASTER guidelines from Operations Services to make recommendations for vehicle replacements based on a points system that includes maintenance costs, age, and mileage/hours. Replacement recommendations are evaluated considering use, new cost, maintenance costs, and available funds. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG).

Planned 2022 Vehicle Replacements

- Electric Field Services: F550 CNG crew trucks | 2 @ \$130,000
- Electric Field Services: CNG/hybrid bucket truck | 1 @ \$200,000
- Electric Meter Shop: Van | 1 @ \$40,000
- Line Truck Deferred from 2021 | 1@ \$239,000

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 2022 Appropriation Request: \$739,000

All new vehicle units are setup with automatic vehicle location (AVL) units to provide vehicle locations for our operational systems. This allows more efficient routing of vehicles to work sites when the closest crew can be dispatched.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**2.5 Utilities: Light & Power - Electric Substation Capital Upgrade Program - Ongoing - Funded**

**2022 - \$762,000**

**Offer Type: Asset Management**

This Offer will fund projects in 2022 needed to ensure that electrical substations and associated systems will operate reliably and provide for updated equipment that can be maintained if a failure occurs.

Substations are the source of the distribution power delivery system and represent an investment to the City of approximately \$60 million. Projects in this Offer include:

- Oil Containment Walls for Substation Power Transformers: Oil containment is necessary in the event of a major oil leak
- Replace HVAC Units: Replace HVAC equipment on substation switchgear buildings, as required
- Transformer Radiator Replacements: Install new radiators to replace those that are leaking as required
- D20MX RTU Replacements: Replace outdated computer Remote Terminal Units (RTUs) and associated software that monitor and control substation equipment
- SYSCO Network Switches for RTU Upgrades: These network switches were specified by IT and provide the connection between feeder relays and the new RTUs enabling eSCADA network connectivity. Networking architecture for this project is complete; necessary support from IT includes switch configuration and transfer to new network
- Feeder Relay Replacements: Replace outdated substation feeder protective relays to the current standard
- Substation Gravel: Replace substation site gravel disturbed by construction activities
- Transformer Oil Filtration: Periodic filtering of substation transformer oil to remove moisture, dissolved gases, and add moisture inhibitor



# ECONOMIC HEALTH

- Substation Security: Replace cameras and infrared beams as required
- Power Quality Meters: Update power quality meters at substations
- Equipment for CVR (Conservation Voltage Reduction): Upgrade Substation Load Tap Changer equipment to allow for remote voltage control
- PRPA Circuit Switcher Installations: Install conduit and wiring in the substations
- Miscellaneous Substation Improvements: Provides funds for unexpected events that may occur at the electrical substations

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 2.6 Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Ongoing - Funded

2022 - \$792,811

### Offer Type: Asset Management

Funding this Offer will provide the labor and materials necessary to support the electric system improvements tied to routine transformer replacements and purchases aligned with system growth and unplanned equipment failures. Some portion of these expenditures (new transformers, failure replacements, and capacity upgrades) are necessary to provide electrical service to customers and are considered as part of routine, or “business as usual”, operational needs.

By analyzing transformer loading data and applying heat transfer models to help predict the expected lifetime of transformers, nearly 1,200 transformers have been identified as having a higher risk of failure than the rest of the population. Additional analysis and prioritization helped select a subset of those transformers for replacement in 2022 to better maintain and improve reliability metrics. This new data driven analysis improves the ability to proactively maintain critical assets, reduce costs associated with unplanned outages and improve the reliability of our electrical distribution system.

With the growth of residential rooftop solar and electric vehicles, Light & Power monitors load growth on transformers and upgrades transformers to meet customer demands as required. In any given year, transformers in the field are installed as part of normal system expansion and replaced following condition assessments that indicate end of life conditions, for service upgrades, and as a result of previously mentioned overloading conditions stemming from customer load growth.

To assure reliable service, maintenance inspections continue to identify transformers that require replacement.

Proposed 2022 transformer replacement funding of \$792,811 is expected to be distributed as follows:

- Routine replacements and purchases aligned with system growth and equipment failure: \$555,000
- Predictive Directed Maintenance replacements for long-term overload degradation: \$237,811

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

# ECONOMIC HEALTH

**2.7 Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Ongoing - Funded 2022 - \$1,056,000**

**Offer Type: Asset Management**

Funding this Offer will provide labor and materials for an attrition based conversion of 70 watt and 100 watt residential streetlights, high mast lights in Downtown, as well as the 150 watt, 250 watt, and 400 watt high pressure sodium (HPS) streetlights that are mostly located on arterial and collector streets. Other high intensity discharge (HID) technologies, such as mercury vapor and metal halide, will also be replaced by light emitting diodes (LEDs).

New this cycle is a funding request and a plan for replacement of residential post top streetlights (representing about 4,500 lights in Fort Collins) and high mast 1,000 W metal halide lights Downtown. The addition of the two new lighting classes requires an additional investment from the previous budget cycle and will increase the number and types of lights to be replaced. LED streetlights last three to four times longer than HPS streetlights, which is the primary justification for streetlight replacements. Lighting technologies using LEDs can:

- Improve energy efficiency
- Reduce maintenance costs through increased lifecycle performance
- Reduce light trespass and glare when correctly implemented

An attrition based program will convert streetlights to LED only when the existing components in HPS lights fail. Expected failure rates in 2018 and 2019 were very close to actual failure rates. Review of failure rates for residential streetlights resulted in increased overall replacement numbers from roughly 1,200 to 1,600 lights per year for this cycle. At these expected failure rates, completion for the replacement program will be in 2027. The requested \$1,056,000 allows the replacement of all light types Fort Collins for 2022 with the exception of Mercury vapor lamps, and has only a limited budget for testing remote control and monitoring capabilities. Should mercury vapor lamps require replacement to support safety the labor and expense will have to be charged to existing operations and maintenance budgets.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

**2.8 Utilities: Light & Power - Electric System Cable Replacement Program - Ongoing - Funded 2022 - \$531,000**

**Offer Type: Asset Management**

Funding this Offer will provide labor and materials to efficiently provide affordable, safe, and reliable electric service. The efforts supported by this Offer include system improvements by replacing infrastructure that is nearing end-of-life or is impacted by ambient environmental conditions that are degrading its condition.

Cables and cable accessories that were installed in the 1970s when the electric distribution system was first placed underground are reaching end-of-life. In the past 10 years, the average number of primary cable failures Light & Power experiences annually has tripled, from approximately five to 17 per year. Without proactive replacement, the number of annual failures will increase. The requested funding is required to maintain the current level of service, as measured by industry standard performance indices. Electric distribution cable is one of the largest asset investments that Light & Power maintains and care must be taken to ensure its reliability.

Assessments of existing distribution cable system assets are ongoing and inform and guide replacement projects that help to ensure that the distribution equipment with higher probabilities of failure is addressed and failure risk is minimized.

# ECONOMIC HEALTH

This offer can be scaled up to include additional emergency funding of \$490,000 that will provide funding can be supported by supplementing this offer with funds from offer 2.26.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

## 2.9 Utilities: Light & Power - Distribution Automation - Funded

2022 - \$150,000

### Offer Type: Capital Project

This Offer funds the addition of at least one automated switch on the electric distribution system. The Distribution Automation (DA) included with these switches uses digital sensors with advanced control and communications technologies for remote control capabilities and monitoring from the System Operations Center. DA can improve the safety, speed, cost, and accuracy of system processes, including fault detection, feeder switching, preventative maintenance, outage notification and restoration and improved customer support.

Personnel safety is achieved through remote control/operation of switches, which decreases the need for crews to be in a potentially hazardous area if a failure occurs.

Operating costs are reduced by automating functions that require field crews to conduct on-site monitoring and maintenance. Sensors proactively verify outages in conjunction with the information provided by the Advanced Metering system rather than waiting for customer calls, optimizing crew response and safety, reducing outage duration and identifying multiple outages correctly.

Adding DA to and expanding the communications network to integrate it with other systems will provide system operators increased visibility, allowing them to manage and address reliability issues throughout the system. As Distributed Energy Resources (DER) like solar increase, the necessity and ability to see and control the system through switching and load control increases.

These funds have previously been utilized to fund the automation aspects that are part of new circuit installation capital enhancement projects as long as the proposed automation location meets specific criteria including utilization frequency in switching orders and if the proposed location presents an operations or safety hazard for crew personnel.

Additional funding accommodates a second automated switch or the addition of telemetry and communications to an existing switch not needing full automation capabilities.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 2.10 RESTORE: Utilities: Light & Power - Core Operations - Funded

2022 - \$88,483

# ECONOMIC HEALTH

**Offer Type: Enhancement**

This Offer restores the Light & Power Operations core offer (2.2) by 3% from what was reduced in the 2021 fiscal year. The reductions were identified by object line item, not an across-the-board decrease, by reviewing prior years' spending and anticipated expenditures. The majority of the adjustments were made from:

- Supplies from Warehouse
- Conference and Travel
- Vehicle repair services
- Intern staffing

Light & Power anticipated maintaining short-term service levels with these reductions in 2021. The long term impacts of maintaining these reductions in these line items will risk deferred maintenance impacts to the infrastructure and fleet. Long-term reductions in training or learning opportunities will have impacts to employee engagement and professional development opportunities for Light & Power employees.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**2.11 Utilities: Light & Power - Install East Prospect and I-25 Circuit - Funded**

**2022 - \$1,733,000**

**Offer Type: Capital Project**

Funding this Offer will support labor and construction materials to efficiently provide affordable, safe and reliable electric service to build an electrical feeder needed to serve new load for a development northeast of I- 25 and Prospect Road. Adding the proposed feeder Circuit 324 to the newly developed area will help unload and provide backup for Circuit 308, which currently serves the area.

Feeder circuits provide electric service to new and existing customers and are the backbone and foundation of the electrical delivery system. Circuit projects consist of 750kcmil aluminum cables and medium voltage switches to distribute electricity from substations. Appropriately loading electrical feeder circuits promotes reliability and quality of service to customers.

This Offer specifically covers the resources needed to Install 28,000 circuit feet of medium voltage 750kcmil aluminum cable from the Timberline substation east along Prospect and then north along Carriage Parkway to meet the new load. This circuit requires the installation of two medium voltage switches to help support reliable operation of the circuits in the area. Also included is the construction labor and materials to build the final 4,000 feet of a 2x4 duct bank and five vaults that will house the portion of the circuit from Prospect to Fox Grove along Carriage Parkway.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**2.12 Utilities: Light & Power - Install Circuit to Timberline Road and East Vine to Serve New Load - Funded**

**2022 - \$720,000**

**Offer Type: Capital Project**

Funding this Offer will support labor and construction materials to build an electrical feeder to efficiently provide affordable, safe and reliable electric service to new loads

# ECONOMIC HEALTH

in the Timberline and East Vine area. Feeder circuits provide electric service to new and existing customers and are the backbone and foundation of the electrical delivery system. This Circuit project consists of 750kcmil aluminum cables and medium voltage switches to distribute electricity from the substation. Appropriately loading electrical feeder circuits promotes reliability and quality of service to customers.

This offer specifically covers the resources needed to install 14,000 circuit feet of 750kcmil aluminum medium voltage cable as Circuit 322 from the Timberline substation north to the intersection of Timberline and East Vine to serve new loads developing east of Timberline. This circuit requires the installation of three medium voltage switches to help support reliable operation of the circuits in the area.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 2.13 Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Funded

2022 - \$932,000

### Offer Type: Capital Project

This Offer funds reliability and security improvements to the City’s advanced metering infrastructure (AMI). The AMI system facilitates the transfer of water and electric usage data from customer meters to the City IT servers. Water and electric utility billing, including Time of Day (TOD) billing, relies on prompt and accurate communications of customer usage data. Challenges that can be costly include:

- Billing based on estimates that require future adjustments
- Troubleshooting the cause of degraded communication signals and attempting to relocate equipment – often requiring a traffic plan and scheduling crews to do the work after hours
- Unsupported equipment

AMI expenditures that are anticipated in 2022 will seek to either reduce or eliminate the costs and vulnerabilities identified above by:

Upgrading data collection devices called Gatekeepers (GK) from current models that are at the end of the product lifecycle to next-generation models that will afford approximately 10 more years of active support, offer cyber security protection, and ease data traffic congestion. Staff anticipates improved meter read success rates and reductions in truck rolls to perform equipment upgrades and electric service connects and disconnects.

Modifying the AMI system configuration to rely on fiber rather than wide area network (WAN) wireless routers. The existing routers will reach end of support in 2023. With the build out of Connexion, the timing is optimal to transition away from WAN routers that are susceptible to weak wireless signals and utilize fiber optic technology instead for more reliable communications.

This Offer would fund the second year in a three- year replacement program of the AMI technology and includes the portion of capital investment proposed for 2021 that was deferred to relieve short-term rate pressure. Not funding this Offer would defer all remaining costs into 2023 (>\$1.4M).

# ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

**2.14 Utilities: Light & Power - Asset Register and Work Order Management System Upgrades - 2022 - \$269,120**  
**Funded**

**Offer Type: Capital Project**

Funding this Offer will support a continued, multi- year implementation of the IBM Maximo Utilities Asset Register and Work Order Management System. This system enables the organization to address a number of core areas to support long term areas of significant value to serving the public. Included in this offer is post go live system support and multiple new system deployments in the Light & Power service unit.

More than \$2 billion in assets support services to the residents of Fort Collins. This asset management system enables and supports Utilities' ability to proactively and accurately manage, operate and maintain those assets to help ensure that quality and reliable services are provided. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction, reliability, efficiency and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

**Work Management:**

Managing, scheduling and tracking maintenance and repair work done by multiple crews is critical to providing all utility services. This system not only supports scheduling and planning of that work, it also integrates and records the work with critical asset status records.

**Knowledge Transfer and Data Collection:**

Moving toward a data driven organization requires the ability to capture both the institutional knowledge and the historical data against assets. This system provides a means for accomplishing that kind of data collection so that it can be analyzed accordingly to aid in key decision making.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

**2.15 Utilities: Light & Power - Operational Technology (OT) Graphic Work Design Upgrade - 2022 - \$450,000**  
**Funded**

**Offer Type: Capital Project**

This Offer funds a software upgrade and data migration work necessary for the existing GIS based Graphic Work Design program that enables electric system design and streamlines business processes into the Advanced Distribution Management System (ADMS).

# ECONOMIC HEALTH

In 2017/2018, Light & Power embarked on a Strategic Technology Roadmap (STR) for major operational technology enhancements, integrating with new technology and replacing legacy systems. The STR is comprised of Business Releases (BR) 0 through 6 that implement an enterprise GIS platform and an Advanced Distribution Management System (ADMS).

Light & Power achieved BR2 in 2020/2021, replacing the existing CAD/Microsoft Access-based operational mapping tool and Outage Management System (OMS) with enterprise-grade software/support that is the basis for ADMS.

This work entailed a major data migration from CAD to GIS. In BR3, there is a second major migration. Within the GIS, staff will be required to migrate from one electric distribution model to another. This upcoming migration is one that the entire electric utility industry must accommodate as Esri, the primary GIS vendor, has produced the next generation of network model and will be ending support for the previous model.

In order to best prepare for this migration, staff must upgrade the current GWD system to ensure that is compatible with both the old and new network models. Besides being capable of running the new network model, other benefits include a much improved user experience plus enhanced and expanded functionality. It is also a service based system, meaning it will be easier to administer, install, and maintain from an IT perspective.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**2.18 Utilities: Light & Power - 700 Wood Street Backup Power, Dual Feed, and Auto Transfer -  
Funded**

**2022 - \$519,000**

**Offer Type: Capital Project**

This Offer will fund the design and construction of improvements to the Utilities Service Center (USC) at 700 Wood St. to make the electric service fully redundant, meaning that there are zero single points of failure. These improvements were identified as critical additions during design discussions for the current remodel of USC that enables the new Supervisory Control Operations (SCO) center for Light & Power and Network Operations Center (NOC) for Connexion.

USC is currently served by a single electric circuit with emergency electric loads in the building backed up with an Uninterruptible Power Supply (UPS) and backup generation to support necessary electric system operations. The existing generator is 50+ years old, fueled by propane, and is extremely difficult to maintain or obtain replacement parts. This situation places USC and the new operations control centers at a higher vulnerability to power outages or disruptions than what is considered to be acceptable for emergency operations. To mitigate this vulnerability and achieve full redundancy, the following items will be addressed:

- replace the existing generator with a unit fueled by natural gas and/or diesel fuel (i.e. dual fueled)
- install a standby electric feed with automated transfer switching capability in the event of an electric system disruption.

Operations Services has provided L&P with a quote for an upgraded generator and L&P has identified a new electric system necessary to provide the second electric feeder to the Wood Street location.

Failure to fund this Offer will leave the 24/7/365 operations centers with a higher level of vulnerability to power disruptions than typically acceptable in the industry.

# ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

**2.19 Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements - Funded**

**2022 - \$230,000**

**Offer Type: Capital Project**

Funding this Offer will provide the ability to relocate electric facilities that need to be moved because of projects in the public right-of-way (ROW). Light & Power collaborates with the Engineering Department in the design and completion of a broad range of City initiated capital projects such as roadway and intersection improvements, and bridge replacements. During construction of these projects, Light & Power is required to relocate facilities if there is a conflict with the ROW improvements. Funding this offer will provide the capital funds necessary to comply with the needed system relocation.

Funds for system relocation were previously taken from the Operations and Maintenance budget. Funding this Offer provides the opportunity to correct expenditure allocations. The original Offer requested \$478k in 2021. This amount has been reduced to reflect balancing the funding between 2021 and 2022 in a two-year budget outlook.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

**2.20 Utilities: Light & Power - Disaster Recovery Site Improvements - Funded**

**2022 - \$406,757**

**Offer Type: Capital Project**

This Offer will fund the design and construction of improvements to the existing Utilities building located southwest of the intersection of Mulberry Street and Overland Trail, commonly known as Overland Substation. The improvements will ensure functional and efficient use of this building as it contains three existing employee workstations and will accommodate a future electric operations center disaster recovery (DR) site. The main improvements necessary include:

- Water/Sewer taps
- Restroom facilities
- A reconfigured building space that accommodates the existing personnel use cases as well as enabling future operator consoles

Due to office space limitations at the Utilities Service Center (USC), our substation technician personnel relocated to this building about three years ago even though it was never intended for this purpose. In March 2020, when City staff began to work from home to avoid potential exposure to COVID-19, L&P staff prepared and tested control center equipment to be used on make-shift work stations at Overland. Almost immediately, USC (and subsequently the control center) was closed to all employees for a week due to possible COVID-19 contamination. Enabling the control center operations at Overland during this time ensured continuity of operations for L&P. However, it also identified several improvements necessary to make this space viable for emergency system operations.



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Failure to fund this Offer will perpetuate technical and employee well-being issues with the current work environment. Funding this offer will provide proper restroom facilities, a healthy work environment, and enable future emergency system operating workspaces.

Additional funding will provide two electric system operator consoles, radio equipment, and the necessary extension of the 800 MHz radio system that communicates to crew personnel in the field, which requires a redundant fiber loop to be installed and a replacement fiber patch panel.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 2.21 Utilities: Light & Power - Joint Training Field with Poudre Fire Authority - Funded

2022 - \$55,000

### Offer Type: Capital Project

Funding this Offer provides for initial installations at a joint training facility in partnership with Poudre Fire Authority (PFA), which would enable cross functional training and emergency management with Utilities and PFA employees.

In 2014, the Light & Power training field was sold to Parks for the expansion of the disc golf course at Edora Park. The field had been used for training purposes such as pole rescue, bucket truck rescue, vault rescue, pole climbing on poles with de-energized apparatus, overhead line construction, transformer connections, and locating underground facilities. The field was used on an interim basis, but the facilities have been removed.

Engineering work has begun on a new field at PFA's current training facility west of Vine Drive and Overland Trail, on Colorado State University (CSU) property leased to PFA. The new field will allow for updated infrastructure for training including poles; vaults; cable configurations; fiber installations; water, stormwater, and sewer line installations; locating; and trench safety and rescue operations. The CSU lease to PFA is a 50-year lease, renewed in 2020.

The electric industry is experiencing a large turnover in skilled workers due to retirements. There will be a need for numerous career days where prospective employees can be shown what a utility does in a safe environment and generate interest for entering the field.

An Intergovernmental Agreement (IGA) is being executed with Utilities and PFA regarding the responsibilities for installs, cost sharing, and maintenance of the field. Training opportunities for PFA and Utilities on vault rescue, trench rescue, electrical and water infrastructure safety are highly anticipated. The facility will provide a hands-on career fair setting to bring more potential employees into the public safety/utilities careers.

This Offer is the second year of a project begun in 2021.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

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**2.22 Utilities: Light & Power - Electric SCADA Hardware/Software - Enhanced - Funded**

**2022 - \$75,000**

**Offer Type: Asset Management**

This Offer will fund and maintain the City’s Electric Supervisory Control and Data Acquisition (eSCADA) system, relied upon for the management of Fort Collins’ power system network and its components. The City receives its power supply at seven different substation locations. The power is then delivered to individual customers in a form that optimizes reliability and efficiency, with safety being the number one priority.

The eSCADA System is comprised of many hardware and software components that together offer a cost-effective solution for accomplishing those objectives successfully. eSCADA features and capabilities include:

- 24/7 monitoring of system load, anomalies, power quality, power faults
- Remote control allowing operation of circuit switches safely from the office and minimizing power interruption time experienced by customers
- Communications for delivery of critical fault data, real time
- Time series data logging of load data and a variety of events related to exceeded thresholds and other set triggers that are stored in a data historian database

System improvements and upkeep costs anticipated in 2022 include:

- System integrations design and implementation between SCADA and Advanced Distribution Management System (ADMS)
- System security software
- User Interface software upgrades
- SCADA hardware purchases to accommodate new renewable energy sources

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**2.25 Utilities: Light & Power - System Additions & Replacements - Enhanced - Unfunded**

**2022 - \$746,451**

**Offer Type: Asset Management**

This Offer will fund \$746,451 (roughly 20% of contingency funding) to support the electric infrastructure to serve new residential and commercial developments, as well as upgrades to existing infrastructure when existing customers need additional capacity. This funding amount is based on the possibility that some of the expected delays in current projects will not happen and will be needed to support development without the delays that would result from the need to collect development fees from other projects or request off-cycle appropriations to cover funding shortfalls.

The efforts supported by this Offer include new customer connections, new subdivision construction, system improvements, and reliability improvements. The Offer focuses on labor, construction materials and equipment. These projects differ from New Capacity projects in that:

- They benefit only the parcel owner in which the new infrastructure is associated.
- They are initiated at the request of the owner/developer.
- The costs to install new electric infrastructure are recovered by payment of Electric Capacity Fees assessed at the time of development.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

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**2.26 Utilities: Light & Power - Electric System Cable Replacement Program - Enhanced - Unfunded**

**2022 - \$490,000**

**Offer Type: Asset Management**

Funding this Offer will provide labor and materials to efficiently provide affordable, safe, and reliable electric service. The efforts supported by this Offer include system improvements by replacing infrastructure with an emergent failure mode that has not been address by the planned projects supported by offer 2.8. Electric distribution cable is one of the largest asset investments that Light & Power maintains and care must be taken to assure its reliability.

Cables and cable accessories that were installed in the 1970s when the electric distribution system was first placed underground are reaching end-of-life. In the past 10 years, the average number of primary cable failures Light & Power experiences annually has tripled, from approximately five to 17 per year. Without a means to address emergent concerns, immediate repairs and efforts to mitigate further related outages must be charged to operations and maintenance budgets, potentially resulting in only partial mitigations and degraded reliability. Most unplanned cable system failures occur within areas that are already slated for replacement, so funds have been allocated to address them. These emergency funds will not be used unless an urgent, unanticipated risk to reliability emerges.

The requested funding for this offer provides a one-time addition of \$490,000 of emergency reserves for cable system replacement projects due to unexpected failure patterns that call for a project that is not within the planned replacement project areas. This amount was originally included in the 2021 funding amount, but was intentionally deferred to 2022 to relieve rate pressure on the 2021 budget year.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

**15.1 Engineering Support for Broadband Inspections - Funded**

**2022 - \$152,598**

**Offer Type: Ongoing**

Funding this offer will continue to provide a Contractual Construction Inspector and a Business Support Position to work in the Engineering Department. The Inspector position will primarily be used for inspection of restoration to the right-of-way for the City of Fort Collins Broadband program. This offer will also provide an administrative position (Business Support) to handle the volume of permits, billing, contractor licenses, and closeout documentation that will be issued for the Broadband project.

The City of Fort Collins Broadband program will install fiber at an estimated seven miles a week for a two to three -year period throughout City rights - of-way. The new fiber installation area may include open cut trenching, micro trenching and boring areas in existing asphalt and concrete road surfaces, as well as ADA ramps and sidewalks.

These current Construction Inspector contractual position will inspect the repairs and restoration to the public right of way infrastructure that will be needed after the Broadband fiber is installed. The Construction Inspectors will also inspect the location of the new fiber for required clearances from existing City assets.

Currently the Engineering department has 2 FTEs to support right of way inspections, and 1 FTE for administrative support. It is anticipated that one inspector position (reducing 1 FTE inspector) and the business support position will continue to maintain the average amount of projects for 2022.

The Construction Inspector position will be responsible for the Broadband- related inspections and will be able to supplement the classified FTE inspectors as needed.

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The Business Support position will be responsible for the outlined duties above in addition to assisting other Engineering Business Support needs.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

**15.2 1.0 FTE Contractual Conversion to Classified - Business Support III (Right-of-Way Construction) - Funded**

**2022 - \$3,905**

**Offer Type: Enhancement**

This offer is to convert a contractual to FTE in order to provide support services for Engineering Right-of-Way (ROW) Inspection & Management. This role also serves as backup support for two other Engineering Business Support positions. The status of this position is justified as a classified FTE vs contractual due to ongoing duties and responsibilities of this position no longer being tied to a single program that has an anticipated end date. Fort Collins has demonstrated continued construction and ROW utilization that is not expected to change in any identifiable future. This position is a critical support to Engineering ROW Inspection & Management. Below are ongoing processes that will continue to be required:

- Processes & maintains all licensing for ROW contractors
- Coordinates the Excavation permit process from submittal to payment
- Coordinates the newly required Small Cell permit application and review process mandated by the FCC
- Coordinates all other required ROW permits through the Engineering Department
- Provides Customer Service & Business Support to internal (City departments) and external (public and private utilities) customers as required

Converting this position to a long-term FTE will allow Engineering Inspection staff and management to focus on work that is required from those positions. This gained efficiency will allow the team to continue to be focused on the customer base and provide world class services. In addition, this position is one of three business supports in the Engineering Department that assist in the overall workload for the department, which accounts for many miscellaneous tasks and backfill during rotating vacation time.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

**33.1 Convention and Visitor's Bureau Annual Support - Funded**

**2022 - \$1,260,000**

**Offer Type: Ongoing**

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.

VFC's convention sales and marketing efforts focus on three major markets: sports (youth and amateur), religious and other associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Share Program, area brewers, the Downtown Business Association, the Downtown Development Authority, North and South Business Associations, and multiple City departments.

VFC produces numerous marketing tools including: a website that hosts a popular calendar featuring local events and cultural activities, a section for residents, and a

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robust blog; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and parents, and local residents. With a limited advertising budget, VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. This offer also includes research projects including conversion studies to measure marketing effectiveness, convention and meeting marketing intelligence platforms, and visitor profiles.

Sustainability programs are a major part of VFC’s public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural environment.

VFC will utilize the operation of the Downtown Visitor Information Center to inform visitors and residents of the many recreational and cultural activities in Fort Collins. The Certified Tourism Ambassador program engages and educates all aspects of the community in tourism.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

## 36.1 Downtown Parks and Amenities Maintenance - Funded

**2022 - \$1,912,349**

### Offer Type: Ongoing

Funding this offer provides support for the Parks Department's outside grounds maintenance for City-owned facilities, parks and infrastructure within the Downtown core area. The Downtown core is a unique attribute to the inventory of businesses in Fort Collins.

This area is defined as College Avenue between Vine Drive and Mulberry Street, and three blocks east and west of College Avenue. Maintenance areas include street corners, tree grates, medians, Old Town Square, Oak Street Plaza, parks (Washington, Library, Civic Center, Whitewater, Old Fort Collins Heritage), City facilities, Linden Street north to the Poudre River, and the Police headquarters building on Timberline Road. This offer also includes funding for the holiday lights along College Avenue and Old Town Square.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; graffiti removal; power washing College Avenue corners and sidewalks, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians. Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintaining approximately 135,000 square feet of flower beds, 244 hanging baskets and 350 pots. Staff plants approximately 45,000 annual flowers in pots, beds and baskets every spring. All flowers are grown locally. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

The level of maintenance the City provides in the Downtown core area has been integral to the area’s success, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

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**36.2 Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square - Funded** **2022 - \$458,189**

**Offer Type: Ongoing**

Funding this offer provides support for the Parks Department's outside grounds maintenance for Downtown Development Authority (DDA) owned or maintained facilities and infrastructure within the Downtown core area. This area encompasses Old Town Square (OTS) and DDA renovated alleys.

Maintenance includes litter control, irrigation maintenance, shrub bed maintenance, infrastructure repair, graffiti removal, power washing, snow/ice removal, and interactive water feature operation and maintenance. The flower program includes planting and maintaining flower beds, pots and hanging baskets. All flowers are grown locally. The DDA also contributes to the festive holiday lighting program in the Downtown core.

Old Town Square (OTS) is under a shared maintenance agreement with the DDA. The City contributes 1/3 and the DDA contributes 2/3 of maintenance funding. Total costs directly associated with OTS for 2022 will be \$257,501; DDA's share is \$172,381. The City's share, \$85,120 is included in the Downtown Landscaping offer (36.1).

The City also has an Intergovernmental Agreement with the DDA for maintenance of renovated alleys, which include Old Firehouse Alley, Montezuma Fuller Alley, Campus North sub district alleys (Dalzell Alley, Wattles Alley and Corbin Alley), Beardmore Alley, Reidhead Alley, and Godinez Alley. Construction of Tenney Alley North and West Oak Alley is to be completed in Q4 of 2021. Total maintenance costs in this offer for the alleys are \$251,137 for 2022. The DDA pays 100% of maintenance costs for the alleys.

The partnership between the City and DDA to maintain these areas and provide space for events has been integral to the success of the Downtown area, which is an important economic driver for the community. Providing a clean, safe, and attractive environment encourages visitation and a vibrant economy.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**36.3 1.0 FTE - Technician I, Parks (Downtown Horticulture) - Unfunded** **2022 - \$78,236**

**Offer Type: Enhancement**

Funding this offer provides support for the expansion of the Parks Division's horticulture maintenance for facilities and infrastructure within the Downtown core, City facilities and surrounding parks.

The expansion of the Downtown horticulture program has outgrown the capacity of the one existing horticulture technician position to successfully handle the current workload. Horticulture responsibilities in the Downtown core include approximately 194,000 sq. ft. of shrub/flower beds along streets, City facilities, plazas and parks. In addition, there are approximately 350 pots planted with annual flowers and 110 hanging baskets located throughout the Downtown core along streets, plazas, alleys and City facilities. This equates to approximately 5 acres of extensive horticulture responsibility including annual planting, maintenance, shrub bed renovations, fall cleanup and holiday decorations.

Additionally, this position is needed to meet the logistical needs of designing, ordering plants, irrigation maintenance, and care of approximately 45,000 annual flowers, as well as providing daily coordination, oversight and training of hourly employees. In 2022, additional horticulture maintenance will include the Linden Street renovation

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(located between Walnut Street and Jefferson Street) and two DDA owned renovated alleys (Tenney Alley North and Oak Street Alley).

It is the Parks Division's plan to expand the scope of this horticulture technician's responsibilities to include the government buildings/public facilities/parks surrounding Downtown that are currently lacking a dedicated horticulture technician and do not meet the standards of excellence of the Downtown core.

Funding this position is imperative to sustaining and improving the current level of service in the Downtown and creating a sustainable program into the future.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**36.4 4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Parks - Funded 2022 - \$51,926**

**Offer Type: Enhancement**

Funding this offer is critical to providing consistent, high level daily cleaning and maintenance expected in the Downtown district. With the changes in City policies regarding hourly employees, an hourly workforce is no longer a sustainable option and classified staff is needed.

Classified Worker I positions are necessary because Downtown maintenance requires more technical expertise with interactive water features, pump systems, lighting systems, irrigation systems and hardscape repair. Positions also support Parks' snow removal operations in the winter. It is a year-round, seven-days-a-week operation and needs appropriate staffing to meet those obligations.

Downtown maintenance positions have been historically filled by year round hourly employees. In 2019, the City created long term seasonal (LTS) positions due to the Affordable Care Act restrictions. LTS employees receive health care benefits and are required to take 1 month/year off work. The LTS employee program is due to sunset in 2022. The current approach is to fill vacated LTS positions with 6-month seasonal or part - time positions, which is creating a less qualified and inconsistent staffing model.

Classified staff are now spending more time hiring, training, managing and replacing hourly staff. This process is negatively impacting staff's ability to provide a consistent service to the community. The Downtown operation requires a consistent seasonal understanding of the cadence of the operations. Providing world class service requires classified staff with long term ownership of their roles to provide the services business owners and community members desire in the Downtown district.

The current staffing model of hiring 6-month and part- time seasonal positions is not efficient, cost effective or productive, and is not a sustainable model for the future.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**36.5 RESTORE: Downtown Maintenance Reductions - Funded 2022 - \$51,114**

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**Offer Type: Enhancement**

Funding this restore offer will allow the Parks Department to resume service levels in the Downtown core. The level of maintenance the City provides in the Downtown core area has been integral to the area’s success, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

The Downtown maintenance services and supplies including watering at 90% of plant need and vehicle repairs are essential to keeping public facilities and infrastructure safe and in usable condition. It also enhances the infrastructure and supports growing demand for public spaces where people can meet, interact and build relationships. This program is imperative to preserving equity within the community to ensure that every household has access to high quality public spaces.

The Downtown core has a high density of amenities and attractions. These elements require significant attention and maintenance including after hours issues and response to operational emergencies. This level of response requires, at times, the use of overtime to meet the level of service expected by the community.

Professional development of staff is key to employee satisfaction and retention. Professional trade conferences and trainings are a vital part of educating staff with industry- specific topics. This a necessary and valuable investment in Parks employees.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**36.6 Oak Street Plaza Improvements - Enhanced - Funded**

**2022 - \$85,000**

**Offer Type: Asset Management**

This offer provides for improvements to Oak Street Plaza, with a focus on needed maintenance items. Funding this offer will provide improvements that may include water feature pump system upgrades, irrigation system improvements, landscape enhancements, planter replacements, pavement upgrades, lighting improvements, and new site furnishings. The quantity of improvements constructed will depend on the extent to which the available budget can fund the improvements, which will be prioritized based on the final cost determined at time of construction.

A 2021 offer was funded to improve the safety and function of the fountain, as well as resolve surface runoff and flooding of adjacent buildings. Those improvements are planned for completion in 2021. Additional pump system improvements are needed to provide long -term longevity and function of the system. The planting beds, turf areas and associated irrigation system need upgrades and repair. The existing planter pots have reached the end of their lifecycle and need replacement. Paver joints need improvements to deter weed growth. These and other plaza improvements would greatly enhance and improve the plaza, creating a vibrant and active environment for Downtown visitors, improving safety in the plaza, and supporting local business activity.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**49.1 Downtown General Improvement District (GID) - Operating Budget - Funded**

**2022 - \$207,502**



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**Offer Type: Ongoing**

Funding this offer will provide annual operating expenses for the Downtown GID, including:

- \$100,000 to be used for work related to priority sidewalk and curb replacements.
- \$15,000 to be used for work related to capital improvements and capital maintenance in the Downtown area not included in the priority sidewalk and curb replacements.
- \$19,690 to be used for work related to Parks and Forestry work in the Downtown area
- \$37,740 for residential property tax rebate program
- \$6,324 for Larimer County Treasurer's fee for collecting the property tax
- \$28,790 for estimated operating costs, including utilities

In addition to the items funded directly in the GID offer, there are two other offers that request the use of GID funding:

- Offer 40.1: Downtown Parks and Amenities Maintenance (\$90,000 GID ongoing revenue) General Improvement District (GID) funds are being requested to support the holiday light program, \$90,000. The DDA also contributes \$35,000 to this program.
- Offer 40.6: Enhancement: Oak Street Plaza Renovation (\$85,000 part GID reserves) Funding this offer would support the needed repairs and upgrades in Oak Street Plaza.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

**49.2 Metro Districts - Funded**

**2022 - \$35,000**

**Offer Type: Ongoing**

This offer funds the City's review of proposed Metropolitan District (Metro District) Service Plans submitted by private developers. There is dedicated revenue to support this offer. The expense in this offer equals the anticipated revenue to be received.

State statute authorizes the formation of Metro Districts by private developers subject to City Council review and approval. In 2018, the City Council adopted a revised policy related to the review and consideration of Metro District service plans, which expanded the circumstances in which City Council will consider the use of Metro Districts. Additionally, in April 2021 revised the 2018 policy to provide an analysis tool to be used in reviewing new metro district applications. Together these changes will affect the number of applications.

This offer provides the necessary staff capacity and third-party review to ensure consistency with the City's adopted policy and provide City Council with an expert recommendation. Staff capacity will manage intake of letters of interest and applications, coordination of internal and third-party review, negotiation of Service Plan terms, and the process of presenting a recommendation to City Council. Funds used to purchase third-party professional services will primarily be used for outside legal counsel, financial analysis, and in some cases engineering review of infrastructure plans.

This offer will deliver consistent review of proposed Metro District Service Plans. Dedicated staff will manage an interdepartmental team of Planning, Development & Transportation; Economic Health; City Attorney's Office; and Finance resulting in decreased impacts on each.

Metro Districts can provide a wide variety of public improvements and services. When deployed judiciously, these special districts can support developers in achieving specific community goals, such as affordable housing, denser land use patterns, Nature in the City, urban agriculture, renewable energy deployment, & many more.

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This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

## 49.3 Cluster & Innovation Support - Funded

2022 - \$67,450

### Offer Type: Ongoing

Funding this offer enables the Economic Health Office's (EHO) investment in innovation and cluster development in Fort Collins by providing funds for sponsorships of partners and programmatic costs.

The Economic Health Leadership offer (49.5) provides overall strategic leadership, organizational integration, and data analysis essential to the success of this offer.

EHO engages in several specific activities to support cluster and innovation development, including:

- Direct sponsorship of Innosphere, a local business incubator and equity fund manager.
- Direct sponsorship of Startup Week, a local week-long event to educate and accelerate start-up companies.
- Direct sponsorship of NoCoBio, a regional initiative intended to support the growth and development of bioscience businesses in Northern Colorado. The funding for this program was redeployed in 2021 to Economic Recovery Support (Offer 49.7 in 2022).
- Ongoing support and development of regional industry clusters in partnership with other regional communities and private entities. The funding for this program was redeployed in 2021 to Economic Recovery Support (Offer 49.7 in 2022).

The programmatic funds in this offer support the business climate and businesses in the community by:

- Supporting numerous entities and activities that create a strong local entrepreneurial ecosystem.
- Supporting events that help local entrepreneurs and businesses engage with that ecosystem.
- Working regionally to identify and support industry clusters with strong growth potential and that support local community values (e.g., Clean Energy, Circular Economy, etc.).

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 49.4 Business & Workforce Support - Funded

2022 - \$401,219

### Offer Type: Ongoing

This offer funds the City investment in business support and workforce development, including funding for 2.00 FTE positions (classified) and programmatic costs associated with a variety of business and workforce support activities.

The Economic Health Leadership offer (49.5) provides overall strategic leadership, organizational integration, and data analysis essential to the success of this offer.

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This offer specifically focuses on 2 strategic plan priorities: 3.2) Understand trends in local labor market and work with key partners to grow diverse employment opportunities; and 3.3) Systematically engage the business community with an emphasis on starting, sustaining, and renewing businesses.

EHO engages in several specific activities to support businesses and workforce development, including:

- Conducting individual business retention and expansion visits to understand specific business needs and challenges.
- Hosting business listening sessions quarterly on a variety of topics. Past topics include LatinX Business Owners, Women Owned Businesses, Start Ups, West Elizabeth Merchants.
- Supporting sector partnerships to engage in workforce development activities such as manufacturing business visits for high school students and parents.
- Hosting the annual Business Appreciation Breakfast to express gratitude to business community partners.
- Engaging and supporting minority and women owned businesses with translation and engagement.
- Support of Larimer County Small Business Development Center through direct funding.
- Talent 2.0 implementation the county wide strategy for talent development including re training, employee/employer alignment, and other similar programs.

2020 and 2021 presented several challenging conditions for our business community. These conditions will persist into 2022 and beyond. As a result, the Economic Health Office enhanced the services it provided to businesses in several substantial ways funded through state and federal funds.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 49.5 Economic Health Leadership - Funded

2022 - \$289,295

### Offer Type: Ongoing

Funding this offer supports the Economic Health Office (EHO) Director, data analyst and administrative support to efficiently pursue Council policies and goals on business support and engagement (both small business and primary employers); workforce development; support of minority ,women , and veteran owned businesses; innovation; redevelopment; and economic analysis and performance measurement.

EHO leadership manages a staff of 7.00 FTE (classified, contractual, and hourly) and an annual ongoing budget of nearly \$1.0 million (2020). In addition, EHO leadership provides strategic oversight and policy guidance to the Urban Renewal Authority (Offer 50.1) with an annual budget of \$5,224,766.

This offer focuses on strategic priorities: 3.1) Facilitate government and local partners to achieve effective regional economic resilience; 3.2) Understand trends in local labor market and work with key partners to grow diverse employment opportunities; and 3.3) Systematically engage the business community with an emphasis on starting, sustaining, and renewing businesses. EHO is committed to the Triple Bottom Line and works to advance economic health goals while considering impacts and opportunities for social and environmental health.

The Director plans/develops policy for economic health and redevelopment, business engagement, workforce development, entrepreneurial support, and sector development.

# ECONOMIC HEALTH

This offer supports the business climate and businesses in the community by:

- Engaging with and supporting the business community.
- Supporting regional workforce development efforts.
- Engaging in ongoing policy discussions within the City organization.
- Working and leading collaborative engagement with regional partners.
- Providing real time data analysis to target business support interventions and inform strategy.
- Developing relationships with minority , women , and veteran owned businesses (supported by a bilingual Specialist, Economic Sustainability – Offer 49.8).

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 49.6 Use and Business Personal Property Tax Rebates - Funded

2022 - \$82,719

### Offer Type: Continuing Enhanc

Funding this offer will support existing Business Assistance Packages providing use and business personal property tax rebates to Broadcom (formerly Avago Wireless Technologies). These assistance packages were previously approved by City Council and require annual appropriation of the applicable rebates (Resolution 2011-066 and Resolution 2012-096).

Each project eligible for a rebate is described below:

- Avago/Broadcom Phase I Building 4 Retrofit: Provided use and business personal property (BPP) tax rebate for the retrofit of a portion of Building 4 and the addition of 92 new jobs. All use tax has been paid out on this project. Personal Property Tax rebates extend until 2023.
- Avago/Broadcom Phase II Building 4 FBar Facility: Provided use and BPP tax rebates for the retrofit of a portion of Building 4 and the addition of 135 jobs. All use tax payments were spread across 7 years for this project (ending in 2023). In addition, the BPP rebate extends for 10 years (ending in 2024).

The payments for this budget cycle include:

- Use Tax Rebate: \$14,149; BPP Tax Rebate: \$68,570 for a total rebate of \$82,719.

Employment verifications are conducted annually from detailed employment information supplied by the company new hire vs. attrition replacement differences. Additionally, Economic Health staff compare information provided by the company with the Quarterly Census of Employment and Wages data acquired from the Colorado Department of Labor.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

## 49.7 Economic Recovery Support - Unfunded

2022 - \$50,000

### Offer Type: Continuing Enhanc

This offer funds \$50,000 of programmatic funding to provide flexibility for the Economic Health Office to respond to increasingly dynamic economic conditions, including

# ECONOMIC HEALTH

economic recovery efforts related to the COVID-19 pandemic.

As the economy recovers from the COVID-19 pandemic and continues to evolve globally, conditions have become increasingly dynamic and can change rapidly. As a result, this offer provides funding to the Economic Health Office to develop rapidly responsive programs to meet these changing conditions. In 2021, these programs targeted response to the COVID 19 pandemic. In 2022, these funds will transition to long- term business recovery and investing in economic resilience. In future years, the response will vary based on dynamic conditions.

The value of these funds is the ability to be nimble and invest in programs that respond to current conditions. Not all uses of these funds have been identified and clear objectives help to clarify the value of these funds, including (not an exhaustive list):

- Supporting the transition of the ForFortCollins.com website from COVID 19 response to a long term shop local campaign.
- Supporting the grassroots organization of historically underserved business owners into formal business associations enabling their voices to be raised in community dialogues.
- Funds to support enhancing staff capacity to deliver on economic recovery and resiliency objectives.
- Supporting regional partnership activities that benefit the community.

EHO supports ForFortCollins.com and NoCoRecovers.com as digital resources for businesses during the statewide response to the COVID-19 pandemic. These have become central assets in the local and regional recovery. Ongoing maintenance of these resources should continue throughout the recovery process. Most experts estimate the recovery will take several years to achieve previous economic levels. Therefore, supporting these resources will likely be a multiyear proposition.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 49.8 1.0 FTE Contractual Conversion to Classified - Minority Business Specialist - Funded

2022 - \$86,730

### Offer Type: Continuing Enhanc

This offer supports a Minority Business Specialist classified 1.0 full time equivalent (FTE) position. In 2021, this position was created by redeploying funds previously used to support the Climate Economy Advisor position. The position works in the business support team to engage with minority , women , low income , and veteran owned businesses.

The city is on a journey to enhance its ability to address equity and inclusion across the community. Part of this journey is the formation of a City Equity Office. To support this journey towards enhanced equity and inclusion, the Economic Health Office hired a Minority Business Specialist in 2021 to support and engage with minority-, women, low-income, and veteran-owned businesses. These historically underserved business communities have been disproportionately impacted by the COVID-19 pandemic and past economic recessions. For the City to achieve true economic resilience all business owners need to be engaged and supported by programs.

Businesses owned by people of color, women and veterans share characteristics with the firms that, nationally, were more likely to be considered “at risk” or “distressed” before the pandemic. They had no employees and were sole proprietors, were very young (less than two years old) and had very small sales receipts (85% had less than \$100,000 in sales/receipts). Additionally, people of color and women are underrepresented among the self-employed as compared to their share of the overall population. Finally, people of color (52 to 65%) and women (~40%) tend to rely on income from self-employment to a higher degree than average (36%).

# ECONOMIC HEALTH

The Minority Business Specialist has successfully created relationships with these historically underserved communities. Making this a permanent on-going position within the Economic Health Team supports the City’s commitment to equity and inclusion and the communities that have been engaged over the past year or more.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**49.9 Economic Health Strategic Plan - ARPA Funded - Funded**

**2022 - \$100,000**

**Offer Type: 1-Time Enhancement**

Funding this offer supports updating the Economic Health Strategic Plan, which was last updated in 2015. In 2015, City Council unanimously adopted the current Economic Health Strategic Plan. Since adoption, the Economic Health Office has been leading through dynamic and changing economic conditions and learning and maturing the City’s understanding of how to support economic resilience in the community.

Now it is time to put the learnings of the past five years into strategy. The intent of this update will be multifold:

1. Refine and articulate a clear set of defined economic resilience goals.
2. Evaluate and develop a “both/and” approach to supporting main street businesses (locally owned and serving) and primary employers (businesses that generate over half their revenue from outside the City).
3. Engage with and develop specific programs to support historically underserved businesses in the community (minority , women, low - income, and veteran - owned).
4. Refine the City’s role in supporting workforce development that focuses on creating community jobs.
5. Embracing the City’s commitment to equity and inclusion leading with race and applying it to economic resilience.
6. Developing the role of innovation in designing and scaling solutions to address local/global environmental challenges/goals.

Funding this offer in 2022 will allow it to build upon the strategic planning completed as part of the City’s COVID 19 recovery plan. That excellent plan provides guidance for the coming years, and yet it leaves the objectives above open or unresolved – not the least of which is the lack of clear and measurable goals over the long term. The City needs a set of economic resilience goals similar to its climate action and housing strategic plan goals.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**50.1 Urban Renewal Authority - Funded**

**2022 - \$583,382**

**Offer Type: Ongoing**

This offer funds Urban Renewal Authority (URA) administration and operations. The URA’s mission is to leverage private capital investment and stimulate sustainable development and public improvement projects in areas of the community where reinvestment and redevelopment is significantly impaired. The URA currently has four active tax increment financing (TIF) districts.

# ECONOMIC HEALTH

The URA program makes important contributions to the City’s vibrancy with an emphasis on triple-bottomline benefits and placemaking. URA’s revitalization objectives include:

- Transform blighted areas into vibrant neighborhoods
- Support projects that achieve objectives outlined in Community Investment Plans
- Catalyze projects and accelerate investments that would not otherwise happen, thereby creating improvements with lasting value
- Encourage development projects that enhance local character, culture, economy and quality of life
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings and development projects in support of the City’s Climate Action Plan
- Retain, expand and attract businesses for the purpose of improving the City’s economic base as demonstrated by projects that retain/create jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed-use projects, that will capture additional revenue to the area
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development
- Encourage development that is consistent with City Plan, subarea plans and approved Urban Renewal Plans
- Create, accelerate and enhance projects that meet broader community objectives including those of taxing entities

The URA is not dependent on the General Fund; funding comes from incremental property and sales tax revenues resulting from new activity enabled and catalyzed by URA investments.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.

## 50.2 Urban Renewal Authority Debt Service - Funded

**2022 - \$5,224,766**

### Offer Type: Ongoing

This offer funds the payment of Urban Renewal Authority (URA) debt and obligation payments across three tax increment financing (TIF) districts. The College and Drake URA does not have obligation payments since it was established in 2020. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan agreements.

The URA uses tax increment funding for all debt and obligation payments; the URA is not dependent on the General Fund.

North College TIF Debt/Obligation Payments:

Total Debt  
 2022 Principal \$985,781  
 2022 Interest \$281,219

# ECONOMIC HEALTH

Market Bonds:

2022 Principal \$690,000

2022 Interest \$257,363

RMI2 Loan (from General Fund):

2022 Principal \$295,781

2022 Interest \$23,856

Prospect South TIF Debt/Obligation Payments:

2022 Principal \$230,000

2022 Interest \$138,544

Foothills TIF Debt/Obligation Payments:

Total 2022 \$3,589,222

2022 Property Tax Increment Payments \$3,389,222

2022 Sales Tax Increment \$200,000

Note: North College Repayment derived from fixed URA 1.5% administration charge on property tax increment.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

**61.1 Downtown Development Authority: Operating & Capital - Funded**

**2022 - \$23,319,975**

**Offer Type: Ongoing**

The Fort Collins Downtown Development Authority (DDA) was created in 1981, according to Colorado Revised Statutes 31-25-804, 1973, as amended, for the purpose of planning and implementing projects and programs within the boundaries of the DDA. By state statute the purpose of the ad valorem tax levied on all real and personal property in the Downtown development district, not to exceed five mills, shall be for the budgeted operations of the authority. Additionally, the DDA and the City adopted a Plan of Development that specifies the projects and programs the DDA would undertake. In order to carry out the purposes of the state statute and the Plan of Development, the City, on behalf of the DDA, has issued various debts, which require debt servicing.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

**63.1 Utilities: Broadband - Core Operations - Funded**

**2022 - \$24,386,697**



# ECONOMIC HEALTH

**Offer Type: Ongoing**

This offer supports the ongoing work of building out a community wide fiber to the home/business network. Services include both residential and business internet, phone, and video options. Completion of this project involves the work of the following teams: Marketing and Sales, Network Operations and Technical Support, and Outside Plant (OSP). Numerous vendors and capital expenses are also involved, but are not included in this offer.

Connexion Marketing & Sales maximizes opportunities to inform and engage Fort Collins residents and businesses about Fort Collins Connexion and its services. The marketing objective is to secure a minimum of 28.2% market share by installing one or more services per premise. The long-term goal is to reach a 45- 50% percent market share. This will be accomplished using a variety of tactics that will provide brand, product and service recognition. The Connexion sales team works with medium to enterprise - level businesses to provide standard and customized internet, phone, and video broadband services. Sales also supports multi-family dwellings and HOA relationships to develop bulk or custom services.

Network Operations and Technical Support staff assist all customers with product and service issues, monitor performance and perform upgrades, design and implement network architecture, and provide outstanding customer service at all levels.

The Outside Plant Team (OSP) is responsible for building, maintaining, and managing the fiber infrastructure for the new Connexion network as well as the existing City of Fort Collins fiber network infrastructure. The team performs quality control over this fiber infrastructure during the turnover process from the construction vendor to the City's ownership. As Connexion grows, the OSP team (including its contractors and vendors) is responsible for adding residential and commercial customers to this network as services become available throughout Fort Collins.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

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# Environmental Health

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

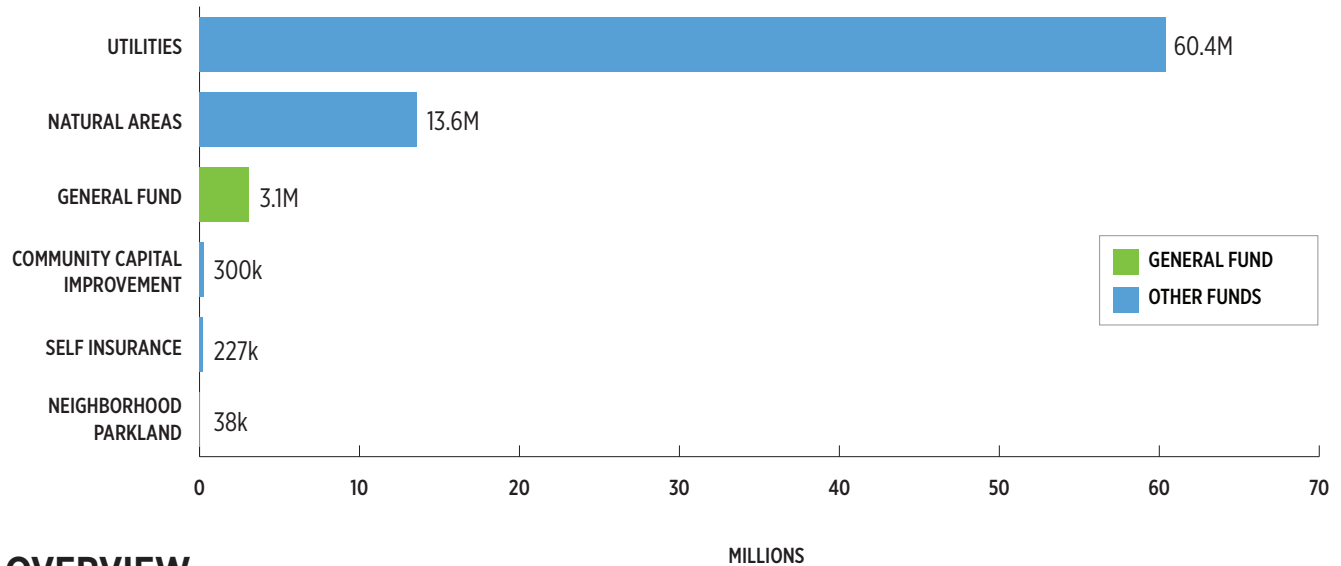




# Environmental Health

2022 General Fund & Other Funds – 77.7M

- Water
- Wastewater
- Natural Areas
- Environmental Services



## OVERVIEW

The Environmental Health Outcome funds a variety of programs that are a high priority for our community and City Council, including air quality and waste reduction. The majority of this budget funds efficiency and conservation programs in the water and wastewater utilities, as well as the utilities Light and Power renewable energy purchase. These efforts support the City’s Climate Action Plan efficiency goals. The Environmental Health Outcome also includes offers funded by the dedicated .25% sales tax for Natural Areas. The strategic objectives for Environmental Health, as outlined in the 2020 Strategic Plan, are as follows:

- 4.1 Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals.
- 4.2 Improve indoor and outdoor air quality.
- 4.3 Enhance efforts to achieve 2030 zero waste goals.
- 4.4 Provide a reliable, high-quality water supply.
- 4.5 Protect and enhance natural resources on City-owned properties and throughout the community.
- 4.6 Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- 4.7 Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

## KEY PURCHASES

- Water operations and distribution
- Water conservation
- Wastewater operations
- Energy efficiency programs & renewable energy purchases
- Environmental services and Timberline Recycling Center operations
- Air quality & waste reduction
- Natural Areas program, land management & visitor services
- Nature in the City

**ENHANCEMENTS PURCHASED\***

<b>Offer #</b>	<b>Offer Title</b>	<b>Primary Strat. Obj.</b>	<b>2022</b>
1.7	Utilities: Wastewater - Water Reclamation Utility Mapping	4.6	100,000
1.16	RESTORE: Utilities: Light & Power - Energy Services	4.1	198,000
1.17	Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration	4.1	65,000
1.23	Utilities: 1.0 FTE - Contractual Halligan Project Permitting Coordinator (final year of contract)	4.4	23,444
1.29	Utilities: Water Conservation Xeriscape Incentive Program for HOAs and Commercial Properties	4.4	75,000
1.35	Utilities: Water - Galvanized Service Replacement	4.4	1,000,000
1.46	Utilities: Electric and Water Operational Technology (Computer Hardware) cost sharing with Light & Power	4.4	50,000
1.53	Utilities: Water Treatment Operations Operational Technology (OT) Consulting Services	4.4	50,000
1.56	Utilities: Wastewater Mulberry Water Reclamation Facility Strategic Management - Enhanced	4.6	500,000
1.59	RESTORE Utilities: Water Operations	4.4	305,921
1.60	RESTORE Utilities: Wastewater Operations	4.6	215,550
1.61	Utilities: Water - Water Supply Acquisitions	4.4	750,000
1.63	Utilities: Water - Northern Integrated Supply Project (NISP) Response & Engagement	4.6	52,500
1.65	Utilities: Stormwater - Dirt Recycling & Management Study	4.1	75,000
48.8	Timberline Recycling Center Equipment Replacement - Enhanced	4.3	145,520
48.9	Timberline Recycling Center - Budget Right-Sizing for Ongoing Operations	4.3	58,085
48.11	Innovate Fort Collins Challenge - Housing/Climate Nexus - ARPA Funded	4.1	100,000
48.13	Local and Regional Air Quality Monitoring - Improved AQ Priority & Regionalism	4.1	35,000
51.10	Restore - Land Conservation	4.7	400,000
51.12	Key Natural Areas Restoration Efforts	4.5	398,000
51.13	8.0 FTE Conversion from Long-Term Hourly to Classified Worker Positions - Natural Areas	4.5	6,218
52.2	CCIP - Nature in the City	4.5	300,000
<b>Positions Added:</b>			
1.8	Utilities: Water 1.0 FTE - Water Engineer II	4.4	113,107
1.48	Utilities: 1.0 FTE Water - Process and Supervisory Controls Division Controls System Engineer	4.4	123,870
48.10	1.0 FTE Contractual Disposable Bag Ordinance Implementation	4.3	81,258
51.8	1.0 FTE - Facility Operations Technician II	4.5	73,856
51.9	1.0 FTE - Trails and Visitor Amenities Technician I	4.5	67,592
51.13	8.0 FTE Conversion from Long-Term Hourly to Classified Worker Positions - Natural Areas	4.5	6,218
			<b>TOTAL: \$5,369,139</b>

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

**REDEPLOYS PURCHASED**

1.58	Redeploy: Utilities: Household Hazardous Waste Program for Stormwater Education and Public Outreach	4.5	0
		<b>TOTAL:</b>	<b>0</b>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## ENVIRONMENTAL HEALTH - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	1.1 Utilities: Water Engineering Offer Type: Ongoing	763,788	0	0	763,788 <i>Water</i>	0
2	1.3 Utilities: Wastewater Engineering Offer Type: Ongoing	579,388	0	0	579,388 <i>Wastewater</i>	0
3	1.9 Utilities: Water - Water Resources Offer Type: Ongoing	3,141,017	0	0	3,141,017 <i>Water</i>	0
4	1.25 Utilities: Water - Water Quality Laboratory (WQL) Offer Type: Ongoing	1,130,150	0	0	1,130,150 <i>Water</i>	0
5	1.26 Utilities: Wastewater - Pollution Control Lab (PCL) Offer Type: Ongoing	1,224,042	0	0	1,224,042 <i>Wastewater</i>	0
6	1.30 Utilities: Water - Transmission and Distribution Offer Type: Ongoing	3,167,333	0	0	3,167,333 <i>Water</i>	0
7	1.31 Utilities: Water - Meters Operation and Maintenance Offer Type: Ongoing	867,334	0	0	867,334 <i>Water</i>	0
8	1.37 Utilities: Wastewater - Trunk and Collection Offer Type: Ongoing	1,765,833	0	0	1,765,833 <i>Wastewater</i>	0
9	1.42 Utilities: Water Treatment Operations Offer Type: Ongoing	5,714,694	0	0	5,714,694 <i>Water</i>	0
10	1.43 Utilities: Wastewater - Water Reclamation and Biosolids Offer Type: Ongoing	6,002,541	0	0	6,002,541 <i>Wastewater</i>	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## ENVIRONMENTAL HEALTH - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
11	1.11 Utilities: Light & Power - Energy Services Offer Type: Ongoing	3,965,371	0	0	3,965,371 <i>Light &amp; Power</i>	0
12	1.57 Utilities: Water - Watershed Protection - Ongoing Offer Type: Asset Management	80,000	0	0	80,000 <i>Water</i>	0
13	51.1 Natural Areas - Land Conservation Offer Type: Ongoing	4,480,356	0	0	4,480,356 <i>Natural Areas</i>	0
14	51.2 Natural Areas - Department Management Offer Type: Ongoing	1,334,564	0	0	1,334,564 <i>Natural Areas</i>	0
15	48.5 Municipal Sustainability Offer Type: Ongoing	130,521 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	50,000	80,521	0	0
16	1.12 Utilities: Light & Power - Demand Response Offer Type: Ongoing	808,780	0	0	808,780 <i>Light &amp; Power</i>	0
17	1.21 Utilities: Stormwater - Stormwater Quality Programs Offer Type: Ongoing	422,190	0	0	422,190 <i>Stormwater</i>	0
18	1.27 Utilities: Water Conservation Offer Type: Ongoing	1,080,896	0	0	1,080,896 <i>Water</i>	0
19	1.32 Utilities: Water - Minor Capital - Ongoing Offer Type: Asset Management	954,319	0	0	954,319 <i>Water</i>	0
20	1.33 Utilities: Water - Distribution Small Capital Projects - Ongoing Offer Type: Asset Management	1,540,000	0	0	1,540,000 <i>Water</i>	0



# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## ENVIRONMENTAL HEALTH - 2022

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
21	1.34 Utilities: Water - Meter Capital - Ongoing Offer Type: Asset Management	850,000	0	0	850,000 <i>Water</i>	0
22	48.4 Climate Commitment Offer Type: Ongoing	474,923	48,450 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	373,544	52,929 <i>Utility CS&amp;A</i>	0
23	1.38 Utilities: Wastewater - Minor Capital - Ongoing Offer Type: Asset Management	850,000	0	0	850,000 <i>Wastewater</i>	0
24	1.40 Utilities: Wastewater - Cured in Place Pipe Lining - Ongoing Offer Type: Asset Management	750,000	0	0	750,000 <i>Wastewater</i>	0
25	48.2 Waste Reduction & Recycling Offer Type: Ongoing	691,337	333,625 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue Recyclable Bag Fees</i>	357,712	0	0
26	48.3 Air Quality Offer Type: Ongoing	451,127	72,729 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	378,398	0	0
27	48.6 Timberline Recycling Center Offer Type: Ongoing	298,190	298,190 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	0	0	0
28	51.5 Natural Areas - Trails and Visitor Amenities Offer Type: Ongoing	1,316,992	0	0	1,316,992 <i>Natural Areas</i>	0
29	51.6 Natural Areas - Facility Operations Offer Type: Ongoing	603,416	0	0	603,416 <i>Natural Areas</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**ENVIRONMENTAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
30	51.13 8.0 FTE Conversion from Long-Term Hourly to Classified Worker Positions - Natural Areas Offer Type: Enhancement	6,218	0	0	6,218	0
					<i>Natural Areas</i>	
31	52.1 Nature in the City Offer Type: Ongoing	106,572	106,572	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
32	1.4 Utilities: Water - Distribution System Replacement - Ongoing Offer Type: Asset Management	1,000,000	0	0	1,000,000	0
					<i>Water</i>	
33	1.10 Utilities: Light & Power - Community Renewable Purchased Power Offer Type: Ongoing	2,061,332	0	0	2,061,332	0
					<i>Light &amp; Power</i>	
34	1.20 Utilities: Customer Service & Administration - Environmental Regulatory Affairs Offer Type: Ongoing	909,178	0	0	909,178	0
					<i>Self Insurance Utility CS&amp;A</i>	
35	1.39 Utilities: Wastewater - Collection Small Capital Projects - Ongoing Offer Type: Asset Management	1,000,000	0	0	1,000,000	0
					<i>Wastewater</i>	
36	1.44 Utilities: Wastewater- Wastewater Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program - Ongoing Offer Type: Asset Management	92,500	0	0	92,500	0
					<i>Wastewater</i>	
37	1.59 RESTORE Utilities: Water Operations Offer Type: Enhancement	305,921	0	0	305,921	0
					<i>Water</i>	

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

# ENVIRONMENTAL HEALTH - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
38	1.60 RESTORE Utilities: Wastewater Operations Offer Type: Enhancement	215,550	0	0	215,550 <i>Wastewater</i>	0
39	51.4 Natural Areas - Resource Management Offer Type: Ongoing	1,689,737	0	0	1,689,737 <i>Natural Areas</i>	0
40	1.51 Utilities: Water - WQL Instrument Replacement - Ongoing Offer Type: Asset Management	30,000	0	0	30,000 <i>Water</i>	0
41	1.13 Utilities: Light & Power - Renewable Customer Programs Offer Type: Ongoing	995,000	0	0	995,000 <i>Light &amp; Power</i>	0
42	1.41 Utilities: Water - Water Treatment and Source of Supply Asset Replacement Program - Ongoing Offer Type: Asset Management	750,000	0	0	750,000 <i>Water</i>	0
43	1.45 Utilities: Water- Water Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program - Ongoing Offer Type: Asset Management	515,000	0	0	515,000 <i>Water</i>	0
44	1.52 Utilities: Wastewater - PCL Instrument Replacement - Ongoing Offer Type: Asset Management	30,000	0	0	30,000 <i>Wastewater</i>	0
45	48.1 Environmental Services Leadership Offer Type: Ongoing	213,482	0	213,482	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**ENVIRONMENTAL HEALTH - 2022**

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
46	51.7 Natural Areas - Planning & Special Projects Offer Type: Ongoing	1,427,349	45,730	2,289	1,379,330	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>		<i>Natural Areas</i>	
47	1.50 Utilities: Water Reclamation and Biosolids Capital Replacement - Ongoing Offer Type: Asset Management	1,000,000	0	0	1,000,000	0
					<i>Wastewater</i>	
48	1.56 Utilities: Wastewater Mulberry Water Reclamation Facility Strategic Management - Enhanced Offer Type: Asset Management	500,000	0	0	0	500,000
						<i>Wastewater</i>
49	51.3 Natural Areas - Public Engagement Offer Type: Ongoing	634,473	0	0	634,473	0
					<i>Natural Areas</i>	
50	1.6 Utilities: Wastewater - Collection System Replacement - Ongoing Offer Type: Asset Management	1,750,000	0	0	1,750,000	0
					<i>Wastewater</i>	
51	1.5 Utilities: Water - Large Valve Maintenance Program - Ongoing Offer Type: Asset Management	200,000	0	0	200,000	0
					<i>Water</i>	
52	1.23 Utilities: 1.0 FTE - Contractual Halligan Project Permitting Coordinator (final year of contract) Offer Type: Continuing	23,444	0	0	23,444	0
					<i>Water</i>	
53	1.15 Utilities: Light & Power - Epic Loans Capital Accounting Offer Type: Ongoing	4,537,000	0	0	4,537,000	0
					<i>Light &amp; Power</i>	
54	1.24 Utilities: Halligan Project Additional Capital Funding for Continued Permitting and Design Offer Type: Capital Project	4,934,000	0	0	0	4,934,000
						<i>Water</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**ENVIRONMENTAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
55	1.62 Environmental Learning Center Flow Restoration Project Construction - Phase 1 Offer Type: Capital Project	1,731,943	0	0	743,228	988,715
					<i>Water Wastewater</i>	<i>General Fund Natural Areas</i>
56	48.9 Timberline Recycling Center - Budget Right-Sizing for Ongoing Operations Offer Type: Enhancement	58,085	58,085	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
57	51.8 1.0 FTE - Facility Operations Technician II Offer Type: Enhancement	73,856	0	0	73,856	0
					<i>Natural Areas</i>	
58	51.10 Restore - Land Conservation Offer Type: Enhancement	400,000	0	0	400,000	0
					<i>Natural Areas</i>	
59	51.11 Natural Areas Asset Management - Ongoing Offer Type: Asset Management	460,000	0	0	460,000	0
					<i>Natural Areas</i>	
60	1.35 Utilities: Water - Galvanized Service Replacement Offer Type: Continuing	1,000,000	0	0	0	1,000,000
						<i>Water</i>
61	51.12 Key Natural Areas Restoration Efforts Offer Type: 1-Time Enhancement	398,000	0	0	0	398,000
						<i>Natural Areas</i>
62	1.61 Utilities: Water - Water Supply Acquisitions Offer Type: Enhancement	750,000	0	0	750,000	0
					<i>Water</i>	
63	48.8 Timberline Recycling Center Equipment Replacement - Enhanced Offer Type: Asset Management	145,520	145,520	0	0	0
			<i>One-time Revenue</i>			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**ENVIRONMENTAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
64	1.14 Utilities: Light & Power - Demand Response Equipment Technology Replacement <i>Offer Type: Capital Project</i>	435,500	0	0	435,500	0
					<i>Light &amp; Power</i>	
65	1.16 RESTORE: Utilities: Light & Power - Energy Services <i>Offer Type: Enhancement</i>	198,000	0	0	198,000	0
					<i>Light &amp; Power</i>	
66	1.55 Utilities: Wastewater - HVAC Improvements - Enhanced <i>Offer Type: Asset Management</i>	400,000	0	0	400,000	0
					<i>Wastewater</i>	
67	1.48 Utilities: 1.0 FTE Water - Process and Supervisory Controls Division Controls System Engineer <i>Offer Type: Enhancement</i>	123,870	0	0	123,870	0
					<i>Water Wastewater</i>	
68	1.29 Utilities: Water Conservation Xeriscape Incentive Program for HOAs and Commercial Properties <i>Offer Type: Enhancement</i>	75,000	0	0	75,000	0
					<i>Water</i>	
69	1.46 Utilities: Electric and Water Operational Technology (Computer Hardware) cost sharing with Light & Power <i>Offer Type: Enhancement</i>	50,000	0	0	50,000	0
					<i>Water Wastewater</i>	
70	1.8 Utilities: Water 1.0 FTE - Water Engineer II <i>Offer Type: Enhancement</i>	113,107	37,703	0	75,404	0
		<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			<i>Neighborhood Parkland Natural Areas</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**ENVIRONMENTAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
71	1.58 Redeploy: Utilities: Household Hazardous Waste Program for Stormwater Education and Public Outreach <i>Offer Type: Redeploy</i>	0	0	0	0	0
					<i>Stormwater</i>	
72	51.9 1.0 FTE - Trails and Visitor Amenities Technician I <i>Offer Type: Enhancement</i>	67,592	0	0	67,592	0
					<i>Natural Areas</i>	
73	52.2 CCIP - Nature in the City <i>Offer Type: Enhancement</i>	300,000	0	0	300,000	0
					<i>Community Capital Improvement</i>	
74	1.63 Utilities: Water - Northern Integrated Supply Project (NISP) Response & Engagement <i>Offer Type: Enhancement</i>	52,500	17,500	0	35,000	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>		<i>Water</i>	
75	1.53 Utilities: Water Treatment Operations Operational Technology (OT) Consulting Services <i>Offer Type: Enhancement</i>	50,000	0	0	50,000	0
					<i>Water Wastewater</i>	
76	1.7 Utilities: Wastewater - Water Reclamation Utility Mapping <i>Offer Type: Continuing</i>	100,000	0	0	100,000	0
					<i>Wastewater</i>	
77	48.10 1.0 FTE Contractual for Disposable Bag Ordinance Implementation <i>Offer Type: Enhancement</i>	81,258	81,258	0	0	0
			<i>Recyclable Bag Fees</i>			
78	1.17 Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration <i>Offer Type: Enhancement</i>	65,000	0	0	65,000	0
					<i>Light &amp; Power</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**ENVIRONMENTAL HEALTH - 2022**

Rank	Offer	Offer Cost	Offer Funding				
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
79	1.65 Utilities: Stormwater - Dirt Recycling & Management Study Offer Type: Enhancement	75,000	0	0	75,000	0	
					<i>Stormwater</i>		
80	48.11 Innovate Fort Collins Challenge – Housing/Climate Nexus - ARPA Funded Offer Type: 1-Time Enhancement	100,000	0	0	0	100,000	
						<i>General Fund</i>	
NEW CP	48.13 Local and Regional Air Quality Monitoring - Improved AQ Priority & Regionalism Offer Type: 1-Time Enhancement	35,000	0	0	0	35,000	
						<i>General Fund</i>	
NEW CP = New Council Priority Offer		<b>Funded Offers</b>	<b>77,705,089</b>	<b>1,295,362</b>	<b>1,405,946</b>	<b>67,048,066</b>	<b>7,955,715</b>
82	1.22 Utilities: 1.0 FTE - Environmental Regulatory Affairs Technician Offer Type: Enhancement	93,280	0	0	93,280	0	
					<i>Transportation Equipment Self Insurance Utility CS&amp;A</i>		
83	1.28 Utilities: Water 1.0 FTE - Contractual Specialist Water Conservation Offer Type: Enhancement	102,703	0	0	102,703	0	
					<i>Water</i>		
84	48.7 Municipal Innovation Fund Offer Type: 1-Time Enhancement	225,000	0	0	0	225,000	
						<i>General Fund</i>	
85	48.12 1.0 FTE Contractual - Environmental Volunteer Coordinator Offer Type: 1-Time Enhancement	96,596	96,596	0	0	0	
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - 1-Time Revenue</i>				
86	48.14 1.0 FTE Construction and Demolition Waste Offer Type: Enhancement	100,355	0	100,355	0	0	



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**ENVIRONMENTAL HEALTH - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
87	1.66 Utilities: Water - Distribution System Replacement - Enhanced <i>Offer Type: Asset Management</i>	2,000,000	0	0	2,000,000 <i>Water</i>	0
88	1.67 Utilities: Wastewater - Collection System Replacement - Enhanced <i>Offer Type: Asset Management</i>	3,250,000	0	0	3,250,000 <i>Wastewater</i>	0
89	1.68 Utilities: Wastewater - Collection Small Capital Projects - Enhanced <i>Offer Type: Asset Management</i>	500,000	0	0	500,000 <i>Wastewater</i>	0
<b>Unfunded Offers</b>		<b>6,367,934</b>	<b>96,596</b>	<b>100,355</b>	<b>5,945,983</b>	<b>225,000</b>
<b>Total Offers</b>		<b>84,073,023</b>	<b>1,391,958</b>	<b>1,506,301</b>	<b>72,994,049</b>	<b>8,180,715</b>

# ENVIRONMENTAL HEALTH

**1.1 Utilities: Water Engineering - Funded**

**2022 - \$763,788**

**Offer Type: Ongoing**

Funding this offer will provide for Water Engineering services for the City's Water Utility.

Water Engineering services include Development Review and Project Management for the Water Utility Capital Improvement Program. These services support the overall purpose of the Water Utility to provide safe, reliable drinking water to customers. This offer includes key program components as described below:

Development Review works with new development and building permit proposals to ensure the City's design standards for the water distribution system are met. Development Review also oversees the Water construction inspectors and coordinates design and construction of new distribution systems with the Water Field Services Superintendent in conjunction with new and redevelopment projects.

Project Management services manage the design and construction of all projects identified in the water distribution and water treatment master plans and incorporated into the Water Utility Capital Improvement Program.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**1.3 Utilities: Wastewater Engineering - Funded**

**2022 - \$579,388**

**Offer Type: Ongoing**

Funding this offer will provide for Wastewater Engineering services for the City's Wastewater Utility.

Wastewater Engineering services include Development Review and Project Management for the Wastewater Utility Capital Improvement Program. These services support the overall purpose of the Wastewater Utility of providing for the collection and treatment of wastewater for the protection of downstream receiving waters. This offer includes key program components as described below:

Development Review works with new development and building permit proposals to ensure the City's design standards for the wastewater collection system are met. Development Review also oversees the Wastewater construction inspectors and coordinates design and construction of new collection systems with the Wastewater Field Services Superintendent in conjunction with new and redevelopment projects.

Project Management services manage the design and construction of all projects identified in the wastewater collection and water reclamation master plans and incorporated into the wastewater utility capital improvement program.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**1.4 Utilities: Water - Distribution System Replacement - Ongoing - Funded**

**2022 - \$1,000,000**

# ENVIRONMENTAL HEALTH

**Offer Type: Asset Management**

Funding this offer will provide design and construction for priority waterlines identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the water distribution system such as quality, reliability, resiliency and safety. The Water Distribution Master Plan identified high priority portions of the system for replacement or rehabilitation based on the system age, main break history and fire flow capacity. The program will replace or rehabilitate aging water distribution infrastructure with new infrastructure that meets current standards. The program will focus on waterlines generally in the Downtown and City Park areas where Utilities records indicate the water system was installed in the early 1900s.

This offer will supplement existing replacement work by city crews (Offer 1.33) with general contractors for an increased rate of annual replacement from approximately 1.5 miles to 2.0 miles. While this would be a 33% increase over the current annual replacement rate, a higher rate of system renewal will be required in the future. An ongoing enhanced renewal program averaging \$8,300,000 per year for system renewal would allow for a sustainable, steady rate of annual renewal that is consistent with the expected useful life of the infrastructure. A Capital Improvement Plan is being developed ahead of the 2023-24 budget cycle which will include a path to this level of system renewal for consideration.

The Waterline Replacement Program will improve levels of service for quality, reliability, resilience and safety. If aging waterlines are not replaced, the water system will continue to see an increase in main breaks and water quality incidents, and a decrease in fire flow capacity.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**1.5 Utilities: Water - Large Valve Maintenance Program - Ongoing - Funded**

**2022 - \$200,000**

**Offer Type: Asset Management**

Funding this offer will develop a program focused on operations and maintenance of large water valves.

The Water Utility has nearly 300 valves associated with water mains greater than 16 inches in diameter. These water mains deliver treated water to smaller water mains and ultimately to customers. They are a critical piece of the transmission system because they are used to isolate pipelines in case of a shutdown or pipe failure. Detailed operations and maintenance procedures are needed so these valves are ready to operate when needed.

The program will outline operational and maintenance strategies for large valves such as testing, maintenance scheduling, water distribution modeling, redundancy evaluation, corrosion protection, emergency repair procedures and other water utility industry best practices. If implemented, these strategies will improve the reliability of the water transmission system by ensuring these valves are always operational. Inadequate maintenance of water valves can lead to increased shutdown times during replacements and repairs.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

**1.6 Utilities: Wastewater - Collection System Replacement - Ongoing - Funded**

**2022 - \$1,750,000**

# ENVIRONMENTAL HEALTH

**Offer Type: Asset Management**

Funding this offer will provide design and construction for priority wastewater mains identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the wastewater collection system such as quality, reliability, resiliency and safety. The Wastewater Collection Master Plan identified high priority portions of the system for replacement based on age, condition and size. The program will replace or rehabilitate aging wastewater collection infrastructure with new infrastructure that meets current standards. The program will focus on sewer lines generally in the Downtown and City Park areas where Utilities records indicate the wastewater system was installed in the early 1900s.

This offer will supplement existing replacement work by city crews (Offer 1.39) with general contractors for an increased rate of annual replacement from approximately 1.0 mile to 1.7 miles. While this would be a 70% increase over the current annual replacement rate, a higher rate of system renewal will be required in the future. An ongoing enhanced renewal program averaging \$8,300,000 per year for system renewal would allow for a sustainable, steady rate of annual renewal that is consistent with the expected useful life of the infrastructure. A Capital Improvement Plan is being developed ahead of the 2023-24 budget cycle which will include a path to this level of system renewal for consideration.

The Wastewater Main Replacement Program will improve levels of service for quality, reliability, resiliency and safety. If aging wastewater mains are not replaced, the wastewater system will continue to see an increase in sewer backups and maintenance costs.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**1.7 Utilities: Wastewater - Water Reclamation Utility Mapping - Funded**

**2022 - \$100,000**

**Offer Type: Continuing Enhanc**

This offer will fund an ongoing program to locate and document underground utilities for the Drake Water Reclamation Facility (DWRF), Mulberry Water Reclamation Facility (MWRF) and supporting infrastructure.

The underground utilities program may include using various exploration methods to locate utility piping, verify geographical and geospatial locations and pipe condition, and create a database to document collected data for future use. This database will be updated on a continuous basis and include utilities associated with current and future projects.

Previous efforts included gathering historic record drawings, which date back to the 1950s at DWRF, and consolidating the pipe schematics into one base map drawing. This offer may include any exploration and data collection efforts at MWRF in addition to continuing these efforts at DWRF.

Piping systems and location needs will be prioritized to maximize the funds provided by this ongoing offer. Thorough location efforts combined with quality data collection and storage integration will provide reliable underground utility information, improve the accuracy of plans, minimize onsite locates, and assist in repair and replacement efforts.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

# ENVIRONMENTAL HEALTH

**1.8 Utilities: Water 1.0 FTE - Water Engineer II - Funded**

**2022 - \$113,107**

**Offer Type: Enhancement**

Funding this offer supports Council priorities to sustain watershed health and provide reliable, resilient water supplies. Our water comes from the Poudre and Colorado Rivers, which have increased competition and management issues from population growth and impacts of climate change. While the City has rigorous legal, planning, and operational responsibilities associated with the complexity of and demand for water, a cross department survey found that 93% of respondents do not have the resources to address water related matters today and nearly 80% anticipate needs increasing in the future.

While this offer cannot address all the needs, it will support proactive and responsible management of our community’s water resources. This collaborative offer proposes an interdepartmental approach to managing water resources. Needs across Parks, Park Planning and Development (PPD), and Natural Areas include:

Operations:

- Ensure 100% compliance in managing water rights to meet state required accounting
- Manage regulatory requirements for reclaimed gravel pits on natural areas
- Address the operational needs for infrastructure and facilities
- Enable cross training and transfer of critical knowledge in the face of impending staff retirements

Planning, Management, Policies:

- Oversee completion and implementation of the PPD Raw Water Master Plan
- Develop annual operations model and other plans to prepare for water shortages and anticipated operational needs
- Proactively secure water resources that support multiple priorities including climate preparedness, 20 new parks and restoring instream flows water

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

**1.9 Utilities: Water - Water Resources - Funded**

**2022 - \$3,141,017**

**Offer Type: Ongoing**

Funding this offer will support the Water Resources Division (WRD), which manages the City's water supplies to provide safe and reliable water. This offer also funds the Rigden Reservoir Operations and Maintenance budget, which is a key facility for managing the City's water supplies.

The Water Resources Division provides the following services:

- Manages, plans, and stewards the City's raw water rights and supply system, which has an estimated value of over \$3 billion
- Manages the Water Utility's water supplies and provides detailed water accounting to the State of Colorado
- Manages operations at Rigden Reservoir
- Pays raw water assessments from entities that provide water supplies to the Utilities and administers surplus water rentals in many years
- Plans for future water supplies, facilities and operations to ensure a reliable and resilient water supply for current and future Water Utility customers

# ENVIRONMENTAL HEALTH

- Plans for impacts of climate change to the City's water supplies
- Maintains detailed modeling and analyses that support long-term planning efforts
- Supports the acquisition of additional storage capacity through the Halligan Water Supply Project
- Develops water supply requirements that ensure adequate water supplies for new development
- Implements the Council approved Water Supply & Demand Management Policy

The Water Resources Division works closely with the Water Conservation Department at Utilities to promote appropriate water use by customers, and with the Parks and Natural Areas departments to help manage water rights for their land and facilities, as well as provide assistance in protecting the health of the Poudre River.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

## 1.10 Utilities: Light & Power - Community Renewable Purchased Power - Funded

2022 - \$2,061,332

### Offer Type: Ongoing

This Offer funds ongoing renewable energy power purchases from multiple sources. It supports the Fort Collins energy and climate goals looking toward 2030 (80% carbon reduction and 100% renewable electricity).

This Offer resources:

The purchase of electricity output from solar systems via power purchase agreements (PPA) from the Solar Power Purchase Program (SP3). The basis of 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 budget for this item is forecast based on 2020 production and one new SP3 project completed in Q2 2021.

Funding for the virtual net metering solar payments to subscribers of the Riverside Community Solar project.

Funding for the net production payments for residential and commercial net metered customers. The budget for this item is forecast based on 2020 with a forecast of incremental solar installations in 2021 and 2022.

These three components of this Offer are all based upon Fort Collins code, adopted rates, customer interconnection agreements and power purchase agreements.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.11 Utilities: Light & Power - Energy Services - Funded

2022 - \$3,965,371

### Offer Type: Ongoing

This Offer sustains community energy services programs, including the staffing and resources to deliver annual efficiency, conservation and electrification results. This Offer is linked to those for Community Renewables (Offer 1.13) and Demand Response (Offer 1.12); together these offers provide customer programs for the transition

# ENVIRONMENTAL HEALTH

to the next generation electricity system by focusing on carbon reduction, customer load shaping and grid flexibility.

This Offer resources:

- Energy Services team staffing, supporting implementation for efficiency, renewables, electrification and demand response initiatives
- Program coordination with Platte River Power Authority
- Efficiency Works Business incentives and technical assistance
- Epic Homes Program incentives, technical assistance and program management
- Consumer product incentives
- Home Energy Reports and digital engagement
- Building Energy and Water Program administration
- Energy code development, training, education and enforcement
- Electrification incentives and technical assistance
- Coordination for Utilities efforts for Our Climate Future

Annual electricity savings from this Offer are more than 40,000,000 kilowatt hours, delivered at an average cost of 3 cents per kilowatt hour or 50% lower than the cost of wholesale electricity. Nearly 60% of the funding in this Offer provides direct rebates or services to customers.

This Offer is based upon consistent program outcomes for recent years. The funding levels between the three primary offers (Energy Services, Community Renewable Programs and Demand Response) are changing to optimize carbon reduction, customer load shaping & grid flexibility.

Efficiency, conservation and electrification are among the most cost effective carbon emissions reduction strategies. These programs support the triple bottom line by saving money on utility bills, creating jobs, reducing greenhouse gas emissions, & improving the comfort, safety, and productivity of homes & businesses.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.12 Utilities: Light & Power - Demand Response - Funded

2022 - \$808,780

### Offer Type: Ongoing

This Offer sustains and expands ongoing operations of Utilities Peak Partners Program and Demand Response Management System (DRMS). This offer is linked to those for Community Renewables (Offer 1.13) and Energy Services (Offer 1.11); together these offers provide customer programs for the transition to the next generation electricity system by focusing on carbon reduction, customer load shaping and grid flexibility.

The DRMS provides a platform for managing utility- and customer owned devices (thermostats, electric water heaters, etc.) to benefit both the customer and the operation of the electric grid. This platform, actively managing equipment in over 3,500 homes in Fort Collins, increases the flexibility of the grid, when operated together with Platte River Power Authority.

This Offer resources:

# ENVIRONMENTAL HEALTH

- DRMS software, hosting and maintenance
- Call center customer support
- Field technician to support maintenance and installation
- Program management and customer care services
- Incentives for multifamily properties and residential customers
- Integration with multiple types of thermostats
- Integration with grid interactive water heaters
- Integration with commercial facilities automation systems (OpenADR)

The DRMS forecasts, dispatches and controls equipment by reducing consumption at peak times and increasing consumption when excess renewable energy is available. The DRMS supports two way, real time communications with devices, providing a forecast of available load and verification of results. “Bring your own device” is a strategic approach to provide exceptional customer service through choice and increase experience with new internet of things technologies. This offer includes the ability to expand the number of devices by approximately 200.

This is an innovative and flexible platform to monitor, manage and control customer-located grid resources with both economic and environmental benefits by enabling increased integration of renewable generation.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.13 Utilities: Light & Power - Renewable Customer Programs - Funded

2022 - \$995,000

### Offer Type: Ongoing

This Offer sustains and expands funding for community renewable programs in support of Fort Collins’ energy and climate goals and customer choice for self generation including residential and non residential solar rebates and battery systems. It is linked to offers for Energy Services (Offer 1.11) and Demand Response (Offer 1.12); together these offers provide customer programs for the transition to the next generation electricity system by focusing on carbon reduction, customer load shaping and grid flexibility.

This Offer funds:

- Solar rebates for residential and non residential customers
- New solar application management software
- Rebates and research for battery storage
- Administration of the Participating Solar Contractors Network
- Ongoing operations for the Riverside Community Solar Project (with dedicated funding)
- Communications for the Green Energy Program

These funding levels support installation of up to 489 new residential and six to 10 non residential solar systems and about 4 MW of new solar capacity. The battery incentive funding supports up to 25 new residential installations. The rebate typically accounts for 5 to 10% of the project cost, leveraging the remaining from customer



# ENVIRONMENTAL HEALTH

investment. These funding levels are expected to provide a continuous, year round program for customers and contractors. The Participating Solar Contractor Network requires contractors to maintain high customer service standards and standard information to support customer decision making.

The solar application software will enable timely & accurate processing of solar rebate & interconnection applications, resulting in improved customer service & staffing efficiency. The number of applications has risen over 130% in the past five years with over 30% growth projected annually, so standardized software is needed to achieve acceptable timeliness of project review, streamline the customer & contractor experience & enable improved for data coordination.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.14 Utilities: Light & Power - Demand Response Equipment Technology Replacement - Funded

2022 - \$435,500

### Offer Type: Capital Project

Funding this Offer supports continuation of the current Peak Partners Electric Water Heater Program by upgrading communications equipment that will become obsolete. This program currently utilizes the AT&T 3G network to communicate with the electric water heaters' controller units (known as DCU3s). The 3G network is scheduled for retirement by AT&T in the first quarter of 2022 to make room for upcoming 5G technologies.

Over 2,400 DCU3s have been deployed in the service territory and they will become stranded assets when the 3G network ceases operations by the service provider (no extension is possible). Collectively, participants in this program shift over 400 megawatt hours per year from "On Peak" to "Off Peak" hours, saving them an average of \$50. Further, these devices are critical to managing wholesale energy costs during peak usage, and are a cost-effective tool to help shape the community's energy use by controlling energy-intensive electric water heaters. In order to maintain these benefits, a technology refresh is needed to continue program operations. The installed equipment is independent of the water heater and can be used with water heaters as they are replaced over time. The project only applies to electric resistance type water heaters.

This Offer includes

- Purchase of 2,500 next generation controllers
- Turn key field services to install the controllers
- Turn key call center and customer communication services
- Program management for execution of the technology replacement project
- Recycling of the old equipment

This Offer is directly linked to the ongoing Demand Response Offer (1.12), and also to ongoing offers for Energy Services (1.11) and Renewable Customer Programs (1.13). Together these offers provide customer programs for the transition to the next generation electricity system by focusing on carbon reduction, customer load shaping and grid flexibility.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.15 Utilities: Light & Power - Epic Loans Capital Accounting - Funded

2022 - \$4,537,000

### Offer Type: Ongoing

Funding this Offer enables the ongoing management of the Epic Loan Program without negatively impacting Utilities Light & Power enterprise fund. Epic Loans are funded with previously committed Light & Power reserves, grant funds and debt capital from third parties. Epic Loan capital is repaid by participating customers via their loan payments on utility bills. This Offer enables the annual appropriations from these sources to administer the loan program for customers and the associated debt service with lending partners.

This Offer includes:

- \$3,500,000 appropriation of loan capital funds coming from dedicated Epic Loan accounts.
- \$560,000 appropriation for debt service to third party capital providers.

Epic Loans offer customers attractive and simple financing for single family home energy efficiency and solar projects. The program uses the guidelines of the Efficiency Works Home and Solar Rebate programs to qualify eligible projects. Loans are available up to \$50,000 with terms up to 15 years with loan servicing on the utility bill.

Fort Collins' On-Bill Finance program was previously also known as Home Efficiency Loan Program or HELP, and now called the Epic Loan Program. It is a component of the Epic Homes portfolio, and supports a number of community and City Council priorities, including ambitious goals for energy efficiency and renewables, reduced greenhouse gas emissions and increased equity and wellbeing for residents. Meeting these objectives will require, among other activities, greater numbers of property owners to undertake comprehensive efficiency improvements in the coming years, particularly for older, less-efficient rental properties that make up a significant percentage of the City's housing stock.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.16 RESTORE: Utilities: Light & Power - Energy Services - Funded

2022 - \$198,000

### Offer Type: Enhancement

This Offer partially restores funding for community wide energy services programs that were reduced in 2020 and 2021, including resources that provide additional progress on Our Climate Future strategies identified for implementation in 2022. The amount of this restore Offer aligns with Utilities' ongoing budget target for the Light & Power fund dedicated to the three primary Energy Services Offers (Energy Services 1.11, Demand Response 1.12 and Community Renewable Programs 1.13). The restored funding categories include:

- Advertising and marketing, travel and conferences, copy and reproduction funds will enable restored community engagement and limited staff training.

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Marketing was almost completely eliminated which exacerbated the decrease in program participation caused by the pandemic. In a June 2021 customer survey, greater than 70% of respondents indicated they would be likely to consider electrification technologies in their home, however, greater than 75% of respondents reported they were not familiar with technologies. This confirms the need for education related to carbon reduction benefits of residential electrification.

- Customer incentives funds will be directed toward new electrification customer incentives, targeting residential retrofits. With the strategic goal to “intensify efforts to reduce emissions” these resources will enable a strong start for new electrification efforts to reduce natural gas use.

Customer focused programs for efficiency, conservation and distributed renewables remain among the most cost effective carbon emissions reduction strategies the City offers. These programs support the triple bottom line by saving money on utility bills, creating jobs, reducing greenhouse gas emissions, and improving the comfort, safety, and productivity of homes and businesses. Utilities reports on progress related to these outcomes with an annual update to City Council within the Our Climate Future framework.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**1.17 Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration - Funded**

**2022 - \$65,000**

**Offer Type: Enhancement**

Funding this Offer supports adding electric vehicles to the ecosystem of electrical ‘devices’ that are being monitored and managed by Utilities through the “Bring your own device” capabilities of the current Demand Response Management System.

The demonstration pilot will enable integration with at least one type of electric vehicle supply equipment (EVSE), also known as ‘charging station’ and/or potentially a software integration directly with electric vehicles via their native manufacturer’s app.

