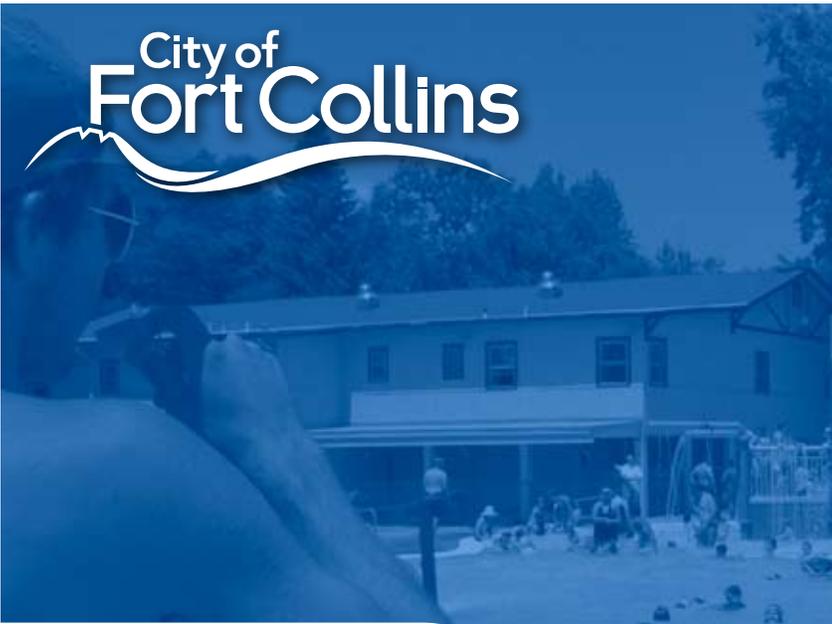


City of
Fort Collins



2010-2011 OPERATING BUDGET



FEBRUARY 2010



ADOPTED 2010-2011
Biennial Budget

MAYOR AND CITY COUNCIL

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Kelly Ohlson, Mayor Pro Tem
Aislinn Kottwitz
Ben Manvel
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This document is also available for review on the internet at www.fcgov.com/budget.

ACKNOWLEDGEMENTS

Special recognition is given to the following individuals for their assistance and energy in the preparation of the Adopted 2010-2011 Biennial Budget document:

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Special acknowledgement is given to Cherri Robb, Rich Haworth, Dave Larson, Jamie Heckman and Eric Bergersen for their efforts in implementing and supporting the Budget Analysis and Reporting Tool (“BART”), used during the Budget for Outcomes process.

Thanks to Amy Sharkey, Brenda Ehleiter and Steve Engemoen for their work on the compensation components of the 2010-2011 budget.

Thanks to those who participated on Results Teams and to the many department and division heads, and budget liaisons. Their efforts were tremendous in the development of the Adopted 2010-2011 Biennial Budget.

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BUDGET PROCESS AND BASIS

The City Budget

The City provides a wide variety of services to over 137,000 residents. Municipal services are financed through a variety of taxes, fees, charges for service, and intergovernmental assistance. In order to plan for the delivery of effective services and efficiently manage the revenues which support those services, the City adopts a budget or financial plan.

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

The fiscal year of the City is the calendar year. By Charter, the City may adopt budgets for a budget term of one or more fiscal year(s). Council has approved a two year budget term and has adopted this biennial budget for the years 2010 and 2011. Even though the budget is adopted for a two-year term, the State and City Charter require that prior to each fiscal year; an appropriation ordinance must be adopted to authorize budgeted expenditures for the coming fiscal year.

Budget Process

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

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

The City's Financial and Management Policies guide preparation and long-range planning. The City Manager, Chief Financial Officer, Deputy City Manager, and designated Service Area 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 on to provide their expertise. In addition, the City Council, and the Strategic Issues Team provide guidance during preparation. The City's budget is developed over a nine month period, beginning in March and ending in November.

The City's 2010-2011 Biennial Budget was prepared using the Budgeting for Outcomes process.

In March, departments develop multi-year revenue projections and submit them to the Budget Office. These revenue projections effectively "set the price of government"; the amount available for purchasing outcomes/results. City Council adopts the outcomes/results that form the foundation of the budget (May). The revenues are then allocated, by the Leadership Team, across the Outcomes. During May, Results Teams, organized by outcome/result, prepare "Requests for Results" ("RFR's") that include strategy maps, two to three high level indicators to measure results, and purchasing strategies. During May and June, Sellers (department/divisions) prepare "offers" in response to the

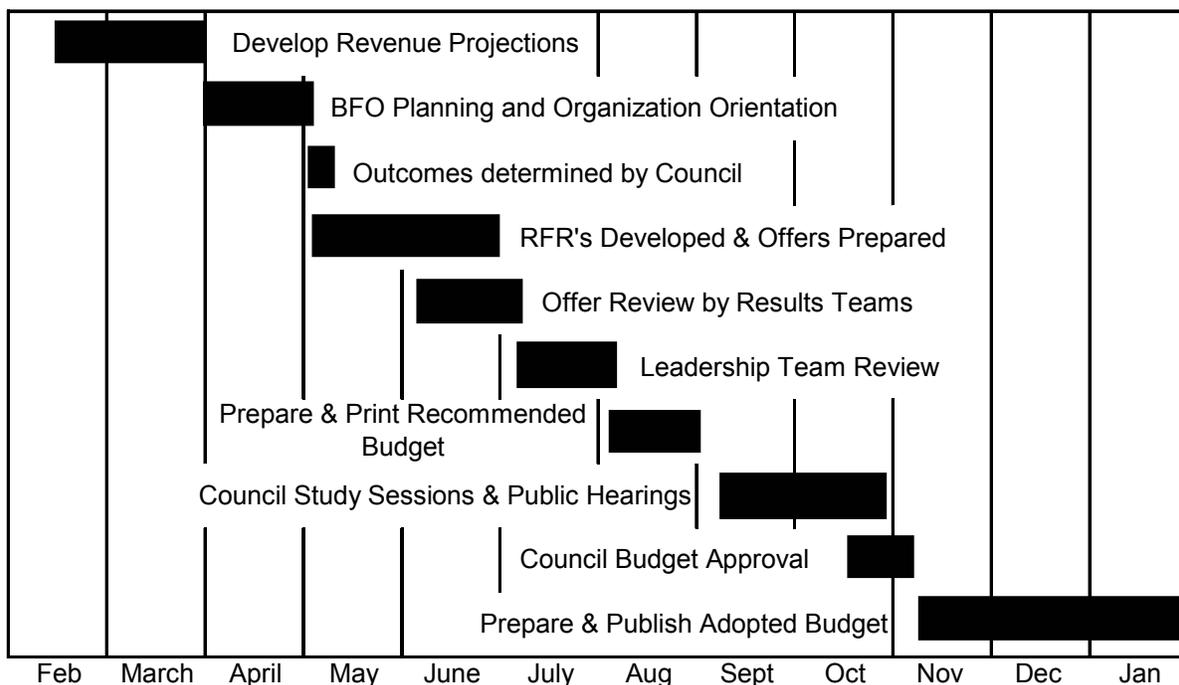
RFR's. The Seller's offers are reviewed by the Results Teams, ranked, and recommended for inclusion or omission from the City Manager's recommended budget, based upon the offer's merits and the resources available, given the result.

The City Manager's budget recommendation is submitted to City Council before the first Monday in September. The recommended budget is made available for public inspection at this time. In September, a recommended budget-in-brief is published in the local newspaper for public information. In addition, two public hearings and Council work sessions are held in September and October. The budget for the ensuing budget term and the annual appropriation ordinance is adopted no later than November 30.

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

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

BUDGET PROCESS 2010-2011 Budget Preparation Schedule



Fort Collins Facts

OVERVIEW

- Fort Collins was founded as a military fort in 1864 and incorporated as a town in 1873.
- Fort Collins is a home rule city with a Council/Manager form of government.
- The Council is made up of six district council members who are elected for a four-year term and a Mayor who is elected at-large for a two-year term.
- This rapidly urbanizing community operates under a sophisticated and comprehensive development plan and is a full-service city.
- Fort Collins is home to Colorado State University and an outstanding public school system, Poudre School District.
- Fort Collins continues to reinvest in community improvements. Voter-approved capital improvement initiatives have enabled the City to create a Community Horticulture Center, Spring Canyon Community Park, and the Northside Aztlan Community Center, as well as make numerous road improvements and upgrade the Lincoln Center performing arts facilities.

LOCATION & CLIMATE

- Fort Collins is nestled against the foothills of the Rocky Mountains, along the banks of the Cache La Poudre River.
- The City lies approximately 5,000 feet above sea level.
- Residents enjoy a moderate, four-season climate with an average of 300 days of sunshine and 14.5 inches of precipitation a year.
- Fort Collins encompasses 53.38 square miles (2009).

GENERAL POPULATION

- Fort Collins has a population of 137,200 residents (Est. July 2009, includes CSU students).
- The average annual population growth since 1995 has been 3.1 percent.
- There are 59,229 housing units in the city (July 2009).
- Median age is 29.4 years old (including CSU students).
- Median family income is \$72,200 (family of four).
- Approximately 48.2 percent of the population have completed four or more years of college.
- Colorado State University enrollment is 25,400 students (Fall 2009).

ECONOMY

- The Larimer County unemployment rate is 6.1 percent (December 2009).
- The City/State has a combined sales tax rate of 6.7 percent.
- The City sales tax rate of 3.0 percent is among the lowest in Colorado.
- The residential property tax rate is 7.96 percent.
- The business property tax rate is 29 percent.
- The City's adopted biennial budget totals \$499.1 million for 2010 and \$497.9 million for 2011 including GID & URA

PARKS, RECREATION & NATURAL AREAS

- The City maintains more than 800 acres of parks, 36,000 acres of natural areas, and 60 miles of off-street hiking/biking trails.
- There are three golf courses, a racquet center, four swimming pools, two ice rinks, a horticulture center and two community centers.
- The Fort Collins Senior Center includes a pool, spa, gymnasium, track, billiards, crafts and a community media center/library.
- The Northside Aztlan Community Center includes a triple gymnasium complex, elevated running track, fitness area, spinning studio, locker rooms, meeting space and kitchen.

CULTURE

- The Fort Collins Museum displays the history of Fort Collins and Larimer County from prehistoric times to present day. The Museum also features several specialized and revolving exhibits throughout the year.
- The Museum has partnered with the Discovery Science Center to create a new, joint facility that will break ground in 2010.
- The Lincoln Center hosts more than 300 performances annually, including professional theater, dance and music performances, as well as visual arts displays and children's programs.
- Hundreds of events are offered annually by CSU, more than 20 local theater and performing arts companies, and more than 20 fine arts galleries.

UTILITIES & TRANSPORTATION

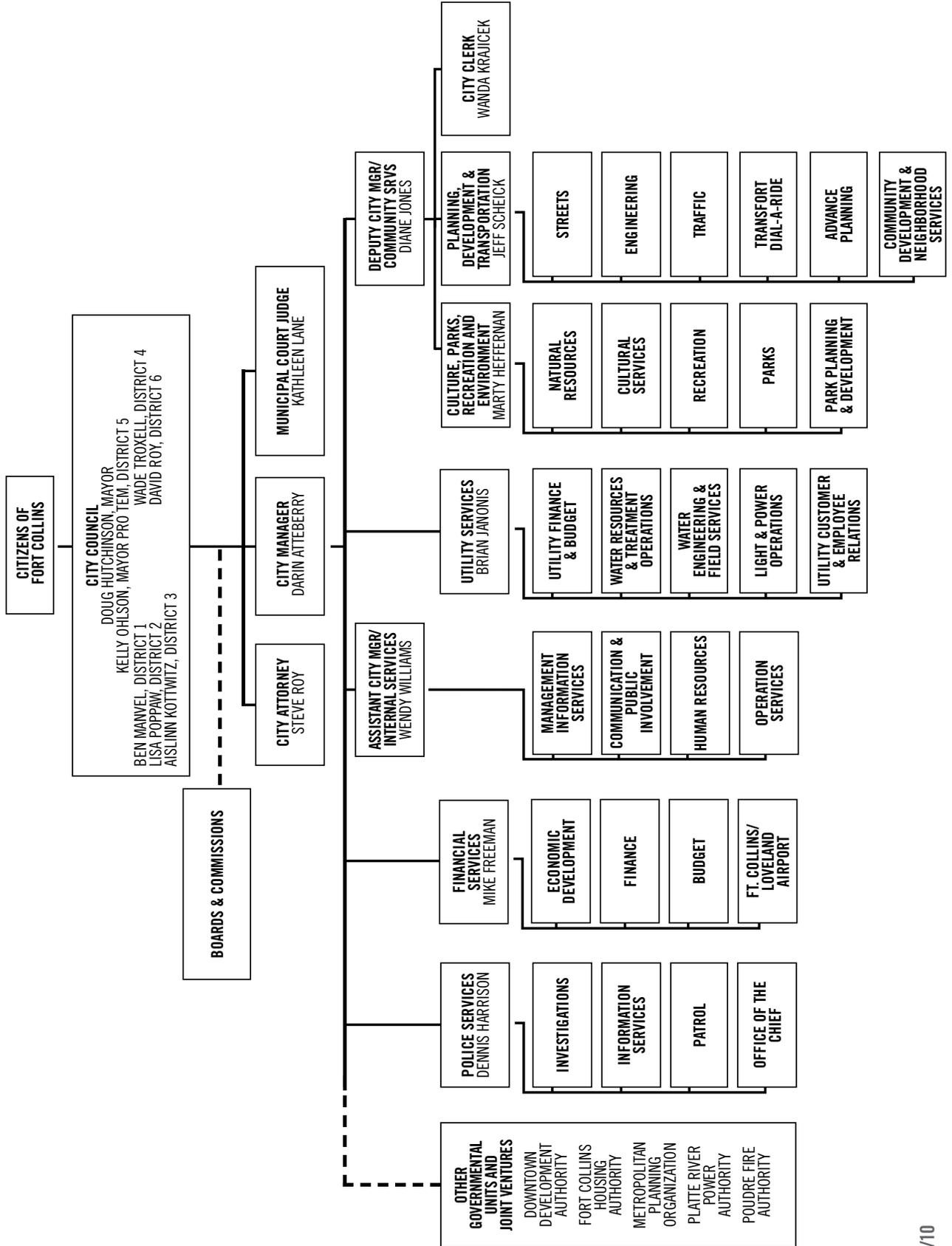
- Fort Collins provides electric, water, wastewater and stormwater utilities to residents.
- It has the second-largest municipal electric system in Colorado, with electric rates ranking the fifth-lowest in the state and among the lowest in the nation.
- Fort Collins Utilities was first in Colorado and among the first in the county to offer wind energy to its customers.
- Fort Collins continually meets or surpasses all state and federal water quality standards.
- The City maintains a total of 492 street miles (2006).
- Fort Collins supports multiple transportation options including 20 bus routes and 280 miles of on-street and off-street trails for pedestrians and bicycles.

- The Fort Collins/Loveland Municipal Airport is jointly owned by the cities of Fort Collins and Loveland. With more than 1,100 acres and roughly 200 aircraft, the Airport serves the private, corporate and commercial aviation needs of the Northern Front Range, as well as charter flights.

HONORS & AWARDS

- 3rd 'Smarter City' for sustainability – Natural Resources Defense Council, 2009
- One of 10 Great Places for Entrepreneurs to Retire – *Forbes* magazine, 2009
- 1st Best Place to Live and Work for Young Professionals (pop. 100,000-200,000) – Next Generation Consulting, 2009
- 2nd Best Metro for Business and Careers – *Forbes* magazine, 2009
- 7th Best Midsize Metro in the nation: *bizjournals.com*, 2009
- One of Top 20 Places to Thrive – Best Boomer Towns, 2009
- 10th Best-Educated City in America – *Forbes* magazine, 2008
- One of the Best Places to Raise Your Kids – *Business Week*, 2008
- Gold level Bicycle Friendly Community – League of American Bicyclists, 2008
- 2nd Best Place to Live – *Money* magazine, 2008
- One of 8 Enriching Towns for Art and Music Lovers – *Where to Retire* magazine, 2008
- 3rd Best Place for Business and Career – *Forbes* magazine, 2008
- 39th Best Place to Live and Launch a Business – *CNN/Money*, 2008
- Top 10 College Towns for Grown-Ups – *Kiplinger's* magazine, 2007
- 1st Best Place to Live in the Nation – *Money* magazine, 2006

Organization Chart





To Mayor Hutchinson & City Council Members:

I am pleased to present to you the 2010–2011 City Manager’s Budget. This biennial budget represents the work of many dedicated City staff who came together to participate in the budget process.

Since 2005, the City has used the Budgeting for Outcomes (BFO) process. BFO has a number of advantages over traditional budgeting approaches; the BFO process helps the City meet several important goals, including:

- Create clarity about the overall budget process for the community
- Allocate revenues to the highest priorities and outcomes citizens want and need
- Understand the choices for funding programs and services
- Emphasize staff accountability, efficiency, innovation and partnership.

Key Results/Desired Outcomes

The 2010-2011 City Manager’s Final Budget is a financial and service plan linked to the seven Council-approved outcomes and results that matter most to our citizens:

Result Area/Outcome	Description
Economic Health	Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world.
Environmental Health	Fort Collins promotes, protects and enhances a healthy and sustainable environment.
Neighborhood Livability	Fort Collins fosters and supports a variety of quality neighborhoods.
Safe Community	Fort Collins provides a safe place to live, work, learn and play.
Cultural and Recreational Opportunities	Fort Collins encourages and provides diverse cultural and recreational opportunities.
Transportation	Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the City.
High Performing Government	Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

Budget Highlights

The 2010–2011 Budget process was challenging. In the midst of lower or declining revenues, we worked hard to minimize the impact of service reductions to the public and to maintain existing services where possible. Some key highlights of the City budget include:

1. The total budget for all City funds for 2010 is \$498.0 million and for 2011 is \$498.0 million.
2. The budget includes no tax increase.
3. Given the uncertain economic turnaround, staff was conservative in forecasting General Fund revenue for 2010 and 2011. Sales and use tax is projected to increase by 1% in 2010 and 2.1% in 2011.
4. The budget uses a limited amount of General Fund reserves, \$2.6 million in 2010 and \$1.2 million in 2011. Reserves are mostly used for one-time projects.
5. Electric rates will increase 7.42% in 2010 in response to increases from Platte River Power Authority and increases costs for purchases of renewable sources. Wastewater rates will increase 11.5% for single-family residential; 9.8% for duplex and multi-family and 7.3% for commercial. Water rates will increase 3.8% for single-family residential and 1.7% for commercial.
6. The final budget includes no merit-based pay increases for staff in 2010. Additionally, 32 vacant positions were eliminated, we eliminated 10.2 FTE, and hourly employment was reduced by 12.45 FTE.

In the Budget Overview section you will find more detailed information about the budget assumptions which we used in developing this final budget, as well as more detailed information about revenues which will support this budget plan. Also, the summary tables and schedules in this section include more detailed information about total revenues and expenditures in all funds.

In closing, I want to express my appreciation to City staff for their hard work, commitment and innovation and to the Mayor and City Council for their leadership, commitment and partnership. This budget is truly reflective of the Budgeting for Outcomes process. Although we still have significant needs, particularly in the areas of police, fire, transportation and parks maintenance, this budget best utilizes the limited amount of resources that are available and is responsive to community needs and Council priorities.

Respectfully submitted,



Darin A. Atteberry
City Manager

2010-2011 Budget Overview

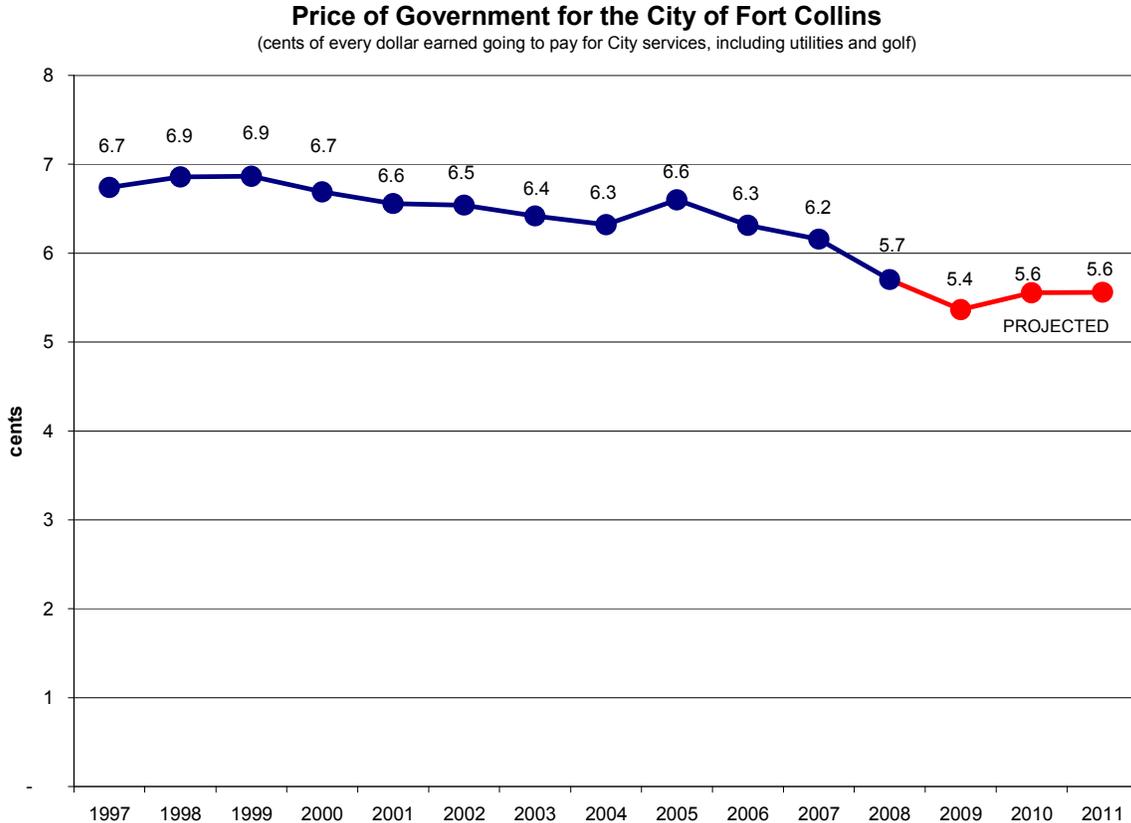
Preparation of the 2010-2011 biennial budget represents the City's third time using the budget process known as Budgeting for Outcomes. By utilizing Budgeting for Outcomes the organization addresses the fundamental question, "how can citizens get the most value for the taxes and fees they pay?"

Price of Government

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

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

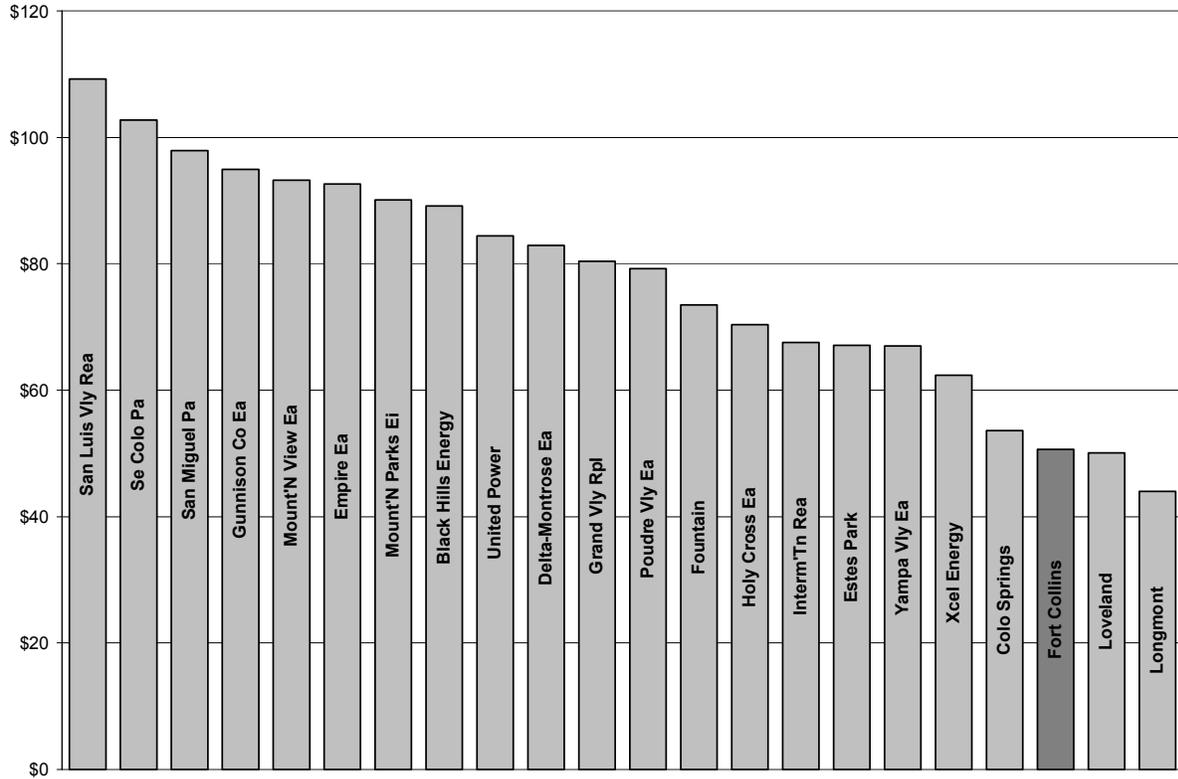
In Fort Collins, citizens spent less than 6 cents of each dollar earned in 2009, and that number continues to decrease. This is good news from a citizen standpoint; however, it is becoming increasingly difficult for the City to provide the services that residents need and expect as the price of government declines.



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

Residential Electric Cost Comparison – 700 KWh Per Month

Source: Colorado Association of Municipal Utilities, July 2009, Colorado utilities with more than 7500 residential meters.



Because sales tax accounts for a large portion of General Fund revenue, Fort Collins' low base sales tax rate is an important piece of information. The following table compares Fort Collins' sales tax rates with peer communities around the state:

Sales Tax Rate Comparison

TOTAL SALES TAX RATE

Municipality	Total Local Sales Tax Rate	Total Sales Tax Rate*
Broomfield**	4.15%	8.25%, 8.45%
Northglenn	4.00%	8.85%
Westminster***	3.85%	8.45%, 8.70%
Aurora***	3.75%	8.10%, 8.60%, 8.85%
Thornton	3.75%	8.60%
Denver	3.62%	7.72%
Arvada***	3.46%	8.06%, 8.31%
Boulder	3.41%	8.16%
Greeley	3.46%	6.36%
Longmont	3.275%	8.025%
Windsor***	3.20%	6.1%, 6.9%
Lakewood**	3.00%	7.6%, 8.03%, 5.6%
Loveland**	3.00%	6.7%, 5.45%
Fort Collins	3.00%	6.70%
Colorado Springs****	2.50%	7.40%

*Includes all city, county, and state taxes

**Broomfield, Lakewood and Loveland have multiple tax rates depending on location because of special district and/or public improvement fees.

***Aurora, Arvada, Westminster, and Windsor are located in multiple counties. Thus, these cities have multiple tax rates depending on location.

****Colorado Springs total includes 1.0% RTA

Total Budget Summary

The 2010-2011 Biennial Budget has been prepared with no increase in taxes. The rate for sales and use taxes earmarked for general operations remains at 2.25% and the property tax rate remains unchanged since 1992 at 9.797 mills. The budget does include proposed fee increases for a variety of user fees (see the section "User Charges and Impact Fees").

The total budget for all City funds for 2010 is \$498 million and for 2011 is \$498 million.

The Net Operating Budget (the money necessary for operating day-to-day services, excluding internal transfers between funds, debt service, and capital projects) for 2010 is proposed to decrease 9.1% compared to the 2009 operating budget and for 2011 to increase 1.8% over the 2010 operating budget.

The following table compares the 2009 budget with the 2010 and 2011 adopted budgets, including the net operating budgets, capital improvement budgets and debt service:

Total Budget (in millions)

	2009	2010 *	% Change	2011	% Change
Operating	\$493.4	\$448.7	-9.1%	\$456.6	1.8%
Debt	\$27.2	\$21.3	-21.7%	\$21.1	-0.9%
Capital **	\$82.8	\$28.0	-66.2%	\$20.4	-27.4%
Total City Appropriations	\$603.4	\$498.0	-17.5%	\$498.0	0.0%
Less Internal Service Funds	-\$61.9	-\$58.1	-6.1%	-\$58.9	1.4%
Less Transfers to Other Funds	-\$123.2	-\$95.4	-22.6%	-\$98.9	3.7%
Net City Budget	\$418.3	\$344.5	-17.6%	\$340.2	-1.2%

* GID and URA are appropriated in separate ordinances.

** Capital dollars only reflect non-lapsing budgets.

Resourcing Our Future

This budget best utilizes the limited amount of resources that are available. However, the City's long-term needs for Police, Fire, Transportation, and Parks maintenance continue to be unmet in this budget.

- Police Services – a police staffing study completed in 2007 indicates that the City needs to hire an additional 48 police officers and civilians to provide the level of service that is expected by the community. This equates to approximately \$5 million per year.
- Fire Services – Poudre Fire Authority's (PFA) strategic plan demonstrates a need for an additional fire station and South Battalion to improve staffing levels and maintain response times. This equates to approximately \$2.5 million per year.
- Transportation – An additional \$6.4 million per year is needed for pavement management alone. The target annual pavement management budget should be \$13.5 million to maintain current pavement conditions; this budget allocates \$7.1 million to the program. Similarly, transit and transportation capital programs need significant investments.
- Parks Maintenance – Significant reduction in parks maintenance over the past years have created a substantial gap. An additional \$2 million is needed annually to meet current needs and address maintenance of future parks.