Fort Collins has a relatively small penetration of EVs (approximately 1,000) but that number is expected to increase five fold by 2025 and between 15 to 20 fold by 2030. The demonstration pilot is intended to establish the software integrations, data stream flows and dispatch capabilities of an EV management platform. The goal is to use the distributed storage (batteries) of the vehicles to better manage the electric grid by spreading the charge time of the vehicles to avoid transformer overloads, shifting electricity usage from expensive to cheaper times and most importantly, better aligning the charge time of the vehicle batteries with renewable electricity on the grid to decarbonize the transportation sector.

This offer includes:

- Expanding the IntelliSOURCE platform to include electric vehicles to the ecosystem of devices. Software support and ongoing communication is needed to enroll new participants.
- Enrollment of a minimum of 5 electric vehicles for demonstration.
- Monitoring and management capabilities for the batteries of the participating electric vehicles.
- Leveraging existing OpenADR software to reduce overall costs.

Adding electric vehicles to the distributed energy resources being managed by Utilities is a strategic enhancement to provide exceptional customer service through choice and develop first hand experience with new technologies.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**1.20 Utilities: Customer Service & Administration - Environmental Regulatory Affairs - Funded**

**2022 - \$909,178**

**Offer Type: Ongoing**

Funding this offer ensures both municipal operations and private development minimize impact on the environment and natural resources. The Environmental Regulatory Affairs Division (ERA) is an internal services team of subject matter experts who partner with City operations to meet or exceed environmental legal compliance obligations and voluntary commitments. ERA develops and implements programs for pollution prevention, energy conservation and natural resource protection and works to foster a culture where all employees are empowered and expected to proactively perform work in an environmentally responsible manner. Through an internal audit program, ERA demonstrates commitment to continual improvement, establishing measurable objectives for evaluating environmental performance and carrying out corrective actions when deficiencies are identified.

The offer includes:

1. Stormwater permit implementation
2. Construction and post construction stormwater inspection programs
3. Regulated waste and pollution prevention programs
4. Drinking water and wastewater facility regulatory support
5. Stationary source air permitting and asbestos management.
6. Contaminated property management
7. Implementation of the Internal Audit Program
8. Above-ground and underground oil and fuel storage tank management
9. Regulatory compliance assistance, regulatory tracking, and reporting
10. Environmental permit application and negotiation
11. Education and training services

The ERA mission directly addresses the stated goals of the City's Environmental Policy and programs are designed to ensure ERA's stated commitment to conducting operations in a manner that is environmentally responsible and reflective of the community's strong connection to the environment, while optimizing decisions that are inclusive of the economy and social equity.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

**1.21 Utilities: Stormwater - Stormwater Quality Programs - Funded**

**2022 - \$422,190**

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**Offer Type: Ongoing**

Funding this offer provides environmental regulatory compliance and stewardship programs directly tied to the Municipal Separate Storm Sewer System (MS4) permit, issued to the City by the Colorado Department of Public Health and Environment (CDPHE) as a direct discharger of stormwater to waters of the state. According to the United States Environmental Protection Agency, stormwater pollution is the number one cause of water pollution in the country.

The offer includes:

1. Administration and Implementation of the City's Low Impact Development (LID) and Green Infrastructure program
2. Administration of construction and post-construction stormwater inspection programs
3. Implementation of the Illicit Discharge Detection and Elimination (IDDE) program
4. Implementation of the required Stormwater Education and Outreach and Public Participation programs.
5. Implementation of the Poudre River Monitoring Network
6. Design and execution of various water quality studies, including the ongoing E. coli water study in the Cache La Poudre River and other local tributaries.

The post inspection program ensures that all permanent water quality treatment facilities, such as detention basins, stormwater ponds, and rain gardens are built in compliance with City standards and that these facilities are properly maintained to ensure their long-term function and effectiveness.

Stormwater quality and LID/Green Infrastructure continue to be one of the key programs in support of surface water quality protections as well as climate action adaptation and resiliency. LID is a stormwater management technique that:

- Mimics natural hydrology by using design techniques that infiltrate, filter, store, evaporate and detain runoff close to its source.
- Addresses stormwater through small, cost-effective landscape features located at the lot level.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**1.22 Utilities: 1.0 FTE - Environmental Regulatory Affairs Technician - Unfunded**

**2022 - \$93,280**

**Offer Type: Enhancement**

Funding this offer will add a 1.0 FTE Environmental Regulatory Technician position to the Environmental Regulatory Affairs (ERA) Division. This position is critical to ensuring legal obligations for environmental compliance are met and public health and environment are protected. This position will support implementation of the Universal Waste and Hazardous Materials Management Program, support of the City's Petroleum Tank Management Program, and other critical monitoring and reporting tasks and will focus on General Fund operations such as Parks, Golf, Recreation facilities, Natural Areas, Fleet Services, and Streets. These tasks have been inadequately supported using hourly interns in the past, creating inconsistency in knowledge, skills, and abilities to maintain compliance at key facilities and operations.

The rationale for this offer is as follows:

1. The City's Environmental Policy stated goals are to prevent pollution, maintain compliance with legal requirements, and continually improve environmental performance of City operations.

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2. This offer demonstrates the way the City is leading by example related to its Safety value and in alignment with the Municipal Sustainability and Adaptation Plan and Our Climate Future waste reduction goals. A full time employee will provide field support, such as sampling of environmental media, reporting, record keeping, and other administrative and data-entry functions. Additionally, a technician will be trained to support the tasks needed to ensure and minimize compliance violations and to reduce the risk of spills and releases from City operations. These tasks include monthly petroleum storage tank inspections, monthly Spill Prevention Control and Countermeasure inspections, management of universal waste including batteries and lighting, maintenance of asbestos inventory, and asbestos sampling.

If approved, ERA will conduct an FCLEAN process to ensure efficient use of this position.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

**1.23 Utilities: 1.0 FTE - Contractual Halligan Project Permitting Coordinator (final year of contract) - Funded**

**2022 - \$23,444**

**Offer Type: Continuing Enhanc**

Funding this offer will ensure effective navigation of the critical and complex permitting processes needed for the success of the Fort Collins Utilities Halligan Water Supply Project. These processes ensure the proposed project meets all regulatory requirements and develops mitigation and enhancement measures to protect and improve wildlife and the North Fork of the Poudre River watershed.

Funding this offer will maintain one contractual fulltime employee (FTE) position for one year to assist the Halligan Water Supply Project. Funding for the position will be primarily sourced from the Halligan Project’s capital budget and the Water Resources Division budget.

This offer will continue to fund a temporary, contractual FTE for 2022 to assist in managing several of the various concurrent permitting processes required for the project that were started in 2020. These include:

- Endangered Species Act Consultation
- State of Colorado’s Fish and Wildlife Mitigation Plan process
- 401 Water Quality Certification Process

Additional required permitting activities will commence over the next few years and permitting is anticipated to be complete in 2026. Total staffing projections for the Halligan Project are on par with other entities proposing large water supply projects (e.g., Denver Water, Northern Water, and Colorado Springs Utilities).

Projections indicate that Utilities has approximately 10 years until water demands exceed current supplies. Fort Collins Utilities’ Water Supply and Demand Management Policy identifies a critical need to develop additional water storage, and the Halligan Project is essential to meeting that need. Many water supply alternatives have been evaluated to meet this need and the Halligan Project remains the most cost effective.

Utilities owns significantly less water storage per capita than most similar sized Colorado cities.

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This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**1.24 Utilities: Halligan Project Additional Capital Funding for Continued Permitting and Design - Funded 2022 - \$4,934,000**

**Offer Type: Capital Project**

Funding this offer will allow the City to continue to pursue the Halligan Water Supply Project, which is needed to provide reliable water supply for Fort Collins Utilities' water customers. Projections indicate that Utilities has approximately 10 years until water demands exceed current supplies. Funding this offer will ensure Utilities can meet the water needs of Utilities' customers through 2065. Many water supply alternatives have been evaluated to meet this need and the Halligan Project remains the most cost effective.

Water supply projects like the Halligan Project take decades to permit and construct. Permitting for the Halligan Project began in 2006 and construction is anticipated to begin in approximately 2026. This offer funds work through 2022. Future offers will be requested to fund permitting, design, property acquisition, and construction activities planned after 2022. This offer is needed to maintain progress on required steps toward project completion.

This offer will fund the following specific project work during 2022:

- completion of 30% design and an independent construction cost estimate
- completion of the Fish & Wildlife Mitigation Plan (required by the state)
- completion of the Endangered Species Act consultation and the Environmental Impact Statement (both are federal permitting requirements)
- acquisition of property rights needed for permitting and design activities
- development of environmental mitigation concepts
- significant work toward the 401 Water Quality Certification (required by the state)
- commencement of the 1041 permit application for Larimer County (required by Larimer County)
- public engagement and communications related to the efforts above.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**1.25 Utilities: Water - Water Quality Laboratory (WQL) - Funded 2022 - \$1,130,150**

**Offer Type: Ongoing**

This offer funds the operation of the Utilities' Water Quality Laboratory (WQL), which plays a key role in ensuring that Fort Collins' drinking water is safe and high quality from the time it leaves the treatment facility to when it reaches a customer's home or business. The WQL is certified by the State of Colorado for the analysis of drinking water, which enables the lab to conduct the sampling, testing and reporting for the Water Treatment Facility, as required under Colorado's Safe Drinking Water

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regulations.

The WQL also supports other City departments, customers, and the community with a wide range of water quality sampling and testing services, including:

- Weekly analysis of raw water supplies in Horsetooth Reservoir and the Poudre River
- Weekly sampling across 31 sites in the City's drinking water system to ensure consistent quality
- Annual Lead and Copper testing program
- Providing high quality data for water supply planning, spill response, and wildfire effects monitoring
- Testing and information for customers who have water quality questions or concerns
- Post installation testing of new water mains

Operation of the WQL also requires staff to maintain and operate eight different types of sophisticated water quality testing instruments, manage a specialized database and oversee a laboratory Quality Assurance Program. These functions ensure proper handling of water quality samples and ensure high quality data.

This offer funds the personnel, equipment, materials and services necessary to meet and exceed regulatory requirements for safe drinking water, and support treatment operations and water supply planning efforts in a safe and cost effective manner.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

## 1.26 Utilities: Wastewater - Pollution Control Lab (PCL) - Funded

2022 - \$1,224,042

### Offer Type: Ongoing

Funding this offer enables the operation of the Utilities Pollution Control Laboratory (PCL), which plays the important role of ensuring that the public, the environment and local waterways are protected from pollution through regular sampling and testing of waters that contribute to the wastewater collection and reclamation processes. These testing services support the Utilities Water Reclamation & Biosolids (WRB) Division in attaining and surpassing the water quality requirements set by two State wastewater discharge permits, as well as other related regulations. The lab also supports optimization of wastewater reclamation processes and special treatment studies.

In addition to supporting WRB, the PCL provides sampling and testing services for other City departments including Natural Areas, Streets, and Stormwater and for monitoring programs on the lower segments of the Poudre River, Rigden Reservoir and Parkwood Lake. Operation of the PCL also requires staff to maintain and operate a variety of sophisticated water quality testing instruments, manage a specialized database and oversee a laboratory Quality Assurance Program.

For the past 25 years, the PCL has participated in and successfully passed the Environmental Protection Agency's Discharge Monitoring Report Quality Assurance study. This certification enables reclamation facilities, like the Mulberry and Drake Water Reclamation Facilities to conduct in house testing and reporting, which translates to cost savings and agility compared to using contracted lab services.

This offer funds the personnel, equipment, materials and services necessary to meet and exceed regulatory requirements for clean water, and support treatment operations and facility planning efforts in a safe and cost effective manner. It helps ensure the reclaimed wastewater returned to the Poudre River consistently meets or exceeds the high standards for water quality.



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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.27 Utilities: Water Conservation - Funded

2022 - \$1,080,896

### Offer Type: Ongoing

Funding this offer will maintain Utilities' Water Conservation services. Collectively these programs safeguard water resources, increase the community's resiliency, provide customers with cost saving opportunities, and work toward City Council approved Water Conservation and Water Resource planning goals. The overarching goal of these policies is to reduce and manage demands to improve community resiliency and sustainable stewardship. These programs strive to reduce community use to 130 gallons per person per day by 2030. Reaching this goal requires a 9% reduction from the five year average.

Programs and services include residential and commercial water rebates, the Xeriscape Incentive Program, 24/7 access to near real-time water use data, customized water budgets and efficiency audits, irrigation plan review and inspections, and managing water demand and response during water shortages. Staff also continually adapt to meet the ever evolving needs of the community. Examples include expanding to online educational platforms and adjusting programs to be COVID-safe.

In 2020 programs enabled customers to reduce use by over 131 million gallons; however, impacts extend beyond water savings. Due to risks from wildfire and infrastructure projects the community enacted mandatory water restrictions in the Fall of 2020. Thorough planning resulted in a 105-million-gallon reduction in community water use and feedback from customers was positive. Effective and well managed water shortage response ensures high quality water flows to customers 24/7/365. Water efficiency programs are also the most cost effective strategy for managing water. Program cost is estimated to be \$4.15 per 1,000 gallons saved. Purchasing the same amount of water would be over 30 times more expensive. With more extreme weather events and increasingly variable water supplies, proactively managing water and encouraging efficiency is a fiscally and environmentally responsible way to prepare for the future.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.28 Utilities: Water 1.0 FTE - Contractual Specialist Water Conservation - Unfunded

2022 - \$102,703

### Offer Type: Enhancement

Funding this offer will support implementation of the Fort Collins Utilities Water Efficiency Plan and enable better planning and preparation for near- and long term water resource challenges. This offer will help with critical and emerging areas of work like water shortages, drought, planning to meet the future water needs of the community in a responsible and equitable way, and an ever growing need to help customers understand and manage their water use and bills.

Funding this offer creates a temporary full time contractual position to create bandwidth to ensure critical projects that are required, already underway, or expected to be under resourced for 2022 are successfully completed, while maintaining ongoing programs, world class customer service, and meeting the Council approved water conservation goals. The contractual resource would increase staff capacity by backfilling some tasks and projects and tackling a few new initiatives. Existing staff can then execute the more complex and dynamic projects that are generating a temporary increase in overall workload. While not intended to be a permanent position some

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work may extend into 2023.

With the increase in capacity, the offer supports the following deliverables: 1) coordination among Water Conservation, Water Resources, and Water Treatment as it relates to water quality, quantity and recovery issues, 2) expand solutions for customers that are facing increasingly high water costs, 3) implement residential water budgets, 4) implement LEAN process improvements, and 5) develop service line warranty and financing programs.

Staff workload is insufficient to meet 2022 goals. Support from the contractual FTE allows existing staff the bandwidth to meet goals and implement essential projects. Increasing capacity also allows for additional coordination among departments and stakeholders that will create better alignment to new initiatives, more regional collaboration, and stronger cross departmental connections.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## **1.29 Utilities: Water Conservation Xeriscape Incentive Program for HOAs and Commercial Properties - Funded**

**2022 - \$75,000**

### **Offer Type: Enhancement**

Funding this Offer will respond to community demand for water-wise, attractive landscapes, while simultaneously meeting Utilities' goal to maximize efficient use of water supplies through cost-effective programs. This offer permanently expands the successful residential Xeriscape Incentive Program (XIP) to HOA and Commercial customers. Only 7 percent of Utilities water accounts are commercial customers, yet they use nearly half of our treated water. As commercial landscapes age, there is a growing need to support water-wise landscape transformations. XIP for HOA and Commercial customers provides funding to implement water-wise landscape transformations that help meet goals outlined in policies and plans such as the Water Efficiency Plan, Nature in the City and Our Climate Future.

This offer helps our community pursue costly projects that require technical assistance such as professional landscape and irrigation designers and installers due to their large size and impact. Funded by external grants, the XIP for HOA and Commercial customers has been implemented and vetted in 2020 and 2021. The pilot year in 2020 helped commercial water customers reduce water use by over 2 million gallons across 13 acres of private property. If made permanent, grantees would be awarded up to \$15,000 per project through a competitive process.

Utilities anticipates needing to acquire additional water rights that are currently worth approximately \$50 million. Some of this can be avoided through conservation. It costs the Utility \$130 per 1,000 gallons of water to develop new water supplies. The 2020 program year shows the cost of the commercial Xeriscape Incentive Program is \$79 per 1,000 gallons of water reduced, a 39% savings over developing new water supplies. Expanding XIP to include larger landscapes with greater savings potential, is a responsible and cost-effective way to reduce current and future water demand while meeting customer a need.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

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**1.30 Utilities: Water - Transmission and Distribution - Funded**

**2022 - \$3,167,333**

**Offer Type: Ongoing**

Funding this offer will provide for all Water Transmission and Distribution services, including the management, operations and maintenance of the following services:

Water Transmission & Distribution: Operates and maintains water mains, valves, hydrants, taps and water services for the City and Utilities customers. Responds to 24/7 customer service calls, leaks, breaks and other repairs needed in the system. Implements and manages the Cross Connection Backflow Prevention Program as required by the Colorado Department of Health and Environment.

Computerized Maintenance Management System (CMMS): Water Utilities CMMS is in part funded by Water Transmission and Distribution and provides work order management, planner scheduler staff, map revisions, and inventories to provide accurate and relevant data to increase safety and efficiency when performing maintenance.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

**1.31 Utilities: Water - Meters Operation and Maintenance - Funded**

**2022 - \$867,334**

**Offer Type: Ongoing**

Funding this offer will provide for all Water Metering services, including the management, operations and maintenance of the following services:

Water Metering: ensures that customers receive accurate, efficient and reliable metered water service and supports and provides an accountability service cost recovery method for the Water Utilities. Proactively maintains and replaces water meters and modules through a strategic asset management process.

Computerized Maintenance Management System (CMMS): Water Utilities CMMS is in part funded by Water Transmission and Distribution and provides work order management, planner scheduler staff, map revisions, and inventories to provide accurate and relevant data to increase safety and efficiency when performing maintenance.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

**1.32 Utilities: Water - Minor Capital - Ongoing - Funded**

**2022 - \$954,319**

**Offer Type: Asset Management**

This offer funds the purchase or replacement of minor capital assets for the Water Utility. Minor capital funds are used for small projects that involve replacement or

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improvement to current assets, purchase and/or replacement of fleet vehicles, computer hardware purchases, minor building and office improvements, and other related expenses.

Minor capital projects and expenditures anticipated for the 2022 budget cycle include but are not limited to:

Water Production Division:

- Treatment filter media replacement
- Raw water pipeline repairs
- Storage tank drainage improvements
- Minor building improvements & renovations
- Repairs and improvements to building and tank appurtenances including sidewalks and stairs
- Replacing a 15-year old pickup truck

Water Quality Services:

- Purchase of lab equipment, office furniture and small lab instruments

Supervisory Control Systems:

- Replacement of hardware, software and equipment for Programmable Logic Controllers and process monitoring

Water Transmission & Distribution:

- Replacement or upkeep of vehicles and equipment in accordance with revised COVID-19 related guidelines from Fleet Services. Purchase and replacement of safety equipment such as trenching and shoring shields and cages for excavation.

Water Resources:

- Replacement or upkeep of vehicles and equipment in accordance with revised COVID-19 related guidelines from Fleet Services.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**1.33 Utilities: Water - Distribution Small Capital Projects - Ongoing - Funded**

**2022 - \$1,540,000**

**Offer Type: Asset Management**

Funding this offer will provide for design and construction of smaller high-priority water main replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in-house forces.

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As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Water Distribution System Replacement Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #6 in priority. The City faces the challenge of replacing this aging infrastructure in a timely and cost-effective manner that maintains a safe, reliable water service for the community. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The following locations are planned to have water mains replaced with this offer:

- Spring Canyon Ct 500 Blk
- Innovation Dr 4800 Blk
- McMurry Ave 5200 Blk
- Beaver Creek Dr 4200 4300
- Brentford Dr 1500 1600 Blk
- Kimball Rd 900 Blk
- Westminster 3400 Blk
- Alta Vista

Changes in condition and other factors may change the priority over time. The Utility must be agile and adapt as necessary, which may change these projects over time.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 1.34 Utilities: Water - Meter Capital - Ongoing - Funded

2022 - \$850,000

### Offer Type: Asset Management

Funding this offer will provide ongoing replacements of water metering infrastructure – both meters and communication modules – as the system ages or problems are identified. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

Meters are a very important part of the Water Utility Infrastructure. Water meters have been required for commercial and multi family water customers for over 60 years and for single-family residential customers since 1990. The Utility has more than 34,000 meters in the distribution system. Under typical conditions, meters must be repaired or replaced approximately every 15 years. Inaccurate water meters result in lost revenue and customer confidence. As meters wear out, the Metering Division replaces them and rebuilds the old meter for future use.

# ENVIRONMENTAL HEALTH

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

## 1.35 Utilities: Water - Galvanized Service Replacement - Funded

2022 - \$1,000,000

### Offer Type: Continuing Enhanc

This offer will fund a critical, proactive public health initiative that ensures and maintains safe, high quality drinking water for Fort Collins Utilities water customers. This offer enables the post pilot launch of the Safe Water Action Program (SWAP), which is an effort to accelerate the identification and replacement of any remaining aging galvanized water service lines, mostly found on older homes in the Downtown area. The SWAP project plan development and pilot phase was funded in BFO 2021.

Utilities works tirelessly to deliver safe, reliable, high quality water for its customers. Utilities actively replaces aging galvanized services as they are found through other distribution system work; these older services are more brittle and increasingly likely to leak or break. A galvanized service is an iron or steel pipe that has been coated with a protective layer of zinc to prevent corrosion and rust. These were mainly installed before 1960 and as such Utilities does not always have reliable records of the material of every service line. There are approximately 80 known galvanized services and 650 services of undetermined material in the distribution system. The remaining ~98% of the approximately 34,000 water service lines are made of known, safe materials.

All services have a short pipe (18 24”) called a “gooseneck” that connects the service line to the water main. Some of the galvanized services have a gooseneck made o lead, commonly used for its flexible properties. The presence of lead does not necessarily mean there is increased levels of lead in the drinking water. The long standing highly effective corrosion control program helps ensure impurities like lead do not leach into the water. Utilities is committed to proactively accelerating the work to remove this potential source of risk. In addition to funding the replacement work, this offer will fund a comprehensive communications plan that will involve extensive public outreach and education.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 1.37 Utilities: Wastewater - Trunk and Collection - Funded

2022 - \$1,765,833

### Offer Type: Ongoing

Funding this offer will provide for all Wastewater Trunk and Collection operations core services, including the management, operation and maintenance.

Wastewater Trunk & Collection operates and maintains a 458 mile long wastewater collection system, including maintenance of more than 10,000 manholes, mainline televising, sewer cleaning, root removal, lining and rehabilitation, infiltration/inflow control and customer service.

One of the main responsibilities of the Collection system crews is routine maintenance of the system.

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 1.38 Utilities: Wastewater - Minor Capital - Ongoing - Funded

2022 - \$850,000

### Offer Type: Asset Management

This offer funds the purchase or replacement of minor capital wastewater enterprise assets. Minor capital is used for small projects that involve replacement or improvement to current assets, purchase and/or replacement of fleet vehicles, computer hardware purchases, and minor building and office improvements. The primary outcome of this offer is focused on managing assets to ensure levels of service for Utilities customers are maintained or improved, particularly for reliability, quality and efficiency. Minor capital projects and expenditures anticipated for the 2021 budget cycle include but are not limited to:

Water Reclamation and Biosolids Division:

- Minor Treatment Train improvements
- Minor building improvements and renovations
- Repairs and improvements to building appurtenances including sidewalks and stairs
- Fleet replacement

Water Quality Services:

- Minor Lab Building improvements and renovations and minor laboratory and equipment purchases

Supervisory Control Systems:

- Replacement of software and Programmable Logic Controllers

Wastewater Trunk and Collections

- Replacement of existing wastewater crew truck with a new full-size vehicle for storing and transporting all needed equipment.

In addition, all divisions will incur expenses related to minor building and office repairs and improvements, as well as vehicle replacement as indicated by the Fleet Services vehicle replacement schedule, which considers age, mileage, repair costs and purchase cost to determine replacement date.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 1.39 Utilities: Wastewater - Collection Small Capital Projects - Ongoing - Funded

2022 - \$1,000,000

### Offer Type: Asset Management

Funding this offer will provide for design and construction of smaller high priority wastewater sewer main replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in-house forces.

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As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan. The planned projects to be completed in 2022 for \$1,000,000 are as follows and is approximately 5,500 lineal feet of removed and replaced wastewater mains:

- Laporte Alley 700 800 Blk
- Meldrum 200 N Blk
- Shields: Magnolia to Olive
- Lakewood 1300 Blk
- City Park Ave 1200 to 1300 Blk
- Meldrum 100 N Blk
- Meldrum 200 S Blk
- Gordon Alley East 600 Blk
- City Park 600 Blk

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**1.40 Utilities: Wastewater - Cured in Place Pipe Lining - Ongoing - Funded**

**2022 - \$750,000**

**Offer Type: Asset Management**

Funding this offer will improve the integrity of several thousand lineal feet of sanitary sewer main through the installation of Cured In Place Pipe (CIPP) lining.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

CIPP lining is considered a 'trenchless' rehabilitation method as it does not require excavating in the street. CIPP is a jointless, seamless, pipe within a pipe to rehabilitate pipes. A resin-saturated felt tube made of polyester, fiberglass cloth or a number of other materials suitable for resin impregnation is inverted or pulled into a damaged pipe. It is usually done from the upstream access manhole. Lateral connections (services) are also restored without excavation via a remote controlled device that drills a hole in the liner at the point of the lateral connection.

Portions of the wastewater collection system are approaching the end of their useful life. The deterioration of the pipes causes sewer line breaks and failures, infiltration of ground water into the collection system resulting in higher treatment costs, possible contamination of ground water, and causes damage to streets and private property.



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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**1.41 Utilities: Water - Water Treatment and Source of Supply Asset Replacement Program - Ongoing - Funded 2022 - \$750,000**

**Offer Type: Asset Management**

This offer funds the Asset Replacement program for the Fort Collins Water Treatment Facility, at several treated water storage tanks and pump stations, and in the Source of Supply (SOS) system that includes the Michigan Ditch, Joe Wright Reservoir, and the Cache la Poudre River Intake Facility. Asset replacement includes the major maintenance and replacement of aging infrastructure. As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high-quality service to water customers.

In 2020, the Facility treated more than 8 billion gallons of water while meeting and exceeding 100% of all state and federal requirements for safe drinking water. The ongoing replacement of critical infrastructure is essential for continuing to meet all state and federal drinking water regulations and to provide the high quality of water expected by customers.

Replacement projects are systematically identified through master planning and maintenance management programs (Maximo) and are included in the Utilities Capital Improvement Planning and prioritization process. Capital Improvement priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance and efficiency. Performance targets for established levels of service and assessing the condition of assets drive the priorities of the capital replacement program and the projects outlined in this offer.

In previous years, the Asset Replacement program has been funded at \$1 million per year. Due to the effects of the pandemic in 2020, some asset replacement work was put on hold. Unspent funds from prior appropriations have increased the funds available to complete the resumed and newly planned asset replacement work in 2021 and into 2022, hence the reduced funding request of \$750,000.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**1.42 Utilities: Water Treatment Operations - Funded 2022 - \$5,714,694**

**Offer Type: Ongoing**

This offer funds the operations, maintenance, and management of the City's Water Treatment Operations (WTO). The mission of the Water Production Division is "To produce an ample quantity of safe, affordable, and aesthetically pleasing drinking water for the customers of Fort Collins Utilities." WTO provides a life essential service that advances the health, safety and prosperity of the community. These operations include Water Treatment (WT) Administration, Source of Supply (SOS), Watershed Management, WT Ops & Maintenance, Upper Poudre Intake, High Service Pump Station, and Instrument Control O&M.

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Specifically, this offer funds the SOS system to collect and transport raw river and reservoir water to the Water Treatment Facility from the Michigan Ditch and Joe Wright Reservoir; the treatment, pumping, and storage of drinking water; the instruments and controls to monitor and run the Facility; and the monitoring and protection of the City's watersheds.

In 2020, 8.3 billion gallons of water were treated with a 100% compliance rate, meeting and exceeding all state and federal requirements for safe drinking water.

This offer funds the personnel, equipment, materials, and services required to meet the water needs of the community while ensuring a reliable water supply for future generations. Specifically for 2022, this offer will provide the personnel, equipment, and services necessary to respond to the impacts of the Cameron Peak Fire on the City's watersheds. This work will ensure the rehabilitation of the watershed to continue to provide high-quality drinking water to Fort Collins.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

**1.43 Utilities: Wastewater - Water Reclamation and Biosolids - Funded**

**2022 - \$6,002,541**

**Offer Type: Ongoing**

This offer funds the core services of the Water Reclamation and Biosolids Division.

The Water Reclamation and Biosolids (WRB) Division treats City of Fort Collins wastewater at either the Mulberry or Drake Water Reclamation Facilities to meet or exceed regulatory requirements prior to discharging to the Cache la Poudre River or Fossil Creek Reservoir Inlet Ditch. The WRB also manages Meadow Springs Ranch for regulatory compliant biosolids land application, a working cattle ranch, and environmental stewardship. This offer funds the management, operations, and maintenance activities to ensure the community's public and environmental health 24/7/365.

In 2020, the Water Reclamation Facilities treated over 4.7 billion gallons of wastewater at a 13 million gallons per day (mgd) average. The Division also beneficially reused, through land application, nearly 2,000 dry tons of biosolids on Meadow Springs Ranch. In addition, the Drake facility provided an average 3 mgd of reuse water to Platte River Power Authority's Rawhide Facility. This reuse water is critical in ensuring reliable and fiscally responsible electric power to Fort Collins residents.

All operations of the WRB Division serve to meet federal, state, and local regulatory requirements and programs. Mandated regulatory required programs include Clean Water Permitting, Air Quality, Biosolids Management, Industrial Pretreatment, and Water Reuse.

This offer provides funding to maintain a trained, skilled workforce including State Certified Operators, Licensed Electricians, Licensed Plumbers, Machinists, Industrial Pretreatment Specialists, and Resource Recovery staff. All facilities and operations operated in alignment with ISO 14001 Environmental Management Systems focused on continual improvement, regulatory compliance, and pollution prevention. The WRB Division has an established record of performance excellence and a culture of innovation.

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

**1.44 Utilities: Wastewater- Wastewater Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program - Ongoing - Funded 2022 - \$92,500**

**Offer Type: Asset Management**

This offer funds the Capital Replacement program for the City of Fort Collins Water Reclamation and Biosolids (WRB) Division's replacement program for Supervisory Control and Data Acquisition (SCADA) operational technology assets. The capital replacement program for 2022 2023 is focused on replacements of assets used in the process control system for the WRB division. Replacing aging infrastructure in the operational technology environment is critical to the effectiveness of the treatment process. Along with the need for effective treatment, the replacement of this infrastructure is driven by the National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), American Water Works Association (AWWA), Water Information Sharing and Analysis Center (ISAC), and many other "Nonprofits" or government agencies. As today's threat landscape continues to evolve, it is of the utmost importance to have a system that is current. Replacement of assets not only helps hedge against cyber vulnerabilities, but it also provides a more versatile system that allows optimization of business operations.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

**1.45 Utilities: Water- Water Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program - Ongoing - Funded 2022 - \$515,000**

**Offer Type: Asset Management**

This offer funds the capital replacement program for the City of Fort Collins Water Production Division's (WPD) replacement program for Supervisory Control and Data Acquisition (SCADA) operational technology assets. The capital replacement program for 2022 is focused on replacements of assets used in the process control system for the WPD. Replacing aging infrastructure in the operational technology environment is critical to the effectiveness of the treatment process. Along with the need for effective treatment, the replacement of this infrastructure is driven by the National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), American Water Works Association (AWWA), Water Information Sharing and Analysis Center (ISAC), and many other nonprofits or government agencies. As today's threat landscape with cyberattacks continues to grow, it is urgent to have a system that is current and secure. Replacement of legacy assets not only helps hedge against cyber vulnerabilities, but it also provides a more versatile system that allows optimization of business operations.

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- ENV 4.4 - Provide a reliable, high-quality water supply.

**1.46 Utilities: Electric and Water Operational Technology (Computer Hardware) cost sharing with Light & Power - Funded 2022 - \$50,000**

**Offer Type: Enhancement**

Funding this Offer will allow the Water Production Division (WPD) and the Water Reclamation and Biosolids Division (WRB) to "buy in" to existing computer server hardware owned and operated by Light and Power (L&P). This hardware "buy in" is a one time enhancement cost. By funding this offer, the WPD and the WRB Division will pay an agreed share of a "buy in" cost for these computer hardware assets, potentially reducing the ongoing replacement and support cost to L&P. The water utility will also be able to leverage these assets to build a more robust and resilient operational technology infrastructure for the process and supervisory controls systems utilized for water treatment and reclamation. This hardware "buy in" will be used to provide needed Cybersecurity Servers to the Water SCADA secured network as outlined by a recently completed SCADA master plan.

The Process and Supervisory Controls Division (PCSD), also known as the Instrumentation, Control and Electrical (ICE) Team, is responsible for the design and maintenance of all computerized process systems for the Utilities water treatment facilities otherwise known as Operational Technology (OT). The ICE Team is responsible for the beginning of system design, and throughout the life of the system. These systems can be referred to as the "Computer Brain" of the treatment processes. The health of these computer control systems are heavily relied upon by staff. The reliability and quality of the Utilities' water treatment processes is wholly dependent upon these computer systems being 100% functional at all times.

By fully funding this offer at \$100,000, the water and wastewater utility will have opportunity to leverage more Operational Technology assets in the city's virtual machine portfolio that are already existing. This also would reduce ongoing support costs to the light and power utility by the increased amount at the given replacement frequency of these assets.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

**1.48 Utilities: 1.0 FTE Water - Process and Supervisory Controls Division Controls System Engineer - Funded 2022 - \$123,870**

**Offer Type: Enhancement**

Funding this offer will increase the security and resiliency of the operational technology and related infrastructure at the Fort Collins Utilities drinking water and wastewater facilities. This offer will also ensure that these facilities are operationally sound and can maintain the community's access to clean drinking water and reliable wastewater services. To operate the water and wastewater systems, which are made up of thousands of sensors, meters, pumps, valves and other infrastructure, the PCSD constructs and manages computerized process Supervisory Control and Data Acquisition (SCADA) systems, which are widely distributed systems used to control

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automated equipment. These systems also enable plant operators to control and monitor the condition of water assets from a central location. This Offer would allow the Utilities PSCD to regain a position to support a variety of critical tasks. SCADA and related technology are foundational to the successful delivery of core Utilities water services and this position would reduce the understaffing needs of the PSCD. This position would be responsible for ensuring these needs are designed for and integrated properly into each new capital improvement project for the water and wastewater facilities. Currently, these duties are being absorbed by the PSC Division Manager, which is not a sustainable, long-term practice. Further, this position is needed to ensure continuity of operations through the City's Capital Replacement programs, which are funded to replace assets that are outside or approaching the limit of their useful life expectancy. These duties are also being absorbed by the Division Manager at this moment. The team has been under resourced as headcount has decreased significantly despite the increasing complexity and criticality of the Division's work. This position will backfill the loss of a position in 2015 that was transferred to handle the Maximo project.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## **1.50 Utilities: Water Reclamation and Biosolids Capital Replacement - Ongoing - Funded**

**2022 - \$1,000,000**

### **Offer Type: Asset Management**

This offer funds the capital replacement program for the Mulberry Water Reclamation Facility (MWRF), Drake Water Reclamation Facility (DWRF), and Meadow Springs Ranch (MSR). Capital replacement projects include the major maintenance, repair and replacement of aging infrastructure at the wastewater facilities.

As part of the Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high quality service to wastewater customers 24/7/365. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and is essential for continuing to exceed all compliance standards.

Replacement projects are systematically identified through master planning efforts, condition assessments, computerized maintenance management system data (Maximo), and staff interviews. These projects are included in the Utilities Capital Improvement Planning and Prioritization process. Priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance, safety, and efficiency.

Proposed projects include but are not limited to the following:

- High Voltage Transformer replacement to ensure reliable power to all process areas
- Non potable water line repair and replacement for process needs
- Replace aging heat exchangers
- Replace aging variable frequency drives for mixed liquor return pumps to increase energy savings
- Replace out-of-date waste activated sludge probes for process control on the Drake north process train
- Replace out-of-date Mulberry Facility Maintenance Building Furnace
- Repairs of Drake Water Reclamation Facility Fossil Creek Inlet Ditch outfall

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 1.51 Utilities: Water - WQL Instrument Replacement - Ongoing - Funded

2022 - \$30,000

### Offer Type: Asset Management

Funding this offer will provide non lapsing capital replacement dollars to replace critical instrumentation and equipment used at the Water Quality Lab (WQL) to test the public health safety, quality and regulatory compliance of the City's raw and treated drinking water.

As part of its Asset Management Program, the Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high quality service to water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and of an effectively managed Utility. Replacement program priorities are determined through established levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction, and safety. Performance and targets for established levels of service (see performance measures) and the assessment of the asset condition (through capital master planning), drive the priorities of the capital replacement program.

The WQL Instrumentation Replacement Program is included in the Utilities Capital Improvement Planning and Prioritization process and is ranked as a priority for the Water Fund.

Instrumentation and equipment to be replaced include those that have a significant dollar cost, such as autoclaves, digesters, gas (GC) and ion (IC) chromatographs, total organic carbon analyzer, low level mercury analyzers, inductively coupled plasma (ICP) metal analyzers, and ICP MS metal analyzers.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

## 1.52 Utilities: Wastewater - PCL Instrument Replacement - Ongoing - Funded

2022 - \$30,000

### Offer Type: Asset Management

This offer would provide non-lapsing capital replacement dollars to replace critical instrumentation used at the Pollution Control Lab (PCL) to test the public health safety, quality and regulatory compliance of the City's wastewater treatment processes and discharges.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and of an effectively managed Utility. Replacement program priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance, and efficiency. Performance and targets for established levels of service and the assessing the condition of assets drive the priorities of the capital replacement program.

The Pollution Control Lab Instrumentation Replacement Program is included in the Utilities Capital Improvement Planning and was identified as high priority need for the Wastewater Fund because the wastewater treatment facilities rely on the PCL to perform process monitoring and required state testing of its processes and regulated discharges.

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Instrumentation to be replaced include those that have a significant dollar cost, such as gas (GC) and ion (IC) chromatographs, low level mercury analyzers, inductively-coupled plasma (ICP) metal analyzers, and ICP-MS metal analyzers.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

**1.53 Utilities: Water Treatment Operations Operational Technology (OT) Consulting Services - Funded 2022 - \$50,000**

**Offer Type: Enhancement**

The Water Utility Process and Supervisory Controls Division (PCSD) is looking to acquire more insights into industry standards while implementing a recently completed division-wide Master Plan in alignment with the Utilities Strategic Plan and the City's Information Technology (IT) Strategic Plan.

PCSD oversees work while using disciplines from electrical engineering, instrumentation, process control and automation, programming, networking, computer sciences, software application support and cybersecurity along with a needed understanding of common industry practices and unique practices in the water and wastewater industry. The increase of complexity of these supported systems brings new challenges in continuity of operations to the Utility as technology needs advance. Supporting day-to-day operations while delivering to these objectives becomes more challenging to sustain. Funding this offer would allow the City to leverage expertise from consulting firms that have unique breadths of knowledge in each of these disciplines.

This offer will enable the division to provide a higher level of core services. Currently, 1 Sr. Administrator is responsible for overseeing the planning, design, development and maintenance of database and application servers for the water utility supervisory control systems. Funding would provide redundancy of personnel and opportunity to gain bandwidth to provide needed system improvements outlined by the SCADA master plan.

At \$50,000, core service delivery might be impacted. By fully funding this offer at \$100,000, the PSCD would be enabled to meet core service obligations for 2022 outlined through strategic/master planning. That would result in more opportunity to implement innovative technology and strategy in areas for the water and wastewater utility such as but not limited to, cybersecurity, operational efficiency, and business optimization.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

**1.55 Utilities: Wastewater - HVAC Improvements - Enhanced - Funded 2022 - \$400,000**

**Offer Type: Asset Management**

This offer provides funding to replace aging HVAC infrastructure at the Drake Water Reclamation Facility. Identified areas have reached the most critical level for replacement based on age and condition assessment. Assets are managed in the Maximo computerized maintenance management system and condition assessments as part of master planning efforts. HVAC components are listed as a level 3 red zone critical asset, meaning they need to be replaced in less than five years.

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Working HVAC equipment provides safe working conditions for staff and provides a less corrosive environment for other equipment in the same area. Wastewater treatment produces a highly corrosive environment from air emissions.

Potential projects at this offer level include the South Process Train Lift HVAC and Oil Storage HVAC.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**1.56 Utilities: Wastewater Mulberry Water Reclamation Facility Strategic Management - Enhanced 2022 - \$500,000**  
**- Funded**

**Offer Type: Asset Management**

City leadership is evaluating the future of the Mulberry Water Reclamation Facility (MWRF) which may include the phased decommissioning of the treatment facility. An alternative to the decommissioning of MWRF is to continue to invest in necessary treatment assessments to ensure the ongoing legal and regulatory compliance requirements. As a result, this offer will fund one of the following:

- Engineering Design to decommission and close MWRF
- Engineering Design of a new Ultraviolet (UV) disinfection system

The Mulberry Water Reclamation Facility (MWRF) provides wastewater treatment to ~1/3 of the City of Fort Collins’ utility rate payers and discharges directly to the Cache la Poudre River. Water quality based effluent limits (WQBELs) determined by the state becoming more restrictive on point source discharges. WQBELs aimed at controlling nutrient and temperature impacts to receiving streams could cost tens of millions of dollars in the next 5-10 years. These costs, along with ongoing operations & maintenance (O&M) and aging infrastructure costs put into the question the need to maintain two wastewater facilities. This offer would further evaluate and develop a phased approach to decommission MWRF and consolidate wastewater treatment operations at DWRF or continue to invest in MWRF.

If the decision is made to continue to maintain MWRF treatment operations, than this offer would fund the design of a new UV system. Disinfection is the last process phase of wastewater treatment prior to being discharged to the Cache la Poudre River.

The UV system at MWRF is identified as the highest priority infrastructure project based on age, condition, and criticality in the wastewater asset management system. If MWRF is maintained, the UV system must be replaced asap and this design is of critical importance to ensure adequate construction funding in the 2023-2024 budget. The current components are old, not supported, and inefficient when managing with current operations.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**1.57 Utilities: Water - Watershed Protection - Ongoing - Funded 2022 - \$80,000**



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**Offer Type: Asset Management**

This funding request would provide continued protection of Fort Collins Utilities' source water supplies Horsetooth Reservoir and the Poudre River through investment in watershed protection and forest health management projects, conducted in collaboration with local and regional partners including the Coalition for the Poudre River Watershed (CPRW), the US Forest Service, NoCo Fireshed Collaborative (see link) and others.

Utilities owns less than 1% of the watershed land that provides its drinking water supplies and must work collaboratively across private and public land ownership boundaries to manage and protect these areas and the quality water supplies they provide.

The following examples are types of projects this funding would support:

- targeted hazard fuels reduction (tree thinning) to reduce risks from future wildfires
- post fire restoration projects to improve water quality and river health
- stream channel stabilization for reducing sediment erosion
- mitigation of other dispersed pollution threats
- development of regional collaborative source water protection plans

Since 2017, Utilities has worked with CPRW and other partners to implement targeted watershed protections, largely guided by the 2016 Poudre Watershed Resiliency Plan, which identified 53,000 priority acres in need of treatments to protect values at risk. It is expected that the Cameron Peak Wildfire will dramatically reshape original protection priorities and create new needs for watershed protection.

This offer will directly fund planning, implementation, and material costs for both existing and newly prioritized watershed protection projects. By working collaboratively with CPRW and other partners, the City can more effectively work across land management jurisdictions and leverage financial investments for broader impact. This helps maintain the continuity of water supplies, reduce treatment costs and protect the health of the Poudre River.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ENV 4.4 - Provide a reliable, high-quality water supply.

**1.58 Redeploy: Utilities: Household Hazardous Waste Program for Stormwater Education and Public Outreach - Funded**

**2022 - \$0**

**Offer Type: Redeploy**

According to the EPA, stormwater pollution is one of the leading causes of water pollution in the United States. A well informed, engaged public is key to protecting waterways from pollution and takes considerable ongoing effort. Utilities has been launching annual outreach campaigns for businesses and the public since 2003, yet staff continues to respond to numerous reports of unmitigated spills, vehicle leaks, and intentional dumping into the street, gutter, and storm sewer system each year. A more comprehensive effort is needed to help residents make the connection between their actions and effects on water quality, and to shift their behavior to protect water quality.

This offer proposes to redeploy some of the \$59,000 in Stormwater funds from the Reduction of the Household Hazardous Waste (HHW) program to enhance stormwater education and outreach. In the previous BFO cycle, the ERA division submitted a Reduction offer, which eliminated two HHW community collection events and retained \$59,000 to support Antifreeze, Batteries, Oil and Paint (ABOP) recycling at the Timberline Recycling Center (TRC). The \$59,000 is currently offsetting the

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\$5 entry fee and supporting the cost of disposal for ABOP materials, which otherwise could become stormwater pollution. This offer proposes to continue support of the TRC by allocating \$20,000 annually for disposal costs, permanently eliminating the one-day HHW collection events, while redeploying approximately \$39,000 to improve the City of Fort Collins Stormwater Education and Outreach program.

The additional funding will enable Utilities to deliver stormwater education and outreach in a way that develops partnerships with the public in an equitable manner and helps provide them the tools they need to protect water quality.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

## 1.59 RESTORE Utilities: Water Operations - Funded

2022 - \$305,921

### Offer Type: Enhancement

This offer restores Water Utility ongoing offers by \$454,000.

The original reductions were identified by object line item, rather than an across-the-board decrease. The areas where restorations are needed are largely in the following categories:

- Chemicals (\$28K)
- Professional and Technical Services (\$153K)
- Utilities (\$134K)
- Supplies (\$93K)

This offer also includes the restoration of accounting errors for natural gas supplies. These funds are distributed across all facets of the Water Fund including water treatment, distribution, water conservation, and water resources. Some of these reduced services are needed to respond to the effects of the Cameron Peak Fire, particularly in relation to water treatment, supply, and conservation.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

## 1.60 RESTORE Utilities: Wastewater Operations - Funded

2022 - \$215,550

### Offer Type: Enhancement

This offer requests the restoration of wastewater operational funds to historical funding levels to ensure the continued culture of innovation and operational excellence expected from the wastewater utility. The wastewater utility provides an essential service to ensure the Public and Environmental Health of the Fort Collins community. This offer also ensures staff working in this area are provided the necessary training to ensure their safety and personal regulatory required certification levels through CDPHE. Restoring this offer will fund required training for CDPHE Certified Water Professionals working in the wastewater utility. This training includes in-person meetings and conferences necessary to stay in compliance with CDPHE Reg. 100 certification requirements. Additional restoration budget needs include Professional and Technical Services and Chemicals. Professional and Technical Services provides necessary funding for consultant work in areas of permit negotiations, water

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quality, engineering support, laboratory analysis, water rights, and legal representation. Chemical costs are associated with treatment needs to ensure regulatory compliance, odor control, and safe working conditions for staff and community.

- o Professional and Technical Services (\$170k)
- o Chemicals (\$35k)
- o Conference and Travel (\$26k)

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

## 1.61 Utilities: Water - Water Supply Acquisitions - Funded

2022 - \$750,000

### Offer Type: Enhancement

Funding this offer will allow for acquisitions of water rights that will increase the yield, reliability, and resiliency of the Utilities water supplies. The Water Resources Division (WRD) protects, manages, and improves the Utilities water supply portfolio including water from the Poudre River and Colorado Big Thompson Project (via Horsetooth Reservoir). Reliable water is critical to support new and existing residents, landscapes, and businesses ranging from hospitals to breweries. Growth in the Utilities water service area is projected to increase from about 142,000 customers up to about 195,000 over the next few decades. Ensuring water supplies are available for these future needs requires long term planning that includes an acquisition plan for acquiring water rights that this offer will support.

A key WRD function is developing water supplies, which includes the acquisition of additional water rights. Although the main focus of developing supplies in recent year has been to increase storage capacity via the Halligan Water Supply Project, additional water rights are required to meet all projected demand increases and to improve the reliability for existing customers. Costs for water rights have increased significantly in recent years and that trend will continue; thus, acquiring these water rights sooner will reduce overall costs.

The WRD has historically managed an annual Minor Capital (up to \$250,000) for the purchase of water rights for many years. However, those funds would lapse and be lost each year if no water rights were available or purchased. This enhancement offer is structured to continue the same funding, but switch to non lapsing (i.e., accumulating) that can allow for bridging years with no acquisitions and allow bigger purchases in some years. It also allows for flexibility to respond to water right opportunities that arise that require quick action.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 1.62 Environmental Learning Center Flow Restoration Project Construction - Phase 1 - Funded

2022 - \$1,731,943

### Offer Type: Capital Project

This offer will fund the construction phase of a project to support the health of the Poudre River by rebuilding a severely damaged diversion structure in the Poudre River at the Environmental Learning Center (ELC) (near Drake and Zeigler) that maintains instream flows. The structure must be rebuilt to maintain a critical instream water

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right the City owns and to prevent approximately 10,000 acre feet of water annually from being diverted from the river upstream. These stream flows have been valued at approximately \$150 million and benefit fish and wildlife. This structure and water right are key tools the City has control over for maintaining instream flows. This project aligns with City Council's priority for a healthy and resilient Poudre River and Natural Areas' long term restoration plans in this reach.

If awarded, this offer will fund the first phase of two construction phases for the project.. The first construction phase will include installing major components of the diversion structure, including a connector pipe. The City has invested \$1,250,000 in the design and permitting phases (Offers 9.16 in the 2019 2020 budget and 12.23 in the 2021 budget), which have been underway since 2019. The project team has worked in partnership with landowner Colorado State University during the design process. The project schedule is on track and the project team has secured a general contractor and is in the final design phase

The team has used a triple-bottom-line approach by designing a lower cost low impact riffle crest structure instead of a traditional dam (see photos). The crest will protect the water right, river health, public access, and safety. It will be configured to proactively be deployed to block flow depletions upstream. In the past, the City has built several temporary structures that were destroyed by floods. This project will result in a more permanent structure that provides long-term protection of the water right.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

**1.63 Utilities: Water - Northern Integrated Supply Project (NISP) Response & Engagement - Funded 2022 - \$52,500**

**Offer Type: Enhancement**

Funding this offer will help protect the health of the Poudre River and ensure the benefits it provides to the Fort Collins community are sustained in the face of the future Northern Integrated Supply Project (NISP) operations. The Poudre River is widely recognized as one of the most important defining natural features in Northern Colorado, providing clean water and accessible recreational opportunities. NISP directly threatens the health of the Poudre River. City Council has directed staff to engage with NISP to reduce its impacts to City assets and the Poudre River (Resolution 2020-075).

This offer funds technical consulting support for the City's engagement in various with NISP processes. Since 2008 the City has taken advantage of all opportunities for public input with a focus on reducing adverse impacts to Fort Collins. The City's efforts have resulted in positive changes to this project which are evident in the operations and mitigation plan. These efforts have consistently benefited from external science and engineering support funded by General Fund and Utilities.

In 2022, staff plans to engage with Northern Water as a stakeholder in elements of NISP's extensive mitigation program with the goal of influencing decisions and securing best possible outcomes. A multi-departmental staff team will lead this effort and participate in numerous mitigation initiatives; however, additional technical support will be needed to successfully engage in this work and achieve the desired outcomes. Funds from this offer would support the following tasks as available funding allows:

1. Water resources engineering support to analyze and influence NISP flow operations to ensure the proposed flow mitigation program is realized.
2. Advisement for the development of NISP's proposed Master Plan and Adaptive Management Program.
3. Additional discipline-specific representation on technical advisory groups and input for project infrastructure proposed within the City limits

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.

## 1.65 Utilities: Stormwater - Dirt Recycling & Management Study - Funded

2022 - \$75,000

### Offer Type: Enhancement

Funding this offer will begin a process to study the existing dirt management site near 1900 W. Vine Dr. Water Field Services currently hauls excavated dirt and debris to and from this 2-acre site and has a screening operation to clean the dirt. Screened backfill from this site is used on other City projects, by customers and hauled to the Larimer County Landfill for Average Daily Cover (ADC).

In recent years, current and proposed development is encroaching on this location and Water Field Operations would like to commission a study to evaluate alternatives to moving the site to a more remote location or improving the existing site to lower surrounding impact and improve efficiencies. This operation is a significant amount of the waste diversion volume that is reported by Sustainability Services and makes a large impact to climate action plan goals. Additionally, the plans for closing the Larimer County Landfill in 5 8 years is in consideration as depending on its location Utilities operations could have very long haul times to remove unwanted dirt.

It should be noted that funding this study would give recommendations for alternatives and some concept cost estimates. These alternatives would make future investment recommendations and potentially purchase of land, real estate or easements.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

## 1.66 Utilities: Water - Distribution System Replacement - Enhanced - Unfunded

2022 - \$2,000,000

### Offer Type: Asset Management

Funding this offer will provide design and construction for priority waterlines identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the water distribution system such as quality, reliability, resiliency and safety. The Water Distribution Master Plan identified high priority portions of the system for replacement or rehabilitation based on the system age, main break history and fire flow capacity. The program will replace or rehabilitate aging water distribution infrastructure with new infrastructure that meets current standards. The program will focus on waterlines generally in the Downtown and City Park areas where Utilities records indicate the water system was installed in the early 1900s.

This enhancement to Offer 1.4 will allow for an increased rate of annual replacement from 2.0 miles to 3.0 miles. An ongoing enhanced renewal program averaging \$8,300,000 per year for system renewal would allow for a sustainable, steady rate of annual renewal that is consistent with the expected useful life of the infrastructure. A Capital Improvement Plan is being developed ahead of the 2023-24 budget cycle which will include a path to this level of system renewal for consideration. By funding Offer 1.66, that path could reach the targeted long term annual level of \$8,300,000 sooner.

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The Waterline Replacement Program will improve levels of service for quality, reliability, resilience and safety. If aging waterlines are not replaced, the water system will continue to see an increase in main breaks and water quality incidents, and a decrease in fire flow capacity.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

## **1.67 Utilities: Wastewater - Collection System Replacement - Enhanced - Unfunded**

**2022 - \$3,250,000**

### **Offer Type: Asset Management**

Funding this offer will provide design and construction for priority wastewater mains identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the wastewater collection system such as quality, reliability, resiliency and safety. The Wastewater Collection Master Plan identified high priority portions of the system for replacement based on age, condition and size. The program will replace or rehabilitate aging wastewater collection infrastructure with new infrastructure that meets current standards. The program will focus on sewer lines generally in the Downtown and City Park areas where Utilities records indicate the wastewater system was installed in the early 1900s.

This enhancement to Offer 1.6 will allow for an increased rate of annual replacement from approximately 1.7 miles to 3.0 miles. An ongoing enhanced renewal program averaging \$8,300,000 per year for system renewal would allow for a sustainable, steady rate of annual renewal that is consistent with the expected useful life of the infrastructure. A Capital Improvement Plan is being developed ahead of the 2023-24 budget cycle which will include a path to this level of system renewal for consideration. By funding Offer 1.67, that path could reach the targeted long term annual level of \$8,300,000 sooner.

The Wastewater Main Replacement Program will improve levels of service for quality, reliability, resiliency and safety. If aging wastewater mains are not replaced, the wastewater system will continue to see an increase in sewer backups and maintenance costs.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

## **1.68 Utilities: Wastewater - Collection Small Capital Projects - Enhanced - Unfunded**

**2022 - \$500,000**

### **Offer Type: Asset Management**

Funding this offer will provide for design and construction of smaller high priority wastewater sewer main replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in-house forces.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The planned projects to be completed in 2022 for this additional \$500,000 are as follows and are approximately 2,500 lineal feet of removed and replaced wastewater

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mains:

- Laporte 400 500 Blk, Whitcomb to Sherwood
- Alley Beavers Market East
- Alley Wells Fargo North to Olive
- Fairview 1200 Blk

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 48.1 Environmental Services Leadership - Funded

2022 - \$213,482

### Offer Type: Ongoing

Funding this offer supports the Environmental Services Department (ESD) Director and administrative support. ESD provides services to the community and municipal organization to efficiently pursue Council policies and goals on sustainability, air, climate, waste reduction and materials management, community engagement and performance measurement. These include the Our Climate Future Plan (3/21 update to climate, energy and waste plans to meet 2030 goals), the Air Quality Plan and the Municipal Sustainability and Adaptation Plan.

ESD leadership manages a staff of 14.75 FTE plus hourly staff and an annual ongoing budget of \$1.98M (2021). Administrative support is critical in providing excellent customer service, including a high volume of inquiries about recycling facilities.

The Director oversees planning/policy development, and resident and business engagement on policies and programs that protect the environment, improve health & quality of life.

ESD is committed to the Triple Bottom Line and works to advance environmental goals while considering impacts and opportunities for social and economic health. ESD has been a leader in advancing equity for all, leading with race in its climate outreach work in 2020.

Fort Collins is facing several significant environmental issues including:

- need to increase resilience and reduce local carbon emissions in partnership with the community and its innovators
- ground level ozone continues to be among the highest along the Front Range, Fort Collins has high levels of radon, and 25% of homes have a member with respiratory problems
- impending closure of the landfill by 2024 and need to implement the Regional Wasteshed facilities

The community values a healthy environment. The environment was the 2nd highest priority that residents felt the City should focus on in the next five years and 96% believe the City should invest the same or more to ensure good environmental quality (2019 Community Survey).

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

## 48.2 Waste Reduction & Recycling - Funded

2022 - \$691,337

### Offer Type: Ongoing

Waste reduction and recycling are integral parts of the community’s sustainability values and support the Council adopted Zero Waste goal. Funding this offer supports staff and programs to:

- \* Apply an equity lens to program development and a commitment to equity-centered engagement with the community
- \* Provide education and outreach for the community to support waste reduction and recycling
  - The City developed and maintained A Z recycling list averages 9,600 visits/month
  - The Timberline Recycling Center receives over 350 user visits/day
- \* Develop, engage residents on, and implement new policies relevant to Fort Collins to create Zero Waste systems
  - Plastic pollution prevention; options to collect food scraps and yard trimmings for composting
- \* Implement the Community Recycling Ordinance (effective June 2021)
  - Requires all businesses and apartment complexes to have recycling
- \* License waste and recycling haulers operating in Fort Collins and gather information from them to measure progress at meeting Council-adopted goals for waste diversion and reduced GHG emissions
- \* Support compliance requirements for recycling; collaborate on dust and wood smoke compliance
- \* Collaborate with Regional Wasteshed partners in strategic planning to develop a new landfill and a game changing resource recovery campus
- \* Support the municipal organization’s sustainability goals for waste, including improvements to a tracking system for municipal industrial waste (90% of City organization’s overall waste)
- \* Implement Our Climate Future, the recently adopted update to the Road to Zero Waste, Energy Policy & Climate Action Plan
- \* Continue supporting the volunteer Recycling Ambassadors program; volunteers assist Timberline Recycling Center visitors, host booths at community events, etc.
- \* Implement and provide ongoing management of the Disposable Bags Ordinance (goes into effect May 2022)

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 48.3 Air Quality - Funded

2022 - \$451,127

### Offer Type: Ongoing

Funding this offer supports the Environmental Services Department (ESD) Air Quality (AQ) Division. For more than 25 years, the City of Fort Collins has been actively involved in addressing air pollution at a local level and working regionally to address air pollution on a larger scale. Some key motivations include:

- Fort Collins, along with the Denver/North Front Range region, does not comply with EPA health-based standards for ozone.



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- Localized impacts of particle pollution from dust and smoke sources (e.g., construction and wood fires) can create nuisance issues and health concerns.
- Visible air pollution, sometimes perceived as a “brown cloud,” has measured worse than regional standards approximately one in four days each year.
- Air quality surveys indicate that one quarter of Fort Collins households report a member with a respiratory ailment.
- Studies show that people spend up to 90% of their time indoors, and indoor air pollution is often much worse than outdoor air pollution.
- Climate change may contribute to increased air quality risks, such as increased emissions from wildfires and more high heat days that can contribute to ozone formation and particulate pollution.

Capacity areas supported by the AQ Division include:

- Developing and administering public information, outreach, incentive and engagement programs to promote awareness and action
- Convening and collaborating with stakeholders including businesses, industry and other local and regional partners to limit pollution sources
- Tracking and reporting air pollution data
- Developing and implementing local air quality policies, programs and regulations
- Participating in regulatory rulemaking at county, state and federal levels
- Leading by example, by integrating air quality impact considerations in City operations

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 48.4 Climate Commitment - Funded

2022 - \$474,923

### Offer Type: Ongoing

Funding this offer will build on a more than 20 year commitment to climate action to continue progress on the City’s Climate Action efforts.

This offer supports staff and programs to:

- Lead implementation of Our Climate Future (OCF), which includes cross-departmental and community-wide engagement to achieve the goals. OCF includes the recognition that the impacts of climate change are here and growing and directly embeds resilience into the plan and strategies as a result.
- Conduct extensive community engagement in alignment with policy development and campaign deployment, including the Natural Resources Advisory Board, Climate Action Plan Community Advisory Committee, Our Climate Future implementation and the Shift campaign.
- Increase community and municipal organizational resilience through climate preparedness planning, project management and support, and operational improvements.
- Conduct robust data management and reporting both community-wide and for the municipal organization, including annual greenhouse gas inventory and department-wide metrics for environmental sustainability.
- Provide leadership at all levels to achieve climate goals, including state-level engagement with Colorado Communities for Climate Action (35 communities and counties), the Urban Sustainability Directors Network (over 225 communities and counties in the U.S. and Canada), and more.

The Environmental Services Department Climate staff play an important role in planning, assessing policy options, and engaging residents and businesses in policy

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decisions and actions to protect the environment and improve quality of life, as well as supporting departments Citywide to scale and achieve these objectives. The community values a healthy environment and 96% believe the City should invest the same or more to ensure good environmental quality (2019), and 80% of residents support the City engaging in climate action (2017).

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

## 48.5 Municipal Sustainability - Funded

2022 - \$130,521

### Offer Type: Ongoing

Funding this offer supports programs and staff who coordinate implementation of the Municipal Sustainability and Adaptation Plan (MSAP) and reflects an important commitment to organizational sustainability and adaptation. This offer allows the City to lead the community by example by making progress on the following goals:

- City operations are prepared for and adapt to climate change and disruptive events of all scales.
- Our public lands support a healthy ecosystem and are resilient to climate and growth pressures.
- We sustainably manage our water resources and lead Colorado in water efficiency.
- We responsibly manage materials throughout their lifecycle to achieve waste reduction outcomes.
- Our transportation systems, energy production and facilities lead the nation in sustainable design and resource efficiency.
- The City is a high performing and resilient organization that has a culture of operational sustainability.

This offer supports staff and programs to:

- Lead coordination of MSAP implementation, which includes six interdepartmental goal teams to develop, implement and track tactics in support of MSAP goals
- Administer employee engagement in alignment with the MSAP
- Increase municipal organizational resilience through climate preparedness planning and operational enhancements
- Perform data management and reporting including organization-wide metrics for sustainability improvements
- Lead the internal City Sustainability Team with representatives from every Service Area, which fosters interdepartmental collaboration and a world class workplace

City Plan emphasizes sustainability as a community vision, so it is important that the City organization lead the way. The core value of stewardship is highlighted through the work this offer provides.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

## 48.6 Timberline Recycling Center - Funded

2022 - \$298,190

### Offer Type: Ongoing

Funding this offer enables the operation of the Timberline Recycling Center (TRC). The TRC is a well loved community resource that is utilized by over 400 recyclers per

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day, including landscaping, snow removal and other basic site costs, as well as hauling of recyclables, onsite staffing & operations oversight.

The TRC is a key component of Fort Collins’ recycling systems & supports progress toward Council adopted Zero Waste goals. It provides an opportunity to explore & develop partnerships to move toward a Circular Economy & enables community members to recycle unique & traditional recyclables.

The TRC’s Everyday Recyclables yard accepts bottles, cans, plastic film, paper, etc., and is open seven days a week. This important resource supports recycling opportunities for small businesses & residents who choose to haul their own recyclables, & serves as “overflow” capacity for residential recyclers, and those willing to separate out their recyclables to support them being recycled into higher quality recycling markets (e.g. separated white office paper).

The Hard to Recycle Materials yard provides a one stop recycling option for non traditional recyclables such as yard trimmings, electronics, scrap metal and aggregates, batteries, paint, oil and antifreeze. This site offers the opportunity to accept additional materials as market opportunities arise – bulky plastics, fire extinguishers, & baling twine have all been added to the “acceptable items” list since opening the TRC in 2017.

The site also provides an opportunity to host community events. These events allow for special materials to be collected for one day, and allow for creative community partnerships to develop, such as the furniture reuse pilot event hosted in July 2020.

The TRC is supported by the Recycling Ambassador volunteers who are trained to answer visitors’ recycling questions, assist mobility limited recyclers in transporting their recyclables to the bins, & support the site upkeep.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 48.7 Municipal Innovation Fund - Unfunded

2022 - \$225,000

### Offer Type: 1-Time Enhancement

This offer supports innovative, sustainability focused improvements to the City’s buildings and infrastructure by restoring the Municipal Energy Efficiency Fund (MEEF) and the Municipal Innovation Fund (MIF). These funds will combine into a single fund to advance innovative, results driven sustainability projects for the organization in alignment with the City’s Municipal Sustainability and Adaptation Plan (MSAP) and commitment to lead by example with Fort Collins’ ambitious goals. This is the only dedicated resource to support staff innovation.

Since its inception in 2011, these funds have delivered 115+ projects across the organization, which builds credibility of the City vision for a culture of innovation. An interdepartmental committee reviews and approves projects to ensure equitable perspectives. Awards included projects that address water and energy conservation, waste reduction, transportation, education, local food, greenhouse gas reduction, stream restoration, and converting equipment to electric, aligning with MSAP.

Recent projects include:

- Vehicle Anti Idling devices (reduce fleet vehicle emissions)
- Fort Collins Museum of Discovery Sanitizing System (eliminate cleaning chemicals)
- 360 Virtual Reality inspections for electric infrastructure (provide safe conditions for staff to inspect utility boxes)

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- Old Town Parking Structure energy efficiency upgrades (decrease electricity)

The impact of the MIF and MEEF funds are significant. MEEF projects deliver a minimum 10% ROI or greater. MIF projects focus on practical yet new ideas that also have community benefit. These funds are one reason why the organization has reduced its GHG emissions 22% below 2005 levels, achieving internal climate action goals three years early. The impact can be long term as several projects are still in use and are now considered operational excellence. In prior years, submitted proposals were worth more than double the funding available and could have achieved more.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 48.8 Timberline Recycling Center Equipment Replacement - Enhanced - Funded

2022 - \$145,520

### Offer Type: Asset Management

This Offer will fund the replacement of the equipment in the Everyday Recyclables yard at the Timberline Recycling Center.

The City’s recycling drop-off center was created in 2001 and accepted only everyday recyclables (bottles, cans, paper, etc.) This facility on Riverside Avenue behind the Rivendell school became a fixture in the community and was well used for many years. In 2017, the equipment from the recycling center was moved to 1903 S. Timberline Road and the site was expanded to also include a Hard to Recycle Materials yard; both halves together are now the Timberline Recycling Center.

The Everyday Recyclables yard now is visited by over 400 recyclers per day. With the exception of one compactor that was replaced with grant funding in 2019, all the Everyday Recyclables yard equipment is still original. With an estimated lifespan of 15 years, the equipment is existing on borrowed time. Wear and tear shows in rust and damage from many years of use on the roll off containers used to collect recyclables, rust damage on platforms used to access bins could lead to safety hazards, and the heavily used compactors are nurtured along to continue functioning.

Recognizing the heavy public usage of this equipment and that it is past its estimated useful life, this Offer requests replacement of key Everyday Recyclables yard equipment in 2022:

- 2 x compactors used to collect cardboard (\$32k each) = \$64k
- 6 x gable top roll-off containers to hold and transport recyclables (\$12k each) = \$72k
- Contingency of 7% to account for potential price changes between current prices and those available when equipment is purchased
- Total request: \$145,524, including contingency

An additional \$128,500 of equipment (additional roll-off containers and platforms) is also nearing its end of life and will be included in asset management offers in coming years.

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This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 48.9 Timberline Recycling Center - Budget Right-Sizing for Ongoing Operations - Funded

2022 - \$58,085

### Offer Type: Enhancement

Funding this offer will right size the Timberline Recycling Center (TRC) budget to match the accurate cost of providing this service to the community. The TRC is utilized by over 400 recyclers per day and is a well loved community resource. It consists of the Everyday Recyclables yard (available at no charge), which accepts bottles, cans, paper, etc., and is open seven days a week during daylight hours, as well as the Hard to Recycle Materials (HTRM) yard (small entry fee charged), which is open 8 4:30 Tues Sat and accepts paint, batteries, electronics, yard waste, bulky plastics, and much more.

The TRC supports progress toward meeting the City's Zero Waste goals.

A previous iteration of the site, which accepted only everyday recyclables (bottles, cans, paper etc.), was located off Riverside Avenue. Once the site was moved to Timberline, it was expanded to also include the HTRM yard. Not knowing the exact budget needs for the HTRM yard, an initial budget was created and approved in 2017. When the operations for the first few years yielded unspent funds at year end, the budget was reduced by \$44,500.

Since that time, the cost for hauling the recyclables has increased, as has the market cost to recycle everyday recyclables. Staff has identified and implemented numerous efficiencies to reduce site costs, and has considered additional ideas to close the gap in funding. However, ideas that would significantly reduce the level of service to the community were not considered to be aligned with the objectives for the site. The increase in operating costs, which are outside the City's control, are far more substantial than the cost reductions identified and implemented.

The operating cost overage continues. While many additional options to reduce costs are available, all would reduce the level of service to the community.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 48.10 1.0 FTE Contractual for Disposable Bag Ordinance Implementation - Funded

2022 - \$81,258

### Offer Type: Enhancement

Funding this offer supports one-year contractual staffing to reduce plastic pollution and helps achieve Fort Collins' Zero Waste goal. Funding comes from fee revenue of the Council adopted and voter approved Disposable Bag Ordinance and will enable preparation and successful implementation of that ordinance (May 1, 2022).

Council approved \$87.5k in 2021 for initial ordinance implementation, including administration and outreach. This offer will pay back that funding as well as fund 2022 implementation efforts.

Anticipated fee revenue for 2022 could cover:

- this enhancement offer

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- repay the general fund for 2021 expenditures
- core program costs and ongoing staff position to lead program implementation & management, engagement, & future policy work on plastic pollution (included in Offer 48.2)

This enhancement offer is for 1.0 FTE contractual program support (anticipated for 1 year) Note: Position will be leveled after approval.

In 2022, this contractual position will support outreach and education, including resident and business awareness campaigns; translation and interpretation of materials and events; working to understand and remove barriers for historically underrepresented groups created by this ordinance; distributing reusable bags to low-income residents for no charge; and implementing the program with local grocers.

The primary impacts of this offer are reduced plastic pollution in the community and a smooth transition to the new ordinance for grocers and residents, with a focus on equity.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.

## 48.11 Innovate Fort Collins Challenge – Housing/Climate Nexus - ARPA Funded - Funded

2022 - \$100,000

### Offer Type: 1-Time Enhancement

Funding this offer will reinstate the Innovate Fort Collins Challenge (IFCC) to advance innovative solutions that tackle two of Fort Collins’ greatest challenges together: housing affordability and climate action. In 2021, City Council adopted both the Housing Strategic Plan and Our Climate Future. This offer leverages the Housing Strategic Plan strategy "Explore/address financing and other barriers to missing middle and innovative housing development," and the Our Climate Future Big Move to advance "Healthy, Affordable Housing," and will advance economic recovery through community and business partnerships to achieve outcomes.

Instead of creating a new approach to support innovation at the housing/climate nexus, this offer advances a proven model to advance both the Housing Strategic Plan and Our Climate Future via the Innovate Fort Collins Challenge. IFCC was tested in 2018 and 2019 and was successful at engaging community partners to reduce greenhouse gas emissions. Furthering the City’s commitment to centering its work in equity, this round of IFCC will involve community partners in program design and implementation and prioritize both technical and lived experiences to address the housing/climate nexus.

The urgency of acting on housing and climate is relevant to nearly every community member. In 2019, only about 1 in 10 Community Survey participants felt positively about the availability of affordable quality housing, and 60% of renters and 21% of homeowners in Fort Collins cannot afford their monthly housing costs. In 2020, every community member was impacted by wildfires and poor air quality, higher than average summer temperatures, and dry conditions from the regional drought. These types of events are exacerbated by climate change, and ambitious action to reduce greenhouse gas emissions, adjust existing systems, and reduce risk will benefit each community member, including businesses, infrastructure, and ecosystems.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.

**48.12 1.0 FTE Contractual - Environmental Volunteer Coordinator - Unfunded**

**2022 - \$96,596**

**Offer Type: 1-Time Enhancement**

Funding this offer will create a new contractual position to pilot scaled up coordination of community members supporting the City’s environmental sustainability programs.

The Environmental Services Department (ESD) works with the community and City organization to make progress on goals for air quality, climate action, and waste reduction and recycling. There is great interest from community members in partnering to advance environmental work, either as volunteers or paid liaisons to underrepresented parts of the community.

ESD has three programs that partner with community members: the Healthy Homes volunteer program, the Recycling Ambassadors volunteer program, and the Our Climate Future (OCF) Plan Ambassador & Community Partner program (volunteer and paid). Piloting a dedicated community coordinator would support scaling up these programs and develop a new volunteer program to further support implementation of OCF via the Shift Program, a residential behavior change program serving OCF goals. The role would remove silos, allowing community members to participate in all programs seamlessly.

Given the scale of work needed to accomplish Fort Collins’ ambitious goals, further developing volunteers and paid liaisons engage community members and stretches City resources. To date, the volunteers of the Healthy Homes program have reached over 3,000 community members. The Recycling Ambassadors have engaged 12,500 community members since the program started in 2017, providing a total of 3,880 volunteer hours (a value of \$87.5K). Community coordination capacity would increase the reach and value to ESD’s volunteer and paid liaison programs.

As learned in the recently adopted OCF plan, centering equity and hearing perspectives from all parts of the community is essential to making progress toward sustainability. The community coordination position would be equity focused, enabling community members to engage in creating brighter futures for all.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

**48.13 Local and Regional Air Quality Monitoring - Improved AQ Priority & Regionalism - Funded**

**2022 - \$35,000**

**Offer Type: 1-Time Enhancement**

Funding this offer will support the purchase of air quality monitoring sensors, along with updated data collection and reporting tools. These efforts would support the Council priority related to Improved Air Quality through increased public awareness and better characterization of impacts related to large pollutant sources such as wildfires.

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Specifically, this offer includes:

Task 1: \$25K to support purchase and installation of ten (10) low-cost particle monitoring sensors at additional locations within the community. This would increase accessibility to accurate and highly localized information about particle pollution, especially during wildfire impacts, to better characterize the health threat from smoke.

Task 2: \$10K to support updated data displays (e.g., websites), including the addition of data download options and improved health messaging.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.

## 48.14 1.0 FTE Construction and Demolition Waste - Unfunded

2022 - \$100,355

### Offer Type: Enhancement

Funding this Offer will enhance compliance for Fort Collins’ construction and demolition (C&D) recycling requirements and work to further develop markets for C&D materials. This offer also will support project-specific education during the permitting process and ongoing proactive site visits. This offer advances the adopted Council priority to “Make real progress on the Road to Zero Waste” and the outcome statement to “improve enforcement of recycling requirements at C&D sites.” In addition, this offer helps implement the Our Climate Future Big Move to establish a “Zero Waste Economy.”

Fort Collins’ building code has included recycling requirements for C&D sites since 2010. These requirements are predominately applied on a complaint-basis. Existing environmental compliance support is split amongst many priorities (Pay-As-You-Throw ordinance, cardboard landfill ban, Community Recycling Ordinance, Hauler Hours of Operation, Fugitive Dust, Indoor and Outdoor Residential Burning Requirements in addition to C&D recycling), which leaves little time for proactive C&D compliance. This offer creates a role dedicated to C&D recycling compliance, as data have shown that when a dedicated position is added for proactive compliance, compliance has increased to 90% or higher for similar roles, e.g., nuisance violations.

This important sector not only generates significant waste, but the materials generated are quite different from residential and commercial waste and recycling. There are recycling markets for some items (wood, metal, aggregates, cardboard), but many other items lack markets (such as drywall / gypsum and shingles). Thus, this position also will support progress on C&D recycling market development at the state and regional level.

The Regional Wasteshed Project tier 1 facilities include building a C&D material sorting facility. Further market development for C&D materials generated from that yet-to-be-built facility will be an essential element of its success.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 51.1 Natural Areas - Land Conservation - Funded

2022 - \$4,480,356



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**Offer Type: Ongoing**

The purpose of this offer is to fund the Land Conservation work group of the City’s Natural Areas Department with designated City and County sales tax revenues. Land conservation is a core purpose of the department and language in the citizen-initiated ballot measures require the City to continue buying and restoring land. Thus, this offer includes funds to buy and conserve land and water rights, and to support associated staff.

The offer includes all costs associated with land conservation: staff (including legal advice), real estate services support, consulting costs, appraisals, and surveys. The main land conservation activities include acquisition of land or interests in land (conservation easements and leases) and the acquisition of water rights in accordance with the Natural Areas Master Plan and City Plan. This work group also administers right-of-way (ROW) and utility easement requests; negotiates, administers and monitors leases; administers and monitors conservation easements; and manages water assets. Each year the department negotiates and closes on 12 or more complex land conservation and ROW transactions valued at \$4 million on an average annual basis. Additional responsibilities include monitoring over 30 conservation easements on over 6,500 acres of land, administering and monitoring ROW transactions, and administering and monitoring over 20 leases.

While some conservation services are contracted, most of the services are provided internally by Real Estate Services and the City Attorney’s Office, who are compensated by Natural Areas.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

**51.2 Natural Areas - Department Management - Funded**

**2022 - \$1,334,564**

**Offer Type: Ongoing**

The purpose of this offer is to fund the Department Management work group of the Natural Areas Department with designated City and County sales tax revenues.

The offer includes all costs associated with department management: staff, office supplies for the entire department, and the Administrative and IT charges to the Natural Areas Department.

Department Management facilitates the functions of the rest of the Natural Areas Department by providing leadership, budgeting, long-range planning, and site management decision-making which thus protects and maintains natural areas. Natural Areas, now in its 28th year, has evolved from focusing primarily on land conservation to becoming a multi-faceted department. The Natural Areas work groups include department management, public engagement, rangers and visitor services, resource management, trails and visitor amenities, planning and special projects, land conservation, and facility operations.

With several key staff members retiring or leaving the City, Department Management is essential to keeping day to day operations and strategic initiatives on track. The department management team ensures collaboration, communication, and accountability across the entire staff. Additionally, this is the team that leads strategy and external relationships, critical to the success of the Natural Areas Department.

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This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 51.3 Natural Areas - Public Engagement - Funded

2022 - \$634,473

### Offer Type: Ongoing

This offer finances the public engagement, education, outreach, and volunteer management functions of the Natural Areas Department; all supported with dedicated City and County sales taxes (Open Space Yes! & Help Preserve Open Space).

This work group provides community members opportunities to develop a deeper understanding, appreciation, and connection to natural areas. Public Engagement supports stewardship by educating the community about how to care for their natural areas. In addition, this work group is key to equity and inclusion efforts as staff is responsible for developing relationships with historically underserved communities and co-creating engagement opportunities to remove barriers to participation and nature.

Participation numbers and audience demographics are voluntarily reported on evaluation surveys. In 2020, the Natural Areas Public Engagement team was able to reach 640 participants from historically underrepresented audiences at 101 activities with partnering organizations including Boys & Girls Club and the Natural Areas Department's teen club, ROOTS. Also 580 Adventure Kits were distributed to Housing Catalyst families and 105 Learning Packets were shared with the Boys & Girls Club.

Public Engagement programming and activities include the involvement of over 500 long-term and 1,500 one-day volunteers; development of materials for the community such as maps and brochures as well as interpretive signs; technology; and free activities, events, and field trips (6,069 people participated in 245 activities and volunteer projects in 2020). In 2020 participation was impressive, especially given the pandemic, with 372 volunteers who contributed 6,482 hours, the equivalent time of more than 3 employees with an economic impact of \$191,219. The programming participation in 2020 was low due to the pandemic and we expect 2021 participation numbers to more closely mirror 2019 when 400 activities reached 9,927 people.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 51.4 Natural Areas - Resource Management - Funded

2022 - \$1,689,737

### Offer Type: Ongoing

The purpose of this offer is to fund the restoration of native plant and wildlife species on the City's 52 natural areas encompassing 37,607 acres, supported entirely by dedicated City and County sales taxes.

The Resource Management work team provides native vegetation restoration, wildlife management, noxious weed management, and agricultural functions in support of the Natural Areas Department's conservation mission. The mission is to conserve and enhance lands with natural resource, agricultural and scenic values, while

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providing meaningful education and appropriate recreation opportunities.

Efforts funded through this offer include the restoration of native vegetation on land previously converted to agricultural or industrial use. Native vegetation provides improved habitat for a variety of wildlife species including large mammals (such as deer, black bear, and mountain lion), birds (such as bald eagle, grasshopper sparrow, and bobolink), as well as important pollinators such as native bees. This offer also provides continued support for the reintroduction of the black-footed ferret, a federally endangered mammal re-established at Soapstone Prairie Natural Area in 2014. The City of Fort Collins is the only municipality that has reintroduced black-footed ferrets in the United States and we have been recognized by the US Fish and Wildlife Service as an outstanding and important partner in species recovery efforts.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

## 51.5 Natural Areas - Trails and Visitor Amenities - Funded

2022 - \$1,316,992

### Offer Type: Ongoing

This offer supports Natural Areas infrastructure, which is funded entirely by dedicated City and County sales taxes.

The City manages 52 natural areas encompassing 37,607 acres and 109 miles of trail. The Trails and Visitor Amenities work team manages essential infrastructure such as trails, parking lots, fences, restrooms, signage, and more that protect natural resources, enrich recreational opportunities, and connect people to nature. These built recreational infrastructure elements are carefully designed to enhance visitor enjoyment and safety, while helping to protect natural resource values. Visitation is trending up on natural areas in various amounts from 20%-214%. This shows how valued the trail system and visitor amenities are to the community. Without trails and visitor amenities, natural areas are not available for public access and the community can not benefit from the physical and mental health benefits of natural areas. Visitation trends are not simply a COVID-19 effect- a Colorado Parks and Wildlife study from 2020 provides statistical evidence for visitation increases beyond COVID-19, including the impact of population growth and trends in how and when people recreate.

(see [https://cpw.state.co.us/Documents/About/StrategicPlan/Existing\\_Conditions\\_Trends\\_and\\_Projections\\_in\\_Outdoor\\_Recreation\\_Report.pdf](https://cpw.state.co.us/Documents/About/StrategicPlan/Existing_Conditions_Trends_and_Projections_in_Outdoor_Recreation_Report.pdf)) The Natural Areas Department's visitor survey 2020 asked respondents to rate their satisfaction with natural areas amenities. Ratings of good and excellent exceeded 95% demonstrating the high level of service the Natural Areas Department is providing and the value of natural areas to Fort Collins. With so much love for the Natural Areas, there is a need to keep trails and visitor amenities in sustainable condition.

Maintaining and improving trails and visitor amenities is vital to ensuring natural areas conservation, continued wellness opportunities, high quality of life, and natural settings for public recreation.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

## 51.6 Natural Areas - Facility Operations - Funded

2022 - \$603,416

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**Offer Type: Ongoing**

The purpose of this offer is to support the Natural Areas Department's (NAD) facility operations, historic structures and infrastructure efforts with designated City and County sales tax revenues.

The Facility Operations work group is responsible for construction and maintenance of buildings that support Natural Areas staff and programs. The City manages 52 natural areas which encompass a variety of structures. The Facility Operations work group maintains NAD's essential equipment and field supplies, as well as 17 office and shop buildings, 6 residences, 23 vault toilets, the Primrose Studio rental facility, and more than 20 historic structures. This offer also supports associated Natural Areas infrastructure such as asphalt, concrete, solar gates, call boxes, and the like.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

**51.7 Natural Areas - Planning & Special Projects - Funded**

**2022 - \$1,427,349**

**Offer Type: Ongoing**

This offer funds the Planning and Special Projects (PSP) work group of the Natural Areas Department (NAD) with dedicated sales taxes. This team provides critical planning services that build and align the vision of high quality open spaces that reflect community and City priorities, and are accessible to all. PSP staff provide project management services that drive responsible restoration, management, and community use across 37,607 acres of natural areas. The PSP team also oversees the integration of habitat and landscape projects in the City's urban areas through Nature in the City. Through sound planning, NAD can address the need for both high quality habitats and excellent visitor experiences.

Priorities for 2022 include implementation of a new planning process that more efficiently leverages staff capacity and costs, and an effort to update management priorities for the Poudre River corridor. Also, actions identified in previous plans will be implemented across all natural areas. Additional PSP priorities include monitoring river health, urban lake water quality planning and management, and implementation of two wildlife studies. One study will assess the impact of recreation on wildlife; the other will monitor the impact of a large wintering elk herd, following the Cameron Peak fire. Finally, PSP will support Nature in the City priorities described in Offers 52.1 and 52.2.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

**51.8 1.0 FTE - Facility Operations Technician II - Funded**

**2022 - \$73,856**

**Offer Type: Enhancement**

This offer will provide a highly needed Natural Areas Facilities Operations Technician II position funded by dedicated City and County dedicated sales taxes.

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This position is critical as the rapid rate of Natural Areas' land acquisitions has outpaced the ability of the Facility Operations work group to effectively and proactively meet its responsibilities such as managing office space, technological needs, supplies and tools, maintaining office and facility equipment, and supporting meetings. This Technician II position will provide an increased and more consistent ability to provide services to staff and the public and to ensure operational excellence, greater efficiency, and lower overall facility costs.

The Natural Areas Department (NAD) operates and maintains 23 buildings at nine facilities, which include offices, storage, shops, regional ranger/caretaker residences, and Primrose Studio public meeting facility (see link). The Facility Operations work team also maintains and restores 20+ historic structures, 23 vault toilets, solar gates, asphalt maintenance, concrete maintenance, call boxes, shelters, waste management contracts, line painting, NAD fleet vehicles, utilities, and Gateway Natural Area. All but one of the facilities include older buildings; several of which are remodeled historic buildings. This position would also support Facilities Operations in its responsibilities for the demolition and removal of buildings from newly acquired properties. Natural Areas' conservation portfolio grows at an average of 500 acres per year. This means property will continually be added with its associated additional structures and management responsibilities.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**51.9 1.0 FTE - Trails and Visitor Amenities Technician I - Funded**

**2022 - \$67,592**

**Offer Type: Enhancement**

The purpose of this offer is to add a Trails and Visitor Amenities Technician I position funded by City and County dedicated Natural Areas sales tax revenues.

The Trails and Visitor Amenities work group manages 109 miles of natural surface trails, 29 trailhead parking lots, 23 vault toilets, 14 picnic shelters, and various other amenities. Trails and Visitor Amenities are defined as the built recreational infrastructure designed to enhance visitor use, enjoyment, and safety, while helping to protect natural resource values. Maintaining and improving these community features are vital to ensuring continued wellness opportunities, high quality of life, and natural settings for public recreation.

With visitation to Natural Areas increasing by up to 214%, the current staffing is not sufficient to provide the world-class level of service expected by the community. This outpouring of community love for natural areas is causing staff to fall behind on critical maintenance of trails and other infrastructure. The surge in visitation creates a need for more trail maintenance; more infrastructure must be built and maintained, and more data is needed to effectively manage visitation. Trails and Visitor Amenities staff spent over 2,700 hours maintaining the natural areas trails system just in 2020 alone. However, the other amenities, such as over 15 miles of fencing and 23 trailhead parking lots, require ongoing maintenance as well.

This position will help Natural Areas maintain basic levels of service with an increasing portfolio of natural areas that are open to the public and to address the challenges that increased visitation brings. This position is key to stewardship efforts as visitor amenities such as trails minimize impacts to the natural areas. Thus, this position and this offer support plant and wildlife habitat restoration, a critically important element of the Natural Areas Department's mission and ballot language.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

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## 51.10 Restore - Land Conservation - Funded

2022 - \$400,000

### Offer Type: Enhancement

This offer restores the full budget for the Natural Areas Department's land conservation efforts to the pre 2021 level, using designated City and County sales tax revenues.

Land conservation is a core purpose of the department and language in the citizen initiated ballot measures requires the City to continue buying and restoring land. Thus this offer includes funds to buy and conserve land and water rights, and to support associated staff.

This offer provides funds a variety of land conservation work including staff, plus legal advice, real estate services support, consulting costs, appraisals, and surveys. The offer also funds the acquisition of land or interests in land (conservation easements and leases) and the acquisition of water rights in accordance with the Natural Areas Master Plan and City Plan. The Natural Areas Department's Land Conservation work group also administers right-of-way and utility easement requests; negotiates, administers and monitors leases; administers and monitors conservation easements; and manages water assets. Each year the department negotiates and closes on 12 or more complex land conservation and right-of-way transactions valued at \$4 million on an average annual basis. Additional responsibilities include monitoring over 30 conservation easements on over 6,500 acres of land, administering and monitoring right-of-way transactions, and administering and monitoring over 20 leases.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 51.11 Natural Areas Asset Management - Ongoing - Funded

2022 - \$460,000

### Offer Type: Asset Management

The purpose of this offer is to fund the Natural Areas Department's asset management needs, funded by dedicated City and County sales taxes.

Natural Areas is responsible for a variety of assets including buildings, vault toilets, parking lots, fences, roads, road bridges, trails, a fleet of vehicles, and specialized equipment such as tractors, watering trucks, and seeding equipment. Thus this offer includes all costs associated with capital replacement of major equipment, and it funds unanticipated major maintenance needs. Proper asset management is essential to implementing the department's mission and to meeting the requirements of the sales tax ballot language which requires appropriate management of conserved lands.

This offer reflects the asset management plan and financial model, that Natural Areas created ten years ago, that continually informs financial decisions. The model predicts Natural Areas' annual and long range capital restoration and major maintenance costs. Natural Areas maintains a minimum \$2 million asset management fund balance (a fund balance is non-budgeted, non-appropriated sales tax revenues- similar to a savings account). The Natural Areas Fund balance provides a contingency that can be appropriated for unpredictable major capital replacement or major maintenance needs.

This offer provides for the asset management anticipated costs for 2022 and ensures/replenishes the \$2 million balance. This is so that 2022 replacement needs such as vehicles, small and major equipment, roads, fences, restrooms, etc are covered, while maintaining \$2 million on-hand in the fund balance for potential appropriation. The \$2 million would be critical if a costly asset such as a road bridge were to need replacement. With infrastructure such as 129 miles of trail, 29 parking lots, 23 vault/flush toilets, 6 onsite caretaker residences, and 16 office/shop/storage buildings, \$2 million is a small percentage of Natural Areas' overall capital assets value.

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This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

## 51.12 Key Natural Areas Restoration Efforts - Funded

2022 - \$398,000

### Offer Type: 1-Time Enhancement

The offer provides one-time, increased support for important Natural Areas habitat restoration efforts funded by dedicated City and County Natural Areas sales taxes. Restoration activities promote and improve the health of natural spaces and ecosystems across natural areas. This offer enables large-scale, high priority restoration of the recently burned Bobcat Ridge Natural Area and within the Cache la Poudre River corridor.

The Natural Areas Department (NAD) manages 37,607 acres on 52 natural areas. NAD actively works to improve plant and wildlife habitat on what are often highly degraded lands. In the past two years, NAD developed a data-driven decision framework to prioritize large-scale restoration projects. While the framework was being developed, NAD focused on smaller scale, lower cost restoration projects. In 2020, restoration at Bobcat Ridge (BCR) and Cottonwood Hollow Natural Areas (CWH) were identified as top tier priorities. However, budget uncertainty and other COVID related restrictions delayed large scale restoration in 2020.

This offer will make possible the ecological restoration efforts at BCR and CWH. The projects will make measurable improvements in habitat, as well as enhance the visitor experience, and give opportunities for community engagement. Work at BCR will address essential needs and opportunities after the 2020 Cameron Peak Fire. In 2021, Natural Areas leveraged grant funding from the Pulliam Trust to support an initial grassland restoration where about 1/3 of the total grassland was seeded. This offer will support restoration of approximately 400 additional acres in 2022. Restoration work at CWH will commence with a goal to improve floodplain connectivity and riparian ecosystem health, as defined by the Poudre River Report Card. This project will benefit from close coordination with the Utilities: Stormwater Poudre River Level Program Offer (4.6) to maximize efficiencies and collaboratively meet the goals of both departments.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 51.13 8.0 FTE Conversion from Long-Term Hourly to Classified Worker Positions - Natural Areas - Funded

2022 - \$6,218

### Offer Type: Enhancement

This offer funds a change in job classification for eight Long-Term Seasonal (LTS) positions to become Worker I or II positions funded by dedicated City and County dedicated sales tax revenues.

This action reflects the City's commitment to eliminating the LTS status and meets the Natural Areas Department's need for a stable, professional, and sustainable workforce. The eight positions within the Natural Areas Department's Trails & Visitor Amenities, Resource Management, and Facility Operations work teams also must be changed because these positions have evolved to require year round operations and technical expertise including trail building, trailhead maintenance, hardscape repair, vegetation management, site restoration, trimming and removing trees, wildlife management and monitoring, visitor use management, irrigation, building maintenance, and snow removal.

# ENVIRONMENTAL HEALTH

In 2019, the City created the long term seasonal employment category (due to the Affordable Care Act) with a commitment to upgrade these positions as soon as possible. LTS employees work year-round and receive health care benefits. They are required to take one month per year off work, unpaid. As Natural Areas currently has eight LTS employees, this offer will eliminate the LTS category in the department. This effort is congruent with a Parks Department offer that eliminates LTS positions there as well.

By upgrading these positions to a classified level, supervisors will significantly reduce the time and resources they spend now to onboard and train these positions annually. The high turnover rate and in depth hiring/onboarding process negatively impacts staff's ability to provide a high quality, consistent service to the community. With Natural Areas' land management portfolio continually growing and with record breaking visitation levels, these position upgrades will allow the department to retain an effective, productive, and more technical workforce that is imperative for its growing operations.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 52.1 Nature in the City - Funded

**2022 - \$106,572**

### Offer Type: Ongoing

The purpose of this offer is to support Nature in the City (NIC) programming through the development of resources, partnerships, and policies that provide community members with easier access to nature.

As Fort Collins grows, NIC works to increase the community's familiarity with and acceptance of native plantings and natural landscapes, as outlined in the Nature in the City Strategic Plan that was unanimously adopted by City Council in 2015.

Specifically, this offer continues support for 1.0 FTE position. The planner position supports cross department integration and builds partnerships with external stakeholders to extend the impact of NIC's work. Additionally, by leveraging program funds from this offer, NIC develops resources and partnerships. NIC supports regional events focused on urban conservation. By fostering both internal, City collaborations and public private partnerships, NIC provides tools and services to encourage diverse, native landscapes from the center of Fort Collins to the edges of the Growth Management Area. This offer also supports adoption of policies that will lead to further integration of NIC principles into Citywide plans and updates to the Land Use Code.

By collaborating with other departments, such as Community Development & Neighborhood Services and Utilities, NIC meets multiple goals through common efforts, achieving efficiencies in Citywide services. Upcoming program priorities include shepherding Land Use Code updates through the adoption process, distributing a design guide manual to support Citywide and regional efforts, and aligning municipal code implementation to better support native landscapes and wildlife. NIC will engage diverse audiences through developing deeper partnerships with historically underrepresented audiences and alignment with Citywide community engagement strategies to ensure projects and programs meet their needs.



# ENVIRONMENTAL HEALTH

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

## 52.2 CCIP - Nature in the City - Funded

2022 - \$300,000

### Offer Type: Enhancement

The purpose of this offer is to implement Nature in the City (NIC) projects across the city, funded by voter approved Community Capital Improvement Project (CCIP) taxes. These projects increase habitat connectivity, foster stewardship, and provide community members with easier access to nature by integrating small natural spaces into diverse neighborhoods.

As Fort Collins grows, NIC projects provide opportunities for people to interact with nature wherever they live, work, and play. Each project serves as a demonstration of how community members can increase biodiversity across the urban landscape, and builds the community’s familiarity with and acceptance of native plantings and naturalized landscapes. Additionally, these projects increase the wildlife value of such efforts by creating stronger connectivity between larger patches of urban habitat such as Natural Areas and City Parks.

Specifically, this offer supports two types of projects:

- 1) Community driven projects support naturalized landscape efforts on private lands including front yards, school yards, and open spaces. These projects build skills and acceptance of diverse native landscapes, they bring nature close to home and enhance biodiversity throughout the community, and they spur conversation amongst neighbors about the importance and beauty of Colorado landscapes.
- 2) City driven projects broadly support the NIC objectives of increased connectivity, access, and stewardship while engaging the community and supporting City departments to shift their standard operating practices toward diverse landscapes and green infrastructure.

By funding both internal City efforts and public/private partnerships, the community integrates diverse, native landscapes from the center of Fort Collins to the edges of the Growth Management Area. By the end of 2022, NIC anticipates it will have funded over 65 projects across every quadrant of the city.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

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# Safe Community

Fort Collins provides a safe place  
to live, work, learn and play.

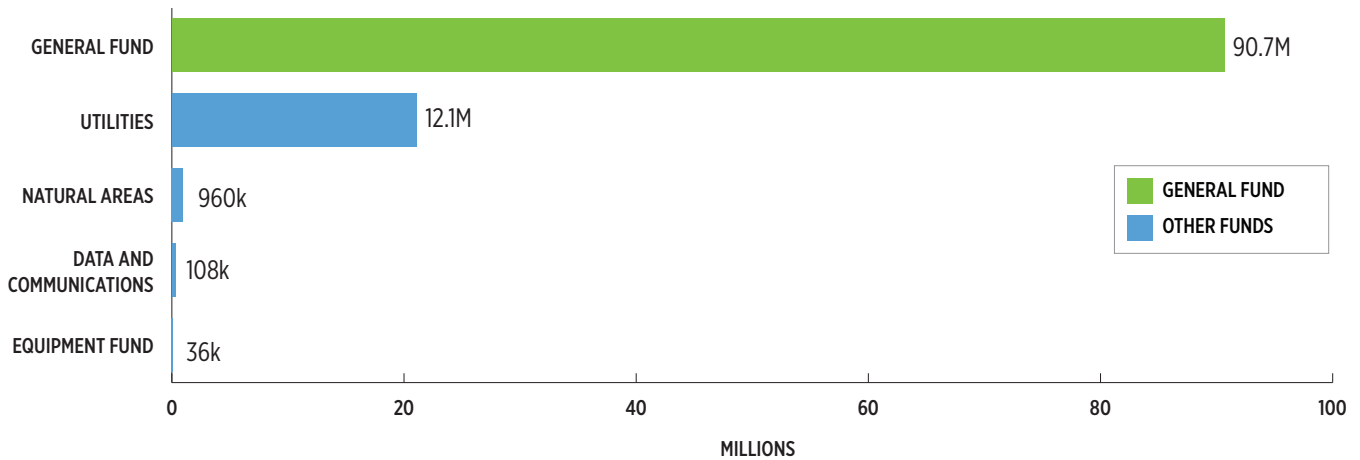




# Safe Community

2022 General Fund & Other Funds – 103.9M

- Police
- Fire
- Stormwater
- Municipal Court



## OVERVIEW

Public safety services are foundational to a healthy, vibrant community. This budget maintains the current levels of service for police, fire and emergency response. In addition, it funds stormwater capital and operations that work to protect people and structures from flooding and to protect the quality of stream, rivers and other vital water resources. The strategic objectives for the Safe Community Outcome, as outlined in the 2020 Strategic Plan, are as follows:

- 5.1 Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- 5.2 Meet the expected level of core and specialized police services as the community grows.
- 5.3 Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.
- 5.4 Continue to deploy comprehensive emergency preparedness and management strategies.
- 5.5 Address flooding risk for the protection of people, property and the environment.
- 5.6 Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- 5.7 Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- 5.8 Improve security at City facilities and properties.

## KEY PURCHASES

- Fire, police, and emergency dispatch services
- Patrol, detectives, and specialized units
- Poudre Fire Authority operations
- Municipal court
- Emergency management services
- Stormwater operations and capital program
- West Nile Virus Management
- Special events

**ENHANCEMENTS PURCHASED\***

<b>Offer #</b>	<b>Offer Title</b>	<b>Primary Strat. Obj.</b>	<b>2022</b>
4.7	Utilities: Stormwater - Castlerock Road Repairs - Enhanced	5.5	750,000
4.8	Utilities: Stormwater - Land Acquisition	5.5	125,000
4.14	Utilities: Stormwater - Maintain Mowing Levels of Service	5.5	120,000
4.16	Poudre River Flow Consolidation Upstream of College Avenue Study	5.5	300,000
18.11	Wireless Connectivity Improvement for Fort Collins Police Patrol	5.1	206,300
18.25	Restore: Police Training and Non-personnel	5.2	164,339
18.26	Foray evidence software and Operations and Maintenance costs for the Northern Colorado Law Enforcement Training Center (NCLETC)	5.1	308,107
31.2	Cyber Risk Management and Remediation	5.6	360,000
43.2	Encampment Cleaning and Prevention	5.7	110,160
46.2	Emergency Preparedness and Security - Security Programming and Technology	5.8	72,314
46.7	0.73 Hourly FTE - Special Events Hourly Support	5.7	45,236
57.6	Municipal Court Services-Mental Health, Addiction, and Teen Diversion Services - ARPA Funded	5.7	75,000
57.7	2.0 FTE - Deputy Court Clerk I (Muni Court Services) and Assistant City Attorney II (Municipal Prosecution)	5.7	219,051
<b>Positions Added:</b>			
4.17	1.0 FTE - Civil Engineer II - Stormwater Engineering and Development Review Division	5.5	97,102
18.18	5.0 FTE - Mental Health Response Team build out; 1 Sergeant and 4 Officers - ARPA Funded	5.5	809,170
18.23	2 Hourly Positions Conversion to 1.0 FTE - Sex Offender Registrar	5.1	34,780
18.27	2.0 FTE - 1 Criminalist and 1 Patrol Officer	5.2	275,287
31.3	1.0 FTE - Information Technology Systems Engineer - Data Management	5.6	90,851
57.4	1.0 FTE - Deputy Court Clerk II - Municipal Court Services	5.7	68,942

**TOTAL: \$4,231,639**

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

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022 - 2023

# SAFE COMMUNITY - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	4.1 Utilities: Stormwater Engineering <i>Offer Type: Ongoing</i>	1,732,738	0	0	1,732,738 <i>Stormwater</i>	0
2	18.1 Police Office of the Chief and Administration <i>Offer Type: Ongoing</i>	4,944,383	0	4,944,383	0	0
3	18.2 Police Patrol Services <i>Offer Type: Ongoing</i>	16,369,526	3,214,566 <i>One-time Revenue</i>	11,308,242	0	1,846,718 <i>General Fund</i>
4	18.5 Police Information Services <i>Offer Type: Ongoing</i>	7,359,536	517,367 <i>Ambulance Contract</i>	6,842,169	0	0
5	18.9 Police Colorado Regional Information Sharing Project [CRISP] <i>Offer Type: Ongoing</i>	882,995	642,569 <i>CAD System</i>	240,426	0	0
6	18.10 Police Regional Training Facility [Jointly owned with Loveland] - Operation and Maintenance <i>Offer Type: Ongoing</i>	247,963	0	247,963	0	0
7	4.2 Utilities: Stormwater Basin Master Planning <i>Offer Type: Ongoing</i>	225,000	0	0	225,000 <i>Stormwater</i>	0
8	4.9 Utilities: Stormwater - Drainage & Detention <i>Offer Type: Ongoing</i>	1,982,208	0	0	1,982,208 <i>Stormwater</i>	0
9	31.1 Information Technology Cybersecurity <i>Offer Type: Ongoing</i>	424,545	0	347,273	77,272 <i>Data &amp; Communications</i>	0
10	43.1 Parks Ranger Program <i>Offer Type: Ongoing</i>	271,164	0	271,164	0	0
11	43.3 Natural Areas Rangers and Visitor Services <i>Offer Type: Ongoing</i>	959,883	0	0	959,883 <i>Natural Areas</i>	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022 - 2023

## SAFE COMMUNITY - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
12	46.1 City Manager's Office: Office of Emergency Preparedness and Security Offer Type: Ongoing	530,664	0	423,331	107,333	0
					<i>Light &amp; Power Water Wastewater Stormwater</i>	
13	57.1 Municipal Court Services-General and Camera Radar/Red Light Caseload Offer Type: Ongoing	1,278,538	49,286	1,229,252	0	0
			<i>Camera Radar Grants</i>			
14	57.2 Municipal Court Services-Specialized Services Offer Type: Ongoing	126,658	0	126,658	0	0
15	57.3 Municipal Court Services-0.75 Hourly FTE for Assistant Municipal Judges and Camera Radar/Red Light Court Clerk Offer Type: Ongoing	76,180	18,902	57,278	0	0
			<i>Camera Radar</i>			
16	62.1 Poudre Fire Operation, Maintenance & Capital (General Fund) Offer Type: Ongoing	34,088,172	0	34,088,172	0	0
17	66.1 Municipal Prosecution Offer Type: Ongoing	435,289	0	435,289	0	0
18	18.3 Police Special Operations Division Offer Type: Ongoing	9,194,416	1,021,727	8,172,689	0	0
			<i>PSD Revenue for SRO Traffic Calming Surcharge</i>			
19	18.4 Police Criminal Investigations Division Offer Type: Ongoing	8,551,519	0	8,551,519	0	0
20	18.6 Police Vehicle Program Offer Type: Ongoing	1,975,611	126,005	1,849,606	0	0
			<i>Camera Radar</i>			

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022 - 2023

## SAFE COMMUNITY - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
21	18.7 Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) Offer Type: Ongoing	85,378	0	0	0	85,378 <i>General Fund</i>
22	53.1 West Nile Virus Program Management Offer Type: Ongoing	336,864	189,550	147,314	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
23	46.6 Special Events Offer Type: Ongoing	147,681	75,000	72,681	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
24	18.26 Foray evidence software and Operations and Maintenance costs for the Northern Colorado Law Enforcement Training Center (NCLETC) Offer Type: Enhancement	308,107	0	308,107	0	0
25	18.25 Restore: Police Training and Non-personnel Offer Type: Enhancement	164,339	0	164,339	0	0
26	4.6 Utilities: Stormwater - Poudre River Levee Program Offer Type: Capital Project	1,500,000	0	0	1,500,000	0
			<i>Stormwater</i>			
27	4.3 Utilities: Stormwater Developer Repays Offer Type: Ongoing	100,000	0	0	100,000	0
			<i>Stormwater</i>			
28	4.12 Utilities: Stormwater - Cured in Place Pipe Lining - Ongoing Offer Type: Asset Management	450,000	0	0	450,000	0
			<i>Stormwater</i>			
29	18.23 2 Hourly Positions Conversion to 1.0 FTE - Sex Offender Registrar Offer Type: Enhancement	34,780	0	34,780	0	0



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022 - 2023

**SAFE COMMUNITY - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
30	18.18 5.0 FTE - Mental Health Response Team build out; 1 Sergeant and 4 Officers - ARPA Funded Offer Type: Enhancement	809,170	0	0	29,739 <i>Equipment</i>	779,431 <i>General Fund</i>
31	4.4 Utilities: Stormwater - Oak Street Stormwater Project Offer Type: Capital Project	920,000	0	0	920,000 <i>Stormwater</i>	0
32	4.11 Utilities: Stormwater - Collection System Small Projects - Ongoing Offer Type: Asset Management	1,500,000	0	0	1,500,000 <i>Stormwater</i>	0
33	18.8 Police Photo Red Light & Photo Radar Program Offer Type: Ongoing	868,777	868,777 <i>Camera Radar</i>	0	0	0
34	31.2 Cyber Risk Management and Remediation Offer Type: Enhancement	360,000	0	360,000	0	0
35	4.5 Utilities: Stormwater - North Mason Stormwater Improvements - Phase 1 Offer Type: Capital Project	1,500,000	0	0	1,500,000 <i>Stormwater</i>	0
36	43.2 Encampment Cleaning and Prevention Offer Type: Continuing	110,160	0	70,160	40,000 <i>Stormwater</i>	0
37	4.8 Utilities: Stormwater - Land Acquisition Offer Type: Continuing	125,000	0	0	125,000 <i>Stormwater</i>	0
38	4.17 1.0 FTE - Civil Engineer II - Stormwater Engineering and Development Review Division Offer Type: Enhancement	97,102	0	0	97,102 <i>Water Wastewater Stormwater</i>	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022 - 2023

## SAFE COMMUNITY - 2022

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
39	46.2 Emergency Preparedness and Security - Security Programming and Technology <i>Offer Type: Continuing</i>	72,314	72,314	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
40	4.10 Utilities: Stormwater - Minor Capital - Ongoing <i>Offer Type: Asset Management</i>	572,000	0	0	572,000	0
					<i>Stormwater</i>	
41	4.16 Poudre River Flow Consolidation Upstream of College Avenue Study <i>Offer Type: 1-Time Enhancement</i>	300,000	0	0	300,000	0
					<i>Stormwater</i>	
42	4.7 Utilities: Stormwater - Castlerock Road Repairs - Enhanced <i>Offer Type: Asset Management</i>	750,000	0	0	750,000	0
					<i>Stormwater</i>	
43	31.3 1.0 FTE - Information Technology Systems Engineer - Data Management <i>Offer Type: Enhancement</i>	90,851	0	29,409	30,330	31,112
					<i>Water Wastewater</i>	<i>Data &amp; Communications</i>
44	46.7 0.73 Hourly FTE - Special Events Hourly Support <i>Offer Type: Enhancement</i>	45,236	0	45,236	0	0
45	57.6 Municipal Court Services-Mental Health, Addiction, and Teen Diversion Services - ARPA Funded <i>Offer Type: 1-Time Enhancement</i>	75,000	0	0	0	75,000
						<i>General Fund</i>
46	57.4 1.0 FTE - Deputy Court Clerk II - Municipal Court Services <i>Offer Type: Enhancement</i>	68,942	0	68,942	0	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022 - 2023

## SAFE COMMUNITY - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
47	4.14 Utilities: Stormwater - Maintain Mowing Levels of Service Offer Type: Enhancement	120,000	0	0	120,000 <i>Stormwater</i>	0
48	18.11 Wireless Connectivity Improvement for Fort Collins Police Patrol Offer Type: Enhancement	206,300	88,480 <i>One-time Revenue</i>	67,159	0	50,661 <i>General Fund</i>
49	18.27 2.0 FTE - 1 Criminalist and 1 Patrol Officer Offer Type: Enhancement	275,287	0	150,591	5,947 <i>Equipment</i>	118,749 <i>General Fund</i>
50	57.7 2.0 FTE - Deputy Court Clerk I (Muni Court Services) and Assistant City Attorney II (Municipal Prosecution) Offer Type: Continuing	219,051	0	219,051	0	0
<b>Funded Offers</b>		<b>103,869,327</b>	<b>6,884,543</b>	<b>80,873,183</b>	<b>13,124,552</b>	<b>2,987,049</b>
51	18.20 2.0 FTE - Criminal Investigations: 2 Criminalists Offer Type: Enhancement	242,660	21,942 <i>One-time Revenue</i>	220,718	0	0
52	18.21 1.0 FTE - FC911 Emergency Services Dispatcher Offer Type: Enhancement	84,330	0	84,330	0	0
53	43.4 1.0 FTE - Parks Ranger Offer Type: Enhancement	85,577	0	81,746	3,831 <i>Equipment</i>	0
54	53.2 RESTORE West Nile Virus Program Community Outreach, Education and Data collection Offer Type: Enhancement	39,000	39,000 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	0	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022 - 2023

**SAFE COMMUNITY - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
55	66.2 1.0 FTE - Senior Legal Assistant - Municipal Prosecution Offer Type: Enhancement	67,931	0	67,931	0	0
56	18.19 4.0 FTE - Patrol Officers Offer Type: Enhancement	614,998	2,745 <i>One-time Revenue</i>	588,461	23,792 <i>Equipment</i>	0
57	18.24 1.0 FTE - Victim-Witness Specialist - Victim Services Unit Offer Type: Enhancement	95,694	0	0	0	95,694 <i>General Fund</i>
58	18.13 Radio Replacement Fund: Replacement of Police Portable Radios - Enhanced Offer Type: Asset Management	500,000	0	500,000	0	0
59	4.18 Utilities: Stormwater - North Mason Stormwater Improvements (Phase 2) Offer Type: Capital Project	2,000,000	0	0	2,000,000 <i>Stormwater</i>	0
<b>Unfunded Offers</b>		<b>3,730,190</b>	<b>63,687</b>	<b>1,543,186</b>	<b>2,027,623</b>	<b>95,694</b>
<b>Total Offers</b>		<b>107,599,517</b>	<b>6,948,230</b>	<b>82,416,369</b>	<b>15,152,175</b>	<b>3,082,743</b>

# SAFE COMMUNITY

## 4.1 Utilities: Stormwater Engineering - Funded

2022 - \$1,732,738

### Offer Type: Ongoing

Funding this offer will provide Stormwater Engineering services for the City's Stormwater Utility.

Stormwater Engineering services include: Master Planning, Floodplain Management, Flood Warning, Development Review, Stormwater Quality, and Project Management for the Stormwater Capital Improvement Program. Each of these services supports the overall purpose of the Stormwater Utility for flood damage reduction, stormwater quality treatment and public safety, as well as the protection and enhancement of the Cache la Poudre River and its tributaries. This offer includes key program components as described below:

- Master Planning guides stormwater infrastructure for new development and identifies cost effective flood mitigation and control, stream restoration, and Best Management Practice (BMP) projects that mitigate flooding risks and enhance water quality.
- Floodplain Management provides assistance, support and regulatory oversight for proposed construction in the FEMA and City-designed floodplains and promotes flood awareness through education.
- The Flood Warning service manages a system of rainfall and stream gauges that provide real time data to assist stormwater and emergency response personnel during flood events.
- The Stormwater Quality program provides technical assistance and support along with testing and monitoring specific BMP improvements to enhance stormwater quality and reduce the impacts of runoff from existing and new development on City streams, creeks and the Cache la Poudre River.
- Development Review works with new development and building permit proposals to ensure the City's stormwater criteria and construction standards are met.
- Project Management services manage the design and construction of projects identified in the master plans and incorporated in the Stormwater Capital Improvement Program. These projects improve life safety, reduce property damage and improve stormwater quality.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 4.2 Utilities: Stormwater Basin Master Planning - Funded

2022 - \$225,000

### Offer Type: Ongoing

Funding this offer will continue efforts to update four (4) Stormwater Drainage Basin plans in 2022 resulting in more accurate identification of 100-Year stormwater flows and water surface elevations and the corresponding delineation of 100-Year floodplain and floodway boundaries. These studies utilize multi-objective approaches that consider flooding risk, stormwater quality, stream rehabilitation, Natural Areas, trails, recreation and Parks. Key elements include updating hydrology (how much water), analyzing hydraulic conveyances (where does the water flow), developing project alternatives (potential solutions to problems and challenges), improving stormwater quality, and selecting a preferred alternative (including a conceptual design) to alleviate potential flooding and project issues. These studies also analyze and delineate flood hazard areas typically referred to as floodplains. The information from these studies guides potential development opportunities. Conceptual cost estimates for identified projects are prepared and then projects are prioritized for consideration in the City's Capital Improvement Program.

Drainage basin plans are typically completed in phases. These phases are structured as: Hydrology, Hydraulics and Selected Plan, and Flood Hazard Area Delineation (FHAD)

The potential Mulberry Corridor Annexation has elevated the urgency of updating the Dry Creek Selected Plan.

# SAFE COMMUNITY

Below is a summary listing showing what phases were completed in 2021 and what is proposed for 2022. This list is subject to change based on development needs and floodplain mapping requirements.

Drainage Basin- 2021 Phase / 2022 Phase- 2022 Est Cost  
 Spring Creek- Hydro, Pt 1 / Hydro Pt 2 & Hydraulics- \$225,000  
 Fossil Creek- Hydro, Pt 1 / Hydro Pt 2- \$150,000  
 Dry Creek- Selected Plan- N/A  
 McClelland's - N/A / Hydraulics & Floodplain- \$75,000

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- NLSH 1.7 - Develop options and assess the feasibility of the annexation of the Mulberry Corridor.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

## 4.3 Utilities: Stormwater Developer Repays - Funded

**2022 - \$100,000**

### Offer Type: Ongoing

Funding this offer will reimburse development projects that have paid for the design and construction of specific regional stormwater improvements required by the City's approved master drainage basin plans that are not fully attributable to the respective development. These improvements are typically flood control or management projects, stream rehabilitation projects, stormwater detention facilities and/or stormwater quality best management practices (BMP) projects.

The Gateway at Prospect Development is being proposed near the northwest corner of the Interstate Highway 25 and Prospect Road interchange. This property is adjacent to the following two City proposed stormwater improvements:

- A stream rehabilitation project along a reach of Boxelder Creek that is delineated in the City's Stormwater Quality Master Plan; and
- The outfall channel for the Cooper Slough portion of the Boxelder Creek basin.

The City directly benefits from partnering on the design and future construction of these projects.

Staff from the City and Development Team (DT) have been coordinating efforts to address both public and private financial participation in each of these two projects. The DT is contracting to complete the preliminary and final design of these projects in 2022. The City and DT are negotiating cost shares for each respective entity. Funding is requested to cover the City's financial contribution to these efforts.

A reimbursement request for the Boxelder Creek Stream Rehabilitation project construction will be submitted in 2022 for payment in 2023. City staff and the DT are coordinating the Cooper Slough Outfall project construction funding and schedule considerations. This allocation will include any "true up" of cost allocations from the design phase.

The timing of reimbursements for development projects are difficult to anticipate in advance. If funding is not available, this impacts the pace and location of development.

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

## 4.4 Utilities: Stormwater - Oak Street Stormwater Project - Funded

2022 - \$920,000

### Offer Type: Capital Project

Funding this offer will provide design for stormwater infrastructure for the Oak Street Stormwater Improvement Project, part of the larger, long-term Downtown Stormwater Improvement Program (DSIP), as well as early procurement of a portion of the storm sewer pipe.

Design of the Oak Street Project will be an extension of the previously constructed Oak Street Outfall and will provide stormwater quality using green infrastructure, or low impact development treatment systems, in addition to large pipe. The project will extend west from the Mason and Oak streets intersection and terminate at the Jackson Avenue and Oak Street intersection near City Park. This is approximately 8,500 linear feet of stormwater mains, ranging from 78-inch diameter at Mason Street to 72-inch diameter at Jackson Avenue. The project also will include several lateral extensions from the main on Oak Street, north to Mountain Avenue or south to Olive Street, that will improve inadequate drainage at these locations.

Flood hazards in the Old Town Basin are generally caused by the inability of the existing streets and storm sewers to adequately convey storm runoff from moderate to large storms. There are over 550 structures in the basin that are vulnerable to damages from urban flooding. The Oak Street Stormwater Improvements Project is one of several stormwater projects that have been identified as part of the overall DSIP that will contribute to resolving urban flooding issues in Downtown Fort Collins.

In support of the Environmental Health Strategic Outcome and to meet the Citywide goal of providing stormwater quality, green infrastructure elements will be included in the design of this project and will further filter and clean stormwater runoff before its outfall into the Cache la Poudre River.

This offer will fund the final design of the project and early procurement of a small portion of storm sewer pipe.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 4.5 Utilities: Stormwater - North Mason Stormwater Improvements - Phase 1 - Funded

2022 - \$1,500,000

### Offer Type: Capital Project

Funding this offer will provide stormwater infrastructure along the proposed North Mason Street alignment from the Cache La Poudre River to north of Hickory Street.

The project provides a stormwater outfall for the area and supports economic health through development and re-development in the area as recommended by the North College Citizens Advisory Group of the Urban Renewal Authority. The project consists of a stormwater outfall to the Poudre River, a water quality detention pond and new storm sewer along the future N. Mason Street alignment. The project is divided into three approximate phases. Phase 1 is considered the storm water outfall to the Poudre River. Phase 2 is the water quality pond and the Union Pacific Railroad. Phase 3 is the new storm sewer from just east of the railroad tracks to north of Hickory Street along the City's proposed alignment for North Mason Street. Phase 3 would not be constructed until the City's Engineering Department acquires the land for the North Mason Street alignment, as this construction phase is contingent upon this land acquisition. (It is proposed that Phase 1 and 2 will be constructed first while land is

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acquired for Phase 3.)

This offer of \$1,500,000 will fund phase 1 of the construction of the project which is the outfall to the Poudre River.

This project is a priority for the Stormwater Utility due to the possible funding contribution by the North College Urban Renewal Authority (URA). If URA funding does not become available, the project will be reprioritized in the capital improvement plan.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 4.6 Utilities: Stormwater - Poudre River Levee Program - Funded

2022 - \$1,500,000

### Offer Type: Capital Project

Funding this offer will fund recertification and any necessary construction of floodplain improvements for the Drake Levee along the Poudre River. Improvements will restore freeboard (vertical height between water surface elevations [WSELs] and top of levee) to the levee to meet FEMA requirements.

The Drake Levee provides protection to critical infrastructure and facilities. The primary purpose of the Drake Levee is to provide 100 year floodplain protection for the Drake Water Reclamation Facility (DWRF), its attendant structures and properties located southwest of the site.

During the FEMA Poudre River RiskMAP update project, it was determined that 100 year water surface elevations (WSELs) on the levee are higher than the current floodplain mapping. As a result, the levee does not meet FEMA freeboard requirements for recertification.

Mitigation options are being explored to bring the levee into compliance including: 1) technical investigation of levee stability and recertification, 2) raising, extending, and/or rebuilding the existing levee and 3) reshaping areas within the Poudre floodplain upstream of the levee to improve conveyance and connectivity within the Riverbend Pond and Cottonwood Hollow Natural Areas.

If the levee is not recertified and/or improved, DWRF and other downstream properties, currently protected by the levee, will be placed back into the 100-year FEMA regulatory Poudre River floodplain.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 4.7 Utilities: Stormwater - Castlerock Road Repairs - Enhanced - Funded

2022 - \$750,000

### Offer Type: Asset Management

This offer will fund utility and roadway repairs associated with the Castlerock Drive storm sewer.



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The Castlerock Storm Sewer extends from approximately the intersection of Glenmoor Drive and West Plum Street to Red Fox Meadows Natural Area. Since 2013, the roadway above the storm sewer has settled due to the construction of the large diameter storm sewer. This settlement has caused the concrete surface to crack, leading to safety and maintenance concerns. This offer will replace the existing concrete pavement with either a new concrete or asphalt surface along the storm sewer alignment in Castlerock Drive, Elizabeth Street and Glenmoor Drive.

The settlement and concrete impacts the rideability and maintenance cost of the road. The road surface needs to be restored to address future safety concerns and maintenance costs.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 4.8 Utilities: Stormwater - Land Acquisition - Funded

2022 - \$125,000

### Offer Type: Continuing Enhanc

Funding this offer will continue efforts initiated in 2021 to better enable Stormwater to purchase land and acquire easements to construct, operate and maintain necessary stormwater infrastructure such as regional detention facilities, rehabilitated creeks and drainageways, major capital improvement projects, and regional water quality features.

Stormwater Master Planning has identified stormwater improvements throughout the city and maintains a list of prioritized projects with conceptual cost estimates. Funding is requested through the BFO process to design and construct these projects; approximately \$370 million is needed. Given this amount, it may take 25-30 years to fund and construct the improvements. Many of these regional stormwater improvements will be at least partially located on undeveloped and developed parcels of land within the city limits. On occasion, these parcels may be considered for private development or redevelopment years before funding will be available to construct the identified stormwater improvements.

This offer has been scaled down from \$250,000 to \$125,000. When combined with previously-appropriated funds, a total of \$375,000 will be in this project fund to use for future parcel acquisitions and related services. Example: The West Vine Master Plan update has identified a selected plan where channel improvements downstream of a regional detention pond will need to cross through undeveloped parcels. Funding of the channel is years down the road, but acquisition of these parcels when available helps ensure the successful future construction of the stormwater outfall channel. If these types of parcels are not acquired, there can be significant impacts on the project design and feasibility along with financial challenges for proposed projects.

Funds from this offer could also be used for legal advice, real estate services support, environmental site analyses, consulting costs, real estate appraisals, and property surveys.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 4.9 Utilities: Stormwater - Drainage & Detention - Funded

2022 - \$1,982,208

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**Offer Type: Ongoing**

Funding this offer will provide the Stormwater Fund operations core services, including stormwater maintenance operations, which include: Cleaning, Televising, Mowing, Debris Removal, Emergency Response, Point of Repair and maintenance of irrigation ditch trash racks. Stormwater maintenance ensures the drainage system is functioning properly and extends the design life, serviceability and efficiency of the system through repair and rehabilitation of existing stormwater infrastructure. This offer does not maintain the existing Level of Service; one other offer (14.26) has been included to maintain the existing Level of Service.

The Stormwater Utility provides dedicated funding to design and construct stream restoration and flood protection Capital Improvement Projects (CIP) including associated BMP retrofits, and to enhance stormwater quality through an emphasis on Low Impact Development policies and constructed improvements. Approximately 1,100 structures are still at risk within the 100-year floodplain.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**4.10 Utilities: Stormwater - Minor Capital - Ongoing - Funded**

**2022 - \$572,000**

**Offer Type: Asset Management**

Funding this offer will pay for the purchase or replacement of minor capital stormwater enterprise-related assets. A large majority of the Minor Capital expenditure is for fleet replacement.

Fleet Services uses an asset management program that takes into consideration age, mileage, repair costs and purchase cost to determine when best to replace a vehicle. Each vehicle is also reviewed for how it is used and whether the business need has evolved over time. This allows the department to 'right size' the vehicle for its most efficient and effective use into the future. The Stormwater Fleet system supports maintenance and construction crews in maintaining and renewing the stormwater system.

The vehicles & equipment identified for 2021 is the following:

- Dodge Dakota Small Pickup (Replacement)
- Freightliner Tandem Dump Truck (Replacement)
- John Deere Excavator (Rental Purchase)
- Dirt Screening Bar Screen (New)
- Tink Claw Adaptor for Loader (New) See video below
- Ford Ranger Small Pickup (Replacement)

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 4.11 Utilities: Stormwater - Collection System Small Projects - Ongoing - Funded

2022 - \$1,500,000

### Offer Type: Asset Management

Funding this offer will provide design and construction of smaller, high priority stormwater improvement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in-house forces.

Each year, the Stormwater Utility designs and constructs storm sewer lines and infrastructure replacement projects to correct deficiencies in the system, upgrade facilities, expand capacity and rehabilitate underserved areas. The design and construction of these projects are done with Utility in-house staff and construction crews, which allows for schedule flexibility, construction efficiencies and reduced design and construction costs. The Small Capital Projects are coordinated with other City departments to capitalize on opportunities for collaborative projects. An example of an opportunity project is replacing old or broken storm pipe before the Streets department paves the road to eliminate the risk of cutting new asphalt to repair the pipe later. Another example would be making repairs to streams or riverbanks ahead of Parks and Natural Areas trail projects.

Replacing these facilities brings them up to current standards, lowers long-term maintenance needs, and protects habitat and property. As part of its Asset Management Program, Utilities determines its Small Capital Project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety.

The current estimated plan for 2021 construction is as follows:

- L Path Poudre River Bank Repair
- Magnolia & Shields
- Parker St 200 Blk
- Whedbee Lateral
- Smith Lateral
- Laporte 400 to 500 Blk
- Pitkin 100 to 300 Blk
- Parkwood Lake Outlet
- Laporte Arthur Ditch bore

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 4.12 Utilities: Stormwater - Cured in Place Pipe Lining - Ongoing - Funded

2022 - \$450,000

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**Offer Type: Asset Management**

Funding this offer will improve the integrity of several thousand lineal feet of storm sewer main by installing Cured In Place Pipe (CIPP) lining. Portions of the stormwater collection system are at or approaching the end of their useful life. The deterioration of the pipes causes blockages and failures, and infiltration of ground water into the collection system resulting in soil and subgrade movement that can cause sinkholes and structural failures. Blockages and structural failures in the stormwater collection system can also result in localized and regional flooding. Lining a stormwater main can extend its useful life by nearly 50 years at a fraction of the cost of full pipe replacement requiring open excavation. This method is preferred in areas of poor access or where major construction would cause severe impacts to traffic or customers. CIPP lining is considered a 'trenchless' rehabilitation method as it does not require excavating in the street. CIPP is a jointless, seamless, pipe within a pipe to rehabilitate pipes. A resin-saturated felt tube made of polyester, fiberglass cloth and several other materials suitable for resin impregnation is inverted or pulled into a damaged pipe.

It is usually done from the upstream access manhole. Lateral connections are also restored without excavation in the manhole or via a remote-controlled device that drills a hole in the liner at the point of the lateral connection. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**4.14 Utilities: Stormwater - Maintain Mowing Levels of Service - Funded**

**2022 - \$120,000**

**Offer Type: Enhancement**

Funding this offer will maintain and increase the existing Level of Service in Stormwater Drainage Operations. Specifically, this offer will provide necessary funding to increase the contracting of mowing on City owned and maintained Stormwater properties. The current budget for mowing is \$60,000 and this offer proposes to increase it by \$120,000 to a total of \$180,000. The offer is scalable and funding for \$190,000 will allow for all of mowing to be contracted.

Utilizing contractors for mowing services allows levels of services to be maintained as contractors can anticipate the entire season and plan, schedule and staff accordingly. Highly trained City Stormwater Operations Staff are then able to focus their time on routine maintenance of pipes, manholes and ditches, which will increase the level of service in those areas. Maintenance of the pipes, manholes and ditches makes direct impact on the safety of the community as it prevents flooding risk, damage to properties and risk to public traveling on roadways.

The Stormwater Utility annually mows 1,219 acres and is responsible for the operation and maintenance of 182 miles of pipe, 4,500 manholes, 69 drainage channels, 8,400 drainage inlets and 109 detention ponds. There is a total of 15 Full Time Employees in Stormwater Operations and a crew of only 5 is responsible for the preventative maintenance, cleaning and televising of storm pipes and inlets. By contracting mowing additional full time and seasonal employees could be dedicated to additional cleaning and inspection as well as addressing customer service requests and emergencies.

By contracting mowing services, the utility will be able to begin lowering maintenance costs by not needing to replace zero turn mowers and tractors and stop leasing a tractor from the Streets Dept. Request for proposal from contractors for this work will be specific on addressing climate action goals, sustainability and triple bottom line and used in awarding the contract.

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

## 4.16 Poudre River Flow Consolidation Upstream of College Avenue Study - Funded

2022 - \$300,000

### Offer Type: 1-Time Enhancement

This offer will fund a feasibility study to investigate the potential of consolidating Poudre River 100 year runoff beneath the College Avenue Bridge. The purpose is to address flooding risk and overtopping of College Avenue during a 100 year storm, increase river health, enhance base flows through the City's urban corridor, and promote recreation along the river including the Poudre River Whitewater Park.

In order to consolidate the 100 year Poudre River runoff beneath the College Avenue bridge, improvements were needed both downstream and upstream of the crossing. The downstream improvements were completed in conjunction with the construction of the Whitewater Park. There are several improvements still needed on the upstream side to eliminate overtopping of College and reduce flooding risk to the public, existing structures, and adjacent properties, as well as public and private infrastructure. One of these improvements would be to relocate the Lake Canal diversion. A key element is the removal of the existing Lake Canal Diversion structure located on the Poudre River upstream of the College Avenue Bridge and relocation of the diversion structure downstream. Recent analysis has indicated that realistic opportunities may exist to achieve this diversion relocation.

This feasibility study will build upon the recent analysis and determine whether to actively pursue the Lake Canal diversion relocation. A major portion of this process will involve extensive discussions with affected stakeholders, especially irrigation companies, to determine if support exists to proceed with a coordinated effort.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- CR 2.4 - Identify criteria, process and funding options to refresh neighborhood and community parks.

## 4.17 1.0 FTE - Civil Engineer II - Stormwater Engineering and Development Review Division - Funded

2022 - \$97,102

### Offer Type: Enhancement

Funding this offer will add 1.0 FTE to the Stormwater Engineering and Development Review Division for development review and water/wastewater master planning.

The position will review water, wastewater, and stormwater development submittals, building permit submittals, issuances of permits, and escrows to ensure submittals comply with City, State and Federal regulations, City and Utility criteria, standard specifications, and master plans. They will work with customers to seek creative solutions while maintaining compliance. The position works with staff from multiple City departments, external governmental entities, developers, consulting engineers, project stakeholders and the general public, and assists with the preparation of Development Agreements and Developer Reimbursement requests.

This position will also be responsible for maintaining master plans associated with the water distribution and wastewater collection systems. This responsibility will

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include hydraulic modeling, calibration, scenario planning, capital improvement planning, and reporting system performance metrics such as sewer capacities and fire flow capacities.

If this offer is not accepted, the Division's ability to provide timely reviews for development proposals and master planning requests will be impacted.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**4.18 Utilities: Stormwater - North Mason Stormwater Improvements (Phase 2) - Unfunded 2022 - \$2,000,000**

**Offer Type: Capital Project**

Funding this offer will provide stormwater infrastructure along the proposed North Mason Street alignment from the Cache La Poudre River to north of Hickory Street.

The project provides a stormwater outfall for the area and supports economic health through development and re-development in the area as recommended by the North College Citizens Advisory Group of the Urban Renewal Authority. The project consists of a stormwater outfall to the Poudre River, a water quality detention pond and new storm sewer along the future N. Mason Street alignment. The project is divided into three approximate phases. Phase 1 is considered the storm water outfall to the Poudre River. Phase 2 is the water quality pond and the Union Pacific Railroad. Phase 3 is the new storm sewer from just east of the railroad tracks to north of Hickory Street along the City's proposed alignment for North Mason Street. Phase 3 would not be constructed until the City's Engineering Department acquires the land for the North Mason Street alignment, as this construction phase is contingent upon this land acquisition. (It is proposed that Phase 1 and 2 will be constructed first while land is acquired for Phase 3.)

This \$2,000,000 enhancement to Offer 4.5 will provide additional funding so Phases 1 and 2 can be constructed together from the Poudre River to east of the railroad.

This project is a priority for the Stormwater Utility due to the possible funding contribution by the North College Urban Renewal Authority (URA). If URA funding does not become available, the project will be reprioritized in the capital improvement plan.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

**18.1 Police Office of the Chief and Administration - Funded 2022 - \$4,944,383**

**Offer Type: Ongoing**

Funding this offer provides resources for the central leadership, accountability, budget/finances, public outreach, crime analysis, accreditation, research, and personnel functions for Police Services.

The Office of the Chief includes the positions of Chief of Police, Deputy Chief of Police, Public Relations Manager, an Executive Administrative Assistant, and an

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Administrative Assistant.

The Chief of Police is the Chief Executive Officer of the Police Service Area. The Deputy Chief oversees the Administration Division and serves as the Chief of Staff of the Police Executive Staff. The Public Relations Manager is the primary representative to the media and is responsible for public relations/outreach.

Administration consists of Professional Standards, the Personnel & Training Unit, Internal Affairs, Budget/Finance, Crime Analysis, Accreditation, and policy management.

The Personnel & Training Unit is responsible for recruiting, hiring, and training all personnel for Police Services. The unit consists of one lieutenant, two sergeants, five officers, an investigator, an administrative assistant, and one hourly employee.

Internal Affairs investigates allegations of misconduct toward Police Services employees. The office is staffed by one sergeant and a lieutenant who also manages accreditation.

Budget and Finance is staffed by one financial analyst and one financial technician responsible for budget development, accounts payable, revenue tracking, grant management, and financial planning for the agency.

The Crime Analysis Unit consists of two analysts who gather and analyze data to produce products for the purpose of officer deployment and agency performance management, benchmarking, reporting to the community, and resource allocation.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 18.2 Police Patrol Services - Funded

**2022 - \$16,369,526**

### Offer Type: Ongoing

This Offer funds the Patrol Division, which includes all the necessary elements for the response to calls for service, proactive enforcement, and quality of life enhancing activities for the community. The funding in this offer staffs an Assistant Chief, 10 shifts of police officers, and community service officers who respond to a myriad of incidents ranging from minor municipal violations and service requests to disturbances, traffic collisions and serious felony crimes.

The Patrol Division has had a goal of keeping response times for emergent and non-emergent incidents in parity with Benchmark Cities. Priority 1 are emergent calls for service including, but not limited to, burglary in progress, kidnapping, robbery, shooting, stabbing and weapons calls. The goal for emergent incidents is to arrive at the scene within 5:30 minutes of someone calling 911. In 2020, Police Services met that goal with an average response time for the year of 4:46, down from 2019 where the average was 5:09. Average non-emergent call response time remained steady related to 2019, with the average response time of 23:27, approaching the Benchmark City average of 16:57.

The most recent iteration of the Community Survey was in November 2019 and showed people feel safe in their neighborhoods and in Fort Collins overall, particularly during the daylight hours. However, police visibility and crime prevention were at their lowest levels, highlighting the need to increase officers' proactive time.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.

## 18.3 Police Special Operations Division - Funded

2022 - \$9,194,416

### Offer Type: Ongoing

Funding this offer supports the Special Operations Division and includes 1 Assistant Chief, 3 lieutenants, 7 sergeants, 6 corporals, 44 officers, 1 full time civilian and 6 hourly civilians.

The Emergency Management and Special Events lieutenant works with City departments and the community on emergency and special events management. The traffic unit reports to this Lieutenant.

- Traffic Unit: 1 sergeant, 1 corporal, 5 traffic officers, and 6 hourly civilians who operate 2 photo radar vehicles. This team leads the enforcement of traffic safety and CRASH investigations.

Community Policing: 1 lieutenant is responsible for leading the agency’s community policing teams and initiatives. The following units report to the Community Policing Lieutenant:

- District One Nights: 1 sergeant, 1 corporal and 6 officers. The D1 night team’s primary focus is to provide a safe nightlife environment in the Downtown area.
- District One Days: 1 sergeant, 4 officers, 1 liquor compliance officer and 1 marijuana compliance officer. The D1 day team focuses on quality-of-life issues in the Downtown area. A large amount of the team’s time is devoted to addressing disruptive behaviors of the homeless/transient population.
- Neighborhood Engagement Team (NET): 1 sergeant, 1 corporal, and 7 police officers. NET addresses crime prevention and neighborhood quality-of-life issues using proactive, community policing.
- School Resource Officers: 1 sergeant, 2 corporals and 11 police officers provide essential safety and outreach in the schools. By contract, PSD and the City each pay 50% of this program.

The Tactical Operations Lieutenant manages the SWAT Team, K9 Unit, UAS (Drone) Program, Mental Health Co-Responder initiative, and the Hazardous Devices Team.

- SWAT Team: 1 sergeant is assigned full time to lead 24 part time SWAT operators. The SWAT Team resolves high-risk incidents and provides substantial tactical training to police officers.
- K9 Team: 1 Sergeant and 7 officer handlers.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.



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## 18.4 Police Criminal Investigations Division - Funded

2022 - \$8,551,519

### Offer Type: Ongoing

Funding this offer supports the Criminal Investigations Division (CID), comprised of ten units: Northern Colorado Drug Task Force (NCDTF), Criminal Impact Unit (CIU), Property Crimes Unit (PCU), Victim Services Unit (VSU), Financial Crimes Unit (FCU), Crimes Against Persons Unit (CAPU), Forensic Services Unit (FSU), Northern Colorado Regional Forensics Lab (NCRFL), General Investigations Unit (GIU), and Property & Evidence (P&E).

CID investigates felony crimes with meticulous accuracy, timeliness, and respect for all people. CID investigates most Part I Felony Crimes like homicide, sex assault, robbery, burglary, theft, arson, aggravated assault, and motor vehicle theft. CID also investigates fraud, deceptive sales and business practices, computer crimes, identity theft, gang crimes, repeat offenders/fugitives, and registered sex offenders. CID also provides services to victims of crime (required by state statute).

Common denominators of any investigation are serving the victim and managing the digital forensics and/or Crime Scene. In each area, the complexity of the assignment and the demand for service has continued to grow year over year. Similarly, the expectations of the public, courts, prosecutors, and other stakeholders has also risen. The services provided by the FSU are utilized in every major case and the utilization in other, lower-level, cases continue to grow, especially in digital forensics.

P&E safely intakes, maintains, and releases evidence and recovered property which gets returned to residents. There are currently over 205,000 items of evidence which are annually inventoried. They also process all digital evidence like body worn camera videos. CID also relies on the Crime Scene Investigator (CSI) program, which is a collateral assignment where CSIs receive special training and equipment to proficiently process crime scenes. In conclusion, the services provided by CID are essential to provide for a safe community.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## 18.5 Police Information Services - Funded

2022 - \$7,359,536

### Offer Type: Ongoing

Funding this offer supports the Police Information Services Division, which is made up of four units: Administration, Fort Collins 911 (Dispatch), Police Records, and Technical Services. These services are essential criminal justice functions protecting residents. The functions provide police call entry and dispatch services (911 and non emergency) for police, fire, and ambulance; record production, maintenance and release; and broad technology and communications support.

Administration manages all aspects of the Information Services Division, including personnel, projects, and administrative services.

Fort Collins 911 provides critical call taking and dispatch services for FCPS, Poudre Fire Authority (PFA), University of Colorado Health (UCH) ambulance, Wellington Fire Department, Platte River Fire Department, Natural Areas Rangers, City Park Rangers, and, at times, Transit Service Officers.

Police Records handles all records produced and managed by FCPS. This includes data entry/management of all the paperwork generated by officers, as well as records release to the court and public.

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Police IT and Technical Services research, install, maintain, and support a wide range of traditional IT assets, as well as FCPS's specialized assets and systems. Some examples are: Police body-worn cameras, Police radios, security cameras, Police laptops, audio/visual systems, Police phones and associated apps and software, wireless air cards management, Police tablets and associated apps and software, Police interview room systems, Police networks, Police network switches, Police storage systems, Police access control security systems, Police identity management systems, Police uninterrupted power supply systems, Police phone systems (IP and Landline), Police printers and copiers, Computer-Aided Dispatch Systems, evidence management systems, and Records Management Systems.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

## 18.6 Police Vehicle Program - Funded

2022 - \$1,975,611

### Offer Type: Ongoing

This offer covers the fleet operational and maintenance costs for vehicles assigned to all five divisions of Fort Collins Police Services. This offer supports all of the operation and maintenance (O&M) expenses for all marked and unmarked police vehicles, including 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 crime scene investigations; and ten pool cars that officers can use while their patrol car is being serviced or is otherwise unavailable.

Police Services has utilized the One to One Car Plan for approximately 40 years. The plan assigns a car to every police officer in the agency. By assigning vehicles to sworn officers, the agency is able to rapidly call upon a highly scalable number of officers to respond to any situation, with all of the required equipment needed. Additionally, the one to one concept acts as a deterrent to potential traffic violations and criminal acts by increasing police visibility throughout the community, lending to greater police presence than on-duty vehicles could achieve alone.

Officers are required to carry all necessary equipment for the performance of their duties in their patrol cars. In the event of an emergency, officers can respond directly from home to the scene fully equipped, saving valuable time otherwise used to respond to the police department or service center to pick up a vehicle and equipment.

The One to One Car Plan is a valuable component to Fort Collins Police Services Community Policing model. Additionally, the vehicles are significantly better maintained, as each vehicle is primarily used by only one officer who is responsible for the care & maintenance of their vehicle. It also results in replacing vehicles much less frequently. FCPS vehicles generally last 8 to 10 years, whereas pool vehicles last an average of 4 years.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 18.7 Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) - Funded

2022 - \$85,378

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**Offer Type: Ongoing**

Funding this offer provides critical radio infrastructure and assets for the Northern Colorado Regional Communications Network (NCRCN). The NCRCN was established when regional partners collaborated to ensure the regional emergency radio communications system was managed, regulated, and had oversight in the use and maintenance of the system. Partner and member agencies include: Fort Collins Police Services, City of Loveland, Larimer County, Poudre Fire Authority, Poudre School District, Colorado State University Police, Estes Park Police, Estes Park Medical Center, Estes Valley Fire Protection, Estes Park Public Works, University of Colorado Health, Banner Health, Berthoud Fire, Bureau of Reclamation, Federal Protective Service, Loveland Fire Rescue, McKee Medical Center, Northern Colorado Water Conservancy District, Thompson Valley EMS, Wellington Fire and Windsor Severance Fire.

In 2018, Larimer County became a new regional partner and with that change, a new structure and Intergovernmental Agreement (IGA) was created. The City entered into the IGA with the City of Loveland and Larimer County and agreed to a division of NCRCN assets and towers between the primary partners. With the agreement, the City of Fort Collins has ownership for two of the five radio tower sites and the responsibility for the maintenance of equipment, radios and required services at the two sites (Horsetooth and Poudre Valley Hospital) to ensure compliance with the State of Colorado's Digital Trunked Radio System (DTRS).

Maintaining this critical infrastructure includes the costs of ongoing maintenance & any upgrades as required for functionality or to ensure compliance with the DTRS. Member contributions help offset costs for upgrades & any new functionality necessary to provide or enhance services. Without this funding, Police Services and other agencies are at risk of having outdated infrastructure & will not be able to meet regional radio needs and partnership commitments.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

**18.8 Police Photo Red Light & Photo Radar Program - Funded**

**2022 - \$868,777**

**Offer Type: Ongoing**

Funding for this offer maintains the Police Photo Radar/Red Light photo enforcement system consisting of two Photo Radar speed vehicles and eight Photo Red Light systems, helping to address safety concerns through the effective use of technology.

Due to limited resources in officer staffing, Photo Radar technology serves to effectively extend traffic enforcement in the community in a cost-effective manner. The Photo Radar program is self-funding and provides the revenue necessary to maintain program operations through collected fines. This innovative program also provides for other operational and administrative needs created by traffic issues for the Municipal Court and City Attorney's Office. This funding saves hundreds of thousands of dollars from the General Fund, furthering traffic safety without the inherent trade-offs of using General Fund dollars.

The hourly civilian Photo Radar operators work both daytime and evening/weekend hours. They are dedicated solely to the operation of the photo radar vans for speed enforcement and review of Photo Red Light Camera violations. Photo Red Light systems themselves are self-sufficient and require no personnel for their operation. This offer maintains service levels provided in 2021.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.

**18.9 Police Colorado Regional Information Sharing Project [CRISP] - Funded 2022 - \$882,995**

**Offer Type: Ongoing**

Funding this offer will continue the regionally shared Computer Aided Dispatch (CAD), Records Management System (RMS), Jail Management System (JMS), and Mobile Data System (connectivity for officers). This offer funds ongoing costs to include software and hardware maintenance.

As a member of the Colorado Regional Information Sharing Project (CRISP), Fort Collins Police Services (FCPS) has been partnering with other public safety agencies to share one computerized public safety software system. This system enables all Larimer County agencies to share accurate and timely information, which assists in developing and sustaining a safe community. FCPS is a leader in using computer technology to enhance public safety and provides high quality law enforcement services to residents.

In 2018, the City of Fort Collins, the Larimer County Sheriff’s Office and the City of Loveland entered into an IGA to share equally in the costs, use and management of the system. The City of Loveland is the newest partner; their participation now provides county-wide business continuity and interoperability including the 911 Centers. This new CAD and Mobile application went live in September 2020 and the Records system in December 2020. This regional system allows for business alignment and management of incidents as well as situational awareness among all user agencies.

CRISP agencies continue to improve service to Larimer County residents through more timely and accurate shared information. The participating agencies continue to build alliances that enhance interoperability and shared benefits, such as instantaneous information sharing and emergency response coordination. Each of the partner agencies shares in the funding with two thirds of this funding being reimbursed by Larimer County and Loveland.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**18.10 Police Regional Training Facility [Jointly owned with Loveland] - Operation and Maintenance - Funded 2022 - \$247,963**

**Offer Type: Ongoing**

The Northern Colorado Law Enforcement Training Center is a partnership with the City of Loveland to build and operate a world class law enforcement training facility. The facility opened for limited use in March of 2021. In approximately October, the facility will open for use for outside agencies and limited use by private groups. The facility is comprised of a driving track, driving skills pad, indoor firearms range and administrative/classroom space.

This offer is to cover ongoing operations of the Northern Colorado Law Enforcement Training Center. These costs are shared 50/50 with the City of Loveland; this offer includes the City of Fort Collins annual payment, operation and maintenance expenses as well as a Campus Manager position.

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The NCLETC is located on land owned by the Northern Colorado Regional Airport. This offer covers the \$186k land lease payment to the Northern Colorado Regional Airport.

The full operational expenses for the NCLETC are expected to be \$606k. The operational expenses will be offset by an expected revenue of \$45k. The net operational costs will be split 50/50 by Loveland and Fort Collins with each city contributing \$280k. Since the NCLETC opened in early 2021, there has not been a full year of actual expenses and revenue; the budgeted expenses are still estimated amounts.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.

## 18.11 Wireless Connectivity Improvement for Fort Collins Police Patrol - Funded

2022 - \$206,300

### Offer Type: Enhancement

Purchasing this enhancement will fund equipment for the first installment (50) in a multi-year phased installation of a router and antenna in police vehicles. These devices will connect across multiple carriers to increase wireless connectivity of officers' mobile data laptops (Through which, calls are dispatched, emergency updates are provided, and reports are completed). The enhanced equipment will replace the current configuration where laptops utilize built-in air cards with one provider. The replacement system will allow laptops to automatically connect between the Verizon network and the State's first responder network, FirstNet (AT&T), to utilize the strongest signal.

As a measure of a successful program, this is expected to dramatically decrease connection drops (from approximately ten to zero per work shift).

Poor wireless connectivity in areas of Fort Collins has limited the utility of technological devices deployed with police officers. Wireless connectivity is necessary for their mobile laptops to connect to systems such as Computer Aided Dispatch, the Records Management System, the electronic citation system, email, and more. Areas with poor connections may render an officer's laptop unusable interfering with timely dispatching of calls, navigation to calls for help, crucial updates about medical needs or violent criminal actions, and more. While officers can receive information over their radio, that may be missed in high-stress situations and requires them to stop and write down relevant information. That could lead to delays and the officer missing critical information that could be referenced on their laptop if their connection were working.

A pilot project was conducted in 2020; it was discovered that overall signal improves, connections are more stable, and connection speeds increase.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

## 18.13 Radio Replacement Fund: Replacement of Police Portable Radios - Enhanced - Unfunded

2022 - \$500,000

### Offer Type: Asset Management

Police Services relies heavily on radio communication as their primary means for transmitting mission-critical information to and between emergency responders and the

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911 center. Radio transmissions provide relevant and necessary information regarding calls for service to include in progress events. This information is critical for responding personnel. As the dynamics of a given situation change, broadcasting of information allows for first responders to approach the event or tactical situation informed with vital information. Officers and staff utilize the Public Safety Emergency Radio System on a continuous basis to communicate and receive updates from the 911 Center, convey information to other responders and/or direct incoming resources and assisting agencies. The radio system and the use of portable and mobile radios provide a means for officers to communicate with regional partners and allow for seamless transmissions and critical interoperability at the county and state level.

First responders utilize both handheld and in car radios. Handheld radios are utilized when an officer is out of their car and they need to receive or transmit life saving information and/or information required to maintain the safety of the community, their partners, and their own personal safety. These devices allow for emergency notifications to other responding units and the 911 Center in the event an officer needs urgent assistance. Industry standards, to include vendor recommendations and radio experts, suggest replacing handheld radios every 5-7 years. Most of the Police Services handheld radios were purchased in 2012 and are overdue for replacement. Due to radios being individually assigned, the FCSPS has been able to extend the radio replacement timeline. However, over the last several years there has been an increase in service requests for these aging radios. This offer requests a yearly savings amount of \$510k to purchase new handheld units.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

**18.18 5.0 FTE - Mental Health Response Team build out; 1 Sergeant and 4 Officers - ARPA Funded - Funded**

**2022 - \$809,170**

**Offer Type: Enhancement**

In late 2020, Fort Collins Police Services began a “proof of concept” Mental Health Response Team (MHRT) program. This program was the next iteration of an evolving partnership between FCPS and UHealth, and changing community expectations. Two officer positions were temporarily transferred from the Patrol Division to the Special Operations Division to staff the MHRT concept. These officers, chosen for their training and experience with people experiencing a mental health crisis, were partnered with a mental health clinician and a community paramedic from UHealth. There were multiple expectations for the team and this model provided flexibility and scalability depending on the client’s need.

The Mental Health Response Team (MHRT) has proven its utility and provided benefits to community members and first responders alike. MHRT has received a positive response from the community due to publicity and is already engrained as liaisons with multiple entities. The program currently exists on a limited scale, operating only during daytime hours, and most of the week doesn’t receive the benefit of this unit. The intent of this offer is to move the program to permanency from proof of concept and increase its availability throughout the week.

Funding the four officer positions allows Fort Collins Police Services to provide the benefits of this team to the Fort Collins community every day during both the daytime and evenings. The sergeant position, as a supervisor, would provide a single point for collaboration with community health care partners, law enforcement providers, and other community mental health stakeholders. The four officers and the sergeant positions would move this team from a temporary, proof of concept trial, to a full time unit providing the best continuity of care for individuals with a mental illness and provide law enforcement and other community providers with industry-leading service options beyond what previously existed.

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This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

**18.19 4.0 FTE - Patrol Officers - Unfunded**

**2022 - \$614,998**

**Offer Type: Enhancement**

This Offer adds 4 police officers to the Patrol Division, which includes all the necessary elements for the response to calls for service, proactive enforcement, and quality of life enhancing activities for the community. Calls for service range from minor municipal violations and service requests to disturbances, traffic collisions and serious felony crimes. Proactive enforcement and community engagement contribute to decreased crime and increased positive community relationships.

The Patrol Division has had a goal of keeping response times for emergent and non-emergent incidents in parity with Benchmark Cities. Priority 1 are emergent calls for service including, but not limited to burglary in progress, kidnapping, robbery, shooting, stabbing and weapons calls. The goal for emergent incidents is to arrive at the scene within 5:30 minutes of someone calling 911. In 2020, Police Services met that goal with an average response time for the year of 4:46, down from 2019 where the average was 5:09. Average non-emergent call response time remained steady related to 2019, with the average response time of 23:27, above the Benchmark City average of 16:57. Non-emergent calls include non injury MVA's, minor assaults, sexual assaults and many other call types. Additional officers would cut down response times on non-emergent calls.

In 2016 Council adopted the Law Enforcement Personnel Allocation Model. This model is used to help determine necessary personnel in order to reach the goal of having officers spend 30 minutes/hour of reactive time and 30 minutes/hour of proactive time. Reactive is for responding to calls for service and proactive is to increase time on engagement activities, addressing traffic issues and other safety/community needs, including bike patrol, homeless outreach and addressing transient complaints. Additional officers would assist in staffing to address calls for service as population and demands continue to increase and allow for proactive work.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties.

**18.20 2.0 FTE - Criminal Investigations: 2 Criminalists - Unfunded**

**2022 - \$242,660**

**Offer Type: Enhancement**

Law enforcement agencies across the nation are fast adopting a new industry standard of hiring professional staff employees in several traditionally uniformed police (sworn) fields, such as forensics, fraud, and investigations. These new positions leverage strong candidates from local university programs in accounting, criminal justice, and forensic disciplines, who desire to serve their community in less kinetic ways. Examples include candidates who may have a concern with carrying a gun, have physical limitations, or a current officer suffering an injury which would force an early retirement. This offer would take advantage of the growing number of top notch candidates for two specific units: Financial Crimes (FCU), and Crimes Against Persons (CAPU).

A Fraud Criminalist is a non sworn individual who can perform investigative work on financial crimes usually requiring a Certified Fraud Examiner certification. There is a backlog of pending cases in FCU which have yet to be assigned to detectives for any follow-up investigation due to capacity. This addition would address this backlog and support more community related projects and potentially some proactive investigations.

The proposed Criminalist for the Crimes against Persons Unit would focus on cases involving technology and/or internet based. A technology-driven asset for CAPU would provide a force multiplier by alleviating investigatory work from detectives currently overburdened by an increase in cases involving internet crimes against children, child pornography, and child exploitation.

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This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

## 18.21 1.0 FTE - FC911 Emergency Services Dispatcher - Unfunded

2022 - \$84,330

### Offer Type: Enhancement

Funding this offer will add an additional 1.0 FTE Emergency Communications Dispatcher at Police Services. The Emergency Services Dispatcher position provides 24/7 emergency dispatching services to the community. Emergency Communications Dispatchers are responsible for answering and triaging 911 calls, non-emergency, and administrative telephone calls. In 2020, over 200,000 telephone calls were processed through the center, 70,985 of which were 911 calls. This position is also responsible for the dispatch of police, fire, and EMS personnel. Fort Collins 911 dispatchers are nationally certified Emergency Medical Dispatchers which provide life-saving medical instructions to callers prior to the arrival of EMS personnel.

The offer for the Emergency Communications Dispatcher will add needed staffing to provide additional coverage allowing radio dispatchers to remain available for emergency radio traffic while also assisting with the increase in incoming call volume and calls for service. In addition, recommendations from two shooting review boards outlined the need for radio dispatchers to remain focused on the radio and not be expected to answer incoming phone calls which may divert their attention during an in-progress event. This position is both critical for first responder safety and providing service to our community.

This position is essential in providing a high level of service to field units as well as being prepared to handle the demands of the increased call volume for police services and Fire/Medical calls for service. While the additional staff is necessary to meet all these challenges moving forward, we realize budget constraints need to be considered.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

## 18.23 2 Hourly Positions Conversion to 1.0 FTE - Sex Offender Registrar - Funded

2022 - \$34,780

### Offer Type: Enhancement

Funding this offer will allow FCPS to combine two part time positions into one full-time FTE to manage Police Services Sex Offender Registration. FCPS Criminal Investigations Division (CID) is responsible for managing over 300 registered sex offenders (RSOs) within Fort Collins. This involves scheduling in person meetings with offenders, verifying their place of residence, updating identifying information such as photographs and fingerprints, and following up with offenders who violate the registration requirements. The current registrar works 25 hours as a part-time employee; however, this is not sufficient to maintain the program. Each week on average, CID must supplement this program with an additional 15 20 hours from the Criminal Impact Unit Investigative Aide. CID would like to leverage the currently unfilled part time Administrative Clerk vacancy and combine it with the existing part-time sex offender registrar to create one full time (FTE) Investigative Aid/Sex Offender Registrar. This work is vital to the public safety of the community to protect others from RSOs who have been deemed a potential threat of ongoing sexual violence.

The impact to redeploying this program would benefit the purpose of the sex offender registrar position and absorb a vacant part time administrative clerk position. A full



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time sex offender registrar would allow the agency to commit a sole resource to maintaining the registered sex offender program versus pulling from other agency resources to meet these needs. Additionally, the agency's Criminal Impact Unit Administrative Aide can focus on their primary responsibilities of supporting a very active and impactful unit. There will be an increase to meet total compensation and salary.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

**18.24 1.0 FTE - Victim-Witness Specialist - Victim Services Unit - Unfunded**

**2022 - \$95,694**

**Offer Type: Enhancement**

Funding this offer will provide a full-time Victim Witness Specialists to the Victim Services Unit (VSU) currently comprised of one supervisor, one Specialist, and a part time grant-funded advocate. VSU provides invaluable and legally mandated services to victims, their families, and witnesses impacted by crime.

C.R.S. 24 4.1 301 through 24 4.1 305 (the Victim Rights Amendment, or VRA) dictates the mandatory responsibilities of law enforcement agencies for victims of crime. VSU shoulders many of these requirements. House Bill 19 1064 has also increased the requirement of services to victims of VRA crimes. This makes it a mandatory requirement of law enforcement agencies to notify victims about any arrests or releases of individuals charged with VRA crimes and has become one of the main responsibilities of Victim Services.

VSU's caseload has increased 62% since 2013 while VSU staffing has increased by only ¼ of a position since 2000. The VSU Supervisor and one of the Victim Specialist positions are paid for with City funding. Two part time victim specialist positions are currently funded by the Victim and Law Enforcement (VALE) grant, and the Victims of Crime Act (VOCA). There is a high risk FCPS will lose funding from these grants and has already received written notice from VOCA regarding "significant cuts" during the next budget cycle. With the increase in the community's size, police/detective staff, and cases generated, staffing three full-time VSU positions is a priority. The services provided by the Victim Witness Specialists are critically important and legally mandated, and therefore it was never intended that these ongoing services would be funded by non guaranteed and unreliable grants. Additionally, the increase in workload for the Victim Witness Specialists prevents the use of available grants for their desired purposes, such as targeted and enhanced services for juvenile victims, victims of sexual assaults, and victims in protected & special classes.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

**18.25 Restore: Police Training and Non-personnel - Funded**

**2022 - \$164,339**

**Offer Type: Enhancement**

Funding this offer restores one time reductions which were necessary during the COVID pandemic and associated recession. Restorations are agency wide vital public programs to include: the Community Police Academy, Youth Police Academy, and party enforcement patrols while returning levels of support to the Explorer Scout program, community outreach programs, bicycle patrol, and safety equipment for police officers.

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This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**18.26 Foray evidence software and Operations and Maintenance costs for the Northern Colorado Law Enforcement Training Center (NCLETC) - Funded** **2022 - \$308,107**

**Offer Type: Enhancement**

Funding this offer pays for two programs: evidence software (FORAY) and O&M for the newly opened Northern Colorado Law Enforcement Training Center. The agency's computer aided dispatch and records management system (CAD/RMS) were converted to a new product/vendor in 2020/2021 to enhance efficacy and to complete interoperability with the Larimer County Sheriff's Office and the Loveland Police Department. During that system migration, it was imperative to purchase a new property and evidence module (FORAY). This program manages all intake, tracking, release, and disposal of property and evidence taken in by FCPS and the Northern Colorado Drug Task Force.

The jointly-funded and -operated Northern Colorado Law Enforcement Training Center (NCLETC) was built and staffed in 2020 with a formal opening in Q1 2021. Additional funding is required to pay FCPS' portion of staff benefits and O&M.

Both of these vital enhancements were multiple years in the making and came online during a pandemic and financial crisis. FCPS temporarily reallocated funds across all divisions and many programs to fund these items while meeting City budget reduction targets. However, funding must now be sought for both ongoing expenses so that core funding can return to programs, training, equipment and supplies.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.

**18.27 2.0 FTE - 1 Criminalist and 1 Patrol Officer - Funded** **2022 - \$275,287**

**Offer Type: Enhancement**

Funding this offer begins to address two staffing needs of FCPS. Though a 2016 Council staffing plan included 6 additional police officers per year to address population growth and the associated calls for service, that goal has been unattainable most years due to funding limitations. In 2021, no additional employees were added.

This offer adds one general Patrol Officer to the authorized agency staff of 224 officers, including the Chief of Police. This additional officer is direly needed to address existing calls for service. The offer also begins a program of employing professional staff to work in roles traditionally held by sworn officers. A lower-cost Criminalist would likely work in the Forensic Services Unit (FSU) potentially allowing a detective to be reassigned to a role requiring a law enforcement officer. It will also allow for a proof-of-concept trial which may lead to additional criminalists in FSU, the Financial Crimes Unit, Personnel and Training Unit, and more. This type of position expands our applicant pools by leveraging strong candidates who desire to serve their community, but not as a police officer.

The complexity of digital forensics and crime scene investigations can easily be managed by a professionally-trained employee who is not pulled away from those duties

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for the additional training demands on police officers which include driving, firearms, arrest-control, and defensive tactics. There are frequent backlogs of pending cases which may be alleviated by an ever-present employee.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

## 31.1 Information Technology Cybersecurity - Funded

2022 - \$424,545

### Offer Type: Ongoing

This offer funds a small yet crucial set of tools and a portion of the City's cybersecurity personnel. With these resources, IT supports the City's cybersecurity awareness and phishing training, shares a Senior Security Analyst with Water Utilities (IT funds 1/3), and fully funds one cybersecurity architect and one security operations staff. Because actions taken to manage cyber risk in Utilities (who fund one full Senior Security Analyst in addition to the resource mentioned above) also benefits the City at large and vice versa, there is shared benefit realized through the results the personnel deliver. Staff detailed in the Data Management offer (29.3) supplement the cybersecurity operations resources required to address common cybersecurity incidents and deploy tools that further reduce cyber risk.

The team and the tools for which they are accountable constitute portions of a Defense in Depth strategy. This offer funds the following aspects of the strategy:  
 above mentioned personnel  
 acquisition of and updates to firewalls and Virtual Private Network appliances along with services, support, and maintenance contracts  
 cyber awareness education and training provided through KnowBe4  
 insight on the City's cyber vulnerabilities provided by BitSight, which allows the team to prioritize vulnerability remediation

While this offer covers a crucial, on-going, baseline investment in the City's cyber risk management through the funding of information security personnel and the purchase of awareness and training tools, it does not cover the complete set of cybersecurity tools or staffing needed to protect the current and future performance of the City.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 31.2 Cyber Risk Management and Remediation - Funded

2022 - \$360,000

### Offer Type: Enhancement

This offer, one of IT's highest priorities, funds Cybersecurity technologies, tools, personnel, and professional services to strengthen the City's cyber risk management capabilities. The offer will improve the City's ability to provide enhanced protection for our computer systems and sensitive and private data. As expected with funds spent on cybersecurity, the offer pays for proactive capabilities, allowing teams to implement preventive actions, identify and then respond early and rapidly to risks, threats and compromises, and achieve quick and complete remediation of vulnerabilities and breaches, should they occur.

Why is this important to the City? A New York Times risk report identified that 7 of the top 10 business risks are directly or indirectly related to cybersecurity. Improving

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the City’s cybersecurity posture is business continuity assurance, allowing us to manage systems and risks to improve and protect the current and future performance of the City. Municipalities and critical infrastructure like fresh, waste and storm water and electricity are increasingly the victims of sophisticated cyber attacks, including ransomware. As of February 2020, over 370 cyber incidents affecting local governments and public safety agencies had occurred in the prior two years, and there were over 4600 data breaches in 2020. Fort Collins must take measures to mitigate exposures that have the potential to impact its mission critical operations. Many municipalities and government agencies find themselves facing financial loss and reputational damage that far exceed the dollars requested in this offer.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

### **31.3 1.0 FTE - Information Technology Systems Engineer - Data Management - Funded**

**2022 - \$90,851**

#### **Offer Type: Enhancement**

This offer funds an additional system engineer requested by and funded from three departments: Emergency Operations Center (EOC), Water Utilities, and City IT. The proposed engineer scope of work would focus on:

- 1) Newly formed Emergency Operations Center Support: EOC need is to improve physical security and video surveillance capability. The immediate focus would be on migrating from Salient video surveillance systems to Genetec. Additional tasks include setting up the new environment, migrating to it from the old environment, managing additions, deletions, and changes, creating a process for and actually managing camera needs, and interfacing with the vendor. Additional work will be needed to enhance and configure the Continental Door Access Control system. These efforts increase the City's security while ensuring consistency, efficiency, and effectiveness of the access request, interaction with the EOC, and interaction with the vendors needed in the support process.
- 2) wSCADA (Secure Network for Water Utilities) teams including Water and Wastewater Utilities: The latter has recently performed a thorough assessment that highlights the importance of partnering with IT who are experts in system engineering and cybersecurity to support their security objectives. This includes leveraging the City's existing secure backup infrastructure, promoting increased productivity by providing secure remote access, and updating current Water IT infrastructure to modern secure, supportable technologies.
- 3) City IT: System engineering, which is primarily responsible for managing and updating the City's data center equipment and virtualization and monitoring tools, establishing protocols and implementing technology to reduce the business impact of system outages, providing outstanding service for end user requests, and supporting new tools and technologies such as those needed for the data management and other new and existing programs.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

### **43.1 Parks Ranger Program - Funded**

**2022 - \$271,164**

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**Offer Type: Ongoing**

This offer funds the Parks Ranger Program. Implemented in 2013, the program currently consists of 1 Lead Parks Ranger and 2 Parks Rangers. The Parks Ranger staff act as park and paved trail ambassadors for parks and trail users, visitors and those who sometimes need a helping hand; serve as liaisons between maintenance staff and community members; are visibly active, knowledgeable, educational resources for the public regarding park use; and have authority when necessary to enforce relevant City Code, parks rules and regulations.

Parks Ranger staff currently patrol 44 neighborhood parks, 7 community parks, and 45 miles of hard-surface trails. Since its inception, the program's jurisdiction has widely expanded to all areas maintained by the Parks Department, including 2 Cemeteries, 3 golf courses, several Recreation facilities and the Downtown area.

Additionally, time is spent working on homelessness issues such as illegal camping, drug and alcohol usage, abandoned property, transient camp clean ups, vandalism and disruptive student behavior in select parks. This has greatly impacted Parks Ranger resources that would normally be allocated to performing routine patrols across the entire parks system. Most patrols are currently directed to specific problems/issues occurring in parks or on the trails.

The scope of the Parks Rangers requires interaction and collaboration with Fort Collins Police Services, Fort Collins Natural Areas Rangers, Social Sustainability, Downtown Development Authority, and the Poudre School District. All these interactions have increased the job duties of the program.

This offer provides a vital service to the community and is essential to the safety of Parks staff, community members, visitors, people in need of information about available resources and where to find them, and to the security and longevity of valuable Parks Department infrastructure.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

**43.2 Encampment Cleaning and Prevention - Funded**

**2022 - \$110,160**

**Offer Type: Continuing Enhanc**

Funding this offer will provide safe cleanup of homeless encampments and provide funding for site work to prevent the creation of encampments. The homeless/transient environment has changed rapidly in the last 10 years. Encampments contain a wide variety of hazardous materials, which need to be removed for public safety. These materials include needles, soiled clothing, human waste and drugs that must be handled and disposed of in the proper manner.

Disruptive behaviors of people who are transient or homeless have become a focal point for the community. Community members report concerns about unwanted behaviors, and police spend a growing amount of time addressing these complaints. One of the common complaints involves the presence of transient campsites near neighborhoods and businesses. There has been increased enforcement by personnel from Natural Areas, Parks, Police and Code Enforcement in the north part of town which has displaced campsites to other areas around town. The Mason Corridor, Midtown and the area around the South Transit Center developed into hot spots for campsites. One of the challenges in these areas is a combination of property ownership and control of the affected properties. Funding this offer would allow City employees to coordinate cleanups in situations with multiple property owners involved. It would also significantly speed up the cleanup process and improve safety and neighborhood livability. In 2017, Council approved a 2018 mid-cycle revision offer to enable Natural Areas and Parks to implement a successful cleanup program, which identifies areas of concern, notifies the potential owners, educates the owners on CPTED principles and provides for a safe and thorough cleanup.

Due to the hazards found in these sites, a private company has been contracted to conduct the cleanup portion of the work. This protects the public and City employees

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from the dangers associated with these sites.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

### 43.3 Natural Areas Rangers and Visitor Services - Funded

**2022 - \$959,883**

#### Offer Type: Ongoing

This offer finances the Ranger and Visitor Services of the Natural Areas Department that is 100% funded through dedicated City (Open Space Yes!) and County (Help Preserve Open Space) sales taxes.

With 52 conserved natural areas and 109 miles of trails, Fort Collins' natural areas provide unique opportunities to recreate, support wellness and well-being, and give residents a deeper understanding, appreciation, and connection to nature.

The Ranger and Visitor Services work group provides visitor safety and information, natural resource protection, and municipal code enforcement seven days a week on trails and in natural areas. In addition, two on-site Rangers provide 24-hour service, security, and site presence at Bobcat Ridge and Gateway natural areas.

Natural Area Rangers are the front-line ambassadors to natural area visitors. They make daily contacts with the public that are friendly/informational in nature, respond to phone inquiries, update social media outlets with site conditions and closures, enforce City municipal code, and ensure the protection of wildlife and critical wildlife habitat.

Ranger staff also coordinate the Volunteer Ranger Assistant Program managed cooperatively with the Larimer County Department of Natural Resources. More than 120 Volunteer Ranger Assistants greet visitors, promote outdoor safety, and serve as additional “eyes and ears” to let Rangers know where emergency or enforcement action is needed.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

### 43.4 1.0 FTE - Parks Ranger - Unfunded

**2022 - \$85,577**

#### Offer Type: Enhancement

Funding this offer provides needed additional personnel resources for more efficient and effective Parks Ranger patrol coverage across the ever expanding parks and paved trails system. Current Parks Ranger staff, (1) Lead Ranger and (2) Parks Rangers, are responsible for patrolling 44 neighborhood parks, 7 community parks, and 45 miles of hard surface trails. Since its inception in 2013, the program’s jurisdiction has widely expanded to all areas maintained by the Parks Department, including 2 cemeteries, 3 golf courses, several Recreation facilities and the Downtown area.

The scope of work has also expanded as the program evolves and gains complexity. Working with homeless issues, drug and alcohol concerns, vandalism, loitering student activities, and interaction and partnerships with Fort Collins Police Services, Fort Collins Natural Areas Rangers, Social Sustainability, and Poudre School District

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have all increased the scope and job duties of the program. The time spent working on homeless issues, disruptive student behavior, and patrols directed toward specific issues has greatly reduced the Rangers' ability to perform routine patrols across the Parks system.

Current staffing consists of seven day coverage across the system, but most sites seldom have a Ranger presence due to the high volume of specific issues on a daily basis. This offer would improve time spent on routine patrols, which is when the Rangers have the best opportunities for consensual contact, friendly encounters, and public educational situations: the “ambassador” moments that are at the heart of the program’s mission.

The requested position will increase Ranger presence in the entire system, provide more resources to increase routine patrol time and still deal effectively with specific issues, provide more consistent coverage of the entire system during staff time off, and create opportunities for extended evening patrols in the summer during high use times and weekends.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## 46.1 City Manager’s Office: Office of Emergency Preparedness and Security - Funded

2022 - \$530,664

### Offer Type: Ongoing

This offer funds current and evolving levels of service provided by the Office of Emergency Preparedness and Security (EPS). EPS provides preparation for and management of events that have the potential to significantly impact life, safety, and property, as well as environmental and economic impacts. EPS is responsible for coordinating and providing internal and external support in these areas with an emphasis on prevention, preparedness, mitigation, response, and recovery. EPS partners with regional, state, and federal organizations for coordinated planning and shared resources.

EPS also manages security related issues that impact City staff and customer safety, physical infrastructure security, and coordinated efforts related to cybersecurity. Security management is a new program that is requiring extensive building of new protocols, policies, and organizational vision. Emphasis is being placed on infrastructure technology and management, staff training, and internal protocols.

EPS is the primary management resource coordinator for all City departments during the COVID 19 pandemic and was responsible for overseeing successful recovery efforts tied to CARES grant funds. EPS also supported Larimer County and regional efforts during the wildfires of 2020 and continues to support related recovery efforts.

EPS will also be taking on the responsibility for Special Events in the City beginning in May 2021.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.8 - Improve security at City facilities and properties.

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## 46.2 Emergency Preparedness and Security - Security Programming and Technology - Funded

2022 - \$72,314

### Offer Type: Continuing Enhanc

Mid 2020 saw the implementation of the formal security and safety management program in the City. Though staff for that program had to also support COVID 19 response, significant progress was made and a strong foundation built. The focus is on a unified approach to staff training, access control, camera management, contract security services, threat assessment and mitigation, and policy. The focus will be partnering with other City departments to integrate security measures and programming into daily operations. Previously, security programming and technology measures were largely left to individual departments. This created a disjointed approach to security as well as multiple technological platforms, many of which did not integrate with each other. Security was not approached based on standards of risk assessment, but on who had more concerns or budgets.

The focus of this budget is to continue the progress made on unifying technological resources including access control and camera management. This budget allows for some security-related technological goals to be completed for the first time in the organization's history. As with any new program, once dedicated staff and time were committed to the issue, more programming and security-related technological needs were identified. This is specifically true in areas of unifying technology systems and staff training. New business models because of lessons learned during Covid will also require some adjustment.

In less than a year this program has proven itself invaluable. Vulnerabilities are being addressed and efficiencies, including significant cost savings, are being identified and built in the future programming and planning. This could not occur without dedicated staff and resources. The developing strategic plan calls for a five year build out of programming and technology, in prioritized pieces.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 46.6 Special Events - Funded

2022 - \$147,681

### Offer Type: Ongoing

Funding this offer supports special event coordination and permitting. In May 2021 this function will officially move to the Office of Emergency Preparedness and Security (EPS) within the City Manager's Office. Many of the aspects of special event program management align with the skills and resources of EPS. Festivals and cultural events have become an important element of Fort Collins' identity, economy and culture. A several-years-old Visit Fort Collins Economic Impact Survey showed that 17% of day visitors and 6% of overnight visitors came to Fort Collins for a festival or event, generating an estimated \$18 million dollars in economic impact. As Fort Collins grows and attracts more events, that number will likely grow also.

The COVID-19 pandemic obviously had a significant impact on events in 2020, however there are industry wide indications that events will come back in 2021 and that there is significant demand in communities and from the public for such events.

Events can have positive and negative impacts on the community, specifically to affected neighborhoods and businesses. The mission of the Special Event Office is to coordinate and create accountability so that events desired by the community are beneficial, with minimal impact. This includes an effective permitting process, opportunity for community outreach/input and feedback, and dedicated process for real time event producer accountability when needed.

This offer is for a dedicated event coordinator, subscription for online permit programming, community outreach and education efforts, and staff support. This office



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already has a dedicated half-time FTE but because of previous budgeting functions, a new, standalone enhancement offer will be added to fill that spot in EPS.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## 46.7 0.73 Hourly FTE - Special Events Hourly Support - Funded

2022 - \$45,236

### Offer Type: Enhancement

When Special Events was in Community Development & Neighborhood Services (CDNS), it had also an hourly 0.73 FTE program coordinator position that had been funded pre Covid. Though that position was specific to Special Events, it was funded through CDNS as opposed to the dedicated Special Events budget. During Covid, CDNS repurposed some of the hours for the program coordinator to other neighborhood services related programming and also cut those hours from 29 to 20 hours weekly.

CDNS has a need for the 20-hour per week position; however, staff have confirmed that Special Events needs the 29-hour per week program coordinator position. This position has primary responsibility for educating event producers on the use of the permitting process as well as keeping track of the associated administrative tasks and timelines that go along with permitting. This position also takes care of most of the related notifications and coordination among departments as it relates to the permitting process. The position plays a significant role in coordinating community outreach and acts as a backup to the Lead Specialist. Staff felt strongly that Special Events would struggle without the continued support of this position.

In discussions with the City Manager’s Office and Planning, Development and Transportation, it was agreed that the Office of Emergency Preparedness and Security (EPS) would ask for an enhancement to replace this hourly event coordinator position because the hours were already budgeted in CDNS and any new hours would effectively be coming to EPS anyway.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## 53.1 West Nile Virus Program Management - Funded

2022 - \$336,864

### Offer Type: Ongoing

Funding this offer will support City Council-adopted resolutions in 2003, 2004, 2008, 2014, and 2018 directing City staff to implement actions to reduce community risk of contracting West Nile Virus (WNV). Planned risk reduction measures include a comprehensive municipal monitoring network, state of the art environmentally friendly mosquito larvae control, site mapping, mosquito species identification, and quality control and virus testing services provided by CSU. Additional management actions aimed at reducing the negative impacts of potential adult mosquito treatments and the public exposure to the associated pesticides include the distribution of mosquito-eating fish, performance of backyard habitat inspections, and staffing of an information hotline. Importantly, this offer reflects a reduction offer purchased in the 2021 budget and therefore this current offer does not anticipate the funding of a comprehensive public outreach campaign as has been funded in previous budget cycles. Additionally, because of the purchased reduction, data collection is slated to decrease by approximately two weeks in the 2022 season.

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This offer funds proactive measures to reduce the frequency and geographic extent of adulticide fogging applications recommended by the Larimer County Health Department Director and conducted under the authority of a declared local public health emergency.

A Technical Advisory Committee (TAC) provides annual program assessments and identifies improvements. The TAC is composed of experts from the Centers for Disease Control, the Larimer County Department of Health and Environment, Colorado State University, and interested residents. These “plan, do, check, act” reviews contributed to historic improvements such as an increase in the larval control boundaries, increased financial resources for education and outreach, targeted outreach at trailheads, and the development of a business opt out program.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

**53.2 RESTORE West Nile Virus Program Community Outreach, Education and Data collection - 2022 - \$39,000**  
**Unfunded**

**Offer Type: Enhancement**

The purpose of this offer is to restore funding to the West Nile Virus (WNV) Program to allow for a comprehensive community outreach and education effort aimed at increasing community knowledge of the risk presented by WNV and the measures individuals can take to mitigate such risks. These outreach efforts span the gamut from staff presence at community events and other opportunities for dialogue and awareness, to radio and internet ads specifically targeted to high risk timeframes.

Additionally, restoration of the full funding for WNV will recapture the ability to collect a full season of mosquito data. Due to current funding limitations, the WNV mosquito dataset is truncated for two weeks in the early portion of the season. The lack of this data prohibits a full understanding of the makeup of the mosquito population as mosquitoes become a prominent nuisance in the early summer. As mosquitoes hatch in the early summer, only 2 of the 12 local mosquito species carry WNV. Having the early summer data to share with community members is important to reinforce that this is not a nuisance program, but rather a WNV risk reduction program.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

**57.1 Municipal Court Services-General and Camera Radar/Red Light Caseload - Funded 2022 - \$1,278,538**

**Offer Type: Ongoing**

This offer funds continuing operational costs of the Fort Collins Municipal Court, created by the Charter, which processes infractions, civil cases, petty offenses, and misdemeanors arising from the City Code and Charter. The offer includes judicial and administrative expenses for the general and Camera Radar/Red Light (CR/RL) caseloads and the Chief Judge's duties as the local Liquor Licensing Authority. Cases are filed by Fort Collins Police Services, CSU Police Officers, Larimer Humane Officers, Parks and Natural Areas Rangers, Code Compliance Officers, Parking Enforcement Officers, and Poudre Fire Authority personnel. Occasionally, civil cases are filed by the public. Court staff process each case with integrity and impartiality and treat all individuals with courtesy and respect.

In 2020, the Court processed 18,323 CR/RL cases, a slight increase over 2019. This caseload is expected to increase as the community's population increases. FCPS has also doubled the number of red light cameras recently and is expected to increase radar enforcement. Court Staff provide exceptional service, pursue innovation and improvement, and process cases in a timely, appropriate manner. During the 2020 BFO process, an hourly .50 FTE clerk was added to the CR/RL caseload (offer 57.3).

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In 2020, the Court processed 8,248 cases, a slight decrease from 2019 due to pandemic related enforcement decisions. The Court implemented process improvements which addressed health and safety concerns due to the pandemic and fully reopened after a short five week closure. Case processing includes customer interactions, data entry, payments, processing motions, customer correspondence, scheduling hearings, addressing failures to appear/pay/ comply with conditions, Zoom and in person hearings, and case document management. This caseload is likely to increase annually as the community continues to grow, officers are added to the police force, and additional ordinances are added to the City Code.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

## 57.2 Municipal Court Services-Specialized Services - Funded

2022 - \$126,658

### Offer Type: Ongoing

Funding this offer will allow the Court to continue operating the Probation Division including Special Agency Session (SAS), and to impose jail when appropriate in misdemeanor cases. This offer includes funding for the 0.75 FTE Probation Officer position and the 0.75 SAS Case Manager position. This offer also includes the annual expense of prisoner video advisements, prisoner bonding services, and jail bed space at the Larimer County Jail. These positions and services provided by the Larimer County Jail are critical to the Court's ability to handle misdemeanor violations effectively and creatively.

Court Staff in the Probation Division provide intensive, personalized case management that is designed to benefit both the offenders and the community. By utilizing restorative and rehabilitative services balanced with appropriate supervision, the Probation Division creates programing which helps an individual work toward personalized goals which may include stabilizing their health, identifying job opportunities, and connecting them with community services or housing resources. This complex case management helps individuals work toward productive, law-abiding lives within the community, decreases recidivism, and provides additional alternative sentencing options for prosecutors and judges.

The City has contracted with the Larimer County Sheriff's office for the use of the Larimer County Jail since 2018. Services provided by the Jail include prisoner video advisements, bonding costs associated with arrested individuals, and bed space for defendants who are being held on only Municipal Court warrants or who have been sentenced to serve jail as a penalty. Although a jail sentence is not a typical sentence for Municipal Court offenders, it is critical to the effectiveness of the judicial system to have jail as a possible penalty for repeat offenders who do not want to participate in alternative sentencing options or who fail to comply with community-based supervision.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

## 57.3 Municipal Court Services-0.75 Hourly FTE for Assistant Municipal Judges and Camera Radar/Red Light Court Clerk - Funded

2022 - \$76,180

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**Offer Type: Ongoing**

This offer funds an 0.50 FTE hourly Camera Radar/Red Light Clerk (CR/RL), the conversion of a 0.50 FTE hourly clerk to a classified position for the general caseload, and funding for 0.25 FTE hourly work completed by the Assistant Municipal Judges and Temporary Judge for civil cases. Chief Judge Lane retired in July of 2020. The new Chief Judge Jill Hueser was hired as a 1.0 FTE position and still needs the support of the Assistants, Referees, and Temporary Judges to help with conflict cases, to cover all Court sessions, and to provide coverage for her during scheduled and unscheduled leaves of absence. This increase allows her more flexibility in scheduling leave and hearings five days a week.

The additional CR/RL Clerk was needed to increase the ability for the court to provide customer service 40 hours a week for the CR/RL caseload. It is vital that Court has enough staff to provide customer service and case processing. Even with reduced enforcement activities due to the pandemic, CR/RL clerks processed 18,323 cases in 2020, a slight increase over 2019. Two additional intersections were added in 2020, increasing cases.

Compared to seven other similar Municipal Courts in Colorado (2019 HR study), the Fort Collins Municipal Court's per capita operating budget is very low. Its traffic caseload remained steady in 2020, and is expected to increase in 2021 and beyond due to population growth and enforcement activity. Misdemeanor filings have been stable over the last few years, and those cases take the most staff time to process. The Court's workload has also increased due to state law changes, which have added mandatory, often time sensitive duties such as sealing and expunging certain records, new competency filings and potential evaluations, and an increasing number of cases in which the Court is obligated to appoint and pay for defense counsel. The Court is understaffed. This has made it difficult to provide excellent customer service on a consistent basis.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

**57.4 1.0 FTE - Deputy Court Clerk II - Municipal Court Services - Funded**

**2022 - \$68,942**

**Offer Type: Enhancement**

This offer funds an additional 1.0 FTE in classified Court Clerk position to Court staff. The Court is requesting one 1.0 FTE Deputy Clerk II position

While the Court has always been lean, the issues and stresses that accompany lean staffing are continuous. Increases made to the Court's hearing schedule, implementation of Zoom hearings, impacts from new and existing State laws which increase the complexity of the Court's work, and enforcement activities have caused the Court to become too lean. The Court Administrator current spends 12 hours a week working as a Court Clerk to supplement staff, which diminishes her capacity to complete her workload. The Court is not able to function without a significant service reduction if more than two clerks are out at one time. Telephone customer service has been reduced to approximately 25 hours a week for the general caseload, staff turn over has increased, and there are longer customer service wait times, and delays in basic citation entry and payment processing, all of which are impacting the public.

Similar sized Municipal Courts have significantly larger numbers of staff. Fort Collins currently has 6.0 FTE clerks and one Deputy Court Administrator. Westminster and Thornton Municipal Courts both have similar caseloads but twice the number of Court Clerks (10.8 and 10 FTE, respectively). The Courts closest to Fort Collins in staffing are Longmont (4 FTE) and Northglenn (4.5 FTE), both of which handle less than half of caseload this Court processes.

With the current staffing, the Court is unable to promote a healthy work life balance or allow staff to take advantage of many of the benefits/trainings offered to City staff. Staff frequently feel that they are unable to complete their workloads consistently and accurately as required by a judicial authority. Work & caseloads continue to

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increase with the City's population growth.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

**57.6 Municipal Court Services-Mental Health, Addiction, and Teen Diversion Services - ARPA  
Funded - Funded**

**2022 - \$75,000**

**Offer Type: 1-Time Enhancement**

This offer will fund additional resources for alternative sentencing options involving defendants with mental illness and/or substance use disorders. This offer will also fund the creation of teen diversion services for the Court.

Criminal Justice system involvement happens with persons living with mental illnesses and substance use disorders. Intervention strategies are used to prevent criminal recidivism including Wellness Court, specialty probation options (engagement, assessment, treatment monitoring, problem solving), and Drug Courts. Combining treatment of mental illness and co occurring addiction with judicial best practices aimed at reducing recidivism is an effective intervention and a collaborative approach to a complex issue. Although the Court provides defendants with information on treatment options and participates in the Larimer County Health Department's FUSE program, funds in this offer will be used to subsidize payments for defendants' evaluation and treatment options, implement a Municipal Wellness Court, and support court ordered competency evaluations which have increased due to a recent State law. A recent State law reclassified possession of personal use amounts of most controlled substances, allowing cases to be filed as municipal cases.

The City's Restorative Justice (RJ) program works with CSOs and school districts to provide services for teens. A missing component of their program is providing teen diversion services for smoking, vaping, alcohol, and drug violations occurring on or near school property. Funds from this offer will help the Court create diversion services using restorative practices that divert juveniles from the traditional criminal justice system for these and/or other types of violations. Peer volunteers, RJ volunteers, and local volunteer attorneys will work with violators to learn about the criminal justice system while using restorative practices to help repair harm caused by the actions of the teen individuals.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

**57.7 2.0 FTE - Deputy Court Clerk I (Muni Court Services) and Assistant City Attorney II  
(Municipal Prosecution) - Funded**

**2022 - \$219,051**

**Offer Type: Continuing Enhancement**

This offer funds an additional 1.0 FTE Deputy Court Clerk I to Court staff and an Assistant City Attorney II to the City Attorney's Office staff, both supporting Municipal Court operations.