Economic Outlook

The national and local economy declined significantly in 2009 due to a major financial crisis precipitated by over-leveraged banks and underperforming loans. As a result, the national unemployment rate rose sharply to 10.0 percent (December 2009).

The turbulent economic conditions of 2009 will likely persist into 2010. Experts agree that the recovery will occur gradually with sectors of the economy enduring a lasting reduction in output and employment.

As evidence of the impending, albeit gradual, recovery, economists point to 1) a rise in the S&P/Case-Shiller Home Price index, a national index of home prices commonly used to estimate the condition of the housing market; 2) rising demand for durable goods as reflected in the manufacturer's shipments, inventories, and orders data prepared by the U.S. Census Bureau; and 3) rising consumer confidence as reported by The Conference Board, a common measure of retail expenditures. Closer to home, the University of Colorado LEEDs School of Business, Business Leaders Confidence Index has risen sharply for the past two quarters (2009 Quarter 2 and 3), from the recent low at the beginning of the year. Collectively, these indicators suggest that better economic times are on the horizon.

Therefore, the prudent local economic outlook for 2010 and 2011 is cautious optimism. The current Fort Collins-Loveland unemployment rate of 6.1 percent remains below the national average. The regional economy's strength in emerging industries, such as Clean Energy and Bioscience has positively impacted unemployment rates. Employment is forecasted to grow both nationally and regionally in both of these sectors. In addition, retail sales have declined more steeply across the state (-11.4 percent through June 2009) and elsewhere along the Front Range (ranging from -3.8 to -9.9 percent) than in Fort Collins.

The 2010-2011 Budget, therefore, employs conservative assumptions of growth that reflect a cautiously-optimistic outlook for the next two years. The budget assumes that conditions will not worsen moving forward. Instead, the budget assumes only a marginal increase in economic activity during this two-year period. In addition, the budget conforms to national expectations that the recovery will be gradual. This outlook is reflected in the assumptions used to estimate revenues as detailed below.

2010–2011 Revenue Outlook

Economic conditions had an adverse impact on the 2009 budget and created significant revenue funding challenges within the 2010-2011 Budget. Revenues that have been most impacted are sales and use taxes and transportation-related revenues, such as the gas tax and vehicle registrations.

The 2010-2011 Budget includes a wide variety of funding sources, many with restrictions and dedications that make allocating resources a complex matter. This section provides an overview of some of the key funds and revenue sources which make up the overall budget.

General Fund

Given the uncertain economy, staff was conservative in forecasting General Fund revenue for 2010 and 2011. The total General Fund appropriations for 2010 are \$102.2 million and \$103.2 million in 2011. The 2010 budget is \$6.9 million lower than the 2009 original budget of \$109.1 million.

Sales and use tax combined revenue amounts to 59 percent of total General Fund revenue.

- **Sales Tax**
Sales tax revenue accounts for approximately 52 percent of the General Fund revenue collected annually. The budget assumes a marginal sales tax increase of 1.0 percent in 2010 with a slightly larger increase in 2011 of 2.0 percent. Despite projected growth, sales tax collections are not expected to return to their 2007 level until after the biennial 2010-2011 budget cycle.
- **Use Tax**
Use tax revenue accounts for approximately 7 percent of the General Fund revenue collected annually. The biennial 2010-2011 budget assumes modest increases in this revenue source, primarily due to several anticipated commercial developments.
- **Property Tax**
Property Tax revenues make up approximately 17 percent of the General Fund revenue. Larimer County has indicated that in 2010 property tax revenues will increase 3.25 percent.
- **Payments in Lieu of Taxes (PILOT)**
PILOTS are collected by all City-owned utilities except Stormwater. These payments account for 8 percent of the General Fund revenue collected annually. As a result of rate increases for the utilities, this revenue stream is projected to increase by 4 percent in 2010 and 8 percent in 2011.
- **User Charges/Fees** – This category includes cable franchise fees, development fees, administrative charges, etc. This revenue source accounts for 7 percent of the General Fund revenue collected annually. Due to the current economic downturn, these fees are projected to remain flat compared to 2009.

Enterprise Funds

The City's Enterprise Funds are those funds that provide services based on fees. These services include Electric, Water, Wastewater, and Stormwater. Following is a summary of revenue expectations for the City's Enterprise Funds:

- **Electric**
This budget includes an electric rate increase of 7.42 percent in 2010 due to increases in purchase power costs from Platte River Power Authority and increased costs for purchases of renewable sources.
- **Water**
Including cost of service adjustments, the single-family residential monthly rates will increase by 3.8 percent and commercial by 1.7 percent. Residents in multi-family and duplexes will not see rate increases. These rate increases will help cover ongoing operational costs for the Water Utility.

- **Wastewater**
Including cost-of-service adjustments, the single-family residential monthly rates will increase 11.5 percent, duplex and multi-family will increase 9.8 percent, and commercial 7.3 percent.
- **Stormwater**
The Stormwater rates will remain unchanged.

2010–2011 Budget Overview

The 2010-2011 Budget takes into account available resources and allocates revenues to the highest priorities. The objective is to fund the services and programs that are most likely to achieve the seven key results identified by Council:

- Economic Health
- Environmental Health
- Neighborhood Livability
- Safe Community
- Cultural and Recreational Opportunities
- Transportation
- High Performing Government

Budget Priorities and Highlights

Overall, when compared to 2009, the 2010-2011 Budget has less operating income and less funding for capital projects. The total budget for all City funds for 2010 is \$498.0 million and for 2011 is \$498.0 million. The budget does not include a tax increase. Given the uncertain economic turnaround, staff was conservative in forecasting General Fund revenue for 2010 and 2011. Sales and use tax is projected to increase by 1% in 2010 and 2.0% in 2011.

Several key themes guided the development of the 2010-2011 Budget including:

1. Focus on City Council and community priorities

Through the citizen survey, online budget input, and Council feedback, the City identified community safety, environmental programs, economic health, and traffic flow/congestion as key priorities. Accordingly, the budget maintains funding levels for Police and Fire Services, as well as supports key environmental/conservation programs, economic development initiatives, and programs that work to improve traffic.

2. Respond to changing revenue streams

Due to significant decreases in revenue, the 2010-2011 Budget reduced Pavement Management support by eliminating and/or scaling back neighborhood projects. The budget also reflects a reduction in General Fund support for Recreation and Parks programs. Further efforts were made to reduce personnel costs. City employees will not receive merit-based pay increases in 2010. A total of 38 vacant positions were eliminated (32 classified/unclassified and 6 contractual), while 13 positions were eliminated through reductions-in-force (12 classified/unclassified and 1 contractual). Six new positions were added, resulting in a net decrease of 38 classified/unclassified and 7 contractual positions.

3. Invest in organizational improvements and City workforce

The 2010-2011 Budget focuses on organizational improvements and key strategic initiatives including improved Constituent Relationship Management (software program) and online Performance Management tools to assure organizational alignment and individual performance.

4. Limited use of reserves

To maintain a responsible level of reserves, the budget uses \$2.6 million in General Fund reserves in 2010 and \$1.2 million in 2011. These reserves are mostly used for one-time projects, not ongoing expenses. The budget also utilizes limited reserves in other funds including Recreation and Transportation.

5. Seek efficiencies to minimize the impact of reduced revenues; make reductions where necessary.

To streamline operations and maximize resources the budget includes a reorganization of the City organization, specifically the City's Development Review functions and the Transportation Group. Funding levels for Pavement Management, parks maintenance, facilities maintenance, travel and training, and office/operation supplies were all reduced. The budget also calls for extending replacement timeframes for vehicles and technology and deferring replacement of capital equipment in the Streets and Parks Departments.

Capital Improvements

The City allocates revenues for a variety of capital improvement projects ranging from street projects and city facility improvements, to electric substations.

The City's capital improvement program for 2010 totals \$28.0 million and for 2011 \$20.4 million, which is less than the previous budget. However, in 2008-2009, the City had an exceptionally large amount of capital projects, due in large part to the Mulberry Plant, Harmony and Shields intersection improvements, and Mason Corridor funding.

In the 2010-2011 Budget funds several large projects that are related to Fort Collins Utilities, including building electric substations and stormwater Canal Importation Basis improvements. Capital funds will also be used for Lincoln Center improvements and continued implementation of the City's bike and pedestrian plan. A complete list of proposed Capital Projects can be found in the Capital Improvement budget document.

ORDINANCE NO. 112, 2009
OF THE COUNCIL OF THE CITY OF FORT COLLINS
BEING THE ANNUAL APPROPRIATION ORDINANCE
RELATING TO THE ANNUAL APPROPRIATIONS
FOR THE FISCAL YEAR 2010; ADOPTING THE BUDGET
FOR THE FISCAL YEARS BEGINNING JANUARY 1, 2010,
AND ENDING DECEMBER 31, 2011; AND FIXING THE MILL
LEVY FOR FISCAL YEAR 2010

WHEREAS, the City Manager has, prior to the first Monday in September, 2009, submitted to the Council a proposed budget for the next ensuing budget term, along with an explanatory and complete financial plan for each fund of the City, pursuant to the provisions of Article V, Section 2, of the City Charter; and

WHEREAS, within ten days after the filing of that proposed budget, the City Council set September 15 and October 6, 2009, as the dates for public hearings thereon and published notice of the public hearings pursuant to Article V, Section 3, of the City Charter; and

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

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

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

WHEREAS, Article XII, Section 6, of the City Charter permits the City Council to fix, establish, maintain, and provide for the collection of such rates, fees, or charges for water and electricity, and for other utility services furnished by the City as will produce sufficient revenues to fund the business operations of the utilities and satisfy certain other obligations specified therein.

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

Section 1. Budget

a. That the City Council has reviewed the City Manager's 2010-2011 Recommended Budget, a copy of which is on file with the office of the City Clerk, and has approved certain amendments thereto.

b. That the City Manager's 2010-2011 Recommended Budget, as amended by the Council, is hereby adopted, in accordance with the provisions of Article V, Section 4, of the City Charter and incorporated herein by reference; provided, however, that the comparative figures contained in the adopted budget may be subsequently revised as deemed necessary by the City Manager to reflect actual revenues and expenditures for the fiscal year 2009.

c. That the adopted budget, as amended, shall be maintained in the office of the City Clerk and identified as "The Budget for the City of Fort Collins for the Fiscal Years Ending December 31, 2010, and December 31, 2011, as Adopted by the City Council on November 3, 2009."

Section 2. Appropriations. That there is hereby appropriated out of the revenues of the City of Fort Collins, for the fiscal year beginning January 1, 2010, and ending December 31, 2010, the sum of FOUR HUNDRED NINETY-SEVEN MILLION NINE HUNDRED FORTY-NINE THOUSAND FOUR HUNDRED SEVENTY-SIX DOLLARS (\$497,949,476) to be raised by taxation and otherwise, which sum is deemed by the City Council to be necessary to defray all expenditures of the City during said budget year, to be divided and appropriated for the following purposes, to wit:

GENERAL FUND	\$102,150,629
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ENTERPRISE FUNDS

Golf	\$2,893,193
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Light & Power

Operating Total	101,542,097
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Capital:

Electric Substations	4,404,000	
Southwest Annexation Electric System	<u>1,300,000</u>	
Capital Total.....		<u>5,704,000</u>

Total Light & Power	<u>107,246,097</u>
---------------------------	--------------------

Storm Drainage	
Operating Total	11,317,487
Capital:	
Old Town Basin Improvements	500,000
Canal Importation Basin Improvements	2,840,000
Drainage & Detention System Replacement	370,000
Service Center Improvements	50,935
Stormwater Developer Repays	95,000
Stormwater Master Plan	400,000
Vacuum Truck for Waste Disposal	<u>150,000</u>
Capital Total	<u>4,405,935</u>
Total Storm Drainage	15,723,422
Wastewater	
Operating Total	18,828,306
Capital:	
Collection System Replacement	1,540,000
Collection System Study	100,000
DWRF Improvements	265,000
Flow Monitoring Stations	100,000
MWRF Improvements	150,000
Service Center Improvements	297,374
Sludge Disposal Improvements	150,000
Water Reclamation Replacement Program	<u>1,685,000</u>
Capital Total	<u>4,287,374</u>
Total Wastewater	23,115,680
Water	
Operating Total	27,965,806
Capital:	
Cathodic Protection	170,000
Distribution System Replacement	2,525,000
Halligan Reservoir Enlargement	190,000
Service Center Improvements	105,938
Water Production Replacement Program	1,795,000
Water Supply Development	<u>100,000</u>
Capital Total	<u>4,885,938</u>
Total Water	<u>32,851,744</u>
TOTAL ENTERPRISE FUNDS	<u>\$181,830,136</u>

INTERNAL SERVICE FUNDS

Benefits	\$20,321,405
Data & Communications	8,896,746
Equipment	9,420,341
Self Insurance	3,292,964
Utility Customer Service & Administration	<u>16,629,423</u>

TOTAL INTERNAL SERVICE FUNDS \$ 58,560,879

SPECIAL REVENUE FUNDS

Capital Improvement Expansion Fund	\$ 904,354
Capital Leasing Corporation Fund	5,344,893
Cemeteries	719,570
Cultural Services	3,765,285
Debt Service	358,365
General Employees' Retirement	2,760,423
Natural Areas Fund	8,571,164
Perpetual Care	55,435
Recreation	6,885,023
Sales and Use Tax	73,624,048
Street Oversizing	4,558,731
Timberline/Prospect SID	122,970
Transit Services	11,309,638
Transportation Services	<u>27,683,360</u>

TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS \$146,663,259

CAPITAL IMPROVEMENT FUNDS

General City Capital

Bryan Bridge Replacement	\$ 137,940
City Bridge Program	1,800,000
Police Facility	750,000
Railroad Crossing Replacement	<u>100,000</u>

TOTAL GENERAL CITY CAPITAL \$ 2,787,940

1/4 Cent - Building on Basics

Administration	\$ 21,952
Bicycle Program Plan Implementation	125,000
Lincoln Center Renovation	3,270,441
Museum/Discovery Science Center	273,213
Pedestrian Plan and ADA Improvements	<u>300,000</u>

TOTAL 1/4 CENT - BUILDING ON BASICS \$ 3,990,606

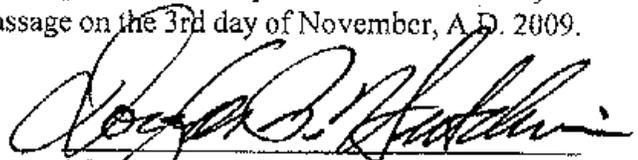
<u>Conservation Trust Fund</u>	
Administration	\$ 235,604
Fossil Creek Trail	50,000
Open Space Acquisition	10,000
Trail Acquisition, Development & Repair	350,000
Transfer to General Fund-Parks Maintenance	730,146
Tri-City Trails	<u>30,000</u>
TOTAL CONSERVATION TRUST FUND	\$1,405,750
<u>Neighborhood Parkland Fund</u>	
Administration	\$ 395,277
New Park Site Development	150,000
Park Site Equipment	<u>15,000</u>
TOTAL NEIGHBORHOOD PARKLAND FUND	\$ 560,277
TOTAL CITY FUNDS	\$497,949,476

Section 3. Mill Levy

a. That the 2010 mill levy rate for the taxation upon each dollar of the assessed valuation of all the taxable property within the City of Fort Collins as of December 31, 2009, shall be 9.797 mills, which levy represents the amount of taxes for City purposes necessary to provide for payment during the aforementioned budget year of all properly authorized expenditures to be incurred by the City.

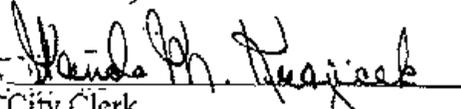
b. That the City Clerk shall certify this levy of 9.797 mills to the County Assessor and the Board of Commissioners of Larimer County, Colorado, in accordance with the applicable provisions of law, as required by Article V, Section 5, of the Charter of the City of Fort Collins.

Introduced, considered favorably on first reading, and ordered published this 20th day of October, A.D. 2009, and to be presented for final passage on the 3rd day of November, A.D. 2009.



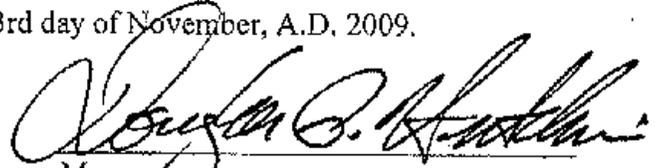
Mayor

ATTEST:



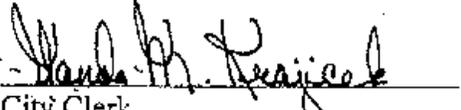
City Clerk

Passed and adopted on final reading on the 3rd day of November, A.D. 2009.



Mayor

ATTEST:



City Clerk

2011 PROPOSED APPROPRIATIONS

		2011
GENERAL FUND		<u>\$103,192,666</u>
ENTERPRISE FUNDS		
Golf		\$2,977,748
Light & Power		
Operating	105,725,297	
Capital:		
Electric Substations	470,000	
Southwest Annexation Electric System	500,000	
Light & Power Capital Total	<u>970,000</u>	
Total Light & Power		106,695,297
Stormwater		
Operating	11,160,812	
Capital:		
Canal Importation Basin Improvements	2,900,000	
Utility Service Center Phase 2	25,000	
Stormwater Master Plan	100,000	
Stormwater Developer Repays	105,000	
Drainage & Detention System Replacement	370,000	
Stormwater Capital Total	<u>3,500,000</u>	
Total Stormwater		14,660,812
Water		
Operating	28,312,845	
Capital:		
Service Center Improvements	50,000	
Cathodic Protection	170,000	
Water Supply Development	100,000	
Halligan Reservoir Enlargement	190,000	
Water Production Replacement Program	1,235,000	
Distribution System Replacement	2,560,000	
Water Capital Total	<u>4,305,000</u>	
Total Water		32,617,845
Wastewater		
Operating	18,745,697	
Capital:		
DWRP Improvements	250,000	
Sludge Disposal Improvements	100,000	
Collection System Study	100,000	
Flow Monitoring Stations	100,000	
Water Reclamation Replacement Program	1,175,000	
Collection System Replacement	1,994,000	
Wastewater Capital Total	<u>3,719,000</u>	
Total Wastewater		<u>22,464,697</u>
TOTAL ENTERPRISE FUNDS		<u>\$179,416,399</u>

2011 PROPOSED APPROPRIATIONS

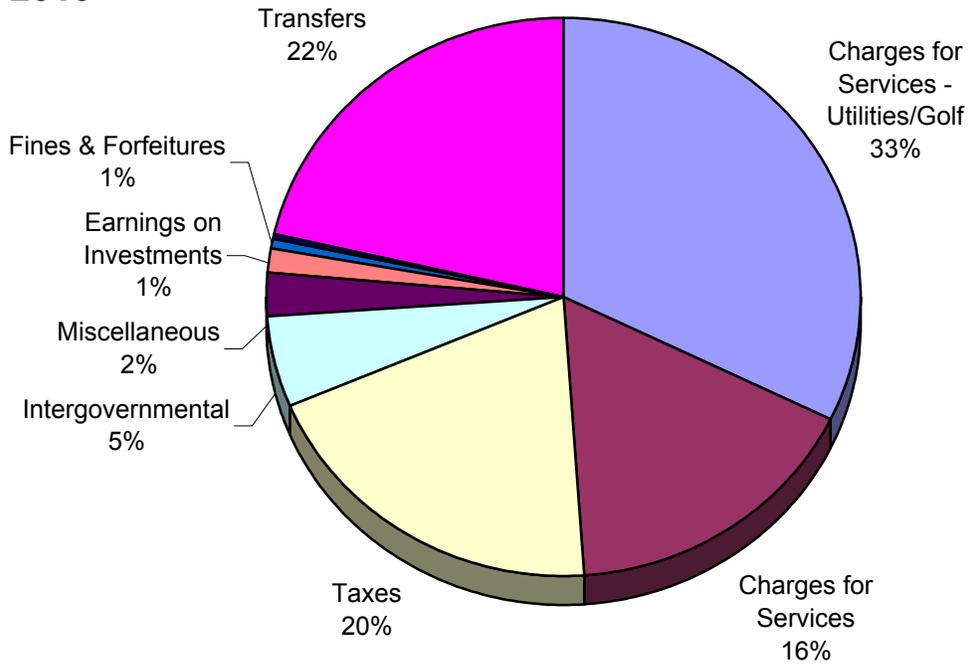
	2011
INTERNAL SERVICE FUNDS	
Benefits	\$21,510,146
Data & Communications	7,888,714
Equipment	9,966,581
Self Insurance	3,306,996
Utility Customer Service & Administration	16,473,929
TOTAL INTERNAL SERVICE FUNDS	\$59,146,366
SPECIAL REVENUE FUNDS	
Capital Improvement Expansion Fund	\$914,354
Capital Leasing Corporation Fund	5,290,795
Cemeteries	715,119
Cultural Services	5,096,953
Debt Service	359,820
General Employees' Retirement	2,879,412
Natural Areas Fund	8,781,729
Perpetual Care	55,449
Recreation	7,304,030
Sales and Use Tax	75,284,389
Street Oversizing	4,600,412
Timberline/Prospect SID	118,540
Transit Services	10,933,188
Transportation Services	24,430,051
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS	\$146,764,241
CAPITAL IMPROVEMENT FUNDS	
General City Capital	
City Bridge Program	\$300,000
Railroad Crossing Replacement	100,000
Police Facility	750,000
Total General City Capital	\$1,150,000
Building on Basics	
Administrative Charge	\$22,611
North College Avenue Improvements	4,275,671
Bicycle Program Plan Implementation	125,000
Pedestrian Plan and ADA Improvements	300,000
Total Building on Basics	\$4,723,282
Conservation Trust Fund	
Administration	\$241,595
Trail Acquisition/Development	350,000
Open Space Acquisition	10,000
Fossil Creek Trail	50,000
Tri-City Trails	30,000
Transfer to General Fund-Parks Maintenance	735,146
Total Conservation Trust Fund	\$1,416,741

2011 PROPOSED APPROPRIATIONS

	<u>2011</u>
Neighborhood Parkland Fund	
Administration	\$405,247
Equipment Replacement	\$15,000
New Park Site Development	<u>150,000</u>
Total Neighborhood Parkland Fund	<u>\$570,247</u>
TOTAL CITY PROPOSED APPROPRIATIONS	<u><u>\$496,379,942</u></u>
These funds are adopted on separate ordinances:	
URA Operations & Maintenance	\$199,781
URA Debt Service	806,676
General Improvement District #1	<u>478,200</u>
Total Other Funds	<u>\$1,484,657</u>
 GRAND TOTAL	 <u><u>\$497,864,599</u></u>

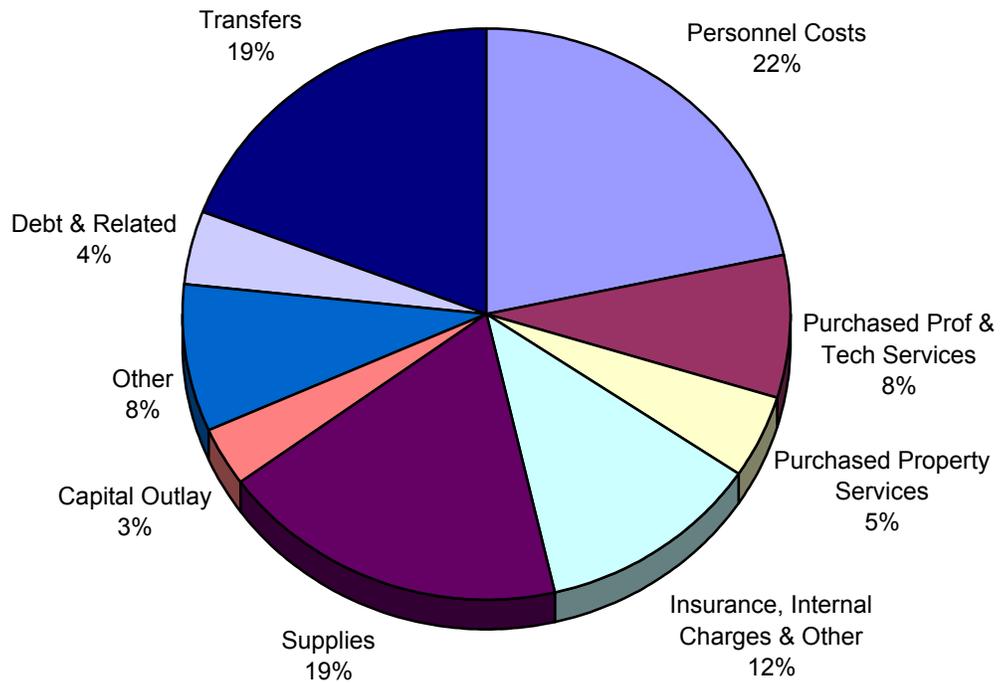
Where the money comes from...\$469.5 million
(deficit balanced by using fund balance savings)

2010



Where the money goes...\$498.0 million

2010



SUMMARY OF CHANGE IN FUND BALANCE - 2010

FUND	Beginning Fund Balance 12/31/09	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Ending Fund Balance 12/31/10	Percent Change
General Fund	37,577,875	99,539,281	102,150,629	(2,611,348)	-	34,966,527	(6.9)
Capital Expansion	15,018,492	2,218,584	904,354	1,314,230	-	16,332,722	8.8
Sales & Use Tax Fund	8,828,992	72,403,066	73,624,048	(1,220,982)	-	7,608,010	(13.8)
General Improvement District	1,051,212	252,000	670,902	(418,902)	-	632,310	(39.8)
Neighborhood Parkland	7,644,436	462,715	560,277	(97,562)	-	7,546,874	(1.3)
Conservation Trust	1,983,366	1,233,914	1,405,750	(171,836)	-	1,811,530	(8.7)
Natural Areas	419,468	8,588,164	8,571,164	17,000	-	436,468	4.1
Cultural Services	1,386,880	3,889,913	3,765,285	124,628	-	1,511,508	9.0
Recreation	1,838,967	6,142,139	6,885,023	(742,884)	-	1,096,083	(40.4)
Cemeteries	452,354	638,933	719,570	(80,637)	-	371,717	(17.8)
Perpetual Care	1,494,525	108,435	55,435	53,000	-	1,547,525	3.5
Transit Services	2,476,503	11,009,638	11,309,638	(300,000)	-	2,176,503	(12.1)
Street Oversizing	1,861,712	3,710,941	4,558,731	(847,790)	-	1,013,922	(45.5)
Transportation	10,210,459	24,736,908	27,683,360	(2,946,452)	-	7,264,007	(28.9)
URA O&M	20,436	200,201	195,166	5,035	-	25,471	24.6
Timberline/Prospect SID #94	29,284	123,114	122,970	144	-	29,428	0.5
Debt Service Fund	-	358,365	358,365	-	-	-	-
Capital Leasing Corporation	-	5,344,893	5,344,893	-	-	-	-
Debt Service - URA	366,547	504,174	283,330	220,844	-	587,391	60.2
Capital Projects	8,908,909	6,778,546	6,778,546	-	-	8,908,909	-
Golf	4,874,794	2,893,193	2,893,193	-	460,435	5,335,229	9.4
Light & Power	153,369,733	95,516,663	107,246,097	(11,729,434)	8,624,467	150,264,766	(2.0)
Water	241,844,170	29,734,673	32,851,744	(3,117,071)	9,648,809	248,375,908	2.7
Wastewater	155,581,383	20,868,894	23,115,680	(2,246,786)	8,290,406	161,625,003	3.9
Stormwater	79,616,191	14,445,299	15,723,422	(1,278,123)	5,001,605	83,339,673	4.7
Equipment	2,738,370	9,646,092	9,420,341	225,751	-	2,964,121	8.2
Self Insurance	3,856,503	2,419,819	3,292,964	(873,145)	-	2,983,358	(22.6)
Data & Communications	2,212,987	7,496,217	8,896,746	(1,400,529)	-	812,458	(63.3)
Benefits	8,079,345	19,398,673	20,321,405	(922,732)	-	7,156,613	(11.4)
Utility CS&A	1,451,393	17,027,168	16,629,423	397,745	(250,000)	1,599,138	10.2
Employees Retirement	31,007,143	1,790,000	2,760,423	(970,423)	-	30,036,720	(3.1)
TOTAL	786,202,429	469,480,615	499,098,874	(29,618,259)	31,775,722	788,359,892	0.3

Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets.