Increases made to the Court's hearing schedule, implementation of Zoom hearings, impacts from new & existing State laws that increase the complexity of the Court's

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work, and enforcement activities have increased demands on an already stressed Court staff. The Court Administrator currently spends 12 hours/week as a Court Clerk to supplement staff, which diminishes her capacity to complete her work. The Court is not able to function without a significant service reduction if more than two clerks are out at once. Telephone customer service has been reduced to approximately 25 hours/week, while staff turnover, customer service wait times, and delays in basic citation entry and payment processing have increased, all of which impact the public.

Similar sized Muni Courts have significantly larger numbers of staff. Fort Collins currently has 5.0 FTE clerks and one Deputy Court Administrator. Westminster and Thornton Muni Courts both have similar caseloads, but twice the number of Court Clerks (10.8 and 10 FTE, respectively). The Courts with comparable staffing to Fort Collins are Longmont (4 FTE) and Northglenn (4.5 FTE), both of which handle less than half the caseload of Fort Collins.

From November 2020 through March 2021 the number of cases scheduled for arraignment has increased significantly compared to the same period a year earlier (pre-pandemic). The City Attorney’s Office (CAO) expects this trend to continue. Fort Collins Police Services (FCPS) is writing more tickets into Municipal Court that previously have been heard in County Court. FCPS have also advised that more kinds of cases will soon include body worn camera videos as part of the case record. Reviewing these videos significantly increases the time it takes a prosecutor to sufficiently prepare an offer on a case.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

## **62.1 Poudre Fire Operation, Maintenance & Capital (General Fund) - Funded**

**2022 - \$34,088,172**

### **Offer Type: Ongoing**

This Offer is for the City's contribution of resources to Poudre Fire Authority (PFA). The City contributes funding for PFA's operations, maintenance, and capital costs in accordance with a revenue allocation formula (RAF) set forth in an intergovernmental agreement between the City and the Poudre Valley Fire Protection District (PVFPD), which establishes the Authority. With the exception of a few specific costs agreed upon between PFA and the City (2 full time Emergency Communications Dispatcher positions and some costs to support them, as well as \$20k toward the Lead Homelessness Specialist position in Social Sustainability), the PFA Board of Directors determines PFA's budget and the use of the funding contribution determined by the RAF.

Services provided by PFA include emergency medical response, fire protection and prevention (inspections, investigations, and permit review), hazardous materials response, technical rescue response, wildland fire response, public affairs and education, and more. Additional costs include training, apparatus maintenance, facilities maintenance, along with administrative and support services (human resources, financial services, information technology, occupational health and safety).

This Offer supports the following Strategic Objectives:

- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

## **66.1 Municipal Prosecution - Funded**

**2022 - \$435,289**

### **Offer Type: Ongoing**

Funding this offer will provide for the operation of the City Attorney's Office (CAO) Prosecution Team at its current level, which is minimally sufficient to provide required prosecution services to the City.

# SAFE COMMUNITY

Beginning with the 2020 budget the prosecution function was separated from the CAO General Legal Services budget and essentially all costs specifically related to the Prosecution Team are included in this offer. Separating the two functions allows the CAO to clearly link these service to appropriate strategic objectives and related services in the Safe Community outcome.

The CAO represents the City in all legal proceedings, including heavy and increasing caseloads in Municipal Court. Prosecution workload is directly affected by City enforcement activities, including programs such as red light and speed cameras, nuisance code enforcement and camping violations. With ongoing evolution in the system of criminal and civil enforcement under the City Code, this role has continued to grow and change. The effects of prior changes to state law, which added new mandatory requirements, such as increasing the number of cases that qualify for court appointed defense counsel, continue to make cases more time consuming for not only the Court but also the Prosecutors who continue to do an increasing number of pre trial conferences with defense attorneys. In addition, ongoing increases in the use of body camera videos and expansion of Court programs and services have increased the time required to review and resolve each case.

The Prosecution team is instrumental in the function and success of Special Agency Sessions, which support persons experiencing homelessness, and other alternatives in responding to violations of the Code. Prosecutors work closely with Police, Code Enforcement and other special commissioned officers to manage compliance and enforcement issues and develop strategies for effective approaches to address priority concerns.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## **66.2 1.0 FTE - Senior Legal Assistant - Municipal Prosecution - Unfunded**

**2022 - \$67,931**

### **Offer Type: Enhancement**

From November 2020 through March 2021 the number of cases scheduled for arraignment has increased significantly compared to (pre pandemic) November 2019 to March 2020. The City Attorney’s Office (CAO) expects this trend to continue. It appears that due to changes in the Court, Police Services is writing more tickets into Municipal Court that may previously have been heard in County Court. Police have advised that more kinds of cases will soon include body worn camera videos as part of the record of the case. Reviewing these videos for arraignments or pretrial conferences significantly increases the time it takes a prosecutor to sufficiently prepare to make an offer on a case.

The CAO must train and make available sufficient attorney resources to handle municipal court prosecutions. Administrative support is necessary to support the attorneys in preparation for their Court responsibilities. With a 43% increase in arraignment appearances in 2021, the addition of two camera radar locations, more trials being scheduled before the Court and an increase in attorney pre-trial conferences, the administrative assistance is no longer adequate or sustainable to assist in supporting the needs of the prosecution team; so a full-time administrative position is requested to maintain the level of service necessary to meet the needs and provide service to the citizens and municipal court in addition to the Prosecution Team. Some of the various duties of this position include obtaining video footage; managing body camera footage, obtaining records from numerous databases, issuing subpoenas and communicating with and providing support to victims.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

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# Transportation & Mobility

Fort Collins provides a transportation system that moves people and goods safely and efficiently while being accessible, reliable and convenient.

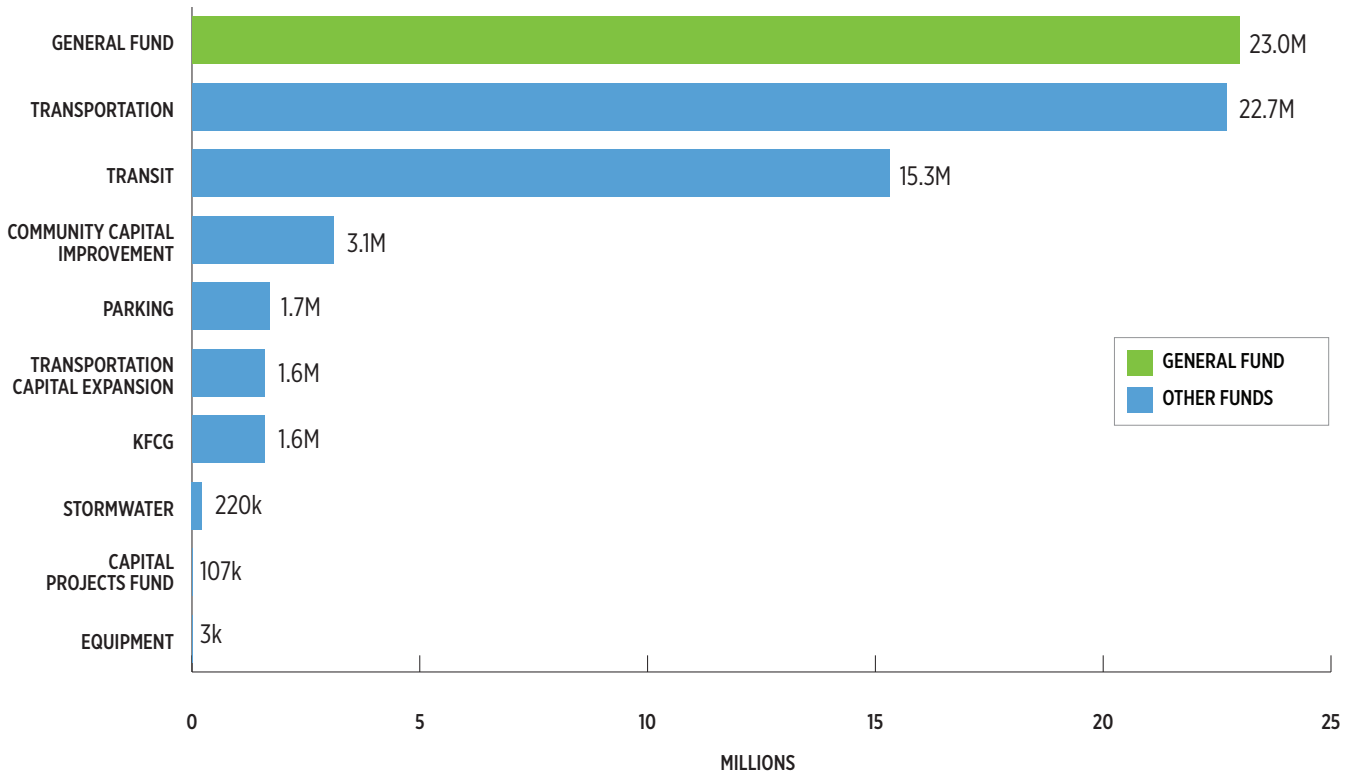




# Transportation & Mobility

2022 General Fund & Other Funds – 69.3M

- Transfort / Dial-a-Ride
- Multimodal Transportation
- Street Maintenance
- Capital Improvements



## OVERVIEW

This budget maintains high-priority transportation and mobility services such as Transfort, Dial-A-Ride and other public transit services, as well as traffic management, street maintenance, snow removal and street sweeping. The strategic objectives for the Transportation and Mobility Outcome, as outlined in the 2020 Strategic Plan, are as follows:

- 6.1 Improve safety for people using all modes of travel.
- 6.2 Manage traffic congestion and improve high-priority intersections for all users.
- 6.3 Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- 6.4 Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement.
- 6.5 Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations.
- 6.6 Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.
- 6.7 Manage safety, congestion and quality of life impacts from train operations in Fort Collins.

## KEY PURCHASES

- Transfort, MAX and Dial-A-Ride services
- Street maintenance, snow/ice removal, and bridge repair
- Traffic operations
- Sidewalk and other mobility improvements

- Safe Routes to Everywhere
- Street sweeping
- Parking services
- Engineering & capital projects

**ENHANCEMENTS PURCHASED\***

Offer #	Offer Title	Primary Strat. Obj.	2022
9.6	Snow and Ice Removal Level of Service	6.1	453,000
9.7	RESTORE - Street Maintenance Program	6.5	803,697
9.8	RESTORE - Essential Street Operations	6.5	320,000
9.9	RESTORE - Street Sweeping - ARPA Funded	6.1	128,344
9.10	Sweeping Landfill Fees	6.1	80,000
11.6	RESTORE - Traffic Engineering Operations	6.2	81,158
11.7	RESTORE - Traffic Operations Equipment	6.5	42,074
11.8	RESTORE - Traffic Signals Locates	6.5	25,000
11.9	Durable Pavement Marking Maintenance	6.1	70,000
11.10	Traffic Signal Maintenance	6.1	150,000
11.12	Traffic Signal Timing Optimization	6.2	100,000
13.7	RESTORE: Mobility Management in FC Moves	6.3	12,000
13.11	School Traffic Safety Assessments & Strategic Traffic Infrastructure for Youth	6.1	100,000
19.4	Poudre Express Regional Transit Service Partnership from Greeley to Fort Collins	6.3	120,000
19.9	Battery Electric Buses and Related Equipment - Enhanced (includes CCIP)	6.3	4,963,592
19.10	RESTORE: Transfort Service Level - ARPA FTA Funded	6.3	0
19.11	ADA Bus Stop Easements	6.1	100,000
20.3	Parking Structure Critical and Preventative Repairs - Enhanced - ARPA Funded	6.5	745,400
39.3	RESTORE: Streetscape Reductions	6.5	67,000
39.4	1.0 FTE Contractual Conversion to 1.0 FTE Classified - Crew Chief, Parks	6.5	8,623

**Positions Added:**

13.10	0.50 FTE Hourly Conversion and Increase to 0.75 FTE Classified - Active Modes Coordinator (Safe Routes To School)	6.1	36,796
39.4	1.0 FTE Contractual Conversion to 1.0 FTE Classified - Crew Chief, Parks	6.5	8,623

**TOTAL: \$8,415,307**

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

**REDEPLOYS PURCHASED**

19.14	Analysis of PSD & Transfort Transportation Coordination	6.1	0
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**TOTAL: 0**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**TRANSPORTATION AND MOBILITY - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	11.1 Traffic Engineering Offer Type: Ongoing	1,180,214	0	0	1,180,214 <i>Transportation</i>	0
2	13.6 School Crossing Guard Program Offer Type: Ongoing	94,500	94,500 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	0	0	0
3	9.1 Street Maintenance Program - Ongoing Offer Type: Asset Management	15,667,407	250,909 <i>One-time Revenue</i>	5,807,113	8,329,385 <i>Transportation</i>	1,280,000 <i>Keep Fort Collins Great</i>
4	9.3 Essential Street Operations Offer Type: Ongoing	3,079,920	371,363 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	809,787	1,898,770 <i>Transportation</i>	0
5	21.9 Engineering Administration Offer Type: Ongoing	449,053	0	27,332	421,721 <i>Transportation</i>	0
6	9.2 Snow and Ice Removal Offer Type: Ongoing	1,426,306	0	0	1,426,306 <i>Transportation</i>	0
7	9.5 Planning, Development & Transportation (PDT) Work for Others Offer Type: Ongoing	3,695,968	0	0	3,695,968 <i>Transportation</i>	0
8	11.2 Traffic Signals - Ongoing Offer Type: Asset Management	1,024,452	0	0	1,024,452 <i>Transportation</i>	0
9	14.1 Harmony Road Maintenance - Ongoing Offer Type: Asset Management	276,780	0	0	0	276,780 <i>Transportation</i>
10	21.10 Engineering Survey Offer Type: Ongoing	431,075	0	0	431,075 <i>Transportation</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**TRANSPORTATION AND MOBILITY - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
11	21.1 Capital Projects Division and Administration Offer Type: Ongoing	512,044	0	0	512,044 <i>Transportation</i>	0
12	19.1 Transit Fixed Route Network Offer Type: Ongoing	16,752,211	2,721,363 <i>One-time Revenue Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	4,582,468	8,660,042 <i>Transit Services</i>	788,338 <i>General Fund</i>
13	21.5 CCIP - Pedestrian Sidewalk - ADA Offer Type: Capital Project	1,200,000	0	0	1,200,000 <i>Community Capital Improvement</i>	0
14	39.1 Streetscape Maintenance Offer Type: Ongoing	961,746	14,500 <i>Park Fees</i>	947,246	0	0
15	19.2 Game Day Transit Service Offer Type: Ongoing	100,000	0	0	100,000 <i>Transit Services</i>	0
16	21.2 City Bridge Program - Ongoing Offer Type: Asset Management	1,700,000	0	1,700,000	0	0
17	13.5 CCIP - Bicycle Infrastructure Offer Type: Capital Project	350,000	0	0	350,000 <i>Community Capital Improvement</i>	0
18	19.6 CCIP - ADA Bus Stop Improvements Offer Type: Capital Project	100,000	0	0	100,000 <i>Community Capital Improvement</i>	0
19	11.3 Signs and Pavement Markings - Ongoing Offer Type: Asset Management	1,149,542	0	0	1,149,542 <i>Transportation</i>	0
20	13.2 Safe Routes to School Offer Type: Ongoing	184,460	184,460 <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>	0	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**TRANSPORTATION AND MOBILITY - 2022**

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
21	19.3 Dial-A-Ride Offer Type: Ongoing	1,919,209	86,595	1,030,565	802,049	0
		<i>Prior KFCG 0.25% for Other Comm &amp; Trans - 1-Time Revenue</i>			<i>Transit Services</i>	
		<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>				
22	39.2 1.0 FTE Contractual - Horticulture and Streetscapes Crew Chief Offer Type: Ongoing	0	0	0	0	0
					<i>City of Fort Collins</i>	
23	9.4 Street Sweeping Offer Type: Ongoing	594,047	0	374,047	220,000	0
					<i>Stormwater</i>	
24	9.10 Sweeping Landfill Fees Offer Type: Enhancement	80,000	0	0	80,000	0
					<i>Transportation</i>	
25	11.4 Traffic Operations Equipment - Ongoing Offer Type: Asset Management	227,872	227,872	0	0	0
		<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>				
26	13.1 FC Moves Mobility Management Offer Type: Ongoing	610,600	85,292	0	525,308	0
		<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			<i>Transportation</i>	
27	13.4 FC Moves Education & Engagement Offer Type: Ongoing	144,245	144,245	0	0	0
		<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>				
28	11.8 RESTORE - Traffic Signals Locates Offer Type: Enhancement	25,000	0	0	25,000	0
					<i>Transportation</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**TRANSPORTATION AND MOBILITY - 2022**

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
29	13.3 Active Modes Offer Type: Ongoing	441,825	441,825	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
30	11.6 RESTORE - Traffic Engineering Operations Offer Type: Enhancement	81,158	0	0	81,158	0
					<i>Transportation</i>	
31	21.3 Transportation Capital Expansion Fee Program Offer Type: Ongoing	1,158,142	0	0	1,158,142	0
					<i>Transportation CEF</i>	
32	9.7 RESTORE - Street Maintenance Program Offer Type: Enhancement	803,697	0	0	803,697	0
					<i>Transportation</i>	
33	11.10 Traffic Signal Maintenance Offer Type: Enhancement	150,000	18,022	0	131,978	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
34	20.1 Parking Services Offer Type: Ongoing	2,390,277	0	787,042	1,603,235	0
					<i>Parking</i>	
35	20.2 Firehouse Alley Parking Structure Offer Type: Ongoing	233,541	0	87,541	146,000	0
					<i>Parking</i>	
36	21.4 CCIP - Arterial Intersections Offer Type: Capital Project	400,000	0	0	400,000	0
					<i>Community Capital Improvement</i>	
37	39.3 RESTORE: Streetscape Reductions Offer Type: Enhancement	67,000	0	67,000	0	0
38	39.4 1.0 FTE Contractual Conversion to 1.0 FTE Classified - Crew Chief, Parks Offer Type: Enhancement	8,623	0	5,559	3,064	0
					<i>Equipment</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**TRANSPORTATION AND MOBILITY - 2022**

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
39	11.5 Neighborhood Traffic Mitigation Program Offer Type: Ongoing	150,000	0	150,000	0	0
40	19.4 Poudre Express Regional Transit Service Partnership from Greeley to Fort Collins Offer Type: Continuing	120,000	0	27,436	20,000	72,564
					<i>Transit Services</i>	<i>General Fund</i>
41	19.7 Midday and Weekend FLEX to Boulder Bus Service Offer Type: Ongoing	200,000	0	0	200,000	0
					<i>Transit Services</i>	
42	21.6 Railroad Crossing Maintenance - Ongoing Offer Type: Asset Management	125,000	18,022	0	0	106,978
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			<i>Capital Projects</i>
43	9.8 RESTORE - Essential Street Operations Offer Type: Enhancement	320,000	0	0	0	320,000
						<i>Keep Fort Collins Great</i>
44	11.7 RESTORE - Traffic Operations Equipment Offer Type: Enhancement	42,074	0	0	42,074	0
					<i>Transportation</i>	
45	19.5 Capital Assets & Projects - Ongoing Offer Type: Asset Management	1,084,000	0	0	1,084,000	0
					<i>Transit Services</i>	
46	19.9 Battery Electric Buses and Related Equipment - Enhanced (includes CCIP) Offer Type: Asset Management	4,963,592	0	0	4,963,592	0
					<i>Community Capital Improvement Transit Services</i>	
47	20.3 Parking Structure Critical and Preventative Repairs - Enhanced - ARPA Funded Offer Type: Asset Management	745,400	0	0	0	745,400
						<i>General Fund</i>



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**TRANSPORTATION AND MOBILITY - 2022**

Rank	Offer	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
48	11.9 Durable Pavement Marking Maintenance Offer Type: Enhancement	70,000	70,000	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
49	19.10 RESTORE: Transfort Service Level - ARPA FTA Funded Offer Type: Enhancement	0	0	0	0	0
					<i>City of Fort Collins</i>	
50	19.11 ADA Bus Stop Easements Offer Type: 1-Time Enhancement	100,000	57,708	0	0	42,292
			<i>One-time Revenue</i>			<i>General Fund</i>
51	9.9 RESTORE - Street Sweeping - ARPA Funded Offer Type: Enhancement	128,344	0	0	80,053	48,291
					<i>City of Fort Collins Transportation</i>	<i>General Fund</i>
52	9.6 Snow and Ice Removal Level of Service Offer Type: Enhancement	453,000	0	0	0	453,000
						<i>Transportation</i>
53	11.12 Traffic Signal Timing Optimization Offer Type: 1-Time Enhancement	100,000	100,000	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - 1-Time Revenue</i>			
54	21.16 CCIP - Siphon Bike / Pedestrian Overpass Offer Type: Capital Project	500,000	0	0	0	500,000
						<i>Community Capital Improvement</i>
55	13.11 School Traffic Safety Assessments & Strategic Traffic Infrastructure for Youth Offer Type: Enhancement	100,000	49,557	0	50,443	0
			<i>One-time Revenue</i>		<i>Transportation</i>	
56	13.7 RESTORE: Mobility Management in FC Moves Offer Type: Enhancement	12,000	0	0	12,000	0
					<i>Transportation</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**TRANSPORTATION AND MOBILITY - 2022**

Rank	Offer	Offer Cost	Offer Funding				
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
57	21.17 Linden Street Renovation Project <i>Offer Type: Capital Project</i>	400,000	0	0	400,000 <i>Transportation CEF</i>	0	
58	13.10 0.50 FTE Hourly Conversion and Increase to 0.75 FTE Classified - Active Modes Coordinator (Safe Routes To School) <i>Offer Type: Enhancement</i>	36,796	0	0	0	36,796 <i>Transportation</i>	
NEW CP	19.14 Analysis of PSD & Transfort Transportation Coordination <i>Offer Type: Redeploy</i>	0	0	0	0	0	
NEW CP = New Council Priority Offer		<b>Funded Offers</b>	<b>69,321,120</b>	<b>4,936,233</b>	<b>16,403,136</b>	<b>43,311,312</b>	<b>4,670,439</b>
60	21.7 Bridge Program - Enhanced <i>Offer Type: Asset Management</i>	600,000	0	0	280,000 <i>Transportation</i>	320,000 <i>Transportation</i>	
61	21.8 Laporte Avenue Roadway and Multimodal Safety Improvements <i>Offer Type: Capital Project</i>	1,000,000	0	1,000,000	0	0	
62	39.5 2.0 FTE - Worker I, Parks and 1.0 FTE - Technician I, Parks (Supporting New Streetscapes Maintenance) <i>Offer Type: Enhancement</i>	332,127	0	329,063	3,064 <i>Equipment</i>	0	
63	20.6 Parking Structure Security Upgrades <i>Offer Type: Enhancement</i>	477,750	477,750 <i>One-time Revenue</i>	0	0	0	
64	19.13 3.0 FTE Transit Service Officers - 2 Officers & 1 Supervisor <i>Offer Type: Enhancement</i>	244,965	0	244,965	0	0	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**TRANSPORTATION AND MOBILITY - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
65	20.5 Parking Enforcement Vehicles and License Plate Recognition Equipment <i>Offer Type: 1-Time Enhancement</i>	136,000	0	0	136,000	0
					<i>Parking</i>	
66	21.15 Arthur Ditch Design <i>Offer Type: Capital Project</i>	500,000	0	500,000	0	0
67	19.12 2.0 FTE Facilities Maintenance Technicians - Part-time Hourly Conversion to 1.0 FTE Classified and additional 1.0 FTE <i>Offer Type: Enhancement</i>	280,494	0	0	280,494	0
					<i>Transit Services</i>	
68	11.13 Neighborhood Traffic Mitigation Program Expansion <i>Offer Type: Enhancement</i>	250,000	0	250,000	0	0
69	13.13 0.73 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Active Modes Specialist <i>Offer Type: Enhancement</i>	9,329	0	0	9,329	0
					<i>Transportation</i>	
70	13.8 Shift Your Ride Travel Options Program <i>Offer Type: Enhancement</i>	396,014	0	0	396,014	0
					<i>Transportation</i>	
71	11.11 Roadway Work Zone Safety Course Creation <i>Offer Type: 1-Time Enhancement</i>	30,000	30,000	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - 1-Time Revenue</i>			
72	20.4 Downtown Sign Replacement and Upgrade - Enhanced <i>Offer Type: Asset Management</i>	35,000	0	0	0	35,000
						<i>Parking</i>
	<b>Unfunded Offers</b>	<b>4,291,679</b>	<b>507,750</b>	<b>2,324,028</b>	<b>1,104,901</b>	<b>355,000</b>
	<b>Total Offers</b>	<b>73,612,799</b>	<b>5,443,983</b>	<b>18,727,164</b>	<b>44,416,213</b>	<b>5,025,439</b>

# TRANSPORTATION AND MOBILITY

## 9.1 Street Maintenance Program - Ongoing - Funded

2022 - \$15,667,407

### Offer Type: Asset Management

Funding this ongoing, Street Maintenance Program (SMP) offer provides City residents with a network of high quality roads for their travel and commercial needs. This program encompasses the larger scale project level maintenance projects. Work is performed by in house crews and contractors.

The Streets Department maintains 1,980 lane miles of roads that have a replacement value of more than \$1 billion. Street infrastructure is one of the largest City assets and impacts everyone's daily lives. Properly funded street maintenance preserves the transportation system and prevents expensive replacement costs. Complete and quality street infrastructure plays a central role in facilitating daily commerce and social connectivity.

This offer allows for safe, well maintained streets, curb and gutter, sidewalks, bike lanes, and pedestrian access ramps.

- Proper resurfacing maintenance prevents potholes. Pothole filling declined from 15,000 per year in 2010 to 3,481 in 2020. This represents approximately five times fewer potholes per year in a ten year period, which reinforces what a successful, properly funded maintenance program can accomplish.
- An asset management approach has been used to select street maintenance treatments for more than a decade. The Pavement Condition Index (PCI) is collected by an external audit of our pavement on a 3-year cycle. The 2019 third party audit produced a citywide average PCI of 74.6. PCI is based on a 0 to 100 scale with 100 being the highest rating achievable.
- The next scheduled third party audit is scheduled to occur later in 2021. In years where the audit is not performed modeling projects an overall PCI for the street network.
- Budget reductions over the last four years have moved the program from 16 year to 19 year resurfacing intervals.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 9.2 Snow and Ice Removal - Funded

2022 - \$1,426,306

### Offer Type: Ongoing

Funding this offer will provide high quality snow and ice removal services for all modes of transportation. A well planned and executed winter operations plan is imperative. This plan strives to maximize services while minimizing the impact to the environment and remaining cost efficient. The goal is to remove snow and ice from streets, bike lanes, sidewalks, and pedestrian access ramps within 24 hours after a storm. While the severity of each winter storm is unpredictable, the Streets Department will continue to work within its resources to maintain the highest level of customer service possible while balancing efficiency in snow and ice control.

When a storm is forecasted, City crews and contractors are readied so equipment can be mobilized quickly to plow and de-ice streets and sidewalks. No two storms are identical, and weather conditions can vary significantly during the winter months. Different conditions require different tactics and corresponding strategies.

During the snow season, crews are assigned shifts to respond 24/7 to any storm event. Arterial streets are first to provide a network for emergency vehicles; collector streets are second and school routes third. If snow depth warrants it may be deemed necessary to also clear residential streets. In some cases, the first response to a winter snow and ice storm may be anti-icing treatments before the storm begins. During the storm, de-icing and plowing operations occur. After the storm, in the cleanup phase, crews return to clear bike lanes of snow and ice and contractors clear sidewalks and pedestrian access ramps. Downtown snow removal is an intensive process

# TRANSPORTATION AND MOBILITY

and is performed as needed according to conditions. It is generally done at night to minimize the impact to traffic and parking. It requires multiple pieces of heavy equipment and snow must be hauled to a designated snow dump site.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 9.3 Essential Street Operations - Funded

**2022 - \$3,079,920**

### Offer Type: Ongoing

This offer allows the Streets Department to manage and provide a high level of service for maintenance activities within the multi-modal transportation network. This offer includes the general maintenance program and the administration and technology oversight of the overall Streets Department.

The maintenance program includes roadway system maintenance, mowing, barrow ditches, unpaved roads, potholes, crack sealing, road shoulders, bridges, guardrails, asphalt patching, concrete repairs, MAX corridor, pedestrian lighting, pedestrian underpasses, bike lanes, and the Adopt-A-Street program. Streets provides on-call staff 24/7 for emergency calls addressing safety concerns, such as debris in the road or pavement failures.

The administration and information technology groups are vital in maintaining a diverse department and supports more than 60 staff members in the Streets Department. This support group provides leadership and coordination for all Streets programs, including work planning, billing, budget management, public and internal outreach, personnel safety and training, world-class customer service, environmental compliance, technology innovation and facilities maintenance. This team is integral in coordinating the work of hired contractors, managing service requests from the public and processing Human Resources documentation for hiring, performance, disciplinary actions, and separations.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 9.4 Street Sweeping - Funded

**2022 - \$594,047**

### Offer Type: Ongoing

Funding this offer provides strategic sweeping operations on streets and bike lanes throughout Fort Collins. Funding this offer provides strategic sweeping operations on streets and bike lanes throughout Fort Collins. Streets are scheduled to be swept based on the type of street (deviations may occur due to weather or other street or utility maintenance activities).

- Arterial streets (main roads, such as Horsetooth, Shields, Prospect) and their adjoining bike lanes are scheduled for sweeping once every two weeks.
- The Downtown area is swept two times per week.
- Collector streets (roads that connect the arterial streets, such as Remington and Swallow) and their adjoining bike lanes are swept four times per year
- Residential streets are swept two times a year. Historically they have been swept four times per year, but due to budget reductions this has been reduced.

# TRANSPORTATION AND MOBILITY

Other components of the sweeping program include compliance with the Fugitive Dust Policy, bike lane sweeping, MAX/BRT sweeping, Mason Trail sweeping, and 24 hour emergency response for street and bike lane hazards.

Regular street sweeping is important for safety and overall air and water quality by removing debris. Regular street sweeping keeps debris out of the storm drains, improving the water quality and preventing street flooding by keeping storm drains open. Aesthetics is also an important consideration. Street sweeping has always been a demand from the public and the need will only increase as the street network expands with added lane miles and new residential areas.

Another benefit of sweeping is that it promotes the City as a bicycle friendly community by providing safer 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.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 9.5 Planning, Development & Transportation (PDT) Work for Others - Funded

2022 - \$3,695,968

### Offer Type: Ongoing

This collaborative offer is an opportunity for City departments, Colorado State University, Poudre School District, developers and public agencies to purchase high quality goods and services at competitive prices from the Streets, Traffic and Engineering departments. This program pays for itself through revenue generated from the following services:

- Street Patching
- Traffic Control
- Snow Removal
- Road Construction
- Recycling Material
- Contract Sweeping
- Signs and Pavement Marking Installation
- Traffic Signal Construction

This program provides others with a quality product at a reduced cost while using City equipment and employee expertise. Through this program, the Streets Department provides street patching services for the Water, Wastewater and Light & Power departments, and maintenance and construction of new roads for Natural Areas and Wastewater. The program provides sweeping and snow removal services for the Civic Center Parking Structure, the Old Town Parking Structure, Police Services parking lots and various other City parking lots.

The Streets Department also provides traffic control services to all City departments on a full-time and emergency basis 24 hours a day, 365 days per year. Maintaining a high level of consistent, dedicated staff is critical to provide safe work zones for the traveling public and workers, no matter what the situation.

Traffic Operations 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.

# TRANSPORTATION AND MOBILITY

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.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

## 9.6 Snow and Ice Removal Level of Service - Funded

2022 - \$453,000

### Offer Type: Enhancement

In the past ten years Streets' original snow removal budget has only increased \$100K; however, in that time Streets has spent on average an additional \$1.0M each year. In the past five years, the expense has been an average of \$1.5M more than the original budget. Streets has gone to Council for additional funding through the Annual Adjustment Ordinance every year to obtain the funding needed to cover these additional costs.

There are many factors impacting expenses, including the number and type of storm events. During the past ten years personnel, material, and contractor costs have increased. In addition, the number of lane miles, sidewalks, ADA compliant ramps, turn lanes, and medians have increased without increased funding.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 9.7 RESTORE - Street Maintenance Program - Funded

2022 - \$803,697

### Offer Type: Enhancement

Restoring this Street Maintenance Program (SMP) enhancement offer provides the ability to maintain a Level of Service (LOS) "B" or "Good" rating for the entire street network. Differences in funding levels will increase or decrease the Pavement Condition Index (PCI) over time and directly affect the LOS and Streets' ability to collaborate with others.

Program reductions will potentially have impacts to other City departments such as Traffic, Transport, Utilities, Engineering, and FCMoves. SMP looks at the project from a wholistic and de siloed approach by coordinating efforts with all other aspects of street infrastructure. The program contributes or pays for traffic sensor cameras, upgrades and restriping of pavement markings to add or improve bicycle facilities, and collaborates by sharing common traffic control, pavement repair, and inspection costs. Combining resources and collaborating with others whenever possible is a win-win for the community. Projects that are not done at the time they are scheduled ultimately could pass on costs to other departments if their projects cannot be delayed.

Program reductions could also affect other programs such as Alley Maintenance. SMP has been funding Alley Maintenance since 2019.

# TRANSPORTATION AND MOBILITY

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 9.8 RESTORE - Essential Street Operations - Funded

2022 - \$320,000

### Offer Type: Enhancement

This offer is important to providing basic services to the community. Without funding to replace some aging equipment, services and costs could be impacted by equipment down time.

Funding mowing operations for 67 miles of road shoulders and non landscaped medians will allow Streets to be in compliance with the City’s Municipal Code. Mowing is critical to safety by cutting down growth along curves, it enables drivers to see other vehicles that could be hidden. If a vehicle must pull off the road for whatever reason, tall growth hides ditches and obstructions, which could be disastrous, or forces a vehicle to stay in the public right-of-way. Tall grass can block signs keeping road users (vehicles, bicycles, and pedestrians) invisible to drivers. This also improves the visibility of wildlife and animals near the road. Pedestrians and bicyclists are assisted in viewing motor vehicles, improving their safety.

Maintenance work is needed on the MAX BRT guideway to keep buses running safely.

This offer allows the Streets Department to continue needed maintenance for potholes and permanent asphalt patching of failures in the streets.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.

## 9.9 RESTORE - Street Sweeping - ARPA Funded - Funded

2022 - \$128,344

### Offer Type: Enhancement

Street sweeping plays a vital role in cleaning up litter and preventing pollutants from entering the environment. Street Sweepers are responsible for preventive maintenance in Fort Collins. Sweeping removes sand, dirt, broken glass, leaves, small pieces of metal, and other litter and debris from streets and sidewalks to prevent these materials from entering storm sewers and surface waters, and to improve the appearance and safety of roads. From data collected, sweepers are picking up over 400,000 lbs. of material every two months. If not removed storms with rain or snow would carry material into the storm sewer.

Dust is a common air pollutant that can cause both environmental and health problems. Regular sweeping/cleaning reduces the accumulation of dust and controls its distribution into the atmosphere. For those who suffer from dust allergies and respiratory issues, this is a health benefit.

This offer will allow for a healthier and safer community.



# TRANSPORTATION AND MOBILITY

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.
- TM 6.1 - Improve safety for people using all modes of travel.

## 9.10 Sweeping Landfill Fees - Funded

2022 - \$80,000

### Offer Type: Enhancement

At the end of December 2020, the City of Fort Collins signed an intergovernmental agreement (IGA) with Larimer County and Loveland, the three parties who share ownership of the Larimer County Landfill site. The IGA identifies the responsibilities and financial commitments of the three parties pertaining to the remediation of environmental contamination at the Larimer County Landfill. As part of the IGA cost-sharing negotiations, the IGA stipulated that the City will start paying tip fees directly to Larimer County for landfill material as of January 1, 2021. See link to actual IGA for additional information. Historically, the City was not charged by the landfill for material self-hauled by the City to the landfill. Instead, City departments paid tip fees into an internal Waste Innovation Program to fund internal projects to reduce waste hauled to the landfill. The internal fee paid through the Innovation Fund was \$5.27 per square yard for rubble and was not increased over time to match the fee increases changed at the landfill. By 2021, the tipping fee at the landfill for rubble had increased to \$20.35 per square yard. Streets is now paying the increased tipping fee, and the purpose of this offer is to offset the cost increase. Streets is researching alternatives to reduce the amount of material being diverted to the landfill, reviewing recycling programs and integrating efficiencies.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

## 11.1 Traffic Engineering - Funded

2022 - \$1,180,214

### Offer Type: Ongoing

This offer provides ongoing management of the City's transportation system, helping to ensure safe and efficient mobility for all people using all modes of travel including bicycles, electric mobility devices, pedestrians, transit, and vehicular travel.

Traffic Engineering includes traffic signal timing, staffing the Traffic Management Center, traffic data collection, traffic safety data management and analysis, work area traffic control, neighborhood traffic mitigation, development review and department administration.

Traffic Operations provides ongoing management and optimization of signal timings on major arterial street corridors, implements state of the art signal control technologies including traffic adaptive control, and uses real-time and historical travel data to monitor, evaluate and improve travel throughout Fort Collins.

Traffic Engineering leads the Citywide traffic safety program using a datadriven approach to analyze crash data to identify opportunities to improve safety , implements low cost safety measures and informs safety projects in Engineering, FCMoves, Police Services and other community based organizations. Traffic provides support to City Council, the Planning and Zoning Board, the Transportation Board and the North Front Range Metropolitan Planning Organization. Lastly, Traffic Engineering also provides support for other City departments including, but not limited to, FCMoves, Engineering, Streets, Parking Services, Police Services, Community Development & Neighborhood Services and the City Manager's Office.

# TRANSPORTATION AND MOBILITY

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 11.2 Traffic Signals - Ongoing - Funded

2022 - \$1,024,452

### Offer Type: Asset Management

This offer provides ongoing maintenance and repair to the City's traffic signal infrastructure, helping to ensure a safe and efficient transportation system for all users. Traffic Signals include signal control hardware, software, the communication system, and signal infrastructure such as poles, mast arms, indications, wire and conduit. Operation and maintenance of the City's signal system is an essential safety service as well as an important element in minimizing travel delays, fuel consumption, and air pollution.

The Traffic Operations Department operates and maintains 184 traffic signals, 53 pedestrian signals, 49 school flash zones, and five fire station traffic signals. In addition, Traffic Operations maintains 48 closed circuit television monitoring cameras, 42 radar speed feedback signs, and over 450 detection cameras used to provide input to the transportation system. Approximately 65 miles of fiber optic cable and wireless radios at outlying locations allow remote traffic management from the City's Traffic Management Center located at 626 Linden Street. The City installs an average of five new signals, two monitoring cameras, twelve detection cameras, and 24 audible pedestrian signals each year.

The Traffic Operations Department operates and maintains the Traffic Management Center located within the Traffic Operations facility. The Traffic Management Center is the hub of a Citywide network that allows remote monitoring and operation of traffic signals and signal components. It is critical to the safe and efficient operation of the traffic signal system in Fort Collins. To keep the system running, ongoing equipment maintenance, software patches, and hardware upgrades are required. Most system maintenance and operational support of the Traffic system is completed by Traffic Operations staff.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.

## 11.3 Signs and Pavement Markings - Ongoing - Funded

2022 - \$1,149,542

### Offer Type: Asset Management

This offer provides ongoing maintenance and improvement of the City's traffic sign and pavement marking infrastructure, helping to ensure safe and efficient mobility throughout Fort Collins.

More specifically, this offer provides for the fabrication, installation, repair and maintenance of traffic signs and pavement markings on all public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn and regulate all modes of travel.

The Traffic Operations Department maintains approximately 30,000 traffic signs. Maintenance includes repairing or replacing damaged, faded or missing signs. In 2019, more than 1,000 signs were repaired or replaced. Maintenance of these signs is an important component of customer service as these signs are necessary for safety and navigating the street system.

# TRANSPORTATION AND MOBILITY

Traffic Operations maintains the pavement markings on approximately 1,500 lane miles of streets in Fort Collins. These markings include longitudinal markings such as lane lines, bike lanes and street center lines. They also include transverse markings such as crosswalks, stop bars, turn arrows, railroad markings, bike lane markings, parking stall markings and red curb paint to indicate parking restrictions. Pavement marking crews paint longitudinal lines twice per year on arterial streets and at least once per year on collector streets and local streets that have stripes in order to maintain the visibility of the markings.

The maintenance of traffic signs and pavement markings is important for all modes of travel. Many signs and markings are made and installed specifically for transit, bicycle, pedestrian and school safety programs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

## 11.4 Traffic Operations Equipment - Ongoing - Funded

2022 - \$227,872

### Offer Type: Asset Management

This offer provides for the continued management, maintenance, repair, and improvement of the City's transportation system infrastructure. Currently the City's total investment in the traffic signal infrastructure is estimated to be approximately \$28M. Much of this infrastructure was installed as long ago as the 1970s and 1980s, and is in need of replacement or upgrade. In 2011, funds were allocated to Traffic Operations for equipment replacement and upgrade. Funding has been used to replace critical traffic signal infrastructure including conduit, wiring, signal poles and vehicle detection which greatly improves the performance of the transportation system.

Funding will be used to replace aging traffic signal infrastructure, upgrade equipment in the Traffic Management Center, replace vehicles that are past their service life, and purchase/upgrade other needed equipment to provide core services.

Without this funding, maintenance activities will go back to a less cost-effective reactionary mode where items are only replaced when they fail. This tends to be less cost-effective in the long run and has greater implications for users of the transportation system. It is also less strategic as decisions about equipment replacement are driven by immediate needs versus long term planned asset management goals. By maintaining this funding for equipment replacement, Traffic Operations will be able to continue the proactive maintenance approach created with this funding.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 11.5 Neighborhood Traffic Mitigation Program - Funded

2022 - \$150,000

### Offer Type: Ongoing

Funding this offer will continue the City's Neighborhood Traffic Mitigation Program at current funding levels. The program is coordinated through the City's Traffic Operations Department.

Speeding and cut-through traffic in residential neighborhoods are common concerns expressed by Fort Collins residents. Prior to 2010, the City's Neighborhood Traffic Mitigation Program was limited in scope (\$20,000), providing portable radar speed trailers, yard signs and radio advertisements reminding drivers to slow down in neighborhoods, school areas, etc. In 2010, City Council authorized a one-time expenditure of an additional \$100,000 of General Fund money to implement physical traffic calming devices based on specific evaluation criteria. In 2011 and 2012, funds from the Traffic Calming Surcharge were used to continue the program. In 2013, an

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additional \$30,000 of Traffic Calming Surcharge funding was provided, bringing the total annual program funding to \$150,000.

Since 2010, traffic mitigation projects have been completed on more than 50 residential streets. Projects have included road diets (converting a street from four lanes to three lanes, including a center turn lane), radar speed displays, dynamic school speed limit signs and speed humps. These devices are applied based on screening criteria along with an extensive consensus-building process within each neighborhood. Demand for mitigation in neighborhoods is increasing, with 9 streets approved in 2019, 14 streets approved in 2020, 9 streets approved in 2021 and 21 streets eligible in 2022. The program was revamped in 2019 to streamline the process for community members, and due to increasing demand created a system that prioritizes approved mitigation locations based on severity of concerns. This offer proposes to continue the Neighborhood Traffic Mitigation Program at current funding levels.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

## 11.6 RESTORE - Traffic Engineering Operations - Funded

2022 - \$81,158

### Offer Type: Enhancement

This offer restores the funding for professional certifications, training, travel, and continued improvements to the signal system.

The Traffic Engineering base offer (11.1) funds ongoing management of the City's transportation system in order to ensure safe and efficient mobility for all people including bicyclists, motorists, transit riders and pedestrians. That offer supports 7.5 staff and includes traffic signal timing, traffic data collection, traffic safety data management and analysis. It also includes work area traffic control functions, department administration and staffing for neighborhood traffic mitigation and the Traffic Management Center. The original offer reduced the Traffic Engineering budget by 7%. There are two areas where these reductions occurred:

- 1) This offer would restore \$65k for advanced traffic signal operations and system monitoring. Traffic Operations had been making positive strides in gaining additional capacity in the transportation system through adaptive control and traffic responsive systems. This infrastructure (controllers, cameras, Bluetooth data collection, etc.) helps the signals make ongoing intelligent adjustments to timing based on detailed and up-to-the-minute data. This improves efficiency and safety while reducing emissions. The elimination of the funding limits the ability to maintain and improve the system.
- 2) The remaining \$17k reduced training and eliminated conference and travel. This funding is routinely used to maintain required certification for field crews, keep up with current trends in the profession, and share the Fort Collins success story with peers.

This Offer supports the following Strategic Objectives:

- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.1 - Improve safety for people using all modes of travel.

## 11.7 RESTORE - Traffic Operations Equipment - Funded

2022 - \$42,074

### Offer Type: Enhancement

Accepting this offer will restore funding for the detection upgrade program which allows for installation of new detection technology at two intersections (8 cameras).

The original Traffic Operations Equipment offer (11.4) provides funding to replace critical traffic signal infrastructure including conduit, wiring, signal poles, and vehicle detection. The annual budget is \$269,946.

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This offer will restore \$42,074 in funding for video detection upgrades at two intersections. The ongoing detection upgrade program improves bicycle detection, data collection, and advanced signal operations. Systematic upgrades across the city address bicycle detection needs and allow expansion of adaptive and responsive operations.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 11.8 RESTORE - Traffic Signals Locates - Funded

2022 - \$25,000

### Offer Type: Enhancement

Accepting this offer restores funding for utility locates.

Utility locate costs can vary significantly year to year. The Traffic Signal offer (11.2) provides ongoing maintenance and repair of the City's traffic signal infrastructure. The base offer is critical to ensuring a safe and efficient transportation system for all users.

The utility locates funding in the Traffic Signal Maintenance offer was reduced by \$25,000 in the 2020 budget. This offer proposes to restore that funding for utility locates to the original offer. Utility locates of the traffic signal underground system are necessary for safe excavation work in the right-of-way. They are also mandated by law. Utility locating costs can significantly vary year to year and depend on the number of locates requested through excavation work by others.

Over the past five years, locate costs have varied from \$67,000 to a high of \$127,000. Prior to 2017, the Traffic fiber was located by Platte River Power Authority and the Traffic signal infrastructure was located by the Light & Power Utility group. Beginning in 2017, utility locating efforts were consolidated and all locates are now performed by Light & Power. This has saved an average of \$35,000 annually.

Between 2017 and 2019, there was an average of 857 locate requests with an average annual cost of \$68,000. In 2020, there were 1,395 locate requests representing a 63% increase over the prior three-year average number of requests. Between the funding reduction and increased locate costs, 2020 utility locate charges were over budget by nearly \$27,000. The volume of locate requests is expected to remain high during the build-out of the Connexion broadband system.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 11.9 Durable Pavement Marking Maintenance - Funded

2022 - \$70,000

### Offer Type: Enhancement

Over the last 10 years, Traffic Operations has partnered with the Streets Maintenance Program and FCMoves to install durable, thermoplastic pavement markings. The thermoplastic markings last approximately 7-10 years based on traffic volumes, where traditional paint requires annual repainting. The use of durable pavement markings also reduces the amount of time that workers must be in the street resulting in reduced congestion and improving worker safety. Thermoplastic pavement markings improve overall roadway safety by increasing the visibility of the pavement markings, especially at night.

Many of these markings have reached the end of their service life and are due to be replaced. There are approximately 705 thermoplastic crosswalks across 165 intersections. Funding of \$45k per year is needed to replace crosswalks at 6 intersections each year.

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As the City has built out the low stress bike network, signing and striping have increased to improve bike safety. These thermoplastic markings include approximately 2,500 bicycle markings, hash marks and green thermoplastic markings. There is currently no dedicated funding source for replacement of these markings. This offer will fund \$15k per year to replace approximately 125 bicycle and wayfinding markings each year.

This offer would also provide funding of \$10k to support the use of High Build paint. Due to its formulation, this type of paint has also been found to be more durable and last through the winter. Standard latex paint does not typically last through winter and as a result, markings in the winter are less visible, especially at night. To address safety concerns, painting is necessary in the winter but is limited to warm days. The resulting pavement markings may only last 1-3 weeks. Paint installed in the winter is less durable due to application in cold temperatures on surfaces that have been treated for snow removal.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

## 11.10 Traffic Signal Maintenance - Funded

2022 - \$150,000

### Offer Type: Enhancement

The maintenance and operational demands of the traffic signal system are continually increasing. System growth, advancing technologies, equipment at end of life, and operational mandates all contribute to an increase in maintenance costs.

The City is adding an average of five traffic devices/signals each year. In addition, a significant amount of signal equipment is at end of life. There are approximately 75 conflict monitors that will not pass current testing standards. Field audits show that approximately 750 signal indications are over 15 years old and are showing signs of failure including shut offs in cold temperatures and missing banks of LEDs.

The Federal Highway Administration (FHWA) has mandated the use of countdown timers at signalized intersections. There are about 700 pedestrian indications that need to be changed to meet new FHWA requirements. Other operational mandates include the use of 12 inch signals in place of 8 inch. There are over 200 signal head assemblies that will need to be upgraded to meet these requirements.

Federal mandates are also causing an increase in maintenance costs. To meet expanding accessibility needs and requirements, audible pedestrian buttons cost about \$5,000 per intersection. Converting pedestrian signals to include countdown timers costs approximately \$2,500 per intersection.

The investments in the transportation infrastructure must be maintained to ensure safe, reliable, and efficient operations.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 11.11 Roadway Work Zone Safety Course Creation - Unfunded

2022 - \$30,000

### Offer Type: 1-Time Enhancement

This offer will fund creation of a course designed for employees responsible for completing work in the right-of-way. This course will give participants knowledge of the entire process of planning, designing, installing, maintaining, and monitoring traffic control for work zones.

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This offer has been created in partnership with various City departments including: Utilities, SRM, HR, Community Services, and PDT.

Creation of this course will focus on educating staff on work zone standards and guidelines, installation and removal procedures, inspection, and documentation of work zone management.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 11.12 Traffic Signal Timing Optimization - Funded

**2022 - \$100,000**

### Offer Type: 1-Time Enhancement

The City's traffic signals are a critical component necessary for a safe and effective transportation system. The Traffic Operations department has built and continues to maintain an excellent signal system that allows modifications to signal timing as needed to account for changing traffic volumes and traffic patterns. Yet the timing of the signals has not been comprehensively updated in more than 10 years. Evolution of national standards, the growth of the community, best practices for safety, implementation of multi modal transportation and climate action plans together create a need for a holistic review and update of the City's signal timing and operational plans. This one time enhancement offer addresses those issues.

The last comprehensive Citywide signal timing plans were developed more than 10 years ago using Federal grant funds. Since that time, a lot has changed: Fort Collins has grown by 20% and traffic patterns have shifted. The community has embraced a climate action plan, is implementing an increasingly multi modal transportation system, and is applying an equity lens for decisions. Traffic safety, especially for vulnerable road users, is a targeted priority. In addition, national standards and best practices are evolving.

Although the existing timing plans for the City's 180+ signals still provide a reasonable service and Traffic Operations staff has adjusted plans as needed in numerous locations, the list of needed changes is growing. Compliance with new standards will be required, and the interest to align signal timing with the vision in the recently adopted Transportation Master Plan together create an opportunity to holistically review and update signal timing and operations Citywide.

This Offer supports the following Strategic Objectives:

- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.7 - Manage safety, congestion and quality of life impacts from train operations in Fort Collins.

## 11.13 Neighborhood Traffic Mitigation Program Expansion - Unfunded

**2022 - \$250,000**

### Offer Type: Enhancement

Funding this offer will allow for expansion of the City's Neighborhood Traffic Mitigation Program. Whereas the existing traffic mitigation program (offer 11.5) is used primarily to mitigate speeding and cut-through traffic through the installation of speed bumps. This enhanced program would consider measures such as medians and/or pedestrian refuge islands, sidewalk curb extensions, traffic diverters, pedestrian crossing enhancements, and bicycle facility improvements in order to achieve a more "complete streets" approach to traffic calming. In alignment with council priorities funding this offer will provide project opportunities for residents seeking to slow local

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traffic while creating a more livable community. This offer includes funding for professional (consulting) services and funding for the construction of traffic mitigation devices on neighborhood streets.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

## 13.1 FC Moves Mobility Management - Funded

2022 - \$610,600

### Offer Type: Ongoing

This offer will fund overall management of the FC Moves department, while also specifically delivering transportation and transit planning services within the Planning, Development & Transportation Service Area. Efforts developed and implemented by this offer include the Transit Master Plan, Transportation Master Plan, corridor plans the Master Street Plan, pedestrian planning, travel demand modeling, street standards, and development review. Transportation and Transit Planning is a key component of a healthy, efficient, innovative, safe, and sustainable community and economy.

This offer includes annual membership in the North Front Range Metropolitan Planning Organization (NFRMPO). Fort Collins has been a member of the NFRMPO since its inception in 1988. Membership in the NFRMPO is required to secure regional, state, and federal transportation funds, and to ensure consistency among local and regional plans.

The 2022 work plan will include at a minimum:

- Ongoing implementation of the Transit Master Plan and the Transportation Master Plan
- Development of a Travel Demand Management program building on the “Shift Your Ride” program
- Continued development and implementation of a Vision Zero Plan
- Project management and coordination of the West Elizabeth Bus Rapid Transit corridor design and North College TOD study
- Development of local, regional, federal, and state grant applications for funding multimodal transportation plans, programs, and projects
- Travel demand model collaboration with the NFRMPO
- Ongoing management and updates to the Master Street Plan
- Supporting updates to the Bicycle Master Plan and Pedestrian Plan
- Development review for transportation
- Supporting the City’s Our Climate Future goals

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 13.2 Safe Routes to School - Funded

2022 - \$184,460

### Offer Type: Ongoing

Funding this offer will continue the City’s Safe Routes to School (SRTS) program within the FC Moves Department.



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This program is part of a nationwide effort encouraging more children to walk and bike to school, benefiting their health, academic achievement and the environment. A long-term goal of the City's program is to get 50 percent of K 12 youth safely biking or walking to school.

SRTS is identified as a best practice by top transportation, mobility and health organizations — from the American Planning Association, to the Federal Highway Administration, to the Centers for Disease Control and Prevention.

SRTS emphasizes the Six Es of transportation and mobility services: Education, Encouragement, Engagement, Engineering, Evaluation and Equity. The City's SRTS program leads activities in all of these areas, working with Traffic Operations and Engineering on the engineering component (infrastructure projects).

SRTS is a highly collaborative program that supports key City departments and programs including Mobility Management, Active Modes, Traffic Operations, Engineering Police Services, Recreation, Parks and Sustainability. Non City partners include the Colorado Department of Transportation, Poudre School District, Bike Fort Collins, Safe Kids Larimer County, BASE Camp, Boys and Girls Clubs, NoCo Bike & Ped Collaborative, health organizations, and bike shops and other businesses.

Funding this offer will provide office supplies, equipment, bike helmets for low-income students, educational giveaways, equipment maintenance, contractor services and other operating expenses. Funding will also cover staff salary and benefits. Grant funding provides additional resources to meet other community needs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

### 13.3 Active Modes - Funded

2022 - \$441,825

#### Offer Type: Ongoing

Funding this offer will maintain the current staffing and services of the City's Active Modes Program which implements a comprehensive set of strategies to improve safety and mobility for all transportation system users, while enhancing the accessibility of active and sustainable forms of transportation for people across the community. The Active Modes staff places particular emphasis on improving accessibility for historically marginalized and underrepresented groups. The work of the Active Modes Program (formerly FC Bikes) has contributed to Fort Collins' designation as a Platinum Bicycle Friendly Community and a Silver Walk Friendly Community, growth in bicycle ridership, a decrease in bicycle crashes, and a 2020 GoEV City designation.

Specific Active Modes Program services include:

- Updating and consolidating the City's bicycle and pedestrian master plans into an Active Modes Plan
- Coordination with City departments and the community to implement the City's Active Modes Plan
- Planning and coordination of the low-stress bike network and other bike and pedestrian infrastructure improvements
- Implementation of the City's Electric Vehicle Readiness Roadmap (EVRR)
- Shared micromobility (e-bike share and e-scooter share) program, including the Bike Library
- Bike to Work Days and Open Streets events
- Shift Your Ride program support
- Electric bicycle financing and distribution

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- Management of Fort Collins’ Walk & Wheel Skills Hub, wayfinding, bike parking, and painted intersections programs
- Staffing the City’s Bicycle Advisory Committee
- Applying for and managing grants
- Ongoing program and project evaluation and data collection
- Serving as City ombudsman to explain, promote, and receive input on the City’s active modes programs and projects

Maintaining a comprehensive set of active modes programs and plans supports the City’s various sustainability, Climate Action, equity, livability, and mobility goals.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 13.4 FC Moves Education & Engagement - Funded

2022 - \$144,245

### Offer Type: Ongoing

This offer will fund current staffing and services for FC Moves’ Education and Outreach program, formerly part of FC Bikes. This program offers a variety of classes, encouragement programming, and educational outreach initiatives targeting adult and teen transportation system users of all backgrounds. The mission of the Education and Outreach program is to improve safety and increase participation in active and sustainable modes of transportation. This program, in tandem with the Active Modes program, has contributed to Fort Collins’ Platinum level Bicycle Friendly Community designation, one of only five cities in the country to achieve this designation. Additionally, bicycling education provided by this program may in part contribute to the downward trend in bicycle/car crashes, making this program a vital piece in achieving the City’s Vision Zero goals.

Services provided by FC Moves’ Education and Outreach:

- Bicycle Ambassador Program
- Bicyclist education
- Motorist education
- Scooter/skateboard/other device education
- High school education
- Bike Buddy program
- Sustainable transportation safety and encouragement initiatives
- Business outreach
- Focus on high crash risk and historically underserved populations
- Support for community programs and partnerships

These services also support the City’s sustainability, Climate Action, safety, and equity goals.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.

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## 13.5 CCIP - Bicycle Infrastructure - Funded

2022 - \$350,000

### Offer Type: Capital Project

Funding this offer will apply the 2015 Community Capital Improvement Program (CCIP) annual funding allocated for bicycle improvement projects for 2022. The approved CCIP tax package includes \$350,000 in 2022 for bicycle improvement projects to implement the Active Modes Plan, to be adopted in early 2022. The Active Modes Plan will update and combine the Bicycle and Pedestrian Master Plans. This provides funding for capital projects such as bicycle and pedestrian arterial crossing improvements and on street bike lanes, and support facilities such as wayfinding signage and bicycle parking.

The voter approved CCIP Bicycle Plan implementation ballot initiative set aside \$5 million over 10 years to be spent on capital expenditures (infrastructure design, construction and matching grants). Projects using the CCIP Bicycle Plan Implementation funds implement the Bicycle 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 CCIP Bicycle Plan funds are used to increase the capacity and safety of the City’s bicycle network. Examples of projects that will be considered as part of the 2022 project selection process include:

- Low-stress bicycle network implementation: Low stress bicycle facilities include low speed and low volume streets with comfortable crossings, paved trails, and protected bike lanes. The low stress network recommended in the 2014 Bicycle Master Plan has largely been implemented. The Active Modes Plan will identify the next set of high stress intersections and segments in need of improvement.
- Intersection improvements: pedestrian and bicycle crossing improvements at signalized and unsignalized intersections
- Bicycle counters and data collection equipment: permanent and mobile counters to assess bike network usage to more effectively plan for and evaluate facilities

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 13.6 School Crossing Guard Program - Funded

2022 - \$94,500

### Offer Type: Ongoing

Funding this offer will continue the School Crossing Guard Program, operated through an intergovernmental agreement (IGA) with Poudre School District (PSD). Per the IGA, PSD assumes all responsibility for the establishment, operation and administration of the School Crossing Guard Program. The City’s contribution is an annual payment to PSD of \$94,350. PSD pays directly for the balance of program costs (up to an additional \$94,350).

The School Crossing Guard Program provides improved safety for students crossing at major roadways located near PSD schools, primarily elementary schools. These roadways have a high volume of traffic and higher speeds. The physical presence of crossing guards is essential for students 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.

This offer supports the City’s strategic goals as stated in:

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Bicycle and pedestrian safety as part of the City's Safe Routes to School program

Council - adopted Bicycle Master Plan, Pedestrian Plan and City Plan/Transportation Master Plan

Currently crossing guards directly benefit the following schools: Bauder, Beattie, Cache la Poudre, Dunn, Kinard, Laurel, O'Dea, Olander and Riffenburgh. Most crossing guard locations are staffed twice a day (at arrival and dismissal times), and some justify additional midday staffing for half day kindergarten students. Because of the close interaction among crossing guards, students and school staff, the program is most efficiently administered by PSD.

This program is a cost-effective way to support a vital community service serving more than 1,000 children each school day.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 13.7 RESTORE: Mobility Management in FC Moves - Funded

2022 - \$12,000

### Offer Type: Enhancement

This offer will restore funding within the Mobility Management group of FC Moves (formerly named Transportation Planning). Specifically, the offer restores non personnel items within the Mobility Management group that allow the team to respond to changing priorities (unplanned projects or initiatives) utilizing consultant expertise. In recent years these funds have been used to help develop initiatives like the Electric Vehicle Readiness Roadmap and E Scooter program.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.

## 13.8 Shift Your Ride Travel Options Program - Unfunded

2022 - \$396,014

### Offer Type: Enhancement

Funding this offer will provide for an expansion of the work done by FC Moves. Currently FC Moves focuses on the promotion and implementation of sustainable mobility such as: The City's award-winning bike program; industry-leading Safe Routes to School Program; electric vehicle and micro-mobility (e-scooters) programs; and transit planning. However, to further the mission of reducing driving (especially people driving alone, which includes about 75% of commuters in Fort Collins) there are additional initiatives and tools that need to be developed.

We propose an overall program called "Shift Your Ride", expanding on an existing City brand, to further develop these additional tools and initiatives. "Shift Your Ride" will complement existing FC Moves programs by creating a travel demand management (TDM) program. TDM programs are highly utilized around the country and have been shown to maximize the efficiency of transportation systems leading to reduced demand, improved mobility, lower emissions, and improved public health.

The "Shift Your Ride" program will coordinate with existing FC Moves efforts and introduce new strategies such as: 1) trip reduction assistance to employers; 2) ride matching programs (carpool, vanpool) 3) Parking management strategies; 4) Incentive programming for telework and flex schedules, and access to transit passes; 5) Technology applications to integrate travel information across modes, often call "Mobility as a Service" or MaaS.

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This offer will fund three elements to kickstart the program:

1. Hiring a dedicated transportation professional to lead the program.
2. Develop a consultant led plan to establish the program needs and objectives and identify ongoing funding needs.
3. Initial funding for programming efforts.

The “Shift Your Ride” program will not only help reduce traffic congestion but will also work towards achieving the City’s ambitious climate goals established as part of Our Climate Future.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

**13.10 0.50 FTE Hourly Conversion and Increase to 0.75 FTE Classified - Active Modes Coordinator** **2022 - \$36,796**  
**(Safe Routes To School) - Funded**

**Offer Type: Enhancement**

This offer provides funding to expand the Safe Routes to School program to teach new kindergarteners, when first entering the school system, how to walk safely to school.

The City's SRTS program educates 6,000 to 7,000 K 12 students annually per a prescribed plan known as the "School Rotation Schedule" at 34 Poudre School District schools (plus charter and private schools, by request).

This offer addresses a gap in the City's SRTS education program, wherein kindergarteners may not receive the standard SRTS curriculum their first semester of school. Per the prescribed three-year rotation schedule for reaching all schools, an individual kindergartener might have to wait until second grade before participating in the SRTS bikeped safety education program during PE class.

This offer rectifies this problem by ensuring that all kindergarteners receive vital pedestrian safety education, presented by their teachers, at the very start of their first school year.

This offer relies on augmenting the hours of the SRTS Assistant from 20 hours per week to 30 hours per week, to allow for the creation and implementation of this new training program for kindergarten teachers. The teachers will receive detailed instruction on how to teach safe pedestrian skills to their students, which will include practice walking on sidewalks and multi use trails in their school area, instruction on why it's important to walk with parents and other adults to stay safe, practice walking through nearby crosswalks, and other information about safely navigating the City's street system, designed specifically for kindergarteners.

Additional outputs from this effort will be written documentation for the teachers to use, defining a training process for new PSD teachers/staff, and consideration of an annual “refresher” for teachers. All efforts will support the sustainability of the program into the future.

This offer complements a PSD transportation safety analysis currently under way.

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This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

## 13.11 School Traffic Safety Assessments & Strategic Traffic Infrastructure for Youth - Funded

2022 - \$100,000

### Offer Type: Enhancement

This offer provides funding for safety assessments and infrastructure improvements benefiting K-12 students who walk and bike to school. This offer will be jointly led by Safe Routes to School and Traffic Operations.

This offer will fund a contractual traffic safety consultant to perform site safety assessments at five high-priority schools (\$5,000/school, \$25,000 total) in spring 2022. This offer will also provide \$75,000 for infrastructure projects identified through the assessments as critical for enhanced safety of students traveling to and from school.

Currently no City funding is dedicated specifically to small scale infrastructure improvements for students who bike or walk to school. This offer helps correct that gap in infrastructure services.

The safety of K-12 students who bike and walk to school relies on well designed bike-pedestrian (aka bike-ped) infrastructure in school areas. A successful SRTS Strategic Traffic Infrastructure offer in a previous budget cycle yielded 26 high quality projects directly benefiting K 12 youth.

This offer will complement and help facilitate a PSD Transportation Services initiative currently under way, which is studying traffic operations and roadway conditions affecting students in PSD school areas.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

## 13.13 0.73 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Active Modes Specialist - Unfunded

2022 - \$9,329

### Offer Type: Enhancement

Funding this request will convert two hourly positions into one full time position to better meet the staffing needs of FC Moves. Both of the hourly positions are housed within the Active Modes Team. The Engineering Associate position was vacated on April 16, 2021. The Planning Tech position is currently frozen. Converting these hourly positions into a full time position will better meet the needs of the FC Moves department by adding a staff person who is capable of managing large scale events, coordinating education and encouragement activities, organizing and leading volunteers and interns, and assisting with programs and projects.

Having another fulltime Active Modes Specialist in FC Moves will free up staff capacity to take a more proactive approach to existing projects, develop new programs, and pursue additional funding opportunities. The Active Modes Manager could shift more technical tasks such as wayfinding, bike map development, bike parking, and counts and other evaluation activities to the new Active Modes Specialist. This would allow the Active Modes Manager more time to develop proactive approaches to these projects, which are currently implemented on demand as needs arise. The Active Modes Manager could also devote more time to pursuing state and federal funding to implement the Active Modes Plan, which is set to be adopted in early 2022. The new Active Modes Specialist could take the lead on the well-established Bike

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to Work Day and Open Streets events, allowing the long tenured Active Modes Specialist to devote more time to FC Moves' internal and external equity work, painted intersection program, and developing low-cost infrastructure pilot and demonstration projects. While the new Active Modes Specialist would be housed in the Active Modes team, the staff member could also support work of the Mobility Management team such as development review as well as youth and adult outreach and education related to active modes of transportation.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 14.1 Harmony Road Maintenance - Ongoing - Funded

2022 - \$276,780

### Offer Type: Asset Management

Funding this offer will support ongoing maintenance and operation of a key City arterial to ensure quality infrastructure and smooth traffic flow.

Harmony Road is a major arterial road that links I-25 to U.S. Highway 287. In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to own and maintain Harmony Road. The funding is currently part of the 292 fund and is identified as the Harmony Road Maintenance Fund. This is a joint offer between the Streets and Traffic departments to provide routine maintenance such as sweeping, snow and ice removal, pothole repair, traffic signs and signal repairs, pavement markings, and mowing the road shoulders and medians. The expenditures for these activities are drawn directly from the Harmony Road Reserve.

This offer also includes the landscaping, maintenance and utility costs for the Harmony Transfer Center, also known as the Harmony Park and Ride, and the Harmony/I-25 interchange. This facility serves a variety of multi-modes and socio-economic groups, including carpoolers, shuttle riders to and from Denver International Airport, and bicyclists. The Streets Department provides sweeping, mowing, patching, striping, signage, trash removal, snow and ice removal, and other maintenance activities at the Transfer Center. The Streets Department also maintains an information kiosk and leases covered bike lockers at the facility. Beyond the Harmony Transfer Center, this offer also includes regular landscaping, mowing, trash removal and other maintenance activities throughout the entire Harmony/I-25 interchange, and adjoining medians and rights-of-way.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 19.1 Transit Fixed Route Network - Funded

2022 - \$16,752,211

### Offer Type: Ongoing

Funding this offer will provide fixed route transit service within the City of Fort Collins and regional service. This offer is a request for Transfort to continue providing transportation options for the community, including the Bus Rapid Transit Route (MAX), FLEX (regional service to Loveland/Longmont/Boulder), Around the Horn, Gold, and transit service for 19 local routes.

This proposal will pay for salaries and benefits of transit personnel, fleet and facility maintenance, fuel, insurance, uniforms, and technology. This offer includes support services such as road supervision, dispatch, scheduling, customer services, utility costs, service planning, public outreach, administrative staffing, technology support,

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communication expenses (telephone, wireless, etc.), passenger safety and code enforcement, supplies, and liability insurance.

Funding for this offer will come from a variety of sources:

- Federal Transit Administration (FTA) Section 5307 grants
- State funding from FASTER
- Advertising fees from buses and bus shelters
- FLEX Contributions, Loveland Reimbursements, Fare & Pass Sales
- An Agreement with Colorado State University and the Associated Students of Colorado State University to provide enhanced transit services to campus and surrounding areas
- The General Fund or other City sources

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 19.2 Game Day Transit Service - Funded

2022 - \$100,000

### Offer Type: Ongoing

Funding this offer will enable Transfort to continue to provide enhanced transit routes during Colorado State University (CSU) football games. These services are provided before, during and after football games hosted at CSU's Canvas Stadium. CSU and the City work together to design the service and the City is reimbursed for actual costs. The City of Fort Collins and CSU will enter into an Intergovernmental Agreement (IGA) to fund these services. CSU funds the entire cost of this offer. Additional expanded service on game days necessary to fund community-wide increased demand is funded in Transfort's ongoing core services offer (19.1).

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 19.3 Dial-A-Ride - Funded

2022 - \$1,919,209

### Offer Type: Ongoing

Funding this offer will provide the federally mandated Dial-A-Ride paratransit service to Americans with Disabilities Act (ADA) eligible individuals within a 3/4-mile radius of an existing transit fixed route, Dial-A-Taxi service that provides taxi vouchers to Dial-A-Ride clients, and specialized shuttle service for individuals with a disability accessing Foothills Gateway, Inc.

The ADA stipulates that any transit agency offering fixed route service must also provide paratransit service to eligible passengers within a 3/4-mile radius of the fixed route service area, during the same hours of service, and that the paratransit fare must not be more than twice the fixed route regular fare. Passengers are pre-certified for this door-to-door, on-demand service based upon their inability to use fixed route bus services due to a disability. Transfort's paratransit service is called Dial-A-Ride and 100% of the service is provided by a third-party contractor. This offer will pay for contract provider expenses based on a per passenger charge. The per passenger charge includes dispatch and scheduling staff. The funds pay Transfort staff time used to manage the Dial ARide program. Transfort manages the paratransit



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service ( Dial-A-Ride ) contract for City of Loveland Transit (COLT) and is directly reimbursed by Loveland for costs incurred for paratransit services and contract administration fees. The existing contract contains annual rate increases.

This offer appropriates funds for Dial-A-Taxi vouchers used for subsidized taxi trips which provides an additional, more flexible service for Dial-A-Ride passengers.

Foothills Gateway, Inc. (FGI) is a local non-profit organization that provides services and support programs for individuals with disabilities.

Funding for this offer is anticipated from four major sources: Federal Transit Administration Section 5307 grant funding, Section 5310 grant funding, passenger fares, and City General Fund.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.

## 19.4 Poudre Express Regional Transit Service Partnership from Greeley to Fort Collins - Funded

2022 - \$120,000

### Offer Type: Continuing Enhanc

Funding this offer allows the City of Fort Collins to continue contributing to the regional transit service between Greeley and Fort Collins operated by Greeley-Evans Transit (GET) that began in January 2020. Prior to COVID 19, travel between Northern Colorado communities continued to grow and it is estimated that over 14,000 people commuted daily between Fort Collins, Windsor and Greeley. The high level of commuting into the community has a significant impact on congestion and quality of life for residents and travelers.

Regional services are a key mobility option that help address the negative impacts of in-commuting . Following the success of FLEX and Bustang, GET began providing an express route between Greeley and Fort Collins in early 2020. FLEX is a regional service operated by Transfort that connects communities along Highway 287, and Bustang is a Colorado Department of Transportation (CDOT) service between Fort Collins and Denver.

The Poudre Express service operates 7 trips per day between Greeley and Fort Collins, with stops at Colorado State University (CSU), University of Northern Colorado (UNC), and Windsor. The alignment in Fort Collins includes I 25 from Highway 392 to Highway 14 with a stop at the Harmony Transfer Center (HTC), and along Highway 14/Mulberry to the CSU Transit Center. Passengers are able to make transfers to other routes at the CSU Transit Center, MAX, and transfer to Bustang and Transfort’s Route 16 at the HTC.

This service results in a reduction of commuting between communities by single-occupant vehicles, air quality improvements and reduced greenhouse gas emissions, less congestion, and higher quality of life for commuters and residents. Funding partners include CDOT; the cities of Greeley, Evans, Windsor, and Fort Collins; and CSU and UNC.

January through March 2021 has seen total ridership of 1,477 passengers and nearly 900 hours in service. 32% of the total ridership is Fort Collins or CSU passengers.

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This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 19.5 Capital Assets & Projects - Ongoing - Funded

2022 - \$1,084,000

### Offer Type: Asset Management

Funding this offer will allow Transfort to appropriate local match funds for acquired federal grants to complete projects related to transit planning and capital asset management, including technology, rolling stock and equipment assets. This funding will contribute to projects such as bus fleet upgrades to replace buses that have met or exceeded their useful life, and replace outdated equipment and assets with more sustainable, efficient equipment and assets. Maintaining and replacing obsolete assets increases system reliability by decreasing asset breakdowns, down time, and costs related to maintenance. This offer requests appropriations totaling \$1,084,000 in 2022.

Transfort receives three annual federal formula awards from the Federal Transit Administration (FTA) that will fund this offer. These formula programs typically require a 20% local match.

- 5339 funds can be used for capital repair, replacement and enhancement of assets related to rolling stock, facilities, and technology.
- 5310 funds can be used for projects to benefit seniors and individuals with disabilities, including projects like maintaining, replacing and upgrading bus stops and bus stop amenities.
- 5307 funds can be used to maintain and replace capital assets as well as transit planning and design projects.

Projects that could be funded with this offer include ongoing repair of concrete throughout the City's transit centers, significant landscaping repairs needed throughout the transit system, bus stop pad repair and construction, purchase of bus stop amenities, vehicle replacements, and transit equipment and asset repair, maintenance, and replacement.

Transfort receives annual federal award funding to repair and replace its capital equipment and facilities. Over time, federal funding has allowed Transfort to replace its aging fleet; repair and renovate its existing maintenance facility, bus stops and transit centers; and implement new technology that benefits Transfort customers.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 19.6 CCIP - ADA Bus Stop Improvements - Funded

2022 - \$100,000

### Offer Type: Capital Project

Funding this offer will result in construction upgrades to bus stops to improve accessibility in accordance with the Americans with Disabilities Act (ADA). Currently, 82% of bus stops within Transfort's bus system are ADA compliant. The City of Fort Collins has a goal of 100% bus stop ADA compliance by 2026.

ADA accessible bus stops are a critical transportation requirement for individuals with disabilities, and a high priority for our community. As a result, \$100,000 of Community Capital Improvement Program (CCIP) funds are dedicated to ADA bus stop upgrades in 2022. The construction portion of bus stop upgrades averages

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\$12,000 per stop. Amenities added to bus stops such as shelters, benches, trash and recycle receptacles and bike racks are in addition to the construction costs. CCIP funding will be dedicated to construction upgrades.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

## 19.7 Midday and Weekend FLEX to Boulder Bus Service - Funded

2022 - \$200,000

### Offer Type: Ongoing

Funding this offer will allow for ongoing FLEX transit service trips Monday through Friday and four total weekend round trips on the FLEX to Boulder regional route operated by Transfort.

Transfort's commuter FLEX route contributes greatly to the transportation community in Northern Colorado, serving the communities of Fort Collins, Loveland, Longmont, and Boulder, and smaller population centers in between. FLEX weekday service consists of 19 round trips to Loveland, 14 round trips to Longmont, and 6 round trips to Boulder; weekend service consists of 17 round trips to Loveland, 4 round trips to Longmont, and 2 round trips to Boulder. FLEX served over 89,000 riders in 2020. Ridership on FLEX regional routes has generally continued to increase year over year since its initial launch in 2009, adding routes to Boulder in 2016. These numbers demonstrate the demand for transit service among these communities in Northern Colorado.

The increased ongoing cost will initially be funded by a Congestion Mitigation and Air Quality (CMAQ) award. Transfort was awarded \$250,000 in CMAQ funds for the first year of service; this award requires a 20% local match of \$62,500, which will be supplied through existing FLEX Partner Contributions. The funding for the launch of this service in 2021 was appropriated through Ordinance No. 38, 2020.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

## 19.9 Battery Electric Buses and Related Equipment - Enhanced (includes CCIP) - Funded

2022 - \$4,963,592

### Offer Type: Asset Management

This offer will fund the purchase of five Battery Electric Buses (BEBs) and the necessary charging infrastructure to replace five current vehicles past their useful life. To better align with the City's Climate Action Plan goal of becoming carbon neutral by 2050, Transfort began pursuing funding to replace rolling stock vehicles past their useful life with zero tailpipe emission vehicles and plans to have the entire fleet converted to BEBs or other zero tailpipe emission technology by 2040. The purchase of BEBs furthers the overall City's goals of reducing greenhouse gas emissions and will allow for significant savings in maintenance and fuel costs moving forward.

The purchase of these buses and charging equipment will bring the total BEBs in Transfort's fleet to eight, which accounts for approximately 15% of the total fleet. Replacement buses will meet accessibility as defined by the Americans with Disabilities Act (ADA). All buses being replaced will have met their useful life in years and/or miles. As buses age, they become much more expensive to maintain; therefore, replacing buses on a regular schedule will save on maintenance costs in the long term. BEBs are estimated to cost less to maintain over their lifetime as compared with traditionally fueled vehicles. Maintaining the fleet in a state of good repair also increases Transfort's service reliability, which in turn encourages ridership.

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In 2018 Transfort was awarded FY22/FY23 Congestion Mitigation and Air Quality (CMAQ) funding toward the purchase of BEBs and related infrastructure. These funds will be used in conjunction with capital award funding Transfort receives annually from the Colorado Department of Transportation (CDOT) and FY22 Community Capital Investment Program (CCIP) funding for replacement buses.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ENV 4.2 - Improve indoor and outdoor air quality.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

## 19.10 RESTORE: Transfort Service Level - ARPA FTA Funded - Funded

2022 - \$0

### Offer Type: Enhancement

In 2021, a temporary reduction decreased the 2021 Transit Fixed Route Network Base Offer 44.1 from \$16,911,937 to \$16,075,861. Transfort reduced approximately 11,000 hours of service. This offer seeks to restore normal ongoing funding and full service levels in 2022. Transfort normally provides approximately 133,000 hours of service across all routes in the system, including FLEX and MAX. For context, the average annual service hours for a typical route (excluding FLEX, MAX, and contracted CSU service) is 4,500 hours; 365 Service annually provides approximately 4,400 hours of service.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 19.11 ADA Bus Stop Easements - Funded

2022 - \$100,000

### Offer Type: 1-Time Enhancement

Funding this offer will provide the necessary resources to continue upgrading bus stops to be accessible and meet applicable federal regulations and design standards. Currently 82% of the bus stops within Transfort's bus system are ADA compliant. The City of Fort Collins has a goal of 100% Bus Stop ADA compliance by 2026.

There are approximately 45 bus stops that are not in the City of Fort Collins right-of-way (ROW) and require a real estate easement purchase or lease to perform the upgrades to meet ADA compliance standards. The offer will fund a full survey description, license to enter, property valuation, easement negotiations, and payment for stops that are not in ROW.

Transfort receives annual federal grant funding for the repair and replacement of its capital equipment and facilities. However, these funds cannot be used for the purchase or lease of easements. Funds for this offer would ensure that the City meets its 100% Bus Stop ADA compliance goal. Because the remaining bus stops require easements, if this offer is not funded, the ADA bus stop upgrade program will be halted until funds to purchase or lease easements are obtained.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

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**19.12 2.0 FTE Facilities Maintenance Technicians - Part-time Hourly Conversion to 1.0 FTE  
Classified and additional 1.0 FTE - Unfunded**

**2022 - \$280,494**

**Offer Type: Enhancement**

Funding this offer will provide mission-critical maintenance services for all Transfort Bus Stops and 2 FTEs as support. Transfort's 20 year contract with a vendor that provides maintenance at almost 400 Transfort Bus Stops will expire at the end of 2021. A request for proposals was issued in 2020 to acquire a new advertising contractor to perform these services. There were no contractors willing to perform the full scope of work needed. As a result, Transfort must either fully contract out the maintenance needs, or hire additional staff to fulfill the requirements. The annual ongoing cost to fully outsource the maintenance needs is 70% more expensive than hiring internal staff to perform the work. If the City wants to remove ads on the shelters, the revenue needed will increase by \$300,000, which is the anticipated revenue to be received through advertising.

Funding an additional 1.0 FTE and converting a part-time hourly position to a 1.0 FTE internal maintenance technician will guarantee the ability to perform the wide variety of necessary maintenance tasks. The maintenance services include trash collection, cleaning of shelters and benches, weed control, basic repairs, graffiti removal, snow removal, bus shelter assembly and installation, and other miscellaneous tasks. Increasing the number of FTEs will allow Transfort to complete all maintenance tasks and deliver a quality product to its customers. The funding will include a one time purchase of a Utility Vehicle (UTV), snow blowers, power washers, storage shed, and other minor equipment to accomplish all maintenance tasks efficiently.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

**19.13 3.0 FTE Transit Service Officers - 2 Officers & 1 Supervisor - Unfunded**

**2022 - \$244,965**

**Offer Type: Enhancement**

Transit Service Officers (TSOs) are a vital component of the Transfort system. These special commissioned officers create a safe environment through their uniformed presence as well as respond to calls ranging from welfare checks and medical calls to serious behavioral issues resulting in citations or arrest by Fort Collins Police. TSOs can handle many day-to-day contacts and reduce the burden for Police response for municipal violations. In addition to responding to reactive calls from Transfort staff and passengers, TSOs proactively patrol the transit centers, bus routes and bus stops. In just one month this year, TSOs were called by Transfort staff 104 times. Due to staffing levels, a TSO was not always available to respond which meant that Police were requested to respond, or a Transit Supervisor, who does not have the same level of training or equipment, responded.

Funding this offer will allow Transfort to add 3.0 FTE Transit Service Officers, including a TSO Supervisor. Currently, during full service, TSOs can provide safety and security to 5.8% of the Transfort system; adding these FTEs will increase the coverage to 10.2%. To put that in perspective, the industry standard for transit agencies with dedicated transit officers is 20% coverage. The additional coverage will allow for at least one TSO on duty during all operating hours. This additional coverage will also give TSOs more of an opportunity to ride buses, check fares, and create a safe transit experience for all.

Because a lot of the contacts made by the TSOs result in assistance and education rather than disciplinary actions, TSOs will benefit greatly from mental health response training. The TSOs are working closely with the newly established Mental Health Response Team (MHRT), which Police Services has successfully implemented. One of the TSO positions will receive additional mental health response training and will work as a close liaison with MHRT.

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This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

## 19.14 Analysis of PSD & Transfort Transportation Coordination - Funded

2022 - \$0

### Offer Type: Redeploy

Funding this offer allows for a study to determine areas of better collaboration for student transportation between Transfort and Poudre School District (PSD). This offer will be jointly led by Transfort and PSD transportation staff.

This is a Redeployment offer which proposes to shift 2022 funding for Transfort operations to support a contractual consultant to perform an in-depth study of the operations, planning and budgets of PSD student transportation and Transfort to determine areas where improved efficiencies and collaboration could occur. This study will research and examine models in cities where there is more robust use of the public transit system by K-12 students, and where both physical and financial resources are better coordinated between the transit provider(s) and the school district(s). The study should also examine relevant federal regulations and case law that may create barriers to collaboration in this area.

This offer supports the Council Priority within Transportation and Mobility, “Advance Transit Initiatives that Remove Barriers.” The specific item addressed is, “2022: Budgeting For Outcomes Offer submitted with a focus on collaboration with Poudre School District.”

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.1 - Improve safety for people using all modes of travel.

## 20.1 Parking Services - Funded

2022 - \$2,390,277

### Offer Type: Ongoing

Funding this offer will continue to provide the core functions and mission of Parking Services including managing public parking, creating on-street parking space turnover, providing long-term parking needs, contributing to safe and orderly traffic flow, and enhancing community livability through education, outreach, and enforcement of parking regulations.

Parking Services' primary divisions consist of Parking Enforcement Officers, Customer Support, and Residential Parking Permit Program & Marketing, with support from community parking management solutions, Information Technology and Data Analysis, and Facility Maintenance and Operations.

Parking Services manages the daily operations of the partnered parking structures, surface lots, and payment applications and kiosks; parking enforcement and citation management; administration of Municipal Court parking citation notifications; and administering the sale and renewal of monthly and annual parking permits. Funding continues the management of the operations and regular maintenance for the Civic Center and Old Town parking structures, as well as multiple surface lots, and maintains an existing level of service for the Residential Parking Permit Program (RP3). In addition, Parking Services provides community parking management

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solutions to address CSU stadium events.

Parking Services supports the economic vitality of Downtown Fort Collins by creating on-street parking space turnover by educating, monitoring, and enforcing parking time limits and providing parking structures as a longer term alternative. Parking Enforcement contributes to safe and orderly traffic flow in the community and supports neighborhood livability through the education and enforcement of parking regulations. Parking Services continues to support recovery efforts of Downtown businesses through innovative ideas such as outdoor dining parklettes and curbside pickup parking stalls.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.

## 20.2 Firehouse Alley Parking Structure - Funded

2022 - \$233,541

### Offer Type: Ongoing

Funding this offer will provide the necessary operations and maintenance funding to manage the Firehouse Alley Parking Structure. Additionally, this offer will help fund the requirement to maintain a reserve for major maintenance in the structure.

The City owns the structure in partnership with the Downtown Development Authority and the Bohemian Foundation. The City's portion of this offer is primarily funded from ongoing Parking revenues.

Services provided by this offer include landscaping and snow removal, facility maintenance and repair, security service, parking technology, video surveillance system, and creating reserves. This offer is necessary to properly manage and maintain this City asset that is critical to the long term sustainability of Downtown and is consistent with the Parking Plan and Downtown Plan by facilitating infill and redevelopment.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.

## 20.3 Parking Structure Critical and Preventative Repairs - Enhanced - ARPA Funded - Funded

2022 - \$745,400

### Offer Type: Asset Management

Funding this offer will fund critical repairs and preventative maintenance for two (2) of the City-managed parking structures.

Parking Services operates three (3) parking structures in the Downtown area of Fort Collins, this offer is specific to two (2) structures; Civic Center Parking Structure (CCPS) all five levels, and Old Town Parking Structure (OTPS) all four levels, due to the age and maintenance needs of each.

CCPS was constructed in 1999 and OTPS was constructed in 1984 and each requires critical structural repairs and preventative maintenance to keep them in a state of good repair and safe for the community and Downtown visitors to utilize. This offer represents major maintenance items that have not been completed by April 2021 and could lead to significant additional needed repairs and costs. Critical repairs for 2021 have not been completed, including both CCPS Elevators, which require frequent repair due to aged and corroded components. This creates potential safety issues and negatively impacts public use due to frequent out-of-service episodes. People with disabilities in Fort Collins may be more reliant on accessibility features in parking garages than other community members. Therefore, these groups may be disproportionately affected by gaps in service for features such as elevators.

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Additionally, preventative maintenance repairs are scheduled between April 2022 – April 2024. These repairs are also needed to maintain the life of each Parking Structure.

Immediate critical structural and waterproofing concerns include:

- Deteriorated concrete stair treads and landings
- Loose brick masonry on west and north facade
- Deteriorated overhead and vertical concrete
- Leaking joints and cracks
- Fragmented and divided concrete slabs
- CCPS metal deck deterioration at the pedestrian bridge
- Fireproofing concerns
- Other additional preventative maintenance issues

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.6 - Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.

## 20.4 Downtown Sign Replacement and Upgrade - Enhanced - Unfunded

2022 - \$35,000

### Offer Type: Asset Management

Funding this offer will replace the aging and inconsistent signage in the Downtown area, which will provide the public clarification of rules for parking, while allowing Parking staff to potentially extend hours of operation to meet community and Downtown business needs.

Current signs limiting the hours of enforcement from 8 a.m.-6 p.m. does not allow time-restricted parking spaces to be managed outside of these established hours. These updates will allow Parking Services to assist with parking space turnover Downtown by monitoring and enforcing parking time limits beyond what is currently allowed based on signage.

While the Downtown signs are in need of replacement solely based on condition due to natural weathering, these updates will allow proper and longer term parking signs, including updating signs to fit the use and intent of businesses per block face.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.

## 20.5 Parking Enforcement Vehicles and License Plate Recognition Equipment - Unfunded

2022 - \$136,000

### Offer Type: 1-Time Enhancement

Funding this offer will continue to provide the Parking Enforcement Officers the necessary equipment to patrol the Downtown area, RP3 zones at and around campus, and surrounding areas through the use of mobile License Plate Recognition (LPR) equipment attached to an Electric Vehicle (EV). The usable range has diminished significantly and replacing two EVs, which do not support the operation due to battery degradation and usable miles per charge, will allow field operations to remain robust, rather than requiring unnecessary trips to charge a vehicle, several times per day, with Parking staff being idle. Officers frequently do not make use of the heater and/or AC in order to attain additional range, to remain good stewards of resources.



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Upgrading EVs will allow more time in the field, resulting in more proactive patrols to support parking operations.

The mobile LPR equipment currently in the two oldest Nissan Leaf vehicles is no longer supported and needs to be replaced to ensure ongoing ability to perform the core functions and mission of Parking Services including managing public parking, creating on-street parking space turnover, providing long term parking needs, contributing to safe and orderly traffic flow, and enhancing community livability through education, outreach, and enforcement of parking regulations.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.

## 20.6 Parking Structure Security Upgrades - Unfunded

2022 - \$477,750

### Offer Type: Enhancement

Funding this offer will improve the level of safety and security at the Civic Center and Old Town parking structures to meet the standard set by Firehouse Alley Parking Structure. Funding will be used to improve the existing and limited camera systems and to install emergency call boxes. These elements provide the necessary support to improve physical and psychological safety for patrons and City employees.

The existing limited camera systems limit staff's ability to review and provide information to Police, Security & Parking Services, Safety & Risk Management, and residents. Additional cameras will enhance coverage allowing staff to develop new safety and security strategies. In addition to providing information, the camera systems also serve as a deterrent for behaviors such as assault, vandalism, or theft. This deterrence will help to reduce the time and resources that Operation Services spends on maintaining, cleaning, and repairing damages at these facilities. Even with a limited security presence overnight, the maintenance crew spends a significant time cleaning up trash and fixing damaged property.

The emergency call boxes are a trusted and well-known resource throughout Fort Collins, providing all patrons with a direct and equitable link to 911. The addition of a dedicated camera focused on the call box provides emergency services with a clear picture of the situation and environment, and allows for improved communication with an individual in crisis.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.6 - Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.
- SAFE 5.8 - Improve security at City facilities and properties.

## 21.1 Capital Projects Division and Administration - Funded

2022 - \$512,044

### Offer Type: Ongoing

This offer will fund the City Engineering Department's Capital Projects division. The Engineering Capital Projects (ECP) group oversees all capital projects related to transportation infrastructure including, but not limited to, roadway and utility construction, bridge maintenance and replacements, pedestrian and bicycle infrastructure, and grade-separated crossings. ECP manages an annual projects budget of between \$30M \$40M dollars. Approximately half of these funds are from federal grants that Engineering actively looks and applies for.

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ECP is responsible for the scoping, design, construction and overall project delivery for capital projects, and provides project delivery services for Engineering, Traffic Operations, Streets, FC Moves, Parks, Utilities, Police Services, Operations Services, and Transport, among others. The bulk of the workload comes from Engineering projects, which are part of implementing the City's overall Capital Improvements Plan.

ECP provides the following services:

- Project oversight and administration of all infrastructure activities related to capital improvements, as well as coordination of capital improvements with related development projects.
- Citywide coordination efforts with all City departments, private utilities, major developments and partner agencies to help reduce project conflicts and future rework, and to reduce traffic impacts from construction activities.
- Coordinates work with the railroad companies.
- Acts as internal resource for other departments regarding technical questions and advice.
- Provides internal design services as needed.
- Manages engineering consultants and construction contractors to ensure all applicable Fort Collins standards are met and to ensure quality products.

The ECP group currently has 12 FTEs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 21.2 City Bridge Program - Ongoing - Funded

2022 - \$1,700,000

### Offer Type: Asset Management

Funding this offer will continue the City's Bridge Program, which is related to bridges and other structures. Services include inspections, cost estimates, bridge design, maintenance of structures, and complete replacement of structures. The offer may also be utilized to match federal grants that may be available to replace major bridges. This typically is an 80/20 match, with the federal portion being 80%. There must be special attention to bridges as their failure can compromise entire regional transportation systems.

The goal of the bridge program is to promote safety, improve mobility, and extend the life of transportation infrastructure through innovative practices and technology. The City's bridge program currently has 86 major bridges and 135 minor bridges programmed for review. In 2020, the program evolved by incorporating 142 pedestrian bridges located along Parks and Natural Areas trail systems, and 93 culvert structures. As the network continues to grow, these funds will help meet the challenges of maintaining bridges in a state of good repair resulting in improved safety and mobility, and further supporting local and regional economic health.

Staff have used data from bridge inspections and a customized asset management tool to create a bridge maintenance and replacement optimization schedule. Based on this analysis, the current funding level will not support the overall needs of the bridge program. A funding level of \$5.6 million is necessary to design and replace at least 2-4 typical bridges per year, and this represents a longer term total; although this offer is asking for \$1.6 million as per previous year, we will need to increase this amount in future cycles to address these needs.

The program will continue to perform routine bridge inspections, categorizing this information in terms of the "health" of the bridge and formulating a plan to perform

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ongoing maintenance, to improve travel modes, traffic flow, and overall safety for everyone.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.