REVENUE SUMMARY

	Actual 2007	Actual 2008	Budget 2009	Budget 2010	% Change from 2009	Budget 2011
Property Taxes	14,860,667	16,682,832	17,180,039	17,917,000	4.3	18,415,000
Sales & Use Taxes	78,444,572	75,865,014	70,291,123	72,346,001	2.9	75,007,000
Occupational Privilege Taxes	2,358,803	2,493,933	2,384,434	2,374,000	-0.4	2,384,000
Lodging Taxes	837,773	833,468	794,811	830,000	4.4	840,000
Licenses and Permits	1,658,930	1,493,852	1,253,125	995,710	-20.5	1,014,141
Fines & Forfeitures	2,824,814	2,749,297	2,699,620	2,711,147	0.4	2,789,550
Intergovernmental Payment in Lieu of Taxes	19,665,236 6,809,172	19,216,941 6,859,421	34,006,716 5,826,274	16,682,381 7,675,605	-50.9 31.7	15,630,415 8,276,311
Charges for Services	76,495,410	76,913,206	80,241,001	77,249,034	-3.7	81,036,564
Charges for Services - Utilities/Golf	137,118,718	139,093,131	142,063,223	151,875,994	6.9	160,714,055
Earnings on Investments	19,754,004	14,171,481	12,034,606	6,174,859	-48.7	6,561,245
Earnings on Investments - GERP	5,088,462	-11,983,140	602,000	490,000	-18.6	515,000
Miscellaneous	25,609,340	20,569,639	15,522,981	11,087,771	-28.6	9,449,737
Proceeds of Debt Issuance	15,718,641	1,390,141	30,000,000	200,000	-99.3	250,000
Transfers from Funds	117,010,144	119,093,817	112,219,567	100,871,113	-10.1	101,530,599
TOTAL	524,254,688	485,443,032	527,119,521	469,480,615	-10.9	484,413,617
Less Internal Service Funds	-40,966,852	-48,019,034	-53,214,799	-49,897,405	-6.2	-51,512,749
Less Transfers	-117,010,144	-119,093,817	-112,219,567	-100,871,113	-10.1	-101,530,599
NET REVENUES	366,277,692	318,330,181	361,685,155	318,712,097	-11.9	331,370,269

EXPENDITURES BY AREA

	Actual 2007	Actual 2008	Budget 2009	Budget 2010	% Change from 2009	Budget 2011
Investigations	5,845,706	6,455,809	6,584,174	5,659,688	-14.0	5,813,168
Police Information Services	5,636,564	5,364,982	6,370,350	6,501,513	2.1	6,660,810
Patrol	13,214,642	14,146,924	14,464,905	14,813,998	2.4	15,085,636
Office of the Chief	3,059,212	2,866,743	3,048,548	2,766,973	-9.2	2,784,718
Economic Development	583,882	730,523	766,248	605,834	-20.9	613,407
Finance	7,256,707	6,552,566	8,845,248	7,439,508	-15.9	7,536,903
Non Departmental	4,524,659	4,715,284	5,297,721	4,643,003	-12.4	4,744,286
Management Information Service	6,074,375	7,826,952	8,223,180	12,309,914	49.7	7,663,714
Comm. & Public Involvement	716,940	906,583	931,023	939,931	1.0	972,847
Human Resources	17,541,817	19,032,230	24,624,786	21,790,894	-11.5	22,998,541
Operations Services	36,775,600	26,017,011	25,170,285	20,785,127	-17.4	17,543,974
Utility Finance & Budget	26,597,390	27,057,058	21,015,281	24,045,731	14.4	25,805,279
Utility Tech. & Cust. Service	2,082,984	3,335,100	3,721,992	3,885,612	4.4	3,377,903
Utility Cust. & Emp. Relations	3,674,477	3,837,061	6,610,635	8,059,142	21.9	7,987,045
L&P Operations Service Unit	90,468,801	92,167,745	106,414,452	86,769,587	-18.5	89,874,148
Ut Environmental Services Div	1,964,194	1,971,678	2,280,505	2,203,434	-3.4	2,491,636
Ut Process & Supervis Cntr Div	565,357	683,251	725,093	713,014	-1.7	731,722
Ut Reg & Govt Affairs Div	266,138	581,661	631,964	664,425	5.1	660,011
Ut Water Production Div	5,667,995	5,813,848	17,821,608	8,971,783	-49.7	8,668,030
Ut Water Resources Div	1,389,636	1,386,216	2,055,429	2,242,418	9.1	2,162,567
Ut Wtr Reclama & Biosolids Div	10,517,151	6,390,425	6,054,462	7,089,931	17.1	6,536,519
Ut Collection System Div	1,254,933	1,392,992	1,679,750	1,600,881	-4.7	1,659,966
Ut Construction Div	1,593,686	2,048,335	1,367,425	4,614,000	237.4	4,999,000
Ut Distribution System Div	2,134,209	2,235,564	3,436,729	2,482,703	-27.8	2,564,939
Ut Drainage System Div	1,141,649	1,537,417	1,878,168	1,821,040	-3.0	1,887,700
Ut Water Meters Div	484,718	565,538	700,729	748,044	6.8	751,299
Ut Development Review Div	185,380	677,817	583,485	321,872	-44.8	337,600
Ut Mstr Plan & Fldpl Admin Div	1,147,820	1,408,384	1,554,921	1,683,364	8.3	1,415,811
Ut Water Systems Engr Div	7,479,542	16,087,339	34,161,989	4,684,247	-86.3	3,715,000
Ut Electric Systems Eng Div	563,186	624,673	782,970	1,552,379	98.3	1,616,134
Ut Elec System Design & IT Div	79,639	1,875,383	-124,814	5,799,016	-4,746.1	1,899,137
Ut Standards Engineering Div	1,233,224	1,157,777	1,444,212	2,264,761	56.8	2,311,130
Electric Field Services	257,114	313,856	876,332	7,230,098	725.0	7,445,356
Utilities Management	370,461	710,131	772,743	974,410	26.1	957,310
Recreation	6,986,782	7,305,911	8,216,310	6,885,023	-16.2	7,304,030
CPRE Administration	255,921	312,702	382,503	269,506	-29.5	275,587
Park Planning & Development	7,688,621	1,545,437	2,436,769	1,235,881	-49.3	1,251,842
Cultural Services	4,121,277	4,315,660	4,724,253	3,765,285	-20.3	5,096,953
Parks	10,731,879	11,270,410	11,053,556	11,030,253	-0.2	11,277,156
Natural Resources	14,093,676	10,564,793	14,150,677	7,795,080	-44.9	8,078,392
City Clerk	600,355	675,396	660,420	614,915	-6.9	791,458
PDT Administration	141,230	270,514	209,913	357,655	70.4	362,740
Advance Planning	1,996,135	1,525,737	1,822,944	1,575,578	-13.6	1,446,988
Transfort / Dial-a-Ride	8,382,115	10,191,864	12,695,813	11,309,638	-10.9	10,933,188
Comm Dev & Neighborhood Svcs	3,682,692	3,928,821	3,540,994	3,459,203	-2.3	3,512,090
Transportation Group	228,153	347,944	287,988	113,179	-60.7	114,308
Planning & Special Projects	1,760,045	1,497,153	3,953,456	1,389,125	-64.9	5,394,892
Streets	9,413,265	10,212,358	8,295,449	8,988,730	8.4	8,768,828
Traffic	3,388,906	3,455,489	3,381,485	3,245,452	-4.0	3,254,558
Engineering	18,651,883	20,969,587	23,345,134	16,583,433	-29.0	13,784,649

EXPENDITURES BY AREA

	Actual 2007	Actual 2008	Budget 2009	Budget 2010	% Change from 2009	Budget 2011
Parking	1,603,092	1,521,444	1,702,593	1,867,025	9.7	1,803,127
City Attorney	1,060,014	1,132,599	1,216,374	1,205,076	-0.9	1,239,894
City Council	135,408	129,038	123,058	129,973	5.6	137,449
City Manager	2,156,452	2,364,048	2,408,061	2,243,757	-6.8	2,281,402
Municipal Court	668,121	655,392	566,157	685,470	21.1	714,302
Poudre Fire Authority	15,655,231	16,616,384	17,458,150	17,458,150	0.0	17,458,150
Urban Renewal Authority	0	271,609	7,652,287	195,166	-97.4	199,781
Library District	4,528,995	771,358	2,014,394	270,000	-86.6	280,000
Debt Service & Related	38,065,260	24,958,959	27,177,037	21,314,535	-21.6	21,068,568
Transfers to Other Funds	116,763,919	119,093,817	123,158,471	95,353,511	-22.6	98,921,021
Sum:	535,109,213	524,379,280	603,406,772	498,018,874	-17.5	498,024,599
Less Internal Service Funds	-40,791,515	-50,734,970	-61,910,500	-58,117,879	-6.1	-58,921,366
Less Transfers	-116,763,919	-119,093,817	-123,158,471	-95,353,511	-22.6	-98,921,021
NET EXPENDITURES	377,553,779	354,550,493	418,337,801	344,547,484	-17.6	340,182,212

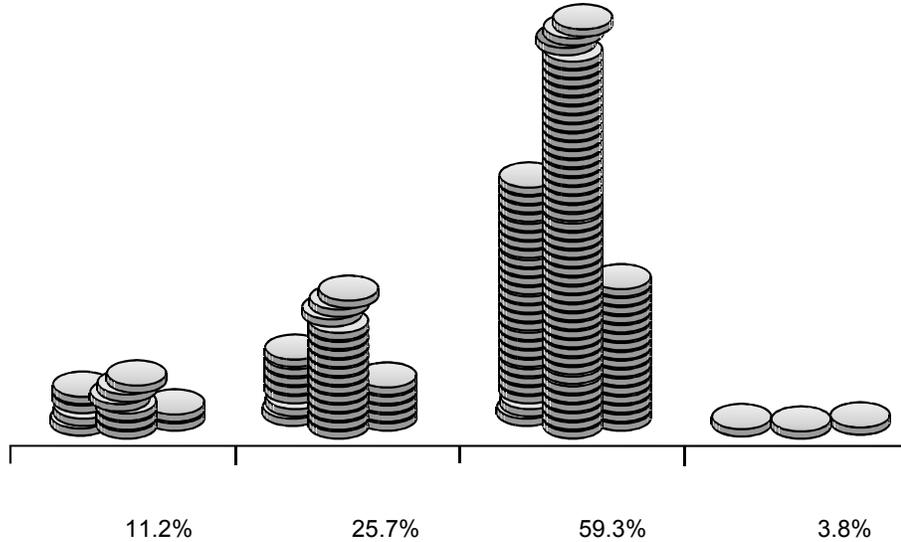
EXPENDITURES BY TYPE

	Actual 2007	Actual 2008	Budget 2009	Budget 2010	% Change from 2009	Budget 2011
Salaries & Wages	77,703,530	80,803,256	85,587,841	82,799,614	-3.3	84,967,137
Benefits	22,161,358	23,326,730	26,010,016	25,539,261	-1.8	27,000,449
Professional & Technical	11,699,654	11,700,577	13,379,342	9,205,824	-31.2	9,337,862
Governmental Services	16,096,890	18,114,597	22,160,677	19,854,268	-10.4	19,876,200
Other Prof & Tech Services	21,935,865	21,833,602	14,465,753	10,254,328	-29.1	9,976,810
Utility Services	3,990,772	4,670,279	4,320,622	4,772,193	10.5	4,849,943
Cleaning Services	1,240,607	1,454,223	1,598,762	1,727,638	8.1	1,734,557
Repair & Maintenance Services	12,795,184	16,739,333	16,381,585	11,023,329	-32.7	9,845,505
Rental Services	5,541,476	5,322,328	5,369,848	4,977,497	-7.3	5,224,939
Construction Services	20,001,534	9,429,763	5,281,347	537,000	-89.8	547,000
Other Property Services	67,089	111,440	174,062	122,040	-29.9	124,496
Insurance, Non Emp Benefits	19,740,857	19,396,502	25,818,087	22,502,566	-12.8	23,673,356
Communication Services	2,096,206	2,080,040	2,476,823	2,050,419	-17.2	2,031,698
Internal Admin Services	20,400,514	22,665,546	24,589,699	32,780,196	33.3	29,348,472
Employee Travel	437,404	1,169,994	1,227,380	1,026,510	-16.4	1,011,120
Other Purchased Services	2,471,126	2,137,411	2,219,700	2,405,676	8.4	2,697,125
Vehicle & Equipment Supplies	6,458,540	7,593,436	8,680,199	7,842,447	-9.7	8,296,278
Land & Building Maint Supplies	902,195	1,159,852	1,660,926	1,720,162	3.6	1,817,952
Infrastructure Maint Supplies	1,793,609	3,448,011	1,828,021	2,683,344	46.8	2,686,658
Utility Supplies	4,497,262	4,732,907	4,216,861	4,155,940	-1.4	4,085,831
Office & Related Supplies	5,276,394	2,675,716	2,220,966	2,465,988	11.0	2,050,383
Health & Safety Supplies	272,689	332,003	428,000	290,964	-32.0	313,026
Purchased Power	58,232,914	59,084,869	69,026,692	66,177,352	-4.1	69,826,223
Chemical Supplies	1,696,057	1,426,149	2,503,557	2,087,305	-16.6	2,154,016
Other Supplies	7,882,461	7,413,662	8,341,897	5,237,926	-37.2	5,549,191
Capital Purchases and Other	35,395,571	31,603,763	99,881,692	52,912,098	-47.0	44,726,489
Depreciation	17,906,607	18,709,328	0	40,000	0.0	40,000
Bad Debt Expense	257,664	302,704	306,835	375,100	22.2	375,100
Rebates & Incentives	1,305,934	861,621	1,638,075	2,618,875	59.9	2,693,875
Grants Given	22,074	26,863	1,275,998	1,164,968	-8.7	1,173,319
Debt Service & Related	38,065,260	24,958,959	27,177,037	21,314,535	-21.6	21,068,568
Transfers to Funds	116,763,919	119,093,817	123,158,471	95,353,511	-22.6	98,921,021
TOTAL	535,109,213	524,379,280	603,406,772	498,018,874	-17.5	498,024,599
Less Internal Service Funds	-40,791,515	-50,734,970	-61,910,500	-58,117,879	-6.1	-58,921,366
Less Transfers	-116,763,919	-119,093,817	-123,158,471	-95,353,511	-22.6	-98,921,021
NET EXPENDITURES	377,553,779	354,550,493	418,337,801	344,547,484	-17.6	340,182,212

**WHAT DOES A CITY PROPERTY OWNER PAY?
2010 Property Tax Based on 2009 Assessment**

MILL LEVY

<u>CITY</u>	<u>COUNTY</u>	<u>SCHOOL DISTRICT</u>	<u>OTHER</u>	<u>TOTAL</u>
9.797	22.435	51.723	3.309	87.264



To illustrate the City property tax portion payable in 2009 by an individual owning a home valued at \$200,000 and a business owning property valued at \$600,000:

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

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

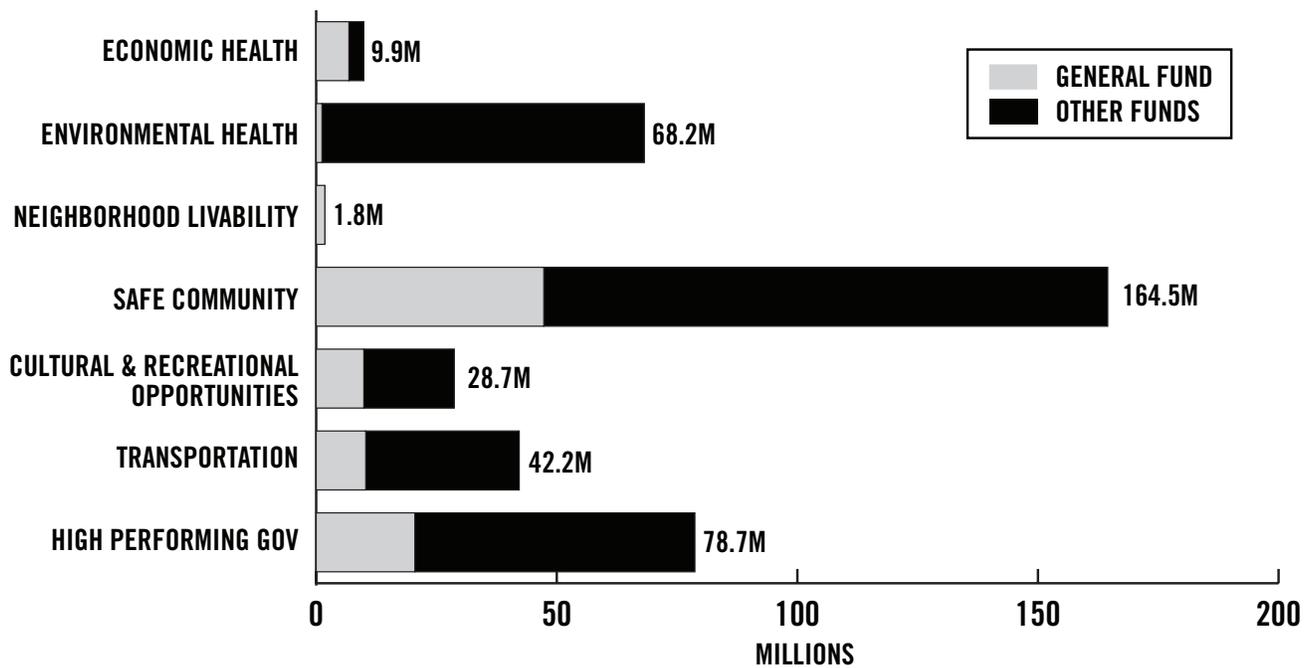
The 2010 City mill levy is 9.797 mills based on the 2009 assessed value of property (a mill equals one dollar for every thousand dollars of assessed valuation).

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

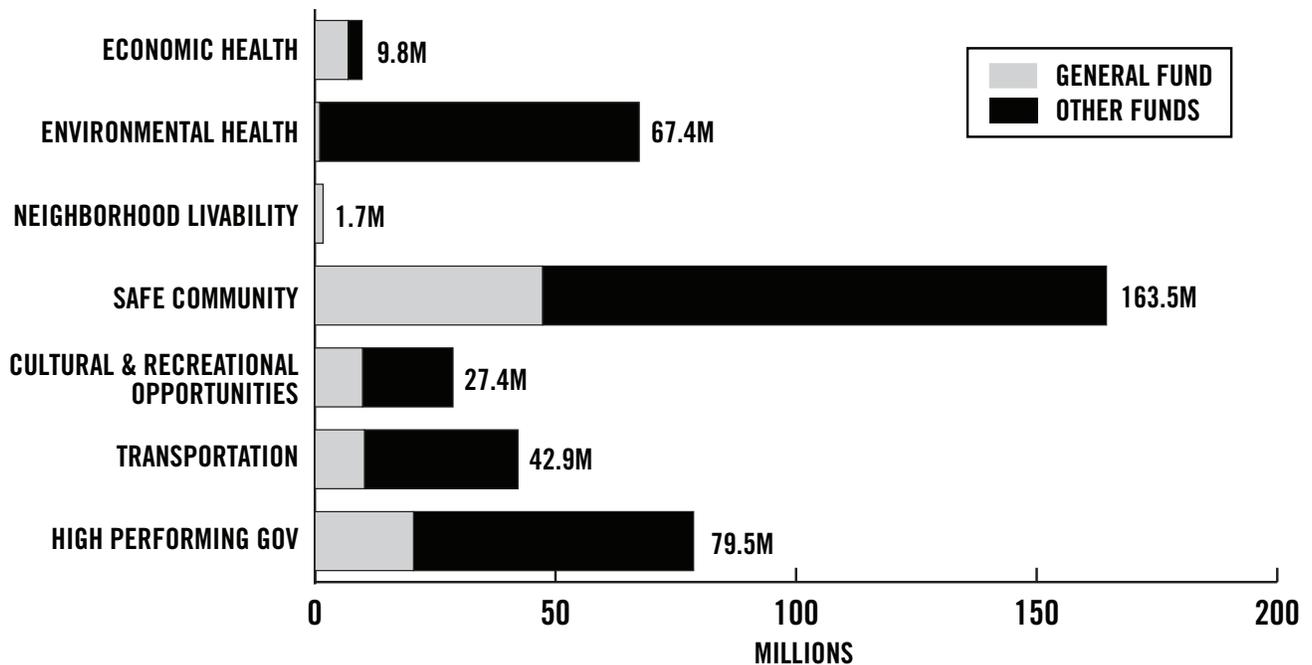
EMPLOYEE - FULL TIME EQUIVALENTS

Service Area & Department	2009	Adopted 2010	Adopted 2011
Internal Services	131.15	127.65	127.65
City Clerk	5.75	5.75	5.75
Communications & Public Involvement	7.25	7.25	7.25
Human Resources	17.70	18.20	18.20
Management Info. Systems	40.55	38.55	38.55
Operation Services	59.90	57.90	57.90
Financial Services	41.05	40.05	40.05
Economic Development	0.75	1.75	1.75
Finance	40.30	38.30	38.30
Culture, Parks, Rec & Environment	167.05	162.51	163.51
Cultural Services	17.30	17.46	17.46
Natural Resources	35.50	34.55	34.55
Parks	66.50	65.50	65.50
Parks Planning & Dev.	5.65	5.65	5.65
CPRE Administration	1.85	1.85	1.85
Recreation	40.25	37.50	38.50
Executive, Legislative, Judicial	33.90	32.09	32.09
City Attorney	9.55	9.55	9.55
City Council	7.00	7.00	7.00
City Manager	11.75	9.94	9.94
Municipal Court	5.60	5.60	5.60
Police	258.45	258.45	258.45
Office of the Chief	12.50	13.50	13.50
Information Services	66.70	66.70	66.70
Investigations	51.25	52.25	52.25
Patrol	128.00	126.00	126.00
Planning, Development, & Trans	215.45	199.65	199.65
Planning	25.85	22.60	22.60
Neighborhood & Building Svcs.	26.71	23.15	23.15
Transfort/Dial a ride	61.00	58.00	58.00
Transportation Group	101.89	95.90	95.90
Utility	351.70	345.23	346.23
Customer Service & Administration	97.00	93.38	93.38
Light and Power	92.35	93.50	93.50
Stormwater	27.53	26.28	26.28
Wastewater	64.36	59.91	59.91
Water	70.46	72.16	73.16
TOTAL CLASSIFIED/UNCLASSIFIED	1,198.75	1,165.63	1,167.63
CONTRACTUAL	45.50	35.00	35.00
HOURLY	315.87	311.25	323.02
TOTAL ALL EMPLOYEE GROUPS	1,560.12	1,511.88	1,525.65

TOTAL ALLOCATION BY RESULT (\$499.1M)* GENERAL FUND & OTHER FUNDS – 2010



TOTAL ALLOCATION BY RESULT (\$497.9M)* GENERAL FUND & OTHER FUNDS – 2011



* In addition to the seven result areas, the total allocation by results also includes \$105.1M in 2010 and \$105.7M in 2011 for items like transfers between funds, debt service, payments to retirees and insurance costs

TOTAL OFFER SUMMARY

	<u>2010</u>	<u>2011</u>
Offers in Outcomes		
Economic Health	\$ 9,927,485	\$ 9,800,017
Environmental Health	68,179,502	67,375,014
Neighborhood Livability	1,827,042	1,748,651
Safe Community	164,517,743	163,478,656
Culture & Recreation Opportunities	28,741,640	27,440,161
Transportation	42,160,732	42,865,419
High Performing Government	78,663,805	79,490,837
Total Outcomes	<u>394,017,949</u>	<u>392,198,755</u>

Expenses Not Included in Outcomes

<u>Type</u>	<u>Offer</u>		
Miscellaneous	113.1 General Employees Retirement Plan	2,760,423	2,879,412
	182.1 General Fund Non-Departmental	909,123	892,487
Debt Service	180.1 Debt Service SID	122,970	118,540
	180.2 Debt Service Capital Leasing	5,344,893	5,290,795
	180.3 Debt Service	358,365	359,820
	180.4 Debt Service URA	283,330	806,676
Transfers	210.1 Sales & Use To Other Funds	73,624,048	75,284,389
	213.1 Capital Expansion	670,000	680,000
	215.1 Perpetual Care to Cemeteries	55,435	55,449
	218.1 Natural Areas to Culture and Debt	1,498,205	1,497,094
	219.1 General Fund to Subsidized Funds	16,178,822	16,293,425
	220.1 Capital Projects transfers	2,545,165	772,611
	221.1 Conservation Trust to General Fund	730,146	735,146
	sub-total	<u>105,080,925</u>	<u>105,665,844</u>

Total Appropriations	<u>\$ 499,098,874</u>	<u>\$ 497,864,599</u>
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Economic Health

Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world

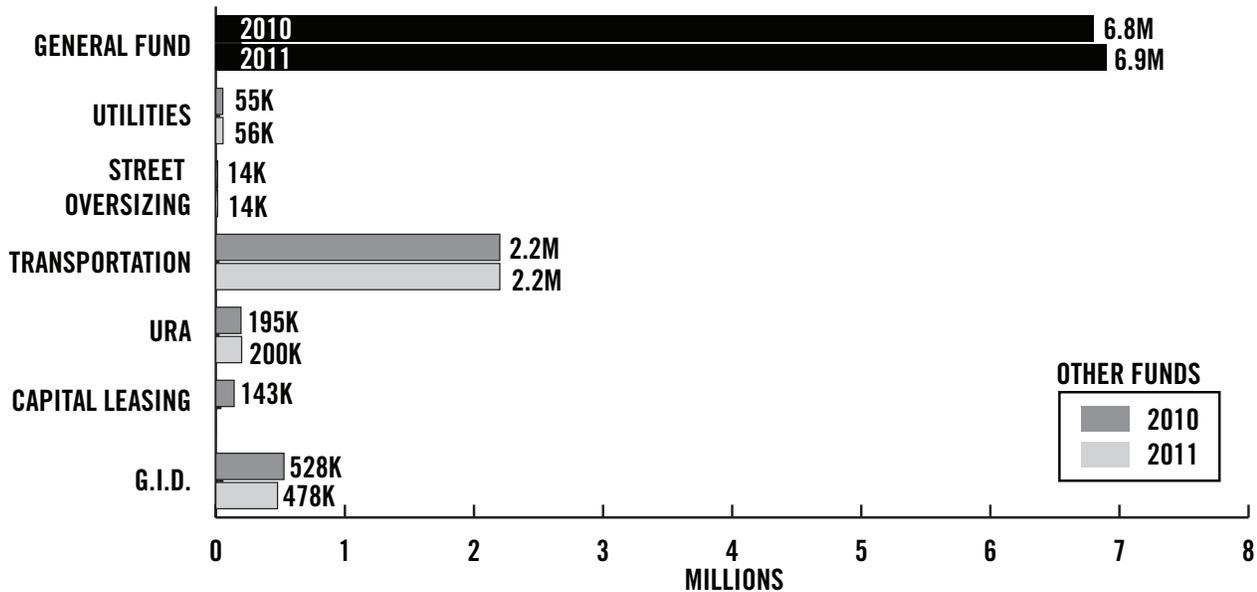




Economic Health

2010 GENERAL FUND & OTHER FUNDS – **9.9M**
 2011 GENERAL FUND & OTHER FUNDS – **9.8M**

- Development Review
- Economic Program
- District One



OVERVIEW

This Result Area funds a package of programs and services that support the Council-adopted Economic Action Plan. In 2007, the City initiated a “one-stop shop” for development review services. This budget facilitates the next phase in that effort by creating a Community Development and Neighborhood Services Department. Zoning and building inspection functions will be consolidated with Current Planning, as well as historic preservation and neighborhood services. This consolidation reduces a management position and creates further efficiencies.

With the North College Urban Renewal Authority (URA) beginning to experience revenue growth, URA funds are included to support Advance Planning staff working on URA projects and programs.

Maintaining an outstanding downtown is a key focus area again in this budget. Downtown is a unique asset to Fort Collins and this budget funds several key programs, such as downtown maintenance and horticulture, and District One Police Services.

Some one-time enhancements are included in the Economic Health Result Area, including the funding for the General Fund portion of the City Plan and Transportation Master Plan update and maintenance of downtown alleys.