## 21.3 Transportation Capital Expansion Fee Program - Funded

2022 - \$1,158,142

### Offer Type: Ongoing

Funding this offer will operationalize the City's Transportation Capital Expansion Fee (TCEF) Program.

TCEF is the primary mechanism the City uses to ensure that new growth pays for its proportional impact on the City's transportation system.

The program accomplishes the following:

- Implements Council's policy of growth paying its fair share of transportation infrastructure
- Determines and collects impact fees for new development projects
- Contributes funding to growth-related City Capital Projects and provides project oversight and management, including review, construction and inspection
- Reimburses development for constructing roadway improvements above the local street access standards

TCEF is a one-time fee, collected upon development, and is used to fund system improvements related to growth. This offer appropriates the funds and authorizes staff to administer the TCEF program.

This offer implements the Council's policy of growth paying its fair share of transportation infrastructure. Impact fees are one-time payments that fund the expansion of public facilities needed to accommodate new development, ensuring that development pays its fair share of the costs of additional infrastructure.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

## 21.4 CCIP - Arterial Intersections - Funded

2022 - \$400,000

### Offer Type: Capital Project

Funding this offer will deliver ballot-mandated improvements to arterial intersections throughout Fort Collins. This program is funded through the Community Capital Improvement Program (CCIP) ¼ cent sales tax passed in the fall of 2014.

The goal of this program is to make prioritized safety, operational and congestion improvements to arterial intersections throughout the community. This offer is a continuation of a 10- year program funded through Building on Basics. The projects are prioritized based on the 2011 Arterial Intersection Prioritization Study, which included a wide variety of data such as traffic volume, accident rates, 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 Fort Collins. The Study was updated in 2019 with a list

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of the top 15 highest priority intersections. A full study update is planned for 2021.

2017 funds were used for the design and construction of the College/Prospect intersection improvements. 2018 funds were used for the design and construction of the College/Horsetooth intersection improvements. 2019 funds were used for preliminary design of the College/Drake intersection as well as the Drake/Lemay intersection. The 2020 funds are being used to continue high priority intersection designs, as well as funds for improvements to the Timberline/Vine intersection, including signalization design and construction.

2021 funds will go to provide grant matching and overall funding needs to the College/Trilby intersection improvements, which is the City's highest priority intersection identified for needed safety and congestion improvements. The City has been awarded 3 State and Federal grants for this project as well.

We propose 2022 funds will go towards design of the Drake and Lemay intersection, along with other prioritized intersections.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 21.5 CCIP - Pedestrian Sidewalk - ADA - Funded

**2022 - \$1,200,000**

### Offer Type: Capital Project

This offer will fund the Pedestrian Sidewalk and ADA Compliance Program. To date, the sidewalk program has been funded by the 2005 Building on Basics (BOB) and Keep Fort Collins Great (KFCG) taxes. In 2015, the Community Capital Improvement Program (CCIP, also known as Building on Basics 2) ballot initiative Safe Routes to Everywhere was approved to continue this program for installation of pedestrian improvements Citywide to eliminate hazards and remove obstacles, and make improvements to bus stops and the bicycle network.

Because the Pedestrian Sidewalk and ADA Compliance Program needs to be increased to \$156 million, a sustainable and predictable revenue source is recommended to implement the overall cost of construction. Current and proposed funding levels target a 50-year compliance program.

This offer:

- Supports the updated Climate Action Plan to achieve climate action goals.
- Supports the updated Transportation Master Plan. Approximately \$1.4M per year through 2025 has been allocated for pedestrian improvement projects.
- Seeks to implement the recommendations from the pedestrian needs assessment completed in 2013 which identifies missing or substandard sidewalks, and ramps requiring upgrades to comply with the Americans with Disabilities Act (ADA).
- Seeks to incorporate the pedestrian improvement program transition plan into the Citywide transition plan to enhance accessibility• Ensures level of service compliance
- Supports prioritization of infrastructure management software.
- Addresses Citywide sidewalk needs objectively and comprehensively, and provides for the ability to coordinate sidewalk construction with other departments to construct sidewalks as quickly as possible, seek cost efficiencies, and meet City transportation goals.

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This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 21.6 Railroad Crossing Maintenance - Ongoing - Funded

2022 - \$125,000

### Offer Type: Asset Management

This offer supports safe, quality infrastructure and smooth traffic flow across the City's transportation system by replacing broken and dangerous railroad crossings and maintaining adjacent roadway infrastructure. The Colorado Public Utilities Commission (PUC) requires railroads and local municipalities to share the material and labor costs (50/50 split) for replacement and repair of railroad crossings. This is referenced in the PUC as Code 4 of Colorado Regulations 723 7. Damaged railroad crossings pose a significant safety risk to motorists, bicyclists, and pedestrians, as well as the potential for liability claims against the City.

This offer also:

Improves and maintains the 53 track crossing locations; 19 on arterial streets with a life expectancy of 20 years, and 34 minor crossings with a life expectancy of 50 years.

Allows the City to keep up with the rate of degradation. In 2017 staff conducted a condition assessment of the 19 arterial crossings and results showed that two arterial replacements will be needed per year to keep up with the rate of deterioration, in addition to other maintenance and repair requirements and needed periodic replacements on the minor crossings. The 6 most degraded arterial crossings have been replaced since that time; now 1 or 2 replacements would keep up with the rate of degradation.

Provides for the concrete crossing panel material and related asphalt, curb, gutter and sidewalk infrastructure at railroad crossings as required by the Colorado PUC. Would replace the UP crossing at Drake Road, programmed for 2022. The UP crossing at Drake runs North-South parallel to the Power Trail, just west of Timberline Road.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.7 - Manage safety, congestion and quality of life impacts from train operations in Fort Collins.

## 21.7 Bridge Program - Enhanced - Unfunded

2022 - \$600,000

### Offer Type: Asset Management

This offer will fund additional design, construction, and maintenance of bridges within the community that are considered potentially structurally deficient or needing some type of maintenance. Currently, the City has 16 structurally deficient bridges; 11 are part of Arthur Ditch. In addition, 11 of the 16 bridges are load posted to heavy vehicular traffic. This offer helps ensure the continuation of bridge projects that are demonstrating the need for continued improvement and continues to support inspection and maintenance activities for which no other funding sources are immediately available.

Without the use of these funds, it will be necessary for the bridge program to reduce the planned scope of work and to implement short-term strategies to preserve bridge decking on certain bridges that are located on key through routes that will have an impact to the traveling public as well as City operations. If these bridges are

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not replaced or repaired, the poor condition will threaten the transportation network efficiency, mobility of goods, accessibility and mobility of people.

Depending on the future condition of certain bridges, they may be required to be closed to vehicular traffic. An example is the recently constructed Cherry Street bridge that is a direct connection from Shields to College Avenue used by many residents, visitors, and Utilities staff. If closures do become necessary, alternate routes will result in lost time, a higher rate of emissions, and increased safety conflicts.

The City's bridge program currently has 86 major bridges and 135 minor bridges programmed for review. In 2020 the program evolved to incorporate 142 pedestrian bridges located along Parks and Natural Areas trail systems and 93 culvert structures. Priority will be given to bridges that will change the condition from "poor" to "fair" or "good" for complete replacement projects.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.

## 21.8 Laporte Avenue Roadway and Multimodal Safety Improvements - Unfunded

2022 - \$1,000,000

### Offer Type: Capital Project

This offer would fund final construction of roadway safety improvements for all users by constructing a critical bicycle and pedestrian connection along Laporte Avenue from Fishback Avenue west to Sunset Street, as well as adding a center turn lane, and constructing intersection and access improvements along the corridor.

This section of Laporte Avenue is a critical connection for an underserved portion of the community to access multiple schools, businesses, residences and other amenities including parks, trails and the City's low-stress bicycle network. Improvements to this area are needed to enhance safety for all users of the roadway. Currently, crash rates and the involvement of vehicles and multi modal users, including pedestrians and bicyclists, indicate a need for enhanced safety improvements.. Given the increase in bicycle and pedestrian activity due to COVID-19, the usage along this corridor is anticipated to increase. Due to the location of several nearby established neighborhoods, this is placing a high demand on the pedestrian and bicycle facilities directly adjacent to schools along this corridor.

Staff's primary focus in bringing this project forward now is to address equity along the corridor, leverage multiple funding opportunities including grants, and coordinate construction with two bridge replacements crossing the New Mercer Canal. This is a heavily utilized Transfort route and sees large numbers (several hundreds) of pedestrians and cyclists on a daily basis in the morning, afternoon and evening rush hours. Providing safe, efficient and effective modes of transportation for all users is the primary goal of this project. This project maximizes the use of non-City funding sources in the form of previous grants awarded in 2020.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 21.9 Engineering Administration - Funded

2022 - \$449,053

### Offer Type: Ongoing

This offer funds Engineering Administration, which consists of the City Engineer (Director of Engineering), Asset Manager, Special Projects Engineer, and administrative

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support for the Engineering Department. The Engineering Department is made up of five divisions: Engineering Administration, Surveying, Capital Projects, Right of Way (ROW) Management, and Engineering Development Review. Engineering provides executive oversight and coordination of all infrastructure activities within the 580 lineal miles of City ROW, including private development. In addition, Engineering provides technical support to multiple City department as it relates to work in the ROW. Engineering also provides Citywide project coordination efforts with all City departments, private utilities, major private developments and partner agencies (including the Colorado Department of Transportation, Larimer County, and three railroads), which helps reduce project conflicts and traffic impacts.

The City Engineer leads, supports, and provides direction to the Engineering Department that reflects collaborative problem solving with internal and external stakeholders.

The Asset Manager ensures reliability and sustainability of City transportation assets through the development of lifecycles, condition assessments, strategic plans, strategic prioritization, analysis and condition reporting, improvement district assessments, development pavement design and street mix design approval, private street conversion, and street acceptance reporting.

The Special Projects Engineer leads special projects (such as the Larimer County Urban Area Street Standard (LCUASS) update, represents the City at the Metropolitan Planning Organization (MPO) Technical Advisory Committee (TAC), coordinates with the railroad, and leads the sidewalk program.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.4 - Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement.

## 21.10 Engineering Survey - Funded

**2022 - \$431,075**

### Offer Type: Ongoing

This offer will fund the City Surveying group, which provides services to both the Engineering Department and a large number of other departments throughout the City. The Surveying group conducts on the ground surveying and thorough research and analysis to support engineering design; acquisition of lands, rights-of - way and easements; and construction on a wide range of projects.

These projects range in size from major capital improvement projects such as the Lemay Realignment and Overpass, to identification of whether a tree in need of care lies within City right-of - way or within private property. It has been made very clear by both the ever increasing number of requests for services, and by direct spoken word, that Surveying has consistently been able to complete surveys that are more cost effective, of better quality, and delivered in a more responsive manner than external surveying firms.

Beyond that, Surveying is a resource for both the City and the local surveying community in general. The team provides and maintains the City horizontal and vertical control networks, a catalog of all property corners surveyed, and a catalog of all land survey plats recorded within the Growth Management Area. Surveying's commitment to work directly with City personnel, consultants and other surveyors promotes a greater level of value and completeness for projects within the City.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- TM 6.1 - Improve safety for people using all modes of travel.

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## 21.15 Arthur Ditch Design - Unfunded

2022 - \$500,000

### Offer Type: Capital Project

Funding this offer will provide \$500,000 to initiate preliminary engineering design to realign the underground segment of the Arthur Ditch between Wood Street and Laurel Street into the street right-of-way (ROW), building off a recommendation developed in the 2017 Arthur Ditch Alternatives Analysis Study. The Arthur Ditch Master Plan and Alternatives Analysis Study was previously funded as part of the 2015/2016 approved budget and was a collaboration between the Stormwater Utility and City Engineering Department.

The segment of Arthur Ditch between Wood Street and Laurel Street was placed in an underground concrete culvert around 1933. The 1.3 miles of culvert passes beneath both private and public property. The remainder of the concrete culvert is the original box and is deteriorating throughout. In numerous cases, the culvert crosses beneath existing private infrastructure. Not only is this a potential public safety concern, but also a ditch shareholder concern; the City is the majority shareholder.

In 2017, the City completed an Alternatives Analysis which developed, analyzed, and ranked five alternatives to address the deteriorating culvert. Ranking criteria included impacts to shareholders and adjacent property owners, complexity of the alternatives, risks/liabilities, constructability, cost, and long-term viability of the alternative. After thoroughly reviewing the alternatives, the study recommended relocating the culvert into the public street ROW.

Along with initiating preliminary engineering design, this project will also continue to engage the Arthur Ditch Company, City Utilities, and others to ensure the long-term solution remains a viable and maintainable one. This project will also begin to develop preliminary cost estimates, providing more accurate information as the City continues to seek funding to finalize the project.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 21.16 CCIP - Siphon Bike / Pedestrian Overpass - Funded

2022 - \$500,000

### Offer Type: Capital Project

The Siphon Overpass is proposed one mile south of Harmony Road and One mile north of Trilby rd. at the Union Pacific Railroad (UPRR). Due to the high number of makeshift pedestrian crossings of the UPRR that occur in the area between Harmony Road and Trilby Road, the City of Fort Collins would like to construct a grade separated crossing to provide a safe, designated route for the public to head east from the Power Trail. A total of 9 well-worn makeshift pedestrian crossings have been identified between Harmony Rd. and Trilby Rd. along the UPRR.

This project has received \$500K in MMOF grant funds, and was fully funded as of 2021 in anticipation of a 2022 execution year. However, due to emerging needs from other projects in 2021, \$500K in CCIP funds were diverted from this project. This offer is proposing to advance previously programmed 2023 CCIP funding into 2022 for the Siphon Overpass in order to get back to full funding and execution in 2022.



# TRANSPORTATION AND MOBILITY

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 21.17 Linden Street Renovation Project - Funded

**2022 - \$400,000**

### Offer Type: Capital Project

The Linden Street Renovation Project envisions a more vibrant, pedestrian-oriented urban street within the core of Old Town Fort Collins. This project was initiated in 2014 by the Downtown Development Authority and has been previously awarded \$3.8 M through the the Community Capital Improvements Program (CCIP) and the 2015/2016 Budgeting for Outcomes (BFO) Process.

Recent development on and around Linden Street will bring additional vehicular trips to both the Old Town and Downtown River Districts. The City collects Transportation Capital Expansion Fees (TCEF) from developments to mitigate impacts to the City's transportation network. This offer proposes to incorporate \$400,000 of TCEF funds into the project to help offset additional vehicular trips from recent Old Town development by funding improved pedestrian infrastructure along Linden Street between Walnut Street and Jefferson Street.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

## 39.1 Streetscape Maintenance - Funded

**2022 - \$961,746**

### Offer Type: Ongoing

Funding this offer maintains 87 acres of streetscapes (medians and parkways). Streetscapes help provide safe, functional and visually appealing streets for the community. A majority of streetscapes are located in arterial roadways. The Parks Department assumes responsibility for new streetscape maintenance from the Engineering Department after completion of the project. Basic maintenance for turf, low density planting areas and hardscapes is provided by private contractors. Contractual duties include maintaining irrigation systems, mowing, trimming, weeding and cleaning. Outsourcing this maintenance operation has kept maintenance costs low for these areas that require routine basic maintenance. The Forestry Division provides tree care for all streetscapes with funding located in Offer 40.1.

In 2013, new Fort Collins Streetscape Standards were implemented. These new standards require more intensive maintenance with an emphasis on horticulture and plant survival. Local contractors do not have the expertise to handle the higher level of maintenance required for these areas. Poor maintenance is the primary cause of plant failure. Subsequently, the Parks Department horticulture staff has assumed responsibility for more than 10 acres of new and renovated medians with high density plantings. This approach has been a success in keeping plant life alive and thriving under difficult conditions. The horticulture crew will continue to maintain all new streetscapes developed under the new standards with high density planting to ensure the success of these locations.

This program contributes to safe traffic flow on City streets, as well as a visually appealing community. These sites create inviting entryways into the community and attractive landscaping that enhances the value of the community.

# TRANSPORTATION AND MOBILITY

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- TM 6.1 - Improve safety for people using all modes of travel.

## 39.2 1.0 FTE Contractual - Horticulture and Streetscapes Crew Chief - Funded

2022 - \$0

### Offer Type: Ongoing

Funding this offer will provide necessary supervision and contract oversight for the expanding streetscapes and horticultural program within the Parks Department. The growth of this program is driven by continual construction of new streetscapes and by the 2013 Streetscape Standards which has resulted in additionally complex planting areas. This position provides needed vision, direction and supervision for this program.

This position's responsibilities are:

- Oversight of the two streetscape maintenance contractors. Contractors maintain 76 acres of turf, low density plantings and hardscape medians spread throughout the City.
- Supervise the internally staffed Enhanced Streetscape Horticultural program (Implements 2013 Streetscape Standards for streetscapes with high density plantings). Since its inception in 2015, this program has expanded to 11 acres creating the needed supervision of a Crew Chief.
- Coordination with Engineering on streetscape projects, work with Streetscape Standards team (5-6 projects per year)
- Coordinate the Parks Horticultural Program that supports planted areas in Parks, Facilities, Cemeteries, and Golf (approximately 470,000 square feet in 640 planting areas).
- Supervise three Park Technicians and 11 hourly positions.
- Outreach and coordination with the CSU Horticultural Program and City's Vegetation Team
- Water management of all contracted and enhanced median sites, includes 115 potable water taps and irrigation repairs.
- Assistance with median renovations that are managed through the Parks Asset Management Program

This position is essential for overseeing the demands of the City's streetscape maintenance and Parks horticulture programs including planning, coordinating with Engineering on Streetscape projects, staff supervision, managing contractors, and changes in technology.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 39.3 RESTORE: Streetscape Reductions - Funded

2022 - \$67,000

### Offer Type: Enhancement

Funding this restore offer will allow the Parks Department to resume 2020 service levels to the streetscapes program. Streetscapes must be well maintained to look and function as designed. Poor maintenance is the primary cause for failure of plants and green infrastructure. Consistent maintenance performed on streetscapes ensures the goals of this program are met.

The harsh conditions of streetscapes are especially challenging to maintain plant survivability. Resuming watering plants at 90% of plant need instead of 80% will help

# TRANSPORTATION AND MOBILITY

ensure plant survivability. Not doing so will increase plant mortality and result in higher plant replacement costs in the future. This program was able to meet the 2020 water reduction goal by adhering to the Horsetooth Outfall Project’s water restrictions, but this is not a sustainable practice.

Restoring streetscape lifecycle funding, or asset management funding, will allow the program to resume small renovations including plant replacement, mulching, and larger irrigation repairs. It is necessary to continually coordinate horticultural renovations if plant diversity and enhanced aesthetics are desired within the community. Mulch replacement is vital to retain soil moisture and protect from weed infestations. Without mulch, increased herbicide application will be needed. Parks manages approximately 60 acres of irrigated streetscapes, and funding is necessary to make needed repairs for the purpose of water conservation.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- TM 6.1 - Improve safety for people using all modes of travel.

**39.4 1.0 FTE Contractual Conversion to 1.0 FTE Classified - Crew Chief, Parks - Funded**

**2022 - \$8,623**

**Offer Type: Enhancement**

Funding this offer will provide necessary long-term supervision and contract oversight for the expanding streetscapes and horticultural program within the Parks Department. The growth of this program is driven by continual construction of new streetscapes, by the 2013 Streetscape Standards which has resulted in additionally complex planting areas, and the addition of new parks and facilities. This position provides needed vision, direction and supervision for this program.

The existing contractual Crew Chief position has proven to be an essential addition to the partnership between the Parks and Engineering Departments. The two departments are establishing long-term operational strategies centered around this position. Management teams from both Engineering and Parks Departments believe this position should be converted from contractual to a classified position to meet the long-term operational goals. Due to the addition of this position, Engineering staff no longer needs to directly manage contractors through the two-year post construction maintenance period. This Crew Chief works directly with Engineering and manages a staff of City employees to maintain these areas in perpetuity. This position is essential for overseeing the demands of the City's streetscape maintenance and Parks' horticulture programs including planning, coordinating with Engineering on Streetscape projects, staff supervision, managing contractors, and changes in technology.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**39.5 2.0 FTE - Worker I, Parks and 1.0 FTE - Technician I, Parks (Supporting New Streetscapes Maintenance) - Unfunded**

**2022 - \$332,127**

**Offer Type: Enhancement**

Funding this offer provides staffing and funding for new streetscape maintenance responsibilities in 2022. Capacity for additional properties is unavailable without maintenance resources and new support personnel.

## TRANSPORTATION AND MOBILITY

The Parks Department is tasked with maintaining the City's streetscape system. This program has expanded significantly over the past five years, and in 2019 split into North and South districts to handle the volume of work. Additional 2022 maintenance responsibilities include 161,783 square feet of property in Parks maintenance and over 513,277 square feet of contracted maintenance in streetscapes. The additional Parks maintenance areas expand the program by over 30% and necessitates hiring three classified positions. Funding and staffing must also be provided for the contractual work that is growing by 16%.

Full-time Technician and Worker I positions, as opposed to hourly positions, are necessary because Streetscape maintenance requires more technical expertise in irrigation system water management and conservation, GIS mapping, specialized horticultural knowledge of landscapes, and plant inventory and mortality analysis. Positions also support Parks' snow removal duties in the winter. It is a year-round program and needs appropriate staffing to meet those obligations. The Worker I positions will be supported in their role by Park Technicians.

The new streetscapes in this offer include the Lemay Overpass, Suniga Road, South Timberline widening, Taft Hill widening, and Trilby and College intersection. The Parks Department assumes responsibility for maintaining these sites immediately after Engineering has completed construction and is heavily involved in design review and construction inspections prior to turnover.

The goal of this enhancement is to properly resource and staff additional streetscape maintenance responsibilities to achieve the program goal of maintaining the new streetscapes as designed under the 2013 Streetscape Standards.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.



# High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

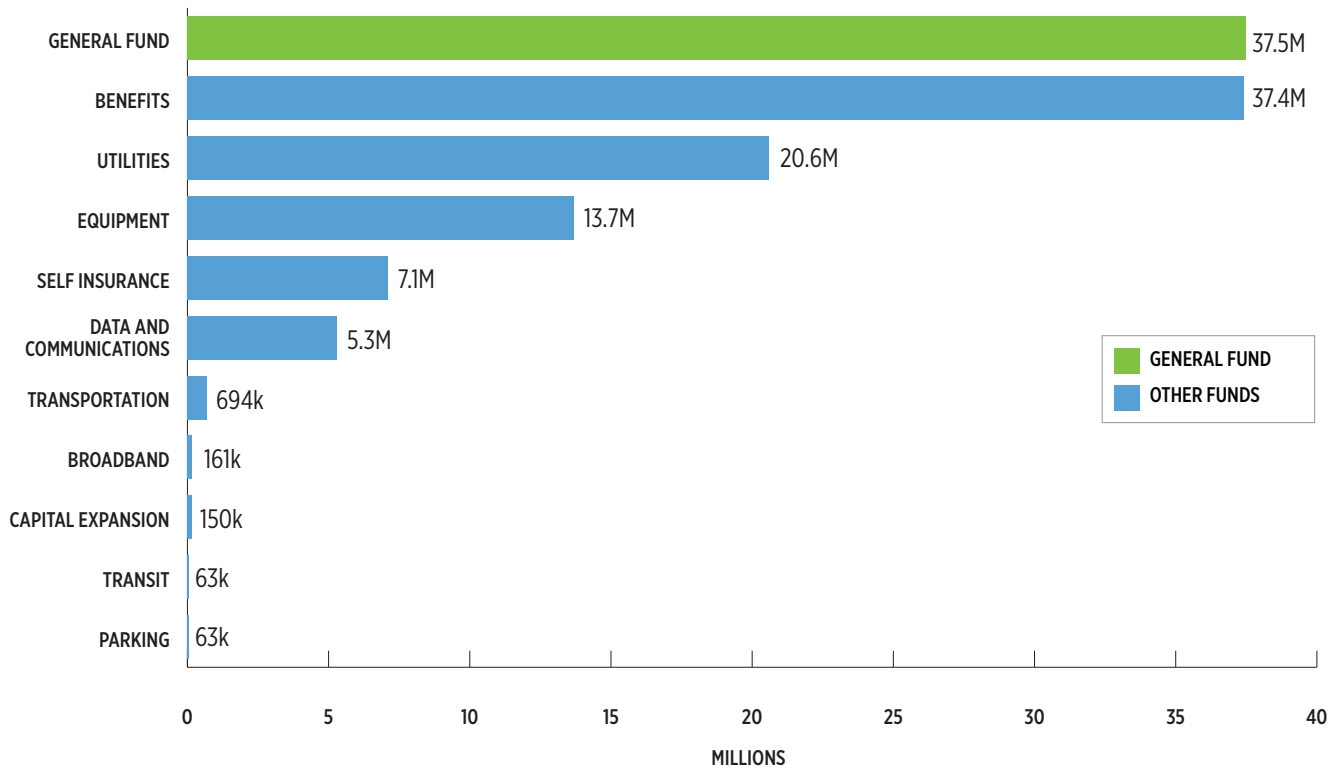




# High Performing Government

2022 General Fund & Other Funds – 122.7M

- 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 Outcome, as well as administration for areas that cover multiple outcomes, such as Sustainability Services and Planning, Development & Transportation. The strategic objectives for High Performing Government, as outlined in the 2020 Strategic Plan, are as follows:

- 7.1 Provide world-class municipal services through operational excellence and a culture of innovation.
- 7.2 Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- 7.3 Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- 7.4 Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- 7.5 Foster a culture of safety, well-being, resilience and sustainability across the City organization.
- 7.6 Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

7.7 Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

7.8 Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

7.9 Proactively influence policy and legislative development at all levels.

## KEY PURCHASES

- City Council core services, City Manager’s Office, City Clerk’s Office, and City Attorney’s Office
- Residential and business connections: Communications and Public Involvement Office, FCTV services, E-Government, and Utility Customer Service and Administration
- Internal support functions: Information Technology, Telecommunications, Finance, Purchasing, Human Resources, Safety, Risk Management and Operations Services (Fleet, Facilities and Real Estate)
- Operations Services for building, vehicle and equipment maintenance and repairs
- Volunteer coordination
- Benefits & wellness programs

## ENHANCEMENTS PURCHASED\*

Offer #	Offer Title	Primary Strat. Obj.	2022
3.8	Utilities Customer Service & Administration - IT - Utility Data Management Program and Data Analytics Platform	7.1	218,000
3.10	Utilities Customer Service & Administration - IT Consulting, Servers, Oracle licensing for migration off of EXADATA	7.1	350,000
3.14	Utilities: Customer Service & Administration - Utilities Locates 2.0 FTE Contractual Locators	7.8	138,010
3.15	Utilities: Customer Service & Administration - Supplemental Contract Locating	7.8	100,000
3.21	RESTORE Utilities: Customer Service & Administration Operations	7.1	363,740
7.12	Fleet Shop Expansion - Design Only	7.8	431,000
7.13	Wood Street Fuel Site Fuel Line Replacement	7.8	400,000
7.15	Facility Major Maintenance - Enhanced	7.8	682,000
7.17	Block 32/42 Master Plan Space Design	7.1	150,000
7.21	1.0 FTE Aquatics Technician Contractual to Classified Conversion	7.8	3,918
7.22	RESTORE: Two Part-time Hourly Facility Maintenance Helpers - ARPA Funded	7.8	55,075
7.23	RESTORE: Fleet Parts, Outside Maintenance and Rentals	7.8	225,000
7.25	Facility Restroom and Common Area Additional Cleaning - ARPA Funded	7.8	270,000
8.5	Council Redistricting Study	7.2	90,800
8.6	RESTORE - 2021 Reduction of City Clerk Administration Funding	7.8	12,300
8.8	RESTORE - 2021 Reduction of Boards and Commissions Program Funding	7.1	22,000
24.7	Mentoring Program Software - MentorcliQ™	7.4	18,000
27.2	RESTORE: Safety & Risk Management Supplies, Consulting and Medical Services	7.1	59,448
29.6	Citywide Softphone Integration for Mobile Workforce	7.8	13,000
29.7	Session Initiated Protocol (SIP) Migration	7.8	54,000

32.5	Hourly Support for Connexion Marketing, Design, and Branding	7.1	35,000
32.6	Expanded Community Outreach and Engagement - ARPA Funded	7.3	55,000
32.8	RESTORE - Operational Costs, Media Monitoring, and Advertising for Communications & Public Involvement	7.3	15,943
44.4	Diversity, Equity & Inclusion (DEI) Office - Professional Services Increase - ARPA Funded	7.1	25,000
44.5	Diversity, Equity & Inclusion (DEI) Office	7.4	194,455
44.6	Language Access Services for City Council Meetings and High Priority Civic Engagement Events - ARPA Funded	7.3	34,560
44.8	State Legislative Advocacy	7.9	30,000
65.2	RESTORE: Operational Budget for General Legal Services - ARPA Funded	7.2	20,420

**Positions Added:**

7.21	1.0 FTE Aquatics Technician Contractual to Classified Conversion	7.8	3,918
7.24	1.0 FTE - Facilities Electrical Technician	7.8	85,617
25.7	1.0 FTE - Utilities Purchasing Manager	7.1	119,234
25.9	1.0 FTE - Sales Tax Auditor	7.1	90,531
27.3	0.75 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Sr. Coordinator, Risk Management	7.5	28,260
30.2	1.0 FTE - Analyst Apps, Microsoft Systems and SharePoint Services Administrator/Developer	7.6	121,821
65.3	1.0 FTE - City Attorney's Office Administrative Support	7.1	79,506

**TOTAL: \$4,595,556**

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



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

# HIGH PERFORMING GOVERNMENT - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	3.12 Utilities: Customer Service & Administration – Customer Care & Technology Offer Type: Ongoing	3,666,434	0	70,512	3,595,922	0
					<i>Utility CS&amp;A</i>	
2	24.1 Human Resources (HR) Core Services Offer Type: Ongoing	2,099,638	0	2,099,638	0	0
3	24.4 Wellness Offer Type: Ongoing	339,325	0	0	339,325	0
					<i>Benefits</i>	
4	3.13 Utilities: Customer Services & Administration - Customer Accounts Programs and Services Offer Type: Ongoing	657,007	0	0	657,007	0
					<i>Utility CS&amp;A</i>	
5	45.1 Sustainability Services Administration Offer Type: Ongoing	543,757	62,500	481,257	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
6	44.1 City Council Offer Type: Ongoing	195,076	16,000	179,076	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
7	24.5 City Benefits and Retirement Administration Offer Type: Ongoing	37,069,441	0	0	33,319,087	3,750,354
					<i>Benefits</i>	<i>Benefits</i>
8	28.5 IT Applications - Development Tracking Services Offer Type: Ongoing	541,284	0	0	541,284	0
					<i>Data &amp; Communications</i>	
9	28.6 IT Applications - Open Data Program Offer Type: Ongoing	205,352	0	151,109	54,243	0
					<i>Data &amp; Communications</i>	
10	29.1 IT Infrastructure - Network Services Offer Type: Ongoing	1,302,089	0	425,743	876,346	0
					<i>Data &amp; Communications</i>	

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

# HIGH PERFORMING GOVERNMENT - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
11	29.4 IT Infrastructure - Client Services Offer Type: Ongoing	2,147,417	0	1,479,043	668,374	0
					<i>Data &amp; Communications</i>	
12	32.3 Inclusive Public Engagement Offer Type: Ongoing	200,285	200,285	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
13	3.1 Utilities: Customer Service & Administration - Locating Operations Offer Type: Ongoing	1,019,047	0	0	1,019,047	0
					<i>Utility CS&amp;A</i>	
14	8.1 City Clerk Administration Offer Type: Ongoing	677,727	0	677,727	0	0
15	8.2 Boards and Commissions Offer Type: Ongoing	90,559	0	90,559	0	0
16	8.3 Licensing Services - City Clerk's Office Offer Type: Ongoing	193,832	0	193,832	0	0
17	8.4 Elections Offer Type: Ongoing	28,750	0	28,750	0	0
18	17.3 Planning, Development & Transportation Administration Offer Type: Ongoing	1,362,729	0	705,750	656,979	0
					<i>Transit Services Transportation Parking</i>	
19	25.1 Purchasing and Procurement Services Offer Type: Ongoing	628,011	0	628,011	0	0
20	44.5 Diversity, Equity & Inclusion (DEI) Office Offer Type: Continuing	194,455	0	194,455	0	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## HIGH PERFORMING GOVERNMENT - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
21	65.1 General Legal Services Offer Type: Ongoing	2,730,269	0	1,884,152	438,646	407,471
					<i>Light &amp; Power Water Wastewater Stormwater Broadband Utility CS&amp;A</i>	<i>General Fund Broadband</i>
22	24.2 Talent Development Offer Type: Ongoing	372,030	0	372,030	0	0
23	24.3 Volunteer Services Program Offer Type: Ongoing	201,774	201,774	0	0	0
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>			
24	28.1 IT Applications - Enterprise Resource Planning Services Offer Type: Ongoing	1,125,044	0	738,729	386,315	0
					<i>Data &amp; Communications</i>	
25	28.3 IT Applications - Geographic Information Services Offer Type: Ongoing	629,738	0	328,712	286,026	15,000
					<i>Data &amp; Communications</i>	<i>Data &amp; Communications</i>
26	29.2 IT Infrastructure - Email & Voice Services Offer Type: Ongoing	508,739	0	0	508,739	0
					<i>Data &amp; Communications</i>	
27	29.3 IT Infrastructure - Data Management Offer Type: Ongoing	1,274,775	0	825,329	352,446	97,000
					<i>Data &amp; Communications</i>	<i>Data &amp; Communications</i>
28	30.1 IT Administration Services Offer Type: Ongoing	893,491	0	624,943	252,224	16,324
					<i>Data &amp; Communications</i>	<i>Data &amp; Communications</i>
29	32.1 FCTV Video Services Offer Type: Ongoing	506,589	56,000	450,589	0	0
			<i>Communications Fees</i>			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**HIGH PERFORMING GOVERNMENT - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
30	32.2 Communications and Public Involvement Central Communications Offer Type: Ongoing	989,897	0	989,897	0	0
31	3.18 Utilities: Customer Service & Administration - Finance and Asset Management Offer Type: Ongoing	1,841,022	0	0	1,841,022	0
					<i>Utility CS&amp;A</i>	
32	3.19 Utilities: Customer Service & Administration - Support Services and Wellness Offer Type: Ongoing	1,387,874	0	0	1,387,874	0
					<i>Utility CS&amp;A</i>	
33	25.3 Sales Tax Services Offer Type: Ongoing	698,960	0	698,960	0	0
34	44.3 City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division Offer Type: Ongoing	560,636	0	560,636	0	0
35	28.4 IT Applications - Document Management Services Offer Type: Ongoing	402,205	0	285,669	102,536	14,000
					<i>Data &amp; Communications</i>	<i>Data &amp; Communications</i>
36	3.17 Utilities: Customer Service & Administration - Communications & Marketing Offer Type: Ongoing	964,221	0	0	964,221	0
					<i>Utility CS&amp;A</i>	
37	7.7 Required Building Modifications - Ongoing Offer Type: Asset Management	600,000	0	600,000	0	0
38	44.2 City Manager's Office - Executive Staff, Administrative & Financial Support Offer Type: Ongoing	1,879,595	0	1,711,039	168,556	0
					<i>Light &amp; Power</i> <i>Water</i>	

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

# HIGH PERFORMING GOVERNMENT - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
39	44.6 Language Access Services for City Council Meetings and High Priority Civic Engagement Events - ARPA Funded <i>Offer Type: Enhancement</i>	34,560	0	0	0	34,560 <i>General Fund</i>
40	32.6 Expanded Community Outreach and Engagement - ARPA Funded <i>Offer Type: Enhancement</i>	55,000	0	0	0	55,000 <i>General Fund</i>
41	3.11 Utilities: Customer Service & Administration - Community Engagement Programs and Services; Workforce Culture <i>Offer Type: Ongoing</i>	1,245,595	0	0	1,245,595 <i>Utility CS&amp;A</i>	0
42	7.2 Fleet Maintenance - Ongoing <i>Offer Type: Asset Management</i>	6,457,412	0	0	6,457,412 <i>Equipment</i>	0
43	7.3 Facility Maintenance - Ongoing <i>Offer Type: Asset Management</i>	5,945,482	1,250,000 <i>Facilities Work for Others</i>	4,695,482	0	0
44	7.10 Fleet Vehicle and Equipment Existing Payments - Ongoing <i>Offer Type: Asset Management</i>	2,416,383	0	0	2,416,383 <i>Equipment</i>	0
45	7.21 1.0 FTE Aquatics Technician Contractual to Classified Conversion <i>Offer Type: Enhancement</i>	3,918	0	3,918	0	0
46	25.2 Accounting and Financial Transaction Services <i>Offer Type: Ongoing</i>	1,673,794	0	1,673,794	0	0
47	25.4 Strategic Financial and Budgeting Services <i>Offer Type: Ongoing</i>	1,086,318	0	1,086,318	0	0

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

# HIGH PERFORMING GOVERNMENT - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
48	29.7 Session Initiated Protocol (SIP) Migration Offer Type: 1-Time Enhancement	54,000	0	0	0	54,000 <i>Data &amp; Communications</i>
49	32.4 Public, Educational and Governmental Programming (PEG) Offer Type: Ongoing	215,750	215,750	0	0	0 <i>Cable PEG Fees</i>
50	7.1 Fleet Fuel Offer Type: Ongoing	2,570,976	0	0	2,570,976	0 <i>Equipment</i>
51	7.5 Operation Services Administration Offer Type: Ongoing	1,007,882	0	343,369	664,513	0 <i>Equipment</i>
52	25.8 1.0 FTE - Payroll Coordinator Offer Type: Ongoing	67,568	0	67,568	0	0
53	3.2 Utilities: Customer Service & Administration - Grounds Maintenance Offer Type: Ongoing	342,306	0	0	342,306	0 <i>Utility CS&amp;A</i>
54	3.4 Utilities Customer Service & Administration - Information Technology Offer Type: Ongoing	5,556,482	0	0	5,556,482	0 <i>Utility CS&amp;A</i>
55	25.9 1.0 FTE - Sales Tax Auditor Offer Type: Enhancement	90,531	90,531	0	0	0 <i>Sales &amp; Use Tax Audits</i>
56	27.1 Safety & Risk Management Programs & Services Offer Type: Ongoing	6,942,093	0	0	6,942,093	0 <i>Self Insurance</i>
57	28.2 IT Applications - E-Government Services Offer Type: Ongoing	419,901	0	308,934	110,967	0 <i>Data &amp; Communications</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

# HIGH PERFORMING GOVERNMENT - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
58	29.5 IT Infrastructure - Asset Equipment Replacement - Ongoing Offer Type: Asset Management	1,235,956	0	347,531	414,592	473,833
					<i>Data &amp; Communications</i>	<i>Data &amp; Communications</i>
59	44.4 Diversity, Equity & Inclusion (DEI) Office - Professional Services Increase - ARPA Funded Offer Type: Enhancement	25,000	0	0	0	25,000
						<i>General Fund</i>
60	7.8 Facility Custodial, Utilities and Security Offer Type: Ongoing	4,552,716	689,779	3,862,937	0	0
				<i>Facilities Work for Others</i>		
61	7.4 Facility Major Maintenance - Ongoing Offer Type: Asset Management	510,000	0	510,000	0	0
62	3.20 Utilities: Customer Service & Administration - Utilities Executive Director's Office Offer Type: Ongoing	1,599,522	0	0	1,198,100	401,422
					<i>Utility CS&amp;A</i>	<i>Utility CS&amp;A</i>
63	7.13 Wood Street Fuel Site Fuel Line Replacement Offer Type: 1-Time Enhancement	400,000	0	0	0	400,000
						<i>Equipment</i>
64	25.5 Program Evaluation and FC Lean Offer Type: Ongoing	312,989	0	312,989	0	0
65	8.5 Council Redistricting Study Offer Type: 1-Time Enhancement	90,800	0	0	0	90,800
						<i>General Fund</i>
66	7.6 Facilities Project Management, Real Estate Services, and Internal Mail Offer Type: Ongoing	1,470,511	1,395,011	75,500	0	0
				<i>Facilities Work for Others</i>		
67	7.9 Fleet Vehicle and Equipment New Replacements - Ongoing Offer Type: Asset Management	1,103,089	75,000	340,004	688,085	0
			<i>Camera Radar</i>		<i>Transportation Equipment</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**HIGH PERFORMING GOVERNMENT - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
68	29.6 Citywide Softphone Integration for Mobile Workforce Offer Type: 1-Time Enhancement	13,000	0	0	0	13,000 <i>Data &amp; Communications</i>
69	7.23 RESTORE: Fleet Parts, Outside Maintenance and Rentals Offer Type: Enhancement	225,000	0	0	225,000	0 <i>Equipment</i>
70	32.5 Hourly Support for Connexion Marketing, Design, and Branding Offer Type: Continuing	35,000	0	0	0	35,000 <i>Broadband</i>
71	65.2 RESTORE: Operational Budget for General Legal Services - ARPA Funded Offer Type: Enhancement	20,420	0	0	0	20,420 <i>General Fund</i>
72	3.15 Utilities: Customer Service & Administration - Supplemental Contract Locating Offer Type: 1-Time Enhancement	100,000	0	0	0	100,000 <i>Utility CS&amp;A</i>
73	25.6 City Give Programs and Services Offer Type: Ongoing	158,191	0	130,887	0	27,304 <i>General Fund</i>
74	8.6 RESTORE - 2021 Reduction of City Clerk Administration Funding Offer Type: Enhancement	12,300	0	0	0	12,300 <i>General Fund</i>
75	8.8 RESTORE - 2021 Reduction of Boards and Commissions Program Funding Offer Type: Enhancement	22,000	0	0	0	22,000 <i>General Fund</i>
76	32.8 RESTORE - Operational Costs for Communications & Public Involvement Offer Type: Enhancement	15,943	0	0	0	15,943 <i>General Fund</i>



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

# HIGH PERFORMING GOVERNMENT - 2022

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
77	7.15 Facility Major Maintenance - Enhanced Offer Type: Asset Management	682,000	0	380,000	0	302,000 <i>General Fund</i>
78	7.12 Fleet Shop Expansion - Design Only Offer Type: 1-Time Enhancement	431,000	0	0	0	431,000 <i>Equipment</i>
79	7.22 RESTORE: Two Part-time Hourly Facility Maintenance Helpers - ARPA Funded Offer Type: Enhancement	55,075	0	0	0	55,075 <i>General Fund</i>
80	7.24 1.0 FTE - Facilities Electrical Technician Offer Type: Enhancement	85,617	0	81,414	4,203	0 <i>Equipment</i>
81	30.2 1.0 FTE - Analyst Apps, Microsoft Systems and SharePoint Services Administrator/Developer Offer Type: Enhancement	121,821	0	87,850	0	33,971 <i>Data &amp; Communications</i>
82	3.14 Utilities: Customer Service & Administration - Utilities Locates 2.0 FTE Contractual Locators Offer Type: Continuing	138,010	0	0	0	138,010 <i>Utility CS&amp;A</i>
83	3.5 Utilities Customer Service & Administration - IT minor Capital - Ongoing Offer Type: Asset Management	434,934	0	0	0	434,934 <i>Utility CS&amp;A</i>
84	27.3 0.75 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Sr. Coordinator, Risk Management Offer Type: Enhancement	28,260	0	0	28,260	0 <i>Self Insurance</i>
85	3.3 Utilities: Customer Service & Administration - Minor Capital - Ongoing Offer Type: Asset Management	182,500	0	0	0	182,500 <i>Utility CS&amp;A</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**HIGH PERFORMING GOVERNMENT - 2022**

Rank	Offer	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
86	65.3 1.0 FTE - City Attorney's Office Administrative Support Offer Type: Enhancement	79,506	0	79,506	0	0
87	27.2 RESTORE: Safety & Risk Management Supplies, Consulting and Medical Services Offer Type: Enhancement	122,000	0	0	122,000 <i>Self Insurance</i>	0
88	3.21 RESTORE Utilities: Customer Service & Administration Operations Offer Type: Enhancement	363,740	0	0	0	363,740 <i>Utility CS&amp;A</i>
89	25.7 1.0 FTE - Utilities Purchasing Manager Offer Type: Enhancement	119,234	0	0	119,234 <i>Utility CS&amp;A</i>	0
90	3.8 Utilities Customer Service & Administration - IT - Utility Data Management Program and Data Analytics Platform Offer Type: Continuing	218,000	0	0	218,000 <i>Light &amp; Power Water Wastewater Stormwater</i>	0
91	7.25 Facility Restroom and Common Area Additional Cleaning - ARPA Funded Offer Type: Enhancement	270,000	0	0	0	270,000 <i>General Fund</i>
92	24.7 Mentoring Program Software - MentorcliQ™ Offer Type: Enhancement	18,000	0	18,000	0	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

## HIGH PERFORMING GOVERNMENT - 2022

Rank	Offer	Offer Cost Total	Offer Funding				
			GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
93	3.10 Utilities Customer Service & Administration - IT Consulting, Servers, Oracle licensing for migration off of EXADATA <i>Offer Type: 1-Time Enhancement</i>	350,000	0	0	300,136	49,864	
					<i>Light &amp; Power Water Wastewater Stormwater</i>	<i>Broadband</i>	
94	7.17 Block 32/42 Master Plan Space Design <i>Offer Type: 1-Time Enhancement</i>	150,000	0	0	150,000	0	
					<i>Capital Expansion</i>		
NEW CP	44.8 State Legislative Advocacy <i>Offer Type: 1-Time Enhancement</i>	30,000	0	30,000	0	0	
NEW CP = New Council Priority Offer		<b>Funded Offers</b>	<b>122,697,159</b>	<b>4,252,630</b>	<b>31,912,148</b>	<b>78,190,556</b>	<b>8,341,825</b>
96	7.14 Mulberry Pool HVAC and Roof Replacement - Enhanced <i>Offer Type: Asset Management</i>	3,450,000	0	3,450,000	0	0	
97	24.8 RESTORE: Leadership Development - Leading @ the City <i>Offer Type: Enhancement</i>	170,000	0	170,000	0	0	
98	29.12 1.0 FTE - IT Analyst, Client Services Mobile Device Management Support <i>Offer Type: Enhancement</i>	81,245	0	0	0	81,245	
						<i>Data &amp; Communications</i>	
99	8.9 1.0 FTE - Deputy City Clerk (Council Agenda / Elections) <i>Offer Type: Enhancement</i>	97,735	15,000	82,735	0	0	
			<i>One-time Revenue</i>				
100	44.7 Customer Service Initiative Resource <i>Offer Type: Enhancement</i>	125,000	125,000	0	0	0	
			<i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>				

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**HIGH PERFORMING GOVERNMENT - 2022**

Rank	Offer	Offer Cost Total	Offer Funding				
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
101	29.11 1.0 FTE - IT Analyst, Apps - FCTV and Media Support Offer Type: Enhancement	90,851	0	65,520	0	25,331	<i>Data &amp; Communications</i>
102	65.4 Consulting to Update City Attorney's Office Strategic Plan Offer Type: 1-Time Enhancement	36,750	0	36,750	0	0	
103	3.9 Utilities Customer Service & Administration - IT - 1.0 FTE - Analyst II-Software - Data Management - Data Warehouse Offer Type: Enhancement	103,337	0	0	103,337	0	<i>Utility CS&amp;A</i>
104	29.10 1.0 FTE - IT Analyst, Apps Software - Operation Services and City Hall Offer Type: Enhancement	90,851	0	67,500	0	23,351	<i>Data &amp; Communications</i>
105	28.7 1.0 FTE - IT Analyst, Apps Software - Application, Process, and Governance Analyst Offer Type: Enhancement	91,271	0	65,783	0	25,488	<i>Data &amp; Communications</i>
106	32.7 1.0 FTE - Communications Manager Offer Type: Enhancement	100,920	0	100,920	0	0	
107	3.6 Utilities Customer Service & Administration - IT - 1.0 FTE - Software Analyst II - Open Smart Flex system Offer Type: Enhancement	101,337	0	0	101,337	0	<i>Broadband</i>
108	29.9 Print Management and Auditing Software Offer Type: Enhancement	24,300	0	17,280	0	7,020	<i>Data &amp; Communications</i>
109	7.11 City Facility Exterior Lighting: Dark Sky Assessment and Conversion Offer Type: 1-Time Enhancement	175,000	0	175,000	0	0	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2022

**HIGH PERFORMING GOVERNMENT - 2022**

Rank	Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
110	7.16 Gateway - Old Water Filtration Plant Repairs <i>Offer Type: 1-Time Enhancement</i>	235,000	0	0	0	235,000 <i>General Fund</i>
111	3.25 Utilities: Water Field Operations Office Remodel Concept Plan <i>Offer Type: 1-Time Enhancement</i>	100,000	0	0	100,000 <i>Water Wastewater Stormwater</i>	0
112	7.18 New Municipal Building Design - 50% <i>Offer Type: 1-Time Enhancement</i>	1,200,000	0	0	1,200,000 <i>Capital Expansion</i>	0
113	7.19 Block 32 Parking Structure Design <i>Offer Type: 1-Time Enhancement</i>	1,500,000	0	0	1,500,000 <i>Capital Expansion</i>	0
<b>Unfunded Offers</b>		<b>7,773,597</b>	<b>140,000</b>	<b>4,231,488</b>	<b>3,004,674</b>	<b>397,435</b>
<b>Total Offers</b>		<b>130,470,756</b>	<b>4,392,630</b>	<b>36,143,636</b>	<b>81,195,230</b>	<b>8,739,260</b>

# HIGH PERFORMING GOVERNMENT

## 3.1 Utilities: Customer Service & Administration - Locating Operations - Funded

2022 - \$1,019,047

### Offer Type: Ongoing

This Offer funds the operation of the Utilities Facility Locates group.

This department includes eight classified employees and two contractual positions. Utility Facility Locators mark underground lines any time excavation occurs, from a major intersection rebuild to a homeowner installing a fence. The current locator staff marks underground facilities for City water, wastewater, stormwater, electric, traffic signal loops and Connexion. Accurate and timely locates are essential to prevent injury to construction workers and damage to Utility and City infrastructure.

The funding for the Locates group comes from the CS&A fund, as they do work for all Utilities. They also bill other City departments for locates they perform for them. Peak ticket volume in 2020 increased 25% compared to 2019 and Connexion has not yet achieved sustained peak miles of plant production rates. The contractor for Connexion continues to add construction crews to reach peak production to meet the project timeline. Strong sign-ups for fiber service are creating additional tickets to connect homes/businesses.

Connexion infrastructure adds an additional utility to the department's responsibility as the new system is built and accepted by Connexion. This includes our acceptance of the excess fiber from Platte River that is now our responsibility to locate. Strong locate volume also continues related to other construction and residential tickets throughout the City.

Workload due to Connexion construction is being supplemented with two enhancement offers, one that funds two additional contractual positions for the department (offer 3.14), and another that funds the use of an outside contractor to help perform locates with the group (offer 3.15).

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

## 3.2 Utilities: Customer Service & Administration - Grounds Maintenance - Funded

2022 - \$342,306

### Offer Type: Ongoing

Funding this Offer allows for the ongoing operation of the Utilities grounds maintenance crew.

This group provides the landscaping and sprinkler maintenance for Utilities owned properties including 700 Wood St., the Water Treatment Facility and the Mulberry Reclamation Facility. They also do landscaping repairs and re-sodding on Light & Power and Water Engineering & Field Operations Projects when utility work disrupts customers' landscaping. The work can range from an overhead to underground conversion with new trenching in established areas to water main breaks.

A new manager for the crew was hired in 2021 that will bring extensive knowledge on water and turf management as well as general landscaping maintenance. We anticipate this knowledge to allow internal resources to perform many tasks that would have been contracted out previously. This group has a direct impact on the customer experience when they repair damage and excavations in established yards. When Utilities digs a hole in an established yard, expectations are high that the repair will make it look the same or better than before.

This division also provides snow removal on Utilities properties, hardscaping projects, and building maintenance in the off-season.

# HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

### 3.3 Utilities: Customer Service & Administration - Minor Capital - Ongoing - Funded

2022 - \$182,500

#### Offer Type: Asset Management

Funding this Offer will provide for the purchase and replacement of Minor Capital Utilities enterprise-related assets.

This Offer includes equipment, trucks, and vehicles used in the design, construction, operation, maintenance, and repair of Utilities systems, in addition to needs of Customer Connections. The amount requested reflects replacement guidelines set forth by Operation Services. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles. Light & Power follows the FASTER guidelines from Operations Services to make recommendations for vehicle replacements. These guidelines consider life-cycle costs of operating vehicles based on a points system that includes maintenance costs, age, and mileage/hours. Replacement recommendations are evaluated considering use, new cost, maintenance costs, and available funds. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG). All new vehicle units are setup with automatic vehicle location (AVL) units to provide vehicle locations to our operational systems. This allows more efficient routing of vehicles to work sites as the closest crew is known and can be dispatched.

Utilities CS&A Locates- two mid sized trucks \$80,000 (\$40,000 each).

Utilities CS&A Locates- \$40,000 (locating equipment).

Utility Locates \$12,000 for computer replacement charges for rugged devices.

Utilities Grounds Maintenance- \$15,500 grounds equipment.

Utilities Finance- \$35,000 for capital building expenditures.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

### 3.4 Utilities Customer Service & Administration - Information Technology - Funded

2022 - \$5,556,482

#### Offer Type: Ongoing

This offer incorporates the Utilities portion of the IT Department allocation for shared services of enterprise applications, infrastructure and administration offers. It also includes ongoing development, testing, implementation, & support work of the Application Services Utilities Department. More than 100 applications used by Utilities staff are supported, & enhanced by this organization. Over the past years, Utilities has been progressively moving to robust, sustainable, modern business applications. There has been a specific effort to move away from locally developed, customized systems to enterprise-strength systems that are more expandable, extensible and sustainable for the long term. As a result of this work, many of the locally developed (customized) systems have been retired & many more are on target for retirement as more standard systems take their place.

This offer enables accurate Utility Services and Connexion customer billing every month. A move to a standard GIS mapping platform (ESRI) provides detailed maps used by the field crews (both water & electric). This aids crews in providing timely and safe service when in the field. Moving to a standard mapping solution has made

# HIGH PERFORMING GOVERNMENT

the GIS systems expandable, extensible, & sustainable for the long term. The team's overall goal is to help the internal Utilities' staff be productive & safe so that they can provide excellent service to our City Utilities' customers. We also enable the sales of the new broadband, voice & video products to Connexion customers. Utilities serves 78,000 electric customers, 36,000 water customers, & ~ 4,000 Connexion customers. Utilities has ~ 460 employees & the vast majority use one or more of the 100 business applications supported by the team. We resolve ~ 200 Helpdesk tickets per month. The Internal Services Survey, an internal satisfaction tool has consistently rated our timeliness, quality & services higher than benchmark cities in other municipalities.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

### 3.5 Utilities Customer Service & Administration - IT minor Capital - Ongoing - Funded

2022 - \$434,934

#### Offer Type: Asset Management

Funding this ongoing minor capital offer ensures that the Utilities networks will continue to be upgraded to current version components and be safe from intrusion. The dollars associated with this offer are to procure the needed switches and routers for upgrading the Utilities network per standard, ongoing cyber security best practices. Network Operations has confirmed that they have this network upgrade scheduled in their workplan for 2022. The components needed for the upgrade were specified by the Network Operations team within Connexion who are responsible for the safety & security of the networks. Keeping networks upgraded to current versions is a good defense against potential cybersecurity attacks and should be regularly performed to safeguard the many critical services supplied by Utilities that customers depend on. An entity's network is its first line of defense against cyberattacks and needs to be upgraded/maintained regularly to stay ahead of known threats. This offer is strictly to procure network switches & routers for replacement of the Utility network that protects the computing resources within the Utility. This offer does not relate to any other Utility offers. The Network Operations team (homed within Connexion) replaces network components such as switches & routers when they go out of support life. They maintain the network & assure that it is up, current, and functional at all times. They perform the periodic maintenance & upgrades to the hardware. The network is a key cyber security defense for protecting the Utilities' computing resources. Letting network routers go out of support life is a risk to the cyber security of the network. This offer serves as a budgetary mechanism for procurement of the new network hardware.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

### 3.6 Utilities Customer Service & Administration - IT - 1.0 FTE - Software Analyst II - Open Smart Flex system - Unfunded

2022 - \$101,337

#### Offer Type: Enhancement

Funding this offer will provide a technical analyst to support the new Open Smart Flex Billing system for Connexion. During 2018, the Utilities embarked on a project to implement a billing system for Connexion as well as a new billing system for Utilities. Open Smart Flex software was chosen for both Connexion and Utilities. This software was deployed for Connexion in August 2019, however, not without issues. The deployment of the Utilities billing system is "on hold". The team may be in the position of supporting two different "live" billing systems: Banner for Utilities Billing and Open Smart Flex for Connexion Billing. Each of these systems requires 4 FTE to provide ongoing technical support. However, at this time, there are only 5 total people supporting both systems. A third-party consultant was brought in to assess the effectiveness of the Open Smart Flex Billing systems due to all the issues encountered. While the outcome of the study is now available to the Executives, the path



# HIGH PERFORMING GOVERNMENT

forward is not yet known. If there is an ongoing need for the technical team to support two different billing systems, this additional technical FTE will be needed in order to provide the required level of service to the Connexion and Utility Billing customers. The billing systems are mission critical for the Utilities/Connexion businesses. Utility Billing alone brings in over \$222M in revenue each year. Having the billing systems adequately supported from a technical perspective is a critical success factor for both the Connexion business and the Utilities. The Utility Billing system alone traditionally requires 4 technical resources to support it (2 in this team & 2 at PRPA). Due to the potential of having to support 2 different billing systems (depending on the decision from Executives) this FTE would add technical support so that each billing system would have a total of 3 FTEs supporting it. It is unknown if additional FTE would eventually be needed for the OSF system.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

### **3.8 Utilities Customer Service & Administration - IT - Utility Data Management Program and Data Analytics Platform - Funded 2022 - \$218,000**

**Offer Type: Continuing Enhanc**

Funding this offer will continue to provide for the implementation of the Utility Data Management Program and Data Analytics Platform.

With the implementation of projects like Smart Grid, SCADA Control Systems, and Broadband, coupled with the city's growth, the amount of data Utilities produces and utilizes has grown exponentially. The need to effectively acquire, control, protect, deliver, and enhance the value of that data is required to effectively utilize it as the strategic asset it is. Satisfying these needs will enable the business to be more agile and efficient, and to help provide the best, most budget-conscious services to our customers. In late 2019 and early 2020, the utility leadership approved the strategy to establish a formal Utility Data Management (DM) Program and Data Analytics (DA) Platform. The DM program will formalize practices, standards, and policies around the stewardship and use of Utilities data. The DM program is to be governed by two established formal bodies, the Data Management Council and the Data Management Executive Steering Committee. Both bodies are staffed to be representative of the Utilities as a whole, to break down departmental silos and work more collaboratively than has occurred in the past. The DA Platform will provide a standardized and formalized toolset and practice for consuming, cleansing, standardizing, and delivering the data to the business. The DA Platform will also establish an Operational Data Store (ODS) and a Data Warehouse (DW), both of which will provide needed Decision Support Analytics capabilities to the business. The sustainability of the workforce is critical to this program; therefore, a training and Knowledge Management program is to be included in the program's deliverables.

Funding this continuing enhancement offer will provide for 1) new tooling for effectively managing data (hardware and software), 2) consulting for short term staff augmentation, and 3) staff training.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

### **3.9 Utilities Customer Service & Administration - IT - 1.0 FTE - Analyst II-Software - Data Management - Data Warehouse - Unfunded 2022 - \$103,337**

**Offer Type: Enhancement**

Funding this offer will provide human resource requirements needed to effectively implement the Data Management Program and Data Analytics Platform, which was

# HIGH PERFORMING GOVERNMENT

approved for implementation by Utility Leadership in late 2019 and early 2020. The Program and Platform this FTE will support are key in meeting the goal of a more data-driven organization and treating Utilities data as an asset.

The Utilities Data Analytics Platform, which this position will support, will provide a standardized and formalized toolset and practice for consuming, cleansing, standardizing, and delivering the analytics data to the business. The DA platform will also establish a Data Hub/Operational Data Store (ODS) and a Data Warehouse (DW), both of which will provide needed Decision Support Analytics capabilities to the business.

This offer is requesting a Database Analyst II FTE position. This position will be focused on the development and sustainment of the Utilities Analytics Platform, as architected by the Data Architect. This position will be experienced in industry data integration standard practices and tools, as well be versed in Data Management methodologies. They will help define and implement the Utilities Software Development Lifecycle (SDLC).

Funding this enhancement offer will 1) allow for faster development of the Analytics Platform, 2) not adversely affect support of other critical operational systems, and 3) help provide more trustworthy and accurate data for business decision-making. Ultimately, the Analytics Platform and Program that this positions will support, will provide the community with more reliable services and more cost-effective operations throughout the business.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

### **3.10 Utilities Customer Service & Administration - IT Consulting, Servers, Oracle licensing for migration off of EXADATA - Funded**

**2022 - \$350,000**

#### **Offer Type: 1-Time Enhancemei**

A consultant was hired during 2021 to evaluate the efficacy and efficiency of the Open Smart Flex (OSF) Billing and provisioning system currently being used by Fort Collins Connexion and intended to also be used for Utility Billing. The consultant's report, just recently completed, presented multiple findings and offered multiple options to select from relative to continuation (or not) of Open Smart Flex. The uncertainty of the future of OSF in the City has necessitated this as a potential offer that would be withdrawn if not needed. There has been a change in the Oracle licensing and hardware consolidation strategy of IT. If the City moves off of Exadata, IT solution Architect resources and skills will be required to determine a new server architecture as well as needed Oracle database licensing in order to migrate the workloads off of the Cloud At Customer solution (Exadata) which was acquired in late 2018. Depending on the outcome of the TMG study, and the new Oracle database strategy, this offer is intended to provide: a) consulting resources, b) new servers, and c) new Oracle licensing in the event it is decided to retire the Exadata environment. This effort is estimated to consume 200 to 300 staff hours, of which the City 1) does not currently have the required skill levels on staff, and 2) does not have the staff capacity to commit to this initiative. The Open Smart Flex solution currently requires 11 environments and 11 different database instances which makes this a complex environment. If the Exadata solution is retired, multiple new database servers would need to be acquired as well as new Enterprise Oracle licensing. This offer would cover the consultant to provide Solutions Architect services, multiple new database servers, and appropriate Enterprise Oracle licensing.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

# HIGH PERFORMING GOVERNMENT

**3.11 Utilities: Customer Service & Administration - Community Engagement Programs and Services; Workforce Culture - Funded** **2022 - \$1,245,595**

**Offer Type: Ongoing**

Funding this offer will sustain Utilities Community Engagement (CE) and Workforce Culture programs and services. Every day, customers and community members interact with Utilities services, including electric, water, wastewater, stormwater, and Connexion. In 2020, CE offered 192 engagement opportunities for 6,222 community members, including in person and virtual tours, pop up events, classes, workshops, booths, trainings, open houses, and more.

CE provides both internal and external services: effective event and program coordination, youth and adult education, public engagement process planning and implementation, community sponsorship opportunities and program performance evaluation. CE manages Utilities' employee engagement strategy planning and development, including a cross departmental Workforce Culture Team and Utilities wide peer recognition process management.

The services CE provides support the education and awareness of the critical services Utilities provides and the policies that support the optimal use of these services. Externally, CE impacts community member decisions by providing trustworthy and current resources and information. Internally, services impact project and policy decisions through stakeholder feedback collection and analysis, a program intake and evaluation process, and metrics so decisions made today are sustainable into the future.

CE strives to be inclusive when designing and implementing opportunities. The spectrum of customer needs, age, race, gender, ability, and socioeconomic status are considered to design customer centric activities to reach more people, more effectively.

Community Engagement is essential and expected of a public Utility and is a cornerstone in Utilities' efforts to build and maintain strong relationships with the public and key stakeholder groups. Community relationships are critical to the organization's reputation and provide the ability to successfully accomplish strategic objectives.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

**3.12 Utilities: Customer Service & Administration – Customer Care & Technology - Funded** **2022 - \$3,666,434**

**Offer Type: Ongoing**

Funding this offer will allow Utilities Customer Care & Technology (CCT) to provide exceptional service to Utilities customers, from initiating service(s) through billing and accounts receivable for revenue collected from bill payments totaling more than \$214 million annually. CCT staff provides these services on behalf of the electric, water, wastewater, stormwater and broadband (internet, phone and TV) utilities. In addition, this offer funds support for Citywide phone inquiries and internal City customers.

The Utilities contact center supports the following phone queues: Utilities and Connexion Customer Service, Utility Service Center Switchboard, and the City Switchboard. Transactions include establishing or discontinuing service; taking payments; responding to emergencies; explaining rates and bills; educating about utility service options and programs; and answering general inquiries. Employees staff the counter for payments, service transactions and identity verification. In 2020, staff assisted with nearly 141,000 calls, emails and counter transactions.

Billing staff in CCT manage more than 85,000 utility accounts, 1 million annual bills, and payments from residential and commercial customers receiving one or more

# HIGH PERFORMING GOVERNMENT

utility services. Accurate billing and bill payments ultimately fund operations. AR staff reconcile payment revenue with the City’s financial systems, assist with financial audits, and process tasks for other City departments. (One Accounts Receivable FTE is shared with City Finance.)

CCT is the system owner for the mission critical Customer Information System(s) which integrates with multiple technology systems and vendors to maintain CCT’s Cycle of Service. CCT staff continue implementation leadership and functional support for a new CIS. The CCT Business Systems team also provides employee training and coordinates compliance with local, state and federal regulations.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### **3.13 Utilities: Customer Services & Administration - Customer Accounts Programs and Services - Funded**

**2022 - \$657,007**

#### **Offer Type: Ongoing**

By funding this offer, Utilities Customer Accounts (CA) provides world-class utility customer service and serves as the essential connection between Utilities and 8,400 electric, 7,400 stormwater, 2,800 water and 2,000 wastewater commercial customers in support of a healthy economy. This offer supports the City and Utilities Strategic Plans and previous Council priorities Small Business Plan and Mobile Home Park Preservation and Resident Protections. Utilities’ commercial accounts have advanced requirements, including sophisticated rates, individualized contracts, power and water criticality, reporting requirements, efficiency program participation, etc. Thirty of these accounts are designated as Key Accounts, including Poudre School District, Broadcom, and Anheuser Busch, which require consistent coordination to deliver utility services safely and reliably. Customer Accounts serves to connect the business boards and industry associations with Utilities.

In addition to responding to the needs and requests from the commercial segment, Customer Accounts also designs programs and partners with these customers to meet the needs of Utilities while balancing the needs of customers. For example, in 2020, Customer Accounts helped achieve the reduced water use demands required during the Horsetooth Outlet Project, and in 2021, Customer Accounts supported the work to repair the North East Loop feeding Key Accounts and held a webinar on the impacts of the February snowstorm.

Customer Accounts also is responsible for leading cross functional teams to find solutions and build procedures to better support Utilities’ customers, including coordination across Utilities to share the results of the JD Power Customer Satisfaction Survey and to develop and implement action plans to improve customer satisfaction.

More than 75% of the Customer Accounts budget is for labor costs, including six FTEs – 2 Key Account Strategists, 3 Strategic Account Representatives, and Manager.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

# HIGH PERFORMING GOVERNMENT

**3.14 Utilities: Customer Service & Administration - Utilities Locates 2.0 FTE Contractual Locators - Funded**

**2022 - \$138,010**

**Offer Type: Continuing Enhanc**

This Offer funds 2.0 contractual FTE Utility Facility Locators for the 2022 budget.

Utility Facility Locators mark underground lines any time an excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current Locator staff mark City water, wastewater, stormwater, electric, traffic signal loops and fiber. The current staffing levels are not sufficient to keep up with locate volumes associated with the rate of construction related to the Connexion outside plant build.

The construction started in 2019 and will continue peak production into 2022. 1.0 FTE contractual Locator was added in 2020 to keep up with increasing workloads. The peak production rates will sustain through the entire Connexion build. Seven to ten conduit miles of construction activity is occurring each week.

Accurate and timely locates are essential to prevent injury to construction workers, prevent damage to Utility and City infrastructure and support the ability for Connexion to deploy the outside fiber plant without construction delays.

The funding of this Offer will increase the total number of contractual Locators to 4.0 FTEs. It is anticipated that some contractual positions will sunset after the completion of the fiber installation project. The contracts will be reviewed on an annual basis. These positions are likely to be sunsetted or repurposed in 2022 or shortly after.

The funding for the Locates group comes from the Customer Service & Administration (CS&A) fund, as they primarily do work for all five Utilities. They also bill other City departments for locates they perform for them.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

**3.15 Utilities: Customer Service & Administration - Supplemental Contract Locating - Funded**

**2022 - \$100,000**

**Offer Type: 1-Time Enhanceme**

This Offer funds a supplemental contract locating service (outside contractor) to maintain service levels of the locates group during Connexion construction and other large projects. Utilities received an off-cycle appropriation of \$500,000 to fund the use of a contract locating service in 2021, and expects the need to continue into 2022 on a scaled back basis.

Utility Facility Locators mark underground lines any time an excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current Locator staff mark City water, wastewater, stormwater, electric, traffic signal loops and fiber. The current staffing levels are not sufficient to keep up with locate volumes associated with the rate of construction related to the Connexion outside plant build. The use of the outside contractor provides experienced locates personnel and associated vehicles and equipment on an as-needed basis, and their use can be scaled daily depending on need.

The construction started in 2019 and will continue peak production into 2022. The peak production rates will sustain through the entire Connexion build. Seven to ten

# HIGH PERFORMING GOVERNMENT

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

### 3.17 Utilities: Customer Service & Administration - Communications & Marketing - Funded

2022 - \$964,221

#### Offer Type: Ongoing

By funding this Offer, Utilities: Customer Service & Administration Communications & Marketing (C&M) will continue to provide support to Utilities customers and employees for all Utilities service units.

C&M activities include sharing information about and promoting core services and operations, large and small capital infrastructure projects, energy and water conservation programs, income qualified assistance programs and other customer focused efforts, including annual rate communications. Utilities website and social media creation and management, media support and 24/7 outage and emergency management communications also are managed in this department.

Working in close collaboration with the Communications & Public Involvement Office (CPIO) and Graphics division, C&M strategically plans and manages large and small campaigns, which include:

- Community wide outreach campaigns (Time of Day rate change communications, future CIS/billing system, affordability programs, and most recently, Utilities COVID-19 response updates in English and Spanish on Utilities webpages)
- Large capital project communications (Oak Street SW project, Remington Street Sewer Project, Mail Creek Stream Rehab, etc.)
- Smaller capital and O&M projects (alley sewer relining, Poudre riverbank improvements, neighborhood infrastructure improvements, etc.)
- Stormwater, Water/Wastewater and other master planning communications, including assistance with virtual open houses, signage and website creation/updates
- Ongoing campaigns such as What Not to Flush, water and energy conservation programs, most recently, Flushing for Water Quality in businesses during COVID, income assistance programs and rate information
- Internal information sharing to the 400+ employees in multiple Utilities facilities including building signage as needed and the Employee Bulletin (employee newsletter, written and produced by C&M, with a 44% readership rate).

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

### 3.18 Utilities: Customer Service & Administration - Finance and Asset Management - Funded

2022 - \$1,841,022

# HIGH PERFORMING GOVERNMENT

**Offer Type: Ongoing**

This offer provides funding for the Utilities Asset Management and Strategic Finance (USF) departments. USF works collaboratively with all Utility departments and the City’s Finance department to provide financial services and financial management for the four utility enterprise funds (Light & Power, Water, Wastewater and Stormwater) and the Utilities Customer Service and Administration Fund.

Strategic Financial Planning provides long-term solutions to address challenges and opportunities related to fiscal sustainability – balancing revenues, expenditures, risk (liability), and community expectations, specifically addressing adequacy and resiliency of revenues and building long-term financial strength. The community benefits from such through lower utilities bills and more gradual and modest rate adjustments when necessary as well as the long term rate forecasting which allows for long term budgeting for commercial customers.

Services provided through this offer include:

Financial Operations: • Financial reporting and analysis • Budget preparation and monitoring • Debt management • Purchasing • Processing accounts payable • Processing accounts receivable • Calculating and administering plant investment and electric fees for new development • Collection of water rights and cash in lieu of water rights • Coordinating transfer of customers in annexed areas • State and Federal reporting • Grant reporting

Strategic Financial Planning: • Long term financial planning • Revenue requirements and revenue projections • Asset management • Rate development • Rate administration • Cost of service analysis • Developing Plant Investment Fee rates

Asset Management: • Asset performance • Asset lifecycle analysis • Asset management best practices • Computerized Materials Management System

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

**3.19 Utilities: Customer Service & Administration - Support Services and Wellness - Funded**

**2022 - \$1,387,874**

**Offer Type: Ongoing**

This offer provides funding (\$1,268,387) for shared building support services at the Utilities Service Center, as well as 222 LaPorte Avenue, and \$119,885 for the support for the Wellness Program staff and facilities at three Utility locations.

Building Support Services funded through this Offer include:

- building maintenance
- utilities
- janitorial services
- after-hours security services

This offer also supports the employee Wellness program. Services and programs funded or partially funded by this offer:

- Managing, maintaining and equipping 3 exercise rooms – Utility Service Center, Drake Water Reclamation Facility and the Water Treatment Facility
- Providing on-site flu shot clinics
- Providing on-site health screening events

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- Administrating the annual 11-month long Well Days Incentive Program
- Offering 3-4 mini incentive programs annually
- Incentives to participate in programs, typically \$25-\$100 Downtown Gift Cards
- Providing ergonomic services
- Conducting fitness assessments
- Providing personalized exercise programming
- Coordinating various personal enrichment classes and educational opportunities in the areas of stress management, nutrition, group exercise, mindfulness, financial wellness, weight management, mental health and more
- Providing guidance and wellness coaching
- Annual Health Fair
- Annual Fun Run/Walk
- Support to work groups in addressing wellness needs
- Coordinating on-site blood drives and mammography events

The Wellness Program improves the health and wellbeing of the classified and hourly workforce and their families through wellness programming. The Wellness team is dedicated to reducing safety and health risk factors at work and home.

This Offer supports Offer 24.4 by ensuring that all Wellness Programs are easily accessible to Utilities employees at their primary work locations and enhanced as appropriate to reduce workplace injuries for the utility crews.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

### 3.20 Utilities: Customer Service & Administration - Utilities Executive Director's Office - Funded

2022 - \$1,599,522

#### Offer Type: Ongoing

This offer funds the Utilities Executive Director's office, which provides leadership for the Utilities service area consisting of 420+ employees in five service units and two departments directing the creation and execution of policies, procedures and operations in achieving the Community Dashboard results. This is achieved by executing the policies and plans approved by City Council in providing competitively priced, reliable, and environmentally sustainable services and programs that exceed customer expectations. The Executive Director serves as a member of the City Manager's Executive Lead Team, Strategic Issues Team, and Leadership Link to participate in decision-making and information sharing at the executive level providing continuity of leadership for sustainability and performance excellence. The Executive Director also develops key relationships with stakeholders and the community that are critical for success. The functions of Administrative Services and the Records Management Program also report out of the Executive Director's office. For 2022, software maintenance and related contingency of \$600,000 is also included in this Offer to cover any ongoing support that may be necessary to continue with the current utility billing system beyond 2021. Additionally, \$400,000 has been added to provide some funding for consulting on a modern utility billing system. The funding would provide the development of a comprehensive requirements framework and path forward to a new billing system.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.



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## 3.21 RESTORE Utilities: Customer Service & Administration Operations - Funded

2022 - \$363,740

### Offer Type: Enhancement

This offer will restore reductions to community outreach and engagement events as well as employee professional development opportunities for administrative departments that were cancelled in 2020 due to the COVID19 pandemic.

2020 impacted budget reductions = \$816,501 (45% of which is being asked to be restored through this offer)

**Customer Accounts:** Re-establish community educational programs for commercial customers. Suspended in person Key Account meetings, commercial segment events, and business celebratory events. Reduced expenditures related to office supplies, computer hardware, periodicals.

**Community Engagement:** Re-establish key community events and programs, including Children’s Water Festival, EcoWeek, and bus tours. Restores community sponsorships which foster relationships and support key initiatives. Includes training, education, and conferences. Reduced expenditures for office supplies, dues and subscription services and computer hardware.

**Workforce Culture:** Provides recognition, learning opportunities, and support to Utilities staff. The pandemic severely impacted CE’s ability to provide in person programming.

**Customer Service:** Includes managing 85,000 utility accounts, billing and payments for residential and commercial customers.

**Communications & Marketing:** Customer outreach through print materials and postage. Includes training, education, and conferences. Reduced expenditures for office supplies, dues and subscription services and computer hardware.

**Customer Connections:** Allows support for all management and administrative functions in Customer Connections including centralized office supplies and vehicle maintenance. Restores dues, subscriptions and conference and training for professional development.

**Support Services:** Supports the previous levels of janitorial support as well as restores \$50,000 toward building maintenance. Building maintenance deferred such as parking lot asphalt maintenance and curb repairs.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 3.25 Utilities: Water Field Operations Office Remodel Concept Plan - Unfunded

2022 - \$100,000

### Offer Type: 1-Time Enhancement

Funding this offer will fund a building remodel or renovation concept plan for the Water Field Operations and Water Shop Buildings (West Wing of 700 Wood Street Utilities Service Center).

Currently between Water, Wastewater, and Stormwater operators and maintenance staff there are approximately 60 employees that share a restroom, locker room and showers. These operators are also sharing cubicles with less than 6-foot distancing between each other and in most cases do not have partitions. In areas with Construction crews and crew chiefs, many of the members do not have a dedicated desk or area for a laptop. A study of options for remodeling and renovations would focus mainly on creating additional space, and additional women’s, men’s and gender-inclusive locker rooms for employees. A more updated and open design would attract more employees and workforce and would be focused on cultivating a diverse and equitable culture. Additionally, renovated workspaces, locker rooms, restrooms and lunchroom would be effective in retaining existing employees and staff.

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In the last 5 years 700 Wood Street has been through two major renovations. The first was focused on the Light and Power Operations and crew areas that expanded seating area for operators, improved locker room and restrooms and provided a more collaborative workspace. Currently the building is in its second renovation that is creating area for a network operations center and improving reliability for Electric and Network teams along with conference room reconfiguration.

Operation Services commissioned [AU] Workshop prior to 2020 to identify space needs within the building. The draft report in March of 2020 suggested that the Water Field Operations wing be considered for workspace renovations, improved office use and expansion restroom and locker room capacity. This concept plan would be a logical next step to understanding more clearly options on addressing this draft report.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

## 7.1 Fleet Fuel - Funded

**2022 - \$2,570,976**

### Offer Type: Ongoing

This offer includes the purchase of fuel, operation, and environmental compliance of 12 internal fuel sites and a mobile fuel trailer. It also includes the administration of various external fuel sites. In addition, this offer supports the City's compressed natural gas, propane and electric charging infrastructure.

The projected per gallon pricing for 2022 is:

\$2.40 Unleaded

\$2.55 Bio Diesel

\$2.26 Compressed Natural Gas (CNG)

The fuel sites that this offer covers are:

835 Wood Street (Gasoline, Bio Diesel, Compressed Natural Gas, Propane)

Transfort (Gasoline, Bio Diesel, Compressed Natural Gas)

Main Parks Shop (Gasoline, Bio Diesel)

Streets Facility (Compressed Natural Gas)

Collindale Golf Course (Gasoline, Bio Diesel)

Southridge Golf Course (Gasoline, Bio Diesel)

Spring Canyon Parks Shop (Gasoline, Bio Diesel)

Fossil Creek Parks Shop (Gasoline, Bio Diesel)

Police Services (Gasoline)

LaPorte Water Treatment Facility (Bio Diesel)

Hoffman Mill Recycling Site (Gasoline, Bio Diesel)

Meadow Springs Ranch (Gasoline, Bio Diesel)

Mobile Fuel Trailer (Bio Diesel)

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 7.2 Fleet Maintenance - Ongoing - Funded

2022 - \$6,457,412

### Offer Type: Asset Management

Funding this offer will provide vehicle and equipment maintenance for over 2,000 City vehicles, equipment, and attachments.

Fleet maintenance includes (but is not limited to) repairs, preventative maintenance, DOT inspections, parts inventory, after hours call outs, bus cleaning, remote service calls, and after hours snow equipment maintenance.

Fleet rentals provides rental services for departments to check out a vehicle from the City's vehicle pool program or facilitate the rental of equipment from outside vendors on an as needed basis.

This offer is fully funded by departments that utilize these services.

Highlights of this offer:

- Fleet maintenance activities at four shops
- Three parts locations
- Fleet rental and pool vehicle programs
- Transport shop – 3 shifts open nearly 24/7 365 days per year
- On call roadside service 24/7

The staffing in this offer includes:

- 18 Technicians.
- 3 Parts Assistants
- 1 Parts Supervisor
- 3 Shop Supervisors
- 1 Fleet Supervisor
- 5 Maintenance Workers
- .3 Operation Services Director
- .3 Assistant Operation Services Director

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

## 7.3 Facility Maintenance - Ongoing - Funded

2022 - \$5,945,482

### Offer Type: Asset Management

Funding this offer will provide all building maintenance for over 100 City facilities encompassing nearly 2 million square feet.

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Highlights in this offer are:

- Management of the chemicals for five swimming pools and associated spas
- Electrical maintenance
- Heating Ventilation and Air Conditioning
- Aquatics maintenance
- Keys and access Control
- General maintenance, furniture and alterations

This offer requests \$5,949,435 in General Fund while \$1,250,000 million is recouped through charge-backs.

The financial breakdown of this offer is:

HVAC: \$1,103,631 (examples include all mechanical repairs and replacements under \$20,000)

General Maintenance: \$3,394,276 (examples include all building interior and exterior repairs under \$20,000)

Electrical: \$690,932 (examples include all personal protection gear for technicians)

Aquatics: \$654,411 (examples include all chemicals for four pools)

Locks and Access Control: \$106,932 (examples include all keys, locks, door hardware, and access control hardware/ software)

This offer does not include utilities or custodial services. Those costs are included in Offer 7.8 Facility Custodial, Utilities and Security.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

## 7.4 Facility Major Maintenance - Ongoing - Funded

2022 - \$510,000

### Offer Type: Asset Management

Funding this offer will allow necessary major maintenance to be performed at the Lincoln Center, Fort Collins Museum of Discovery and various parking lots.

Details and estimates included in this offer are:

\$100,000 Parking lot maintenance Asphalt and concrete repairs for parking surfaces, curbs, and sidewalks at various facilities.

\$260,000 Lincoln Center roofs Replacement of the oldest sections/roof systems above Canyon West and the main Performance Hall. These roofs are failing due to age.

\$150,000 Fort Collins Museum of Discovery humidifier replacement (Not to be confused with the de humidification system discussed several years ago) This system has reached end of its service life and has experienced several failures in the past year. Manufacturer went out of business and major replacement parts are very difficult

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to obtain.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

**7.5 Operation Services Administration - Funded 2022 - \$1,007,882**

**Offer Type: Ongoing**

This offer includes the administration functions and staff for the Operation Services Department including, but not limited to, purchasing, accounting, billing, overall management, data collection, analysis, reporting, license plates, titles, ID badge creation, pool car administration, updating the internal Operation Services CityHub SharePoint site, as well as scheduling shared conference and community rooms.

Mostly customers for this offer are internal City employees, however community room reservations and the FCGOV website are outward (community) facing functions.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**7.6 Facilities Project Management, Real Estate Services, and Internal Mail - Funded 2022 - \$1,470,511**

**Offer Type: Ongoing**

Funding this offer will provide Project Management and Project Design, Real Estate Services, and Internal Mail for the City of Fort Collins. These programs all funded by the departments that use these services.

\$604,788 Facilities Project Management, Planning and Design manages major City building remodels and capital construction, as well as alteration/renovation projects from design through project completion. In addition to developing budgets and schedules, they act as a liaison among project personnel, client departments and contractors to ensure quality, on time, and on budget projects.

\$657,081 Real Estate Services provides full real estate and property management services to other City departments in support of the City's strategic and operational goals. They negotiate and manage the City's portfolio of leases, property acquisitions, disposals, rights-of-way and utility easements.

\$210,500 Internal Mail provides daily pickup and delivery to all City facilities. This service is contracted out and includes postage expenses.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

**7.7 Required Building Modifications - Ongoing - Funded 2022 - \$600,000**

# HIGH PERFORMING GOVERNMENT

**Offer Type: Asset Management**

Purchasing this offer will fund City facility modifications that are necessary to increase accessibility. In 2016, the City went through a comprehensive process to identify facilities that require accessibility modifications or improvements. Through this process, the City determined that various modifications at 46 existing facilities are necessary. These modifications were prioritized in the 15 year plan. The remaining cost of these modifications is about \$3.7 million.

In 2021, modifications were planned for the Downtown Transit Center, EPIC, and Collindale Clubhouse. However, those projects were put on hold because of an opportunity to replace the elevator at the Carnegie Building while it was closed due to Covid. Operation Services is still on track to complete the plan by 2031 or sooner if the current level of funding remains intact.

The following projects are planned for 2022:

Downtown Transit Center, 281 N. College, Collindale Golf Clubhouse, Martinez Farm and EPIC.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**7.8 Facility Custodial, Utilities and Security - Funded**

**2022 - \$4,552,716**

**Offer Type: Ongoing**

Funding this offer will provide building utilities (electric, natural gas, water, wastewater, and storm drainage), custodial, and security for about 75 City buildings. It also includes landscaping and snow removal for Police Services, parking structures and lots.

Operation Services will review utility bills for these facilities, input usage and cost data into the Utility Manager software and provide department managers various charts and graphs as to their building energy cost and usage.

Operation Services also manages the custodial contracts with multiple vendors. This offer includes normal janitorial services, window cleaning, touchpoint disinfecting, and carpet cleaning. Major monthly inspections and weekly minor inspections are performed.

Security includes contracted services to perform building checks, lock and unlock gates, and respond to building burglar alarms 24/7.

The financial breakdown for this offer is:

- Janitorial: \$2,163,580
- Utilities: \$1,955,147
- Personnel Services: \$207,695
- Security: \$220,000
- Misc.: \$ 146,655

# HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

## 7.9 Fleet Vehicle and Equipment New Replacements - Ongoing - Funded

2022 - \$1,103,089

### Offer Type: Asset Management

Funding this offer will make the principal and interest payments for vehicles and equipment purchased using lease purchase financing in 2022 in accordance with the City's replacement policy. Funding for this offer comes from various departments requesting the replacements in the form of rental payments.

The following departments are included:

Parks Medians – 3 Pickups

Parks Downtown Horticulture – 7 Pickups and 2 Electric Utility Vehicles

Parks Facilities – 2 Pickup and 1 Electric Utility Vehicle

Parks Fossil Creek – 3 Pickups, 3 Electric Utility Vehicles and 1 Riding Mower

Parks Southeast – 1 Pickup and 1 Electric Utility Vehicle

Parks Southwest – 2 Electric Utility Vehicles and 1 Walking Mower

Forestry – 1 Dump truck and 1 Pickup

Police Services – 15 Patrol Interceptors, 5 Large Patrol SUVs, and 5 Investigation/ Admin Unmarked Units

Recreation – 1 Pickup for the Farm

Traffic – 1 Class 6 Platform Truck, 1 Full Size Flatbed, 3 Pickups

Golf Collindale – 36 Carts and 3 mowers and 1 greens roller

Golf Southridge – 1 mower and 1 greens roller

Golf City Park 9 – 1 mower and 1 greens roller

Operation Services – 2 Electric or Hybrid Pickups for BRM

Streets – 2 Plow Trucks with Dump Bodies and 1 Flatbed Pickup Tool Transport

There are also 3 vehicles included in this offer for the Northern Colorado Drug Task Force. These vehicles have a replacement cycle of every two years. They are traded in for low mileage replacements. The replacement vehicles are not lease purchased, but rather purchased outright. The cost of replacing these vehicles factoring in trade in value is \$75,000.

# HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**7.10 Fleet Vehicle and Equipment Existing Payments - Ongoing - Funded**

**2022 - \$2,416,383**

**Offer Type: Asset Management**

Funding this offer will make the principal and interest payments for vehicles and equipment purchased using lease purchase financing since 2017 in accordance with the City's replacement policy. Funding for this offer comes from various departments (that requested the replacements) in the form of rental payments.

The following departments are included:

- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Building Inspection
- Code Compliance
- Golf
- Streets
- Traffic
- Recreation

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**7.11 City Facility Exterior Lighting: Dark Sky Assessment and Conversion - Unfunded**

**2022 - \$175,000**

**Offer Type: 1-Time Enhanceme**

Funding this offer will solicit the services of a lighting design firm to do a full assessment of City facilities to determine which outdoor lights are not in compliance with the City's recently adopted Land Use Code changes (Dark Sky) regarding exterior lighting. Once the study is complete, a plan to replace them will be drafted. Phase One will begin the process of replacing fixtures using the remaining balance of this offer.

LED technology has been evolving to higher energy performance, lower color temperature options, and enhanced lighting control each year. Operation Services continues to strive to design exterior lighting systems to meet Dark Sky, Night Sky, and LEED requirements. The latest LED lighting retrofits include the enhanced features with 3000K lighting temperatures, automated dimming, motion sensors, and higher energy performance. The goal is to bring all City building and parking lots into this new compliance.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization



# HIGH PERFORMING GOVERNMENT

**7.12 Fleet Shop Expansion - Design Only - Funded**

**2022 - \$431,000**

**Offer Type: 1-Time Enhancement**

Funding this offer will consist of a full design for a 7,200-square-foot fleet shop expansion at 835 Wood St. A conceptual design was completed in 2020 and this offer would complete the full design. The construction phase of this expansion is anticipated to be included in the 2023-2024 budget submissions. The primary use of this expansion is to provide a space to work on Natural Gas vehicles in compliance with the following current fire codes and regulations:

- National Fire Protection Association (NFPA) 30A Code for Motor Fuel Dispensing Facilities and Repair Garages
- National Fire Protection Association (NFPA) 52 Vehicular Gaseous Fuel Systems Code
- National Fire Protection Association (NFPA) 70 National Electric Code

In 2018, a comprehensive facility audit was performed to identify necessary procedures and building modifications required to ensure CNG fueled vehicles can be safely inspected, maintained, and repaired inside the facility while complying with all applicable codes, standards, and industry best practices. The final report determined that modifications must be made to the shop electrical, ventilation, and alarm systems to work on certain vehicle components. This includes maintenance work on the vehicle fuel system during which gas could be discharged from the area.

The cost to retrofit the entire existing facility or even just one or two bays would be exceedingly high and difficult to justify. However, an addition designed specifically to accommodate major maintenance for CNG vehicles would be more cost effective.

The design would be funded entirely with Fleet reserves.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

**7.13 Wood Street Fuel Site Fuel Line Replacement - Funded**

**2022 - \$400,000**

**Offer Type: 1-Time Enhancement**

Funding this offer will replace the underground fuel piping at the City's main fuel site located at 835 Wood St. The Colorado Division of Oil and Public Safety (OPS) is requiring the City to replace this piping due to the age and the type of piping that is installed. They informed the City in 2019 that the project must be complete by 2023.

The design is underway in 2021 and the cost for replacing the underground lines is \$250k. However, if the replacement lines are installed above ground (overhead), they are more serviceable and the need for an expensive leak detection system is eliminated. This design would then require the construction of an overhead canopy. The overhead canopy will benefit fuelers by keeping them out of the elements, as well as providing environmental benefits because the stormwater runoff will be more contained and controlled. The additional cost of the canopy is estimated to be \$150,000. However, it would save the cost of a leak detection system and the excavation and removal of the old fuel piping.

The Colorado Division of Oil and Public Safety and Poudre Fire Authority have given initial approval of this design.

# HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

## 7.14 Mulberry Pool HVAC and Roof Replacement - Enhanced - Unfunded

2022 - \$3,450,000

### Offer Type: Asset Management

Funding this offer will address critical maintenance of a multi year project to replace the roof, HVAC, and elevator, and complete interior modifications at Mulberry Pool.

A mechanical and building envelope study was completed in 2020 and revealed that the HVAC and the roof are in dire need of replacement. The study also revealed that the building envelope and interior design needs to be modified to protect the facility for the future. The total cost of the project will be \$3.45 million.

Details to this project include:

\$64,000 Complete design that was started in 2021

\$2,688,000 - Replace existing Natatorium (Pool) HVAC system and ductwork for proper air circulation control of the high humidity environment in the Natatorium. Also add small HVAC units to serve the second floor classroom area and upgrade the building automation system.

\$320,000 – Replace existing roof and modify the roofing curbs (that the HVAC units sit on), which will bring it up to current codes.

\$166,400 Interior partition walls separate the locker room and classroom from the Natatorium to prevent the high humidity and corrosive environment in the Natatorium from entering those areas and causing other building maintenance issues.

\$25,600 – Perform repairs to the building façade from building settling and control joints not being installed in key areas when built.

\$186,000 – Replace elevator hoist way, car, structural frame, and controllers which have all been severely compromised due to the corrosive elements of the pool area environment. This elevator has a history on being unreliable and causes safety issues multiple times per year. The elevator is the only method of ADA access to the second level.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

## 7.15 Facility Major Maintenance - Enhanced - Funded

2022 - \$682,000

### Offer Type: Asset Management

Funding this offer will allow necessary major maintenance to be performed at various City facilities. This offer includes required fire sprinklers over the children's pool at EPIC, City Hall main electrical service panel replacement, EPIC pool deck drainage improvements, access control replacement at 215 N. Mason St., and building

# HIGH PERFORMING GOVERNMENT

automation system upgrades at City Hall, Operation Services, and EPIC.

Descriptions for each project are:

Fire Sprinklers over the EPIC children's pool – During the recent ceiling repairs over the pool spectator area in 2020, it was discovered that there were no fire sprinklers above the wader pool. Poudre Fire Authority is requiring that this be completed in 2022.

City Hall Main Electrical Service The main electrical panel that services City Hall is in danger of a catastrophic failure and needs to be replaced. This would have dire consequences to all operations at City Hall including the City's main data center.

Replace obsolete access control panels at 215 N. Mason St. The current panels are 20 years old and are at the end of life.

EPIC pool deck drainage improvements. Rework some of the tile on the deck so that the water that splashes onto the deck will flow to one of the existing deck drains. There are some low spots and slopes are not adequate. This has been a nuisance and safety issue since the entire deck was replaced several years ago.

Building Automation upgrades Replacement of three of the oldest and largest HVAC control systems at City facilities installed 20 years ago. Parts are no longer available, and they are not supported by current Microsoft operating systems. Updating each of these control systems in Operation Services, City Hall and EPIC will ensure reliability and improve efficiency to achieve energy conservation goals.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 7.16 Gateway - Old Water Filtration Plant Repairs - Unfunded

2022 - \$235,000

### Offer Type: 1-Time Enhancement

Purchasing this offer will fund necessary work at the Gateway old filtration building located about 15 miles northwest of Fort Collins. A historic structural assessment was completed in 2019 funded by a grant from History Colorado. As part of this assessment, several items were identified as critical maintenance and are a priority to preserve the building. This priority work in phase one includes exterior masonry work, foundation repairs, roofing repairs, structural reinforcement, and shoring up or filling in the abandoned underground storage tanks.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 7.17 Block 32/42 Master Plan Space Design - Funded

2022 - \$150,000

### Offer Type: 1-Time Enhancement

This offer is to continue the planning and design work necessary to construct a new municipal building located on Block 32. In 2021, a conceptual master plan was drafted for a new municipal civic center campus (Blocks 32 & 42), and this is the next phase necessary before moving forward with the actual new building design.

This phase of design is intended to look at department space needs and requirements to determine where staff and services would be located on this master plan by taking a holistic approach. It will also be looking to see where each department would best be located to determine if they should be in an existing building or occupy space in the new municipal building, and identify square footages needed for each department along with taking into account shared collaboration spaces.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**7.18 New Municipal Building Design - 50% - Unfunded**

**2022 - \$1,200,000**

**Offer Type: 1-Time Enhancement**

This offer funds the design of a new municipal building planned for Block 32. In 2021, a master plan was drafted for a new municipal campus and this is the phase for the actual building design. The new building is anticipated to be about 120,000 square feet. However, additional space planning (Enhancement Offer 7.17) will confirm the actual size of the facility and desired layout. This portion of the construction design is 50%, and will include a detailed cost estimate. If this offer is purchased, a design firm will be selected through a request for proposal process and design is expected to be completed late 2022 or 2023.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**7.19 Block 32 Parking Structure Design - Unfunded**

**2022 - \$1,500,000**

**Offer Type: 1-Time Enhancement**

Purchasing this offer will fund the full design of a new Downtown parking structure identified in the Block 32/42 Master Plan. This structure would be located just north of the 215 N. Mason St. facility and replace multiple existing parking lots. As part of the design, a detailed cost estimate would be created to help identify the amount of funding needed. It would also include a solar photovoltaic system on the top level to offset the building's electrical energy use. This parking structure would need to be built before construction could begin on the new municipal building.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**7.21 1.0 FTE Aquatics Technician Contractual to Classified Conversion - Funded**

**2022 - \$3,918**

**Offer Type: Enhancement**

This offer is to convert an Aquatics Technician from contractual to classified. This position has been contractual since 2017 and is necessary to meet State and County Health Department standards. The contractual status does not seem meet the City's definition and intent of a contractual position because of the long term nature of the position. There are currently two other classified Facility Technicians that perform this same function. It is necessary to have at least three aquatics technicians and one supervisor to cover the 24/7 operation of the City's pools and fountains. By converting this position to classified, recruiting and retention will improve.

Another City of Fort Collins Aquatic facility is planned soon, making coverage more difficult due to increased workload and training. Because there has been significant turnover in this position, it has been difficult to provide consistent training and coverage. If this offer is purchased, Operation Services should be able to better retain staff while having more success in recruiting.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

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**7.22 RESTORE: Two Part-time Hourly Facility Maintenance Helpers - ARPA Funded - Funded**

**2022 - \$55,075**

**Offer Type: Enhancement**

This offer funds two hourly (29-hour) facility maintenance helpers that would assist to keep up with the workload in facility maintenance team. One hourly (40-hour) helper was eliminated in 2017. Last year, this work group completed over 5,500 work orders while the requests still outnumbered the completed work orders.

These positions are important, because typical duties for these helpers are to provide assistance with furniture moving, jobsite cleanup, snow removal, weed spraying, and other basic facility maintenance functions where two people are necessary. Without this assistance, a higher paid technician needs to support these functions, sacrificing efficiency and may cost the customer more.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

**7.23 RESTORE: Fleet Parts, Outside Maintenance and Rentals - Funded**

**2022 - \$225,000**

**Offer Type: Enhancement**

This offer will restore a reduction in 2021, where Fleet reduced its budget for these items by \$850,000. This reduction was only possible because of a decrease in miles driven resulting in less maintenance. In anticipation of a normal year, staff will need to restore \$225,000 back into the budget. These dollars only used if there is a demand. In other words, if the expense does not occur, then these funds will not be necessary. However, staff anticipates that departments that will need these items as they return to normal (if not increased) workloads. The funding from this offer comes from the equipment fund and is offset by revenue.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

**7.24 1.0 FTE - Facilities Electrical Technician - Funded**

**2022 - \$85,617**

**Offer Type: Enhancement**

Funding this offer will provide a dedicated electrician to Parks and Natural Areas. This position would be managed by the Operation Services Department and help to increase electrical maintenance and improve safety within the City's Parks and Natural areas. It will also help with contractor management and increase project efficiency.

Operation Services is not adequately staffed to be able to perform electrical repairs for City of Fort Collins Parks and Natural Area (non-facility) electrical systems. This licensed electrician would fill a much-needed person to perform repairs and preventative maintenance services within the City's Parks and Natural Areas. This position would also perform internal locate requests for these departments. This is highly beneficial for their remote locations and frequency of in-ground work. This would also help to decrease the demand for internal locates on the Utilities Department. They would also provide additional support to enable the best practice of paired work for specific high-risk, high voltage situations to assist the other electricians. It would allow for more direct contractor supervision on electrical projects, ensuring that the projects run smoothly, and are done in accordance with OSHA regulations.

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This creates an additional level of safety for all City employees and citizens who are impacted electrical safety including “Lock-out, Tag-out” requirements. This increased level of additional safety works towards the City’s Value of safety, preventing incidents, and promoting a safe work environment to all employees, regardless of position or electrical knowledge. Dedicating this position to the Parks and Natural Areas departments will have additional benefits by adding safety to staff and the community.

As the number of Parks and Natural Areas increases, the demand for maintenance and electrical work will also increase and this will be supported as well.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

## 7.25 Facility Restroom and Common Area Additional Cleaning - ARPA Funded - Funded

2022 - \$270,000

### Offer Type: Enhancement

Funding this offer will provide additional cleaning to the restrooms and common areas of high traffic buildings. These teams are called day porters. The high traffic buildings include all cultural, recreation, public restrooms, City Hall, major office buildings, golf clubhouses, and transit centers. The purpose of this additional cleaning is to ensure that these areas are cleaned and disinfected at least three times during the day to help control the spread of germs. They also make sure supplies are stocked, check trash and empty if necessary. These teams also change shower curtains at EPIC every other month. In addition, if a call is received for a biohazard or other emergency cleanup, these teams are dispatched to that area.

One of these teams also perform day porter services on weekends at recreation and cultural facilities.

Operation Services also manages the custodial contracts with multiple vendors. Weekly and monthly inspections are performed to ensure these services are performed.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 8.1 City Clerk Administration - Funded

2022 - \$677,727

### Offer Type: Ongoing

Funding this offer will maintain the mission critical organizational support provided to the City Council and the entire City organization, enabling the City to provide effective local governance. Key services included in this offer are:

- Production of City Council agendas, writing/coordinating proclamations, related planning and management documents, meeting minutes, maintenance of historical documentation, legal notices, and web page maintenance.
- Council support through Leadership Planning Team meetings/minutes; Council, Urban Renewal Authority (URA) and Enterprise Board meeting support documents (such as scripts for Mayor and City Manager); Council, URA and Enterprise board meeting activities (facilitation of public participation, roll call, vote taking, note taking,

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etc.); coordination of translation services as needed; processing notices related to appeals and ethics complaints; participation in new Councilmember onboarding; responding to Councilmember requests; reminders and tracking of legally mandated filings; codification of Code changes approved by Council.

- Support for Council Election Code Committee (agendas, minutes, web page creation/maintenance, research). Work is done in collaboration with the City Attorney to finalize Code and Charter changes for Council consideration as a result of these efforts.
- Election management (FTE staffing only; temporary elections workers, overtime, and non-personnel expenses are included in Offer 8.4).
- Passport services (on behalf of, and controlled by, the U.S. Department of State).
- Development of programs that will protect Personally Identifiable Information and other sensitive information of community members, employees, and partners throughout the City and policies and procedures related to open records (CORA) requests, including staff training/guidance.

These services, which support both internal & external customers, are mandated by state statute, City Charter, City Code & Land Use Code.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

## 8.2 Boards and Commissions - Funded

**2022 - \$90,559**

### Offer Type: Ongoing

Volunteers are an essential part of what makes Fort Collins a great place to live, work and play. This program provides a great opportunity for approximately 230 residents to give of their time and expertise to help shape the community and to provide feedback and recommendations to Council on a variety of items that cover all of the City's outcome areas.

Staff that are part of this program plan, organize, implement and coordinate the various activities associated with all 25 boards and commissions, together with related committees, that may exist.

Examples of major efforts include:

- Supporting City Council through coordinating recruitment, interview and appointment processes, scheduling periodic reviews, and planning and hosting the annual recognition event. City Council is also supported by ensuring assistance with appointments to other authorities such as the Airport Commission, the Library District and the Boxelder Basin Regional Stormwater Authority.
- Supporting staff liaisons by providing training and guidance related to the conduct of meetings, notice requirements, preparation and filing of meeting minutes, periodic review questionnaires, work plans, and annual reports. Participates in problem solving issues that arise.
- Providing strategic and operational development, implementation and measurement of techniques and tools to promote, increase and deepen membership on City boards of underserved and under-represented populations. This work includes leading public engagement efforts and finding new ways to engage with various populations.
- Providing or collaborating with others to market and generate interest around volunteering for City boards and commissions. Performs website maintenance, brochure and document design and other related duties. Also maintains a procedures manual for board members and suggests changes, as needed, for Council consideration.

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- Participating in or leading special projects.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

## 8.3 Licensing Services - City Clerk's Office - Funded

2022 - \$193,832

### Offer Type: Ongoing

The City Clerk's Office offers robust licensing services for liquor and marijuana business owners as required by State Statute and City Code. These services enable business owners to obtain licensing for various types of establishments/uses, including hotels, restaurants, taverns, lodging and entertainment, brew pubs, and marijuana retail stores, cultivations, and products manufacturing. Staff provides expert guidance in new application processes, transfers of ownership, modifications of premises, manager registrations, corporate changes, location changes, and special event permits, among other things. Coordination with the state is a major component as dual licensing (state and city) is required.

Staff in both programs stay abreast of pending and approved legislation and work with City attorneys to ensure compliance and make needed adjustments to their programs and develop Code changes for Council approval. They participate on statewide teams to provide feedback to help shape policy and procedures for related activities. They work with police and other staff on licensing applications, and to address local violations, such as serving or selling to underage patrons. Licensing staff also work with respective Licensing Authorities who approve applications and address violations. Staff acts as a clerk to the Licensing Authority in both cases, preparing agenda items and application materials and carrying out instructions given or conditions applied during consideration of applications. Each staff member maintains topic-specific web pages and forms.

These services add to the economic viability of the community and the City organization. In 2020, these licensing programs generated a combined \$344K in licensing revenues. Marijuana generated \$5.25M in local sales tax revenue and state shareback of sales tax. Sales tax revenue generated by liquor establishments is harder to define as it is mixed with a variety of retail sales, but is millions of dollars as well.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

## 8.4 Elections - Funded

2022 - \$28,750

### Offer Type: Ongoing

Funding this offer will support ongoing election activities that occur during the off year opposite the April municipal elections. This includes, but is not limited to:

- Working with vendors on system and process improvements.
- Research on election related equipment, processes and activities to determine if changes are needed for the following year election. Staff is aware that the Council Election Code Committee is interested in looking at items such as ranked-choice voting, publicly funded campaigns and a possible move of municipal elections to November.;
- Assisting with any number of initiatives or referendums that might be generated by the Council or by citizens.
- Assisting campaigns and citizens with questions related to running for City Council, including candidacy requirements, campaign regulations, campaign finance and



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reporting requirements, and with general election information such as voter registration, election security, etc.

- Clean up of various election related items including election and candidate FAQs, candidate training, election related websites, etc.
- Development of more in depth training resources that may be requested on election processes.
- Assistance with campaign or other election related violations that are filed.

Although this offer does not provide funding for a special election in November, it may be requested. November elections, coordinated with Larimer County, provide the City with an additional opportunity to place ballot measures before the voters. November is the only time, other than at the regular election in April, that TABOR questions can be considered by the voters. There will likely be a need for a November election to place possible Charter amendments on the upcoming ballot. Staff is aware of a possible citizen initiative to establish a tax that would support parks funding and maintenance. If a coordinated election is needed, a separate funding request will go to Council for consideration.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 8.5 Council Redistricting Study - Funded

2022 - \$90,800

### Offer Type: 1-Time Enhancement

Funding this offer will result in a community wide redistricting effort, with the assistance of a consultant, that will bring the City into compliance with City Code requirements.

Pursuant to Fort Collins City Code, Section 7- 87, when a deviation in population numbers exceeds 10% between council districts, the City Clerk is required to make recommendations to City Council on boundary adjustments and possible redistricting options that, to the extent possible, equalize the population in each district. According to Code, the City Clerk must do a review of the population numbers any time the County changes its precinct boundaries to be different from the City's precinct boundaries and within 18 months after the US decennial census is published. The City Clerk must also do another review at least once every 6 years after making a recommendation following the decennial census. Although the County has since changed its precinct boundaries, Council approved a waiver of this requirement in February 2018, due to the then-recent evaluation and change of Council District boundaries that had occurred and in October 2019, due to the pending 2020 census evaluation.

Increased development activity within the community, especially within the northeast, has resulted in a population imbalance between the Council Districts. The current Code requirements to reexamine population balance between each Census is problematic, and it suggests that the City's current methodology may not be the best approach. It is anticipated that this problem will continue as development concentrates in areas where vacant land is available or where significant infill development occurs.

Using census data as an initial population data point makes sense. With the 2020 census nearing completion, the timing is right to move forward with an effort to examine the method of establishing & recalibrating Council Districts. The Clerk's Office hopes to have this project completed & in effect for the 2023 election.

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This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

## 8.6 RESTORE - 2021 Reduction of City Clerk Administration Funding - Funded

2022 - \$12,300

### Offer Type: Enhancement

A Privacy and Records Manager position was funded in 2020 to implement and manage a privacy program for the City and to improve records management activities across the City. However, the original offer for this position was stripped of any meaningful ongoing funding. The City Clerk's Office Administration budget covered unbudgeted expenses in 2020, which were lower than expected due to the COVID 19 pandemic. As pandemic restrictions are lifted it is planned that a successful privacy program will integrate privacy requirements and procedures into the functional service areas across the City. The goals of the Privacy Program are as follows:

- 1) Demonstrate compliance with applicable laws and regulations
- 2) Promote customer trust and confidence
- 3) Enhance the City's reputation
- 4) Facilitate privacy program awareness with employees, customers, partners and service providers
- 5) Respond to privacy breaches

The urgency for the City to establish a mature data privacy and security program is driven by three key factors: avoiding expensive fines for non compliance, reducing the overall cost of data storage, and maximizing productivity.

Likewise, it is planned that a successful records management program will integrate related regulations and procedures into the functional service areas across the City. The goals of the Records Management Program are as follows:

- 1) Mature and manage the program
- 2) Demonstrate compliance with applicable laws and regulations
- 3) Promote customer trust and confidence
- 4) Facilitate records management program awareness with employees, customers, partners and service providers
- 5) Move to State retention schedule

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 8.8 RESTORE - 2021 Reduction of Boards and Commissions Program Funding - Funded

2022 - \$22,000

### Offer Type: Enhancement

Funding this offer will restore support for the current demands of this program (Council support for recruitment efforts and the interview/appointment process), and fund the growing demands resulting from the City Council priority to Reimagine Boards and Commissions.

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Public engagement efforts will include proper and thorough advertising, including digital and print ads; and community outreach events (like recruitment fairs). Translation (both in-person and in print materials) and transcription services are needed. Improvements to current interview and appointment processes are anticipated as a result of new ideas generated by the newly constituted Council.

Current support for appointed boards will include enhanced onboarding for new members; staff liaison training and expanded Super Issue meetings.

Reimagined public engagement efforts will hopefully result in board membership that is diverse and inclusionary, providing representation that reflects community values and provides an opportunity for all voices to be heard.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

**8.9 1.0 FTE - Deputy City Clerk (Council Agenda / Elections) - Unfunded**

**2022 - \$97,735**

**Offer Type: Enhancement**

Funding this offer will result in additional assistance with the production of City Council agendas, writing/coordinating proclamations, related planning and management documents, meeting minutes, maintenance of historical documentation, legal notices, and web page maintenance. These duties have grown to the point that one person is not sufficient to meet all related demands to ensure on time delivery of quality agenda materials without the assistance of others.

Funding this offer will also result in additional assistance with timely and ongoing process improvements related to elections, support for the Council Election Code Committee (ECC), increased transparency and oversight during elections, and provide a path forward for succession planning as long term employees ready for retirement.

Local elections have grown more time consuming and complicated. There has been a 91% increase in eligible electors over the past 20 years resulting in additional workload for those involved in elections. Community members have approached the Election Code Committee (ECC) and City Clerk staff requesting increased oversight and enforcement of campaign spending and disclosure requirements. As well, there have been new requirements and processes established such as signature verification, special accommodations for military/overseas voters, marketing campaigns, web page development/maintenance, remote ballot drop-off locations, training for candidates, and the management/training of a growing number of temporary election workers without any increase in staffing resources.

Having additional staff who can focus primarily on Council agenda and election matters would help ensure all essential duties and responsibilities related to these programs are given extra time and consideration to help manage existing workloads and to give an opportunity to make needed improvements.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

**17.3 Planning, Development & Transportation Administration - Funded**

**2022 - \$1,362,729**

# HIGH PERFORMING GOVERNMENT

**Offer Type: Ongoing**

This offer funds the Office of the Director of Planning, Development and Transportation (PDT), including the Director, Deputy Director, Finance Staff and Executive Administrative Assistant. The PDT Service Area is comprised of six departments: Community Development and Neighborhood Services, Engineering, Streets, Traffic Operations, Transfort/Parking Services, and FC Moves (Transportation Planning). PDT has more than 336 employees and a total budget of more than \$86 million.

PDT Administration leads the operations of all community planning functions, the Development Review Center and transportation related functions including transit, capital construction, engineering services, traffic operations, parking services, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in City Plan as well as Strategic Outcomes in the Economic Health, Environmental Health, Safe Community, Neighborhood Livability & Social Health, and Transportation & Mobility outcome areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services and how the administration team plays a role across all areas. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration:

- Provides administrative leadership, strategic alignment and coordination to six PDT departments
- Provides PDT’s internal operations oversight and direction including budget, policy, communications, and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in Citywide efforts such as employee engagement, performance measurement, performance excellence, equity, inclusion and diversity and culture of safety

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**24.1 Human Resources (HR) Core Services - Funded**

**2022 - \$2,099,638**

**Offer Type: Ongoing**

Funding this offer allows Human Resources (HR) to continue to deliver strategic services and programs from applicant to alumni and includes talent acquisition and onboarding; employee performance, retention, and engagement; coaching and consulting for managers at all levels; employee relations issues; policy development and interpretation, including compliance with all federal, state and local laws; collective bargaining; workforce analytics; competitive and market-based compensation programs; technology including data management and record keeping; and other essential HR Administrative services for the organization, including four Intergovernmental Agreements with other agencies.

These core programs and services:

- Ensure a continuous supply of qualified talent: a pipeline of internal and external candidates with the skills required to achieve the City's plans.
- Enable a high performance workforce: a high achieving competitive and diverse workforce with a clear understanding of how their work impacts performance and who are recognized for their contribution.
- Strengthen world-class leadership: a strong leadership bench and individuals with the key capabilities to impact the City's current and future performance.
- Support strategic City and service area initiatives: thought leadership and resources to help leaders and teams accomplish stated outcomes.
- Foster safety and wellbeing: a work environment that is safe, healthy, and conscious of long term family and community goals.
- Communicate policies and practices aligned with City values: organizational compliance with employment and labor laws, City directives and labor agreements.
- Drive operational efficiency: systems and services that support organizational effectiveness and organizational capabilities. Time is spent on employee relations, collective bargaining, managing risk and legal liabilities, and leveraging technology to enhance processes and reporting.

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This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 24.2 Talent Development - Funded

2022 - \$372,030

### Offer Type: Ongoing

This offer funds the talent development personnel and programs, supporting the strategic services and programs utilized by the organization's workforce including:

- \*Strengthen world class-leadership by designing and supporting equity and inclusion curriculum and toolkits; equip managers with the essential knowledge of principles and processes; develop managerial capabilities to lead people, while optimizing City's leadership expectations; refine and operationalize competencies and integrate in all talent management solutions; coordinate and host virtual Manager Check In sessions and manage the Mentoring Program.
- \*Ensure a continuous supply of highly qualified talent by implementing programs, improving processes, and building individual and organizational capabilities from applicant to alumni such as 24 Welcome to the City sessions; developing and maintaining the Employee Essentials curriculum; and supporting New Leader Adaption process.
- \*Enable a high-performance workforce by aligning how work impacts performance such as designing and facilitating six Leadership Link and two All Managers meetings, supporting the formation of the Equity Office, coordinating and supporting all HR teams, and collaborating with four Employee Resource Groups and other departments.
- \*Support strategic City and service area initiatives by identifying major workforce implications and aligning HR initiatives and capacity to these plans such as Principles of Community, customer service and sexual harassment.
- \*Drive operational efficiencies and effectiveness by optimizing FC Career Connect to deliver intelligent, intuitive, and on-demand training and development opportunities and continuing to adapt talent development activities to new digital methods. The impact of funding this offer provides the continuation of Talent Development's collective work to attract, retain, engage, reward, and develop a competitive and diverse workforce.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 24.3 Volunteer Services Program - Funded

2022 - \$201,774

### Offer Type: Ongoing

This offer funds the City's Volunteer Services Program, FC Volunteer. Volunteers provide a significant resource to the City while co creating community. Volunteers impact the entire organization by supporting a high performing workforce, which in turn serves the community and increases public engagement.

FC Volunteer establishes an annual plan with strategic annual objectives to guide and prioritize initiatives. Marketing campaigns highlight volunteers' stories and encourage others to volunteer, while demonstrating the impact volunteers have. Branding ensures consistent messaging and communication. Citywide recognition

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efforts exude gratitude, while continuing education builds capacity and capabilities for both volunteers and staff.

Engage is a Volunteer Management System (VMS) utilized by volunteers and volunteer coordinators to handle all events, registrations, waivers, applications, scheduling feedback, training, and reporting. The Volunteer Program Manager is accountable for database administration and technical support.

The FC Volunteer program is a centralized service hub for both community members and City departments to contact regarding placements, background checks, metrics, database support, policies, legal/risk management, etc. It is a resource for developing new programs, improving existing programs, and interagency collaboration.

In 2020, volunteers stepped in to help a community in crisis. Volunteer Services quickly refocused to meet the needs of isolated residents. Services were marketed in English and Spanish, and hand delivered. Volunteers rallied to sew masks and help their neighbors by delivering groceries, medication, and walking pets. A team of skilled volunteers convened to co create VirtuVisit, a program designed to connect isolated older adults to the community. Free technology was provided to those who could not access it. Bilingual volunteers were on hand to work with community members who needed services in Spanish.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

## 24.4 Wellness - Funded

**2022 - \$339,325**

### Offer Type: Ongoing

The Wellness Program is a comprehensive program designed to improve the physical and emotional health and wellbeing of employees and their family members, reduce medical claims costs, and increase employee engagement. Components of the program are designed to reduce safety and health risk factors, and reduce healthcare and workers' compensation costs. The Well Days Incentive Program is offered to educate, guide, and empower employees to make lifestyle choices that reduce the risk of illness and injury, and is designed to target and improve the most prevalent health risk factors identified through health risk assessments and healthcare claims data.

Services and programs funded by this offer:

- Managing, maintaining, and equipping six exercise rooms across the City
- Providing on-site flu shot clinics
- Providing on-site health screening events
- Administrating the annual Well Days Incentive Program
- Three to four mini-incentive programs, focusing on an aspect of well being, are offered annually. Programs are 3-6 weeks long.
- Incentives to participate in programs, typically Downtown Gift Cards
- Providing ergonomic services
- Conducting fitness assessments
- Providing personalized exercise programming
- Coordinating various personal enrichment classes and educational opportunities in the areas of stress management, nutrition, group exercise, mindfulness, financial wellness, weight management, mental health and more
- Subsidizing discounted Recreation passes

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- Subsidizing Recreation fitness classes
- Providing guidance and wellness coaching
- Annual Health Fair
- Annual Fun Run/Walk
- Support to work groups in addressing wellness needs
- Coordinating on-site blood drives and mammography events

The holistic approach and robust offerings of the Wellness Program ensure all employees can focus on their own wellbeing and help to create an organizational culture where all employees are valued. It is a competitive differentiator to attract, engage and retain talent.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

## 24.5 City Benefits and Retirement Administration - Funded

2022 - \$37,069,441

### Offer Type: Ongoing

Funding this offer will provide a comprehensive array of health and welfare benefits, which are critical to attract and retain top employee talent. The health and welfare benefits, and the administration of these benefits, are available to employees and family members as part of the City's Total Rewards strategy. The Benefits Program provides employees a well balanced and market based choice of insurance plans: medical, dental, vision, life, accidental death, short and long term disability, flexible spending accounts, health savings accounts, emergency daycare, voluntary benefits (e.g., accident coverage), employee assistance program, and retirement plans. Additionally, this offer includes funding for the on-site health clinic (CityCare).

CityCare, the Employee Health and Wellness Center, provides convenient, high quality care for members of the City's medical plan in the areas of preventative, primary, acute, and urgent care; annual examinations/screenings; immunizations; prescription drugs; disease management services; coaching and counseling.

The Benefits team aligns and integrates data to support the Wellness Team to engage, educate and inform employees and their family members on preventive health along with other chronic and disease care programs.

In addition, the City attracts and retains exceptional talent by offering meaningful, competitive benefits as part of the overall culture of wellbeing. As an employer of choice and industry leader, staff educates and engages employees and their families in their health and financial wellness as a component of the City's Total Rewards strategy. HR and Benefits collaborate with colleagues, City Council, and strategic partners to continually evaluate and improve employee benefits while responsibly stewarding City resources.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

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## 24.7 Mentoring Program Software - MentorcliQ™ - Funded

2022 - \$18,000

### Offer Type: Enhancement

This enhancement offer purchases an enterprise cloud based solution to coordinate and expand the City's Mentoring program. Most organizational learning takes place informally through social connections, and mentoring is one of the most compelling, cost effective, formal development strategies the City offers. Mentoring serves as an indispensable tool to build strong interpersonal relationships, and these relationships are considered a performance driver and an engagement driver. As drivers to the City's success, the mentor mentee matches enable knowledge transfer and knowledge absorption, the creation of a safe space for individuals to share experiences, exposure to new thinking, guidance on visibility and advancing careers, focusing on challenges, and building community. The mentoring program, as a component of WomenFoCus, has been in existence for six years. The impact of funding this offer enables Talent Development to undertake and feature mentoring as a strategic development component in the TD portfolio. To expand the mentoring program, a third party cloud based application is needed, as the current process requires at least three people, manually reading all mentor and mentee applications, and using an excel spreadsheet to perform the matches. MentorcliQ™ would enable Talent Development to create a comprehensive mentoring program. The elements of the comprehensive program include: the ability to launch a suite of different and customizable mentoring services such as career development, functional expertise/skill development, or diversity and inclusion connections; automated enrollment with profiles populated by JDE; learning/skill gap preferences; visual personality survey; mentor mentee configuration; collaboration tools that enable preset communications; goal tracker; relationship satisfaction surveys, and measurement tools to report and track impacts.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 24.8 RESTORE: Leadership Development - Leading @ the City - Unfunded

2022 - \$170,000

### Offer Type: Enhancement

Funding this offer will restore Leadership Development, specifically Leading @ the City, proposing two (2) cohorts for 2022, serving approximately 60 leaders or about 30 leaders in each cohort. This program is coordinated and managed by the Talent Development Team, supporting the strategic service of:

\*Strengthen world class leadership: Equip leaders with the essential knowledge of key philosophies, practices and processes and develop leadership capabilities to lead their people, while optimizing the City's leadership expectations illustrated by the City's competencies: cultural competence, learning, customer service, digital competence, leading others, self-awareness and regulation, systems thinking, and business acumen in the triple bottom line.

\*Ensure a continuous supply of highly qualified talent: enhance applicant, new hire and hiring manager experiences by implementing programs, services and improving processes while providing development to build individual and organizational capabilities focusing on the employee life cycle – from applicant to alumni.

\*Enable a high-performance workforce: a high achieving and diverse workforce with a clear understanding of how their work impacts performance and recognized for their contributions to the community.

The impact of funding this enhancement offer is the continuation of leadership development to equip and develop inclusive and self-aware leaders who can effectively lead and create conditions for employees to bring their authentic selves to the workplace; and perform at their highest-level delivering results while ensuring a talent pipeline capable of filling key positions with interim leaders.



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This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 25.1 Purchasing and Procurement Services - Funded

2022 - \$628,011

### Offer Type: Ongoing

Funding this offer provides the continued budget for Purchasing (5.5 FTE +\$54k Spending). Purchasing provides City departments with a centralized resource for competitive procurements in compliance with Municipal Code and grants including the Federal Transportation Administration (FTA), Federal Highway Administration (FHWA), Federal Emergency Management Agency (FEMA), Community Development Block Grants (CDBG) and others.

Procurement collaborates Citywide to develop and manage the selection of suppliers utilizing Requests for Proposals (RFPs), bids and quotes. Purchasing plays an integral role in negotiating pricing and contract terms, and provides oversight of supplier performance, and dispute resolution. Purchasing is also charged with the responsibility to dispose of surplus City property. Purchasing facilitates and manages all City purchases of services, professional services, construction, and materials with a cost exceeding \$7,500. All orders over \$60,000 must be formally competitively bid. Citywide, there are 7 buyers (includes Purchasing Director) and as City activity has increased, this group has supported a significant increase in the number and complexity of competitive purchases. During the period between 2013 and 2019, the volume of competitive purchases increased approximately 25% with no change in headcount. In 2020 the average yearly dollar amount per buyer was \$34M averaging 281 procurements per year executed by each buyer. This group has been effective in streamlining contracts and contract renewals through DocuSign; from 2014 to 2019 volume has increased by 50%. In addition to this, from the same time period including 2020, the proportion of bids that were processed increased to RFPs from 57% in 2014 to 77% in 2020. The level of effort and resources required to process an RFP is significantly more than a regular bid, which in turn adds to the procurement workload.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 25.2 Accounting and Financial Transaction Services - Funded

2022 - \$1,673,794

### Offer Type: Ongoing

This offer funds the ongoing budget for Accounting and Treasury, Payroll, Accounts Payable, and Business Intelligence (15 FTE +\$250k Spending). This group is essential for the City to maintain operations and give leadership the data to make decisions to further the City's objectives.

Accounting and Treasury: Responsible for the oversight of all City funds to stay in compliance with both state and federal rules and regulations. Accounting is responsible for publishing the City Comprehensive Annual Financial Report. Accounting also publishes the Poudre Fire Authority Comprehensive Annual Financial Report. Treasury is responsible for City cash management, investments, and debt issuance. In 2020 Treasury managed over \$600M in assets across all funds.

Payroll: Responsible for processing the bi weekly payroll and retirement contributions for the City of Fort Collins, Poudre Fire Authority (PFA), Poudre River Library District, and Downtown Development Authority (DDA). In 2019, 2,578 employees were paid each pay period, on average. Payroll also processes a monthly Pension and

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Council payroll, with an average of 276 former employees and Councilmembers paid.

Accounts Payable (AP): Responsible for processing all payments to vendors and non taxable employee reimbursements. AP handles the payments to vendors for the City, PFA, Library District, and DDA. In 2019 AP processed 75,000 vouchers for these various entities. The AP group is responsible for year-end 1099M, 1099NEC forms, and e filing to the IRS.

Business Intelligence: Designs, develops, tests, and supports ongoing administration of the Financial Services Information Systems including selection, ongoing maintenance and optimization, troubleshooting and business process design and improvement of software and hardware. Develops recurring or special reports as requested. Analyzes data and prepares reports to drive business decisions.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

## 25.3 Sales Tax Services - Funded

2022 - \$698,960

### Offer Type: Ongoing

Sales and use taxes are the key source of funding for core government functions like safety, roads, multi use path infrastructure and parks. This offer funds the ongoing budget for the Sales Tax Department that is responsible for sales and use tax revenue; 14 categories of licenses (sales and use tax, lodging, liquor occupation tax, short-term rentals, tax-exempt organizations, outdoor vendors, second hand dealers, solid waste collectors, solicitor permits, places of entertainment, special vending events, Downtown concessionaires, movie theaters, pawn brokers, auctioneers and carnival/circuses); conducting sales, use and lodging tax audits; and providing world class customer service to residents and business.

The Sales Tax Department (6 FTE) is responsible for over 50% of City governmental revenue. The department oversees sales and use tax collections, and 14 categories of licenses. This group also conducts sales, use and lodging tax audits; enforces City Code requirements; and runs the annual grocery rebate program (Offer 26.1).

In 2020, annual revenue processed by the Sales Tax office was approximately \$135M being remitted by approximately 14,000 businesses. Sales and use tax license growth has increased 136% since 1996 while staffing has remained constant at 6 FTEs. The Sales Tax Department has an offer(25.9) in 2022 for a third Sales Tax Auditor.

The Sales Tax office also issues separate licenses for lodging, liquor occupation tax, short term rentals, tax exempt organizations, and outdoor vendors, among many others.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

## 25.4 Strategic Financial and Budgeting Services - Funded

2022 - \$1,086,318

### Offer Type: Ongoing

Funding this offer provides budget for the strategic financial programs that help give the City important insight into how to most effectively and efficiently utilize taxpayer

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dollars. These services are comprised of strategic financial activities and budget related processes. The primary functions are to improve visibility and understanding of critical financial issues, identify potential solutions to those issues, influence and inform decisions, and drive improvements to help achieve the City's financial objectives. This work impacts executive level strategy all the way through day to day operations.

The Strategic Finance portion of this offer drives financial data collection, analysis and reporting, as well as support for the City's Finance Analysts and Liaisons to ensure transparency and consistency across the City. It is also the advisor in financial decisions for all Service Areas within the City organization, as well as supporting the Downtown Development Authority (DDA), the Urban Renewal Authority (URA), the Poudre Fire Authority (PFA), among others. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and capital projects. Strategic Finance is actively engaged with all departments and representatives of partnering entities. Sound analytical financial support is provided across the City ensuring an experienced financial perspective is used in all decisions to provide stewardship of City assets.

This offer also includes development of the City's Strategic Plan, which is considered the starting point of the City's Biennial Budget process (which includes processes for both annual and supplemental appropriations). The City's Performance Measurement program is also funded with this offer and is integrally linked to both strategy and budget, including the execution of the Community Dashboard and the executive performance management program referred to as Strategy Maps.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

## 25.5 Program Evaluation and FC Lean - Funded

**2022 - \$312,989**

### Offer Type: Ongoing

Funding this offer continues the Performance & Program Evaluation (P&PE) and FC Lean programs. These programs have demonstrated success in 1) evaluating if City programs are meeting the expectations established prior to their implementation, and 2) helping work teams improve processes to increase capacity, reduce errors and improve customer satisfaction.

P&PE provides an opportunity for executive leadership to review the purpose and objectives of a new or ongoing program, to assess the program's performance in meeting its goals and objectives, and to identify opportunities for improvement. Evaluations include a thorough program history, process documentation, internal and external interviews, benchmarking, research and analysis. Specific findings and recommendations are provided to the executive leadership and program teams to improve their efficiency and effectiveness. Evaluation results are presented to the executive leadership for discussion and follow ups are performed after one year.

FC Lean is comprised of two components. The first is training that is separated into three types: Lean Basics (an introductory course to teach students to improve smaller processes), Lean Managers (a change-management focused course) and Lean Leaders, which is an intensive, hands-on training that enables participants to take process improvement projects from conception through pilot implementation. The intent is for students to practice their skills in order to take on larger, more complex process improvements.

The second component, and primary focus, of the program is the results of the process improvement projects. In less than three years, this program has conservatively realized over \$500,000 in soft cost savings. Much of this is derived from the 17,500 hours of staff time saved from these improvements. Conceptually, Lean Leaders could eventually have similar, significant impacts on organizational capacity and performance.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 25.6 City Give Programs and Services - Funded

2022 - \$158,191

### Offer Type: Ongoing

In 2019, the City of Fort Collins launched City Give, a municipal philanthropic initiative that creates a formalized structure for charitable giving to the City. This in house approach to philanthropy allows the City to respond to strategic projects and community needs that fall outside the normal City budget priorities but are well positioned for private funding.

Benefits of this investment include elevating fundraising practices across the City; establishing consistent standards and practices in fundraising activities; providing grantors, donors, and philanthropic partners with transparent accounting and reporting; serving as a platform for community driven philanthropic partnerships; and increasing the City's capacity for charitable contributions.

Based on the objectives of City Give, this contracted position will:

- Improve the current process of City fundraising by establishing and coordinating protocols and tools to ensure effective Citywide fundraising practices, financial governance, and donor and community relationship management.
- Establish transparent and accountable internal standards for philanthropic engagement and charitable gifts.
- Facilitate, support and provide fundraising resources to community and philanthropic partnerships.
- Strengthen the current fundraising process by prioritizing efforts with internal departments based on size, complexity and significance of the fundraising campaigns.
- Facilitate the identification and prioritization of City fundraising campaigns based on strategic priorities, alignment with City objectives, community landscape, and philanthropic feasibility.
- Provide training, support, and guidance to both internal staff and external fundraising groups.

This Offer supports the following Strategic Objectives:

- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

## 25.7 1.0 FTE - Utilities Purchasing Manager - Funded

2022 - \$119,234

### Offer Type: Enhancement

Funding this offer provides the addition of one new FTE to create a new position for a Purchasing Supervisor to support Utilities, which is currently supported by 1.5 buyers and approximately one third of the Purchasing Director's work. This new position would be dedicated to supporting Utilities and would be embedded in Utilities with two direct reports.

The volume and complexity of work supporting Utilities continues to grow. In 2020, Utilities expenditures managed by Purchasing represented approximately 40% of the total dollar volume supported by Purchasing. During the same period Purchasing supported Utilities by managing approximately 67 bids and RFPs for an average of 33.5 per buyer. This is significantly higher than the average of 17 formal bids and RFPs supported by Purchasing Citywide.

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The level of complexity of the projects managed by the Purchasing staff supporting Utilities continues to increase. In 2020 Purchasing successfully supported the competitive processes and resulting contracts for the design and construction of the Halligan Reservoir project. This project is anticipated to cost up to \$150 Million with a project duration exceeding five years. Purchasing also supported the competitive processes and resulting contracts for the Oak Street Stormwater Improvement Project (OSSP). OSSP is one of several stormwater projects planned for the Downtown Stormwater Improvement Program (DSIP). The OSSP is a multi year project and preliminary estimates range from \$22.25 Million. The Halligan Reservoir, OSSP, and other DSIP projects will all be approached with phased Work Order Agreements that will require continued Purchasing support.

Creation of this management position will also provide an expanded career ladder for Purchasing staff and reduce staffing risk by enhancing the succession plan to provide a potential future candidate for the role of Purchasing Director.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**25.8 1.0 FTE - Payroll Coordinator - Funded**

**2022 - \$67,568**

**Offer Type: Ongoing**

Funding this offer continues an additional Payroll Coordinator within Financial Services added in the 2021 Budget cycle. Payroll staff provide high quality services to a diverse customer base. Internal customers include City staff, Council and employee retirees. External customers include Poudre River Public Library District, Poudre Fire Authority, and the Downtown Development Authority, as well as the IRS and State of Colorado. Services provided include biweekly and monthly payroll processing; assisting employees with questions about pay, deductions and leave accruals; processing garnishments; processing retirement contributions; and biweekly, monthly, quarterly and year end electronic tax filing, W 2 and 1099R generation. In addition, payroll is a critical function in ensuring the City remains competitive in recruitment, compensation, and benefit options for employees. While major work was done in 2019 to improve payroll processing, additional payroll staff will help to alleviate the volume of work on the existing team, mitigate legal risk and enhance the Payroll, HR, and Benefits capabilities.

With more capacity, staff can make headway on Citywide initiatives such as expanded compensation and benefits offerings to attract and retain a competitive workforce, and increased self-service and workflow capabilities. Current payroll staffing limits progress in these initiatives, preventing the City from responding to growing employee needs and a changing workforce. Citywide Finance initiatives such as FLSA Compliance yearly training and continuous process improvement are also at risk with current capacity. These projects allow the City to become more competitive, and provide the payroll team with opportunities to learn and grow, a key measurement in the City's CORE 34 survey that Finance strives to improve.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

**25.9 1.0 FTE - Sales Tax Auditor - Funded**

**2022 - \$90,531**

**Offer Type: Enhancement**

This offer proposes to fund a 1.0 FTE Sales Tax Auditor position in Financial Services. The audit function of the Sales Tax department is a vital function of a high performing government and an economically vital community (see offer 25.3). This position would be responsible for planning, scheduling, and conducting sales, use and lodging tax audits. In addition, this position educates taxpayers concerning sales and use tax; lodging tax; licensing, audit, and collection procedures; and tax return

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preparation.

In 2020, annual revenue processed by the Sales Tax office was approximately \$135M, remitted by approximately 14,300 businesses.

Sales tax license growth has increased 136% since 1996 while staffing is currently at the same level as 1996. Until late 2018, the Sales Tax Department had a budgeted staff of 3.0 FTE Sales Tax Auditors. In late 2018, the department had an open Sales Tax Auditor position that was not filled due to budget constraints across the City. As a result, two Sales Tax Auditors are responsible for an audit program of over 14,000 businesses across the City. Not only do Sales Tax Auditors conduct audits, but they also provide a high level of business support with taxpayer education along with refunds and construction project cost reports. In addition, compliance and business support from the recent marketplace and economic nexus ordinances will be needed from the Audit team. Due to workload constraints, the City also works with a third-party auditor to support audit work.

Annual audit revenue over the past three years has been approximately \$1M. Over the past 19 years, annual audit revenue has been approximately \$1.2M averaging \$470k annually per Sales Tax Auditor. Due to a lean audit staff, the City is missing opportunities to collect tax due to the City.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 27.1 Safety & Risk Management Programs & Services - Funded

2022 - \$6,942,093

### Offer Type: Ongoing

Funding this offer will foster a safe culture across the organization. This includes:

- Expertise to partner with all business units to prevent injuries and lower claims costs and exposures, and conduct safety audits.
- Providing safety equipment such as winter walkers, prescription safety glasses and steel-toe work boots. Works with departments to find new Personal Protective Equipment (PPE) for new work or highly specialized work tasks.
- Offering a variety of safety training and resources from defensive driving to trenching and excavation safety; inspection of safety equipment such as fall protection gear; air quality monitoring; required medical monitoring including hearing, respirator, pesticide applicators and blood borne pathogen; and lifesaving programs such as CPR and AED administration.
- Insurance/Self Insurance Program Management including liability (protection against claims resulting from injuries and damage to other people or property), property (damage to buildings and equipment), auto, arts (damage to City art pieces), equipment breakdown, excess workers' compensation (for claims over \$500K), volunteer accident (protects City volunteers), fiduciary liability (covers financial mismanagement), cyber insurance, crime insurance (if City employees/officials commit a crime), flood and flood coverage for properties located in specifically designated flood zones (the City has 2 covered properties), special coverage for law enforcement work. The self insurance program provides funds for the payment of self insured deductibles ranging from \$50,000-\$750,000 per claim.

The offer supports regulatory requirements for Department of Transportation and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks biannually on all drivers. Compliance allows the City to avoid cumulative fines that range from \$1,000-\$5,000/day.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

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**27.2 RESTORE: Safety & Risk Management Supplies, Consulting and Medical Services - Funded**

**2022 - \$122,000**

**Offer Type: Enhancement**

This restore offer will allow Safety & Risk Management (SRM) to resume its full range of work for the City. SRM will have full staff, providing a safety partner for groups that had been supported by the Sr. Manager during the freeze, will be able to provide safety supplies for new work and newly identified hazards, and can work with consultants on technical and specialized safety work.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

**27.3 0.75 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Sr. Coordinator, Risk Management - Funded**

**2022 - \$28,260**

**Offer Type: Enhancement**

This offer will change the part-time hourly Risk Management Technician, referred to as Workers Compensation (WC) Technician, from an hourly (29 hours/week) position to a full-time FTE. The position will become a Senior Coordinator, Risk Management. The increase in hours will allow the Sr. Coordinator to better serve injured employees and their managers, manage WC costs, decrease injured employee time away from work, and reduce litigation costs.

On average, the City saw 300 WC claims a year from 2017-2020. These cases, along with historical claims, averaged a total of \$1,114,112 a year. The position is responsible for working with injured employees, City policy, State law, and employee rights; answering questions relating to treatment coverage; and coordinating with outside insurance companies, if applicable. The WC hourly needs to coordinate with the multiple medical practices of the City's designated medical providers, work with the City's Third Party Administrator, consult with City and outside legal counsel, help managers support and return employees to work, and occasionally employee family members. This position requires excellent communication skills, detailed knowledge of State WC law and regulation, and current knowledge of various treatment options. This position remaining as an hourly, unbenefited position will make it difficult to attract and maintain qualified staff.

The objective of this enhancement is to provide the City with a greater bank of time to meet the current needs of the work. Additionally, a full time position will be able to create process improvements and identify projects to enhance & support the WC process. This includes updating the City's Risk Information Management System as well as creating an up to date bank of physical demands assessments (PDA) that accurately reflect the physical work performed in all jobs at the City. This will allow for better treatment, quicker return to work, & a strong Post Offer Employment Testing program.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

**28.1 IT Applications - Enterprise Resource Planning Services - Funded**

**2022 - \$1,125,044**

**Offer Type: Ongoing**

This offer funds the City's Enterprise Resource Planning (ERP) application system, which includes staff (4 Analyst II and 1 Applications Software Manager), support, licensing costs, software/hardware maintenance, and managed services for multiple applications that support City staff in a variety of capacities.

The main application of the ERP system is JD Edwards (JDE), which is the technology that supports primary business activities of the City's Finance and Human Resources Departments. JDE specifically supports electronic accounts payable/receivable; employee time tracking, compensation and leave; asset tracking and

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management; purchasing functions; job vacancies and applications; system integrations (internal and external); and more. JDE supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Library District, and others).

The breadth of applications supported by this offer includes:

- Existing ERP system of record, JDEdwards (JDE Enterprise)
- Budgeting application (BART Enterprise)
- Financial and human capital analysis tools (Crystal Reporting Enterprise)
- Integrations with other applications (internal and external to the City Enterprise)
- Microsoft O365 application development (Enterprise)
- Microsoft Access (Enterprise)
- Voter Magic (Citizen Voting)
- MS Govern (Sales Tax)
- Full Court (City Court Records)
- Tax941 (JDE Financial)
- VERTEX (JDE Financial)
- Tungsten (Invoice Processing)
- Multiple Access databases
- Various other department specific applications throughout the City

This offer also provides for the cyclical upgrade of the aforementioned software suites. Vendors provide clients, like the City, with periodic updates to the system in order to deliver software fixes, enhancements, and tools, allowing the City to keep its systems current, supportable, and in line with technological advances.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 28.2 IT Applications - E-Government Services - Funded

2022 - \$419,901

### Offer Type: Ongoing

This offer supports ongoing services related to e-Government, including websites, custom applications, server administration, and custom automation within the City of Fort Collins. This offer covers two Applications Analysts and an Applications manager to develop custom applications, email newsletters and notifications, project management, support of unique department processes and requirements, server support, website security, custom automation for critical line-of-business processes, end-user support, and troubleshooting. This offer supports the work of all City departments & staff, & City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre Libraries and others).

E-Government provides enterprise-wide support for:

- CityNet migration to Sharepoint Online
- FCGov.com – Public Website
- Access Fort Collins



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- Content management systems
- Web databases
- Emergency Messaging
- Larimer County DA records automated exchange
- Public records access
- Automation of Council agenda notifications
- Newsletter System
- Survey integration & support
- Website search engine
- E-commerce donations through Stripe
- Well Days – City employee wellness program
- Social media feeds
- Web server security, configuration & maintenance

## CITY CLERK

- Election support
- Boards & Commissions applications

## POLICE SERVICES

- Onboarding/Offboarding for Police Services
- Police Neighborhood Enforcement Team online tools

## UTILITIES

- Real-time power grid monitoring for both the City of Fort Collins & Loveland
- IFTTT (“If This Then That”) Time of Day service integration
- Utilities estimates for title companies
- Water Shares Management
- Water Shares Payments
- Automation of Utilities Service requests
- FC Connexion Website
- Stream and Rain Gage data visualization

## COMMUNITY SERVICES

- Natural Areas Permitting System
- Searchable recycling database
- The Gardens on Spring Creek Website

## TRANSPORTATION

- Traffic camera monitoring

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

## 28.3 IT Applications - Geographic Information Services - Funded

2022 - \$629,738

### Offer Type: Ongoing

Funding this offer will provide Geographic Information System (GIS) software, services, and support for City employees, departments, City Council, and external entities. This offer covers all aspects of the enterprise GIS program including professional software licensing, database design, data creation, core data maintenance, analysis, GIS Enterprise Server implementation and management, GIS website development, mobile GIS configuration, and development, shared data delivery, printing services, user support and training, map products and printing, and spatial database development and hosting for a variety of City applications and programs. GIS offers these services at the enterprise level, supporting the work of all City departments, as well as Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Library District Larimer Emergency Telephone Authority, Larimer County Sheriff's Office, and others. GIS is supported by 1 GIS Manager, 2 Analysts, and a Technician. This staff provides ongoing support for existing programs such as the regional call center (911) and the land base and address data maintenance. This offer provides fundamental technology services and support, which automate business processes.

- In the last two years, GIS Services has processed more than 860 HelpDesk tickets.
- GIS Services supports over 60 mapping websites including the Power Outage, Snowplow Tracking, Flood Warning, Patio Patrol, FCMaps, and Cemetery locator. Approximately 170,000 unique pageviews of these sites.

### Major Programs/Services

- Software: Manages and negotiates the licensing agreement with ESRI for desktop and server software. Provides installation, patching, and support of the software products.
- ArcGIS Online and Enterprise: Support and management of the ArcGIS Enterprise system and ESRI's cloud based portal. This includes software upgrades, patching, and user account management. This allows staff to publish and manage GIS maps and apps.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

## 28.4 IT Applications - Document Management Services - Funded

2022 - \$402,205

### Offer Type: Ongoing

This offer includes the maintenance of the City's Enterprise Content Management (ECM) system software for a stable, supported, and enhanced system that is aligned with the organization's needs and requirements. The City's ECM system manages content (documents, images, audio/video, and more) for both active and archival purposes. The solution also provides business process tools such as electronic forms and workflow management. The SIRE document management system is also active until all records and integrations have been migrated to Laserfiche, the City's updated ECM system. There are more than 12 million records and 700 users of the

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systems. More than 70% of City departments are utilizing the ECM systems, which is key to many department operations in the management of existing paper and digital documents while providing enhancements that are aligned with the City's key results and outcomes.

There are several critical integrations with the ECM system including WebLink (replacing CityDocs) to allow for public search and display of documents based on specific criteria, Accounts Payable and Tungsten, GIS connection for map acquisition, integration with Larimer County to search and auto retrieve Police documents relevant to the DA's office, upload of documents based on criteria from Police Motor Vehicle Accident documents made available to insurance companies in a third party system, retrieval of documents within Tiburon and several web sites that aggregate data for display on web pages.

This offer also provides funding for one full time Application Technician II and 75% funding for an Applications Manager that supports and maintains the ECM system for the City.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 28.5 IT Applications - Development Tracking Services - Funded

**2022 - \$541,284**

### Offer Type: Ongoing

This offer covers the City's Land Development Tracking System (DTS) program that is funded from a percentage of Development Review fees collected by the City. DTS provides a single point of access to the organization's business processes related to land development and construction review, integrating various City functions that previously relied on independent software applications and/or separate databases. DTS supports online building permit processes, an application specific to code enforcement, support for development review, engineering permits, contract licensing, and construction inspections.

The DTS software application supports crucial City services related to Development Review, Building, Neighborhood and Planning Services, Historic Preservation, Utilities, Forestry, and Zoning as well as City partners such as Poudre Fire Authority. Examples of current services utilizing DTS include building permits, code compliance, housing standards, zoning licenses and permits, encroachment, and excavation permits.

This offer covers database support, hardware and software maintenance, and other operating expenses. It includes funding for three full time Application Analysts and 25% funding for an Applications Manager to support the DTS system. DTS is funded by an administrative surcharge applied to fees collected through the system. The DTS team dedicates a large portion of its time ensuring that applications can be updated/enhanced to meet the needs of a changing environment stemming from new regulations, fees, and business processes. This offer provides continued work with departments using DTS to identify reporting needs that reduce manual efforts to either conduct research or communicate with customers such as annual demographics reporting required of the Development Review group or Professional License letters.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

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## 28.6 IT Applications - Open Data Program - Funded

2022 - \$205,352

### Offer Type: Ongoing

This offer provides funding for ongoing development and maintenance operations of an Open Data Portal website for the purpose of expanded transparency and improved access to data for the public. The Open Data Portal includes datasets such as City Councilmember expenses, vehicle mile tracking, employee salary listing, business availability, and more. The cloud hosted service allows for the reduction of on premises maintenance of server infrastructure, reducing internal effort needed to support the Open Data program.

The Open Data Portal allows the City to create a platform by which the community will have direct access to the City's extensive public data through a variety of means, devices, and formats. This platform significantly increases the City's transparency but also reimagines public engagement by generating opportunities for collaboration and co creation within the community. Interested community members are empowered to access City data in almost any manner they choose, being able to search, filter download, and even visualize on the fly. One of the most exciting aspects of the platform is the ability of external developers to be able to create apps using City data, extending the usefulness and access of the City's data resources to the community.

This offer will fund a contractual 1.0 FTE Systems Analyst that will function as the organization's Open Data Officer and as a liaison for internal staff and the community, assisting in the development and use of the platform, furthering engagement in the City's public data, and implementing process improvements for internal data use. Communities that have implemented successful open data programs cite staffing of this position as critical to the success and full utilization of the platform. The ultimate need is for staffing to support anticipated future development of the Open Data Portal, which was included as a consideration in the originally funded budget request for the implementation of the platform.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

## 28.7 1.0 FTE - IT Analyst, Apps Software - Application, Process, and Governance Analyst - Unfunded

2022 - \$91,271

### Offer Type: Enhancement

Funding this offer will fund an Analyst II to create a technological foundation that supports the organization's expanding needs for data integration and modernization of software applications. As the City's software landscape has grown more complex, there is a need to change how data is accessed and integrations occur. Currently there is a high need for doing this work in support of replacing some aging systems, while ensuring future efforts are aligned to reduce overlap.

This technological foundation will be used in conjunction with several other ongoing initiatives to create a continuous roadmap of technology. This roadmap, being a living product, is intended to create and maintain the information necessary to provide better customer service, reduce costs from overlapping efforts, properly identify the impacts of system changes, and to create and enforce data and application governance standards.

The Analyst II's duties will include regular phases of:

Discovery

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- Capability Mapping/Review
- Standards/Policy Development and Enforcement
- Future Goals Identification
- Gap Analysis
- Updating Roadmap
- Implementation (Change Management)
- Total Cost of Ownership (Licensing/Storage/Administration/Updates/Support/Training/Lifecycle)
- Usability & Visibility (Integrations/User Experience/Future Compatibility/Reporting and Analytics/Data & Application Sharing)
- Security (Privacy/Risk Management)

The Analyst II will manage service and application alignment data, which is integral to application lifecycle management, system integration, impact analysis, LEAN processes, and more.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 29.1 IT Infrastructure - Network Services - Funded

2022 - \$1,302,089

### Offer Type: Ongoing

This offer funds the City's IT networks that provide every City employee, Fort Collins first responder, community member, and City Council member the ability to use a City phone, share video, submit open records request, conduct City Council meetings via Zoom, and access email, shared files, and critical information on internally and externally facing servers and websites. These networks, which are foundational to a productive City and its workforce, must function superbly, or else the City's business cannot be conducted and loss of productivity is consequential. Without continued investment, the City networks become increasingly vulnerable to disruptions from within and without.

Specifically, this offer funds network operations which include the physical devices and personnel required to guarantee high availability and smooth operation of the City business network and 10 unique secure networks, and comprises of the following components:

Hardware maintenance upgrading City network equipment covering switches, routers, security and licensing appliances, wireless access points and related wireless infrastructure, and Internet access.

Software maintenance – upgrading/patching of switch and router firmware and devices that provide accurate monitoring, accounting and alerting, and reduces cybersecurity risks.

Professional services augments the City's capacity to innovate on existing solutions when City personnel lacks either expertise or bandwidth to perform necessary upgrades or expansions of network services.

One Asset Manager who collaborates with the Chief Information Officer and Connexion team on network infrastructure needs and spearheads the budgeting and procurement process of replacements and upgrades.

A team of network engineers (NetOps) who report into Connexion, but support all the networks. This support is paid via a scheduled transfer of \$789,000 to Connexion.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

## 29.2 IT Infrastructure - Email & Voice Services - Funded

2022 - \$508,739

### Offer Type: Ongoing

This offer funds two vital City services: voice and email communications technology required to maintain and operate an enterprise email and voice system of about 2,200 accounts. Voice services and email enable a productive City, supporting both inbound and outbound communications and providing City departments communication options. Email is the mainstay of the City's communication toolkit, supporting daily business activities, processes, and workflows. Voice services are important for Police, Broadband Network Operations Center, Utilities Customer Care, Light&Power operations center, and IT HelpDesk. Both email and voice communications provide key mechanisms for community contact with all City departments.

This offer covers the back-end security tools that make email productive and not overwhelming. This includes Cisco Email Security, the on premise linkage between the City and Microsoft O365 tenant, McAfee - the endpoint security platform for clients and servers, systems management resources, account administration, and 24/7/365 end user support. It does not cover the end user component of email, neither email clients running on a user's device nor a web based client on the web portal. Licensing for O365 is included in a separate IT offer 29.4.

Voice communications include operation and maintenance of the City's voice-over-IP telephone communication system servicing individual users and call center and critical teams mentioned above. Support for voice comes from Connexion with the requisite data center infrastructure supported by IT data management services. This offer covers voicemail, paging, call recording, desk phones, local and long distance calling, telephony integrations, an alerting system for the voice infrastructure, and other crucial communications for emergency services.

This offer also funds 0.5 FTE of HelpDesk staff correlating to the identified percentage of HelpDesk service tickets received for voice and email assistance.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

## 29.3 IT Infrastructure - Data Management - Funded

2022 - \$1,274,775

### Offer Type: Ongoing

This ongoing budget offer supports the staffing, tools, hardware, software, and maintenance contracts for the City's private cloud infrastructure and the City's connection to public cloud based offerings. The private cloud lives in the City's data center and is made up of physical servers, virtualization tools, power management, storage, backup, and other monitoring and management tools. From this pool of resources, the team creates virtual servers on which many of the City's key applications and databases run. The team and tools they support are an integral part of the City's cyber risk management strategy, which establishes barriers to outside threats and builds resilience for unexpected events including disaster recovery strategies. They design, update, support, and maintain the City's data centers, including those used by

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Connexion, and administer the City's O365 tenant which includes Teams, PowerApps, SharePoint Online, and other O365 applications. 24/7/365, this team of skilled personnel monitor and update every aspect of the infrastructure to ensure secure, repeatable, performant operations exceeding the City's expectations of excellence. They also maintain a co-located data center, which serves as a disaster recovery location.

The team are responsive to City requests spanning topics including but not limited to making sure the City planners can do their job in Accela, the City website is accessible, applications needed by electric and water utilities are secure and available, retrieving lost files, restoring a database, or ensuring City Council has information they need. The City funds a growing number of digital projects. With each new server depending on secure compute, storage, backup and recovery, and/or connections to MS O365 applications, the workload increases.

The data management staff consists of a manager, four system engineers, one database administrator, and one dotted line engineer that is funded by Utilities.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

## 29.4 IT Infrastructure - Client Services - Funded

**2022 - \$2,147,417**

### Offer Type: Ongoing

This offer funds the Information Technology Client Services (CS) team that provides service and support to City employees, departments, City Council, and external entities. This includes services listed below as well as project work with departments and technology research. Client Services has a strong customer relationship and is often the face of the IT Department. This is a team of professionals who carry a responsibility for the overall customer experience and perception of technology.

The CS team consists of the Manager, two Supervisors, three Technicians, five Senior Technicians, three Application Analysts, and one Systems Administrator.

Programs and services offered by Client Services:

- Helpdesk: Focus on providing exceptional service as the initial contact for users in need of IT assistance.
- Desktop Support: 2nd level support for systems and apps provided to users; includes thousands of apps and mobile device support. Often serves as a liaison between users and application owners to resolve problems.
- Systems: Manages enterprise applications and servers including AirWatch Mobile Device Management, CyberArk, IT Asset Management, SysAid IT ticketing system and desktop patch management.
- Software Compliance: Focuses on City compliance with licensing/user agreements for software. This includes enterprise systems such as Microsoft servers, licensing services for Office 365 and Adobe Acrobat enterprise systems.
- Hardware Services: Purchasing, operating system management, imaging, support, and repair for all City-owned hardware.
- E-waste Services: Manages the City's e-waste process.
- Asset management: Supports the asset management system to include application and server management and reporting.
- Adds, Moves, Changes: Supports new employees, office technology moves, personnel changes, and management of VPN access setup.
- Training services as needed.
- On-Call Services: Provides after-hours enterprise IT support 24/7/365.

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This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

## 29.5 IT Infrastructure - Asset Equipment Replacement - Ongoing - Funded

2022 - \$1,235,956

### Offer Type: Asset Management

This offer funds infrastructure replacements that are unique in both nature and scale. The equipment funded in this offer supports the entire City Network, Client Services, Data Management, and Voice operations with critical infrastructure that represents the backbone of the IT operations for both internal or front-facing operations. All infrastructure replacements are scheduled and budgeted based on an approved capital plan that recognizes a specific replacement cycle for each type of equipment based on useful life, warranty, replace on fail requirements, end-user application, and any necessary hardware changes/upgrades based on end of support notifications.

PC and Laptop Replacements: Based on the City's PC replacement plan, this offer will fund the replacement of approximately 225 laptops and desktops in 2022 across the organization.

This offer also funds the replacement of desktop phones, network/voice switches, gateways, wireless access points, firewalls, and professional services to guide the implementation of architecture changes and technical transition. Funds in this offer also protect against single point of failure giving the City a higher level of service availability, mitigate cybersecurity risks, support necessary server maintenance and necessary security patches, and provides for technological transition in support of the City's ongoing business needs.

This offer covers the replacement of Data Management assets that constitute the City's private cloud. This includes server blades, chassis, storage devices that contain more than 1600 terabytes of space, virtual servers, and other data storage that is replaced via a life cycle replacement plan approved by the IT Steering Committee.

Lastly, the City has experienced a significant increase in the number of devices that require an IP address. As a result, there is an increased cost to support the IP address management solution due to the increase in the number of requests to connect IOT devices.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 29.6 Citywide Softphone Integration for Mobile Workforce - Funded

2022 - \$13,000

### Offer Type: 1-Time Enhancement

This offer funds additional functionality on the City of Fort Collins voice network, allowing mobile workers the use of Jabber Softphones from off City locations, without the need for a VPN (Virtual Private Network) connection while maintaining the security of the City VoIP services. This will allow remote teleworkers across the City to use the Jabber application without the need for a VPN login, providing a more efficient method to access City voice services. Additionally, City voice users may utilize their mobil



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devices and tablets for accessing the Jabber application, further enabling a more productive mobile workforce.

The City's Network Operations proposes the deployment of a free virtual server resource along with professional services from a City approved vendor to deploy the servers. City voice users would be able to use the Jabber Softphone client on a Mac, PC, iPhone, and/or Android device. This will enable a remote workforce to be much more resilient and able to place and receive calls with their City number across a variety of technology platforms. There are no costs for the servers themselves; this offer is for the one time costs associated with technical professional services and project management services involved with integrating the Virtual Machines (VM's) into the City's existing voice platform. The City has the required hardware infrastructure available today to deploy the applications for this solution. Network Operations proposes to leverage external vendor expertise for the City's current voice solutions to ensure a successful and efficient implementation.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 29.7 Session Initiated Protocol (SIP) Migration - Funded

2022 - \$54,000

### Offer Type: 1-Time Enhancement

This offer funds additional network protection on the City's voice system, including Police Services (non E911), brings the voice platform up to today's technology standards, and lowers monthly recurring operational costs. The City voice platform currently has a single point of failure due to the limits of available technology at the time of initial installation, more than a decade ago. With the increased availability of Voice over IP (VoIP) technology, the Network Operations team proposes migration to SIP (Session Initiated Protocol), a based VoIP trunk solution, providing lower cost of ownership, enhanced reliability, and protection with the removal of the single point of failure.

Today, all the City's inbound voice services use a legacy trunk solution, a leased DS3 (digital signal 3) circuit, with a higher monthly cost than SIP leased trunks. This offer is to lease two redundant SIP trunks, one for integration at the Primary City Data Center, and one at a City Disaster Recovery (DR) site. The proposed SIP trunks would be geo diverse between the two sites, providing redundancy and network protection from single trunk failures that does not exist today in the City voice network. This offer not only reduces costs for the City but also provides an updated, diverse architecture based on widely accepted VoIP technology that protects the City from a potential outage on leased voice trunks. Once established, SIP circuits on the City voice platform would provide a future opportunity to add additional resiliency in a third (tertiary) SIP circuit for City and Police Services.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 29.9 Print Management and Auditing Software - Unfunded

2022 - \$24,300

### Offer Type: Enhancement

This offer is for \$24,000 per year to purchase a subscription for a print management platform to assist IT in managing the fleet of printers and copiers. The primary goal for the policies delivered by this tool would be to reduce consumption, CO2 emissions, and costs.

During the COVID-19 crisis (2020) the City continued to print in excess of 3.8 million pages of paper. As the City works toward a more sustainable future IT has an opportunity to communicate with staff the amount of paper they are consuming and help them change their behaviors to reduce CO2 impact; paper, electricity, and supplies consumption; and costs. In order to do this, IT would need to install the software in the network at a monthly cost of \$2,000. This software would allow IT to set

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global policies, provide input to users based on criteria (e.g., please print documents larger than 3 pages in duplex; please print documents over 20 pages on high volume, more efficient printers; please print emails, web pages, etc., in black and white), and enable staff to understand the impact of their choices on the environment, City sustainability goals, and budgets. The Sustainability department has given their full support to this offer. It is estimated that the City will see a significant reduction in printing costs in a sufficient amount to have the software pay for itself.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

## **29.10 1.0 FTE - IT Analyst, Apps Software - Operation Services and City Hall - Unfunded**

**2022 - \$90,851**

### **Offer Type: Enhancement**

This offer would fund a 1.0 FTE Applications Analyst that would provide systems, application, and technical support for departments located within City Hall West and East. This was a position that previously existed where support is requesting this position be reinstated.

This offer would propose a full time analyst to provide technical support for the departments in City Hall West and East. These departments have key business applications associated with them. City Hall West is home to the City Clerk’s Office, City Manager’s Office, City Attorney’s Office, and City Council. Operation Services, located in City Hall East, includes departments such as fleet services, facility services, capital project management and real estate services. These departments have a variety of unique and critical business applications associated with them that have a major impact on the City’s decision-making processes, organizational management, records and records management, elections, internal operations and mission critical communications with the public. These applications require servers to support those applications, streaming video services, project management software, mobile applications, and much more.

The intent behind this offer is to address the support gap faced by departments when implementing new technology and with ongoing maintenance duties for these new technologies. It also addresses the strain felt by the IT teams currently shifting resources to provide support, often pulling staff from other critical areas of work. This position would also provide key election project management and systems support during election periods.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## **29.11 1.0 FTE - IT Analyst, Apps - FCTV and Media Support - Unfunded**

**2022 - \$90,851**

### **Offer Type: Enhancement**

This offer proposes a 1.0 FTE IT Analyst to provide support for Fort Collins TV (FCTV) systems as well as Citywide AV media. This position was funded, but cut in 2018 and had been in combination with a position supporting Operation Services and City Hall West. With increased uses of technology in meeting access for the community and broadcasting, the need is higher than ever, so it has been separated from the other position and a new request.

FCTV is the City's own full service video production team that provides high end video services for all City departments. Services include Filming and Video Production, 360 Degree Video, Live Streaming, Aerial Drone Videography, as well as Citywide media service support.

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FCTV has a variety of unique and highly technical IT needs. This offer would propose a full time analyst to provide technical support for FCTV, FC Public Media, and AV media support Citywide for departments. FCTV has key business applications associated with them. These applications require servers to support applications, systems and streaming video services. Server support includes server installation, patches, upgrades and maintenance. Technology support in the past has included project management, video streaming, workflow systems, software support, and audio and visual support.

Several meeting rooms throughout the City have very high sophisticated audio and video systems with no current support. With the move to hybrid meetings, this FTE would provide the support needed for the technology in meeting rooms, coordinate technology throughout the City, and work with vendors on the best solutions Citywide

Additionally, this offer works to address the support gap faced by internal customers in the City when in need of sophisticated media and AV support as well as the ongoing maintenance duties for these new technologies. Support is also provided to FC Public Media.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

## 29.12 1.0 FTE - IT Analyst, Client Services Mobile Device Management Support - Unfunded

2022 - \$81,245

### Offer Type: Enhancement

This offer is to request 1 FTE to fill the role of Mobile Device Management (MDM) Lead Technician to create, implement, and automate policies, security, and support for the City’s mobile device fleet including iPhones, iPads, Android devices, and more.

Previously, existing IT staff was able to manage and secure these devices on an ad-hoc basis. The demands on existing staff has increased as our yearly ticket volume has doubled from where it was 5 years ago without any additional staff. This has resulted in less time and attention being given to this critical element of our services.

Cybersecurity is another primary responsibility of this role. Municipal governments and infrastructure are under increasing attack and one of the approaches is to exploit the devices that go with us wherever we are. This role would be integral to the City’s continued investment in protecting our critical infrastructure, citizen services, and crucial information.

These smart phones, tablets, and other mobile devices are important productivity tools. The City uses them to increase the flexibility of our staff, improve response times and quickly get information into the hands of those on the front lines of our services.

As device growth continues, we need a dedicated resource to deliver consistent and comprehensive device oversight to enable City staff to continue to deliver services in a timely, safe, and secure manner. Our reliance on these devices has reached the point where we need a dedicated individual to manage the more than 2000 iPhones, iPads, and various Android devices enrolled in our management tools.

This person will be responsible for:

- \* Writing and enforcing policy to keep devices safe and secure
- \* Managing implementation of device policy
- \* Overseeing tools necessary to support devices

The individual in this role will be critical in elevating City services to the next level of mobility and responsiveness while maintaining and improving our existing services.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 30.1 IT Administration Services - Funded

2022 - \$893,491

### Offer Type: Ongoing

This offer will fund the departmental management and the executive oversight functions for the City's collective Information Technology (IT) programs. This includes IT governance, project portfolio management, financial management, strategic guidance, communications, change management, project management, HR and administrative support for the IT department and its staff.

IT administration staff that support the objectives of this offer include the Chief Information Officer, IT Applications Operations Manager, IT Infrastructure Manager, Financial Coordinator, Project Manager and 50% of a Senior Financial Analyst. The staff provides the general oversight, management, strategic plan development/deployment of the Applications, Infrastructure and customer services teams of the IT department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Public Library District, Housing Catalyst, Poudre Fire Authority, and others). This includes funding for continued education and training for the entire IT staff to keep abreast of all the technology changes, updates, trends, certifications, cybersecurity best practices, architecture, and applications that is constantly evolving and changing.

The IT department coordinates the governance of the City's technology portfolio through the use of a number of program and departmental steering committees and core team committees that serve to align business and enterprise priorities and strategies. Executive oversight on major initiatives is accomplished through the implementation of an IT Executive Steering Committee, which is comprised of a majority of the City's Executive Lead Team.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## 30.2 1.0 FTE - Analyst Apps, Microsoft Systems and SharePoint Services Administrator/Developer - Funded

2022 - \$121,821

### Offer Type: Enhancement

This offer provides funding for a 1.0 FTE Microsoft administrator/developer to support the City's Microsoft infrastructure to include Microsoft Teams, OneDrive, and SharePoint—the foundation of the Microsoft O365 environment. This work is currently being provided through temporary staff services as these services are critical to the ongoing success of the Citywide approach to access to resources for all and self-service excellence.

Microsoft Office 365 was implemented in phases as funded in 2017, these tools have become critical in 2021. Access to resources was a success factor for the City of Fort Collins in providing the ability to allow employees to continue working safely and remotely during the pandemic. The addition of SharePoint to the City's portfolio of tools allows us to ensure equitable access to information for all employees. While this position supports the administration of services, it is also critical to the ongoing development of Sharepoint sites, workflow, and self-service capabilities.

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The use of the Microsoft suite leverages tools the City owns and allows the creation of a platform by which employees will have direct access to the City's data and services through a variety of means, devices, and formats. Significantly increasing access for all employees, these tools generate opportunities for collaboration and co-creation within our engaged employee base. Employees are empowered to access City resources easily in almost any manner they choose. An exciting aspect of the platform is the ability to share files across the organization and with consultants and vendors, create sites, and access other City information, extending the usefulness and access of the City's resources.

Funding will enable us to continue forward on plans for self-service access, by funding a classified position that will function as the Microsoft administrator/developer and assist in the overall management and further development of the platform.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

## 32.1 FCTV Video Services - Funded

**2022 - \$506,589**

### Offer Type: Ongoing

This offer enables core Fort Collins Television (FCTV) video/audio services. It includes video production services for the entire City organization as well as technical consulting, software support and engineering services and the administration of a non-exclusive cable franchise agreement. For 30 years, FCTV has been providing critical communication services to City staff and residents of Fort Collins. This includes management, development and distribution of a variety of video programs on Comcast channels 14 & 881, the new Connexion TV, other streaming services, and on the City's YouTube channel. Primary services include: Council and other board and commission broadcasts/recordings; field shooting; studio production; video production and editing; live broadcast, streaming and video on demand; drone footage; 360 and virtual reality footage; community bulletin board system; audio/visual and event support; and emergency cable override messaging.

The offer provides delivery of essential information to the community about local government services and programs and allows the City to communicate City policy discussions and decisions and legislative action taken by local City officials. It provides vital services and expertise to other community organizations by providing technical support and consultation to promote video services for increased community outreach and collaboration.

The offer includes:

- Complete video production, including editing, post-production and distribution
- Live recording, streaming and broadcasting of City and County meetings and events
- Specialized video services including drone aerial videography, augmented/virtual reality & 360 degree video
- Production of video interviews, training videos, public service announcements, commercials and cable bulletins
- Video on demand services and archival
- General audio and video equipment
- Essential personnel and technical support for the creation of a variety of video products and programs

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

## 32.2 Communications and Public Involvement Central Communications - Funded

2022 - \$989,897

### Offer Type: Ongoing

This offer enables centralized communication services from the Communications and Public Involvement Office (CPIO) including graphic services and the management, development and implementation of a variety of communication programs and projects to make local government more transparent and accessible. CPIO manages communications for several service areas including Executive & Legal Services; Financial Services; Information & Employee Services; Sustainability Services; and Planning, Development & Transportation; and provides centralized branding, communications strategy, alignment and graphic design for the entire organization. Primary services include strategic communication planning & implementation; graphic design; photography; public outreach; media relations; presentations & special events; marketing & advertising; website content creation and management; copywriting & editing; employee communication, recognition & events; social media strategy management & metrics; brand management; and emergency & crisis communications.

The offer enables the delivery of key information to the community and allows the City to share policy discussions, decisions and legislative action taken by local City officials. It enables the distribution of emergency information and timely emergency or crisis response and recovery resources for City staff and the broader community.

The offer includes:

- Public and employee communications strategy & implementation
- Print & digital media services, including content creation, design & distribution
- Media relations and organizational media training
- Essential personnel and support for a variety of communication materials and platforms
- Creative services and media production support for community and employee awareness and training

This offers supports the City's essential communication and public outreach capabilities. It enables transparency and civic engagement ensuring all members of the community are well informed and have a voice.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

## 32.3 Inclusive Public Engagement - Funded

2022 - \$200,285

### Offer Type: Ongoing

This offer enables inclusive public engagement as part of the Communications and Public Involvement Office (CPIO). It includes public engagement strategy and implementation to make local government more accessible, transparent and equitable and enables the community to participate in conversations and decisions that will impact them. In support of the Council priority, "Reimagine Community Engagement," this offer bolsters the City's ability to build long term and trusted relationships with focused segments of the population that may be historically underserved such as people of color/Latinx community, people with disabilities, people with limited English proficiency, low-income families, youth, seniors and other communities to foster and strengthen civic engagement.

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This offer enables City staff to go beyond the usual methods of engagement to allow more members of the community to voice their opinions, ideas and concerns. The offer broadens the City's reach and ensures support for translation and interpretation services. Services provided by this offer will build trust and help facilitate an inclusive community, which is essential to shape & deliver a comprehensive and collective vision for the benefit of all in Fort Collins.

The offer supports a systematic & consistent approach to community engagement across the organization & provides training & best practices to staff to encourage inclusive engagement strategies. It provides essential online & in-person engagement opportunities & allows the City to solicit feedback on policy discussions, decisions & legislative action taken. It enables meaningful dialogue and engagement with all residents, businesses & visitors.

The offer includes:

- Public engagement strategy, training & implementation
- Online and in-person engagement support for key priorities & initiatives including the annual Community Survey
- Management of the OurCity online engagement platform
- Translation & interpretation services

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

## **32.4 Public, Educational and Governmental Programming (PEG) - Funded**

**2022 - \$215,750**

### **Offer Type: Ongoing**

This offer provides continued capital equipment support for local Public, Education and Government (PEG) TV channels, which include the City's own channel (FCTV); Poudre School District; Colorado State University (CTV); and Fort Collins' only public access TV channel, FC Public Media (formerly Fort Collins Public Access Network or FCPAN).

Funding for this offer comes from a fee that is paid exclusively by local Comcast/Connexion subscribers. By Federal mandate, it can only be used for capital equipment for local PEG TV channels (restricted funds). The City collects and shares the PEG funds and distributes a portion of the funding to the other three local PEG channels via an annual grant process.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

## **32.5 Hourly Support for Connexion Marketing, Design, and Branding - Funded**

**2022 - \$35,000**

### **Offer Type: Continuing Enhanc**

This offer will support the implementation of Fort Collins Connexion's marketing and community branding efforts through the Communications and Public Involvement

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Office (CPIO) by providing part-time hourly or freelance support managed by CPIO. This offer is funded 100% by Connexion.

Strategic branding, marketing and design are crucial for Connexion as it continues to expand service across the community, and the ongoing success of broadband services is a Council and City priority. The CPIO team has supported outreach for broadband from the very beginning and has been closely involved in the oversight of Connexion's brand development, messaging, photography, billing and website creation. This offer will provide the additional support necessary to allow CPIO to continue to support Connexion's growing and ongoing communication and marketing needs.

A Strategic Marketing Plan and new website are in development. This offer will support the implementation and ongoing deployment of both.

Specific support may include:

- Graphic design for print and digital promotional materials and advertisements
- Social media campaigns and content
- Website content management

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

## 32.6 Expanded Community Outreach and Engagement - ARPA Funded - Funded

2022 - \$55,000

### Offer Type: Enhancement

Funding this offer will enable City staff to partner with the Communications and Public Involvement Office (CPIO) to expand, systematize and enhance engagement with a changing Fort Collins community. Tools and Techniques for more effective engagement include:

- \$20,000 - hourly/intern support to develop a Citywide, systematic process for utilization of engagement tools and techniques (language access, cultural brokers, community compensation, etc.)
- \$20,000 - Language access
  - Meeting Interpretation @ \$100/hour
  - Materials Translation
- \$10,000 – Cultural Brokers and Community Ambassadors - intended to support Citywide engagement efforts, including the Equity Office
- \$5,000 - funding specific methods to better listen to the community

This offer would be used to support Citywide engagement efforts with significant community interest and impact (e.g., Strategic Plan and Budgeting For Outcomes) as well as Council priorities (e.g., Reimagine Boards and Commissions and Reimagining Community Engagement). Historically, many different departments and staff reach out to the same community partners without coordination. This offer will help City departments better align and coordinate outreach efforts for more streamlined and consistent engagement. It will also expand access for non-English speaking community members through increased interpretation and translation capacity.

This offer will help foster a broader sense of community by supporting engagement opportunities and events co-created by the community using City funds, matching funds, promotional partnerships and other shared opportunities. It will also support and create standard operating procedures for potential options to compensate



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community members and partners for their valued time, leadership, input and lived experience through targeted engagement opportunities, cultural brokerships/partners and community ambassadors who help the City better connect with historically marginalized communities.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

## **32.7 1.0 FTE - Communications Manager - Unfunded**

**2022 - \$100,920**

### **Offer Type: Enhancement**

This offer proposes a 1.0 FTE Communications Manager to provide additional communication capacity, project management, strategic direction/implementation and team development in the Communications and Public Involvement Office (CPIO). The Communications Manager will also serve as Deputy Director and co-lead emergency and crisis communication efforts.

CPIO currently supports internal and external communications and engagement for 24 City departments within several service areas including Executive & Legal Services; Financial Services; Information & Employee Services; Sustainability Services (SSA); Planning, Development & Transportation (PDT); and Emergency Preparedness and Security. The need for additional emergency and crisis communications has grown significantly with several emergencies occurring in 2020/2021 - a trend that is expected to continue. The CPIO team has demonstrated capacity constraints, with both SSA and PDT partners communicating a need for more support. Recently, CPIO has been asked to take a more active role in the marketing and communications strategy for Connexion broadband services. That, coupled with the addition of a new Equity Office in 2021, will require additional staffing resources.

CPIO currently has a Video Services Manager who oversees the FCTV team and a Creative Director who oversees the graphics team. No such position exists for the communications team, so the remaining ten team members report directly to the department head. The new Communications Manager would take over the management of the communications team. Additionally, the Communications Manager will help streamline incoming requests, prioritize and manage project assignments, and assist with implementing communication strategies and best practices to improve effective communications across the organization.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

## **32.8 RESTORE - Operational Costs for Communications & Public Involvement - Funded**

**2022 - \$15,943**

### **Offer Type: Enhancement**

This enhancement restores various supportive and operational costs for the Communications and Public Involvement Office (CPIO) and the FCTV Video Services team including conferences and travel, office supplies and equipment, dues and subscriptions, and other miscellaneous supplies.

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Impact: Communications, graphic design and video production are always evolving. This restore offer supports the continued growth and development of the CPIO team through conferences, webinars, online trainings, or specialized tools/equipment to ensure the most current and effective communication tools and techniques are being leveraged to share information and engage the community in a meaningful way. It enables the CPIO team to implement best practices in integrated marketing and communication strategies to reach and engage diverse audiences more effectively.

This restore offer also helps ensure the City retains top talent in this specialized field by providing the team opportunities to learn and grow from industry experts and by ensuring the team has access to tools and technology that enhance communications and engagement efforts across the community.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

## 44.1 City Council - Funded

2022 - \$195,076

### Offer Type: Ongoing

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of municipal government. The Councilmembers and Mayor receive a small monthly stipend and work to conduct business in accordance with the City Charter and Municipal Code and ensure a well managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of formal and informal activities. In addition to preparing for and conducting ongoing weekly Council meetings and work sessions, Councilmembers represent City interests on numerous committees and boards, act as liaisons to City Boards and Commissions, and represent the City's interests at a variety of events, gatherings and at the state and federal level. As active Councilmembers they also conduct regular "Listening Sessions" where they engage with constituents.

The City Council participates in and benefits from professional development, networking and speaking opportunities, both locally and nationally. Major conferences for Council include the National League of Cities, which occurs twice a year, and the Colorado Municipal League, which occurs annually.

Primary duties of the City Council include:

- Providing guidance and direction for the administration of all City services and ensuring the City is delivering results that the community wants at a price it is willing to pay
- Analyzing and enacting policies
- Adopting the City budget
- Acting as the hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge
- Authorizing the issuance of bonds and other debt financing mechanisms
- Engaging community members in a variety of ways on numerous issues
- Collaborating and partnering with organizations throughout the region, the nation and internationally

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

## 44.2 City Manager's Office - Executive Staff, Administrative & Financial Support - Funded

2022 - \$1,879,595

### Offer Type: Ongoing

This offer provides senior executive management, administrative support, and a financial analyst. It includes the work of the City Manager, Deputy and Assistant City Managers, administrative support, Graduate Management Assistant and a Financial Analyst.

The City Manager's Office executive management team and administrative support team serve as liaisons between the City Council and City staff for requests and activities in which the City Council and the City Manager are engaged. The City Manager oversees the development and implementation of the City Budget and Strategic Plan to ensure that the City organization is functioning at a high level and providing expected levels of service to the community.

The Deputy City Managers oversee multiple Service Area Directors and provide strategic leadership for major operational functions in addition to providing content, policy, and Council support to the City Manager. The Assistant City Manager oversees the Information and Employee Services area department heads, in addition to having responsibilities for the legislative, policy, and project staff and functions in the City Manager's Office.

Administrative staff provide support for the Mayor, six Councilmembers and four senior executives. Support includes coordinating Council materials, complex calendaring and travel arrangements, tracking and coordinating hundreds of service requests per year, and daily staffing for customer contacts.

The Graduate Management Assistant (GMA) program attracts and develops talented individuals with an interest in a local government management career and has a long track record of success. While with the City, the GMA helps on and manages a variety of projects across the organization, including the budget and strategic plan.

The Financial Analyst provides financial analysis and budget support for five departments across the City and supplemental support to the City Clerk's Office, Municipal Court, and City Attorney's Office as needed.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

## 44.3 City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Funded

2022 - \$560,636

### Offer Type: Ongoing

This offer includes Policy & Performance Excellence staff comprised of three senior project managers, and an Equal Opportunity & Compliance Manager.

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The Policy & Project Managers supports a variety of policy projects and the Legislative Program. Projects are often cross departmental and/or Council priorities. In recent years projects have included the Parks and Recreation Master Plan, Principles of Community and other Equity and Inclusion efforts. The Legislative Program has been instrumental in assisting Council in their desire to influence policy at both the state and national level and these team members provide primary staffing for the Legislative Review Committee in addition to coordinating efforts with other elected officials.

The Performance Excellence Program uses continuous improvement processes and focus teams to build organizational capacity. The City received the Malcolm Baldrige award in 2017 and continues to accrue benefits of implementing system improvements organization wide.

The Equal Opportunity & Compliance Manager oversees and manages equal opportunity employment efforts, City ADA, and Title VI Programs.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

**44.4 Diversity, Equity & Inclusion (DEI) Office - Professional Services Increase - ARPA Funded - 2022 - \$25,000**  
**Funded**

**Offer Type: Enhancement**

The creation of a centralized resource to support Diversity, Equity and Inclusion (DEI) Office efforts provides an opportunity for additional partnership with Service Areas who are revising and deploying new outreach and training approaches with an equity lens. Funding for traditional services exist within discrete budget offers, and many of these offers have been updated to support greater equity. Despite these efforts, the added knowledge and experience of the DEI Officer will likely reveal adjustments to these plans. Funding sought through this offer is intended to support value-added resources and support identified by the new role.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

**44.5 Diversity, Equity & Inclusion (DEI) Office - Funded 2022 - \$194,455**

**Offer Type: Continuing Enhanc**

This offer supports the creation of a Diversity, Equity & Inclusion (DEI) Office for the City of Fort Collins, including the position of DEI Officer. Funded for 2021, the DEI Officer is responsible for leading the City's Diversity, Equity & Inclusion efforts. The role of the newly created office includes establishment of a framework to build organizational capacity to advance equity for all, leading with race, a strategic objective in the City Council-adopted City Strategic Plan.

Housed in the City Manager's Office, the DEI Office will be spearheading the Citywide effort to adapt and be more proactive in meeting the opportunities and supporting changes throughout the organization to further the City's DEI journey. In addition to assisting with organizational change, staff will partner with community stakeholders to create, promote, and implement opportunities for all residents to connect and learn from each other through civic engagement opportunities to enhance and facilitate community respect, trust and understanding.

# HIGH PERFORMING GOVERNMENT

The organization is committed to incorporating an equity lens in its services, operational and community aspects.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.

**44.6 Language Access Services for City Council Meetings and High Priority Civic Engagement Events - ARPA Funded - Funded** **2022 - \$34,560**

**Offer Type: Enhancement**

The City is federally mandated to provide language access services upon request so individuals with limited English proficiency can participate and enjoy the benefits of City services and programs. The City provides these services at no cost to community members, as required.

Per federal requirement minimums, the City currently provides interpretation upon request for specific Council agenda items, not necessarily the entire meeting. This also places the onus on community members, who must request interpretation in advance in order to access and engage in these meetings. The intent of this offer is to reduce inclusion barriers for our Spanish speaking community members by providing interpretation at Council meetings as a routine and consistent practice instead of relying upon requests. This advances the City’s priority of providing inclusive and equitable services and programs.

City Council Meetings are a high priority public event because they serve a vital government function of engaging the community in civic decision-making. Other high-priority meetings may include Ad Hoc Committees designated by City Council, public forums on matters concerning health, safety, well-being or other vital community issues.

The need for Spanish language access is evident: the most recent Census data available (2015) shows that over 1600 Spanish-speaking community members speak English “less than very well.” This number is very likely much higher due to census limitations. During Poudre School District’s 2017-2018 school year, nearly 2,000 students were identified as English language learners; 18.45% of those students are Hispanic/Latino. Without interpretation, these Spanish-speaking community members are not able to participate in civic decision-making processes that impact them on some level. Interpretation provides more equitable engagement opportunities.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

**44.7 Customer Service Initiative Resource - Unfunded** **2022 - \$125,000**

**Offer Type: Enhancement**

This offer will fund and produce a customer service program that is systematic across the City. The program would consider the diversity of our unique customer needs and demographics, equity among various customer groups, and metrics that define customer satisfaction. Internally, the program will be embedded in the culture through QPA expectations, included in the Strategic Plan, setting of aspirational customer service targets, and measured through the Strategy Map Reviews. A formalized program to focus on customer satisfaction and the customer experience would enhance our community relationships, realize our mission “Exceptional Service for an Exceptional Community”, heighten our value of “Outstanding Customer Service”, and support our core competency “A Commitment to our Community”.

# HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

## 44.8 State Legislative Advocacy - Funded

2022 - \$30,000

### Offer Type: 1-Time Enhancement

Funding this offer will increase the City's effectiveness within the General Assembly and state agencies to be proactive on state policy issues by funding a contract lobbyist. Proactive legislative advocacy requires a constant presence in the Capitol and sustained relationships with a broad range of legislators and staff.

This offer proposes to secure an outsourced contract advocate for the City to work at the Colorado General Assembly. The advocate would work with the Policy and Project Manager (in City Manager's Office) and Legislative Review Committee (LRC-Councilmembers) to serve the City's needs year-round. This person or firm would:

- Act as the City's registered lobbyist
- Serve as a professional policy advisor
- Partner to develop and implement strategic advocacy

The selected advocate would be based full-time in Denver and function as the City's representative at the Capitol and among state agencies. City staff would still coordinate and direct day-to-day advocacy activities and staff the LRC. The contract advocate would be expected to attend certain events and meetings in Fort Collins and to provide regular reports to City staff and to City Council as requested.

This Offer supports the following Strategic Objectives:

- HPG 7.9 - Proactively influence policy and legislative development at all levels.

## 45.1 Sustainability Services Administration - Funded

2022 - \$543,757

### Offer Type: Ongoing

This offer will fund Sustainability Services Area (SSA) leadership. It includes the staff to analyze, plan, implement and direct policies and programs related to sustainability in Environmental Services, Economic Health, and Social Sustainability. Leadership will facilitate interdepartmental work to advance Triple Bottom Line initiatives and optimize outcomes within the organization and the community.

SSA plays key roles in many community priorities, including:

- Economic and social recovery
- Equity
- Housing and homelessness
- Climate Action
- Resilience
- Community Engagement
- Small business support
- Waste reduction & recycling
- Redevelopment

# HIGH PERFORMING GOVERNMENT

- Childcare
- Air Quality

This offer:

- Leads the strategy, operations and culture of the Service Area, specifically integrating across the departments to achieve better results that co-advance economic, environmental and social health outcomes
- Oversees the implementation of internal and external sustainability initiatives of the city including major adopted plans and progress towards Council-adopted goals
- Ensures financial analysis of programs, budget development, compliance and Service Area management
- o Assists in developing and managing Sustainability performance metrics
- Provides executive sponsorship, financial analysis and admin support to effectively coordinate multiple cross-departmental and community wide collaboration efforts (such as housing, climate, regional waste shed, business engagement, etc.)
- Guides the City organization’s utilization of triple bottom line evaluation to consider economic, environmental and social health outcome impacts of projects, programs and policies

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

## 65.1 General Legal Services - Funded

2022 - \$2,730,269

### Offer Type: Ongoing

Funding this offer will fund the operation of the City Attorney's Office (CAO) to maintain the minimum level and quality of service necessary to adequately support the basic legal needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a fast-paced and rapidly changing environment and requires extensive research, writing and negotiation as well as creativity and a thorough understanding of the City’s priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs for its policies, programs and operations. Each year, the CAO researches, develops and writes hundreds of City Code changes, ordinances and resolutions for consideration by City staff and the City Council. The array of other legal documents prepared and reviewed by the CAO is vast, and requires significant expertise and attention to detail and to the interests of the City.

Third, the CAO represents the City in all legal proceedings. This includes overseeing dozens of civil actions and other types of proceedings. It also includes a heavy caseload in Municipal Court to enforce criminal and civil violations enforcement of the City Code (see Offer 66.1).

Finally, the attorneys of the CAO attend all meetings of the City Council, and the meetings of a wide variety of Council committees, City boards and commissions, and other City bodies.