FUNDING SOURCES

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

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

KEY PURCHASES

- Economic Health program leadership/economic marketing
- Economic clusters and the Rocky Mountain Innovation Initiative support
- Partnerships with DDA for downtown maintenance
- Northern Colorado Economic Development Corporation support
- Advance Planning
- Community Development and Neighborhood Services
- District One Police substation
- City Plan and Transportation Master Plan update
- Fort Collins/Loveland Airport

ENHANCEMENTS PURCHASED

- Increasing the Economic Advisor position from .5 to 1.0
- Online parking services (purchase permits, pay tickets, etc.)
- Downtown Enhancement: funded by Downtown Development Authority, expanded and improved downtown maintenance, flower displays, and landscaping
- 2010 Census promotion

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Reduction to support of Uniquely Fort Collins/Software clusters
- Reduced consulting dollars; rely more on in-house staff
- Vendor fee rebate program is eliminated
- Not purchasing multiple planning efforts such as the River District plan
- Reduced Historic Preservation program
- BNSF Railway quiet zone phase II study

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2010 - 2011

ECONOMIC HEALTH - 2010

Rank Offer	Offer Cost	Offer Funding				
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
1	71.1 Economic Health Program Leadership	98,971	98,971	0	0	
			<i>Vendor Fee</i>			
2	160.1 Development Review Center	2,817,786	874,391	1,164,938	464,729	313,728
			<i>Vendor Fee</i>		<i>Transportation Fund Light & Power Fund Water Fund Wastewater Fund Stormwater Fund</i>	<i>General Fund Street Oversizing Fund</i>
3	160.7 Reduction: Creation of a Community Development & Neighborhood Services Department	(135,000)	0	(135,000)	0	0
4	102.1 Urban Renewal Authority	195,166	0	0	195,166	0
					<i>URA O&M Fund</i>	
5	71.4 Support the Rocky Mountain Innovation Initiative	60,000	60,000	0	0	0
			<i>Vendor Fee</i>			
6	103.2 Advance Planning Management & Administration	216,401	0	216,401	0	0
7	114.1 City Planning	639,411	0	489,411	0	150,000
						<i>General Fund</i>
8	71.3 Support Industry Clusters	160,907	160,907	0	0	0
			<i>Vendor Fee</i>			
9	55.1 District One and Crime Prevention	744,026	0	744,026	0	0
10	71.7 Enhancement: Economic Advisor	102,069	102,069	0	0	0
			<i>Vendor Fee</i>			
11	71.2 Economic Marketing	68,887	68,887	0	0	0
			<i>Vendor Fee</i>			

ECONOMIC HEALTH - 2010

Rank Offer		Offer Cost		Offer Funding		
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
12	74.1 Convention and Visitors Services	581,000	581,000 <i>Lodging Taxes</i>	0	0	0
13	46.1 Downtown Landscape and Maintenance	1,119,870	434,950 <i>Park Fees Vendor Fee</i>	684,920	0	0
14	114.8 Enhancement: 2010 Census Promotion	10,000	0	10,000	0	0
15	47.1 Parking Operations	1,462,869	0	81,520	1,381,349 <i>Transportation Fund</i>	0
16	47.2 Parking Maintenance	289,156	0	0	289,156 <i>Transportation Fund</i>	0
17	71.6 Northern Colorado Economic Development Council Contribution	30,000	0	30,000	0	0
18	114.10 Enhancement: Staff Sharing Between Advance Planning and Current Planning	13,432	0	13,432	0	0
19	46.7 Enhancement: Downtown Maintenance	176,977	176,977 <i>Park Fees</i>	0	0	0
20	46.5 City Park 4th of July	47,000	25,000 <i>Park Fees</i>	22,000	0	0
21	109.4 PDT Administration	357,655	0	357,655	0	0
22	71.5 Fort Collins/Loveland Airport Contribution	85,000	0	85,000	0	0
23	46.2 Ice Rink	40,000	40,000 <i>Park Fees</i>	0	0	0
24	47.4 Mason Lot Pay Machine	25,000	0	0	25,000 <i>Transportation Fund</i>	0

ECONOMIC HEALTH - 2010

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
25	47.3 Enhancement: Parking E-Commerce	50,000	0	0	50,000	0	0
					<i>Transportation Fund</i>		
26	202.1 GID #1 & Downtown Sidewalk Replacement	670,902	0	0	252,000	418,902	
					<i>General Improvement District Capital Leasing Corp Fund</i>	<i>General Improvement District</i>	
	Funded Offers	9,927,485	2,623,152	3,764,303	2,657,400	882,630	
27	46.6 Holiday Lighting	31,200	0	31,200	0	0	
28	71.9 Enhancement: River District Redevelopment Action Plan	50,000	0	50,000	0	0	
29	188.1 Enhancement: BNSF Railway Quiet Zone Phase II Study	100,000	0	0	0	100,000	<i>General Fund</i>
	Unfunded Offers	181,200	0	81,200	0	100,000	
	Total Offers	10,108,685	2,623,152	3,845,503	2,657,400	982,630	

ECONOMIC HEALTH - 2011

Rank Offer		Offer Cost		Offer Funding		
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	71.1 Economic Health Program Leadership	101,055	101,055 <i>Vendor Fee</i>	0	0	0
2	160.1 Development Review Center	2,885,591	904,887 <i>Vendor Fee</i>	1,180,439	486,133 <i>Transportation Fund Light & Power Fund Water Fund Wastewater Fund Stormwater Fund</i>	314,132 <i>General Fund Street Oversizing Fund</i>
3	160.7 Reduction: Creation of a Community Development & Neighborhood Services Department	(135,000)	0	(135,000)	0	0
4	102.1 Urban Renewal Authority	199,781	0	0	199,781 <i>URA O&M Fund</i>	0
5	71.4 Support the Rocky Mountain Innovation Initiative	60,000	60,000 <i>Vendor Fee</i>	0	0	0
6	103.2 Advance Planning Management & Administration	220,023	0	220,023	0	0
7	114.1 City Planning	602,206	0	502,206	0	100,000 <i>General Fund</i>
8	71.3 Support Industry Clusters	161,949	161,949 <i>Vendor Fee</i>	0	0	0
9	55.1 District One and Crime Prevention	763,304	0	763,304	0	0
10	71.7 Enhancement: Economic Advisor	104,735	104,735 <i>Vendor Fee</i>	0	0	0
11	71.2 Economic Marketing	70,668	70,668 <i>Vendor Fee</i>	0	0	0

ECONOMIC HEALTH - 2011

Rank Offer	Offer Cost	Offer Funding				
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
	Total					
12	74.1 Convention and Visitors Services	588,000	588,000	0	0	0
			<i>Lodging Taxes</i>			
13	46.1 Downtown Landscape and Maintenance	1,144,211	426,686	717,525	0	0
			<i>Park Fees</i>			
			<i>Vendor Fee</i>			
14	47.1 Parking Operations	1,497,942	0	81,478	1,416,464	0
					<i>Transportation Fund</i>	
15	47.2 Parking Maintenance	297,685	0	0	297,685	0
					<i>Transportation Fund</i>	
16	71.6 Northern Colorado Economic Development Council Contribution	30,000	0	30,000	0	0
17	46.7 Enhancement: Downtown Maintenance	187,427	187,427	0	0	0
			<i>Park Fees</i>			
18	46.5 City Park 4th of July	47,000	25,000	22,000	0	0
			<i>Park Fees</i>			
19	109.4 PDT Administration	362,740	0	362,740	0	0
20	71.5 Fort Collins/Loveland Airport Contribution	85,000	0	85,000	0	0
21	46.2 Ice Rink	40,000	40,000	0	0	0
			<i>Park Fees</i>			
22	47.4 Mason Lot Pay Machine	2,500	0	0	2,500	0
					<i>Transportation Fund</i>	
23	47.3 Enhancement: Parking E-Commerce	5,000	0	0	5,000	0
					<i>Transportation Fund</i>	

ECONOMIC HEALTH - 2011

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
24	202.1 GID #1 & Downtown Sidewalk Replacement	478,200	0	0	278,773	199,427	
Funded Offers		9,800,017	2,670,407	3,829,715	2,686,336	613,559	
25	160.4 Reinstatement: City Planner	83,507	0	83,507	0	0	
26	46.6 Holiday Lighting	32,448	0	32,448	0	0	
27	114.6 Enhancement: Downtown Future Development Study	40,000	0	40,000	0	0	
28	114.7 Enhancement: Update Historic Old Town Design Guidelines	20,000	0	20,000	0	0	
29	114.9 Enhancement: Strategic Sustainability Plan for Big Box Retail Stores	35,000	0	35,000	0	0	
30	188.2 Enhancement: BNSF Railway Quiet Zone Phase I Implementation	5,350,000	0	0	0	5,350,000	
Unfunded Offers		5,560,955	0	210,955	0	5,350,000	
Total Offers		15,360,972	2,670,407	4,040,670	2,686,336	5,963,559	

ECONOMIC HEALTH

46.1 Downtown Landscape and Maintenance - Funded

2010 - \$1,119,870
2011 - \$1,144,211

The Parks Department provides maintenance and landscaping for the core downtown area, including street corners, medians, Old Town Square and Oak Street Plaza, and Tenney and Trimble Court Alleys. The Downtown Development Authority funds \$60,175 and Progressive Old Town Square (POTS) contributes \$54,000 toward flowers, cleaning and basic maintenance. The offer also includes maintenance for downtown parks (Library, Civic Center, Washington & Jefferson Street Park) and landscaped grounds for City buildings in the core area.

46.2 Ice Rink - Funded

2010 - \$40,000
2011 - \$40,000

This offer is for the installation, maintenance, removal and storage of the ice rink in Old Town Square for the holiday season, November through mid-February. The ice rink brings people downtown and contributes to the economic health of the area. Funding for this project is provided by the Downtown Development Authority (DDA), in the amount of \$40,000.

46.5 City Park 4th of July - Funded

2010 - \$47,000
2011 - \$47,000

The Parks Division shares the coordination and hosting of the annual Fourth of July Celebration in City Park with the Police Department, Poudre Fire Authority, Recreation, and Transport. Items included in this offer are port-a-lets, recycling containers, bike racks, security fencing, traffic control, trash service, sponsorship party, a fireworks display, and personnel needed to prepare, host, and clean up after the event. Event entertainment was eliminated in 2009. This offer is based on a public/private partnership that includes full sponsorship for the cost of the fireworks display.

46.6 Holiday Lighting - Unfunded

2010 - \$31,200
2011 - \$32,448

Located in the business and retail district of Downtown, the holiday lighting display increases the area's attractiveness during the winter holiday season and promotes local shopping. This is an offer to cover the cost of installing and removing the holiday lights. The Downtown Development Authority (DDA) and the Downtown Business Association (DBA) cover the cost of purchasing the lights, replacing broken strands, and the costs related to any additional locations.

ECONOMIC HEALTH

46.7 Enhancement: Downtown Maintenance - Funded

2010 - \$176,977
2011 - \$187,427

This offer is an enhancement for the maintenance of seven new alleys in the downtown core area that the Downtown Development Authority (DDA) plans to renovate, per their Downtown Alley Master Plan. Three alleys will be renovated in 2010 and four additional alleys in 2011. Funding for the renovations is provided by the DDA. Keeping the downtown clean and attractive is a key component to creating a dynamic business center and enhancing economic activity in the downtown area. Installation of drip irrigation, maintaining botanical collections in the seven new alleys, and hourly staff are included in the offer.

47.1 Parking Operations - Funded

2010 - \$1,462,869
2011 - \$1,497,942

Sustaining economic vitality in downtown is the primary mission of Parking Services. Parking Services contains three integrated functions working together to accomplish the parking mission: enforcement, customer service, and operation of parking garages and surface lots. Enforcement is needed to ensure that parking space turnover and space availability occurs daily. Turnover and availability are critical elements in the parking mission. Customer Service provides all the functions needed to serve our customers. Operation of structures and lots is to provide long term parking options for those who need more time than is allowed on street.

Parking Services also no longer requires or receives a subsidy from the Transportation Fund. The expenses in this package will be covered by revenues generated entirely within Parking Services.

47.2 Parking Maintenance - Funded

2010 - \$289,156
2011 - \$297,685

Maintaining the City's two parking facilities and seven surface lots is necessary to keep structures safe, clean and inviting for customers. Examples of the services included in this maintenance offer include pressure washing the structures annually, paying for utilities (lights, water, garbage, etc.), daily cleaning and trash disposal, landscaping in parking lots, graffiti removal, repairs of heaters and air conditioners in the attendant booths, replacement of light bulbs and fixtures, plumbing and electrical repairs, and others.

Parking Services contracts with the City Operation Services department for this maintenance, so the cost of this offer is based on estimates provided to Parking Services by Operation Services. This offer is linked to the Parking Operations offer, which is why it is being submitted to the Economic Health Results Team (see offer 47.1 for details).

ECONOMIC HEALTH

47.3 Enhancement: Parking E-Commerce - Funded

2010 - \$50,000
2011 - \$5,000

This offer provides funding to build and implement an internet webpage where customers can pay a parking citation, buy a parking permit, check their account balance and history, and get other information to facilitate their parking needs in Downtown Fort Collins.

This offer generates more revenue than it will cost. Evidence from other municipalities indicates that implementing a new e-commerce website increases the number and timeliness of payments for citations and permits by 5 percent in the first year and 10 percent in the second year. When those figures are applied to Fort Collins, this offer will increase revenue by \$33,000 in the first year, and at least that much in the second year, meaning that this offer has a two year payback. The one-time expenditure of \$50K in year-one is for the site development and implementation, and the \$5K in year-two is for the annual ongoing maintenance contract.

47.4 Mason Lot Pay Machine - Funded

2010 - \$25,000
2011 - \$2,500

The existing Digital Pioneer pay machine, located at 136 S. Mason St., is nine years old, unreliable, requires substantial maintenance, and is no longer supported by the vendor. The cost for a replacement is \$25,000. The revenue generated by the machine will pay for itself in one year. In 2008, the faulty machine generated \$27,547 in revenue that will be lost if not replaced. The replacement machine allows a customer to select the amount of time needed with various payment options. This lot is in high demand because of its convenient location to the downtown area. A new machine will make enforcement easier as it will work with our current handheld computers and allow officers to access information directly from the pay machine without printing a report. Electronic access helps support the City wide goal of sustainability by reducing paper use. This offer directly supports the mission of Parking Services by creating turnover, and support for the economic vitality of Downtown.

55.1 District One and Crime Prevention - Funded

2010 - \$744,026
2011 - \$763,304

This offer provides police services to the downtown and adjacent neighborhoods through a community policing storefront. District One's staffing consists of one sergeant, five officers, and one civilian crime prevention specialist who create community partnerships that prevent and reduce crime and disorder by examining the crime/disorder characteristics and applying appropriate problem-solving remedies.

Downtown is vital to the vibrancy and economic vitality of Fort Collins but has its share of crime and disorder problems that often involve complex social issues such as those fueled by transient substance abuse, bar disturbances, disorderly youth, bicycle/skateboard/pedestrian conflict, special events, etc. These issues require collaborative relationships between law enforcement and the individuals and organizations they serve to develop innovative solutions, coordinate resources, and mobilize involvement to enhance the quality-of-life in downtown.

ECONOMIC HEALTH

71.1 Economic Health Program Leadership - Funded

2010 - \$98,971
2011 - \$101,055

This offer provides the resources necessary to support 25 percent of the Chief Financial Officer (CFO) and support staff. The CFO oversees the Economic Health Program, which manages the City's economic development activities. The Economic Advisor (offer 71.7) reports to the CFO and provides day-to-day support of the Economic Health Program. The primary role of the CFO in the Economic Health Program is to develop, manage, and communicate the City's Economic Action Plan strategies, which include:

- o Business incubation, retention, expansion and attraction
- o Be proactive on economic issues
- o Build partnerships
- o Diversify the economy

71.2 Economic Marketing - Funded

2010 - \$68,887
2011 - \$70,668

This offer provides resources to support the Communications Plan of the Economic Action Plan, including the Shop Fort Collins First program. One FTE position is responsible for developing relationships with local businesses, developing targeted business communication campaigns, expanding economic media relations, managing economic web page updates, and developing and distributing informational materials for the targeted industries. In addition, this position manages the ongoing community-wide brand initiative developed in 2007.

71.3 Support Industry Clusters - Funded

2010 - \$160,907
2011 - \$161,949

This offer includes funding for the support of existing and emerging industry clusters within Fort Collins. The funds recommended in this offer are to provide support to outside agencies for their organization and management of cluster development and expansion activities. In addition, the offer includes 25 percent of the Chief Financial Officer's salary and benefits because of the significant role this position plays in supporting the outside organizations providing these services.

71.4 Support the Rocky Mountain Innovation Initiative - Funded

2010 - \$60,000
2011 - \$60,000

The Rocky Mountain Innovation Initiative (RMI2) is a science and technology incubator that supports start-up companies based in the Northern Front Range region. Investing in the RMI2 incubator supports the City's target industry clusters approach to business formation and development as well as provides one of the best tools for promoting business growth from within Fort Collins. RMI2 promotes a culture of innovation and entrepreneurship in the region and provides a connection point between entrepreneurs, capital, academic and government institutions, and workforce talent.

ECONOMIC HEALTH

71.5 Fort Collins/Loveland Airport Contribution - Funded

2010 - \$85,000

2011 - \$85,000

The City of Fort Collins has an agreement with the City of Loveland to jointly own and operate the regional airport. This offer reflects the City's contribution toward those operating costs. The vast majority of funds for operating the airport come from federal grants through the Federal Aviation Administration, approximately \$5 million per year. A recent study by the State of Colorado shows the total direct and indirect regional economic benefit created by the airport is \$56 million.

71.6 Northern Colorado Economic Development Council Contribution - Funded

2010 - \$30,000

2011 - \$30,000

Funding is provided to support the Northern Colorado Economic Development Council (NCEDC) programs and services that assist the City in implementing the Economic Action Plan, including the following:

- o Business retention and expansion
- o Regional Economist support
- o Ongoing support for managing site selection inquires and State of Colorado incentives

71.7 Enhancement: Economic Advisor - Funded

2010 - \$102,069

2011 - \$104,735

This offer includes the staffing resources to develop, manage, and implement a City-wide Economic Action Plan. It includes the salary and benefits associated with the Economic Advisor position as a full time, classified position within the City.

71.9 Enhancement: River District Redevelopment Action Plan - Unfunded

2010 - \$50,000

2011 - \$0

This offer provides funding for a one-time project to develop a River District Redevelopment Action Plan in collaboration with the Downtown Development Authority (DDA) and private sector. The River District includes the area just northeast of Old Town Square including Jefferson, Linden, and Willow Streets and Lincoln Avenue. The project will create an action plan to facilitate redevelopment of the area including steps necessary to support a potential catalyst project in the area. The City will contribute \$50,000 in 2010 to the project, which the DDA will match. The River District illustrates the successful balance between our built and natural environment. Nearby expansion and redevelopment projects include Northside Aztlan Community Center, CSU's Engines Lab, the new Fort Collins Museum & Discovery Science Center, and the Oxbow music venue.

ECONOMIC HEALTH

74.1 Convention and Visitors Services - Funded

2010 - \$581,000

2011 - \$588,000

The City contracts with the Fort Collins Convention and Visitors Bureau (FCCVB) as the convention, tourism, and marketing sales and services agency of the City. Funding comes from lodging tax revenues. The FCCVB markets Fort Collins as a convention and tourism destination, with special emphasis on Fort Collins as a cultural destination. The FCCVB public relations program generates coverage in national travel publications and other media. The FCCVB operates two visitor information centers and serves as the primary source of information and services for visitors and convention delegates, as well as many local residents. The FCCVB works in cooperation with local organizations (Chamber, DBA, DDA, CSU, and Cultural Resources Board) as well as the Colorado Tourism Office. The FCCVB receives 70 percent of the total lodging tax receipts. The remainder is allocated to the Cultural Resources Board for distribution via Fort Fund grants.

102.1 Urban Renewal Authority - Funded

2010 - \$195,166

2011 - \$199,781

The mission of the Urban Renewal Authority (URA) is to stimulate and leverage private capital investment in targeted redevelopment areas using tax increment financing in private development and public improvement projects. The URA functions as a catalyst, partner, advisor and participant to foster sound redevelopment. The URA plays an essential role in assembling sites, upgrading infrastructure, eliminating blight, preserving historic buildings and natural areas, increasing sales tax revenues and providing financial tools.

This offer funds the day-to-day operation of the URA which includes identifying and preparing plans for urban renewal areas, removing barriers to redevelopment, managing the URA's financial incentives, and working collaboratively with City staff. The URA also works closely with existing businesses and new enterprises to create economic vitality, new primary jobs, affordable housing, upgraded infrastructure, and to beautify redevelopment areas.

103.2 Advance Planning Management & Administration - Funded

2010 - \$216,401

2011 - \$220,023

This offer provides management and administration of the Advance Planning Department. It includes the Director, Administrative Assistant, and Financial Coordinator, providing leadership and support for 14 staff members and all programs and services offered by Advance Planning. It also includes administrative support for boards and commissions, along with contractual services and commodities needed for departmental operations.

ECONOMIC HEALTH

109.4 PDT Administration - Funded

2010 - \$357,655

2011 - \$362,740

This offer funds the Office of the Director of Planning, Development, and Transportation which consists of the Director and 0.5 FTE Executive Administrative Assistant. The Director of PDT oversees the operation of all community planning functions and transportation, including transit, street maintenance, operations, and construction of the city's street system. Also under the Director's supervision are those programs related to the Development Review Center (DRC), which works with the development community for new and rehabilitation building construction projects.

109.8 REINSTATEMENT PDT Administration Budget/Policy Manager - Unfunded

2010 - \$125,000

2011 - \$125,000

This enhancement offer funds the creation of a PDT Budget and Policy Manager position. PDT has a broad array of revenue streams including fees collected from development review, building inspections, contractor licenses, transit ridership fees, state and federal transportation funds, federal planning funds, and city general funds. PDT has financial coordinators embedded within departments where either they provide financial services to more than one department, yet there is no central budget lead person for all of PDT. This position will fill a leadership void for PDT to help manage PDT budget and revenue responsibilities, and will play an important role in researching private, State, and Federal government grant opportunities. This position will also help the PDT Director ensure that policies are developed in a collaborative manner with other departments, and that policy proposals are developed in close coordination with other city policies and requirements.

109.9 PDT Administration Communications Position - Unfunded

2010 - \$78,962

2011 - \$81,057

This enhancement offer funds the creation of a PDT Communications position. PDT has an extensive number of complex programs and capital projects involving many high profile topics in land use, transportation and community development. Many of our efforts involve extensive community engagement and awareness. Effective communication with the public is an on-going commitment that requires diligence and creative methods. Today there is not a central communications lead person for all of PDT. We rely on using the resources and expertise from the city's Communications Department, yet we are seeing that there are limitations to their available resources. We see that with a PDT communications position, we can provide improved community support for programs and projects while pursuing creative methods in context sensitive solutions. We can also be pro-active in engagement with the media in telling our story.

ECONOMIC HEALTH

114.1 City Planning - Funded

2010 - \$639,411
2011 - \$602,206

This offer provides essential long range planning services by Advance Planning in collaboration with all City departments, particularly Economic Development, Transportation Planning, and the Development Review Center. All functions relate to the physical, social, environmental, and economic sustainability of the city. This offer includes: review of City Plan, with an emphasis on economic health and environmental stewardship; implementing existing plans that foster the City's long term financial sustainability and cost effective provision of services; maintaining active local and regional partnerships through collaboration with Larimer County, CSU, and surrounding municipalities; providing Census info, business data, and analysis to existing and prospective businesses; providing a Historic Preservation Program; and providing high customer service in response to urgent land use issues raised by the Mayor, City Council, Boards/Commissions, City Manager, developers, or the general public.

114.2 Regional Collaboration Component of the City Plan Update (2010) ENHANCEMENT - Unfunded

2010 - \$100,000
2011 - \$0

This is a request for \$100,000 to enhance the update of City Plan through an unprecedented effort to involve each of the neighboring jurisdictions in the re-evaluation of development, transportation, environmental, housing, land use and growth management policies that affect the region as a whole. Deliberate cooperation will be sought to expand the range of data analysis, mapping and public outreach efforts.

114.6 Enhancement: Downtown Future Development Study - Unfunded

2010 - \$0
2011 - \$40,000

This offer requests \$40,000 in 2011 to conduct a downtown future redevelopment study in 2011 in the areas immediately adjacent to the Old Town Historic District. The survey area is northwest of Historic Old Town within the block bounded by College Avenue, Jefferson Street, and Pine Street, and southeast of Old Town bounded by Mountain Avenue, Jefferson Street, and one building east of Seckner Alley. Revitalization of this area will allow for the expansion of retail and other businesses and housing in an attractive and pedestrian-friendly sector of downtown.

114.7 Enhancement: Update Historic Old Town Design Guidelines - Unfunded

2010 - \$0
2011 - \$20,000

This offer requests \$20,000 in 2011 for use as grant matching funds to update current Old Town design guidelines written more than 25 years ago. They are intended to protect the district from designs unsympathetic to the existing historic resources. This modest amount will be leveraged to generate a minimum of \$60,000 in direct grant revenue. Staff is confident that we will be successful in receiving a grant; if not successful, the \$20,000 will be returned to the General Fund. The boundary of the study area is the National Historic Register District, generally bounded by Mountain Avenue, College Avenue, Linden and Willow Streets. Appropriate design guidelines will ensure that Old Town remains the robust economic and cultural center of a growing and thriving downtown Fort Collins.

ECONOMIC HEALTH

114.8 Enhancement: 2010 Census Promotion - Funded

2010 - \$10,000
2011 - \$0

This offer requests \$10,000 to support promotional activities related to the 2010 Census, in particular encouraging the groups who tend to be undercounted to correctly complete and return the 2010 Census Questionnaire. The State Demographer estimates that for every person missed by the Census, \$826 is lost per person per year in grant amounts to local governments.

114.9 Enhancement: Strategic Sustainability Plan for Big Box Retail Stores - Unfunded

2010 - \$0
2011 - \$35,000

This is a request for a \$35,000 enhancement in 2011 for the City of Fort Collins to develop a sustainability strategic plan for existing and future “big box” retail stores. The requested funds will be used to obtain professional consulting services to assist staff in determining market absorption capabilities of existing vacant big box retail stores, research of best practices in the reuse and/or redevelopment of big box retail stores, and develop recommendations regarding any economic development, land use planning, and/or zoning changes needed to implement the strategic plan. This offer responds directly to Council direction during the recent work session on Budgeting for Outcomes.

114.10 Enhancement: Staff Sharing Between Advance Planning and Current Planning - Funded

2010 - \$13,432
2011 - \$0

This is an enhancement offer option dealing with the sharing of a position between the Advance Planning and Current Planning Departments and a request to reinstate 1.0 FTE City Planner position within Current Planning. This offer requests \$13,432 in 2010 to cover the salary cost differential of a shared position between the two departments. Associated with this enhancement offer is Enhancement Offer 160.4 from the Current Planning Department requesting \$84,237 to reinstate a City Planner position in 2011.

160.1 Development Review Center - Funded

2010 - \$2,817,786
2011 - \$2,885,591

The Development Review Center (DRC) functions as a central location for development and construction, and manages the development review process to ensure consistency with City codes, standards and policies. Co-located staff from various City departments and divisions review and evaluate all development and construction proposals from the conceptual design stage through certificate of occupancy. All customer and administrative services, as well as compliance activities, are included in this offer. This is a reduced service offer as 5 FTEs have been eliminated in 2009 to offset a \$1.1 million dollar budget projection shortage. An enhancement offer for 1 FTE has been requested to restore customer service and ensure development review is timely in an effort to aid economic development.

160.4 Reinstatement: City Planner - Unfunded

2010 - \$0
2011 - \$83,507

This offer is a request to reinstate 1 FTE City Planner position within Current Planning. This offer is associated with offer 114.10 to create a shared position with Advance Planning.

ECONOMIC HEALTH

160.5 PDT-Reinstate Senior City Planner - Unfunded

2010 - \$89,855
2011 - \$92,272

This offer requests reinstatement of the 1 FTE Senior City Planner vacancy within Current Planning.

160.7 Reduction: Creation of a Community Development & Neighborhood Services Department - Funded

2010 - (\$135,000)
2011 - (\$135,000)

This offer is a reduction offer that will combine the Current Planning Department and the Neighborhood & Building Services Department into a Community Development and Neighborhood Services Department. This combination will also include some elements from the Engineering Department and the Advance Planning Department. The intent of this offer is to create efficiencies by combining staff into one department, with a single management and leadership presence for Development Review.

188.1 Enhancement: BNSF Railway Quiet Zone Phase II Study - Unfunded

2010 - \$100,000
2011 - \$0

Transportation Planning & Special Projects is requesting funding to implement Quiet Zone Phase II and extend the Quiet Zone study south of Downtown to Trilby Road. The study would identify the needed improvements to establish a Quiet Zone per Federal Railroad Administration regulations. The goal of these improvements is to enhance the quality of life for residents and businesses and support economic growth along the Mason Corridor and Mid-Town and South College corridor neighborhoods and commercial areas. There are no other forms of funding/grants available. This offer is the direct result of community input and City Management direction.

188.2 Enhancement: BNSF Railway Quiet Zone Phase I Implementation - Unfunded

2010 - \$0
2011 - \$5,350,000

Transportation Planning & Special Projects is requesting funding to implement Quiet Zone improvements within the Downtown Development Authority boundaries (Phase I), given the magnitude of the implementation costs, staff has proposed several phasing implementation options. (Phase II of this offer is to extend the Quiet Zone study south of Downtown to Trilby Road). The goal of these improvements is to enhance the quality of life for residents and businesses and support economic growth along the Mason Corridor and Mid-Town and South College corridor neighborhoods and commercial areas.

ECONOMIC HEALTH

202.1 GID #1 & Downtown Sidewalk Replacement - Funded

2010 - \$670,902
2011 - \$478,200

This offer is for an existing, ongoing fund called General Improvement District #1 (GID). The GID receives revenues from a mil levy on taxable property in the Downtown commercial area within a specified boundary.

The GID is used to fund public parking, pedestrian, and beautification improvements. Costs include constructing and maintaining the improvements. Example improvements are downtown streetscapes and corner plazas, Oak Street Plaza, and Oak/Remington parking lot. Improvements are determined under a capital improvement program with an evolving list of projects. Specific projects will include significant improvement to the sidewalks in downtown Fort Collins.

The GID is administered by staff. However, this offer is only to enable efficient budgeting and accounting for the fund – it does not include staffing costs. Staffing is provided as part of “core operations” under other offers, primarily in Finance, Budget, and Advance Planning in close collaboration with Parks.

Economic Health Request for Results

Team Members

Joe Frank- Team Lead
Delynn Coldiron- Budget Liaison
Holli Keyser- Communications Liaison
Rick Bachand
Steve Catanach
Craig Dodd
Ann Turnquist

Result

Economic Health: Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world.

Introduction/Summary of Results Map

Strategic Economic Leadership provides the foundation for the City's role in helping to create and maintain a healthy, diverse, and sustainable economy. Leadership sets the vision, develops and directs implementation of action plans and related policies for supporting economic development. Through **Strong and Effective Partnerships**, the City leverages and supports diverse community initiatives and fosters collaboration. **Business Retention, Expansion, Incubation and Attraction** activities focus on creating an environment for new and existing business to thrive. **Dynamic Business Centers** are the core retail, cultural, and employment destinations that reflect our unique community.

Indicators

Indicator 1: Regularly measure job growth in targeted industry clusters

Measure: Quantitative measure of job growth in targeted industry clusters.