These responsibilities call for a work force with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of

# HIGH PERFORMING GOVERNMENT

the legal services provided by the CAO are critical to ensuring that City Council priorities and City strategic objectives are advanced. The cost of CAO operations compares favorably to both the cost of legal offices of other peer cities along the Front Range and the cost of outside legal counsel.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

## **65.2 RESTORE: Operational Budget for General Legal Services - ARPA Funded - Funded**

**2022 - \$20,420**

### **Offer Type: Enhancement**

This offer requests the restoration of funding previously approved in the 2020 and prior year City Attorney's office operational budget, after a midyear reduction in 2020 that was continued into the 2021 budget. Much of this funding came from Conference and Travel due to cancellation of in-person trainings, continuing in 2021. Other reductions were in Education and Training and Consulting (for strategic planning, team building and professional development). In 2021 conferences and trainings are returning to an in-person format, so this offer requests reinstatement of these funds for 2022 so the attorneys in the office can obtain the required continuing legal education credits necessary to maintain their law license and status to practice while benefiting from professional networking and interaction with others working in our fields of practice. Funding is also included to restore consulting support for office-wide professional and strategic development funding that was cut in response to 2020 requests for reduction.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

## **65.3 1.0 FTE - City Attorney's Office Administrative Support - Funded**

**2022 - \$79,506**

### **Offer Type: Enhancement**

This offer requests the addition of a Senior Legal Assistant to provide managerial support in the City Attorney's Office. The duties of executive administrative assistant, office administrative manager, financial liaison, administrative support supervisor, and HR liaison (along with backup support for all legal assistant functions) presently all fall on one person. All other administrative support has by necessity become dedicated to producing ongoing legal work, including production of the Council Agenda, administration of document production, management and retention and other administrative functions. Currently, the Prosecution team utilizes 1.75 FTEs in the day to day functioning of Municipal Court (an adjustment to fully recognize the level of support required for Municipal Court is requested in Offer 66.2). This prevents completion of longer term projects due to immediate needs, and prevents cross training others in the office to handle these duties in the event of any kind of absence from the office for any support personnel, either long- or short-term. There are currently 3.75 admin FTEs to support three paralegals and 15 attorneys.

Providing high quality, world class service to the organization and the community is jeopardized by the unrealistic workload expectations on City Attorney's Office support staff in both the short term and the long term



# HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

## 65.4 Consulting to Update City Attorney's Office Strategic Plan - Unfunded

2022 - \$36,750

### Offer Type: 1-Time Enhancement

This offer requests one-time funding for a strategic planning consultant and related expenses. The last strategic plan implemented by the City Attorney's Office was over 5 years ago and it was prepared internally by CAO senior staff without expert assistance. This plan is now nearing obsolescence and an updated plan is needed due to upcoming staffing transitions in the office and the rapidly changing context for operations as the City organization adopts new programs, objectives and values. The use of outside assistance to develop a new strategic plan will increase the usefulness and benefit from a strategic plan to guide the City Attorney's Office going forward and help ensure excellent and responsive legal services to the organization. In addition to estimated consulting costs based on comparable strategic planning initiatives in the organization, some incidental expenses, such as the costs of two off site workshop events to involve all office staff in the planning and implementation of a strategic plan, are also included.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

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## **BUDGETING, ACCOUNTING & FUNDS**

**AUTHORIZATION TO SPEND** - Council approves expenditures by appropriation ordinances, including those from fund balances. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available.

**BUDGET BASIS** -The basis or principle used for budgeting is the same as that used for accounting, with a few exceptions, and varies according to the fund type.

Governmental Funds use the *modified-accrual basis of accounting*. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary and Fiduciary Funds use the *full accrual basis of accounting*. Revenues are recognized when they are earned and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual based accounting debt proceeds are recorded as liabilities rather than as revenue (funding source). For these reasons a reconciliation and adjustment is made on these fund statements to show the difference between the budgetary basis and the accounting basis. Examples of 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.

**FUND ACCOUNTING** - Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is treated as a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account and a savings account. Revenues are deposited into the checking account and are used to pay for operations and other ongoing activities throughout the year. Any excess of revenues over expenditures are placed in a savings account at year end. The savings account is called fund balance and can be restricted, committed or assigned for a specified purpose.

**FUND TYPES** - The City of Fort Collins utilizes several types of funds: General Fund, Special Revenue and Debt Service Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds.

The *General Fund* is the largest fund and includes such services as Police; Planning, Development and Transportation; Parks and Natural Resources; Facility Operations and Maintenance; Financial; Executive, Legal and Judicial; and Human Resources. The General Fund also makes significant contributions several other funds such as Recreation, Cultural Services, Cemeteries, Transportation and Transit (the City's bus system, Transfort).

*Special Revenue* and *Debt Service Funds* each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or

resolution. Examples of Special Revenue Funds are Cultural Services and Facilities, Cemeteries, Recreation, Transit, and Transportation. The Debt Service Funds are used for payments on the City's long-term debt.

*Enterprise Funds* are self-supporting through user fees. Light and Power, Water, Wastewater, Stormwater and Broadband Utilities, and the Golf Fund are classified as Enterprise Funds. The accounting for enterprise funds is similar to private sector business accounting.

*Internal Service Funds* provide support to other City departments. Included in this category are: the Benefits Fund; the Equipment Fund which supports the city fleet and vehicle maintenance; Data & Communications Fund which supports the City telephone and computer systems; the Self Insurance Fund for city liability insurance, and the Utility Customer Service and Administration Fund which provides management, support services, and customer services for the five utility funds. Internal Service Funds are self-supported by charges and transfers from the various funds that use their services.

The City's governmental Capital Projects are accounted for in the Capital Projects Fund, Conservation Trust Fund, and Neighborhood Parkland Fund. Note that these funds do not account for capital projects related to the Enterprise Funds. Operation and maintenance costs associated with each capital project are budgeted separately in an operating fund.

**LEGAL LEVEL OF CONTROL** – Spending against lapsing budgets is legally capped at the fund level. Although departments cannot move lapsing appropriations between funds, they can move budget between Service Areas and Departments within a fund. Spending for capital projects and grants is capped at the authorized non-lapsing budget. Council must approve, by ordinance, moving appropriations from one capital project or grant to another. They must also approve moving appropriations between lapsing to non-lapsing budgets.

**NET CITY BUDGET** - Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of *transfers* between funds and *internal service fund charges*. Because each fund is a separate entity, Council must appropriate the expenditure in the fund transferring the funds and must appropriate the funds in the receiving fund. Simply put, revenues and expenditures between City funds are accounted for twice and occasionally three times in arriving at total appropriations of the City. For this reason, the total appropriated and authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. The Net City budget is arrived at by excluding the transfers and internal service fund activity.

# GENERAL FUND - 100

## COMPARATIVE BUDGET STATEMENT

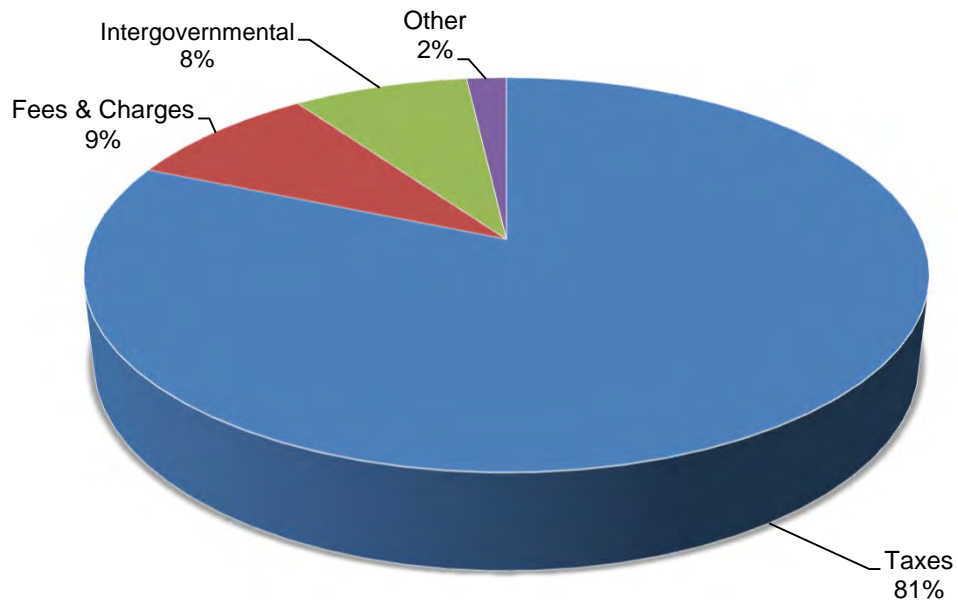
	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$66,348,036</b>	<b>\$71,768,144</b>	<b>\$62,757,090</b>	<b>\$48,986,474</b>
<b>Revenues</b>				
Taxes	116,593,702	114,017,971	138,755,181	157,613,706
Licenses and Permits	3,509,596	3,236,593	3,014,811	3,043,000
Fines and Forfeitures	1,764,265	1,748,428	2,070,843	2,056,970
Intergovernmental	16,482,176	22,488,959	19,039,554	15,433,039
Charges for Service	9,793,971	10,455,062	10,482,019	12,075,168
Earnings on Investments	2,906,039	1,887,891	583,514	452,095
Miscellaneous	1,099,084	2,667,224	2,026,410	538,618
<b>Total Revenues</b>	<b>\$152,148,833</b>	<b>\$156,502,127</b>	<b>\$175,972,332</b>	<b>\$191,212,596</b>
<b>Other Financing Sources</b>				
Other Financing Sources	25,744,179	0	0	0
Transfers In	2,341,202	2,333,654	5,000,779	2,514,400
<b>Total Other Financing Sources</b>	<b>\$28,085,381</b>	<b>\$2,333,654</b>	<b>\$5,000,779</b>	<b>\$2,514,400</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$180,234,214</b>	<b>\$158,835,781</b>	<b>\$180,973,111</b>	<b>\$193,726,996</b>
<b>Expenditures</b>				
Investigations	6,306,527	6,592,471	8,568,963	9,186,551
Police Information Services	8,612,902	7,253,842	8,053,004	8,603,913
Patrol	17,675,560	17,323,708	17,638,578	18,401,110
Special Operations	6,172,102	7,090,194	9,665,242	10,875,455
Police Administration	5,312,263	12,112,971	4,965,550	5,664,792
Economic Health Office	1,786,843	942,313	2,596,739	1,062,413
Social Sustainability	1,858,626	1,323,046	4,242,539	3,715,158
Environmental Services	1,614,741	1,514,259	2,076,968	2,729,443
Sustainability Services Admin	449,572	421,045	518,646	543,757
Finance Administration	1,125,858	844,000	5,564,950	1,701,519
Accounting and Treasury	1,498,071	1,501,788	1,566,848	1,741,362
Budget	514,852	577,158	581,742	605,979
Purchasing	577,091	577,216	601,778	747,245
Sales Tax	883,976	945,171	948,483	957,571
Non Departmental	1,674,285	1,822,740	1,922,133	2,462,927
Information Technology	0	0	0	0
Comm. & Public Involvement	3,334,900	2,960,581	3,108,205	3,278,464
Human Resources	2,558,483	2,297,701	2,556,240	2,691,442
Operation Services	12,311,260	15,805,251	13,714,912	14,528,533
Community Services Admin	308,245	305,017	297,801	576,722
Park Planning & Development	0	16,924	33,160	101,344
Cultural Services	1,599,083	2,118,095	3,207,338	539,647
Parks	11,622,865	11,806,248	14,711,778	15,256,792
Natural Areas	79,187	91,814	522,460	491,455
City Clerk's Office	1,128,105	891,185	1,289,713	1,115,968
PDT Administration	1,139,521	1,068,259	1,069,600	1,148,693
Comm Dev & Neighborhood Svcs	9,058,408	9,182,586	9,614,179	9,748,384
FC Moves	3,100	0	0	0
City Attorney's Office	2,702,177	2,845,067	2,872,461	3,415,601
City Council	202,441	111,163	212,790	229,636
City Manager's Office	2,811,650	11,337,975	3,090,132	3,485,581
Municipal Court	1,069,711	1,252,659	1,393,977	1,694,252
Poudre Fire Authority	26,715,616	27,820,743	30,987,586	33,879,327
<b>Total Expenditures</b>	<b>\$132,708,019</b>	<b>\$150,753,191</b>	<b>\$158,194,495</b>	<b>\$161,181,036</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	63,553	0	0	0
Transfers Out	42,042,534	17,093,644	36,549,232	41,607,888
<b>Total Other Financing Uses</b>	<b>\$42,106,086</b>	<b>\$17,093,644</b>	<b>\$36,549,232</b>	<b>\$41,607,888</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$174,814,106</b>	<b>\$167,846,836</b>	<b>\$194,743,727</b>	<b>\$202,788,924</b>
<b>Net Change in Fund Balance</b>	<b>\$5,420,108</b>	<b>(\$9,011,054)</b>	<b>(\$13,770,616)</b>	<b>(\$9,061,928)</b>
<b>Ending Fund Balance</b>	<b>\$71,768,144</b>	<b>\$62,757,090</b>	<b>\$48,986,474</b>	<b>\$39,924,546</b>

*Frozen Appropriations not included in this Fund Statement*

# WHERE THE MONEY COMES FROM

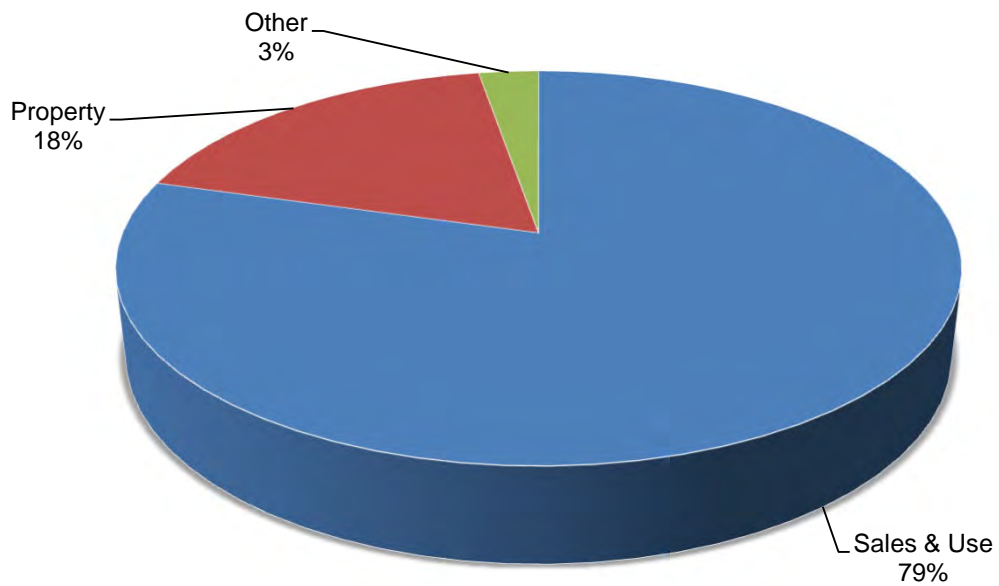
## General Fund Revenue

2022: \$193,726,996



## Tax Revenue Detail

2022: \$157,613,706



# GENERAL FUND REVENUE DETAIL

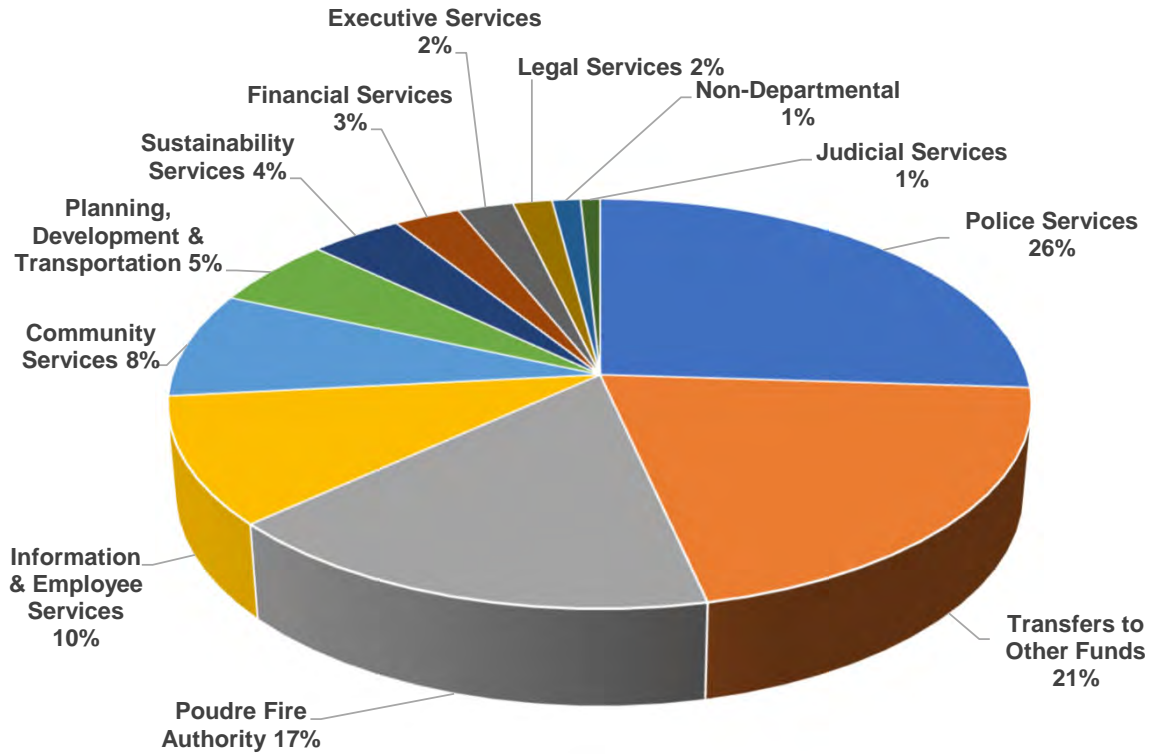
	Actual 2019	Actual 2020	Projected 2021	Projected 2022	% Change 2021 to 2022
<b>TAXES</b>	<b>\$116,593,702</b>	<b>\$114,017,971</b>	<b>\$138,755,181</b>	<b>\$157,613,706</b>	<b>13.6%</b>
<b>% of Total</b>	<b>64.7%</b>	<b>63.3%</b>	<b>77.0%</b>	<b>87.4%</b>	
Property Tax	23,887,806	26,910,698	26,842,100	28,191,000	5.0%
Sales Tax	74,836,854	71,899,494	92,887,597	109,068,616	17.4%
Use Tax	13,264,044	11,807,895	14,493,507	16,079,090	10.9%
Franchise Tax - Cable	1,523,971	1,472,204	1,734,000	1,500,000	-13.5%
Franchise Tax - Telephone	198,869	202,403	346,800	200,000	-42.3%
Occupational Priv-Gas Service	461,431	309,024	453,900	400,000	-11.9%
Occupational Priv-Liquor Lic	474,320	391,867	377,400	375,000	-0.6%
Lodging Tax	1,946,406	1,024,387	1,619,877	1,800,000	11.1%
<b>LICENSES &amp; PERMITS</b>	<b>\$3,509,596</b>	<b>\$3,236,593</b>	<b>\$3,014,811</b>	<b>\$3,043,000</b>	<b>0.9%</b>
<b>% of Total</b>	<b>1.9%</b>	<b>1.8%</b>	<b>1.7%</b>	<b>1.7%</b>	
Business License	11,956	7,615	9,424	10,000	6.1%
Business License - Class II	2,930	1,320	10,347	5,000	-51.7%
Contractor License	233,792	211,105	200,000	200,000	0.0%
Home Occupational Licenses	4,605	3,925	4,500	4,000	-11.1%
Liquor License	20,575	24,357	20,000	20,000	0.0%
Medical Marijuana Licenses	61,900	47,908	50,000	45,000	-10.0%
Retail Marijuana Licenses	172,117	237,833	170,000	200,000	17.6%
Short-Term Rental Licenses	17,400	38,000	25,475	25,000	-1.9%
Solicitor Permits and Badges	15,030	12,320	8,489	10,000	17.8%
Solid Waste Collect Licenses	17,800	28,200	14,076	20,000	42.1%
Building Permits	2,951,492	2,624,009	2,502,500	2,504,000	0.1%
<b>FINES AND FORFEITURES</b>	<b>\$1,764,265</b>	<b>\$1,748,428</b>	<b>\$2,070,843</b>	<b>\$2,056,970</b>	<b>-0.7%</b>
<b>% of Total</b>	<b>1.0%</b>	<b>1.0%</b>	<b>1.1%</b>	<b>1.1%</b>	
Camera Radar / Red Light Fines	822,711	868,978	1,144,343	1,133,970	-0.9%
City Portion of County Fines	81,996	67,343	61,500	73,000	18.7%
Court Fines	620,664	624,242	650,000	680,000	4.6%
Fines in Lieu of Suspension	46,256	23,731	15,000	15,000	0.0%
Police Seizure	20,508	10,074	0	0	#DIV/0!
Traffic Surcharge	172,130	154,060	200,000	155,000	-22.5%
<b>INTERGOVERNMENTAL</b>	<b>\$16,482,176</b>	<b>\$22,488,959</b>	<b>\$14,289,468</b>	<b>\$15,433,039</b>	<b>8.0%</b>
<b>% of Total</b>	<b>9.1%</b>	<b>12.5%</b>	<b>7.9%</b>	<b>8.6%</b>	
PSD Resource Officers	777,973	424,824	844,439	866,727	2.6%
Ambulance Service Contract	623,528	0	535,862	517,367	-3.5%
Contributions - Police CAD	1,680,613	924,976	290,845	642,569	120.9%
Tobacco Tax	282,252	300,320	357,000	300,000	-16.0%
State Marijuana Sales Tax	1,142,660	1,412,693	867,000	1,200,000	38.4%
PILOT - Light & Power Fund	7,648,671	7,879,376	7,810,000	7,960,000	1.9%
PILOT - Water Fund	1,660,661	1,727,223	1,665,000	1,700,000	2.1%
PILOT - Wastewater Fund	1,339,806	1,312,632	1,350,000	1,350,000	0.0%
PILOT - Broadband Fund	681	52,187	493,176	750,000	52.1%
PILOT - Other	0	0	0	0	0.0%
Other Shared Revenue	1,325,330	8,454,728	76,146	146,376	92.2%
<b>CHARGES FOR SERVICES</b>	<b>\$9,793,971</b>	<b>\$10,455,062</b>	<b>\$10,482,019</b>	<b>\$12,075,168</b>	<b>15.2%</b>
<b>% of Total</b>	<b>5.4%</b>	<b>5.8%</b>	<b>5.8%</b>	<b>6.7%</b>	
Court Cost, Fees, Charge	200,674	141,758	200,000	165,000	-17.5%
Liquor Application Fees	44,951	44,675	40,000	40,000	0.0%
Passport Fee	58,646	16,502	50,000	50,000	0.0%
Public Education Govt Fee	229,598	203,207	225,000	225,000	0.0%
FCTV Charges - Non Departmental	9,850	60,900	52,000	56,000	7.7%
Plastic Bags Revenue	0	0	0	393,750	NEW
<i>Administrative Charge</i>					
Broadband Fund	82,265	84,322	271,805	290,016	6.7%
Capital Projects Fund	0	0	0	0	#DIV/0!
Conservation Trust Fund	3,740	3,834	1,719	1,743	1.4%
Golf Fund	156,564	160,479	151,466	157,921	4.3%
Light & Power Fund	1,107,453	1,135,139	1,090,628	1,215,482	11.4%
Natural Areas Fund	285,927	293,075	320,683	347,717	8.4%
Neighborhood Parkland Fund	9,324	9,557	4,441	4,475	0.8%
Stormwater Fund	379,748	389,242	404,216	406,211	0.5%
Utility CS&A Fund	185,565	190,204	170,104	172,341	1.3%
Wastewater Fund	627,337	643,020	636,389	635,129	-0.2%
Water Fund	853,221	874,551	871,248	892,950	2.5%



	Actual 2019	Actual 2020	Projected 2021	Projected 2022	% Change 2021 to 2022
Work For Others	3,454,799	3,728,102	3,460,646	3,652,388	5.5%
Cable Charges to Departments	50,100	40,300	50,000	43,000	-14.0%
Other General Gov Charges	22,500	0	39,000	0	-100.0%
RJYC Program Fees	2,810	3,075	0	0	#DIV/0!
Police Misc	561,353	679,944	0	517,367	#DIV/0!
Gardens Admissions	0	58,786	220,000	0	-100.0%
Concert Ticket Sales	0	0	500,000	0	NEW
Education Programs	0	0	119,000	0	NEW
Plant Sales	0	0	110,000	0	NEW
Gardens Gift Shop Sales	18,441	45,869	80,000	0	-100.0%
Community Garden Plots	0	0	5,100	0	NEW
Fundraising Events	0	0	20,000	0	NEW
Concessions	0	0	50,000	0	NEW
Ticket Sales	0	147,874	150,000	0	NEW
Parks Facility Surcharge	0	0	70,000	70,000	NEW
Parks Misc	173,927	137,860	180,178	163,178	-9.4%
Showmobile	9,497	(560)	10,000	10,000	0.0%
Shelter Rentals	37,633	12,525	37,000	37,000	0.0%
Reimbursed Tipping Fees	59,398	53,364	0	0	#DIV/0!
Permit Plan Review Fees	641,414	695,652	600,000	600,000	0.0%
PDP Subdivision & Zoning	127,925	141,418	125,000	1,750,000	1300.0%
Development Review Mailings	6,661	8,982	6,000	0	-100.0%
Minor Amendment Fees	13,815	13,248	13,500	13,500	0.0%
Neighborhood & Bldg Admin Fees	12,215	15,163	10,000	10,000	0.0%
Housing Occupancy Compliance	123	25	0	0	0.0%
NBS Case Management Fees	7,069	7,600	5,000	5,000	0.0%
Other Charges for Service	359,427	415,371	131,896	150,000	13.7%
<b>EARNINGS ON INVESTMENTS</b>	<b>\$2,906,039</b>	<b>\$1,887,891</b>	<b>\$583,514</b>	<b>\$452,095</b>	<b>-22.5%</b>
<b>% of Total</b>	<b>1.6%</b>	<b>1.0%</b>	<b>0.3%</b>	<b>0.3%</b>	
<b>MISCELLANEOUS</b>	<b>\$1,099,084</b>	<b>\$2,667,224</b>	<b>\$676,410</b>	<b>\$538,618</b>	<b>-20.4%</b>
<b>% of Total</b>	<b>0.6%</b>	<b>1.5%</b>	<b>0.4%</b>	<b>0.3%</b>	
Special Assessments	27,498	53,468	25,000	45,000	80.0%
House Rental	42,150	43,200	30,000	35,100	17.0%
Building Rental	3,110	14,549	15,000	0	-100.0%
Tree Donations	7,595	3,550	5,000	0	-100.0%
Contrib/Donation Private	579,610	762,572	601,410	458,518	-23.8%
Fiber Optic Loop	60,642	235,984	0	0	#DIV/0!
Sale of Maps & Publications	2,760	1,890	0	0	0.0%
Other Miscellaneous Revenue	375,720	1,552,011	0	0	#DIV/0!
<b>OTHER FINANCING SOURCES:</b>	<b>\$25,744,179</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>% of Total</b>	<b>14.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>TRANSFERS IN:</b>	<b>\$2,341,202</b>	<b>\$2,333,654</b>	<b>\$5,000,779</b>	<b>\$2,514,400</b>	<b>-49.7%</b>
<b>% of Total</b>	<b>1.3%</b>	<b>1.3%</b>	<b>2.8%</b>	<b>1.4%</b>	
Capital Expansion Fund	400,000	400,000	800,000	400,000	-50.0%
Community Capital Improv Fund	103,903	104,392	113,000	113,000	0.0%
Capital Projects Fund	16,403	16,805	16,000	16,000	0.0%
Conservation Trust Fund	400,000	400,000	800,000	400,000	-50.0%
Parking Fund	46,084	47,588	110,609	63,091	-43.0%
Transit Fund	46,084	47,588	148,734	63,091	-57.6%
Transportation Fund	311,959	322,173	557,104	316,761	-43.1%
General Improvement District Funds	55,000	55,000	90,000	90,000	0.0%
Light & Power Fund	241,072	264,607	206,949	206,194	-0.4%
Water Fund	203,294	209,883	216,142	222,548	3.0%
Wastewater Fund	28,924	30,491	25,106	33,451	33.2%
Stormwater Fund	131,543	132,950	105,899	111,642	5.4%
Broadband Fund	38,063	39,053	599,426	111,671	-81.4%
Utility Customer Serv & Admin Fund	156,449	160,659	148,784	276,951	86.1%
Other Funds	162,424	102,465	1,063,026	90,000	-91.5%
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$180,234,214</b>	<b>\$158,835,781</b>	<b>\$174,873,025</b>	<b>\$193,726,996</b>	<b>10.8%</b>

# GENERAL FUND EXPENDITURES

2022 Total Expenditures  
\$202,788,924



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# GENERAL FUND EXPENDITURE DETAIL

SERVICE AREA Department	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	% Change Adopted 2021 to 2022
<b>CITY CLERK</b>	<b>\$1,128,105</b>	<b>\$891,185</b>	<b>\$1,289,713</b>	<b>\$1,115,968</b>	<b>-13.5%</b>
% of Total	0.6%	0.5%	0.7%	0.6%	
City Clerk	1,128,105	891,185	1,289,713	1,115,968	
<b>COMMUNITY SERVICES</b>	<b>\$13,874,380</b>	<b>\$14,338,099</b>	<b>\$17,802,757</b>	<b>\$16,965,960</b>	<b>-4.7%</b>
% of Total	7.9%	8.5%	9.8%	8.4%	
Administration	308,245	305,017	297,801	576,722	
Cultural Services	1,839,083	2,118,095	2,806,974	539,647	
Natural Areas	79,187	91,814	484,849	491,455	
Parks	11,647,865	11,806,248	14,213,133	15,256,792	
Park Planning & Development	0	16,924	0	101,344	
<b>INFORMATION &amp; EMPLOYEE SERVICES</b>	<b>\$18,268,195</b>	<b>\$21,063,534</b>	<b>\$17,818,833</b>	<b>\$20,498,439</b>	<b>15.0%</b>
% of Total	10.5%	12.5%	9.8%	10.1%	
Communications & Public Inv	3,334,900	2,960,581	3,025,540	3,278,464	
Human Resources	2,558,483	2,297,701	2,556,240	2,691,442	
Operation Services	12,374,813	15,805,251	12,237,053	14,528,533	
<b>EXECUTIVE SERVICES</b>	<b>\$3,014,092</b>	<b>\$11,489,945</b>	<b>\$3,192,107</b>	<b>\$3,715,217</b>	<b>16.4%</b>
% of Total	1.7%	6.8%	1.8%	1.8%	
City Manager	2,811,650	11,378,782	3,009,317	3,485,581	
City Council	202,441	111,163	182,790	229,636	
<b>LEGAL SERVICES</b>	<b>\$2,702,177</b>	<b>\$2,845,067</b>	<b>\$2,861,018</b>	<b>\$3,415,601</b>	<b>19.4%</b>
% of Total	1.5%	1.7%	1.6%	1.7%	
City Attorney	2,702,177	2,845,067	2,861,018	3,415,601	
<b>JUDICIAL SERVICES</b>	<b>\$1,069,711</b>	<b>\$1,252,659</b>	<b>\$1,393,977</b>	<b>\$1,694,252</b>	<b>21.5%</b>
% of Total	0.6%	0.7%	0.8%	0.8%	
Municipal Court	1,069,711	1,252,659	1,393,977	1,694,252	
<b>FINANCIAL SERVICES</b>	<b>\$4,599,848</b>	<b>\$4,445,332</b>	<b>\$4,940,332</b>	<b>\$5,753,676</b>	<b>16.5%</b>
% of Total	2.6%	2.6%	2.7%	2.8%	
Accounting and Treasury	1,498,071	1,501,788	1,566,848	1,741,362	
Budget	514,852	577,158	581,742	605,979	
Finance Administration	1,125,858	844,000	1,278,885	1,701,519	
Purchasing	577,091	577,216	601,778	747,245	
Sales Tax	883,976	945,171	911,079	957,571	
<b>PLANNING, DEVELOPMENT &amp; TRANSPORTATION</b>	<b>\$10,206,260</b>	<b>\$10,250,845</b>	<b>\$9,457,880</b>	<b>\$10,897,077</b>	<b>15.2%</b>
% of Total	5.8%	6.1%	5.2%	5.4%	
Comm Dev & Neighborhood Svcs	9,063,639	9,182,586	8,388,280	9,748,384	
PDT Administration	1,142,621	1,068,259	1,069,600	1,148,693	
<b>POLICE SERVICES</b>	<b>\$44,123,193</b>	<b>\$50,373,186</b>	<b>\$47,731,604</b>	<b>\$52,731,821</b>	<b>10.5%</b>
% of Total	25.2%	30.0%	26.2%	26.0%	
Community and Special Services	6,172,102	7,090,194	9,425,326	10,875,455	
Information Services	8,656,742	7,253,842	7,593,040	8,603,913	
Investigations	6,306,527	6,592,471	8,514,216	9,186,551	
Administration	5,312,263	12,112,970	4,869,992	5,664,792	
Patrol	17,675,560	17,323,708	17,329,030	18,401,110	

<b>SERVICE AREA Department</b>	<b>Actual 2019</b>	<b>Actual 2020</b>	<b>Adopted 2021</b>	<b>Adopted 2022</b>	<b>% Change Adopted 2021 to 2022</b>
<b>SUSTAINABILITY SERVICES</b>	<b>\$5,709,782</b>	<b>\$4,200,663</b>	<b>\$6,289,621</b>	<b>\$8,050,771</b>	<b>28.0%</b>
<b>% of Total</b>	<b>3.3%</b>	<b>2.5%</b>	<b>3.4%</b>	<b>4.0%</b>	
Economic Health Office	1,786,843	942,313	1,060,513	1,062,413	
Environmental Services	1,614,741	1,514,259	1,980,468	2,729,443	
Social Sustainability	1,858,626	1,323,046	2,729,994	3,715,158	
Sustainability Services Admin	449,572	421,045	518,646	543,757	
<b>NON-DEPARTMENTAL</b>	<b>\$1,674,285</b>	<b>\$1,822,740</b>	<b>\$2,014,733</b>	<b>\$2,462,927</b>	<b>22.2%</b>
<b>% of Total</b>	<b>1.0%</b>	<b>1.1%</b>	<b>1.1%</b>	<b>1.2%</b>	
General Employees Retirement Plan	295,344	295,344	295,344	295,344	
Insurance Contribution	915,571	934,769	779,389	1,377,583	
Larimer County Treasurer Svc	477,805	538,356	590,000	590,000	
Other	(14,435)	54,271	350,000	200,000	
<b>CONTRIBUTION TO Poudre POUDRE FIRE AUTHORITY</b>	<b>\$26,715,616</b>	<b>\$27,820,743</b>	<b>\$30,987,586</b>	<b>\$33,879,327</b>	<b>9.3%</b>
<b>% of Total</b>	<b>15.3%</b>	<b>16.6%</b>	<b>17.0%</b>	<b>16.7%</b>	
Contribution to Poudre Fire Authority	26,715,616	27,820,743	30,987,586	33,879,327	
<b>TRANSFERS TO:</b>	<b>\$41,728,463</b>	<b>\$17,052,837</b>	<b>\$36,583,232</b>	<b>\$41,607,888</b>	<b>13.7%</b>
<b>% of Total</b>	<b>23.9%</b>	<b>10.2%</b>	<b>20.1%</b>	<b>20.5%</b>	
Cultural Services Fund	1,110,915	1,783,917	862,038	2,294,275	
Recreation Fund	536,175	515,145	1,852,580	3,535,948	
Cemetery Fund	153,006	154,063	226,837	375,773	
Museum Fund	945,801	981,080	1,010,801	1,136,416	
Transit Services Fund	9,046,844	1,682,241	8,150,606	9,309,329	
Transportation Capital Expansion Fund	248,739	0	0	0	
Transportation Services Fund	1,156,645	1,236,319	10,039,188	10,264,723	
Parking Fund	48,614	50,058	317,022	1,619,983	
Capital Leasing	3,775,572	3,700,022	3,986,626	3,915,842	
Capital Projects	17,423,149	104,335	3,925,000	1,818,022	
Golf Fund	125,000	0	0	0	
Water Fund	166,500	83,500	0	298,258	
Self Insurance Fund	1,364,360	936,008	739,748	628,533	
Data & Communications	5,576,399	5,775,281	5,405,287	6,340,274	
Utility Cust Service & Admin	50,744	50,868	67,499	70,512	
<b>TOTAL GENERAL FUND EXPENSES</b>	<b>\$174,814,106</b>	<b>\$167,846,835</b>	<b>\$182,363,393</b>	<b>\$202,788,924</b>	<b>11.2%</b>

## **SPECIAL REVENUE FUNDS DESCRIPTIONS**

### **250 - CAPITAL EXPANSION FUND**

The Capital Expansion Fund is used to account for the impact fees collected by the City and used for Community Parkland, Police Services, Fire Services, and General Governmental Facilities. Capital Expansion Fees are a form of development fee imposed on new development.

### **251 - SALES AND USE TAX FUND**

The Sales and Use Tax Fund is used to account for collections of the City's sales and use taxes for the Building on Basics Capital Improvement Plan and the Open Space YES tax. Tax revenue is transferred to the Capital Projects Fund and the Natural Areas Fund.

### **254 – KEEP FORT COLLINS GREAT FUND (KFCG)**

The Keep Fort Collins Great Fund provided for a 0.85% sales and use tax increase that passed in November 2010 and sunset on December 31, 2020. The voters approved a renewal of the 0.85% where 0.60% was added to the base sales tax rate in perpetuity and 0.25% is subject to renewal and sunsets in 10 years. Both of those tax revenues are now received in the General Fund and the KFCG Fund will be closed.

### **272 - NATURAL AREAS FUND**

The Natural Areas Fund is used to account for the City's tax proceeds that are used to preserve and provide open space, natural areas, wildlife habitat, parks and trails.

### **273 - CULTURAL SERVICES FUND**

The Cultural Services Fund provides accounting for revenues received, including user fees and receipts from the Lincoln Center facility, the Performing and Visual Arts program, and transfers from the General Fund used to promote cultural activities.

### **274 - RECREATION FUND**

The Recreation Fund provides accounting for revenues including user fees for recreational activities and operating transfers from the General Fund used to provide recreational programs.

### **275 - CEMETERIES FUND**

The Cemeteries Fund provides coordination of all operations for the two City-owned cemeteries including interments, grounds maintenance, records, memorial settings and administration.

### **276 - PERPETUAL CARE FUND**

The Perpetual Care Fund provides accounting for perpetual care fees collected and expended in the form of transfers to the Cemetery Fund to help pay for Cemetery maintenance.

### **277 - MUSEUM FUND**

The Museum Fund provides accounting for transfers from the General Fund used to operate the Fort Collins Museum of Discovery which opened in November 2012.

### **290 - TRANSIT SERVICES FUND**

The Transit Services Fund provides accounting for revenues including fees for services, advertising, contractual, intergovernmental revenue, and transfers from the General Fund to be used for approved purposes in connection with public transit services.

## **SPECIAL REVENUE FUNDS DESCRIPTIONS**

### **291 – TRANSPORTATION CAPITAL EXPANSION FEE FUND**

The Transportation Capital Expansion Fee (Transportation CEF) Fund provides accounting for street oversizing fees collected and operating transfers from other funds to be used for construction of arterial and collector streets.

### **292 - TRANSPORTATION FUND**

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 and pavement markings, traffic signal maintenance, transportation planning and others.

### **294 - PARKING FUND**

The Parking Fund accounts for revenue generated from parking operations, including enforcement-related fines, fees from permits sales and hourly parking, and a few smaller miscellaneous categories. Parking revenues are used to fund the operation and maintenance of the City's parking structures, surface lots, neighborhood programs, enforcement and customer service operations.

# CAPITAL EXPANSION FUND - 250

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$19,484,951</b>	<b>\$22,905,275</b>	<b>\$26,593,147</b>	<b>\$17,075,509</b>
<b>Revenues</b>				
Fees-General Government	672,217	740,590	715,000	715,000
Fees-Public Safety	712,602	745,401	706,000	706,000
Fees-Cult., Park, Rec, Nat. A.	2,262,344	2,357,847	1,575,000	1,575,000
Other Charges for Service	88,902	96,210	84,839	90,000
Interest Revenue	627,335	423,780	162,902	167,493
Other Earnings on Investments	22,464	19,104	0	0
<b>Total Revenues</b>	<b>\$4,385,863</b>	<b>\$4,382,932</b>	<b>\$3,243,741</b>	<b>\$3,253,493</b>
<b>Other Financing Sources</b>				
Proceeds of Debt Issuance	133,346	136,680	0	0
<b>Total Other Financing Sources</b>	<b>\$133,346</b>	<b>\$136,680</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$4,519,209</b>	<b>\$4,519,612</b>	<b>\$3,243,741</b>	<b>\$3,253,493</b>
<b>Expenditures</b>				
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Uses</b>				
Transfers Out	965,539	695,060	12,761,379	615,000
<b>Total Other Financing Uses</b>	<b>\$965,539</b>	<b>\$695,060</b>	<b>\$12,761,379</b>	<b>\$615,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$965,539</b>	<b>\$695,060</b>	<b>\$12,761,379</b>	<b>\$615,000</b>
<b>Net Change in Fund Balance</b>	<b>\$3,553,670</b>	<b>\$3,824,552</b>	<b>(\$9,517,638)</b>	<b>\$2,638,493</b>
<b>Net Adjustments to GAAP</b>	<b>(\$133,346)</b>	<b>(\$136,680)</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$22,905,275</b>	<b>\$26,593,147</b>	<b>\$17,075,509</b>	<b>\$19,714,002</b>

*Frozen Appropriations not included in this Fund Statement*



# SALES & USE TAX FUND - 251

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$835,190</b>	<b>\$834,830</b>	<b>\$784,312</b>	<b>\$784,312</b>
<b>Revenues</b>				
Sales & Use Tax	8,464,342	8,007,633	7,795,815	9,070,040
Interest Revenue	577	0	26,842	0
Other Miscellaneous	1,725	(48)	0	0
<b>Total Revenues</b>	<b>\$8,466,644</b>	<b>\$8,007,585</b>	<b>\$7,822,657</b>	<b>\$9,070,040</b>
<b>Other Financing Sources</b>				
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$8,466,644</b>	<b>\$8,007,585</b>	<b>\$7,822,657</b>	<b>\$9,070,040</b>
<b>Expenditures</b>				
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Uses</b>				
Transfers to Funds	8,467,004	8,058,103	7,822,657	9,070,040
<b>Total Other Financing Uses</b>	<b>\$8,467,004</b>	<b>\$8,058,103</b>	<b>\$7,822,657</b>	<b>\$9,070,040</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$8,467,004</b>	<b>\$8,058,103</b>	<b>\$7,822,657</b>	<b>\$9,070,040</b>
<b>Net Change in Fund Balance</b>	<b>(\$360)</b>	<b>(\$50,518)</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$834,830</b>	<b>\$784,312</b>	<b>\$784,312</b>	<b>\$784,312</b>

*Frozen Appropriations not included in this Fund Statement*

# KEEP FORT COLLINS GREAT FUND - 254 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$9,837,573</b>	<b>\$8,391,318</b>	<b>\$9,711,572</b>	<b>\$4,760,763</b>
<b>Revenues</b>				
Taxes	28,904,768	27,064,183	0	0
Earnings on Investments	251,729	143,161	58,238	56,141
Miscellaneous	203	382	0	0
<b>Total Revenues</b>	<b>\$29,156,699</b>	<b>\$27,207,727</b>	<b>\$58,238</b>	<b>\$56,141</b>
<b>Other Financing Sources</b>				
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$29,156,699</b>	<b>\$27,207,727</b>	<b>\$58,238</b>	<b>\$56,141</b>
<b>Expenditures</b>				
Salaries & Wages	6,653,972	6,399,955	0	0
Benefits	1,839,210	1,845,586	40,000	0
Other Personnel Costs	(22,617)	1,090	0	0
Professional & Technical	747,255	677,125	(294,024)	0
Governmental Services	3,192,596	3,149,752	0	0
Other Prof & Tech Services	890,395	757,077	72,184	0
Utility Services	183,619	186,160	0	0
Cleaning Services	181,453	198,118	0	0
Repair & Maintenance Services	2,505,552	6,492,498	834,630	0
Rental Services	767,983	768,962	0	0
Construction Services	5,606,190	511,891	9,273	0
Other Property Services	0	538	0	0
Insurance	17,640	18,434	0	0
Communication Services	409,777	577,945	0	0
Internal Admin Services	9,324	5,825	0	0
Employee Travel	78,125	13,035	0	0
Other Purchased Services	131,506	88,648	26,690	0
Vehicle & Equipment Supplies	790,240	503,986	0	0
Land & Building Maint Supplies	363,344	358,552	0	0
Infrastructure Maint Supplies	2,512,436	790,529	0	0
Utility Supplies	17,447	60,312	4,764	0
Office & Related Supplies	60,248	35,540	0	0
Health & Safety Supplies	12,067	8,586	0	0
Chemical Supplies	1,000	0	0	0
Other Supplies	753,437	508,181	0	0
Land	4,443	0	0	0
Buildings	0	0	0	0
Infrastructure	1,170,755	382,041	305,304	0
Improvements Other Than Bldg	369,456	669,102	347,637	0
Vehicles & Equipment	304,825	149,684	68,787	0
Other Capital Outlay	19,654	0	0	0
Rebates & Incentives	6,025	0	0	0
Grants	898,098	689,320	686,812	0
<b>Total Expenditures</b>	<b>\$30,475,454</b>	<b>\$25,848,473</b>	<b>\$2,102,056</b>	<b>\$0</b>
<b>Other Financing Uses</b>				
Transfers to Funds	127,500	39,000	2,906,991	2,000,000
<b>Total Other Financing Uses</b>	<b>\$127,500</b>	<b>\$39,000</b>	<b>\$2,906,991</b>	<b>\$2,000,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$30,602,954</b>	<b>\$25,887,473</b>	<b>\$5,009,047</b>	<b>\$2,000,000</b>
<b>Net Change in Fund Balance</b>	<b>(\$1,446,255)</b>	<b>\$1,320,254</b>	<b>(\$4,950,809)</b>	<b>(\$1,943,859)</b>
<b>Ending Fund Balance</b>	<b>\$8,391,318</b>	<b>\$9,711,572</b>	<b>\$4,760,763</b>	<b>\$2,816,904</b>

*Frozen Appropriations not included in this Fund Statement*

# NATURAL AREAS FUND - 272

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$18,614,263</b>	<b>\$19,522,169</b>	<b>\$17,878,649</b>	<b>\$12,069,972</b>
<b>Revenues</b>				
Intergovernmental	5,465,944	4,829,060	4,250,000	4,750,000
Charges for Service	89,633	89,504	62,000	82,000
Earnings on Investments	591,630	296,735	144,717	123,392
Miscellaneous	152,894	310,202	205,000	150,000
<b>Total Revenues</b>	<b>\$6,300,100</b>	<b>\$5,525,502</b>	<b>\$4,661,717</b>	<b>\$5,105,392</b>
<b>Other Financing Sources</b>				
Other Financing Sources	136,116	6,350	0	0
Transfers In	8,467,004	8,058,103	7,822,657	9,070,040
<b>Total Other Financing Sources</b>	<b>\$8,603,120</b>	<b>\$8,064,453</b>	<b>\$7,822,657</b>	<b>\$9,070,040</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$14,903,220</b>	<b>\$13,589,955</b>	<b>\$12,484,374</b>	<b>\$14,175,432</b>
<b>Expenditures</b>				
NA Land Conservation	4,760,144	8,916,790	8,580,652	4,847,090
NA Enforcement	1,034,083	904,254	969,474	984,883
NA Education	635,407	669,683	701,237	654,473
NA Program Management	848,217	722,716	1,010,173	1,109,312
NA Resource Management	2,375,720	2,009,409	3,434,954	3,564,875
NA Public Improvements	1,126,472	1,027,413	2,172,595	1,507,102
NA Facility Operations	939,617	602,248	735,042	863,164
NA Land Management	17,713	1,201	33,266	33,266
<b>Total Expenditures</b>	<b>\$11,737,374</b>	<b>\$14,853,713</b>	<b>\$17,637,394</b>	<b>\$13,564,165</b>
<b>Other Financing Uses</b>				
Transfers Out	2,257,941	379,762	655,657	1,021,183
<b>Total Other Financing Uses</b>	<b>\$2,257,941</b>	<b>\$379,762</b>	<b>\$655,657</b>	<b>\$1,021,183</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$13,995,315</b>	<b>\$15,233,475</b>	<b>\$18,293,051</b>	<b>\$14,585,348</b>
<b>Net Change in Fund Balance</b>	<b>\$907,906</b>	<b>(\$1,643,520)</b>	<b>(\$5,808,677)</b>	<b>(\$409,916)</b>
<b>Ending Fund Balance</b>	<b>\$19,522,169</b>	<b>\$17,878,649</b>	<b>\$12,069,972</b>	<b>\$11,660,056</b>

*Frozen Appropriations not included in this Fund Statement*

# CULTURAL SERVICES FUND - 273 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$2,223,126</b>	<b>\$2,366,418</b>	<b>\$2,584,683</b>	<b>\$2,457,983</b>
<b>Revenues</b>				
Intergovernmental	14,500	20,300	0	0
Charges for Service	2,993,525	952,090	2,659,024	4,169,965
Earnings on Investments	118,768	50,038	27,391	21,310
Miscellaneous	117,558	133,510	33,970	271,500
<b>Total Revenues</b>	<b>\$3,244,351</b>	<b>\$1,155,937</b>	<b>\$2,720,385</b>	<b>\$4,462,775</b>
<b>Other Financing Sources</b>				
Transfers In	1,521,966	1,938,431	1,163,410	2,442,737
<b>Total Other Financing Sources</b>	<b>\$1,521,966</b>	<b>\$1,938,431</b>	<b>\$1,163,410</b>	<b>\$2,442,737</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$4,766,317</b>	<b>\$3,094,368</b>	<b>\$3,883,795</b>	<b>\$6,905,512</b>
<b>Expenditures</b>				
Personnel Services	2,096,179	1,795,300	1,829,621	3,492,600
Purchased Prof & Tech Services	1,414,580	529,928	1,088,820	1,734,214
Purchased Property Services	100,972	59,612	136,281	211,716
Other Purchased Services	432,247	184,605	399,761	631,041
Supplies	236,051	66,924	271,813	751,940
Capital Outlay	302,769	210,570	250,122	87,275
Other	11,760	0	6,947	16,413
<b>Total Expenditures</b>	<b>\$4,594,558</b>	<b>\$2,846,939</b>	<b>\$3,983,365</b>	<b>\$6,925,199</b>
<b>Other Financing Uses</b>				
Transfers Out	28,468	29,164	27,130	16,236
<b>Total Other Financing Uses</b>	<b>\$28,468</b>	<b>\$29,164</b>	<b>\$27,130</b>	<b>\$16,236</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$4,623,026</b>	<b>\$2,876,103</b>	<b>\$4,010,495</b>	<b>\$6,941,435</b>
<b>Net Change in Fund Balance</b>	<b>\$143,292</b>	<b>\$218,265</b>	<b>(\$126,700)</b>	<b>(\$35,923)</b>
<b>Ending Fund Balance</b>	<b>\$2,366,418</b>	<b>\$2,584,683</b>	<b>\$2,457,983</b>	<b>\$2,422,060</b>

*Frozen Appropriations not included in this Fund Statement*

# RECREATION FUND - 274

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$2,543,939</b>	<b>\$2,567,875</b>	<b>\$1,381,946</b>	<b>\$1,026,952</b>
<b>Revenues</b>				
Operating Grants/Contributions	0	0	32,800	0
Fees-Cult., Park, Rec, Nat. A.	6,215,634	2,713,525	5,824,277	5,135,990
Interest Revenue	102,018	31,583	25,710	14,872
Rents	147,936	58,890	140,500	91,875
Contributions & Donations	80,421	96,738	49,400	36,275
Sale of Property	94,401	0	0	0
Non Operating	79	1,858	0	0
Other Miscellaneous	10,179	5,842	7,000	5,250
<b>Total Revenues</b>	<b>\$6,650,668</b>	<b>\$2,908,437</b>	<b>\$6,079,687</b>	<b>\$5,284,262</b>
<b>Other Financing Sources</b>				
Other Financing Sources	6,150	7,100	0	0
Transfers from Funds	586,175	565,145	1,902,580	3,535,948
<b>Total Other Financing Sources</b>	<b>\$592,325</b>	<b>\$572,245</b>	<b>\$1,902,580</b>	<b>\$3,535,948</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$7,242,993</b>	<b>\$3,480,682</b>	<b>\$7,982,267</b>	<b>\$8,820,210</b>
<b>Expenditures</b>				
Recreation Administration	1,234,240	1,052,758	1,205,005	1,261,984
Special Revenue Accounts	77,834	52,878	125,689	106,921
EPIC	1,821,291	1,521,900	1,822,027	1,967,835
Adaptive Recreation	0	2,557	268,056	334,535
Mulberry Pool	0	2,523	361,486	367,533
City Park Pool	108,758	1,744	140,154	142,847
Adult Programs & Senior Center	1,666,562	564,792	1,606,469	1,656,619
NACC	737,283	442,871	1,262,269	1,443,769
Child Development	321,238	136,127	271,090	287,714
Sports	756,944	523,516	831,144	939,694
Farm	365,693	309,404	367,479	382,039
Recreation Grants	0	0	32,800	0
<b>Total Expenditures</b>	<b>\$7,089,844</b>	<b>\$4,611,069</b>	<b>\$8,293,667</b>	<b>\$8,891,490</b>
<b>Other Financing Uses</b>				
Transfers Out	129,214	55,542	43,594	35,641
<b>Total Other Financing Uses</b>	<b>\$129,214</b>	<b>\$55,542</b>	<b>\$43,594</b>	<b>\$35,641</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$7,219,058</b>	<b>\$4,666,611</b>	<b>\$8,337,261</b>	<b>\$8,927,131</b>
<b>Net Change in Fund Balance</b>	<b>\$23,936</b>	<b>(\$1,185,929)</b>	<b>(\$354,994)</b>	<b>(\$106,921)</b>
<b>Ending Fund Balance</b>	<b>\$2,567,875</b>	<b>\$1,381,946</b>	<b>\$1,026,952</b>	<b>\$920,031</b>

*Frozen Appropriations not included in this Fund Statement*

# CEMETERIES FUND - 275

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$772,142</b>	<b>\$525,627</b>	<b>\$750,513</b>	<b>\$690,672</b>
<b>Revenues</b>				
Charges for Service	552,522	570,596	503,600	516,190
Earnings on Investments	21,763	12,096	5,161	4,603
Miscellaneous	14,250	14,279	14,000	14,000
<b>Total Revenues</b>	<b>\$588,535</b>	<b>\$596,971</b>	<b>\$522,761</b>	<b>\$534,793</b>
<b>Other Financing Sources</b>				
Other Financing Sources	0	5,700	0	0
Transfers In	216,371	177,961	252,864	415,773
<b>Total Other Financing Sources</b>	<b>\$216,371</b>	<b>\$183,661</b>	<b>\$252,864</b>	<b>\$415,773</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$804,906</b>	<b>\$780,633</b>	<b>\$775,625</b>	<b>\$950,566</b>
<b>Expenditures</b>				
Personnel Services	415,851	424,891	543,572	572,529
Purchased Prof & Tech Services	29,285	17,164	31,600	34,253
Purchased Property Services	90,219	52,460	102,705	96,652
Other Purchased Services	12,119	12,632	16,969	15,332
Supplies	69,712	43,979	73,785	75,055
Capital Outlay	29,702	0	62,852	235,000
<b>Total Expenditures</b>	<b>\$646,889</b>	<b>\$551,127</b>	<b>\$831,483</b>	<b>\$1,028,821</b>
<b>Other Financing Uses</b>				
Transfers Out	404,532	4,620	3,983	3,308
<b>Total Other Financing Uses</b>	<b>\$404,532</b>	<b>\$4,620</b>	<b>\$3,983</b>	<b>\$3,308</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$1,051,420</b>	<b>\$555,747</b>	<b>\$835,466</b>	<b>\$1,032,129</b>
<b>Net Change in Fund Balance</b>	<b>(\$246,515)</b>	<b>\$224,886</b>	<b>(\$59,841)</b>	<b>(\$81,563)</b>
<b>Ending Fund Balance</b>	<b>\$525,627</b>	<b>\$750,513</b>	<b>\$690,672</b>	<b>\$609,109</b>

*Frozen Appropriations not included in this Fund Statement*

# PERPETUAL CARE FUND - 276

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b><i>Beginning Fund Balance</i></b>	<b>\$1,966,970</b>	<b>\$2,035,531</b>	<b>\$2,119,131</b>	<b>\$2,168,131</b>
<b>Revenues</b>				
Charges for Service	68,055	72,232	59,000	70,000
Earnings on Investments	63,871	35,267	16,027	14,297
<b>Total Revenues</b>	<b>\$131,926</b>	<b>\$107,498</b>	<b>\$75,027</b>	<b>\$84,297</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$131,926</b>	<b>\$107,498</b>	<b>\$75,027</b>	<b>\$84,297</b>
<b>Expenditures</b>				
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Uses</b>				
Transfers Out	63,365	23,899	26,027	40,000
<b>Total Other Financing Uses</b>	<b>\$63,365</b>	<b>\$23,899</b>	<b>\$26,027</b>	<b>\$40,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$63,365</b>	<b>\$23,899</b>	<b>\$26,027</b>	<b>\$40,000</b>
<b>Net Change in Fund Balance</b>	<b>\$68,561</b>	<b>\$83,600</b>	<b>\$49,000</b>	<b>\$44,297</b>
<b><i>Ending Fund Balance</i></b>	<b>\$2,035,531</b>	<b>\$2,119,131</b>	<b>\$2,168,131</b>	<b>\$2,212,428</b>

*Frozen Appropriations not included in this Fund Statement*

# MUSEUM FUND - 277

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$707,496</b>	<b>\$707,821</b>	<b>\$675,886</b>	<b>\$662,928</b>
<b>Revenues</b>				
Earnings on Investments	24,045	11,919	5,779	4,904
Miscellaneous	0	806	50,000	50,000
<b>Total Revenues</b>	<b>\$24,045</b>	<b>\$12,725</b>	<b>\$55,779</b>	<b>\$54,904</b>
<b>Other Financing Sources</b>				
Transfers In	945,801	981,080	1,010,801	1,136,416
<b>Total Other Financing Sources</b>	<b>\$945,801</b>	<b>\$981,080</b>	<b>\$1,010,801</b>	<b>\$1,136,416</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$969,846</b>	<b>\$993,805</b>	<b>\$1,066,580</b>	<b>\$1,191,320</b>
<b>Expenditures</b>				
Museum	961,770	1,017,799	1,073,481	1,186,647
<b>Total Expenditures</b>	<b>\$961,770</b>	<b>\$1,017,799</b>	<b>\$1,073,481</b>	<b>\$1,186,647</b>
<b>Other Financing Uses</b>				
Transfers Out	7,751	7,941	6,057	4,673
<b>Total Other Financing Uses</b>	<b>\$7,751</b>	<b>\$7,941</b>	<b>\$6,057</b>	<b>\$4,673</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$969,521</b>	<b>\$1,025,740</b>	<b>\$1,079,538</b>	<b>\$1,191,320</b>
<b>Net Change in Fund Balance</b>	<b>\$325</b>	<b>(\$31,935)</b>	<b>(\$12,958)</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$707,821</b>	<b>\$675,886</b>	<b>\$662,928</b>	<b>\$662,928</b>

*Frozen Appropriations not included in this Fund Statement*



# TRANSIT SERVICES FUND - 290 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$3,377,479</b>	<b>\$6,298,172</b>	<b>\$8,224,453</b>	<b>\$4,719,512</b>
<b>Revenues</b>				
Operating Grants/Contributions	7,894,814	13,817,588	5,704,450	4,134,773
Capital Grants/Contributions	5,607,127	2,207,677	4,325,291	9,566,593
Other Intergovernmental	789,674	743,998	805,850	750,000
Fees-General Government	3,358	30,801	30,500	30,500
Fees-Transportation	1,322,933	688,501	1,136,200	779,250
Other Charges for Service	0	(19)	0	0
Interest Revenue	155,149	134,087	45,878	56,658
Contributions & Donations	75,000	75,000	75,000	75,000
Other Miscellaneous	19,851	17,578	0	0
<b>Total Revenues</b>	<b>\$15,867,905</b>	<b>\$17,715,210</b>	<b>\$12,123,169</b>	<b>\$15,392,774</b>
<b>Other Financing Sources</b>				
Proceeds of Debt Issuance	0	0	0	0
Other Financing Sources	27,175	16,146	0	0
Transfers from Funds	9,962,764	3,029,706	8,376,972	9,809,329
<b>Total Other Financing Sources</b>	<b>\$9,989,939</b>	<b>\$3,045,852</b>	<b>\$8,376,972</b>	<b>\$9,809,329</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$25,857,845</b>	<b>\$20,761,062</b>	<b>\$20,500,141</b>	<b>\$25,202,103</b>
<b>Expenditures</b>				
Salaries & Wages	7,084,093	7,089,879	7,777,992	7,962,681
Benefits	2,532,831	2,533,053	2,691,130	2,864,755
Other Personnel Costs	2,589	2,794	(685,557)	(794,872)
Professional & Technical	2,082,650	1,507,220	2,553,632	2,129,709
Governmental Services	1,368,159	2,185,059	695,000	1,520,000
Other Prof & Tech Services	228,871	97,701	210,000	(170,000)
Utility Services	153,254	157,565	159,150	172,457
Cleaning Services	3,868	65,958	73,385	89,748
Repair & Maintenance Services	1,718,800	2,385,905	3,766,812	3,714,537
Rental Services	16,738	15,274	0	15,000
Insurance	80,891	81,375	77,009	119,506
Communication Services	139,730	100,865	134,000	145,500
Internal Admin Services	8,385	8,530	7,136	7,482
Employee Travel	19,729	2,684	23,000	29,600
Other Purchased Services	122,943	77,768	137,237	113,200
Vehicle & Equipment Supplies	752,350	729,533	1,237,624	782,324
Land & Building Maint Supplies	0	0	0	0
Infrastructure Maint Supplies	5,562	4,737	6,000	6,000
Office & Related Supplies	55,895	69,712	118,670	78,500
Health & Safety Supplies	0	(17)	0	200
Other Supplies	110,084	113,077	111,785	128,100
Buildings	1,113	0	0	0
Vehicles & Equipment	5,509,808	39,469	2,811,250	5,007,592
Other Capital Outlay	773,334	877,249	1,287,500	1,135,000
Bad Debt Expense	38	0	0	0
<b>Total Expenditures</b>	<b>\$22,771,712</b>	<b>\$18,145,391</b>	<b>\$23,192,755</b>	<b>\$25,057,019</b>
<b>Other Financing Uses</b>				
Transfers to Funds	165,439	689,390	812,328	145,084
<b>Total Other Financing Uses</b>	<b>\$165,439</b>	<b>\$689,390</b>	<b>\$812,328</b>	<b>\$145,084</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$22,937,151</b>	<b>\$18,834,781</b>	<b>\$24,005,083</b>	<b>\$25,202,103</b>
<b>Net Change in Fund Balance</b>	<b>\$2,920,693</b>	<b>\$1,926,281</b>	<b>(\$3,504,942)</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$6,298,172</b>	<b>\$8,224,453</b>	<b>\$4,719,512</b>	<b>\$4,719,512</b>

*Frozen Appropriations not included in this Fund Statement*

# TRANSPORTATION CEF FUND - 291

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$24,940,715</b>	<b>\$24,203,003</b>	<b>\$25,529,026</b>	<b>\$13,935,454</b>
<b>Revenues</b>				
Charges for Service	4,298,393	4,204,223	3,015,000	3,050,000
Earnings on Investments	825,379	447,588	208,848	181,043
Miscellaneous	4,350	1,300	0	0
<b>Total Revenues</b>	<b>\$5,128,122</b>	<b>\$4,653,111</b>	<b>\$3,223,848</b>	<b>\$3,231,043</b>
<b>Other Financing Sources</b>				
Transfers In	261,316	0	0	0
<b>Total Other Financing Sources</b>	<b>\$261,316</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$5,389,437</b>	<b>\$4,653,111</b>	<b>\$3,223,848</b>	<b>\$3,231,043</b>
<b>Expenditures</b>				
Personnel Services	74,992	144,111	211,703	301,542
Purchased Prof & Tech Services	12,587	74,260	149,690	100,200
Purchased Property Services	0	0	30,000	30,000
Other Purchased Services	198,492	136,293	201,356	201,000
Supplies	481	0	400	400
Capital Outlay	320,389	614,555	525,000	525,000
<b>Total Expenditures</b>	<b>\$606,939</b>	<b>\$969,219</b>	<b>\$1,118,149</b>	<b>\$1,158,142</b>
<b>Other Financing Uses</b>				
Transfers Out	5,520,210	2,357,869	13,699,271	400,000
<b>Total Other Financing Uses</b>	<b>\$5,520,210</b>	<b>\$2,357,869</b>	<b>\$13,699,271</b>	<b>\$400,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$6,127,150</b>	<b>\$3,327,088</b>	<b>\$14,817,420</b>	<b>\$1,558,142</b>
<b>Net Change in Fund Balance</b>	<b>(\$737,712)</b>	<b>\$1,326,023</b>	<b>(\$11,593,572)</b>	<b>\$1,672,901</b>
<b>Ending Fund Balance</b>	<b>\$24,203,003</b>	<b>\$25,529,026</b>	<b>\$13,935,454</b>	<b>\$15,608,355</b>

*Frozen Appropriations not included in this Fund Statement*

# TRANSPORTATION FUND - 292

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$14,639,647</b>	<b>\$13,477,607</b>	<b>\$10,926,624</b>	<b>\$7,197,878</b>
<b>Revenues</b>				
Taxes	8,599,014	8,021,202	7,795,815	9,070,040
Licenses and Permits	347,183	186,594	206,000	237,500
Fines and Forfeitures	8,858	3,656	0	0
Intergovernmental	9,933,821	8,442,921	8,848,584	8,557,586
Charges for Service	3,989,671	4,629,086	5,092,303	5,315,595
Earnings on Investments	414,008	189,101	119,409	79,756
Miscellaneous	420,707	261,706	36,500	50,000
<b>Total Revenues</b>	<b>\$23,713,263</b>	<b>\$21,734,266</b>	<b>\$22,098,611</b>	<b>\$23,310,477</b>
<b>Other Financing Sources</b>				
Other Financing Sources	36,028	46,965	0	0
Transfers In	1,571,604	1,555,319	11,486,082	12,120,723
<b>Total Other Financing Sources</b>	<b>\$1,607,632</b>	<b>\$1,602,284</b>	<b>\$11,486,082</b>	<b>\$12,120,723</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$25,320,895</b>	<b>\$23,336,550</b>	<b>\$33,584,693</b>	<b>\$35,431,200</b>
<b>Expenditures</b>				
PDT Administration	564,590	607,696	545,264	152,264
Engineering	2,744,312	2,561,082	2,733,902	2,881,216
Streets	16,647,743	16,673,099	24,298,958	25,848,591
Traffic	3,415,594	3,323,288	4,669,427	5,156,520
FC Moves	557,425	489,226	1,447,592	1,582,426
<b>Total Expenditures</b>	<b>\$23,929,664</b>	<b>\$23,654,391</b>	<b>\$33,695,142</b>	<b>\$35,621,017</b>
<b>Other Financing Uses</b>				
Transfers Out	2,553,271	2,233,142	3,618,297	591,812
<b>Total Other Financing Uses</b>	<b>\$2,553,271</b>	<b>\$2,233,142</b>	<b>\$3,618,297</b>	<b>\$591,812</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$26,482,935</b>	<b>\$25,887,533</b>	<b>\$37,313,440</b>	<b>\$36,212,829</b>
<b>Net Change in Fund Balance</b>	<b>(\$1,162,040)</b>	<b>(\$2,550,982)</b>	<b>(\$3,728,747)</b>	<b>(\$781,629)</b>
<b>Ending Fund Balance</b>	<b>\$13,477,607</b>	<b>\$10,926,624</b>	<b>\$7,197,878</b>	<b>\$6,416,249</b>

*Frozen Appropriations not included in this Fund Statement*

# PARKING FUND - 294

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$1,546,207</b>	<b>\$1,487,873</b>	<b>\$1,053,588</b>	<b>\$1,026,613</b>
<b>Revenues</b>				
Fines and Forfeitures	991,115	664,117	867,225	850,000
Charges for Service	1,551,737	876,530	1,417,600	904,600
Earnings on Investments	55,266	18,842	12,096	8,350
Miscellaneous	50,841	56,232	49,300	51,500
<b>Total Revenues</b>	<b>\$2,648,958</b>	<b>\$1,615,722</b>	<b>\$2,346,221</b>	<b>\$1,814,450</b>
<b>Other Financing Sources</b>				
Other Financing Sources	975	0	0	0
Transfers In	48,614	50,058	317,022	1,619,983
<b>Total Other Financing Sources</b>	<b>\$49,589</b>	<b>\$50,058</b>	<b>\$317,022</b>	<b>\$1,619,983</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$2,698,547</b>	<b>\$1,665,780</b>	<b>\$2,663,243</b>	<b>\$3,434,433</b>
<b>Expenditures</b>				
Personnel Services	1,188,288	1,000,801	1,012,403	1,138,136
Purchased Prof & Tech Services	535,003	403,082	466,510	460,175
Purchased Property Services	646,752	481,592	861,139	768,986
Other Purchased Services	79,411	62,757	110,430	183,848
Supplies	58,862	23,423	50,300	46,900
Capital Outlay	185,351	63,535	15,000	760,400
Other	280	25	0	0
<b>Total Expenditures</b>	<b>\$2,693,947</b>	<b>\$2,035,214</b>	<b>\$2,515,782</b>	<b>\$3,358,445</b>
<b>Other Financing Uses</b>				
Transfers Out	62,934	64,851	174,436	73,864
<b>Total Other Financing Uses</b>	<b>\$62,934</b>	<b>\$64,851</b>	<b>\$174,436</b>	<b>\$73,864</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$2,756,881</b>	<b>\$2,100,065</b>	<b>\$2,690,218</b>	<b>\$3,432,309</b>
<b>Net Change in Fund Balance</b>	<b>(\$58,334)</b>	<b>(\$434,286)</b>	<b>(\$26,975)</b>	<b>\$2,124</b>
<b>Ending Fund Balance</b>	<b>\$1,487,873</b>	<b>\$1,053,588</b>	<b>\$1,026,613</b>	<b>\$1,028,737</b>

*Frozen Appropriations not included in this Fund Statement*

## **CAPITAL PROJECT FUNDS DESCRIPTIONS**

### **255 - COMMUNITY CAPITAL IMPROVEMENT PROGRAM FUND**

Upon expiration of the 2005 Building on Basics (BOB) ¼ cent sales tax on December 31, 2015, Fort Collins voters approved an extension of the tax to continue to be used to pay for the community's highest priority capital improvements. The plan, known as the Community Capital Improvement Program ("CCIP"), includes projects and operation & maintenance costs for priorities identified in advance of voters going to the polls in April of 2015. The ¼ cent tax went into effect January 1, 2016 and will expire on December 31, 2025. Funding for the projects included in the plan is allocated over the same 10-year period, with operation & maintenance funding extending an additional 5 years.

### **270 – NEIGHBORHOOD PARKLAND FUND**

The Neighborhood Parkland Fund provides accounting for the Neighborhood Parkland Fee collected on each new residential dwelling unit constructed within the Urban Growth Area. The fee is used to construct neighborhood parks in newly developed residential areas and minor improvements for playground equipment in older parks.

### **271 - CONSERVATION TRUST FUND**

The Conservation Trust Fund provides for the receipt and expenditure of revenue received from the Colorado State Lottery in accordance with state statutes. The Lottery revenue finances capital projects which relate to the acquisition and development of open space and trails, as per the recommendations of the Parks and Recreation Board and Council direction. Lottery proceeds are also used for the maintenance of trails and parks.

### **400 - CAPITAL PROJECTS FUND**

The Capital Projects Fund is used to account for the financial resources needed to acquire or construct major capital assets. Projects typically involve streets / transportation, transit, or City buildings / facilities. Revenues are primarily derived from transfers from other Funds or from grants / contributions. Debt issuance may be used in some cases. While some capital projects are accounted for in other Funds from time to time, a majority of the City's capital projects are contained here.

# COMMUNITY CAPITAL IMPROVEMENT - 255 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$12,736,651</b>	<b>\$11,496,571</b>	<b>\$15,342,095</b>	<b>\$20,188,747</b>
<b>Revenues</b>				
Taxes	8,599,014	8,021,202	7,795,815	9,070,040
Earnings on Investments	388,270	246,536	99,837	93,991
<b>Total Revenues</b>	<b>\$8,987,283</b>	<b>\$8,267,737</b>	<b>\$7,895,652</b>	<b>\$9,164,031</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$8,987,283</b>	<b>\$8,267,737</b>	<b>\$7,895,652</b>	<b>\$9,164,031</b>
<b>Expenditures</b>				
Purchased Prof & Tech Services	0	0	100,000	0
Capital Outlay	0	0	500,000	500,000
Other	109,556	788,996	0	0
<b>Total Expenditures</b>	<b>\$109,556</b>	<b>\$788,996</b>	<b>\$600,000</b>	<b>\$500,000</b>
<b>Other Financing Uses</b>				
Transfers Out	10,117,808	3,633,217	2,449,000	5,859,000
<b>Total Other Financing Uses</b>	<b>\$10,117,808</b>	<b>\$3,633,217</b>	<b>\$2,449,000</b>	<b>\$5,859,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$10,227,364</b>	<b>\$4,422,213</b>	<b>\$3,049,000</b>	<b>\$6,359,000</b>
<b>Net Change in Fund Balance</b>	<b>(\$1,240,080)</b>	<b>\$3,845,524</b>	<b>\$4,846,652</b>	<b>\$2,805,031</b>
<b>Ending Fund Balance</b>	<b>\$11,496,571</b>	<b>\$15,342,095</b>	<b>\$20,188,747</b>	<b>\$22,993,778</b>

*Frozen Appropriations not included in this Fund Statement*

# NEIGHBORHOOD PARKLAND FUND - 270

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$10,084,969</b>	<b>\$9,191,083</b>	<b>\$10,055,941</b>	<b>\$10,143,790</b>
<b>Revenues</b>				
Capital Grants/Contributions	676	1,361	0	0
Fees-Cult., Park, Rec, Nat. A.	1,769,877	1,670,125	1,500,000	1,500,000
Interest Revenue	309,302	167,211	78,594	67,064
Other Miscellaneous	30,369	2,012	0	0
<b>Total Revenues</b>	<b>\$2,110,225</b>	<b>\$1,840,709</b>	<b>\$1,578,594</b>	<b>\$1,567,064</b>
<b>Other Financing Sources</b>				
Transfers from Funds	100,000	0	0	0
<b>Total Other Financing Sources</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$2,210,225</b>	<b>\$1,840,709</b>	<b>\$1,578,594</b>	<b>\$1,567,064</b>
<b>Expenditures</b>				
New Site Acquisition	1,834	2,131	0	0
New Park Site Development	382	574	(1,508,200)	850,000
9-11 Memorial Project	(12,718)	0	0	0
Streets Facility Park	1,925,379	4,951	(100,000)	0
Whitewater Neighborhood Park	34,205	0	(100,000)	0
Water Supply Assessment	2,964	0	0	0
Office Improvements	140,067	1,350	0	0
Parks & Rec Policy Plan Update	39,080	306,787	0	0
East Comm Pk Maint Fac	1,790	50,608	990,000	0
Parks Develop Review	979	2,991	0	0
Richards Lake Park	0	1,119	5,000	0
Bacon Elem. Park	0	0	0	150,000
Lilac Park	0	330	5,000	0
Trail Head Water System	0	23,737	1,250,000	0
Neigh Pk Raw water Study	0	0	150,000	0
ELCO Water Bank Shares	0	0	298,200	0
Lee Martinez Park Addition	72,866	0	0	0
Romero	69,696	0	0	0
Maple Hill Park	28,563	41,174	0	0
Trailhead Park	81,370	201,060	0	0
Side Hill Neighborhood Park	334,904	39,911	100,000	2,971,000
Parkland & Administration Cost	359,586	283,648	376,152	348,815
Parkland Commun Support	1,840	5,021	0	0
<b>Total Expenditures</b>	<b>\$3,082,788</b>	<b>\$965,391</b>	<b>\$1,466,152</b>	<b>\$4,319,815</b>
<b>Other Financing Uses</b>				
Transfers Out	21,323	10,460	24,592	82,235
<b>Total Other Financing Uses</b>	<b>\$21,323</b>	<b>\$10,460</b>	<b>\$24,592</b>	<b>\$82,235</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$3,104,111</b>	<b>\$975,851</b>	<b>\$1,490,744</b>	<b>\$4,402,050</b>
<b>Net Change in Fund Balance</b>	<b>(\$893,886)</b>	<b>\$864,858</b>	<b>\$87,850</b>	<b>(\$2,834,986)</b>
<b>Ending Fund Balance</b>	<b>\$9,191,083</b>	<b>\$10,055,941</b>	<b>\$10,143,790</b>	<b>\$7,308,804</b>

*Frozen Appropriations not included in this Fund Statement*

# CONSERVATION TRUST FUND - 271

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$2,346,251</b>	<b>\$2,826,913</b>	<b>\$3,497,601</b>	<b>\$2,677,579</b>
<b>Revenues</b>				
Capital Grants/Contributions	1,888,084	1,728,212	1,600,000	1,700,000
Interest Revenue	84,617	51,777	22,152	20,961
<b>Total Revenues</b>	<b>\$1,972,701</b>	<b>\$1,779,990</b>	<b>\$1,622,152</b>	<b>\$1,720,961</b>
<b>Other Financing Sources</b>				
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,972,701</b>	<b>\$1,779,990</b>	<b>\$1,622,152</b>	<b>\$1,720,961</b>
<b>Expenditures</b>				
Trail Acquisition/Development	17,350	0	(1,152,300)	600,000
Trees Along the Trails	2,536	22,225	0	0
Longview Corridor Trail	92,185	13,822	0	0
Fossil Ck Trl-Shields/College	58,328	14,484	0	0
Hydro Bank and Trl Repair	505	141,157	0	0
Power Trl to Spring Creek	189,691	242	0	0
Poudre Trail at I-25	131,668	139,118	476,600	0
City Park Tomorrow Outreach	0	0	0	0
Dev Review Future Trails	34,896	30,021	35,000	0
Poudre Trl-Lincoln Mid Sch	412,821	195,327	0	0
Rossborough Cyclocross	10,691	4,093	2,300	0
Tree Replacement	26,400	0	0	0
Eastside Pk Land Purchase	2,444	0	0	0
Mail Creek/Siphon Overpass	0	6,245	850,000	0
SE Fossil Creek Trl	0	229	0	0
Lake Canal Trail	0	810	0	0
Northeast Trail	0	1,258	0	0
Pleasant Valley Canal Trl	0	270	0	0
Interstate Trail	0	1,333	0	0
Overland Trail	0	194	0	0
Power Trail Harmony Gap	0	67	0	0
Timberline Underpass	0	78	0	0
Mail Crk Trl East Timberline	0	78	20,000	0
Whitewater Pk/Poudre Trl	0	0	200,000	0
Bucking Horse Trail Spur	0	0	45,000	296,550
Mail Creek Trail	0	0	0	742,500
Vine and Lemay Underpass	0	0	1,000,000	0
Administration	72,628	122,854	126,747	183,408
<b>Total Expenditures</b>	<b>\$1,052,143</b>	<b>\$693,905</b>	<b>\$1,603,347</b>	<b>\$1,822,458</b>
<b>Other Financing Uses</b>				
Transfers Out	439,896	415,397	838,827	428,249
<b>Total Other Financing Uses</b>	<b>\$439,896</b>	<b>\$415,397</b>	<b>\$838,827</b>	<b>\$428,249</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$1,492,039</b>	<b>\$1,109,302</b>	<b>\$2,442,174</b>	<b>\$2,250,707</b>
<b>Net Change in Fund Balance</b>	<b>\$480,662</b>	<b>\$670,688</b>	<b>(\$820,022)</b>	<b>(\$529,746)</b>
<b>Ending Fund Balance</b>	<b>\$2,826,913</b>	<b>\$3,497,601</b>	<b>\$2,677,579</b>	<b>\$2,147,833</b>

*Frozen Appropriations not included in this Fund Statement*



# CAPITAL PROJECTS FUND - 400 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$12,000,550</b>	<b>\$24,739,830</b>	<b>\$16,628,500</b>	<b>\$7,519,136</b>
<b>Revenues</b>				
Operating Grants/Contributions	0	0	0	0
Capital Grants/Contributions	2,106,132	2,044,621	1,313,376	0
Fees-Transportation	49,575	38,451	0	0
Interest Revenue	263,018	(486,800)	89,149	146,160
Other Earnings on Investments	(82,136)	0	0	0
Contributions & Donations	(110,418)	684,794	0	0
Other Miscellaneous	1,033,826	28,050	0	0
<b>Total Revenues</b>	<b>\$3,259,996</b>	<b>\$2,309,115</b>	<b>\$1,402,525</b>	<b>\$146,160</b>
<b>Other Financing Sources</b>				
Proceeds of Debt Issuance	(497)	0	0	0
Transfers from Funds	35,932,882	6,891,425	13,497,414	7,663,022
<b>Total Other Financing Sources</b>	<b>\$35,932,385</b>	<b>\$6,891,425</b>	<b>\$13,497,414</b>	<b>\$7,663,022</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$39,192,381</b>	<b>\$9,200,540</b>	<b>\$14,899,939</b>	<b>\$7,809,182</b>
<b>Expenditures</b>				
BOB-Library Technology	0	0	0	0
EPIC Pool Improvements	884	0	0	0
Block 32 Redevelopment	0	96,914	0	150,000
Block 32 Redevelopment-Parking	0	12,369	0	0
Integrated Recycling Facility	21,008	5,301	0	0
CCIP Nature in the City	268,532	130,134	175,000	300,000
Expansion of Shop	40,608	226,305	0	0
CCIP City Park Train	89,850	0	0	0
SE Community Center CCIP	0	0	0	2,336,400
Southeast Community Park	49,867	0	0	0
Parks Raw Water Study	0	0	150,000	0
East Community Park	445,974	32,790	0	0
East District Maint Fac	0	75,905	4,756,000	0
Northeast Community Park	4,699	3,026	0	0
CCIP Poudre River Downtwn Proj	5,407,900	152,847	0	0
Poudre River Plan Reach 4	0	104,274	0	0
911 Memorial at Spring Pk	0	16,171	0	0
Eastside Parks Improvements	20,398	196,306	0	0
SCCP Veterans Plaza	0	9,664	0	0
Oak Street Plaza Renovation	0	0	85,000	85,000
City Park	111,438	846,502	19,263	0
Gardens Capital Project	7,283	6,412	0	0
CCIP Gardens Visitor Ctr Expsn	2,151,980	76,353	0	0
Spring Canyon Pond Imp	0	0	95,000	0
Grandview Mausoleum Section 2	400,022	0	0	0
Mountain Ave Reshaping	0	3,245	10,000	0
BOB-Tmb Rd Imprv-Drk/Prsp	325,421	69,120	0	0
Lincoln Ave Impvmts-1st/Lemay	51,616	16,233	0	0
Suniga Impvmts-College/Blondel	1,946,196	359,070	0	0
Harmony/StraussCabin Intersect	5,090	3,107	0	0
Taft Hill-Horsetooth/Harmony	0	370,822	0	0
Sharp Point Connection	1,013,487	1,948	0	0
CCIP Linden St Renovation	67,205	101,424	0	396,000
S Timberline/Stetson/Trilby	23,698	758,739	592,404	0
College & Trilby Intersections	21,462	277,693	0	0
Harmony/Power Trail Grade Sep	4,766	120,988	207,470	0

N Mason St	32,503	20,324	0	0
Jefferson/SH 14 Intersection	200,847	170,126	0	0
CCIP Arterial Intersection Imp	0	40,027	346,400	396,000
CCIP Drake/Lemay Intersection	77	16,285	0	0
CCIP Horsetooth/Ziegler RA Mod	8,621	8,972	0	0
CCIP Timberline/Lincoln Imp	3,246	34,611	0	0
CCIP Vine/Timberline Interstec	7,186	18,475	990,000	0
College Signals	0	0	968,070	0
Drake & College Intersect Imp	0	0	50,000	0
CCIP Horsetooth/College	348,980	5,855	0	0
Prospect/College Intrscn Impv	605	9,576	0	0
I-25 Interchange Design Proj	653	0	0	0
Remington Greenway Implement.	2,938	0	0	0
Traffic Calming - Capital	109,655	1,771	135,780	0
Minor Street Capital Projects	125,306	0	0	0
Railroad Crossing Replacment	0	0	0	0
2005 Misc Projects	(125,306)	0	0	0
City Bridge Program	120,103	13,478	1,685,000	1,700,000
Drake Bridge Rplcmt	6,024	6,529	0	0
Mulberry Bridge CDOT Project	11,368	29,518	0	0
Riverside Bridge Rplcmt.	120,928	46,696	0	0
Railroad Crossing Replacment	189,407	65,528	125,000	125,000
Timberline/Sharp Pt RR Xing	300,000	0	0	0
Mason Tr Spring Creek to CSU	0	0	0	0
Mason Revenues/Contingency	(15,294)	0	0	0
Guideway/Track Elements	0	1,826,713	0	0
Professional Services	27,517	298	0	0
Mason Ineligible Costs	15,294	0	0	0
CCIP Bus Stop Improvements	199,234	621,302	43,970	199,000
Street Cut Program	0	0	0	0
CCIP Pedestrian Sidewalk - ADA	1,078,026	1,255,781	1,188,000	1,188,000
CCIP Bicycle Infrastructure Im	191,446	(34,450)	271,500	346,500
CCIP Bike Magnolia & Shields	0	72,804	0	0
CCIP Bike Elizabeth & Ponderos	0	227,902	0	0
CCIP Bike Columbia & Lemay	0	31,209	75,000	0
CCIP Bike/Ped Grade Sep Cross	3,063	0	0	495,000
CCIP Power Trail/Harmony Gr X	134,331	70,854	0	0
CCIP Siphon Ped Overpass	0	111,919	0	0
CCIP S Timberline Underpass	0	10,581	(592,404)	0
N College Imprv-Conifer/Willox	28,897	0	0	0
N.College PedestrianConnection	936,108	16,716	0	0
Arthur Ditch M.P/Alt Analysis	126	0	40,000	0
Lemay/Vine Grade Sep Crossing	720,716	1,614,730	11,881,192	0
Prospect Rd/Sharp Pt/I-25	168,891	13,020	0	0
Prospect Rd. & I-25	5,949,151	5,559,212	0	0
Willow St River Dist Enhncmnts	113,262	63,424	0	0
CCIP Willow Street Imprvmts	2,218,490	975,311	0	0
Highway 1 Douglas Rd	0	0	437,376	0
Linden St-Walnut/Jefferson	185,398	110,469	0	0
<b>Total Expenditures</b>	<b>\$25,897,179</b>	<b>\$17,109,227</b>	<b>\$23,735,021</b>	<b>\$7,716,900</b>
<b>Other Financing Uses</b>				
Transfers Out	555,922	202,643	274,282	69,100
<b>Total Other Financing Uses</b>	<b>\$555,922</b>	<b>\$202,643</b>	<b>\$274,282</b>	<b>\$69,100</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$26,453,101</b>	<b>\$17,311,870</b>	<b>\$24,009,303</b>	<b>\$7,786,000</b>
<b>Net Change in Fund Balance</b>	<b>\$12,739,280</b>	<b>(\$8,111,330)</b>	<b>(\$9,109,364)</b>	<b>\$23,182</b>
<b>Ending Fund Balance</b>	<b>\$24,739,830</b>	<b>\$16,628,500</b>	<b>\$7,519,136</b>	<b>\$7,542,318</b>

Frozen Appropriations not included in this Fund Statement

## **DEBT SERVICE AND OTHER FUNDS DESCRIPTIONS**

### **252 - GENERAL IMPROVEMENT DISTRICT #1**

The General Improvement District #1 Fund provides for the receipt of revenues, including those derived from the District's mill levy, for the purpose of providing improvements to the District's downtown area.

### **293 - GENERAL IMPROVEMENT DISTRICT #15 - SKYVIEW**

The General Improvement District #15 Fund provides for the special improvement district's revenue derived from the District's mill levy, for the purpose of maintaining roads in the Skyview subdivision.

### **304 - CAPITAL LEASING CORPORATION FUND**

The Capital Leasing Corporation Fund is used for the payment of interest and principal on long term debt for the Civic Center Parking Structure, the Mason Street Office Building, and the off-site Police Building.

### **700 - EMPLOYEES' RETIREMENT FUND**

The Employees' Retirement Fund is used to account for the general employees' retirement plan.

### **800 – URA – NORTH COLLEGE DISTRICT FUND**

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within the North College District. Urban renewal is a statutory tool used by municipalities to assist in the redevelopment of blighted property and help foster sound growth and development with in a designated area of the community. The North College URA District will receive tax increment revenue through 2031.

### **801 – URA - PROSPECT SOUTH TIF DISTRICT FUND**

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within Prospect South District. Urban renewal is a statutory tool used by municipalities to assist in the redevelopment of blighted property and help foster sound growth and development with in a designated area of the community. The Prospect South URA District will receive tax increment revenue through 2037.

### **803 – URA - MALL FUND**

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within the Foothills Mall District. Urban renewal is a statutory tool used by municipalities to assist in the redevelopment of blighted property and help foster sound growth and development 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 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$731,231</b>	<b>\$930,443</b>	<b>\$852,018</b>	<b>\$404,072</b>
<b>Revenues</b>				
Property Taxes	297,368	307,486	310,000	316,200
Shared Revenues	50,258	44,020	46,000	46,000
Interest Revenue	26,650	16,590	7,135	7,005
Other Miscellaneous	0	82	0	0
<b>Total Revenues</b>	<b>\$374,276</b>	<b>\$368,177</b>	<b>\$363,135</b>	<b>\$369,205</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$374,276</b>	<b>\$368,177</b>	<b>\$363,135</b>	<b>\$369,205</b>
<b>Expenditures</b>				
Salaries & Wages	0	6,114	18,927	19,684
Benefits	0	1,666	5,529	5,829
Other Personnel Costs	0	0	(489)	(765)
Professional & Technical	5,951	6,150	6,500	6,324
Other Prof & Tech Services	2,949	204,940	136,324	0
Utility Services	2,791	2,302	4,000	3,000
Construction Services	72,860	134,367	427,290	134,690
Other Purchased Services	683	10	1,000	1,000
Rebates & Incentives	34,831	36,053	37,000	37,740
<b>Total Expenditures</b>	<b>\$120,064</b>	<b>\$391,602</b>	<b>\$636,081</b>	<b>\$207,502</b>
<b>Other Financing Uses</b>				
Transfers to Funds	55,000	55,000	175,000	175,000
<b>Total Other Financing Uses</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$175,000</b>	<b>\$175,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$175,064</b>	<b>\$446,602</b>	<b>\$811,081</b>	<b>\$382,502</b>
<b>Net Change in Fund Balance</b>	<b>\$199,212</b>	<b>(\$78,425)</b>	<b>(\$447,946)</b>	<b>(\$13,297)</b>
<b>Ending Fund Balance</b>	<b>\$930,443</b>	<b>\$852,018</b>	<b>\$404,072</b>	<b>\$390,775</b>

*Frozen Appropriations not included in this Fund Statement*

# GID #15 - SKYVIEW - 293

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$194,462</b>	<b>\$132,587</b>	<b>\$177,871</b>	<b>\$211,514</b>
<b>Revenues</b>				
Taxes	32,238	40,419	32,930	0
Intergovernmental	2,785	2,897	0	0
Earnings on Investments	6,739	2,776	1,713	1,124
<b>Total Revenues</b>	<b>\$41,762</b>	<b>\$46,093</b>	<b>\$34,643</b>	<b>\$1,124</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$41,762</b>	<b>\$46,093</b>	<b>\$34,643</b>	<b>\$1,124</b>
<b>Expenditures</b>				
Professional & Technical	645	808	1,000	1,000
Infrastructure Maint Supplies	102,992	0	0	0
<b>Total Expenditures</b>	<b>\$103,637</b>	<b>\$808</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$103,637</b>	<b>\$808</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>Net Change in Fund Balance</b>	<b>(\$61,875)</b>	<b>\$45,284</b>	<b>\$33,643</b>	<b>\$124</b>
<b>Ending Fund Balance</b>	<b>\$132,587</b>	<b>\$177,871</b>	<b>\$211,514</b>	<b>\$211,638</b>

*Frozen Appropriations not included in this Fund Statement*

# CAPITAL LEASING CORP FUND - 304 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Revenues</b>				
Rents	1,392	65,297	0	0
Contributions & Donations	300,000	300,000	300,000	300,000
<b>Total Revenues</b>	<b>\$301,392</b>	<b>\$365,297</b>	<b>\$300,000</b>	<b>\$300,000</b>
<b>Other Financing Sources</b>				
Transfers from Funds	5,794,233	4,424,851	4,495,226	4,427,121
<b>Total Other Financing Sources</b>	<b>\$5,794,233</b>	<b>\$4,424,851</b>	<b>\$4,495,226</b>	<b>\$4,427,121</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$6,095,625</b>	<b>\$4,790,148</b>	<b>\$4,795,226</b>	<b>\$4,727,121</b>
<b>Expenditures</b>				
Professional & Technical	2,000	5,815	6,000	6,000
Other	0	0	0	0
<b>Total Expenditures</b>	<b>\$2,000</b>	<b>\$5,815</b>	<b>\$6,000</b>	<b>\$6,000</b>
<b>Other Financing Uses</b>				
Debt Service	6,093,625	4,784,333	4,789,226	4,721,121
<b>Total Other Financing Uses</b>	<b>\$6,093,625</b>	<b>\$4,784,333</b>	<b>\$4,789,226</b>	<b>\$4,721,121</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$6,095,625</b>	<b>\$4,790,148</b>	<b>\$4,795,226</b>	<b>\$4,727,121</b>
<b>Net Change in Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

*Frozen Appropriations not included in this Fund Statement*

# EMPLOYEES' RETIREMENT FUND - 700 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b><i>Beginning Fund Balance</i></b>	<b>\$43,058,938</b>	<b>\$48,057,881</b>	<b>\$51,370,770</b>	<b>\$47,131,931</b>
<b>Revenues</b>				
Fees-General Government	1,472,169	1,415,437	1,395,000	1,300,000
Interest Revenue	8,769,544	7,032,880	95,411	80,275
<b>Total Revenues</b>	<b>\$10,241,713</b>	<b>\$8,448,317</b>	<b>\$1,490,411</b>	<b>\$1,380,275</b>
<b>Other Financing Sources</b>				
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$10,241,713</b>	<b>\$8,448,317</b>	<b>\$1,490,411</b>	<b>\$1,380,275</b>
<b>Expenditures</b>				
Professional & Technical	26,759	23,539	29,000	34,000
Other Purchased Services	9	0	0	0
Other Supplies	171	0	250	0
Other	5,215,830	5,111,889	5,700,000	6,300,000
<b>Total Expenditures</b>	<b>\$5,242,769</b>	<b>\$5,135,428</b>	<b>\$5,729,250</b>	<b>\$6,334,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$5,242,769</b>	<b>\$5,135,428</b>	<b>\$5,729,250</b>	<b>\$6,334,000</b>
<b>Net Change in Fund Balance</b>	<b>\$4,998,943</b>	<b>\$3,312,889</b>	<b>(\$4,238,839)</b>	<b>(\$4,953,725)</b>
<b><i>Ending Fund Balance</i></b>	<b>\$48,057,881</b>	<b>\$51,370,770</b>	<b>\$47,131,931</b>	<b>\$42,178,206</b>

*Frozen Appropriations not included in this Fund Statement*

# URA - N. COLLEGE DISTRICT - 800 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>(\$168,519)</b>	<b>\$416,911</b>	<b>\$1,602,168</b>	<b>\$3,199,569</b>
<b>Revenues</b>				
Property Taxes	1,989,781	2,432,071	2,443,842	2,657,467
Interest Revenue	62,701	33,994	21,079	10,951
<b>Total Revenues</b>	<b>\$2,052,482</b>	<b>\$2,466,065</b>	<b>\$2,464,921</b>	<b>\$2,668,418</b>
<b>Other Financing Sources</b>				
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$2,052,482</b>	<b>\$2,466,065</b>	<b>\$2,464,921</b>	<b>\$2,668,418</b>
<b>Expenditures</b>				
Personnel Services	224,802	222,426	281,830	239,587
Purchased Prof & Tech Services	(98,889)	52,069	52,449	98,824
Purchased Property Services	0	0	182,352	18,572
Other Purchased Services	40,101	22,182	30,660	30,290
Supplies	7,147	1,561	5,195	5,200
<b>Total Expenditures</b>	<b>\$173,160</b>	<b>\$298,238</b>	<b>\$552,486</b>	<b>\$392,473</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	993,891	982,570	1,268,601	1,267,000
Transfers Out	300,000	0	0	0
<b>Total Other Financing Uses</b>	<b>\$1,293,891</b>	<b>\$982,570</b>	<b>\$1,268,601</b>	<b>\$1,267,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$1,467,051</b>	<b>\$1,280,808</b>	<b>\$1,821,087</b>	<b>\$1,659,473</b>
<b>Net Change in Fund Balance</b>	<b>\$585,430</b>	<b>\$1,185,257</b>	<b>\$643,834</b>	<b>\$1,008,945</b>
<b>Net Adjustments to GAAP</b>	<b>\$0</b>	<b>(\$1)</b>	<b>\$953,567</b>	<b>\$985,781</b>
<b>Ending Fund Balance</b>	<b>\$416,911</b>	<b>\$1,602,168</b>	<b>\$3,199,569</b>	<b>\$5,194,295</b>

*Frozen Appropriations not included in this Fund Statement*



# URA - PROSPECT SOUTH TIF DIST - 801 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>(\$4,344,678)</b>	<b>\$736,175</b>	<b>\$1,018,547</b>	<b>\$1,554,858</b>
<b>Revenues</b>				
Property Taxes	603,023	729,062	748,110	740,000
Interest Revenue	22,542	11,064	6,092	3,583
<b>Total Revenues</b>	<b>\$625,565</b>	<b>\$740,127</b>	<b>\$754,202</b>	<b>\$743,583</b>
<b>Other Financing Sources</b>				
Proceeds of Debt Issuance	5,328,863	0	0	0
<b>Total Other Financing Sources</b>	<b>\$5,328,863</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$5,954,428</b>	<b>\$740,127</b>	<b>\$754,202</b>	<b>\$743,583</b>
<b>Expenditures</b>				
Purchased Prof & Tech Services	411,766	76,597	56,585	57,255
Purchased Property Services	11,762	11,762	11,762	11,762
<b>Total Expenditures</b>	<b>\$423,528</b>	<b>\$88,359</b>	<b>\$68,347</b>	<b>\$69,017</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	5,170,157	369,395	369,544	368,544
<b>Total Other Financing Uses</b>	<b>\$5,170,157</b>	<b>\$369,395</b>	<b>\$369,544</b>	<b>\$368,544</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$5,593,685</b>	<b>\$457,754</b>	<b>\$437,891</b>	<b>\$437,561</b>
<b>Net Change in Fund Balance</b>	<b>\$360,743</b>	<b>\$282,373</b>	<b>\$316,311</b>	<b>\$306,022</b>
<b>Net Adjustments to GAAP</b>	<b>\$4,720,110</b>	<b>\$0</b>	<b>\$220,000</b>	<b>\$230,000</b>
<b>Ending Fund Balance</b>	<b>\$736,175</b>	<b>\$1,018,547</b>	<b>\$1,554,858</b>	<b>\$2,090,880</b>

*Frozen Appropriations not included in this Fund Statement*

# URA - MALL FUND - 803 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$55,128</b>	<b>\$1,692</b>	<b>\$6,602</b>	<b>\$11,416</b>
<b>Revenues</b>				
Property Taxes	3,060,698	2,858,801	3,951,570	3,511,446
Sales & Use Tax	476,928	421,281	496,196	200,000
Interest Revenue	10,083	10,470	4,814	0
<b>Total Revenues</b>	<b>\$3,547,708</b>	<b>\$3,290,552</b>	<b>\$4,452,580</b>	<b>\$3,711,446</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$3,547,708</b>	<b>\$3,290,552</b>	<b>\$4,452,580</b>	<b>\$3,711,446</b>
<b>Expenditures</b>				
Purchased Prof & Tech Services	145,492	113,042	138,305	121,892
Purchased Property Services	3,455,652	3,172,600	4,309,461	3,589,222
<b>Total Expenditures</b>	<b>\$3,601,144</b>	<b>\$3,285,642</b>	<b>\$4,447,766</b>	<b>\$3,711,114</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$3,601,144</b>	<b>\$3,285,642</b>	<b>\$4,447,766</b>	<b>\$3,711,114</b>
<b>Net Change in Fund Balance</b>	<b>(\$53,436)</b>	<b>\$4,910</b>	<b>\$4,814</b>	<b>\$332</b>
<b>Ending Fund Balance</b>	<b>\$1,692</b>	<b>\$6,602</b>	<b>\$11,416</b>	<b>\$11,748</b>

*Frozen Appropriations not included in this Fund Statement*

## ENTERPRISE FUNDS DESCRIPTIONS

### **500 - GOLF FUND**

The Golf Fund provides maintenance, operations, and total management of City Park Nine, Collindale, and SouthRidge Golf Courses. This includes contractual management of the three golf professionals as well as the snack bar/restaurant concessionaires.