This indicator will measure the success of the City's efforts to develop targeted industry clusters over time.

Indicator 2: Processing time for the development review process.

Measure: Time to process development applications.

Continual improvement in the development review process is one factor contributing to economic health. Overall Development Plan, Preliminary Development Plan and Minor Amendments will be measured.

Indicator 3: Processing time for building permit applications.

Measure: Average time to process building permit applications.

This is one indicator of the success of continual improvement in the building permit application process. Permits for single family detached and attached, multi-family, new commercial, and commercial tenant finish will be measured.

Indicator 4: Customer satisfaction with the City’s economic health services and programs

Measure: Surveys of customer satisfaction of City services

Customer satisfaction surveys of the City’s programs and services related to economic health services and programs will measure performance and guide modifications to these programs.

Indicator 5: Retail sales growth and sales tax revenues

Measure: Total sales tax revenue including the percentage share of regional retail sales (clothing, electronics, household furnishings) tax growth

Growth in retail sales and tax revenues are primary measures of the City’s financial health and the community’s economic health, in particular, growth in “regional” retail. Sales tax is a significant source of revenue for public facilities and services.

Indicator 6: Index of household income relative to cost of living

Measure: Index household income to the cost of living.

The growth of household income is an excellent indicator of the economic health of the Fort Collins community. Indexing household income relative to the cost of living will illustrate trends related to wages, consumer purchasing power, and the cost of goods and services.

Indicator 7: Economic health of targeted business centers in Fort Collins

Measure: Retail sales, job growth and net new business starts in Downtown, Foothills Mall, Mid-town College, North College, Mason Corridor, I-25 Corridor, Mountain Vista and Front Range Village

Retail sales, job growth, and net new business starts are important indicators of the economic health of our business centers. This information can be used to identify trends, weaknesses and strengths as a foundation for appropriate City actions and strategies.

Indicator 8: Business Creation and Expansion

Measure: Net new sales tax licenses by industry classification

New business starts is an excellent measure of entrepreneurial activity.

Purchasing Strategies

- **Purchasing Strategy #1— We are looking for innovative offers that improve economic health. We welcome creative and bold ideas including service “pairing” that leverages and/or combines functions across and within the organization; partnerships (internal and community-wide) that create value; re-organization and/or restructuring of processes, functions, and staffing resources at all levels; eliminating duplicate services; changing the way we operate to be more nimble and**

responsive to citizen needs and concerns, and moving away from “the way we’ve always done it” when appropriate.

- *Causal factors: Strategic Economic Leadership, Strong and Effective Partnerships, and Business Retention and Expansion*
- **Purchasing Strategy #2— We are looking for offers that improve economic health while focusing on sustainability by incorporating the triple bottom line factors. We encourage proposals that include “green” stewardship in construction techniques, design features, policies, business operations, etc.**
 - *Causal factor: Strategic Economic Leadership*
- **Purchasing Strategy #3— We are looking for offers that provide measurable economic, environmental and social improvements through the creation of new plans and implementation of existing plans (e.g. Economic Action Plan) and policies.**
 - *Causal factors: Strategic Economic Leadership and Dynamic Business Centers*
- **Purchasing Strategy #4— We are looking for offers that develop and communicate a long term vision of a sustainable and diversified economy and community.**
 - *Causal factor: Strategic Economic Leadership*
- **Purchasing Strategy #5— We are looking for offers that improve our ability to forecast economic changes and provide data to local decision-makers and private industries.**
 - *Causal factors: Strategic Economic Leadership, Business Retention and Expansion, and Business Incubation and Attraction*
- **Purchasing Strategy #6— We are looking for offers that leverage, create and support strong local and regional partnerships that improve economic health. Internal and external collaboration, coordination and communication will be highly valued. Key partnerships could include Northern Colorado Economic Development Corporation, Rocky Mountain Innovation Initiative, Downtown Development Authority, Downtown Business Association, North Fort Collins Business Association, Colorado State University, Front Range Community College and other educational institutions, Fort Collins Chamber, Platte River Power Authority, Be Local, FortZed, Arts and Culture, UniverCity Connections, and others.**
 - *Causal factor: Strong and Effective Partnerships*
- **Purchasing Strategy #7— We are looking for offers that create jobs and economic vitality through retention, expansion, incubation and attraction of businesses.**

- *Causal factors: Business Retention and Expansion, Business Incubation and Attraction, and Dynamic Business Centers*
- **Purchasing Strategy #8— We are looking for offers that foster world class customer service for citizens and companies doing business with the City. Consistent, efficient, timely and reliable governmental processes, regulations, and fees are expected.**
 - *Causal factors: Strong and Effective Partnerships, Business Retention and Expansion, and Business Incubation and Attraction*
- **Purchasing Strategy #9— We are looking for offers that revitalize and strengthen our city’s targeted business centers. Priority areas include Downtown, Foothills Mall, North College Corridor, Mid-town College, Mason Corridor, Mountain Vista, I-25 Corridor, and Front Range Village.**
 - *Causal factor: Dynamic Business Centers*
- **Purchasing Strategy #10— We are looking for offers that include appropriate incentives, financial support, and strategic initiatives for business development and redevelopment. We encourage offers that address big box redevelopment.**
 - *Causal factors: Business Retention and Expansion, Business Incubation and Attraction, and Dynamic Business Centers*
- **Purchasing Strategy #11— We are looking for offers that market the unique qualities and strengths of Fort Collins to businesses and visitors. These qualities are also dependent upon attractive gateways and wayfinding.**
 - *Causal factors: Strong and Effective Partnerships, Business Retention and Expansion, Business Incubation and Attraction, and Dynamic Business Centers*

Notes/Practices/Supporting Evidence

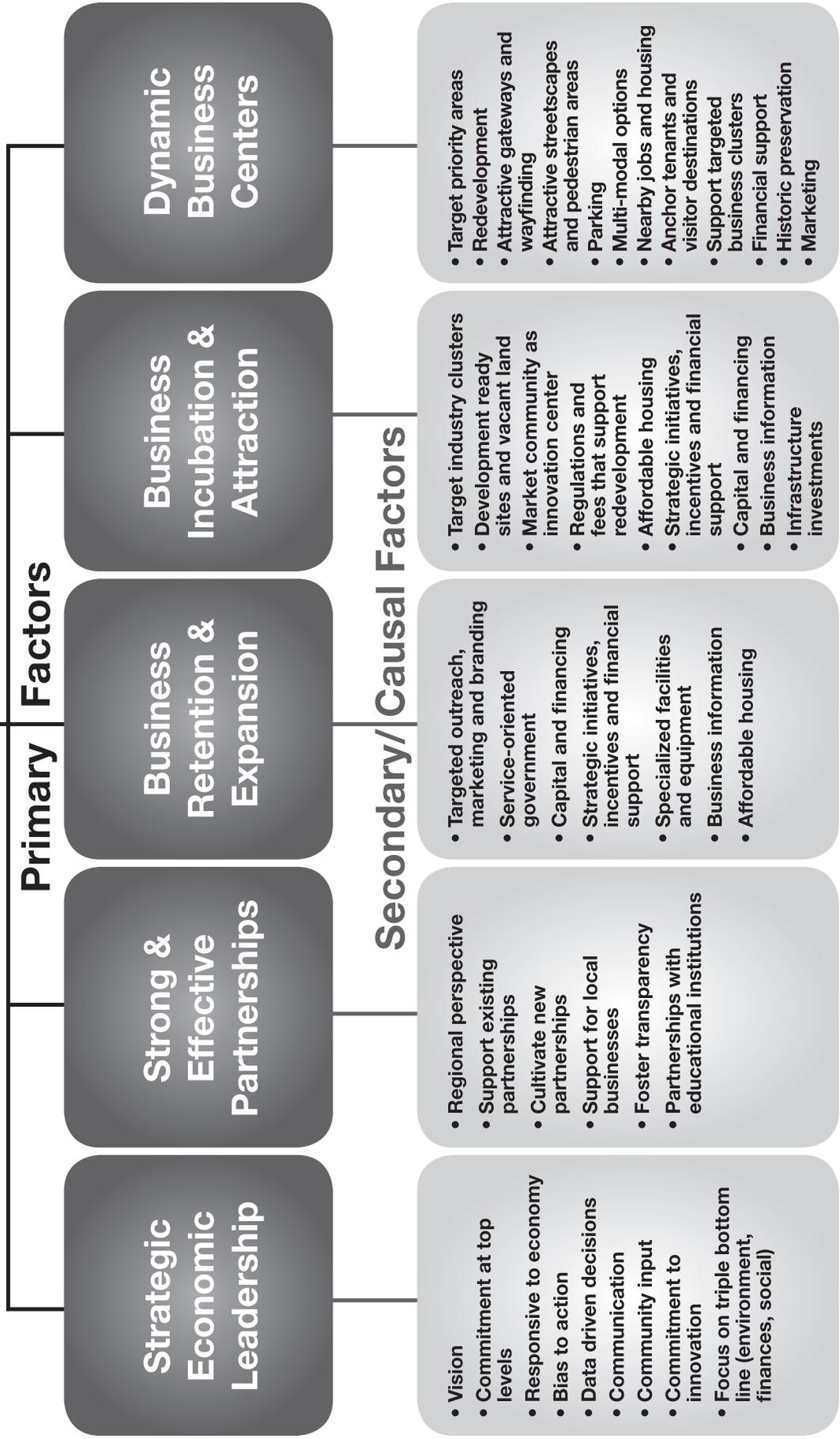
Interviewed Experts From: Downtown Development Authority, Advance Planning, Finance Department, Fort Collins Convention and Visitor’s Bureau, City Chief Financial Officer, UniverCity Connections, CSU Supercluster, City Economic Advisory Commission, Be Local Northern Colorado, Fort Collins Chamber, Rocky Mountain Innovation Initiative, Northern Colorado Economic Development Corporation and the Natural Resources Department.

Documentation: Citizen Survey (2008), Community Scorecard (2008), Downtown Strategic Plan, Mason Corridor Plan, Refill Fort Collins Final Report (2006), Sales and Use Tax Report (monthly), Economic Vitality and Sustainability Action Group Report and Recommendations, 2009 City Works PowerPoint presentation, Economic Advisory Commission 2009 Work Plan, Economic Action Plan, and the Northern Colorado Bioscience Plan, Urban Renewal Authority and Clean Energy websites.



Economic Health

Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world



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Environmental Health

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

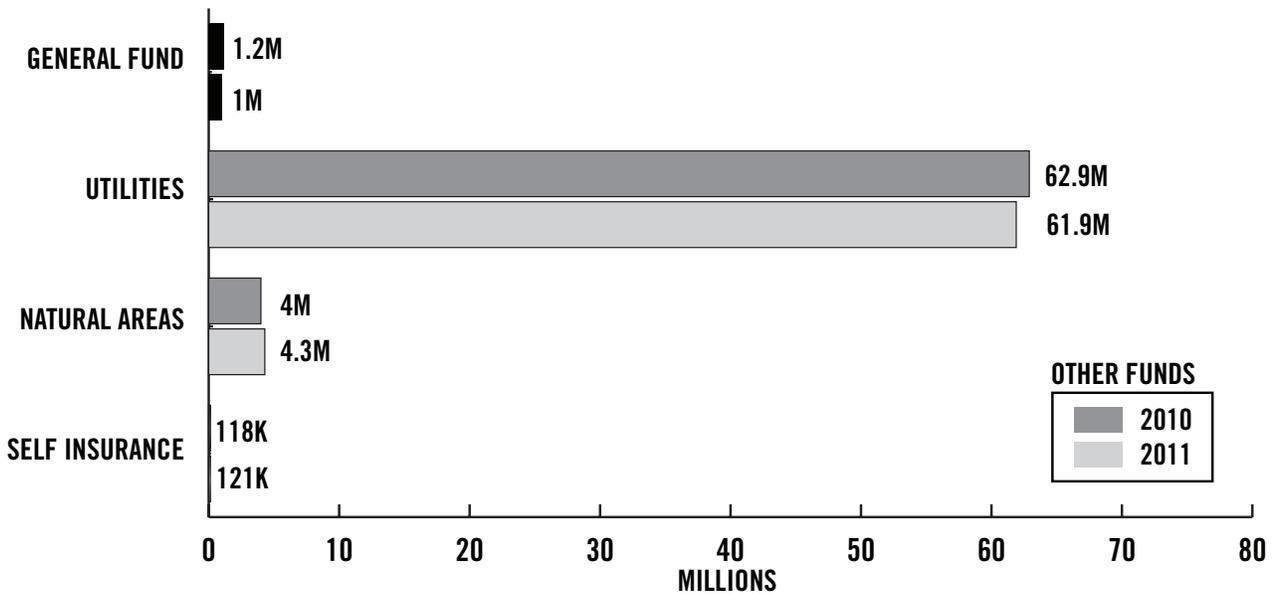




Environmental Health

2010 GENERAL FUND & OTHER FUNDS – **68.2M**
 2011 GENERAL FUND & OTHER FUNDS – **67.4M**

- Water
- Wastewater
- Natural Areas
- Environmental Services



OVERVIEW

Environmental Health programs are a high priority for our community and City Council. The most visible environmental programs to the community, such as Climate Wise, are funded in this Result Area. Other significant environmental program purchases included are the further implementation of the Climate Action Plan, air quality monitoring, Northern Integrated Supply Project phase two analysis, organizational sustainability efforts, and environmental program leadership.

The Environmental Health Result Area also includes offers that are funded by the dedicated \$0.25 sales tax for natural areas. These programs include land management, acquisition and leadership.

The bulk of the funding in the Environmental Health Result Area comes from fees and charges for water and wastewater services. This Result Area includes the offers for core water and wastewater programs and services including:

- Water and wastewater system distribution
- Water and wastewater treatment
- Water and wastewater infrastructure replacement
- Utilities Engineering services
- Environmental regulation management
- Water conservation

Lastly, the Utilities Light and Power renewable energy purchase is included in this Result Area.

FUNDING SOURCES

Though the entire Result Area encompasses nearly \$69 million in proposed environmental programs, the bulk of these funds come from Utilities revenues for water and wastewater. The second most significant revenue stream is the quarter-cent sales tax dedicated exclusively to Natural Areas programs. In addition to these revenue sources, the Recommended Budget includes additional General Fund resources to other environmental programs, such as Climate Wise and an enhanced level of environmental code compliance.

KEY PURCHASES

- Climate Action Plan (CAP) – funded offers related to CAP include:
 - Community Climate Challenge and waste diversion activities
 - Green building code update
- Continues Climate Wise at current level – does not fund enhancements
- Departments pay tipping fees; money used for environmental education
- Water and Wastewater Utilities
- Renewable energy program with a growing commitment to renewable energy sources
- Water quality programs to continue commitments to exceeding standards for instream water quality, both upstream and downstream with no impact on aquatic life
- Natural Areas programs including acquisition, maintenance and trail development

ENHANCEMENTS PURCHASED

- Northern Integrated Supply Project next phase analysis
- Climate improvement tree planting and wood recycling
- Household hazardous waste abatement (funded for 2010 only)

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Enhanced parks recycling program
- Climate Wise enhancements
- Waste stream system study/analysis

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2010 - 2011

ENVIRONMENTAL HEALTH - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
1	44.1 Utilities - Water Resources & Treatment Services	10,507,304	0	0	10,507,304	Water Fund	0
2	78.1 Utilities - Water Reclamation & Biosolids	6,378,276	0	0	6,378,276	Wastewater Fund	0
3	79.1 Utilities - Wastewater Engineering & Field Services	1,961,707	0	0	1,961,707	Wastewater Fund	0
4	80.1 Utilities - Water Engineering & Field Services	3,545,778	0	0	3,545,778	Water Fund	0
5	135.1 Utilities Capital Projects- Distribution System Replacement	2,525,000	0	0	2,000,000	Water Fund	525,000
6	77.1 Utilities - Wastewater Fund Payments & Transfers	10,463,626	0	0	10,463,626	Wastewater Fund	0
7	141.1 Utilities Capital Projects - Water Production Replacement Program	1,795,000	0	0	0	Water Fund	1,795,000
8	176.1 Natural Areas – Land Conservation	1,649,487	0	0	1,649,487	Natural Areas Fund	0
9	176.2 Natural Areas - Program Management	811,977	0	0	811,977	Natural Areas Fund	0
10	179.9 Climate Wise	313,783	0	99,276	214,507	Light & Power Fund	0
11	176.3 Natural Areas Program – Land Management	414,096	0	0	414,096	Natural Areas Fund	0

ENVIRONMENTAL HEALTH - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
12	96.1 Environmental Regulation: Basic Compliance	118,233	0	0	118,233	0	0
					<i>Self Insurance Fund</i>		
13	176.4 Natural Areas Program – Resource Management	1,135,708	0	0	1,135,708	0	0
					<i>Natural Areas Fund</i>		
14	139.1 Utilities Capital Projects - Cathodic Protection	170,000	0	0	61,590	108,410	<i>Water Fund</i>
15	75.1 Utilities- Water Fund Payments & Transfers	13,488,108	0	0	12,989,447	498,661	<i>Water Fund</i>
16	138.1 Utilities Capital Projects - Water Supply Development	100,000	0	0	100,000	0	0
17	145.1 Utilities Capital Projects - Collection System Replacement	1,540,000	0	0	1,128,214	411,786	<i>Water Fund</i>
					<i>Wastewater Fund</i>		<i>Wastewater Fund</i>
18	147.1 Utilities Capital Projects - Drake Water Reclamation Facility (DWRf) Improvements	265,000	0	0	265,000	0	0
19	179.2 Air Quality Monitoring	9,000	0	9,000	0	0	0
20	179.1 Combined Environmental Services	616,965	0	608,965	0	8,000	<i>General Fund</i>
21	179.3 Green to Gold - Sustainability in City Government	55,093	0	55,093	0	0	0
22	140.1 Utilities Capital Projects - Halligan Reservoir Enlargement	190,000	0	0	0	190,000	<i>Water Fund</i>

ENVIRONMENTAL HEALTH - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
23	153.1 Utilities Capital Projects - Water Reclamation Replacement	1,685,000	0	0	0	0	1,685,000
24	192.1 Enhancement: Wood Recycling	15,000	0	15,000	0	0	0
25	32.1 Utilities - Purchase Power / Renewable Energy	1,767,000	0	0	0	1,767,000	0
26	33.1 Utilities - Energy Services	4,642,949	0	0	0	3,372,256	1,270,693
27	151.1 Utilities Capital Projects - Mulberry Water Reclamation Facility (MWRf) Improvements	150,000	0	0	0	0	150,000
28	148.1 Utilities Capital Projects - Sludge Disposal Improvements	150,000	0	0	0	150,000	0
29	32.2 Utilities - Community Renewable Energy	250,000	0	0	0	250,000	0
30	192.2 Enhancement: Climate Improvement Tree Planting	35,000	0	35,000	0	0	0
31	84.1 West Nile Virus	175,243	0	175,243	0	0	0
32	150.1 Utilities Capital Projects - Flow Monitoring Stations	100,000	0	0	0	100,000	0
33	149.1 Utilities Capital Projects - Collection System Study	100,000	0	0	0	100,000	0

ENVIRONMENTAL HEALTH - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
34	75.2 Enhancement: Utilities - Water Conservation - Minimum Offer	72,858	0	0	72,858		0
					Water Fund		
35	186.1 Enhancement: Northern Integrated Supply Project	175,000	0	0	75,000		100,000
					Water Fund		General Fund
					Wastewater Fund		
36	179.4 2010 Enhancement: Solid Waste Reduction & Recycling: Waste Stream System Study	55,000	0	55,000	0		0
37	80.2 Reinstatement: Water Meter Systems Operator	55,230	0	0	55,230		0
					Water Fund		
38	176.6 Reduction: Internal Energy and Environmental Goals - Utilities	(31,182)	0	0	(31,182)		0
					Natural Areas Fund		
39	179.12 Enhancement: Internal Energy and Environmental Goals - Utilities	30,620	0	0	30,620		0
					Light & Power Fund		
40	75.4 Enhancement: Utilities - Water Conservation - Maximum Offer	234,331	0	0	234,331		0
					Water Fund		
41	179.6 2010 Enhancement: Solid Waste Reduction & Recycling: Household Hazardous Waste Abatement	60,000	0	0	0		60,000
							Stormwater Fund
42	146.1 Utilities Capital Projects - Service Center Improvements	297,374	0	0	297,374		0
					Wastewater Fund		

ENVIRONMENTAL HEALTH - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
43	136.1 Utilities Capital Projects - Service Center Improvements	105,938	0	0	105,938		0
		Funded Offers	68,179,502	0	1,052,577	60,324,375	6,802,550
44	84.4 Enhancement: Parks Recycling Program	62,250	0	62,250	0	0	0
45	179.14 Enhancement: Climate Wise - Reclassify Existing Staff	24,000	0	24,000	0	0	0
46	179.15 Enhancement: Climate Wise - Increased Operating Support	28,000	0	28,000	0	0	0
47	179.11 Enhancement: Climate Wise - Additional Staff	228,114	0	228,114	0	0	0
48	179.7 Enhancement: New Planner (1.0 FTE) Solid Waste Reduction/Recycling and Sustainability Programs	91,255	0	91,255	0	0	0
49	179.5 Enhancement: Internal Energy and Environmental Goals - Environmental Planning	12,248	0	12,248	0	0	0
50	176.5 Reduction: Internal Energy and Environmental Goals	(12,472)	0	0	(12,472)	(12,472)	0
						<i>Natural Areas Fund</i>	
51	179.13 Enhancement: FCGOV.com Sustainability Website	20,000	0	20,000	0	0	0
		Unfunded Offers	453,395	0	465,867	(12,472)	0
		Total Offers	68,632,897	0	1,518,444	60,311,903	6,802,550

ENVIRONMENTAL HEALTH - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
1	44.1 Utilities - Water Resources & Treatment Services	10,720,875	0	0	10,720,875	Water Fund	0
2	78.1 Utilities - Water Reclamation & Biosolids	6,819,599	0	0	6,819,599	Wastewater Fund	0
3	79.1 Utilities - Wastewater Engineering & Field Services	1,994,132	0	0	1,994,132	Wastewater Fund	0
4	80.1 Utilities - Water Engineering & Field Services	3,553,994	0	0	3,553,994	Water Fund	0
5	135.1 Utilities Capital Projects- Distribution System Replacement	2,560,000	0	0	2,560,000	Water Fund	0
6	77.1 Utilities - Wastewater Fund Payments & Transfers	9,925,868	0	0	9,925,868	Wastewater Fund	0
7	141.1 Utilities Capital Projects - Water Production Replacement Program	1,235,000	0	0	0		1,235,000 Water Fund
8	176.1 Natural Areas – Land Conservation	1,968,913	0	0	1,968,913	Natural Areas Fund	0
9	176.2 Natural Areas - Program Management	828,493	0	0	828,493	Natural Areas Fund	0
10	179.9 Climate Wise	319,012	0	100,885	218,127	Light & Power Fund	0
11	176.3 Natural Areas Program – Land Management	424,013	0	0	424,013	Natural Areas Fund	0

ENVIRONMENTAL HEALTH - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
12	96.1 Environmental Regulation: Basic Compliance	120,629	0	0	120,629	0	0
					<i>Self Insurance Fund</i>		
13	176.4 Natural Areas Program – Resource Management	1,121,125	0	0	1,121,125	0	0
					<i>Natural Areas Fund</i>		
14	139.1 Utilities Capital Projects - Cathodic Protection	170,000	0	0	93,691	76,309	Water Fund
15	75.1 Utilities- Water Fund Payments & Transfers	13,314,394	0	0	13,314,394	0	Water Fund
16	138.1 Utilities Capital Projects - Water Supply Development	100,000	0	0	100,000	0	Water Fund
17	145.1 Utilities Capital Projects - Collection System Replacement	1,994,000	0	0	195,460	1,798,540	Wastewater Fund
18	147.1 Utilities Capital Projects - Drake Water Reclamation Facility (DWRf) Improvements	250,000	0	0	250,000	0	Wastewater Fund
19	179.2 Air Quality Monitoring	9,000	0	9,000	0	0	0
20	179.1 Combined Environmental Services	627,707	0	619,707	0	8,000	General Fund
21	179.3 Green to Gold - Sustainability in City Government	56,165	0	56,165	0	0	0
22	140.1 Utilities Capital Projects - Halligan Reservoir Enlargement	190,000	0	0	0	190,000	Water Fund

ENVIRONMENTAL HEALTH - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
23	153.1 Utilities Capital Projects - Water Reclamation Replacement	1,175,000	0	0	1,175,000		0
24	192.1 Enhancement: Wood Recycling	15,000	0	15,000	0	Wastewater Fund	0
25	32.1 Utilities - Purchase Power / Renewable Energy	1,767,000	0	0	1,767,000	Light & Power Fund	0
26	33.1 Utilities - Energy Services	4,580,934	0	0	4,580,934	Light & Power Fund	0
27	148.1 Utilities Capital Projects - Sludge Disposal Improvements	100,000	0	0	100,000	Wastewater Fund	0
28	32.2 Utilities - Community Renewable Energy	250,000	0	0	250,000	Light & Power Fund	0
29	192.2 Enhancement: Climate Improvement Tree Planting	35,000	0	35,000	0		0
30	84.1 West Nile Virus	182,253	0	182,253	0		0
31	150.1 Utilities Capital Projects - Flow Monitoring Stations	100,000	0	0	100,000	Wastewater Fund	0
32	149.1 Utilities Capital Projects - Collection System Study	100,000	0	0	100,000	Wastewater Fund	0
33	75.2 Enhancement: Utilities - Water Conservation - Minimum Offer	142,685	0	0	142,685	Water Fund	0
34	80.2 Reinstatement: Water Meter Systems Operator	59,752	0	0	59,752	Water Fund	0

ENVIRONMENTAL HEALTH - 2011

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
35	176.6 Reduction: Internal Energy and Environmental Goals - Utilities	(31,960)	0	0	(31,960)	0	
36	179.12 Enhancement: Internal Energy and Environmental Goals - Utilities	31,384	0	0	31,384	0	Natural Areas Fund
37	75.4 Enhancement: Utilities - Water Conservation - Maximum Offer	515,047	0	0	515,047	0	Light & Power Fund
38	136.1 Utilities Capital Projects - Service Center Improvements	50,000	0	0	50,000	0	Water Fund
		Funded Offers	67,375,014	0	1,018,010	63,049,155	3,307,849
39	179.14 Enhancement: Climate Wise - Reclassify Existing Staff	28,000	0	28,000	0	0	
40	179.15 Enhancement: Climate Wise - Increased Operating Support	35,000	0	35,000	0	0	
41	179.11 Enhancement: Climate Wise - Additional Staff	250,089	0	250,089	0	0	
42	179.7 Enhancement: New Planner (1.0 FTE) Solid Waste Reduction/Recycling and Sustainability Programs	93,507	0	93,507	0	0	
43	179.5 Enhancement: Internal Energy and Environmental Goals - Environmental Planning	12,554	0	12,554	0	0	
44	176.5 Reduction: Internal Energy and Environmental Goals	(12,782)	0	0	(12,782)	0	Natural Areas Fund

ENVIRONMENTAL HEALTH - 2011

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND		OTHER FUNDS	
				Ongoing			
45	179.16 2011 Enhancement: Solid Waste Reduction & Recycling: Waste Stream System Study	55,000	0	55,000	0	0	0
46	179.17 2011 Enhancement: Solid Waste Reduction & Recycling: Household Hazardous Waste Abatement	60,000	0	0	60,000	0	0
Unfunded Offers		521,368	0	474,150	47,218	0	0
Total Offers		67,896,382	0	1,492,160	63,096,373		3,307,849

ENVIRONMENTAL HEALTH

32.1 Utilities - Purchase Power / Renewable Energy - Funded

2010 - \$1,767,000
2011 - \$1,767,000

The City's 2009 Energy Policy provides new strategic guidance in the area of renewable energy. This offer funds the purchase of 96,000 megawatt hours of renewable energy which is 6.5% of the total energy projected to be purchased from Platte River Power Authority in 2010 and 2011. The offer meets the requirements of:

- The Colorado Renewable Energy Standard, which requires Fort Collins Utilities to purchase a minimum of 1% renewable energy in 2010 and 3% in 2011.
- The Green Energy Program, projected to continue serving more than 2000 customers, adds 2.5% of renewable energy.

32.2 Utilities - Community Renewable Energy - Funded

2010 - \$250,000
2011 - \$250,000

This offer funds rebates for the installation of customer on-site renewable energy systems and local renewable energy certificates (RECs) that contribute to the Colorado Renewable Energy Standard (RES). These local RECs will be purchased from customers owning solar panels (or other customer-owned renewable generation sources) and not purchased directly by the City from the market. These funds leverage matching grant opportunities from the Governor's Energy Office for solar photovoltaic (PV) electric systems for residential customers.

33.1 Utilities - Energy Services - Funded

2010 - \$4,642,949
2011 - \$4,580,934

The Energy Services team designs and implements direct incentive programs for residential, commercial and key account customers, provides technical assistance and delivers community education programs to provide energy efficiency, conservation, load management and community engagement related to the City's 2009 Energy Policy. The Energy Services program plans to deliver:

- Annual energy efficiency and conservation program savings of 22,000 megawatt hours. This is equivalent to the electrical use of 2,500 typical Fort Collins homes.
- Load management program savings of 4.5 megawatts through 2010.
- Annual carbon emissions reductions of more than 18,000 tons of CO₂e from energy efficiency program results in 2010 and 2011.

44.1 Utilities - Water Resources & Treatment Services - Funded

2010 - \$10,507,304
2011 - \$10,720,875

This offer funds the management of the City's water supply and water treatment in order to provide safe water – a life essential service that advances the health, safety and prosperity of our community. There is a direct link between human health and the quality of drinking water. These programs take an innovative approach to resources, customer service and sustainability to provide high quality water to the community. Provision of drinking water in Colorado is highly regulated by the Federal Government, the Colorado Department of Public Health and Environment, and the Colorado Division of Water Resources (State Engineer's Office).

ENVIRONMENTAL HEALTH

75.1 Utilities- Water Fund Payments & Transfers - Funded

2010 - \$13,488,108
2011 - \$13,314,394

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

75.2 Enhancement: Utilities - Water Conservation - Minimum Offer - Funded

2010 - \$72,858
2011 - \$142,685

This offer is an enhancement for additional services and programs to promote water conservation, including additional community programs and rebates, as well as hourly salaries to administer those programs. These additional services would lower water demand to achieve conservation goals. This offer would fund half of the proposed programs, resulting in approximately half of the demand reduction goals.

75.4 Enhancement: Utilities - Water Conservation - Maximum Offer - Funded

2010 - \$234,331
2011 - \$515,047

This offer is an enhancement for additional services and programs to promote water conservation, including additional community programs and rebates, as well as hourly salaries to administer those programs. These additional services would lower water demand to achieve conservation goals above the levels possible in the reduced enhancement offer 75.2.

77.1 Utilities - Wastewater Fund Payments & Transfers - Funded

2010 - \$10,463,626
2011 - \$9,925,868

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

78.1 Utilities - Water Reclamation & Biosolids - Funded

2010 - \$6,378,276
2011 - \$6,819,599

This offer assures that all wastewater and biosolid residuals are treated as needed to protect the health and safety of customers, to comply with federal and state laws, and to protect the environment. Included is the operation and maintenance of the Mulberry and Drake Water Reclamation Facilities, where all wastewater from customers is treated. The treatment facilities operate 24 hours a day, 7 days a week. The treated water is discharged in accordance with the State's National Pollution Discharge Elimination System (NPDES) Permit. Also included in this offer are analytical laboratory services in support of wastewater treatment, wastewater collection, and urban watershed activities, as well as the operation and maintenance of the 26,000 acre Meadow Springs Ranch, where residual biosolids from the wastewater treatment process are recycled.

ENVIRONMENTAL HEALTH

78.2 REINSTATEMENT- Plant Maintenance Supervisor - Unfunded

2010 - \$89,342
2011 - \$91,751

This offer is a reinstatement request for the Mechanical Maintenance Supervisor for the Water Reclamation and Biosolids Division. This is not an enhancement or addition to the Division staff. This position was a fully staffed and funded FTE in all previous budget cycles.

79.1 Utilities - Wastewater Engineering & Field Services - Funded

2010 - \$1,961,707
2011 - \$1,994,132

This offer funds collection of untreated wastewater from utility customers and conveyance to the water reclamation facilities. By preventing raw sewage from being discharged, the environment, customer health and safety is protected, as is the natural environment. The system complies with federal and state laws and protects the environment. Operation and maintenance of the wastewater system also includes manhole inspection, sewer cleaning, root removal, infiltration/inflow control and customer service.

80.1 Utilities - Water Engineering & Field Services - Funded

2010 - \$3,545,778
2011 - \$3,553,994

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

80.2 Reinstatement: Water Meter Systems Operator - Funded

2010 - \$55,230
2011 - \$59,752

This offer requests the reinstatement of 1 FTE Water Meter Systems Operator in the Water Meter Shop. By reinstating this position, more water meters can be serviced and changed out, resulting in newer equipment. Older equipment under-registers the amount of water used, creating a loss in revenue.

84.1 West Nile Virus - Funded

2010 - \$175,243
2011 - \$182,253

This offer continues funding of the West Nile Virus (WNV) Disease Management Program. The General Fund portion of the offer is for \$175,243 in 2010 and \$182,253 in 2011. The Stormwater Fund will contribute \$12,897 in 2010 and \$13,413 in 2011 toward the program. These amounts are included in Stormwater offer 45.1. Natural Areas will contribute \$115,312 in 2010 and \$119,924 in 2011 toward the program. These amounts are included in the Natural Areas offer 176.3.

84.4 Enhancement: Parks Recycling Program - Unfunded

2010 - \$62,250
2011 - \$0

This enhancement offer would expand the recycling program for public use in the park system. It would purchase 87 new recycle and trash stations. These combination stations are made from the purist grade of recycled plastic. Currently Parks and Natural Resources have shared the cost to purchase 32 stations in 2008-09. They are located in community parks in select shelters, facilities and a few ballfields. This offer is for one-time General Fund money.

ENVIRONMENTAL HEALTH

96.1 Environmental Regulation: Basic Compliance - Funded

2010 - \$118,233
2011 - \$120,629

This offer provides environmental regulatory programs and services for municipal operations in non-Utility departments. The programs offered by the Regulatory and Government Affairs (RGA) Division create, maintain and promote a healthy and sustainable environment in the community. Programs offered address the contributing factors of pollution prevention, stormwater treatment, watershed management, waste generation, recycling and diversion, indoor air quality, land use, built environment, and healthy habitat.

135.1 Utilities Capital Projects- Distribution System Replacement - Funded

2010 - \$2,525,000
2011 - \$2,560,000

This capital project offer funds the design and construction of water line and infrastructure replacement projects. There are more than 500 miles of water line in service, with more than 40 miles ranked as high priority for replacement. Replacing faulty lines in a systematic way brings efficiency of staff time, a safe and controlled work environment, minimizes inconveniences to customers and mitigates the need for emergency repair situations.

136.1 Utilities Capital Projects - Service Center Improvements - Funded

2010 - \$105,938
2011 - \$50,000

This offer funds the Water Fund's share of improvements to the Utilities Service Center. The Utilities recently hired consultants to review space and building needs at 700 Wood Street. The 2010 budget would fund the design/architecture work for the remodel. This is a capital project funded by all four utility funds. Consolidation of services will facilitate better collaboration among utilities and centralize utility support services.

138.1 Utilities Capital Projects - Water Supply Development - Funded

2010 - \$100,000
2011 - \$100,000

This capital offer will be used to develop, evaluate, and improve various water supply projects by providing a source of funding to respond to unexpected opportunities or needs related to acquiring, developing or protecting the City's water rights. This is a long-term project that began in 1991. Funds not spent in a given year are carried forward for use in future years.

139.1 Utilities Capital Projects - Cathodic Protection - Funded

2010 - \$170,000
2011 - \$170,000

This project funds the capital replacement of cathodic protection systems on large diameter water transmission mains of both raw and finished water, as well as large diameter pipelines at the Water Treatment Facilities. Cathodic protection systems are vital in maintaining the integrity of the water transmission system. The mains they protect are very expensive to design and build. Monitoring their stability prevents future water loss and repairs.

ENVIRONMENTAL HEALTH

140.1 Utilities Capital Projects - Halligan Reservoir Enlargement - Funded

2010 - \$190,000
2011 - \$190,000

This offer represents two years of funding for annual option payments that are required under an agreement with North Poudre Irrigation Company to enlarge Halligan Reservoir, a project that began in 1987. Funding has previously been appropriated for environmental studies, design, construction and other costs related to the Halligan Reservoir Enlargement Project.

141.1 Utilities Capital Projects - Water Production Replacement Program - Funded

2010 - \$1,795,000
2011 - \$1,235,000

This offer provides for the continued operation of the Water Treatment Facility through capital and replacement projects. This offer includes an emergency repair fund for raw water pipelines that bring water to the community. Valued at \$200,000,000+, the Water Treatment Facility Infrastructure is an investment that must be protected.

145.1 Utilities Capital Projects - Collection System Replacement - Funded

2010 - \$1,540,000
2011 - \$1,994,000

This project funds the design and construction of sewer lines and infrastructure replacement projects. This project funds approximately one mile of sewer line a year. There are more than 400 miles of sewer lines in service. In regards to the Utilities asset management program, replacing the aging infrastructure is economical and sustainable.

146.1 Utilities Capital Projects - Service Center Improvements - Funded

2010 - \$297,374
2011 - \$0

This offer is for the Wastewater Fund's share of improvements to the Utilities Service Center. The Utilities recently hired consultants to review space and building needs at 700 Wood Street. The 2010 budget would fund the design/architecture work for the remodel. This is a capital project funded by all four utility funds.

147.1 Utilities Capital Projects - Drake Water Reclamation Facility (DWRf) Improvements - Funded

2010 - \$265,000
2011 - \$250,000

This capital offer will fund the Carbon Footprint Study at the Drake Water Reclamation Facility (DWRf) and facilitate the purchase of land around the plant for an odor control buffer zone. Project management for capital and replacement projects at DWRf are also covered in this offer. This capital project is necessary in order to comply with Colorado Odor Emission Regulations.

148.1 Utilities Capital Projects - Sludge Disposal Improvements - Funded

2010 - \$150,000
2011 - \$100,000

This capital offer will fund the design and construction of replacement wells and new monitoring wells, as well as fund the cost to conduct detailed surveys and purchase ranch site land buffer areas for odor control. In order to comply with the Federal Clean Water Act Section 503 Sludge Regulations and State Odor Emission Regulations, this capital project is necessary.

ENVIRONMENTAL HEALTH

149.1 Utilities Capital Projects - Collection System Study - Funded

2010 - \$100,000
2011 - \$100,000

This project funds the ongoing operation of a complex computer model of the wastewater collection system used in the planning for new development, both infill and growth. This is an important tool which is used to support the sustainability of the wastewater collection system. It is used to determine areas where aging pipes need to be replaced; the failure of pipelines can cause safety hazards to the public including sewer backups into homes and businesses.

150.1 Utilities Capital Projects - Flow Monitoring Stations - Funded

2010 - \$100,000
2011 - \$100,000

This project funds ongoing monitoring of sewer flows within our wastewater collection system. The collected data is then used to determine where the collection system is under capacity and to determine locations where infiltration is occurring. Infiltration of ground water into the system increases operating costs and ultimately rates. The monitoring of sewer capacities and deficiencies along with the infiltration levels is critical for planning future improvements.

151.1 Utilities Capital Projects - Mulberry Water Reclamation Facility (MWRF) Improvements - Funded

2010 - \$150,000
2011 - \$0

This capital offer funds project management services during the construction of the Mulberry Water Reclamation Facility (MWRF) improvements. MWRF improvements will bring the plan up to current water quality standards and prepare it for more stringent water quality standards anticipated in the future. The offer funds salaries, administrative costs, and a small contingency to cover unforeseen conditions during construction.

153.1 Utilities Capital Projects - Water Reclamation Replacement - Funded

2010 - \$1,685,000
2011 - \$1,175,000

This capital offer is to renovate, renew or replace existing assets associated with the Mulberry and Drake Water Reclamation Facilities, the Meadow Springs Ranch, and the Pollution Control Lab. Specific projects include roof replacements at the Drake plant, electrical replacements, design and selection of a new data collection system, sludge collection, road rehabilitation at the Drake plant, and drying and spreading equipment at Meadow Springs.

176.1 Natural Areas – Land Conservation - Funded

2010 - \$1,649,487
2011 - \$1,968,913

This offer continues funding land and water conservation efforts including the cost of acquiring land and interests in land or water for conservation purposes, personnel costs, consulting fees, appraisal fees, survey costs, and other expenses. This offer is funded solely by designated natural areas sales tax revenues (City of Fort Collins' "Open Space, Yes!" and Larimer County's "Help Preserve Open Space").

ENVIRONMENTAL HEALTH

176.2 Natural Areas - Program Management - Funded

2010 - \$811,977

2011 - \$828,493

This offer funds program management and administration of the Natural Areas Program including staff, supplies, personnel management, budgeting, long-range planning, policy development, and ongoing evaluation of natural areas regulations. This offer is 100% funded with designated natural areas sales tax revenues (City of Fort Collins: "Open Space, Yes!" and Larimer County's "Help Preserve Open Space").

176.3 Natural Areas Program – Land Management - Funded

2010 - \$414,096

2011 - \$424,013

This offer supports two full time staff and the resources necessary to implement land management activities on natural areas. Activities generally fall into three main categories:

- 1) Laramie Foothills properties management: properties included are Soapstone Prairie Natural Area, Round Butte Ranch and Bernard Ranch. Activities include wildlife and vegetation monitoring, wildlife management planning and implementation, habitat improvement, and ongoing evaluation of recreation related impacts.
- 2) Property management: functions related to real property management, including managing easement requests, mine reclamation, real property leases, water rights management, responding to landowners and property boundary issues.
- 3) Agriculture program: efforts to continue the working landscape traditions on some properties.

This offer is completely funded by designated natural areas sales tax revenue.

176.4 Natural Areas Program – Resource Management - Funded

2010 - \$1,135,708

2011 - \$1,121,125

This offer supports a variety of planning and management functions related to the stewardship and ecological restoration of vegetation, water, wildlife and other land based resources on 33,759 acres of City managed natural areas. Restoration, weed control, wildlife management, habitat management, ecological inventorying, and planning are all included in this offer. This offer is 100% funded by designated natural areas sales tax revenue.

176.5 Reduction: Internal Energy and Environmental Goals - Unfunded

2010 - (\$12,472)

2011 - (\$12,782)

This offer shifts a 10% portion of the Natural Resources Director's salary from the Natural Areas Program to the General Fund. The shift reflects the Director's allocation of time to help the City achieve its internal environmental objectives, such as reduced energy use, fuel use, solid waste, and greenhouse gas emissions. This offer is linked to an enhancement offer in the Environmental Services Division.

ENVIRONMENTAL HEALTH

176.6 Reduction: Internal Energy and Environmental Goals - Utilities - Funded

2010 - (\$31,182)
2011 - (\$31,960)

This offer shifts a 25% portion of the Natural Resources director's salary from the Natural Areas Program to Utilities. The shift reflects the director's allocation of time to helping the City achieve its internal environmental objectives, in particular reducing the City's energy use. In addition, the director will work cooperatively with Utilities on its 21st Century Utility program and share lessons learned from that effort with the rest of the organization. This offer is linked to an enhancement offer in the Environmental Services Division.

179.1 Combined Environmental Services - Funded

2010 - \$616,965
2011 - \$627,707

This offer provides environmental programs and services to the community to comprehensively and efficiently address air quality, climate protection, waste reduction and recycling, environmental education, and outreach to the public in support of existing City environmental policies and plans. The offer also provides environmental services to support municipal operations and can respond to, and provide leadership on, emerging environmental issues.

179.2 Air Quality Monitoring - Funded

2010 - \$9,000
2011 - \$9,000

The City began operating a fine particle air quality monitor in 2009. This offer funds continued operation of the monitor. Fine-particle matter is linked to respiratory health; coupled with a daily forecast of pollution levels, reporting on fine particles can help citizens with asthma and other respiratory diseases proactively manage their health and outdoor activities. Operating costs have been reduced from \$20,000 to \$9,000 annually through a partnership with the state and county health departments.

179.3 Green to Gold - Sustainability in City Government - Funded

2010 - \$55,093
2011 - \$56,165

This offer funds 0.5 FTE Sustainability Coordinator position to assist City departments in reaching ten priority internal sustainability goals that were adopted by the City Manager in 2009. Specifically, this position helps implement strategies to reduce greenhouse gas (GHG) emissions, identifies funding options, and provides support and education to departments. This offer creates an implementation schedule to identify and evaluate GHG emission reduction strategies using specific baseline data and software and helps coordinate the City's Climate Wise participation.

ENVIRONMENTAL HEALTH

179.4 2010 Enhancement: Solid Waste Reduction & Recycling: Waste Stream System Study - Funded **2010 - \$55,000**
2011 - \$0

For 2010 Only: The City adopted the goal of diverting 50% of the community's waste stream by 2010 and by 80% by 2020. Diversion rates are currently measured using conventionally applied methodology, based on data from the trash hauling industry and by voluntary reports from other businesses in Fort Collins. This offer funds a detailed analysis of the local system, including materials and product importation into the community, waste generation, garbage collection, recycling, waste to energy, and other integrated waste management activities in the community, in respect to existing City environmental policies.

179.5 Enhancement: Internal Energy and Environmental Goals - Environmental Planning - Unfunded **2010 - \$12,248**
2011 - \$12,554

This offer shifts a 10% portion of the Natural Resources Director's salary from the Natural Areas Program to the General Fund. The shift reflects the director's allocation of time to helping the City achieve its internal environmental objectives, such as reduced energy use, fuel use, solid waste, and greenhouse gas emissions.

179.6 2010 Enhancement: Solid Waste Reduction & Recycling: Household Hazardous Waste Abatement - Funded **2010 - \$60,000**
2011 - \$0

For 2010 Only: This offer provides two temporary household hazardous waste (HHW) collection events to the community. A study evaluating hazardous materials management in the Fort Collins community evaluated additional measures the City could take to increase the amount of HHW that is captured and appropriately managed versus thrown in the landfill. This offer is designed to support recommendations that were made in the Study.

179.7 Enhancement: New Planner (1.0 FTE) Solid Waste Reduction/Recycling and Sustainability Programs - Unfunded **2010 - \$91,255**
2011 - \$93,507

This enhancement offer for a new planner/project manager is designed to support environmental programs and services to the community that will improve its environmental health. Embedded in this full time position offer are two new half time positions; a 0.5 FTE for the Solid Waste Reduction & Recycling program, and a 0.5 FTE in the City's Internal Sustainability program. The result would be 1.0 FTE for Solid Waste and 1.0 FTE for Internal Sustainability. Duties of these positions include: oversight of local waste hauling companies in respect to local ordinance requirements; planning and development of new policies and programs designed to help reach adopted goals for waste diversion; internal initiatives for increasing municipal government's sustainability in operations; and basic environmental education and outreach to the public and internal customers issues.

ENVIRONMENTAL HEALTH

179.9 Climate Wise - Funded

2010 - \$313,783
2011 - \$319,012

The award winning and innovative Climate Wise program strengthens the local economy, protects air quality, and reinforces the community's commitment to maintain a high quality of life. Climate Wise is a free, voluntary business assistance program that supports local businesses' efforts to reduce greenhouse gas emissions and save money. Climate Wise business partners have made significant progress toward achieving the objectives of the community's Climate Action Plan. Since 2000, Climate Wise partners have saved \$24.4 million and reduced greenhouse gases by 460,571 tons of carbon dioxide. This funds Climate Wise basic operations and does not accommodate the future growth needed to reach the 2012 reduction goal specified in the Climate Action Plan.

179.10 Enhancement: Climate Wise I - Unfunded

2010 - \$67,000
2011 - \$78,000

The award winning and innovative Climate Wise program strengthens our local economy, protects our air quality, and reinforces our community's commitment to maintain a high quality of life in Fort Collins. Climate Wise business partners have made significant progress toward achieving the objectives of the Climate Action Plan. Since 2000, Climate Wise partners have saved \$24.4 million and reduced greenhouse gases by 460,571 tons of carbon dioxide.

This enhancement offer is necessary to keep up with existing growth and sustains the program by adding operational dollars to cover expenses.

Since 2005, the program has experienced considerable growth. During 2008, the number of business partners grew by 79% and number of projects from existing and new partners by 72%. This offer will not add new staff, but will classify an existing hourly position and will add operational dollars to cover increases for partner support, outreach and technical expertise.

179.11 Enhancement: Climate Wise - Additional Staff - Unfunded

2010 - \$228,114
2011 - \$250,089

Climate Wise is a free, voluntary business assistance program that supports local businesses' efforts to reduce greenhouse gas emissions and save money. Climate Wise business partners have made significant progress toward achieving the objectives of the community's Climate Action Plan. Since 2000, Climate Wise partners have saved \$24.4 million and reduced greenhouse gases by 460,571 tons of carbon dioxide. This offer adds 1.25 FTE for business outreach as well as administrative and technical assistance to new and existing business partners. This offer also includes operational dollars to cover cost increases due to growth. Acceptance of this offer will result in estimated greenhouse gas (GHG) reductions of 214,000 tons CO₂e and at a minimum double the economic savings to local businesses to approximately \$14 million annually. This offer is funded by the General Fund.

ENVIRONMENTAL HEALTH

179.12 Enhancement: Internal Energy and Environmental Goals - Utilities - Funded

2010 - \$30,620
2011 - \$31,384

This offer shifts a 25% portion of the Natural Resources Director's salary from the Natural Areas Program to Utilities. The shift reflects the Director's allocation of time to helping the City achieve its internal environmental objectives, in particular reducing the City's energy use. In addition, the Director will work cooperatively with Utilities on its 21st Century Utility program and share lessons learned from that effort with rest of the organization. This offer is linked to a reduction offer in the Natural Areas Program.

179.13 Enhancement: FCGOV.com Sustainability Website Version 1.0 - Unfunded

2010 - \$20,000
2011 - \$0

Improved level of service will be offered to the public as a result of developing and introducing an integrated sustainability website that incorporates City sustainability initiatives across all City departments as well as community sustainability partnerships. This offer funds an outside contractor to build a central hub for sustainability information to make sustainability programs more accessible to the community and report City progress on adopted goals and policies.

179.14 Enhancement: Climate Wise - Reclassify Existing Staff - Unfunded

2010 - \$24,000
2011 - \$28,000

This offer reclassifies an existing hourly position into a Publicity/Marketing Specialist to keep up with Climate Wise program existing growth. Since 2005, the program has experienced considerable growth. During 2008, the number of business partners grew by 79% and number of projects from existing and new partners by 72%.

The award winning and innovative Climate Wise program strengthens the local economy, protects air quality, and reinforces the community's commitment to maintain a high quality of life. Climate Wise is a free, voluntary business assistance program that supports local businesses' efforts to reduce greenhouse gas emissions and save money. Climate Wise business partners have made significant progress toward achieving the objectives of the community's Climate Action Plan. Since 2000, Climate Wise partners have saved \$24.4 million and reduced greenhouse gases by 460,571 tons of carbon dioxide.

179.15 Enhancement: Climate Wise - Increased Operating Support - Unfunded

2010 - \$28,000
2011 - \$35,000

This enhancement offer is necessary to keep up with existing Climate Wise program growth and helps the program by adding operational dollars to cover existing expenses. This offer does not add dollars for new projects, only for existing growth.

ENVIRONMENTAL HEALTH

179.16 2011 Enhancement: Solid Waste Reduction & Recycling: Waste Stream System Study - Unfunded **2010 - \$0**
2011 - \$55,000

For 2011 Only: The City adopted the goal of diverting 50% of the community's waste stream by 2010 and by 80% by 2020. Diversion rates are currently measured using conventionally applied methodology, based on data from the trash hauling industry and by voluntary reports from other businesses in Fort Collins. This offer funds a detailed analysis of the local system, including materials and product importation into the community, waste generation, garbage collection, recycling, waste to energy, and other integrated waste management activities in the community, in respect to existing City environmental policies.

179.17 2011 Enhancement: Solid Waste Reduction & Recycling: Household Hazardous Waste Abatement - Unfunded **2010 - \$0**
2011 - \$60,000

For 2011 Only: This offer provides two temporary household hazardous waste (HHW) collection events to the community. A study evaluating hazardous materials management in the Fort Collins community evaluated additional measures the City could take to increase the amount of HHW that is captured and appropriately managed versus thrown in the landfill. This offer is designed to support recommendations that were made in the Study.

186.1 Enhancement: Northern Integrated Supply Project - Funded **2010 - \$175,000**
2011 - \$0

This offer will provide resources for continued review of the Northern Integrated Supply Project (NISP). Specifically, a Supplemental Draft Environmental Impact Statement (SDEIS) is expected to be released in 2010. At the time of release, the City will need to carefully review the SDEIS with outside expert assistance to assure that various issues of concern to the City are adequately addressed in the SDEIS. This offer only includes funding for outside expert assistance and does not include funding for existing staff that will be funded through other offers.

192.1 Enhancement: Wood Recycling - Funded **2010 - \$15,000**
2011 - \$15,000

Funding this offer will divert 3,200 cubic yards of large diameter wood (greater than 15 inches) from the landfill. The wood is generated as part of the Forestry Division's maintenance operation. Large wood will be stockpiled as it is generated at a City site and ground twice a year by a contractor to produce quality mulch. Forestry generates approximately 8,000 cubic yards of wood per year. Half of this amount is less than 15 inches in diameter and is currently chipped at the job site. Larger wood is hauled to the landfill. This offer will increase wood recycling by the Forestry Division from 50% to more than 90%. Some wood from diseased trees will still need to be taken to the landfill.

ENVIRONMENTAL HEALTH

192.2 Enhancement: Climate Improvement Tree Planting - Funded

2010 - \$35,000

2011 - \$35,000

This offer plants 100 new landscape trees per year on developed City property for environmental benefits. Trees will be strategically planted to optimize building energy efficiency, reduce wind speeds and shade parked vehicles. Since these are new trees (not replacements) there will be an increase in environmental benefits from the City's urban forest. Benefits increase significantly as trees get larger. Urban trees provide benefits through 1) modifying climate and conserving building energy use, 2) reducing carbon dioxide and reducing need for heating and air conditioning, 3) providing air quality benefits, and 4) reducing storm water runoff.

Environmental Health Request for Results

Team Members

Leader: Kevin Gertig

Budget Liaison: Barb Brock

Members: Jill Walusis, Rosemarie Russo, Mike Calhoon, Lawrence Pollack, Carol Webb

Communications Team Liaison: Kraig Bader

Result

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

Introduction/Summary of Results Map

The Team believes that good water resources, good air quality, and exemplary land conservation/stewardship are the fundamental building blocks of a healthy and sustainable environment. Our Result Map identified numerous contributing factors which can be grouped into three primary factors that cause the desired result. The Team believes that these primary factors are critical contributors to the outcome defined by City Council. The factors are broad, but they capture essential characteristics that contribute not only to improved environmental quality and public health, but an attractive, well-planned community. In particular, cross media interactions between factors is also important. For example, there are direct linkages between air pollution and water quality (e.g. acid rain). There are also direct linkages between land conservation, air quality, and water quality (erosion).

Good Water Resources

Good water resources are an essential aspect of environmental health and water quality. Good water quality is important in fulfilling the role of the Utilities in providing life-essential services and infrastructure to advance the health, safety and prosperity of our community. According to the Center for Disease Control, “Environmental conditions greatly influence the relation between water and human health.” The World Health Organization states that, “Lack of safe water is a cause of serious illnesses such as diarrheal diseases, which kill over 2 million people every year.”

In Fort Collins, water resources and water quality are highly regulated by Federal government and the Colorado Department of Public Health and Environment. Thus, performance is extensively measured. Historically, water resources have been important to the City. For example, City Council passed Resolution 2000-128 “Recognizing the Need to Protect Water Quality” in October 2000. City Council also approved water resources protection in the adoption of the Water Supply and Demand Management Policy (2003), Drinking Water Quality Policy (1993) and Resolution 95-14 “Approving the Watershed Approach to Stormwater Management” (1995). Future City Council policies will address sustainable water supply, storm water quality management, and conservation.

Good Air Quality

Good air quality is critical to the health of the environment, the health of our citizens, and to citizens' quality of life. Of the 20 City programs analyzed in 2003, air quality received the highest rating score for importance to quality of life. In 2007, 77% of people rated Fort Collins air quality as "Good or "Very Good", up from 72% in 2004. Yet 90% believe city government should do more to control outdoor pollution in Fort Collins.

Fort Collins is part of the Front Range area that violates the federal health standard for ozone. In 2008, the Fort Collins West monitor exceeded the ozone standard five times, and the region had 39 ozone action alert days. High ozone readings are especially important because over one-quarter of Fort Collins households (29%) have a member suffering from a chronic respiratory ailment and ozone is a respiratory irritant. Larimer County received an "F" grade in the American Lung Association's 2009 State of the Air report for ozone levels.

In addition, Fort Collins violates the state's guideline visibility standard one out of every four days, and more citizens (67%) are negatively impacted by visibility impairment than any other consequence of air pollution.

City air quality programs are needed to respond to a citizen mandate to protect and improve air quality, and can complement and fill gaps left by federal, state, and county efforts.

In addition to creating better air quality, efforts to meet the objectives of the Fort Collins Climate Action Plan will support local environmental and economic health as well as mitigating Fort Collins' overall contribution to global warming gases.

Exemplary Land Conservation and Stewardship

Fort Collins is a leader in land conservation and stewardship. Citizens of Fort Collins supported tax initiatives on five separate occasions to support natural area and open space activities with the earliest passing in 1973 and the latest, "Open Space, Yes!" passing in 2002. In a 2006 Natural Areas user survey, visitors reported high rates of satisfaction with their Natural Area recreation experiences. According to the 2008 Community Scorecard, the number of visitors to Natural Areas and the number of programs being offered has nearly doubled.

In addition to citizen opinion, it is well recognized that land conservation and stewardship strongly contribute to environmental health. For example, open lands help retain and filter water and control stormwater run-off. Healthy vegetation also acts as a carbon sink, thus reducing the amount of carbon dioxide in the atmosphere and contributing to cleaner air. Open lands can help maintain a compact urban form, a key factor in maintaining air and water resources as well as the ecological integrity of natural resources.

Indicators

Indicator 1: The degree to which our water resources are maintained and improved

Measure 1: The level of compliance with key established state and federal regulations

Measure 2: Performance relative to national and international benchmarking practices (e.g., AWWA/Qualserve, Global Reporting Initiative (GRI))

Indicator 2: The degree to which our air quality is improved

Measure 1: The reduction of priority air pollutants in Fort Collins as defined by the Air Quality Plan, while complying with Federal and Colorado State air quality regulations.