### **ELECTRIC & TELECOMMUNICATIONS FUND**

The Light & Power Utility is the City's municipally owned public electric utility. Light and Power has several programs designed to make effective and efficient use of available energy resources. The Utility strives to provide the lowest possible electric rates for its customers -- residents and businesses of Fort Collins. Included in the budget amounts is Light & Power capital projects.

At the direction of City Council and voters, the City is building and implementing high-speed, next-generation fiber to be available to all residents, businesses and organizations within the boundaries of the City over the next 36 to 48 months, including land in the City's growth management area (GMA) when it is annexed into city limits. Included in the budget amounts is Broadband capital projects.

### **502 - WATER FUND**

This Utility provides services relating to the processing and distribution of the City's water supply, including management, operation, and maintenance of water mains, valves, hydrants, and meters. The Water Utility processes water received from the Cache la Poudre River and Horsetooth Reservoir to meet federal and state drinking water standards. Included in the budget amounts is Water capital projects.

### **503 - WASTEWATER FUND**

The Wastewater Utility provides the City's utility customers with all the services associated with the operation and maintenance of a wastewater treatment and pollution control system. The City's wastewater system consists of two treatment plants, a pollution control laboratory, and a resource recovery farm for sludge disposal. Included in the budget amounts is Wastewater capital projects.

### **504 - STORMWATER FUND**

The Stormwater Utility is involved in the operation, maintenance, and construction of the City's storm drainage network and assesses the future needs of this network. Included in the budget amounts is Stormwater capital projects.

# GOLF FUND - 500

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$6,344,948</b>	<b>\$6,839,831</b>	<b>\$7,531,982</b>	<b>\$7,624,808</b>
<b>Revenues</b>				
Charges for Service	3,454,944	3,893,001	3,596,000	3,648,000
Earnings on Investments	46,360	30,581	11,699	11,365
Miscellaneous	47,187	65,499	50,000	50,000
<b>Total Revenues</b>	<b>\$3,548,491</b>	<b>\$3,989,081</b>	<b>\$3,657,699</b>	<b>\$3,709,365</b>
<b>Other Financing Sources</b>				
Other Financing Sources	6,442	7,918	0	0
Transfers In	125,000	0	0	0
<b>Total Other Financing Sources</b>	<b>\$131,442</b>	<b>\$7,918</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$3,679,932</b>	<b>\$3,996,999</b>	<b>\$3,657,699</b>	<b>\$3,709,365</b>
<b>Expenditures</b>				
Personnel Services	1,293,165	1,328,738	1,456,150	1,478,370
Purchased Prof & Tech Services	483,768	576,836	503,415	517,175
Purchased Property Services	388,698	340,466	434,169	421,449
Other Purchased Services	201,399	201,656	200,805	222,917
Supplies	379,913	339,434	366,155	397,047
Capital Outlay	43,850	65,599	88,641	82,500
Other	349,193	360,601	38,951	60,421
<b>Total Expenditures</b>	<b>\$3,139,986</b>	<b>\$3,213,330</b>	<b>\$3,088,286</b>	<b>\$3,179,879</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	502,853	484,227	530,894	555,761
Transfers Out	68,600	67,589	65,034	64,609
<b>Total Other Financing Uses</b>	<b>\$571,453</b>	<b>\$551,816</b>	<b>\$595,928</b>	<b>\$620,370</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$3,711,439</b>	<b>\$3,765,146</b>	<b>\$3,684,214</b>	<b>\$3,800,249</b>
<b>Net Change in Fund Balance</b>	<b>(\$31,507)</b>	<b>\$231,853</b>	<b>(\$26,515)</b>	<b>(\$90,884)</b>
<b>Net Adjustments to GAAP</b>	<b>\$526,390</b>	<b>\$460,298</b>	<b>\$119,340</b>	<b>\$110,083</b>
<b>Ending Fund Balance</b>	<b>\$6,839,831</b>	<b>\$7,531,982</b>	<b>\$7,624,808</b>	<b>\$7,644,007</b>

*Frozen Appropriations not included in this Fund Statement*

# ELECTRIC AND TELECOMMUNICATIONS COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$205,865,207</b>	<b>\$205,846,620</b>	<b>\$208,156,674</b>	<b>\$191,850,004</b>
<b>Revenues</b>				
Other Fines & Forfeitures	0	0	0	0
Operating Grants/Contributions	193,858	0	0	0
Occupational Privilege Tax	0	0	172,832	263,632
Capital Grants/Contributions	0	59,366	0	0
Other Intergovernmental	0	468,941	417,764	732,000
Fees-Light and Power	135,131,321	139,242,998	137,900,000	140,650,000
Interest Revenue	4,381,037	1,683,125	777,973	229,972
Other Earnings on Investments	38,636	47,180	40,000	40,000
Rents	1,201	10	0	0
Contributions & Donations	3,492,813	3,345,800	2,964,000	2,915,000
Sale of Property	56,582	23,962	0	0
Non Operating	540,037	1,192,659	590,000	590,000
Other Miscellaneous	1,283,911	531,104	565,000	500,000
Accounts Not Specified	11,352	783,860	10,927,306	19,400,104
<b>Total Revenues</b>	<b>\$145,130,747</b>	<b>\$147,379,006</b>	<b>\$154,354,875</b>	<b>\$165,320,708</b>
<b>Other Financing Sources</b>				
Proceeds of Debt Issuance	0	0	3,060,000	4,537,000
Other Financing Sources	38,436	26,940	0	0
Transfers from Funds	0	25,000	722,219	789,861
<b>Total Other Financing Sources</b>	<b>\$38,436</b>	<b>\$51,940</b>	<b>\$3,782,219</b>	<b>\$5,326,861</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$145,169,183</b>	<b>\$147,430,946</b>	<b>\$158,137,094</b>	<b>\$170,647,569</b>
<b>Expenditures</b>				
Light & Power Operations	21,375,453	21,147,088	10,037,738	10,874,304
L&P Payments and Transfers	15,525,523	16,816,956	17,197,643	18,368,777
L&P Purchase of Power	94,923,838	92,995,461	98,407,700	96,291,332
L&P System Additions	4,856,600	3,787,616	6,515,387	4,150,739
L&P Capital Projects	5,465,949	4,053,171	4,579,219	8,515,324
L&P Energy Services	4,747,851	4,840,977	6,999,124	6,032,151
L&P Operating Grants	0	558	0	0
Broadband	24,050,065	51,863,172	13,068,071	17,311,313
<b>Total Expenditures</b>	<b>\$170,945,280</b>	<b>\$195,505,000</b>	<b>\$156,804,881</b>	<b>\$161,543,940</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	5,306,182	5,310,176	8,900,448	11,649,788
Transfers Out	495,153	530,429	1,339,341	802,529
<b>Total Other Financing Uses</b>	<b>\$5,801,335</b>	<b>\$5,840,605</b>	<b>\$10,239,789</b>	<b>\$12,452,317</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$176,746,615</b>	<b>\$201,345,605</b>	<b>\$167,044,670</b>	<b>\$173,996,257</b>
<b>Net Change in Fund Balance</b>	<b>(\$31,577,432)</b>	<b>(\$53,914,659)</b>	<b>(\$8,907,576)</b>	<b>(\$3,348,688)</b>
<b>Net Adjustments to GAAP</b>	<b>\$31,558,845</b>	<b>\$56,224,713</b>	<b>(\$7,399,093)</b>	<b>\$1,265,464</b>
<b>Ending Fund Balance</b>	<b>\$205,846,620</b>	<b>\$208,156,674</b>	<b>\$191,850,004</b>	<b>\$189,766,780</b>

*Frozen Appropriations not included in this Fund Statement*

# WATER FUND - 502

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$327,150,583</b>	<b>\$332,932,079</b>	<b>\$338,934,359</b>	<b>\$336,388,610</b>
<b>Revenues</b>				
Operating Grants/Contributions	6,454	48,368	70,000	0
Capital Grants/Contributions	0	573,030	0	0
Fees-Water	31,659,641	32,986,304	30,931,000	31,125,000
Interest Revenue	2,441,487	1,474,124	617,155	594,104
Other Earnings on Investments	22,717	19,285	0	0
Rents	113,329	135,440	110,000	110,000
Contributions & Donations	2,075,905	1,504,342	1,780,000	1,555,000
Sale of Property	4,894	9,021	0	0
Non Operating	67	0	0	0
Other Miscellaneous	196,115	222,719	145,000	145,000
<b>Total Revenues</b>	<b>\$36,520,609</b>	<b>\$36,972,633</b>	<b>\$33,653,155</b>	<b>\$33,529,104</b>
<b>Other Financing Sources</b>				
Proceeds of Debt Issuance	133,346	136,680	0	136,680
Other Financing Sources	29,112	1,551	0	0
Transfers from Funds	333,000	180,562	250,000	1,477,467
<b>Total Other Financing Sources</b>	<b>\$495,458</b>	<b>\$318,793</b>	<b>\$250,000</b>	<b>\$1,614,147</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$37,016,067</b>	<b>\$37,291,426</b>	<b>\$33,903,155</b>	<b>\$35,143,251</b>
<b>Expenditures</b>				
	11,981	1,122,165	(1,800,000)	0
Water	78,479	68,368	70,000	0
Water Minor Capital	900,556	843,903	2,341,433	1,000,800
Water Payments and Transfers	17,084,841	15,850,158	10,011,662	10,164,749
Water Trans & Distribution	3,139,047	3,307,302	3,342,997	3,569,599
Water Meter Operations	731,864	753,014	777,527	880,684
Water Production	5,297,349	5,283,967	10,474,490	5,930,629
Water Quality	1,071,659	1,139,701	1,103,031	1,164,750
Water Resources	2,740,568	2,758,721	3,623,845	3,330,068
Water Capital Projects	6,581,190	7,761,595	9,652,083	13,721,774
<b>Total Expenditures</b>	<b>\$37,637,532</b>	<b>\$38,888,895</b>	<b>\$39,597,070</b>	<b>\$39,763,053</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	366,552	187,613	188,224	188,223
Transfers Out	339,529	338,191	415,206	422,409
<b>Total Other Financing Uses</b>	<b>\$706,082</b>	<b>\$525,804</b>	<b>\$603,430</b>	<b>\$610,632</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$38,343,614</b>	<b>\$39,414,699</b>	<b>\$40,200,500</b>	<b>\$40,373,685</b>
<b>Net Change in Fund Balance</b>	<b>(\$1,327,547)</b>	<b>(\$2,123,273)</b>	<b>(\$6,297,345)</b>	<b>(\$5,230,434)</b>
<b>Net Adjustments to GAAP</b>	<b>\$7,109,043</b>	<b>\$8,125,553</b>	<b>\$3,751,596</b>	<b>\$6,273,695</b>
<b>Ending Fund Balance</b>	<b>\$332,932,079</b>	<b>\$338,934,359</b>	<b>\$336,388,610</b>	<b>\$337,431,871</b>

*Frozen Appropriations not included in this Fund Statement*

# WASTEWATER FUND - 503

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$184,500,468</b>	<b>\$190,098,195</b>	<b>\$193,814,006</b>	<b>\$196,020,728</b>
<b>Revenues</b>				
Other Fines & Forfeitures	1,100	75	0	0
Fees-Wastewater	23,887,186	23,433,299	23,900,000	23,925,000
Interest Revenue	1,476,591	789,977	369,638	324,611
Rents	135,253	161,024	90,000	100,000
Contributions & Donations	538,797	1,441,578	750,000	750,000
Sale of Property	(79,877)	0	0	0
Non Operating	13,484	0	0	0
Other Miscellaneous	19,434	373,351	25,000	25,000
<b>Total Revenues</b>	<b>\$25,991,968</b>	<b>\$26,199,304</b>	<b>\$25,134,638</b>	<b>\$25,124,611</b>
<b>Other Financing Sources</b>				
Other Financing Sources	12,200	0	0	0
Transfers from Funds	0	27,245	0	0
<b>Total Other Financing Sources</b>	<b>\$12,200</b>	<b>\$27,245</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$26,004,168</b>	<b>\$26,226,549</b>	<b>\$25,134,638</b>	<b>\$25,124,611</b>
<b>Expenditures</b>				
	25,329	365,377	0	0
WW Minor Capital	850,077	503,558	1,346,819	875,000
WW Payments and Transfers	10,668,552	11,394,233	6,334,727	6,261,761
WW Trunk and Collection	1,733,293	1,895,472	1,918,871	2,077,196
WW Water Quality	1,121,551	1,162,170	1,255,183	1,228,342
WW Water Reclamation	5,755,866	5,616,163	5,768,036	6,289,776
WW Capital Projects	6,134,180	10,895,047	13,827,736	5,644,501
<b>Total Expenditures</b>	<b>\$26,288,847</b>	<b>\$31,832,020</b>	<b>\$30,451,372</b>	<b>\$22,376,576</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	2,496,795	2,518,209	2,213,700	2,238,500
Transfers Out	297,777	211,708	199,370	567,815
<b>Total Other Financing Uses</b>	<b>\$2,794,572</b>	<b>\$2,729,917</b>	<b>\$2,413,070</b>	<b>\$2,806,315</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$29,083,419</b>	<b>\$34,561,937</b>	<b>\$32,864,442</b>	<b>\$25,182,891</b>
<b>Net Change in Fund Balance</b>	<b>(\$3,079,251)</b>	<b>(\$8,335,388)</b>	<b>(\$7,729,804)</b>	<b>(\$58,280)</b>
<b>Net Adjustments to GAAP</b>	<b>\$8,676,978</b>	<b>\$12,051,199</b>	<b>\$9,936,526</b>	<b>\$1,655,790</b>
<b>Ending Fund Balance</b>	<b>\$190,098,195</b>	<b>\$193,814,006</b>	<b>\$196,020,728</b>	<b>\$197,618,238</b>

*Frozen Appropriations not included in this Fund Statement*

# STORMWATER FUND - 504

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$143,829,332</b>	<b>\$152,132,218</b>	<b>\$159,779,871</b>	<b>\$165,869,348</b>
<b>Revenues</b>				
Non-Bus Licenses & Permits	19,650	18,150	0	0
Fees-Stormwater	17,441,127	17,909,734	17,650,000	18,300,000
Interest Revenue	770,408	456,258	194,820	183,043
Contributions & Donations	709,900	840,615	570,000	570,000
Sale of Property	15	0	0	0
Non Operating	15,600	3,000	0	0
Other Miscellaneous	13,359	14,584	0	0
<b>Total Revenues</b>	<b>\$18,970,060</b>	<b>\$19,242,341</b>	<b>\$18,414,820</b>	<b>\$19,053,043</b>
<b>Other Financing Sources</b>				
Other Financing Sources	1,850	20,363	0	0
<b>Total Other Financing Sources</b>	<b>\$1,850</b>	<b>\$20,363</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$18,971,910</b>	<b>\$19,262,704</b>	<b>\$18,414,820</b>	<b>\$19,053,043</b>
<b>Expenditures</b>				
Stormwater Minor Capital	191,632	363,474	811,112	572,000
Stormwater Operations	3,888,937	3,717,038	3,977,179	4,669,772
SW Payments and Transfers	6,295,489	7,189,316	4,640,352	4,959,135
SW Capital Projects	7,068,386	6,170,510	10,675,162	7,198,607
Utility Customer & Admin Svcs	0	0	0	0
<b>Total Expenditures</b>	<b>\$17,444,443</b>	<b>\$17,440,338</b>	<b>\$20,103,805</b>	<b>\$17,399,514</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	3,279,269	1,706,667	1,335,697	917,286
Transfers Out	411,045	419,841	465,132	451,576
<b>Total Other Financing Uses</b>	<b>\$3,690,314</b>	<b>\$2,126,508</b>	<b>\$1,800,829</b>	<b>\$1,368,862</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$21,134,757</b>	<b>\$19,566,846</b>	<b>\$21,904,634</b>	<b>\$18,768,376</b>
<b>Net Change in Fund Balance</b>	<b>(\$2,162,847)</b>	<b>(\$304,142)</b>	<b>(\$3,489,814)</b>	<b>\$284,667</b>
<b>Net Adjustments to GAAP</b>	<b>\$10,465,733</b>	<b>\$7,951,795</b>	<b>\$9,579,291</b>	<b>\$5,351,871</b>
<b>Ending Fund Balance</b>	<b>\$152,132,218</b>	<b>\$159,779,871</b>	<b>\$165,869,348</b>	<b>\$171,505,886</b>

*Frozen Appropriations not included in this Fund Statement*



## **INTERNAL SERVICE FUNDS DESCRIPTIONS**

### **601 - EQUIPMENT FUND**

The Equipment Fund is used to account for the operation and maintenance, and acquisition, of certain City equipment such as vehicles, trucks, and other major equipment purchases. The Equipment Fund is within the Internal Services area.

### **602 - SELF INSURANCE FUND**

The Self Insurance Fund provides for protection against losses involving City property, equipment and personnel using a combination of risk transfer (insurance coverage) and risk retention (self insurance). The Self Insurance Fund is within the Financial Services area.

### **603 - DATA & COMMUNICATIONS FUND**

The Data and Communications Fund provides for the acquisition, operation, and maintenance of the City's telephone system, office automation systems, and the City's central information technology functions. The Data and Communications Fund is within the Internal Services area.

### **604 - BENEFITS FUND**

The Benefits Fund provides for the collection of benefit premiums and the payment of medical claims. Benefits include a health insurance program, life insurance, accidental death and dismemberment, vision, dental, long-term disability, and several reimbursement accounts. The Benefits Fund is part of the Internal Services area.

### **605 - UTILITY CUSTOMER SERVICE & ADMIN. FUND**

The Utility Customer Service and Administration Fund provides the four Utility Funds and their customers with management, support services and customer services. The Utility Customer Service and Administration Fund is part of the Utility Services area.

# EQUIPMENT FUND - 601

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$9,921,226</b>	<b>\$11,772,830</b>	<b>\$12,140,815</b>	<b>\$13,267,397</b>
<b>Revenues</b>				
Operating Grants/Contributions	26,285	280,091	0	0
Capital Grants/Contributions	167,760	(188,182)	0	0
Fees-General Government	9,016,316	8,196,482	9,420,000	9,992,112
Interest Revenue	163,596	73,143	50,950	31,565
Rents	3,282,637	3,117,782	2,799,000	3,124,400
Sale of Property	(7,202)	4,768	0	0
Other Miscellaneous	136,676	1,066	13,000	3,000
<b>Total Revenues</b>	<b>\$12,786,068</b>	<b>\$11,485,150</b>	<b>\$12,282,950</b>	<b>\$13,151,077</b>
<b>Other Financing Sources</b>				
Other Financing Sources	110,644	125,846	55,000	0
Transfers from Funds	0	0	10,199	0
<b>Total Other Financing Sources</b>	<b>\$110,644</b>	<b>\$125,846</b>	<b>\$65,199</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$12,896,712</b>	<b>\$11,610,995</b>	<b>\$12,348,149</b>	<b>\$13,151,077</b>
<b>Expenditures</b>				
Personnel Services	3,341,863	3,542,134	3,434,084	3,679,873
Purchased Prof & Tech Services	135,012	152,838	146,617	584,250
Purchased Property Services	2,230,387	2,094,115	1,829,062	2,068,260
Other Purchased Services	75,811	71,027	184,542	156,823
Supplies	2,975,087	2,481,061	3,456,098	3,636,750
Capital Outlay	812,508	525,151	270,000	718,407
Other	1,849,387	2,078,207	15,000	15,000
<b>Total Expenditures</b>	<b>\$11,420,055</b>	<b>\$10,944,534</b>	<b>\$9,335,402</b>	<b>\$10,859,363</b>
<b>Other Financing Uses</b>				
Debt & Other Uses	3,228,347	3,046,558	2,713,332	2,841,915
Transfers Out	174,704	151,838	58,095	39,538
<b>Total Other Financing Uses</b>	<b>\$3,403,051</b>	<b>\$3,198,396</b>	<b>\$2,771,427</b>	<b>\$2,881,453</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$14,823,107</b>	<b>\$14,142,930</b>	<b>\$12,106,829</b>	<b>\$13,740,816</b>
<b>Net Change in Fund Balance</b>	<b>(\$1,926,395)</b>	<b>(\$2,531,935)</b>	<b>\$241,320</b>	<b>(\$589,739)</b>
<b>Net Adjustments to GAAP</b>	<b>\$3,777,999</b>	<b>\$2,899,919</b>	<b>\$885,262</b>	<b>\$1,638,128</b>
<b>Ending Fund Balance</b>	<b>\$11,772,830</b>	<b>\$12,140,815</b>	<b>\$13,267,397</b>	<b>\$14,315,786</b>

*Frozen Appropriations not included in this Fund Statement*

# SELF INSURANCE FUND - 602

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$2,714,345</b>	<b>\$1,754,270</b>	<b>\$793,441</b>	<b>\$1,108,270</b>
<b>Revenues</b>				
Fees-General Government	3,057,461	3,113,331	3,948,209	5,994,165
Interest Revenue	174,983	63,432	54,201	21,105
Other Miscellaneous	423,300	64,786	0	0
<b>Total Revenues</b>	<b>\$3,655,745</b>	<b>\$3,241,548</b>	<b>\$4,002,410</b>	<b>\$6,015,270</b>
<b>Other Financing Sources</b>				
Transfers from Funds	2,340,652	1,935,779	1,691,054	1,466,659
<b>Total Other Financing Sources</b>	<b>\$2,340,652</b>	<b>\$1,935,779</b>	<b>\$1,691,054</b>	<b>\$1,466,659</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$5,996,397</b>	<b>\$5,177,327</b>	<b>\$5,693,464</b>	<b>\$7,481,929</b>
<b>Expenditures</b>				
Salaries & Wages	597,578	626,757	696,113	743,839
Benefits	165,056	166,596	199,751	227,094
Other Personnel Costs	263	80	(92,216)	(29,128)
Professional & Technical	213,155	154,017	170,364	209,000
Other Prof & Tech Services	1,926	3,232	0	0
Cleaning Services	9,702	12,391	9,373	4,000
Repair & Maintenance Services	62,836	25,266	55,175	55,175
Rental Services	2,480	0	0	0
Insurance	5,421,478	4,596,525	3,955,114	5,681,673
Communication Services	14,548	12,747	16,000	16,000
Internal Admin Services	744	756	750	800
Employee Travel	26,363	1,341	15,500	15,500
Other Purchased Services	17,679	17,105	19,410	17,900
Vehicle & Equipment Supplies	170	0	0	0
Office & Related Supplies	11,243	8,518	19,500	19,500
Health & Safety Supplies	109,741	86,323	80,734	118,000
Other Supplies	7,076	10,558	13,000	13,000
<b>Total Expenditures</b>	<b>\$6,662,038</b>	<b>\$5,722,213</b>	<b>\$5,158,567</b>	<b>\$7,092,353</b>
<b>Other Financing Uses</b>				
Transfers to Funds	294,434	415,943	220,068	226,928
<b>Total Other Financing Uses</b>	<b>\$294,434</b>	<b>\$415,943</b>	<b>\$220,068</b>	<b>\$226,928</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$6,956,472</b>	<b>\$6,138,157</b>	<b>\$5,378,635</b>	<b>\$7,319,281</b>
<b>Net Change in Fund Balance</b>	<b>(\$960,075)</b>	<b>(\$960,830)</b>	<b>\$314,829</b>	<b>\$162,648</b>
<b>Ending Fund Balance</b>	<b>\$1,754,270</b>	<b>\$793,441</b>	<b>\$1,108,270</b>	<b>\$1,270,918</b>

*Frozen Appropriations not included in this Fund Statement*

# DATA & COMMUNICATIONS FUND - 603

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$3,576,321</b>	<b>\$3,393,758</b>	<b>\$3,045,365</b>	<b>\$2,276,052</b>
<b>Revenues</b>				
Fees-General Government	1,922,385	1,918,139	2,139,874	2,183,805
Other Charges for Service	227	0	0	0
Interest Revenue	133,530	59,868	28,970	24,844
<b>Total Revenues</b>	<b>\$2,056,142</b>	<b>\$1,978,008</b>	<b>\$2,168,844</b>	<b>\$2,208,649</b>
<b>Other Financing Sources</b>				
Transfers from Funds	7,784,839	7,913,583	7,725,845	8,793,319
<b>Total Other Financing Sources</b>	<b>\$7,784,839</b>	<b>\$7,913,583</b>	<b>\$7,725,845</b>	<b>\$8,793,319</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$9,840,981</b>	<b>\$9,891,591</b>	<b>\$9,894,689</b>	<b>\$11,001,968</b>
<b>Expenditures</b>				
Salaries & Wages	4,266,038	4,366,006	4,032,686	4,399,601
Benefits	1,101,410	1,043,253	1,136,463	1,247,886
Other Personnel Costs	4,853	2,446	(604,693)	(123,855)
Professional & Technical	206,529	256,694	757,085	166,500
Governmental Services	103	493	0	0
Other Prof & Tech Services	211,189	253,366	144,129	552,000
Cleaning Services	2,490	634	0	0
Repair & Maintenance Services	2,547,257	2,444,332	2,764,414	2,946,397
Communication Services	395,560	449,077	415,011	414,395
Internal Admin Services	3,480	3,540	3,711	4,361
Employee Travel	106,160	31,461	85,902	85,400
Other Purchased Services	19,191	22,505	8,778	8,776
Vehicle & Equipment Supplies	310	245	0	0
Land & Building Maint Supplies	0	301	0	0
Office & Related Supplies	814,656	1,230,291	977,055	778,236
Health & Safety Supplies	87	0	0	0
Other Supplies	11,984	8,414	5,719	8,650
Vehicles & Equipment	177,630	121,943	402,523	472,000
Depreciation	181,910	207,399	0	0
Bad Debt Expense	94	0	0	0
<b>Total Expenditures</b>	<b>\$10,050,931</b>	<b>\$10,442,398</b>	<b>\$10,128,783</b>	<b>\$10,960,347</b>
<b>Other Financing Uses</b>				
Debt Service	79,606	0	0	0
Transfers to Funds	239,704	247,521	722,219	789,861
<b>Total Other Financing Uses</b>	<b>\$319,310</b>	<b>\$247,521</b>	<b>\$722,219</b>	<b>\$789,861</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$10,370,241</b>	<b>\$10,689,919</b>	<b>\$10,851,002</b>	<b>\$11,750,208</b>
<b>Net Change in Fund Balance</b>	<b>(\$529,259)</b>	<b>(\$798,328)</b>	<b>(\$956,313)</b>	<b>(\$748,240)</b>
<b>Net Adjustment to GAAP</b>	<b>\$346,696</b>	<b>\$449,935</b>	<b>\$187,000</b>	<b>\$256,000</b>
<b>Ending Fund Balance</b>	<b>\$3,393,758</b>	<b>\$3,045,365</b>	<b>\$2,276,052</b>	<b>\$1,783,812</b>

*Frozen Appropriations not included in this Fund Statement*

# BENEFITS FUND - 604

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$11,540,949</b>	<b>\$15,206,839</b>	<b>\$15,047,039</b>	<b>\$13,730,666</b>
<b>Revenues</b>				
Charges for Service	33,793,690	32,394,833	35,053,384	33,455,574
Earnings on Investments	509,840	306,774	143,021	122,838
Miscellaneous	40,000	82,010	40,000	80,000
<b>Total Revenues</b>	<b>\$34,343,530</b>	<b>\$32,783,617</b>	<b>\$35,236,405</b>	<b>\$33,658,412</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$34,343,530</b>	<b>\$32,783,617</b>	<b>\$35,236,405</b>	<b>\$33,658,412</b>
<b>Expenditures</b>				
Personnel Services	1,001,417	1,181,568	1,200,304	1,330,266
Purchased Prof & Tech Services	1,129,739	1,321,844	1,375,134	1,184,078
Purchased Property Services	4,868	9,221	8,360	7,860
Other Purchased Services	28,525,703	30,415,319	33,952,430	34,870,012
Supplies	15,913	15,464	16,550	16,550
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$30,677,640</b>	<b>\$32,943,417</b>	<b>\$36,552,778</b>	<b>\$37,408,766</b>
<b>Other Financing Uses</b>				
<b>Total Other Financing Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$30,677,640</b>	<b>\$32,943,417</b>	<b>\$36,552,778</b>	<b>\$37,408,766</b>
<b>Net Change in Fund Balance</b>	<b>\$3,665,890</b>	<b>(\$159,800)</b>	<b>(\$1,316,373)</b>	<b>(\$3,750,354)</b>
<b>Ending Fund Balance</b>	<b>\$15,206,839</b>	<b>\$15,047,039</b>	<b>\$13,730,666</b>	<b>\$9,980,312</b>

*Frozen Appropriations not included in this Fund Statement*

# UTILITY CS&A FUND - 605

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	BUDGET 2022
<b>Beginning Fund Balance</b>	<b>\$206,149</b>	<b>\$137,476</b>	<b>\$1,413,699</b>	<b>\$1,387,660</b>
<b>Revenues</b>				
Fees-General Government	14,738,059	17,365,287	17,503,021	17,708,096
Interest Revenue	106,308	44,308	24,849	14,817
Contributions & Donations	0	0	25,000	0
Non Operating	1,213,226	687,972	1,110,000	1,110,000
Other Miscellaneous	96,900	104,826	80,000	80,000
<b>Total Revenues</b>	<b>\$16,154,494</b>	<b>\$18,202,393</b>	<b>\$18,742,870</b>	<b>\$18,912,913</b>
<b>Other Financing Sources</b>				
Other Financing Sources	27,051	0	0	0
Transfers from Funds	383,115	390,867	717,567	647,440
<b>Total Other Financing Sources</b>	<b>\$410,166</b>	<b>\$390,867</b>	<b>\$717,567</b>	<b>\$647,440</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$16,564,660</b>	<b>\$18,593,260</b>	<b>\$19,460,437</b>	<b>\$19,560,353</b>
<b>Expenditures</b>				
Salaries & Wages	7,471,162	8,182,357	8,476,057	8,915,507
Benefits	2,087,444	2,285,971	2,744,567	2,860,021
Other Personnel Costs	10,946	6,141	(281,456)	(330,452)
Professional & Technical	1,115,209	1,174,253	1,598,462	1,893,875
Other Prof & Tech Services	52,554	230,237	272,618	248,250
Utility Services	191,355	178,654	235,085	214,838
Cleaning Services	184,948	157,154	196,771	232,851
Repair & Maintenance Services	1,772,633	1,648,329	2,107,822	2,246,690
Rental Services	65,384	46,817	76,310	64,750
Construction Services	16,563	0	0	0
Other Property Services	685	2,078	0	1,500
Insurance	14,437	14,957	11,081	12,304
Communication Services	297,100	301,751	312,252	313,837
Internal Admin Services	193,314	198,087	177,674	180,407
Employee Travel	99,811	8,174	82,694	142,940
Other Purchased Services	521,219	475,247	505,310	564,100
Vehicle & Equipment Supplies	29,376	30,952	54,993	39,692
Land & Building Maint Supplies	24,064	28,946	21,700	25,700
Infrastructure Maint Supplies	2,404	102	0	0
Utility Supplies	7,800	1,162	3,150	3,150
Office & Related Supplies	99,489	79,227	84,395	123,875
Health & Safety Supplies	10,214	4,691	11,580	10,880
Other Supplies	92,493	55,399	87,845	122,550
Buildings	296	0	0	0
Vehicles & Equipment	98,280	43,524	319,323	710,898
Depreciation	153,772	122,021	0	0
Grants	3,693	5,500	25,000	10,000
Other	0	0	400,000	100,000
<b>Total Expenditures</b>	<b>\$14,616,645</b>	<b>\$15,281,730</b>	<b>\$17,523,232</b>	<b>\$18,708,163</b>
<b>Other Financing Uses</b>				
Transfers to Funds	2,109,941	2,047,006	2,122,567	2,326,660
<b>Total Other Financing Uses</b>	<b>\$2,109,941</b>	<b>\$2,047,006</b>	<b>\$2,122,567</b>	<b>\$2,326,660</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$16,726,586</b>	<b>\$17,328,736</b>	<b>\$19,645,799</b>	<b>\$21,034,823</b>
<b>Net Change in Fund Balance</b>	<b>(\$161,926)</b>	<b>\$1,264,524</b>	<b>(\$185,362)</b>	<b>(\$1,474,470)</b>
<b>Net Adjustments to GAAP</b>	<b>\$93,253</b>	<b>\$11,699</b>	<b>\$159,323</b>	<b>\$584,898</b>
<b>Ending Fund Balance</b>	<b>\$137,476</b>	<b>\$1,413,699</b>	<b>\$1,387,660</b>	<b>\$498,088</b>

*Frozen Appropriations not included in this Fund Statement*

## City of Fort Collins Debt Position

### Debt Policy Highlights

The City Council updated the debt policy in November 2013 through Resolution 2013-093. The policy was reviewed by the Council Finance Committee (CFC) in November 2016, but no changes were recommended by staff or made by CFC. The next review of the policy will occur in the fall of 2021.

### Purpose and Uses of Debt

Long term obligations should only be used to finance larger capital acquisitions and/or construction costs that are for high priority projects. Debt will not be used for operating purposes. Debt financing of capital improvements and equipment will be done only when the following conditions exist:

- a) When non-continuous projects (those not requiring continuous annual appropriations) are desired;
- b) When it can be determined that future users will receive a significant benefit from the improvement;
- c) When it is necessary to provide critical basic services to residents and taxpayers (for example, purchase of water rights);
- d) When total debt, including that issued by overlapping governmental entities, does not constitute an unreasonable burden to the residents and taxpayers.

### Debt Limitations and Capacity

Debt capacity will be evaluated by the annual dollar amount paid and the total amount outstanding with the goal to maintain the City's overall issuer rating at the very highest rating, Aaa. Parameters are different for Governmental Funds, Enterprise Funds, and Related Agencies.

- a) Governmental Funds—Annual debt service (principal and interest) will not exceed 5% of annual revenues. For calculation, revenues will not include internal charges, transfers and large one-time grants. Outstanding debt in relation to population and assessed value will also be monitored.
- b) Enterprise Funds—Each fund is unique and will be evaluated independently. Each fund's debt will be managed to maintain a credit score of at least an A rating. These funds typically issue revenue bonds and investors closely watch revenue coverage ratio. Coverage ratios are published in the City's audited Comprehensive Annual Financial Statement.
- c) Related Agencies—Each agency will be evaluated independently, taking into account City Charter, State statutes, market conditions and financial feasibility.

### Bond Ratings

To attain the lowest possible interest rates and to be sure it has the widest markets for its bonds, the City obtains a credit rating from the major rating services. The stronger the rating, the lower the interest rate assigned and, as a result, a lower cost to taxpayers and users of City services. In some cases, the City may also purchase insurance when the economic analysis shows more benefit than cost. Bond insurance provides additional support for the creditworthiness of the bonds and improves (lowers) the interest costs. The major rating services are Standard & Poor's, Moody's Investors Service and Fitch Ratings.

Bonds issued by the City of Fort Collins continue to receive and maintain very favorable ratings from both rating agencies. The most recent bond ratings are:

	<b>Moody's</b>	<b>Standard &amp; Poor's</b>	<b>Fitch</b>
Certificates of Participation	Aa1	No rating	No rating
Light & Power Revenue Bonds	No rating	AA-	AA-
Water Revenue Bonds	No rating	AAA	No rating
Sewer Revenue Bonds (Wastewater)	Aa1	AAA	AAA
Storm Drainage Revenue Bonds	No rating	AA+	No rating

**Most Recent Bond Activity**

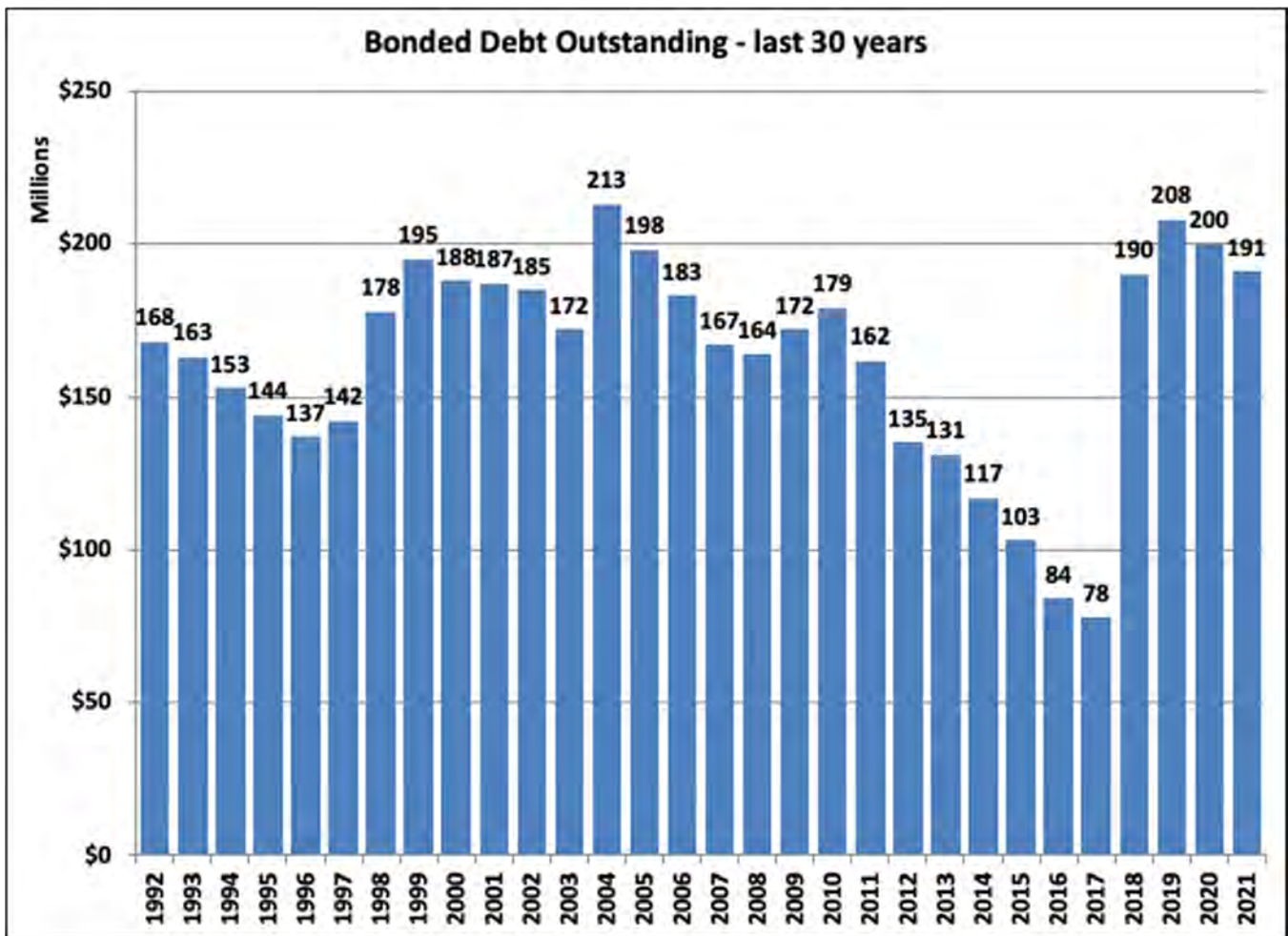
In 2019 the City issued Lease Certificates of Participation to support the construction of the I-25/Prospect interchange, and the Police Regional Training Facility. The original balance was \$23,865,000 with a net interest cost of 3.02% for 20 years.

In 2019 the URA issued Tax Increment Revenue bonds to repay the City for the advance made to the URA. The original balance was \$4,990,000 with a true interest cost of \$1.96%.

**Outstanding Debt**

<b>Debt Summary</b>							\$ in 000s	
excludes lease to own equipment and DDA related debt								
<b>Date Issued</b>	<b>Date Matures</b>	<b>Original Amount</b>	<b>Term</b>	<b>Debt Issued</b>	<b>Outstanding 12/31/21</b>	<b>Debt Service 2021</b>		
2001	2021	\$ 890	20	2001 ALP's (governmental portion)	\$ 0	\$ 67		
2012	2026	34,395	14	2012 COP's (refunded 2004)	9,625	2,072		
2017	2027	8,425	10	2017 COP's	5,290	961		
2019	2038	23,865	20	2019 COP's	21,245	1,688		
2018	2042	98,320	25	2018A Light & Power Revenue Bond	84,945	4,194		
2018	2031	44,690	13	2018B Light & Power Revenue Bond	44,690	1,634		
2003	2030	2,476	27	2003 Water Revenue Bond	654	188		
2016	2028	18,795	12	2016 Wastewater Revenue Bond	14,125	2,214		
2001	2021	9,845	20	2001 Storm Drainage Revenue Bond	0	372		
2011	2022	8,515	11	2011 Storm Drainage Revenue Bond	895	919		
2001	2021	2,830	20	2001 ALP's (golf portion)	0	215		
2013	2029	11,085	16	2013 URA Revenue Bond	5,660	949		
2019	2036	4,990	17	2019 URA Revenue Bond	4,320	370		
		<u>269,121</u>			<u>191,449</u>	<u>15,843</u>		
2009	2029	<u>5,304</u>	20	RMI2 (advance from City)	<u>954</u>	<u>320</u>		
		<u>5,304</u>			<u>954</u>	<u>320</u>		
<b>Total</b>		<u><b>\$ 274,425</b></u>			<u><b>\$ 192,404</b></u>	<u><b>\$ 16,163</b></u>		





**Possible Debt Activity in the Near Future**

In 2022 the City anticipates issuing debt to finance irrigation work needed at the Southridge and City Park Nine golf courses. The City is also exploring the use of debt financing for necessary remodels on certain Operation Services buildings. The City is still determining the best vehicle to use for these financings.

**Lease Purchase Agreements**

From time to time the City finances certain equipment by using lease-purchase financing. The agreements are limited to five-year terms and the assets acquired have a life that meets or exceeds that term. This disclosure is required by CRS § 29-1-103.

**Lease-Purchase Agreements Personal Property: Future Obligations by Year**

Agreement Year	2022	2023	2024	2025	2026	Total
2017 A	392					392
2018 A	533	267				800
2019 A	759	759	379			1,897
2020 A	340	340	340	170		1,190
2021 A	607	607	607	607	303	2,730
	<b>\$ 2,631</b>	<b>\$ 1,973</b>	<b>\$ 1,326</b>	<b>\$ 777</b>	<b>\$ 303</b>	<b>\$ 7,009</b>

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## CAPITAL IMPROVEMENT PLAN

In April 2015, the voters of Fort Collins passed a 10-year, quarter-cent (0.25%) tax renewal dedicated to community improvements called the Community Capital Improvement Program (“CCIP”). The projects identified for the CCIP tax, along with some initial operation and maintenance costs, went into effect January 1, 2016, and will expire on December 31, 2025. The goal of CCIP is to provide funding for some of the City’s highest priority capital projects. Like previous capital improvement plans, the City used an extensive public engagement process, conducting a series of meetings to solicit public feedback and input from City boards and commissions, along with several City Council Work Sessions. As a result of this input, the final list of projects was developed prior to voting and was included as part of the ballot language.

Funding for neighborhood parks, open space, and trail system capital improvements is provided through the City’s Neighborhood Parkland Fund and Conservation Trust Fund. The Neighborhood Parkland Fund is used to account for revenues collected from the City’s Neighborhood Parkland capital improvement expansion fee and provides funding for acquisition and development of neighborhood parks, as well as park capital improvements. The Conservation Trust Fund is funded through Colorado State Lottery revenue and is restricted by City Council to financing capital projects which relate to the acquisition and development of open space and trails, as well as part of the operations and maintenance of those systems.

In addition to the City’s dedicated quarter-cent sales and use tax for CCIP mentioned above, City Council adopted Ordinance No. 51, 1996 in May of 1996, which established capital improvement expansion fees for library, community parkland, police, fire, and general government services. The purpose of these expansion fees (sometimes called “impact fees”) is to have a mechanism whereby developers pay for a proportionate share of the capital improvements and equipment that are necessary to provide services to areas of new development within the City. The expansion fee policy helps the City to ensure that new areas of development does not have a negative impact on the City’s ability to provide infrastructure to those areas.

Capital improvements associated with the City’s Light & Power, Water, Wastewater, and Stormwater utilities are budgeted within each respective enterprise fund. A combination of revenue from utility fees, bond proceeds, and Plant Investment Fees (PIFs – which apply to all development served by Fort Collins Utilities) are used to fund utility capital projects. Those projects provide improvements to the City’s electrical, water, and wastewater systems, as well as basin improvements associated with the City’s storm drainage system.

## PROJECT BUDGETING

### Capital Improvement Policy

The City's Capital Improvement Policy provides Project Managers with guidelines for budget preparation and long-range financial planning. The policy states:

- The City will develop a multi-year plan for capital improvements and update it annually.

***This document presents the City's capital improvement program for 2022. While the budget is normally biennial, the City's budget is reviewed and appropriated annually.***

- The City will identify estimated costs and funding sources for each capital project requested before it is submitted to the City Council.

***Council may approve appropriations for capital projects during the budget process, or "off-cycle" (outside of BFO) at any time during the year. Council is not asked to approve any project for which a funding source has not been identified. Staff also keeps the Council informed on estimated operating impacts of projects being considered by City Council.***

- All City capital improvement projects will be administered in accordance with The City's Capital Projects Procedures Manual.

***The City has a Capital Projects Procedures Manual which serves as a guide to Project Managers regarding administrative and operational procedures to be used in the design and construction of the City's capital projects.***

- All City capital improvements will be constructed, and expenditures incurred, for the purpose as approved by City Council.

***The scope (project description) and estimated cost (budget) of capital improvements are relayed to City Council, prior to, or at the time they are asked to approve funding for a project. Additional funding or changes to the scope of an approved capital project must be approved by City Council.***

- The City will use a variety of different funding sources to fund capital projects, with an emphasis on a 'pay-as-you-go' philosophy.

***The City's current capital improvement program is funded from a variety of different sources. The 'pay-as-you-go' philosophy 1) avoids additional City costs due to interest charges, 2) assures all revenue collected is available for projects, and 3) provides a conservative approach to capital budgeting; however, long-term financing is a viable funding source which the City has***

***used and will continue to do so for certain improvements.***

- Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

***Project Managers are responsible for identifying 1) additional operation and maintenance (O&M) costs associated with new capital projects, 2) funding sources for the O&M, and 3) developing a plan for including new O&M in the City's budget.***

### **The Budget Process**

The budget process and eventual appropriation provides Project Managers with the legal basis for spending resources on their proposed capital improvement projects. Appropriations are the legal authorization granted by City Council to make expenditures and enter into obligations. An appropriation ordinance, approved by City Council, is the vehicle by which appropriations are made legal. Appropriation ordinances require two readings by the City Council, and become effective the 10<sup>th</sup> day following passage of the ordinance on second reading.

### **Capital Project Appropriations**

Capital project appropriations, which do not lapse until completion of the project, require City Council's approval and are subject to the following City Charter requirements:

- Appropriation of funds for capital projects shall be summarized by project.
- No appropriation shall be made which exceeds the revenues, reserves, or other funds anticipated to be available at the time of the appropriation.
- Supplemental appropriations may be made at any time during the fiscal year, provided that the requested appropriation does not exceed the current estimate of actual and anticipated revenues or other funds to be received in the fiscal year, or provided that funds requested for appropriation are available in the form of prior year reserves within the fund.
- Appropriations may be transferred from one fund or capital project to another fund or capital project, provided that 1) the purpose for which the transferred funds are to be expended remains the same, 2) the purpose for which the funds were initially appropriated no longer exists, or 3) the proposed transfer is from a fund or capital project in which the amount appropriated exceeds the amount needed to accomplish the purpose as originally appropriated.

### **Art in Public Places Program**

On April 25, 1995, the City Council adopted Ordinance No. 20, 1995, adopting legislation that established and created the Art in Public Places (APP) program. All requests submitted to the City Council for capital project appropriations estimated to cost over two hundred fifty thousand dollars (\$250,000) shall include an amount equal

to one (1) percent of the estimated cost of such project for works of art. This requirement shall also apply to appropriations partially funding a project that will have a total estimated cost of over two hundred fifty thousand dollars (\$250,000), even if such individual appropriations are equal to or less than that amount. The APP program establishes procedures and guidelines for the acquisition of art by the City and ensures that public art is integrated into City capital projects. Contributions for non-proprietary capital projects must be appropriated for transfer within the capital project, to the Art in Public Places reserve account in the City’s Cultural Services & Facilities Fund.

Proprietary fund contributions (from one of the City’s Utility funds) toward APP works of art, are budgeted within the appropriate proprietary fund, rather than the Cultural Services & Facilities Fund. Proprietary funds also pay their share of APP maintenance, administration, repair, and display costs annually as a transfer to the APP program in the Cultural Services & Facilities Fund. The total amount of *annual* contributions to the APP program for each Utility fund is limited to one-half percent (0.50%) of the budgeted operating revenue in each Utility fund for that fiscal year.

**2022 Citywide Art in Public Places Contribution Budget**

<u>Funding Source</u>	<u>2022 Budget</u>
General Fund	\$2,431
Neighborhood Parkland Fund	\$29,000
Conservation Trust Fund	\$10,950
Natural Areas Fund	\$7,359
Capital Projects Fund	\$53,100
<b>Subtotal of Governmental APP Contribution Budget</b>	<b>\$102,840</b>
Light & Power Fund	\$52,228
Water Fund	\$77,319
Wastewater Fund	\$37,679
Stormwater Fund	\$51,200
<b>Subtotal of Utilities APP Contribution Budget</b>	<b>\$218,426</b>
<b>Total Citywide APP Contribution Budget</b>	<b>\$321,266</b>

# CAPITAL PROJECTS SUMMARY

## By Fund

The following schedule lists the 2022 budgeted capital project expenditures by Fund and Outcome.

2022	Culture & Recreation	Economic Health	Environmental Health	Safe Community	Transportation & Mobility	Total
<b>FUND EXPENDITURES</b>						
Capital Projects	\$2,360,000				\$2,950,000	\$5,310,000
Conservation Trust	\$1,863,507					\$1,863,507
Neighborhood Parkland	\$4,383,758					\$4,383,758
Light & Power		\$4,556,577	\$435,500			\$4,992,077
Stormwater				\$3,920,000		\$3,920,000
Water		\$389,300	\$6,665,943			\$7,055,243
Multiple Utilities		\$519,000				\$519,000
<b>Total Citywide Capital</b>	<b>\$8,607,265</b>	<b>\$5,464,877</b>	<b>\$7,101,443</b>	<b>\$3,920,000</b>	<b>\$2,950,000</b>	<b>\$28,043,585</b>

# CAPITAL PROJECTS 2022

## By Outcome

Offer #		2022
<b>CULTURE &amp; RECREATION</b>		
34.24	CCIP - Southeast Community Center Design and Construction Plans	\$2,360,000
41.1	Recreational Trail Development	1,863,507
41.2	Neighborhood Park Development and 1.0 FTE Classified Addition - Worker 1, Parks	4,383,758
<b>TOTAL CULTURE &amp; RECREATION</b>		<b>\$8,607,265</b>
<b>ECONOMIC HEALTH</b>		
2.9	Utilities: Light & Power - Distribution Automation	\$150,000
2.11	Utilities: Light & Power - Install East Prospect and I-25 Circuit	1,733,000
2.12	Utilities: Light & Power - Install Circuit to Timberline Road and East Vine to Serve New Load	720,000
2.13	Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Light & Power Fund	542,700
2.13	Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Water Fund	389,300
2.14	Utilities: Light & Power - Asset Register and Work Order Management System Upgrades	269,120
2.15	Utilities: Light & Power - Operational Technology (OT) Graphic Work Design Upgrade	450,000
2.18	Utilities: Light & Power - 700 Wood Street Backup Power, Dual Feed, and Auto Transfer	519,000
2.19	Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements	230,000
2.20	Utilities: Light & Power - Disaster Recovery Site Improvements	406,757
2.21	Utilities: Light & Power - Joint Training Field with Poudre Fire Authority	55,000
<b>TOTAL ECONOMIC HEALTH</b>		<b>\$5,464,877</b>
<b>ENVIRONMENTAL HEALTH</b>		
1.14	Utilities: Light & Power - Demand Response Equipment Technology Replacement	\$435,500
1.24	Utilities: Halligan Project Additional Capital Funding for Continued Permitting and Design	4,934,000
1.62	Environmental Learning Center Flow Restoration Project Construction - Phase 1	1,731,943
<b>TOTAL ENVIRONMENTAL HEALTH</b>		<b>\$7,101,443</b>
<b>SAFE COMMUNITY</b>		
4.4	Utilities: Stormwater - Oak Street Stormwater Project	\$920,000
4.5	Utilities: Stormwater - North Mason Stormwater Improvements - Phase 1	1,500,000
4.6	Utilities: Stormwater - Poudre River Levee Program	1,500,000
<b>TOTAL SAFE COMMUNITY</b>		<b>\$3,920,000</b>
<b>TRANSPORTATION</b>		
13.5	CCIP - Bicycle Infrastructure	\$350,000
19.6	CCIP - ADA Bus Stop Improvements	100,000
21.4	CCIP - Arterial Intersections	400,000
21.5	CCIP - Pedestrian Sidewalk - ADA	1,200,000
21.16	CCIP - Siphon Bike / Pedestrian Overpass	500,000
21.17	Linden Street Renovation Project	400,000
<b>TOTAL TRANSPORTATION</b>		<b>\$2,950,000</b>
<b>TOTAL CAPITAL PROJECTS</b>		<b>\$28,043,585</b>
<i>Utilities</i>		<i>\$16,486,320</i>
<i>All Other Service Areas</i>		<i>\$11,557,265</i>

\*Note: The Offers listed above include all expenses associated with the capital project offer, which may be greater than the portion of the project which will be 'capitalized' based on federal accounting standards.



## **BUDGET TERMS**

### **Accrual Basis**

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

### **Administrative Charges**

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

### **Ad Valorem Tax**

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

### **Appropriation**

Legal authorization granted by City Council to make expenditures and incur obligations for specific purposes up to a specific dollar amount. For lapsing/operating fund budgets, appropriations lapse at the end of each fiscal year. For non-lapsing/project funds appropriations do not lapse but continue in force until fully expended or until the purpose for which they were granted has been accomplished, abandoned, or revised by the City Council.

### **Appropriation Ordinance**

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

### **Assessed Valuation**

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

### **Authority**

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

### **BART**

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

### **Benchmark**

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

**BFO Team**

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

**Bond**

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

**Budget**

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

**Budgeting for Outcomes (BFO)**

Budgeting for outcomes is a form of priority based budgeting where spending is linked to overall community results. Instead of the traditional approach to budgeting that begins with last year's budget, the starting point for the budget process becomes setting priorities and establishing the amount of revenue available for achieving those priorities. The budget process shifts from paying for costs to buying results. We ask "What's the best way to produce the most value with the dollars we have?" to better align the services delivered by the City with the things that are most important to the community.

**Capital Outlay**

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

**Capital Improvement Program**

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

**Capital Project**

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

**Capital Projects Fund**

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

**Community Capital Improvement Program (CCIP) Tax**

Fort Collins has had a dedicated tax for capital projects since 1973. The tax and the term

have varied over the years. The tax initiative, currently known as the Community Capital Improvement Program (CCIP), was renewed in April 2015 and expires December 31, 2025. CCIP, formerly known as Building on Basics, is dedicated to community improvements. Project highlights using this funding from 2019-2020 include Bus stop improvements, Bicycle infrastructure improvements, Linden Street renovation, Nature in the City, and numerous improvements to streets.

### **Classified Employee**

An authorized, budgeted position which is included in the City Pay Plan. Classified employees may be either full-time (1.0 FTE consisting of a 40 hour work week or equivalent) or part-time (0.5 FTE or greater, with a work week of a minimum of 20 and a maximum of 39 hours). These employees are covered by the City's Personnel Policies and Procedures Manual.

### **Certificates of Participation**

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

### **Contingency**

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

### **Debt Service**

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

### **Depreciation**

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

### **Encumbrances**

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

### **Enterprise Fund**

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

### **Expenditures**

Cost of goods received or services offered.

**Fiscal Year**

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Fort Collins' fiscal year is January 1 through December 31.

**Full-time Equivalent (FTE) Employee**

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

**Fund**

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

**Fund Balance**

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

**General Fund**

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

**General Obligation Bond**

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

**Grants**

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

**Home Rule**

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

**Hourly Employee**

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

**Impact Fees**

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

**Indicator**

A measure that quantifies the achievement of a result.

**Infrastructure**

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

**Input Measure**

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

**Intergovernmental Revenue**

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

**Internal Service Fund**

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

**Lapsing Appropriation**

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

**Lease-Purchase Agreements**

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

**Maturity**

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

**Mill Levy**

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

**Modified Accrual Basis**

Revenues are recorded as the amount becomes measurable and available. Expenditures are recorded when the liability is incurred.

**Net Operating Budget**

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

**Offer**

A description of services, programs or initiatives that will produce a desired result provided by a service provider. Multiple similar offers can be bundled within a package, but each offer is independently evaluated if it will be bought or not.

## Offer Type

Offers are separated into 1 of 8 types, which helps to compare like offers across the Outcomes.

- **Capital Project:** An Offer for 1) new design and/or construction, 2) expansion of existing assets, or 3) renovation of an existing 'vertical' asset, like a building. Would also include improvements to existing assets that bring the asset to modern design standards. Offers of this Type need to indicate it is a Capital Project in the Offer Narrative and are likely applicable to APP.
- **Asset Management:** An Offer for existing asset inventory as it relates to life cycle costs and future needs. Ideally, this is supported by an Asset Management Plan or a Replacement Schedule. Offers for Major Repair, Replacement, or Maintenance over \$20k should use this Offer Type. Would also include renewing existing assets to current regulatory standards.
  - Examples include: Parks life cycle equipment and horizontal assets like roads, pipes, cables, duct banks, etc.
- **Enhancement:** Either 1) a new program/service/FTE or 2) an increased level of service for an existing program/service beyond inflation that requires additional ongoing funding.
- **1-Time Enhancement:** A new program/service or contractual FTE that requires one-time funding.
- **Continuing Enhancement:** An Enhancement Offer approved in the last budget cycle.
- **Ongoing:** Anything else not described in the other Offer Types - existing programs/services at the same level of service currently being provided to the community.
- **Reduction:** Either 1) the elimination of or 2) reduced level of service for an existing program/service/FTE.
- **Redeploy:** These are 'net zero' Offers that propose to shift budget from one program or service to a different one of higher priority that directly supports a Council Priority Dashboard item or a current Strategic Objective. The budget associated with the program or service proposed to be stopped should be included in an Ongoing Offer.

## Ordinance

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

**Outcome**

The City of Fort Collins works to continuously improve seven key Outcome areas: Neighborhood Livability and Social Health, Culture and Recreation, Economic Health, Environmental Health, Safe Community, Transportation and Mobility, and High Performing Government. The City budget is divided among these seven areas, and revenue is allocated to support policies and initiatives that drive improvement in outcomes.

**Performance Measure**

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

**Personnel Services**

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

**PILOT (Payment in Lieu of Taxes)**

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

**Quality Measure**

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

**Ranking Platform**

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

**Reserve**

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

**Resources**

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

**Revised Budget**

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

**Seasonal Employee**

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

**Special Assessment**

A levy made against certain properties to defray part or all of the cost of a specific

improvement or service deemed to primarily benefit those properties.

### **Special Assessment Fund**

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

### **Special Revenue Fund**

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

### **Supplemental Requests**

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

### **Tax Increment Financing (TIF)**

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

### **Transfers**

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

### **Unclassified Employee**

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

### **Undesignated Fund Balance**

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

### **User Fees**

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



**6.1 Light & Power Payments and Transfers****2022 - \$18,499,868**

Funding this offer will allow the required payments and transfers in the Light & Power Fund to be made including:

- \* Payment in lieu of taxes (PILOTs).
- \* Transfer to the General Fund for administrative services, risk management, debt service.
- \* Light & Power's portion of shared services provided by the Utilities Customer Services & Administrative Fund (CS&A).

Other, smaller annual payments are to the Office of Emergency Management, supplemental payment to the General Employees Retirement Plan, and bad debt expense.

PILOTs are mandated and set by City Council by ordinance at an amount equal to 6% of the Utilities' operating revenues from the sale of electricity. The payment compensates the General Fund for the revenue it would receive if the Utility were privately owned. In addition to this cash payment, the Utility operates and maintains the City's street lighting system at no cost to the City General Fund. This is a non cash contribution.

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

Payments to the self-insurance fund include charges for employee liability, automobile liability, and comprehensive, collision and physical property insurance.

Utilities customer service and administration is provided to all four utilities by the CS&A Fund, an internal service fund. A wide range of services are provided by the employees and programs of CS&A including: customer service, billing, collection, limited meter reading, customer and employee relations, the executive director's office, safety and security, utilities finance and budget, asset management, information technology, regulatory and government affairs, and building and grounds maintenance.

**6.2 Water Payments & Transfers****2022 - \$8,601,870**

This offer includes the payments and transfers made from the Water Fund including: Payment in Lieu of Taxes (PILOT) to the General Fund, payment for General Fund services, Risk Management expenses, debt service, the Water Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services. Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology services.

**6.3 Wastewater Payments and Transfers****2022 - \$8,188,282**

This package includes the payments and transfers made from the Wastewater Fund including: Payment in Lieu of Taxes (PILOT) to the General Fund, payment for General Fund services, Risk Management expenses, debt service, the Wastewater Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services. Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Wastewater Fund.

**6.4 Stormwater Payments & Transfers****2022 - \$5,943,321**

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, payment to Boxelder Basin Regional Stormwater Authority (BBRSA) for service and system development, and Stormwater's portion of shared services provided by the Utilities Customer & Administrative Services Fund (CS&A). Other smaller transfers include supplemental payment to the General Employees Retirement Plan, payment for investment services, and bad debt expense. Since there are not for profit taxable utilities who provide stormwater services, the Stormwater Utility does not pay payment in lieu of taxes (PILOT).

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

Payments to the self insurance fund include charges for employee liability insurance, comprehensive and collision automobile liability insurance, and administrative costs.

BBRSA payment is in compliance with the intergovernmental agreement (IGA) and funds the design, construction and maintenance of regional stormwater improvements to address flood mitigation and protection within the Boxelder and

Cooper Slough stormwater drainage basins.

Utilities Customer Service & Administration is provided to all four utilities by the CS&A Fund, an internal service fund. A wide range of services are provided by the employees and programs of CS&A including: customer service, billing, collection, customer connections, the executive director's office, workforce culture, utilities finance and budget, asset management, information technology, environmental regulatory affairs, and building and grounds maintenance. The Stormwater Fund is allocated about XX% of the fund's expenses.

**6.5 Utility Funds Transfers to the General Fund 2022 - \$962,457**

Transfers from the Utility funds for:

Climate Commitment (50% of PO92-002) (#48.4)

L&P: Offers #65.1, 44.2, 46.1

Water: Offers #65.1, 44.2, 46.1

WW: Offers #65.1, 46.1

SW: Offers #65.1, 46.1, 43.2

BB: Offers #65.1, 32.5

CSA: Offer #65.1, 25.7

**6.6 Utility Funds Transfers to other Funds (not General Fund) 2022 - \$968,265**

L&P to Offer 3.10

Water to Offer 3.10 & 31.3

WW to Offer 1.62, 3.10 & 31.3

SW to Offer 3.10 & 9.4

BB to Offer 3.10

**58.1 General Fund Off the Top: Insurance & SRM Admin charge 2022 - \$2,006,116**

This offer funds the General Fund allocation of:

- self insurance fees - other personnel costs, Employees Liability Insurance, Auto Insurance, and Physical Property Insurance.

- SRM Admin charge

**58.2 General Employee's Retirement Plan & General Fund GERP Supplemental 2022 - \$6,629,344**

The General Employees' Retirement Plan is a defined benefit plan for employees employed with the City on January 1, 1971 or hired after December 31, 1970, but before January 1, 1999. This plan is a government plan established pursuant to IRS Code Section 414(d) and is intended to meet the requirements of IRS Code Sections 401(a) and 501(a).

- GERP Supplemental contributions. Expense numbers are included in the budget manual.

**58.3 Debt Service - Capital Leasing 2022 - \$4,727,121**

This offer is to provide resources to service outstanding debt obligations relating to governmental activities. Over the years the City has used multiple types of financing to pay for construction projects and capital asset purchases. Current outstanding types include lease certificates of participation and assignment of lease payments. Maturity dates vary from 2021 to 2038.

Debt outstanding to be serviced by this offer includes:

2019 COP. Issued in 2019 to finance construction work at I-25/Prospect interchange in conjunction with CDOT and a Police Regional Training facility in conjunction with the City of Loveland. Issued with a net interest cost of 3.02% at a par amount of \$23,865,000. The final payment will occur in December 2038. In 2021 payments will be \$1,688,181 and in 2022 payments will be \$1,687,181.

2017 COP. Issued in 2017 to purchase top 2 floors of Firehouse Alley Parking Structure. \$8.4 million at 2.48% for 10-year term, average annual payments of \$960,000. Final payment occurs July 15, 2027. The DDA is contributing \$300,000 a year towards the debt service beginning in 2019.

2012 Lease Certificates of Participation refunded the 2004 Lease Certificates of Participation (4.5-5.0%), originally issued \$48,650,000, matures in 2026. The original proceeds were used to acquire land and construct a new central police services building, construct a storage facility for deicing materials, and purchase land for the Soapstone naturals area. The 2012 Refunding Bonds were issued in October 2012 at a new interest rate of 1.82% while maintaining the same maturity date in 2026. Payments in 2021 are \$2,072,283 and \$2,072,748 in 2022.

2001 Assignment of Lease Payments (4.7%), originally issued \$3,720,000, matures in 2021, payments in 2021 total \$282,058. The proceeds were used to acquire and make improvements to an 8,000 square foot building used by the police department.

**58.4 General Fund Non-Departmental: Other (Property Tax, Contingency) 2022 - \$790,000**

This offer funds Other Non-Departmental expenses such as Contingency, Community Opportunities and County Fees for property tax collections.

**59.1 General Fund Support to Various Funds for Operations and Debt Service 2022 - \$39,158,902**

This offer provides a General Fund subsidy to various funds. The amounts were determined by submitting offers in the BFO competitive process. Funds receiving support are the following: Cultural Services, Recreation, Cemetery, Museum, Transit, Street Oversizing, Transportation, Parking, Capital Leasing, Utilities Customer Service & Administration, Stormwater, and Equipment.

**59.2 Capital Expansion Fund Transfers - Police and General Government Interest 2022 - \$465,000**

This offer enters Capital Expansion Fund transfers to Neighborhood Parkland for offers:  
Not needed for 2022 (no park projects)

Police Cap Exp Ongoing Fees cover only a portion of the debt service, so the remainder comes from reserves.

General Government Admin fees is transferred to the General Fund and is NOT a criss-cross transfer since no offer directly uses the funding. Revenue string is 2500.459020 and 1000.491250. Do not allocate the funds to the Transfers Outcome, let it flow to fund balance.

**59.3 Transfers to the General Fund 2022 - \$1,332,943**

These are transfers from non-Utility funds to the General Fund generally for specific programs or purpose. The Utility funds transfers to the General Fund are in offer 6.5.

GID transfer for Downtown Landscaping (36.1)  
KFCG Reserves funding multiple offers (35.2, 40.5)  
Parks funding from Con Trust (35.4)  
290 paying for Fin Analyst (17.3)  
292 paying for Fin Analyst (17.3)  
294 paying for Fin Analyst (17.3)

**59.4 Sales & Use Tax Fund Transfer (to Natural Areas) 2022 - \$9,070,040**

The Sales and Use Tax Fund is a depository for the 1/4 cent tax for Natural Areas. This Offer transfers the Natural Areas tax revenue to the Natural Areas fund for specific programs.

**59.5 Transfers to the Capital Projects Fund 2022 - \$2,453,022**

General Fund support to Capital Projects Fund:  
21.2 City Bridge Program  
21.6 Railroad Crossing Maintenance  
19.11 ADA Bus Stop Easements

Fund 250 to Capital Projects:  
7.17 Bock 32/42 Master Plan Space Design

# TRANSFER OFFERS SUMMARY

Budget Year: 2022

Fund 252 to Capital Projects:  
36.6 Oak Street Plaza Improvements

Fund 291 to Capital Projects:  
21.17 Linden Street Renovation

**59.6 BOB O&M Transfer** **2022 - \$16,000**

This information can be found in the Budget Manual.

This Offer transfers BOB O&M for 2022 for the various projects receiving money:  
Parks use: Timberline Road from Drake to Prospect

**59.7 Community Capital Improvement Program (CCIP) O&M** **2022 - \$149,000**

This information can be found in the Budget Manual.

Community Capital Improvement Program O&M transfers for 2022:  
Downtown Poudre River - Kayak Park  
Gardens on Spring Creek Visitor's Center (expense object changed to 591273 as of 2022 Budget)  
Linden St. Renovation  
Willow Street Improvements  
Lincoln Ave. Bridge

**59.8 Community Capital Improvement Program (CCIP) - Transfer to Capital Projects** **2022 - \$5,710,000**

This Offer is for the transfer from Fund 255-Community Capital Improvement Program (CCIP) to the 400-Capital Projects Fund for the capital of the 2022 CCIP projects:  
Arterial Intersection Improvements  
Bicycle Infrastructure Improvements (2 Offers #13.5 & 21.16)  
Bus Stop Improvements  
Nature in the City  
Pedestrian Sidewalk / ADA-Compliance  
Southeast Community Center Design & Construction Plans  
Transfort Bus Fleet Replacement

**59.9 Transfers between Funds (not General Fund)** **2022 - \$2,678,202**

These are transfers from one fund to another for programs.

The 2022 Offers are:

- 9.1 Street Maintenance Program
- 9.8 RESTORE - Essential Street Operations
- 1.8 Utilities - Water 1.0 FTE - Water Engineer II
- 1.62 Environmental Learning Center Flow Restoration Project Construction - Phase 1
- 38.10 Memorial Parks
- 1.20 Utilities: Customer Service & Administration - Environmental Regulatory Affairs

**60.1 Skyview South GID #15 Budget Offer** **2022 - \$1,000**

This Offer will appropriate \$1,000 for the 2022 fiscal year to pay the Larimer County Treasurer's fee for collecting GID #15 property taxes.

# Property Taxes

## MILL LEVY FROM DIRECT AND OVERLAPPING GOVERNMENTS APPLICABLE TO MOST PROPERTIES LOCATED IN THE CITY <sup>(1)</sup>

Levy Year <sup>(2)</sup>	City	Larimer County	Poudre School District	Poudre River Library District	Poudre Health Services District	N. Colorado Water Conservancy Dist. & Other	Total
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
2015	9.797	22.553	52.630	3.016	2.167	1.142	91.305
2016	9.797	21.882	52.630	3.000	2.167	1.142	90.618
2017	9.797	22.521	52.630	3.034	2.167	1.142	91.291
2018	9.797	22.092	52.630	3.000	2.167	1.142	90.828
2019	9.797	21.863	56.000	3.000	2.167	1.142	93.969
2020	9.797	22.458	55.000	3.000	2.167	1.142	93.564
2021	9.797	22.458	55.000	3.000	2.167	1.142	93.564

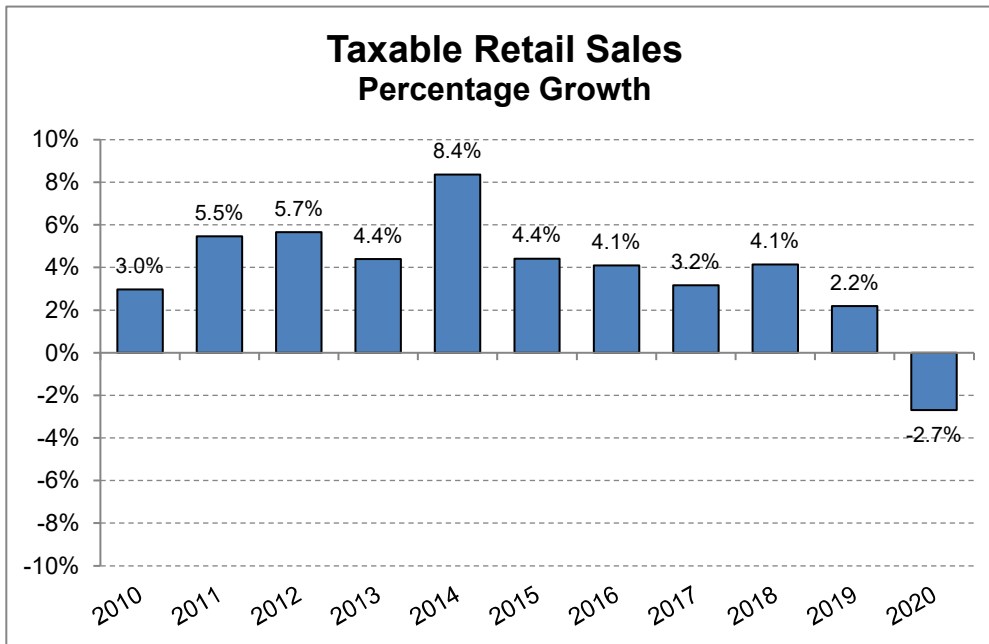
## CITY PROPERTY TAX LEVIES AND VALUES

Levy Year	Total Tax Levy	Estimated Actual Value
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
2015	\$21,843,126	\$17,965,282,461
2016	\$22,611,497	\$18,344,283,981
2017	\$25,286,424	\$22,505,745,100
2018	\$25,496,697	\$23,173,621,200
2019	\$28,856,406	\$27,160,096,714
2020	\$28,797,573	\$27,397,017,060

- (1) Source: Larimer County Assessor's Office  
 (2) Collection year follows the levy year.

# SALES AND USE TAX COLLECTIONS

Year	Taxable Retail Sales (\$ in millions)	Sales Tax	Use Tax	Total
2010	\$2,127.9	\$62,173,314	\$8,646,906	\$70,820,220
2011	\$2,191.2	\$63,665,857	\$10,349,280	\$74,015,137
2012	\$2,310.9	\$81,995,073	\$12,909,017	\$94,904,090
2013	\$2,441.7	\$88,280,920	\$19,277,142	\$107,558,062
2014	\$2,548.9	\$92,134,251	\$17,983,860	\$110,118,111
2015	\$2,761.9	\$99,847,163	\$26,186,283	\$126,033,446
2016	\$2,883.7	\$104,713,889	\$28,864,372	\$133,578,261
2017	\$3,001.7	\$109,314,929	\$26,694,521	\$136,009,450
2018	\$3,096.8	\$111,908,047	\$23,486,299	\$135,394,346
2019	\$3,225.1	\$115,962,691	\$22,451,059	\$138,413,750
2020	\$3,295.5	\$119,213,796	\$22,253,396	\$141,467,192



## HISTORY OF SALES AND USE TAX RATES

Year	Sales & Use Tax (1)	Capital Improvements (2)	KFCG (3)	Total City Sales & Use Tax	Larimer County Tax	State Tax	Total All Taxes
2010	2.25	0.75	0.00	<b>3.00</b>	0.80	2.90	<b>6.70</b>
2011	2.25	0.75	0.85	<b>3.85</b>	0.80	2.90	<b>7.55</b>
2012	2.25	0.75	0.85	<b>3.85</b>	0.60	2.90	<b>7.35</b>
2013	2.25	0.75	0.85	<b>3.85</b>	0.60	2.90	<b>7.35</b>
2014	2.25	0.75	0.85	<b>3.85</b>	0.60	2.90	<b>7.35</b>
2015	2.25	0.75	0.85	<b>3.85</b>	0.65	2.90	<b>7.40</b>
2016	2.25	0.75	0.85	<b>3.85</b>	0.65	2.90	<b>7.40</b>
2017	2.25	0.75	0.85	<b>3.85</b>	0.65	2.90	<b>7.40</b>
2018	2.25	0.75	0.85	<b>3.85</b>	0.55	2.90	<b>7.30</b>
2019	2.25	0.75	0.85	<b>3.85</b>	0.80	2.90	<b>7.55</b>
2020	2.25	0.75	0.85	<b>3.85</b>	0.80	2.90	<b>7.55</b>
2021	3.10	0.75	0.00	<b>3.85</b>	0.80	2.90	<b>7.55</b>

(1) Base tax rate (2.25%) - Ordinance No. 58, 1967, authorized the initial 1% sales and use tax. Ordinance No. 140, 1979, authorized another 1% beginning April, 1980 and another .25% was authorized beginning in January, 1982 by Ordinance No. 149, 1981. On February 5, 2019, City Council referred a ballot measure regarding Keep Fort Collins Great revenue replacement to the April 2, 2019 ballot. Fort Collins voters passed the ballot by 61%. This measure will continue the .85% tax by increasing the on-going tax rate by .60% and adding a renewable .25% tax through 2030.

(2) Capital improvement tax rate additions - Ordinance No. 8, 1989 authorized a .25% tax for street capital maintenance beginning July 1, 1989. Ordinance No. 9, 1989 authorized a .25% tax to finance the Choices 95 Capital Improvement Program beginning in January 1990. Ordinance No. 125, 1992 authorized a .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas beginning January 1, 1993. All three taxes expired December 1997. At a municipal election in April, 1997, City residents approved the extension of the three .25% tax rates that expired in December, 1997 to finance the Building Community Choices Capital Improvement Program. The extension covered the period from January 1, 1998 through December 31, 2005.

At the November 5, 2002 election, voters approved an extension of the .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas covering the period from January 1, 2006 through December 31, 2030. At the April, 2005 municipal election, voters approved an extension of the .25% tax financing for Streets and Transportation to help fund the City's Pavement Management Program for the period January 1, 2006 through December 31, 2015. At the November 1, 2005 election, voters approved the extension of the .25% tax financing the Building Community Choices – Community Enhancements projects to fund projects in the Building on Basics Capital Improvement Plan. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015.

At the April 7, 2015 election, voters approved an extension of the .25% tax financing for Streets and Transportation to help fund the City's Pavement Management Program for the period January 1, 2016 through December 31, 2025. In addition, voters approved the extension of the .25% tax financing the Building on Basics Capital Improvement Plan projects to fund capital projects in the Community Capital Improvement Plan. The extension went into effect on January 1, 2016, and is due to expire on December 31, 2025.

(3) Keep Fort Collins Great (KFCG) tax rate (0.85%) - On November 2, 2010 the voters approved a .85% increase beginning January 2011, which sunset on December 31, 2020.

# User Fee Highlights for 2021

**Community Development & Neighborhood Services / Engineering** – 2019 CDNS / Engineering fee overhaul is reflected in this document. That overhaul included most Development and Building fees. In addition to those revisions, CDNS is also proposing to make several other changes – in some cases, increases or decreases to accurately capture the cost of service provision; in others, to consolidate or remove fees altogether.

**Transit** – No changes to existing Transit Fees proposed. Two new fees proposed to be added: Bus Wash Fee (per IGA with PSD), and CDL Testing Fee.

**Parking Services** – Proposing elimination of some fees due to 2019 implementation of gateless parking technology. Otherwise no changes proposed. Fees set by Municipal Court removed from this document, as these are not Administrative User Fees.

**Streets** – Proposing \$5/ton increase to Ice Buster fee, and a \$1/ton increase to Recycled Asphalt and Crushed Concrete charges.

**Traffic Operations** – Proposing elimination of Resubmittal Fees for Work Area Traffic Control, and addition of a Daily Fee for Working on Arterial Roadways and for Working on Collector Roadways.

**Recreation Facility Rentals and Activities** – Following the broad fee restructuring that Recreation went through in 2018, the proposed changes for 2020 are limited (relative to the number of fees charged by Recreation for various purposes). The increases that are being proposed are to keep up with rising costs (inflation, minimum wages, & other costs).

**Parks** – Proposing approx. 3% increase in hourly rates for ‘Billable Services’ (turf care, snow removal, etc.), and to add a 10% Facility Surcharge on top of facility rental fees.

**Parks: Outdoor Sports Facilities** – Proposing addition of \$1 Recreation Activity Fee Facility Surcharge, as well as a 10% Facility Surcharge on top of facility rental fees.

**Cemetery Fund & Perpetual Care** – Automatically increased by Denver/Boulder CPI of 2.5% in both 2021. Not required to go to Council every year.

**Golf** – Golf User Fee increases being proposed are in accordance with Golf’s typical fee assessment schedule, which is a 3-year rotation: year one, green fees; year two, carts; and year three, driving range.

**Natural Areas** – Proposal to increase hourly rates for Primrose Studio at Reservoir Ridge NA, and to eliminate fees for walk-in or bike-in access to Gateway NA.

## **Cultural Services & Facilities**

- *Lincoln Center* – Proposing slight increase to ‘Technical Services Labor’ hourly cost, as well as the addition of Overtime and Doubletime rates for ‘Technical Services Labor’. All other fees flat.



- *Gardens on Spring Creek* – No changes proposed.
- *Carnegie Center for Creativity* – Proposing an increase to most fees of approx. 10% in 2021.

**City Clerk** – Several changes to marijuana related fees, but not regarding increases / decreases in the fee amounts. These changes were driven, at least in part, by statutory changes at the state level. Those changes lead to consolidation of some fees, as well as changes to the nomenclature used to describe the fees. There are a few slight changes to fee amounts proposed, which are highlighted on the schedule.

**Police Services** – Proposing addition of quarter hour rates for 911 Dispatch Recording & Redacting and a \$5/device fee for the use of digital storage solutions.

**Information Technology – GIS:** GIS fees that existed previously (map printing fees, data CD fee) are no longer applicable; as such, they've been removed.



# FOCO INFO

NO. 1 BEST PLACE TO LIVE: LIVABILITY.COM – OCT. 2020



- 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 on a non-partisan basis for a four-year term and a Mayor who is elected at-large on a non-partisan basis 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 updated the City Plan in April 2019.
- Fort Collins is home to Colorado State University, the state's only land-grant university, with approximately 34,000 students enrolled (2019).
- Fort Collins continues to reinvest in community improvements. Voter-approved capital improvement initiatives have enabled the City to build parks, municipal offices, and transit improvements.

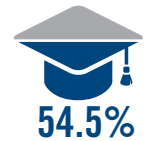


## GENERAL POPULATION CHARACTERISTICS:

- The current estimated number of housing units in Fort Collins as of 2020 is 70,429 (City of Fort Collins).
- Fort Collins has a population of 174,871 as of 2020 (City of Fort Collins).
- The average annual population growth rate is 1.11% percent (US Census 2020).

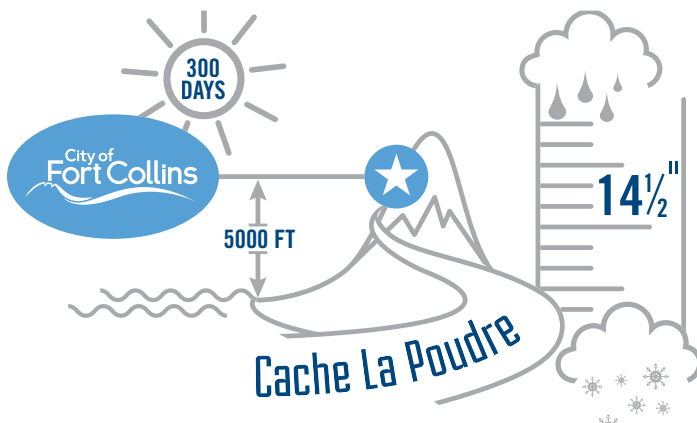


- Median age is 29.1 years old (American Community Survey, 2014-2018).
- Median household income is \$62,132 (American Community Survey, 2014-2018).
- Approximately 54.5% of the population has completed four or more years of college (American Community Survey, 2014-2018).



## LOCATION & CLIMATE:

- Fort Collins is located near the foothills of the Rocky Mountains and alongside 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.
- July is the average warmest month (Avg. High 86°F - Avg. Low 57°F)
- January is the average coolest month (Avg. High 42°F - Avg. Low 14°F)



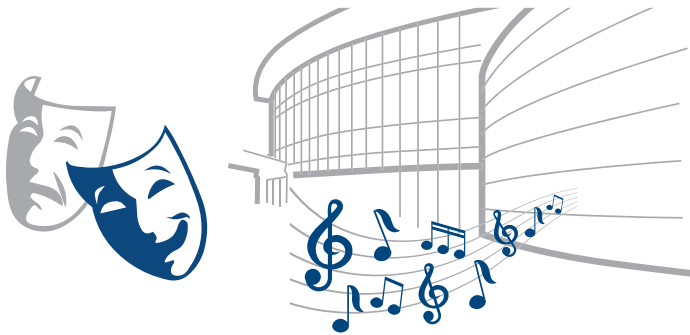
## SERVICES & AMENITIES:

- The City maintains a vibrant array of parks and recreational opportunities.
- As of December 2020, the City employs 2,101 people, with 1,594 full-time/part-time and 507 hourly employees.
- The Fort Collins Senior Center is home to a pool, spa, gymnasium, track, billiards room, auditorium, and health and wellness center.



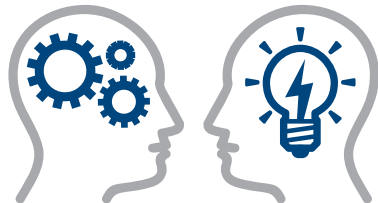
## SERVICES & AMENITIES

- Fort Collins supports safe and reliable public transportation through Transfort, with 23 routes – including MAX Bus Rapid Transit, FLEX regional transport, and the late-night Gold Route – that connect popular destinations, employment centers, medical campuses, schools, Colorado State University, and Front Range Community College.
- 210 miles of on-street bicycle facilities.
- The Lincoln Center is the City’s cultural arts center. Activities include professional theatre, dance, music, visual arts and children’s programs.



- 45 miles of City-maintained hard surface trails.
- The City has a unique division called Sustainability Services, which encompasses Social, Economic, and Environmental Sustainability departments.
- The Fort Collins Museum of Discovery displays the history of Fort Collins and Larimer County from prehistoric times to present day.
- The City provides full-service Utilities, including electric, water, stormwater, and wastewater. In addition, Connexion broadband service, which includes gigabit speed internet, phone and TV, continues to build out across Fort Collins. Construction is on target for completion in Q4 2022.
- FCTV and fcgov.com provide comprehensive information about issues, services, and programs.
- The Northern Colorado Regional Airport is jointly owned by the cities of Fort Collins and Loveland. The airport serves privately owned aircraft to commercial airlines and is one of only 14 federally certified commercial airports in the State. Located along Interstate 25 in the heart of Northern Colorado, the Airport is minutes away from Downtown Loveland, Fort Collins, Greeley, Windsor, Estes Park and is 50 miles north of downtown Denver.

- Home to a certified Colorado Creative Industries Downtown Creative District.






## CITY OF FORT COLLINS - HONORS & AWARDS

- No. 5, 2021 Top 10 Remote-Ready Cities in the US [Livability - Jan 2021](#)
- Top 25 U.S. Growth City, 2020 Migration Trends [U-Haul - Jan. 2020](#)
- No. 8, Most Fitness Friendly Places for 2021 [Smart Asset - Dec2020](#)
- No. 1, The Best Places to Live in America in 2020 [Market Watch - Oct 2020](#)
- No. 13, The 15 Best Places to Live in the United States [The Street - Oct 2020](#)
- Best Cities for First-Time Homebuyers [SmartAsset - Oct 2020](#)
- No. 1, 2020 Top 100 Places to Live [Livability.com - Oct 2020](#)
- No. 1, Green Fleet Award Winner [100 Best Fleets - Sept 2020](#)
- Best U.S. Cities for Beer Lovers [Trips to Discover - Aug 2020](#)
- No. 21, Top 30 Creative Small Cities [CVSuite - May 2020](#)
- No. 18, 20 Safest Cities in Colorado [SafeWise - Apr. 2020](#)
- No. 9, Most Fitness Friendly Places [SmartAsset - Dec. 2019](#)
- No. 7, Safest Driving Cities [Allstate - June 2019](#)
- No. 4, Best U.S. Cities to Raise a Family [MarketWatch - April 2019](#)
- Best American Cities for Creatives [Thrillist - March 2019](#)
- No. 9, Best Performing Cities [Milken Institute - Jan. 2019](#)
- Platinum Bicycle Friendly Community [League of American Bicyclists - 2013-present](#)
- Silver-Level Community [Walk Friendly Communities - 2018 - present](#)



## WHAT FORT COLLINS RESIDENTS THINK

- 80% rated the overall quality of City services as good or very good.
- 9 in 10 indicated that the City was a good place to raise children. 
- 94% of residents say that Fort Collins has good recreational trails.
- 92% of residents rated Fort Collins as great place to live. 
- At least three-quarters rated their neighborhoods as a good or very good place to live and raise children.
- 70% of residents say that Fort Collins has a good or very good air quality.
- 82% of residents say that Fort Collins has a great environment. 



INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

This  
Certificate of Excellence  
is presented to

*Fort Collins, Colorado*

for exceeding the standards established by the International City/County Management Association in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented in conjunction with the  
106th ICMA Annual Conference

September 24, 2020

A handwritten signature in black ink, appearing to read 'Marc A. Ott'.

Marc A. Ott  
ICMA Executive Director

A handwritten signature in black ink, appearing to read 'Jane S. Brautigam'.

Jane Brautigam  
ICMA President