Measure 2: A reduction in greenhouse gas emissions that puts the City on track to meet the City policy objectives as laid out in the Climate Action Plan and internal City sustainability goals to reduce emissions 20% below 2005 levels by 2020.

Indicator 3: Exemplary Land Conservation and Stewardship

Measure 1: The number of acres of land conserved

Measure 2: The degree to which the number of acres of land undergoing rehabilitation or restoration is maintained or increased

Indicator 4: The degree to which solid waste is diverted from landfills is improved

Measure: Increase solid waste diversion rate by 50% of the overall waste stream by 2012 and 80% by 2020 from the 2005 baseline numbers, as defined in the 2008 Climate Action Plan.

Indicator 5: Citizens' perception of the quality of the environment is improved

Measure: Results of the bi-annual citizen survey as compared to the 2008 results.

These indicators and data points were chosen because records are readily available and because they provide a continuous record of improvement and effort over time. The baseline will be represented by an improving long-term trend.

The Team also believes that it is crucial to understand the community's awareness and knowledge of environmental issues. The Team would also like to gather information about the level of the community's interest and involvement in environmental health. The data collected would relate not just to air, water, and land quality, but also to the community's self-perception as a clean, healthy and attractive place to live.

Purchasing Strategies

- **Purchasing Strategy #1: We are seeking offers that demonstrate leadership, support existing City Council plans and policies relative to the environment and promote collaboration across organizational boundaries (cities, counties, non-profits, etc.).**
- **Purchasing Strategy #2: In general, we are seeking offers, that enhance sustainability, world class customer service, and innovation in the area of environmental practices with a preference for offers that emphasize continuous process improvement.**

- **Purchasing Strategy #3:** We are seeking offers that contribute to long-term improvement and maintenance of air quality and reduction of greenhouse gas emissions.
- **Purchasing Strategy #4:** We are seeking offers that align water resources quality and quantity with water storage and conservation policies and climate conditions.
- **Purchasing Strategy #5:** We are seeking offers that promote “green” businesses, buildings and technologies, the use of renewable energy and energy conservation, and are consistent with the City’s Energy policy.
- **Purchasing Strategy #6:** We are seeking offers that conserve and restore habitat and promote biological health and diversity, improve and maintain open lands with minimal adverse environmental impact, and help conserve and link open lands, trails and community separators.
- **Purchasing Strategy #7:** We are seeking offers that reduce waste and resource consumption, improve recycling, diversion and reuse, and provide outreach that increases public knowledge, awareness of and involvement in environmental issues and programs.

Notes/Practices/Supporting Evidence

We are seeking offers that create, maintain and promote a healthy and sustainable environment. Special consideration will be given to offers that express a proactive approach that contributes to the environmental health, safety and prosperity of our community. Preference will also be given to projects with the flexibility to scale up or down and continue to produce results may stand a better chance of being funded. Offers should take into account the organizational priorities of sustainability, customer service, and innovation. Offers should also support Council plans and policies (including, but not limited to, Climate Action Plan, Sustainability Action Plan, Water Supply).

Relevant Plans and Policies for Environmental Health Results Team Offers

- Sustainability action plan
- Air quality plan
- Water supply and demand management policy
- Drinking water quality
- Climate action plan
- Energy Supply Policy
- Solid Waste Plan
- Resolution 95-14: Approving the water shed approach to stormwater management
- Resolution 92-14: Framework for Environmental Action
- Resolution 2000-128: “Recognizing the Need to Protect Water Quality”

Groups BFO EH Team may want to interview:

- Gary Wockner (Clean Water Action)
- Stacy Tellinghuisen (Western Resource Advocates)
- Steve Smith - North Poudre Irrigation Company
- Don Carlson - Northern Colorado Water Conservancy District

Subject Matter Experts:

- Lucinda Smith – Air Quality
- Susie Gordon – Solid Waste
- Susan Strong – Stormwater Quality
- John Stokes – Natural Resources
- Kevin Gertig - Water Quality
- Brian Janonis – General Utility Policy
- Rosemarie Russo - Sustainability
- Carol Webb – Environmental Regulatory Affairs
- Katie Bigner – 21st Century Utilities Program
- Dennis Bode – Water Resources
- Laurie D’Audney – Water Conservation

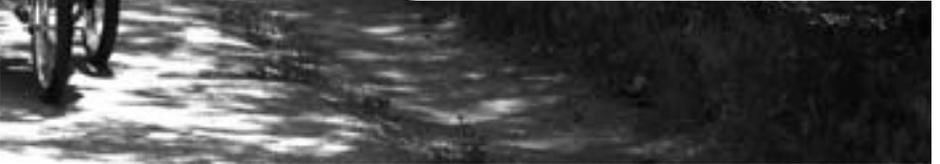


Environmental Health

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



Note 1: Offers for recreational use of open lands should be directed to Cultural and Recreational Opportunities
Note 2: Contributing factors will often influence multiple Primary Factors (designated by ★)



Neighborhood Livability

Fort Collins fosters and supports a variety of quality neighborhoods

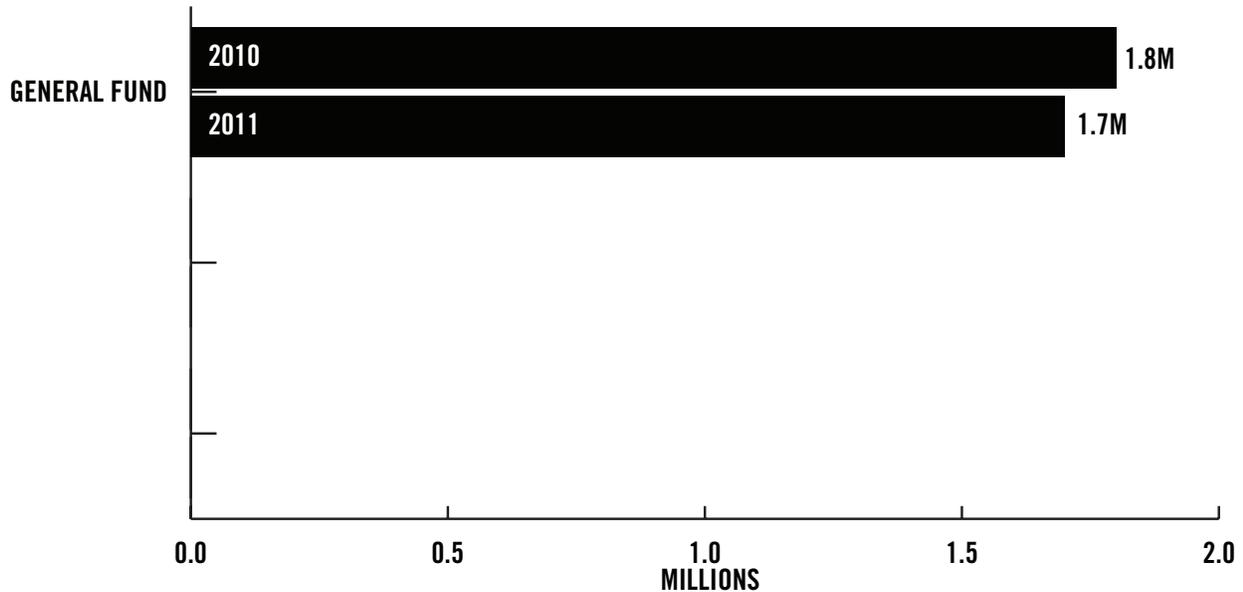




Neighborhood Livability

2010 GENERAL FUND & OTHER FUNDS – 1.8M
2011 GENERAL FUND & OTHER FUNDS – 1.7M

- Code Enforcement
- Neighborhood Services
- Affordable Housing



OVERVIEW

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

One of the most visible and important programs that is funded in Neighborhood Livability is the core inspections services for nuisance violations. With the overall reductions in General Fund revenue, this program area will be reduced in 2010. The result is an estimated 10-20% reduction in the number of neighborhood violation cases handled per year.

The affordable housing program is also being reduced in the recommended budget by \$125,000. While this will limit the City's ability to assist in the production or preservation of affordable housing units, more than \$1 million remains in federal and local funds for affordable housing projects.

The Party Patrol program will continue to be funded in 2010, as well as the neighborhood tree replacement program.

FUNDING SOURCES

This Result Area is exclusively funded from General Fund revenues.

KEY PURCHASES

- Neighborhood and Building Services programs, including code enforcement
- Affordable Housing and Human Services grant programs
- Party Patrol and Riot Prevention programs
- Neighborhood street tree replacement

ENHANCEMENTS PURCHASED

- Community Liaison Hourly Coordinator

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Seasonal Code Compliance Inspector
- General Fund commitment to the Affordable Housing Fund is being reduced by approximately \$125,000 which means fewer units will be assisted

NEIGHBORHOOD LIVABILITY - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
1	115.1 Neighborhood Quality, Maintenance & Code Compliance	1,047,334	60,000	951,534	0	35,800	
			<i>Special Assessments</i>				<i>General Fund</i>
2	116.4 Housing and Community Development	638,791	0	623,791	0	15,000	<i>General Fund</i>
3	181.1 Neighborhood Preservation Planning	59,577	0	59,577	0	0	
4	173.1 Neighborhood Street Tree Replacement	50,000	0	50,000	0	0	
5	208.1 Party Patrol and Riot Prevention	16,776	0	16,776	0	0	
6	115.6 Enhancement: Community Liaison Hourly Coordinator	14,564	0	0	0	14,564	<i>General Fund</i>
	Funded Offers	1,827,042	60,000	1,701,678	0	65,364	
	Total Offers	1,827,042	60,000	1,701,678	0	65,364	

NEIGHBORHOOD LIVABILITY - 2011

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
1	115.1 Neighborhood Quality, Maintenance & Code Compliance	1,066,583	60,000	972,031	0	34,552	
			<i>Special Assessments</i>				<i>General Fund</i>
2	116.4 Housing and Community Development	565,287	0	565,287	0	0	
3	181.1 Neighborhood Preservation Planning	35,441	0	35,441	0	0	
4	173.1 Neighborhood Street Tree Replacement	50,000	0	50,000	0	0	
5	208.1 Party Patrol and Riot Prevention	16,776	0	16,776	0	0	
6	115.6 Enhancement: Community Liaison Hourly Coordinator	14,564	0	0	0	14,564	<i>General Fund</i>
	Funded Offers	1,748,651	60,000	1,639,535	0	49,116	
	Total Offers	1,748,651	60,000	1,639,535	0	49,116	

NEIGHBORHOOD LIVABILITY

108.1 Neighborhood Parking Program Pilot - Unfunded

2010 - \$28,735
2011 - \$21,205

This offer is for a pilot program to introduce a residential parking management program to Fort Collins. Several neighborhoods have expressed the need for additional parking management. Currently, there are no programs in place to help neighborhoods address their parking problems, other than standard signage and striping found throughout the City. This pilot program will address problems in or two of the neighborhoods where parking issues are most critical, by giving tools to Parking Services to manage neighborhood parking resources in partnership with the residents.

115.1 Neighborhood Quality, Maintenance & Code Compliance - Funded

2010 - \$1,047,334
2011 - \$1,066,583

This offer combines 4 main services:

- 1) Neighborhood Outreach including Community Mediation, Neighborhood Administration/Education, and Community Liaison programs. These programs directly and positively impact residents' knowledge, education and resources available for encouraging positive neighborhood experiences.
- 2) Nuisance Code Compliance reduces/eliminates nuisances that detract from appearance, cleanliness and overall desirability of neighborhoods. Enforcement contributes to the preservation, maintenance and enhancement of neighborhoods, encourages voluntary compliance and maintains neighborhood character.
- 3) Zoning Services and Enforcement maintains/enhances the attractiveness of neighborhoods and maintains neighborhood character by ensuring compatibility of infill and new development and helps to assure an adequate supply of quality housing.
- 4) Occupancy & Rental Housing Enforcement ensures compliance with the City's Occupancy Ordinance & Rental Standards for tenant safety.

115.6 Enhancement: Community Liaison Hourly Coordinator - Funded

2010 - \$14,564
2011 - \$14,564

This offer is an enhancement to the Neighborhood Education, Outreach & Mediation Offer intended to increase the service provided to neighborhoods wishing to improve relationships and quality of life where students and long-term residents co-exist. The enhancement would provide the Community Liaison with an hourly coordinator to assist in the expansion and growth of programs geared at improving neighbor relationships in mixed neighborhoods. The coordinator's role would also include the creation, hiring and supervision of CSU student internships and practicum opportunities; a direct request from the Associated Students of Colorado State University. The coordinator would split their time between the City Neighborhood Services and CSU Off-Campus Life offices.

NEIGHBORHOOD LIVABILITY

116.4 Housing and Community Development - Funded

2010 - \$638,791
2011 - \$565,287

This offer will develop the policies and programs that guide the City's overall approach to affordable housing including:

- * Affordable Housing Fund
- * Human Services Program
- * Land Bank Program
- * Section 108 Loan Program
- * Affordable Housing Incentives
- * Staff Liaison to the Affordable Housing Board and the Affordable Housing Coalition of Laramie County/Pathways Past Poverty Initiative

Efforts address the community's most critical housing and community development needs as efficiently as possible. City funding and incentives provide much-needed financial leverage with federal, state and private funding sources. The goal is to create and maintain quality, livable neighborhoods with a mix of housing types for a wide range of households and incomes. The program also supports homelessness prevention and intervention. This offer requests \$133,000 for the Affordable Housing Fund each budget year, and \$389,601(2010) and \$389,470 (2011) for the Human Services Program.

173.1 Neighborhood Street Tree Replacement - Funded

2010 - \$50,000
2011 - \$50,000

This offer is to replace neighborhood street trees that have died or been destroyed. Residential street trees are located in parkways between the sidewalk and curb to the front and side of homes on residential streets, as well as on some collector and arterial streets that are adjacent to residential development. Replacing residential street trees maintains the attractiveness of neighborhoods. Planting replacement trees is essential to sustain the urban forest over time.

NEIGHBORHOOD LIVABILITY

181.1 Neighborhood Preservation Planning - Funded

2010 - \$59,577
2011 - \$35,441

Preservation Planning develops policies and administers programs that guide the City's overall approach to protecting and fostering pride in the historic character of our community's older homes and neighborhoods, while creating quality, livable neighborhoods. This offer provides:

- Outreach and education on preserving historic buildings
- Historic Landmark designations
- Preparation of architectural histories and neighborhood walking/van tours
- Preserving neighborhood character through the review of alteration and demolition of historic buildings, and review of infill/redevelopment proposals for neighborhood compatibility
- Conduct building inventories
- Assisting property owners with federal, state and local financial incentives and grant programs
- Implementing results of the Preservation Program Quality Improvement Study (underway)
- Complete a comprehensive study of "scrape-offs" and "pop-ups" redevelopment
- Managing the City's Landmark Rehabilitation Loan Program

181.2 ENHANCEMENT Landmark Rehabilitation Loan Program - Unfunded

2010 - \$10,000
2011 - \$10,000

This offer contains additional funding for the Landmark Rehabilitation Loan Program which provides zero-interest loans to the rehabilitation of designated historic properties for exterior improvements. The loan program represents an investment by the City in the community. Loan repayments are due on sale.

181.3 ENHANCEMENT Update to the East Side Neighborhood Plan - Unfunded

2010 - \$0
2011 - \$50,000

This offer seeks \$50,000 for consulting services to update the East Side Neighborhood Plan.

181.4 ENHANCEMENT Update to the West Side Neighborhood Plan - Unfunded

2010 - \$0
2011 - \$50,000

This offer seeks \$50,000 for consulting services to update the West Side Neighborhood Plan.

NEIGHBORHOOD LIVABILITY

208.1 Party Patrol and Riot Prevention - Funded

2010 - \$16,776

2011 - \$16,776

Over the years the issue of loud parties and the accompanying crimes that follow has disrupted neighborhoods and caused increasing concern for the relative peace of the neighborhood. Police Services is requesting overtime funding for the Party Patrol/Riot Prevention, Party Partners, Party Registration programs in the Patrol Division so that officers can continue to effectively prepare and proactively manage and/or reduce the number of loud parties within our community through enforcement, education, and enhancement of quality of life. This offer enables police to be proactive and to collaborate with CSU, the Associated Students of Colorado State University, and local neighborhoods.

Neighborhood Livability Request for Results

Team Members

David Freismuth – Chair, Police Services
Becca Henry – Communication, Advance Planning
Doreen Kemp, Human Resources
Felix Lee, Neighborhood & Building Services

Tim Buchanan, Forestry
Stan Welsch – Budget, Streets
Rich Brewbaker, Traffic
John Litel, Recreation

Result

Fort Collins fosters and supports a variety of quality neighborhoods.

Introduction/Summary of Results Map

The primary factors of Neighborhood Livability are Adequate Supply of Quality Housing, Attractive Neighborhoods and Good Neighbor Relationships. These factors are supported by feedback from the City Council, citizen input, discussions with local/regional housing experts, housing and neighborhood livability trends and the 2008 Community Scorecard. Additional priorities that define Neighborhood Livability include occupancy ordinances, homeowner and neighborhood association relations, homelessness issues, noise levels (residential and industrial) and historic preservation. All offers responding to Neighborhood Livability's primary and secondary factors should focus on innovative concepts and sustainable values that are based on world class customer service and positive partnership/collaborative opportunities.

Indicators

Indicator 1: Residents like their neighborhood.

Measure: "Rate Your Neighborhood As A Place to Live" and Neighborhood Services Evaluations

Source: *2008 Community Scorecard*, Community & Public Involvement Office and Neighborhood Services

According to the 2008 Community Scorecard, regardless of where they live, respondents rated their neighborhoods as "good" or better. Overall respondents, about 81% gave their neighborhoods a "Good" or "Very Good" rating.

Neighborhood Services collects evaluations of all its educational programs and events (like Neighborhood Night Out) to measure participation of citizens and perception of effectiveness.

We support building community through neighborhood events and education.

Indicator 2: Residents are good neighbors.

Measure: "Violations Resulting in Abatements" and "Number of Neighbors Known By Name"

Source: *2008 Community Scorecard*, Community & Public Involvement Office

2008 Community Scorecard results demonstrated a decrease in the number of City performed abatements. The City works with community members in an effort to promote and encourage voluntary code compliances. Punitive measures are rarely enforced. This cooperative effort has resulted in a decreased number of City issued citations or abatements (The City hires a contractor to

correct the violation and charges the property owner for the work). Since 2002, the percentage of abatements has progressively decreased from 26% to 7%.

In 2008, 40% of residents surveyed reported knowing at least 1-5 of their neighbors by name; an increase of 26% in 2006. Fifty percent of neighbors engage in conversation once a week. Twenty percent suggest daily conversations with their neighbors.

We foster positive neighbor behavior with innovative City Codes and outreach.

Indicator 3: How well the City reduces barriers to affordable housing.

Measure: Number of affordable units built and units rehabilitated, the number of HBA loan recipients

Source: Affordable Housing Office, *Consolidated Housing & Community Development Plan FY2007*

For developers, the City offers: Development Fee Waivers, Development Impact Fee Delay Program, Priority Processing, Private Activity Bonds, Land Bank, and Federal dollars. We feel tracking the number of affordable units built and those rehabilitated with City dollars will reflect how well we provide incentives.

For residents the City offers: Home Buyers Assistance (HBA) and distributes Federal dollars which fund over two dozen non-profit agencies providing wide range of needs from credit counseling, homelessness, low interest loans, and meals. Along with the following indicator (which gauges how well we spend our federal funds), we feel tracking the number of HBA loan recipients is also a good indicator to show how City dollars opens up home ownership to more residents.

We will continue to reduce these barriers affordable housing with outreach, innovative programs and policies.

Indicator 4: How well the City spends its affordable housing dollars.

Measure: *2008 Annual Community Assessment Summary* ranking of Fort Collins

Source: US Dept of Housing and Urban Development (HUD)

By a Council Ordinance, the City allocates a minimum of \$133,000 per year into the Affordable Housing Fund. This is combined with Federal monies (CDBG, HOME, and HSP) to roughly total over \$4M and dispersed throughout the community. HUD's annual assessment ranked Fort Collins 1st in Colorado for its leveraging of other dollars with federal funds. Fort Collins had an extremely high ratio of 29:1 for its CDBG monies.

We will monitor how effectively we leverage affordable housing dollars.

Purchasing Strategies

1. Encourage and foster good neighbor **relationships** with events and education opportunities for Homeowners Associations and other neighborhood groups. (Good Neighbor Relationships)
2. In addition to innovative enforcement efforts, encourage **voluntary compliance** with City codes and increase outreach regarding the **occupancy ordinance** and industrial or residential **noise** levels including trains, motorcycles, vehicles, barking dogs, etc. (Attractive Neighborhood & Good Neighbor Relationships)
3. Enhance and maintain the attractiveness of neighborhoods, especially with **trees**. (Attractive Neighborhood & Good Neighbor Relationships)

4. **Preserve the character** of neighborhoods; address **historic preservation**, infill development compatibility, **green building**, redevelopment, and new development indicated in City Plan. (Attractive Neighborhood & Adequate Supply of Quality Housing)
5. Provide and maintain **attractive public spaces**, with particular outreach regarding Bark Beetles. (Attractive Neighborhood)
6. Create a geographical, transparent tool for Homeowners Associations (**HOA**), neighborhood groups, associations or leaders to strengthen relationships, pride, enhance information sharing and educate; in particular green practices, covenants and city policies. (All 3 Primary Factors)
7. Collaborate with Front Range Community College, Colorado State University, Associated **Students** of CSU and FRCC, faculties, employees and all other appropriate entities. (Good Neighbor Relationships)
8. Innovative offers on **homelessness** and housing barriers; focus on initiatives like **Pathways Past Poverty**. (Adequate Supply of Quality Housing)
9. Improve neighborhood **parking** management through voluntary methods in addition to enforcement. (Attractive Neighborhood, Good Neighbor Relationships)
10. Encourage **partnerships** with private entities and public agencies (e.g. Poudre School District, Larimer County) for housing and other programs such as historic preservation, **yard waste** and **recycling**. (Good Neighbor Relationships & Adequate Supply of Quality Housing)
11. Address sustainability and consider the social, financial and environmental impacts. We encourage proposals that include **customer service** and innovation related to programs, services, etc.

Sources & Reports:

- Council Retreat, May 2-3, 2009
- *2008 Community Scorecard*, City of Fort Collins
- Public Budget Workshop, May 13, 2009
- City Council Work Session to Review Requests for Results – May 26, 2009
- US Department of Housing & Urban Development
- Affordable Housing Office: Megan Woodman, Julie Smith & Heidi Phelps
- Neighborhood Services Office: Ginny Sawyer
- Neighborhood & Building Services: Beth Sowder
- *Larimer County Compass*, Larimer County
- *Analysis of Impediments to Fair Housing Choice*, City of Fort Collins, 2007
- *Housing Affordability Index Model – Multifamily & Singlefamily*, City of Fort Collins, 2006
- *Land Bank Feasibility Study*, 2000
- Railroad Quiet Zone Study, Matt Wempe, Engineering
- *Trash Services Study Final Report*, 2008

Related Major Plans:

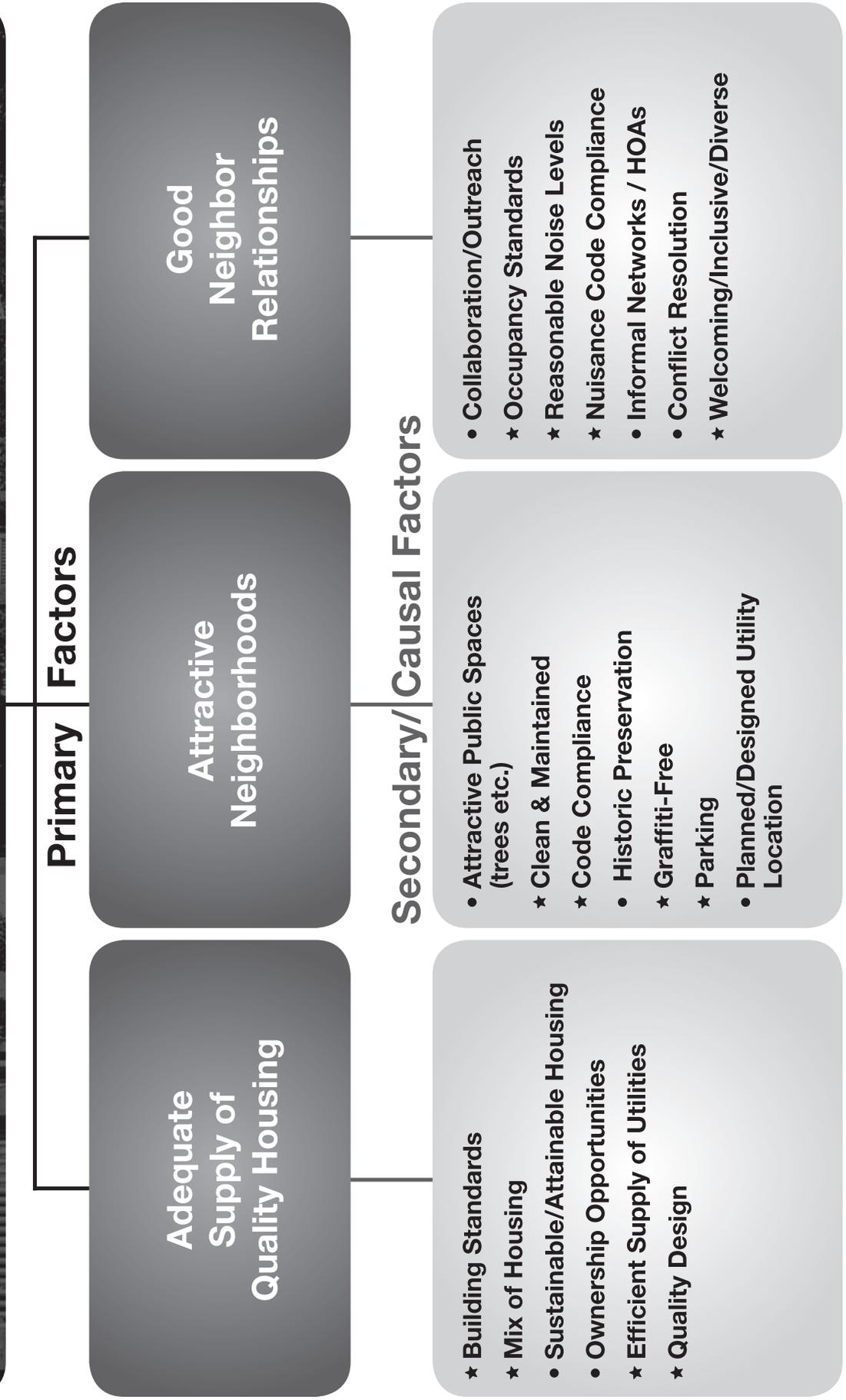
- *Priority Affordable Housing Needs & Strategies*, 2004
- *Consolidated Housing & Community Development Plan: FY2005-2009*
- *Consolidated Housing & Community Development Plan FY2007*, City of Fort Collins
- *Historic Resources Preservation Program Plan*, 1994

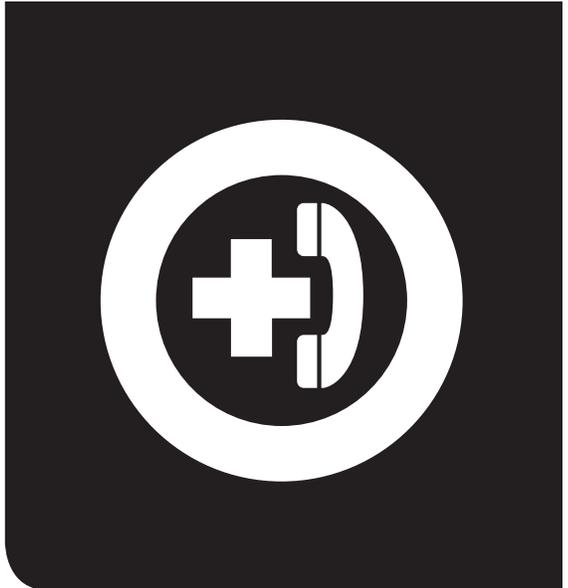
- *City Plan, 2004*
- *East Side Neighborhood Plan, 1986*
- *West Side Neighborhood Plan, 1989*
- *West Central Neighborhoods Plan, 1999*
- *Northside Neighborhoods Plan, 2005*
- *Northwest Subarea Plan, 2006*



Neighborhood Livability

Fort Collins fosters and supports a variety of quality neighborhoods.





Safe Community

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

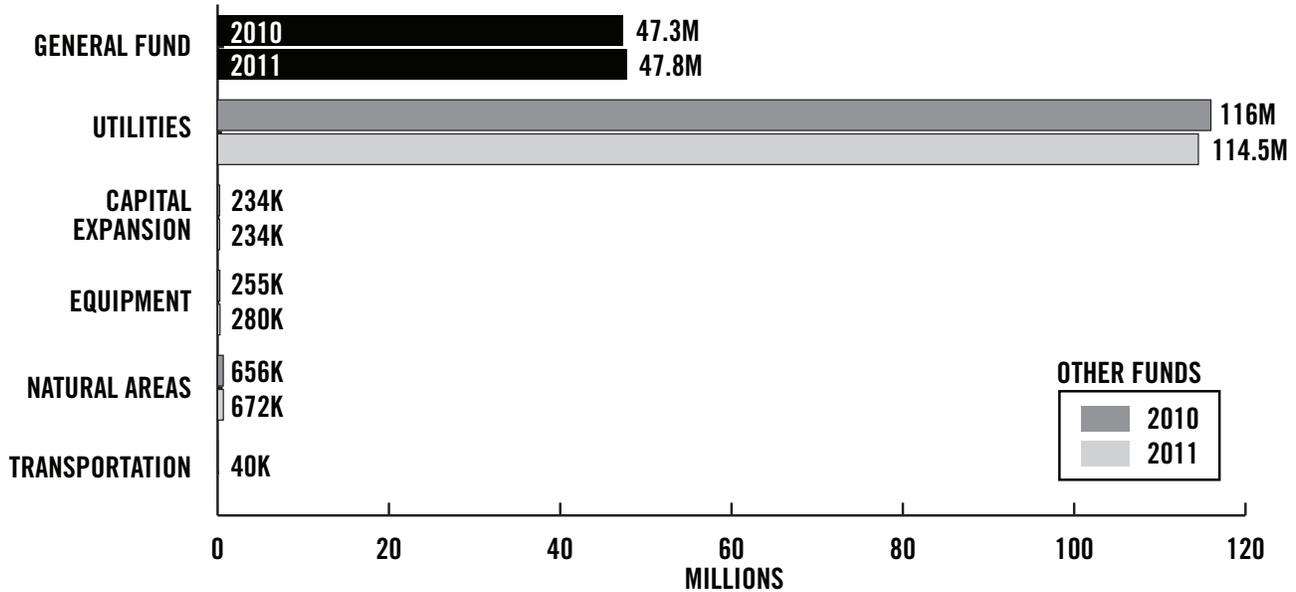




Safe Community

2010 GENERAL FUND & OTHER FUNDS – **164.5M**
 2011 GENERAL FUND & OTHER FUNDS – **163.5M**

- Police
- Fire
- Electric
- Stormwater



OVERVIEW

Public safety services are one of the most highly rated priorities in the community. In the 2010 – 2011 budget process, even in the face of significant reductions in revenue in the General Fund, resources were basically maintained at existing levels. Police Services, in particular, is being asked to do more with the same level of funding. They will focus existing resources on priority areas that include: downtown enforcement (dismount, loitering, etc.); party patrol; graffiti abatement; and noise complaints.

Also included in the Safe Community Result Area is Utilities Light and Power operations, Stormwater operations, and the Natural Areas Ranger Program. Major Light and Power programs include purchased power, rate based and green energy programs, energy efficiency/community outreach, and electric capital projects. Major Stormwater programs include operations, capital construction/engineering, and master planning.

Public safety (Police and Fire) has significant unfunded needs. According to a Police Staffing Study conducted in 2007, Police Services needs approximately 48 additional officers and civilians to meet community needs and expectations. Similarly, Poudre Fire Authority (PFA) continues to seek ways to fund its strategic plan that demonstrates a need for an additional fire station and South Battalion to improve staffing levels and maintain response times.

FUNDING SOURCES

The Safe Community Result Area encompasses programs which are funded through Utility rate revenues (Light and Power and Stormwater), as well as General Fund revenues for Police Services and Poudre Fire Authority.

A significant revenue change which affects this Result Area is the recommended electric rate increase. Electric revenues will increase 7.42% based on bulk power purchase agreements with Platte River Power Authority, renewable energy purchases, and capital improvement projects. There will be no increases for Stormwater.

KEY PURCHASES

- Police Patrol, Investigations, Communications, and other support systems
- Poudre Fire Authority contract
- Stormwater Utility
- Electric Utility purchased power and operations
- Natural Areas Ranger Program

ENHANCEMENTS PURCHASED (capital projects)

- Police Mobile Traffic Citation Units
- Electric substations
- Southwest annexation electric system
- Old Town Stormwater Basin improvements
- Canal Importation Basin improvements
- Stormwater developer repays
- Drainage and detention system replacement
- Stormwater Master Plan
- Vacuum truck for waste disposal
- Design costs of Service Center improvements

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Eliminates \$100,000 from Police travel/training
- City stops funding routine maintenance for PFA stations 1 - 4
- Police computer forensics unit training & equipment not purchased
- Enhancement to neighborhood traffic mitigation not purchased
- Advanced Metering Infrastructure (AMI)

SAFE COMMUNITY - 2010

Rank	Offer	Offer Cost		Offer Funding		
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	53.1 Basic Patrol Services	12,297,936	91,613	12,206,323	0	0
	<i>Traffic Calming Surcharge</i>					
2	165.1 PFA Emergency Operations	17,223,796	0	17,223,796	0	0
3	31.1 Utilities - Purchase Power / Conventional	64,335,352	0	0	62,579,629	1,755,723
					<i>Light & Power Fund</i>	<i>Light & Power Fund</i>
4	34.1 Utilities - Light & Power Operations	7,064,005	0	0	7,064,005	0
					<i>Light & Power Fund</i>	
5	45.1 Utilities - Stormwater Engineering & Field Services	3,104,404	0	0	3,104,404	0
					<i>Stormwater Fund</i>	
6	51.2 Regional Info. Systems (Computer Aided Dispatch Maint. Agreement)	175,000	0	175,000	0	0
7	25.1 Utilities - Light & Power Fund Payments and Transfers	12,792,111	0	0	12,792,111	0
					<i>Light & Power Fund</i>	
8	58.1 Stormwater Payments & Transfers	8,180,192	0	0	8,020,192	160,000
					<i>Stormwater Fund</i>	<i>Stormwater Fund</i>
9	52.1 Investigative Services	4,512,293	0	4,512,293	0	0
10	51.1 Police Core Information Services	6,579,342	253,862	6,325,480	0	0
			<i>Ambulance Contracti</i>			
11	53.3 SWAT	74,431	0	74,431	0	0
12	50.1 Police Hiring Promotional and Training	744,529	0	744,529	0	0
13	57.1 Police Administration	669,076	0	653,213	0	15,863
						<i>General Fund</i>

SAFE COMMUNITY - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
14	53.2 Patrol Contractual Services	941,961	0	941,961	0	0	0
15	50.2 Police Internal Affairs	305,703	0	305,703	0	0	0
16	52.3 School Resource Officers	1,057,146	520,324	536,822	0	0	0
			PSD Revenue for SRC				
17	54.1 Traffic Enforcement	728,214	237,462	490,752	0	0	0
			Camera Radar				
			Traffic Calming Surcharge				
18	52.2 Investigations Contractual Services Offer	66,049	0	66,049	0	0	0
19	54.2 Camera Radar	721,649	721,649	0	0	0	0
			Camera Radar				
20	174.1 Natural Areas and Trails Rangers	656,075	0	0	656,075	0	0
					Natural Areas Fund		
21	57.2 Police Logistics	211,142	0	211,142	0	0	0
22	195.1 Utilities - Police Buildings	187,988	0	187,988	0	0	0
23	199.1 Vehicle Replacement - Police	254,575	0	0	254,575	0	0
					Equipment Fund		
24	199.2 General Fund Vehicle Replacement - Police	254,575	0	254,575	0	0	0
25	35.1 Utilities - Electric System Additions & Replacements	10,210,523	0	0	7,211,505	2,999,018	0
					Light & Power Fund	Light & Power Fund	
26	207.1 School Crossing Guard Program	94,350	0	94,350	0	0	0
27	2.1 Library Park/Old Town Security	11,000	0	11,000	0	0	0

SAFE COMMUNITY - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
28	52.4 Restorative Justice Program	16,728	0	16,728	0	0	0
29	165.10 PFA Station 4 Debt Payment	234,354	0	0	234,354	0	0
					<i>Capital Expansion Fund</i>		
30	123.1 Utilities Capital Project - Old Town Basin	500,000	0	0	500,000	0	0
					<i>Stormwater Fund</i>		
31	124.1 Utilities Capital Project - Canal Importation	2,840,000	0	0	1,721,877	1,118,123	0
					<i>Stormwater Fund</i>	<i>Stormwater Fund</i>	
32	125.1 Utilities Capital Project - Stormwater Developer Repay	95,000	0	0	95,000	0	0
					<i>Stormwater Fund</i>		
33	126.1 Utilities Capital Project - Drainage & Detention System	370,000	0	0	370,000	0	0
					<i>Stormwater Fund</i>		
34	36.1 Utilities Capital Project - Electric Substations	4,404,000	0	0	0	4,404,000	0
						<i>Light & Power Fund</i>	
35	38.1 Utilities Capital Project - Southwest Annexation Electric System	1,300,000	0	0	0	1,300,000	0
						<i>Light & Power Fund</i>	
36	127.1 Utilities Capital Project - Stormwater Master Planning	400,000	0	0	400,000	0	0
					<i>Stormwater Fund</i>		
37	155.1 Utilities Capital Project - Vacuum Truck Waste Disposal	150,000	0	0	150,000	0	0
					<i>Stormwater Fund</i>		
38	155.2 Utilities Capital Project - Design Costs of Service Center Improvements	50,935	0	0	50,935	0	0
					<i>Stormwater Fund</i>		

SAFE COMMUNITY - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND		OTHER FUNDS	
				Ongoing			
39	34.3 Enhancement: Utilities Sr. Electrical Engineer	128,942	0	0	0	128,942	0
						<i>Light & Power Fund</i>	
40	34.2 Reinstatement: Electric Utility Project Manager	96,144	0	0	0	96,144	0
						<i>Light & Power Fund</i>	
41	53.4 Enhancement: Patrol Division Mobile Citation Units	209,000	0	0	0	0	209,000
							<i>General Fund</i>
42	209.1 Graffiti Abatement Program	46,800	0	46,800	0	0	0
43	184.1 Enhancement: Parking Customer Service Remodel	40,000	0	0	0	40,000	0
						<i>Transportation Fund</i>	
44	87.1 Case Processing-Camera Radar and Red Light Cases	85,955	85,955	0	0	0	0
			<i>Camera Radar</i>				
45	87.2 Reduction: Municipal Court Staffing	(3,532)	(3,532)	0	0	0	0
			<i>Camera Radar</i>				
46	196.1 2010 Enhancement: Neighborhood Traffic Mitigation	100,000	0	0	0	0	100,000
							<i>General Fund</i>
Funded Offers		164,517,743	1,907,333	45,078,935	105,469,748	12,061,727	
47	52.5 Enhancement: Police Computer Forensics Unit Training & Equipment	68,765	0	68,765	0	0	0
48	39.1 Enhancement: Utilities Capital Project - Advanced Metering Infrastructure (AMI)	10,739,500	0	0	0	2,000,000	8,739,500
						<i>Water Fund</i>	<i>Light & Power Fund</i>
Unfunded Offers		10,808,265	0	68,765	2,000,000	8,739,500	
Total Offers		175,326,008	1,907,333	45,147,700	107,469,748	20,801,227	

SAFE COMMUNITY - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
1	53.1 Basic Patrol Services	12,728,233	80,494	12,647,739	0	0	
	<i>Traffic Calming Surcharge</i>						
2	165.1 PFA Emergency Operations	17,223,796	0	17,223,796	0	0	
3	31.1 Utilities - Purchase Power / Conventional	67,984,223	0	0	64,291,109	3,693,114	<i>Light & Power Fund</i>
4	34.1 Utilities - Light & Power Operations	7,364,487	0	0	7,364,487	0	<i>Light & Power Fund</i>
5	45.1 Utilities - Stormwater Engineering & Field Services	3,203,511	0	0	3,203,511	0	<i>Stormwater Fund</i>
6	51.2 Regional Info. Systems (Computer Aided Dispatch Maint. Agreement)	175,000	0	175,000	0	0	
7	25.1 Utilities - Light & Power Fund Payments and Transfers	13,135,001	0	0	13,135,001	0	<i>Light & Power Fund</i>
8	58.1 Stormwater Payments & Transfers	7,923,571	0	0	7,923,571	0	<i>Stormwater Fund</i>
9	52.1 Investigative Services	4,637,577	0	4,637,577	0	0	
10	51.1 Police Core Information Services	6,737,593	260,210	6,477,383	0	0	
	<i>Ambulance Contract</i>						
11	53.3 SWAT	74,431	0	74,431	0	0	
12	50.1 Police Hiring Promotional and Training	736,926	0	736,926	0	0	
13	57.1 Police Administration	687,060	0	670,723	0	16,337	<i>General Fund</i>

SAFE COMMUNITY - 2011

Rank	Offer	Offer Cost		Offer Funding		
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
14	53.2 Patrol Contractual Services	941,961	0	941,961	0	0
15	50.2 Police Internal Affairs	313,541	0	313,541	0	0
16	52.3 School Resource Officers	1,084,868	593,643	491,225	0	0
			<i>PSD Revenue for SRC</i>			
17	54.1 Traffic Enforcement	743,657	242,600	501,057	0	0
			<i>Camera Radar</i>			
			<i>Traffic Calming Surcharge</i>			
18	52.2 Investigations Contractual Services Offer	66,049	0	66,049	0	0
19	54.2 Camera Radar	721,649	721,649	0	0	0
			<i>Camera Radar</i>			
20	174.1 Natural Areas and Trails Rangers	671,723	0	0	671,723	0
					<i>Natural Areas Fund</i>	
21	57.2 Police Logistics	211,142	0	211,142	0	0
22	195.1 Utilities - Police Buildings	194,490	0	194,490	0	0
23	199.1 Vehicle Replacement - Police	279,664	0	0	279,664	0
					<i>Equipment Fund</i>	
24	199.2 General Fund Vehicle Replacement - Police	279,664	0	279,664	0	0
25	35.1 Utilities - Electric System Additions & Replacements	10,155,814	0	0	8,048,021	2,107,793
					<i>Light & Power Fund</i>	<i>Light & Power Fund</i>
26	207.1 School Crossing Guard Program	94,350	0	94,350	0	0
27	2.1 Library Park/Old Town Security	11,200	0	11,200	0	0

SAFE COMMUNITY - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
28	52.4 Restorative Justice Program	16,728	0	16,728	0	0	0
29	165.10 PFA Station 4 Debt Payment	234,354	0	0	234,354	0	0
					<i>Capital Expansion Fund</i>		
30	124.1 Utilities Capital Project - Canal Importation	2,900,000	0	0	2,888,609	11,391	Stormwater Fund
31	125.1 Utilities Capital Project - Stormwater Developer Repay	105,000	0	0	105,000	0	Stormwater Fund
32	126.1 Utilities Capital Project - Drainage & Detention System	370,000	0	0	370,000	0	Stormwater Fund
33	36.1 Utilities Capital Project - Electric Substations	470,000	0	0	470,000	0	Light & Power Fund
34	38.1 Utilities Capital Project - Southwest Annexation Electric System	500,000	0	0	500,000	0	Light & Power Fund
35	127.1 Utilities Capital Project - Stormwater Master Planning	100,000	0	0	100,000	0	Stormwater Fund
36	155.1 Utilities Capital Project - Vacuum Truck Waste Disposal	25,000	0	0	25,000	0	Stormwater Fund
37	34.3 Enhancement: Utilities Sr. Electrical Engineer	129,477	0	0	129,477	0	Light & Power Fund
38	34.2 Reinstatement: Electric Utility Project Manager	98,643	0	0	98,643	0	Light & Power Fund

SAFE COMMUNITY - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	General Fund	
39	53.4 Enhancement: Patrol Division Mobile Citation Units	15,620	0	0	0	0	15,620
40	209.1 Graffiti Abatement Program	47,846	0	47,846	0	0	0
41	87.1 Case Processing-Camera Radar and Red Light Cases	88,909	88,909 <i>Camera Radar</i>	0	0	0	0
42	87.2 Reduction: Municipal Court Staffing	(4,102)	(4,102) <i>Camera Radar</i>	0	0	0	0
Funded Offers		163,478,656	1,983,403	45,812,828	109,838,170		5,844,255
43	52.5 Enhancement: Police Computer Forensics Unit Training & Equipment	60,961	0	60,961	0	0	0
44	39.1 Enhancement: Utilities Capital Project - Advanced Metering Infrastructure (AMI)	10,739,500	0	0	2,115,082 <i>Light & Power Fund Water Fund</i>	8,624,418 <i>Light & Power Fund</i>	8,624,418
45	196.2 2011 Enhancement: Neighborhood Traffic Mitigation	150,000	150,000 <i>Traffic Calming Surcharge</i>	0	0	0	0
Unfunded Offers		10,950,461	150,000	60,961	2,115,082		8,624,418
Total Offers		174,429,117	2,133,403	45,873,789	111,953,252		14,468,673

SAFE COMMUNITY

2.1 Library Park/Old Town Security - Funded

2010 - \$11,000
2011 - \$11,200

The Fort Collins Museum, in partnership with the DBA, DDA, and Transfort, propose the continuation of a private security company's monitoring of Library Park and Old Town Square. Visitors to the Museum, Transfort stations, and Old Town Square businesses, as well as staff and volunteers of these departments and businesses, have remarked on the success of this program in addressing transient populations, disorderly conduct, harassment, alcohol and drug violations, prostitution, and other similar criminal conduct. While Police Services respond quickly and effectively, a continued security presence in Library Park and Old Town Square has been the best solution to this public safety concern. It is cost-prohibitive to have officers stationed only in this relatively small area, and this Offer enables these organizations to jointly contract a security company to monitor the area and assist the organizations and Police Services in reducing citizen complaints and creating a safe community.

25.1 Utilities - Light & Power Fund Payments and Transfers - Funded

2010 - \$12,792,111
2011 - \$13,135,001

This Light and Power offer includes the following payments and transfers: Payment in lieu of taxes to the General Fund, transfer to the General Fund for administrative services, payment of Light and Power's portion of the Utilities Customer Service and Administrative Fund, risk management insurance expenses, uncollectible accounts, and payments to Office of Emergency Management and the General Employees Retirement Plan.

31.1 Utilities - Purchase Power / Conventional - Funded

2010 - \$64,335,352
2011 - \$67,984,223

Purchase wholesale electric power in 2010 and 2011 from Platte River Power Authority (PRPA) to serve the needs of the citizens and businesses of Fort Collins. This offer does not include the additional premium costs related to the purchase of renewable energy. Costs for renewable energy are included in a separate offer being made to the Environmental Health Result Area.

34.1 Utilities - Light & Power Operations - Funded

2010 - \$7,064,005
2011 - \$7,364,487

This offer provides high quality electric distribution services that meet the present and future needs of the citizens of Fort Collins. This includes the safe and effective operation and maintenance of the electric distribution system including distribution substation facilities and equipment.

SAFE COMMUNITY

34.2 Reinstatement: Electric Utility Project Manager - Funded

2010 - \$96,144
2011 - \$98,643

The Electric Systems Engineering Division is in the process of converting its existing mapping system from a raster image system to an AutoCAD based mapping system. It is anticipated that the conversion project will be completed by the end of 2010. In support of the project and in order to maintain and update the maps once conversion is complete, Light and Power will need to dedicate 1.0 FTE to the process. This offer reinstates an existing vacancy.

34.3 Enhancement: Utilities Sr. Electrical Engineer - Funded

2010 - \$128,942
2011 - \$129,477

This enhancement offer is for a new Sr. Electrical Engineering position in the Light and Power Standards Engineering Division. The Light and Power Standards Engineering Division Manager has been performing a dual role within the organization as both the manager and the engineer responsible for developing, reviewing, and evaluating materials and equipment purchased by Light and Power. Additional staff transferred into the Division during 2008 has created an over burden on the position and has impacted both the management and standards side of the Division.

35.1 Utilities - Electric System Additions & Replacements - Funded

2010 - \$10,210,523
2011 - \$10,155,814

This offer provides necessary improvements, replacements and additions for the electric distribution system as required for the continued safe, reliable and efficient delivery of electric service to the citizens of Fort Collins. These efforts may include technical improvements, new customer connections, new subdivision construction, and routine transfers due to annexations.

36.1 Utilities Capital Project - Electric Substations - Funded

2010 - \$4,404,000
2011 - \$470,000

Plan, design and complete the construction of two new electric distribution substations over to meet the existing and future needs of the citizens of Fort Collins. These substations will be located on East Trilby Road and South Timberline Road.

38.1 Utilities Capital Project - Southwest Annexation Electric System - Funded

2010 - \$1,300,000
2011 - \$500,000

The electric system must expand as the City boundaries change. As areas within the Growth Management Area but outside the city are annexed, the Electric Utility is obligated to serve these new residents and transfer service from the incumbent provider. Once Phase 3 of the Southwest Enclave Annexation is recorded and annexed into the City in January 2010, Light and Power is required to initiate system transfer within two years of the date of annexation per City Code and state statutes. This project will cover the costs of purchasing the system from Poudre Valley Rural Electric Association (PVREA), constructing new circuit connections and beginning to convert existing overhead electric distribution system to underground service.

SAFE COMMUNITY

39.1 Enhancement: Utilities Capital Project - Advanced Metering Infrastructure (AMI) - Unfunded **2010 - \$10,739,500**
2011 - \$10,739,500

The funding for this offer will allow the Utilities staff to upgrade existing electric and water meters with an Advanced Metering Infrastructure (AMI) which will provide two way communications between Utilities and the meter.

The AMI project is estimated to cost \$21.5 million with Light and Power's share at \$17.5 million. To pay for this project and keep reserves at minimum policy levels, a 2.08% increase in retail electric rates is required for both 2010 and 2011. A 2.08% rate increase is projected to generate approximately \$1.66 million of revenue per year, not the full cost of the AMI project. The project will also be funded through depletion of the reserves. While long term savings from the AMI project are projected, the initial cash flows require rate increases to maintain reserves at minimal levels over the next five years. Federal stimulus funding is also being pursued. If the federal funds are obtained, the rate impact of the project would be reduced or eliminated.

45.1 Utilities - Stormwater Engineering & Field Services - Funded **2010 - \$3,104,404**
2011 - \$3,203,511

This offer includes stormwater master planning, floodplain administration, emergency response, flood warning system operation, drainage system maintenance, stormwater quality enhancement, and flood control project design and construction. Master planning identifies cost effective capital projects that mitigate existing drainage problems and guidance to enhancement water quality. Floodplain administration provides support to other departments and citizens who are proposing construction in the floodplain. Emergency preparedness provides services to reduce the effects of flooding by providing information on how to prepare before, during and after a flood event. Warning system maintenance ensures the flood warning system provides real time data to emergency response personnel. System maintenance ensures the drainage system works properly. Stormwater quality activities include measures to reduce the impacts of runoff on streams and creeks, stream restoration and habitat enhancement.

50.1 Police Hiring Promotional and Training - Funded **2010 - \$744,529**
2011 - \$736,926

This offer funds personnel and functions of the Training Unit which includes one Sergeant, three officers, and a part-time hourly position who is responsible for the maintenance of the indoor firearms range. Associated non-personnel operational costs include: Training Unit, Firearms, Indoor Firearms Range, Defensive Tactics, and Hiring/Promotional. The Training Unit is one of two units that comprise Professional Standards. The Professional Standards Unit Lieutenant reports directly to the Chief of Police and manages both the Training Unit and Internal Affairs.

This unit coordinates all sworn and non-sworn training, recruitment, selection and hiring, promotional processes, certification maintenance and serves as the custodian for all agency training records.

SAFE COMMUNITY

50.2 Police Internal Affairs - Funded

2010 - \$305,703

2011 - \$313,541

This offer funds personnel and functions of Internal Affairs which includes one Sergeant and one Administrative Secretary who are managed by a Lieutenant who reports directly to the Chief of Police. Internal Affairs acts to preserve public trust and confidence in Police Services by conducting thorough and impartial investigations of alleged employee misconduct, by providing proactive measures designed to prevent misconduct, and by maintaining high standards of fairness and respect toward citizens and employees.

51.1 Police Core Information Services - Funded

2010 - \$6,579,342

2011 - \$6,737,593

The Information Services Division is one of four divisions within Fort Collins Police Services and is comprised of the Poudre Emergency Communications Center, Records, Technical Services, Systems, the Property/Evidence Unit and forensic services. These services are essential in the performance of criminal justice activities that protect the citizens of Fort Collins including evidence maintenance and documentation, crime scene processing and evidence analysis, 911 dispatch, non-emergency services, record keeping, and technology and communications support. Of Police Services' 93 civilian employees, 65 work in this division. The Poudre Emergency Communications Dispatch Center is partially funded by Larimer Emergency Telephone Authority (LETA).

51.2 Regional Info. Systems (Computer Aided Dispatch Maint. Agreement) - Funded

2010 - \$175,000

2011 - \$175,000

As an agency member of the Colorado Regional Information Sharing Project (CRISP), Police Services has partnered with other public safety agencies to share one computerized public safety system. This system enables member Larimer County agencies to share accurate and timely information, which assists in developing and sustaining a safe community. Police Services is a leader in utilizing computer technology to enhance public safety and provide high quality law enforcement services to citizens. This offer continues funding for the shared Computer Aided Dispatch (CAD), Records Management System, Corrections Management System, and Mobile Data System (provides laptop connectivity from officers' vehicles). This technology enables Police Services to perform more efficiently and effectively than ever before.

52.1 Investigative Services - Funded

2010 - \$4,512,293

2011 - \$4,637,577

The primary function of the Investigative Division is to investigate crimes with diligence, efficiency, dedication and respect for all people involved and to use proactive investigative skills to accomplish these goals. This offer includes one special department team, the Physical Fitness Team. The Physical Fitness Team is a group of department employees who conduct department physical fitness tests twice each year, administer fitness tests to police applicants and work with department personnel to set up personal fitness plans to ensure that all sworn personnel are fit for duty. This offer also includes all teams funded out of the General Investigations Budget: Investigations Administration, Crimes Against Persons Unit, Forensic Computer Unit, Property Unit, Financial Crimes Unit, Criminal Impact Unit, Victims Services Unit, and the Northern Colorado Drug Task Force.

SAFE COMMUNITY

52.2 Investigations Contractual Services Offer - Funded

2010 - \$66,049
2011 - \$66,049

This offer maintains funding for the contractual services of the HUB Juvenile Assessment Center. The function of The HUB Juvenile Assessment Center is to coordinate a multi-agency program which contributes to the safety of youth, families and the community through thorough assessment, early intervention and improved access to appropriate services. The HUB also coordinates and arranges transportation of juvenile offenders to secure detention and court through Larimer County Community Corrections. Contracting for HUB services provides the resources Fort Collins police officers need to process juvenile offenders and allows officers to return to their patrol duties more quickly.

52.3 School Resource Officers - Funded

2010 - \$1,057,146
2011 - \$1,084,868

The School Resource Officers (SRO) provide services to the Poudre School District's 25,000 students and faculty. One SRO is primarily assigned to each high school and junior high school in the city. In addition, each SRO is assigned to serve primary schools, special education programs, and alternative schools within the city limits as needed. The unit consists of one sergeant and 10 detectives. Poudre School District contributes around half of the program costs.

52.4 Restorative Justice Program - Funded

2010 - \$16,728
2011 - \$16,728

The Restorative Justice Program consists of two part time employees and 53 volunteers. This model brings together offenders, victims, community representatives and others who were affected by the crime to decide what harm was done and to collectively decide how the offender can repair the harm inflicted by his/her actions. These cases are primarily misdemeanor offenses including: trespass, assault, harassment, disorderly conduct, theft, criminal mischief, and fire offenses. This offer includes the RESTORE program, a family/group conferencing for youth and young adults who commit shoplifting offenses. The RESTORE program is a unique restorative justice process designed and implemented in Fort Collins. The two Restorative Justice Programs are automatic diversions for first-time youth offenders ticketed into Fort Collins Municipal Court. Other referrals come from the district court, police, schools and community.

SAFE COMMUNITY

52.5 Enhancement: Police Computer Forensics Unit Training & Equipment - Unfunded

2010 - \$68,765
2011 - \$60,961

Fort Collins Police Services has developed and trained a state-of-the-art Computer Forensics Unit. In order to maintain status as a leader in the field, it is necessary to maintain a high level of technical expertise and infrastructure. These detectives are two of the five Computer Forensic Analysts in Northern Colorado. The equipment required for conducting computer forensic analysis is highly specialized. Currently, computer and cell phone technology is advancing at an incredible rate. The speed, storage capacity, and capabilities of today's computer equipment will be obsolete in less than two years.

This offer is for forensic analysis training, computer hardware and software, and associated maintenance agreements. The initial equipment/training was purchased with one-time money from Police Services and the Larimer County Drug Task Force. This offer would fund the necessary expenses of the unit and a replacement plan, as currently these expenses are unfunded.

53.1 Basic Patrol Services - Funded

2010 - \$12,297,936
2011 - \$12,728,233

This offer consists of the basic police services provided to the community by the Patrol Division of Fort Collins Police Services. This is a City Charter mandated function. The duties of the division are to respond to calls for service from citizens for incidents ranging from abandoned vehicles to homicides. The patrol division provides a safe community through efforts in crime prevention, law enforcement, criminal investigation, traffic enforcement and investigation, active patrol, and a variety of order-keeping, quality-of-life activities. This package continues the same basic services that are currently provided.

53.2 Patrol Contractual Services - Funded

2010 - \$941,961
2011 - \$941,961

This offer addresses the contractual obligations that the Patrol Division of Fort Collins Police Services is responsible for managing. These contractual services provide a safer environment for the community and its citizens. Contractual services provided included within this contract include animal control provided by the Larimer County Humane Society and drug and alcohol detoxification provided by North Range Behavioral Health. Contracting with these two entities creates greater cost effectiveness than providing City facilities and employees to address these concerns. This offer is to continue the same basic service currently provided.

53.3 SWAT - Funded

2010 - \$74,431
2011 - \$74,431

The Special Weapons And Tactics (SWAT) Team responds to critical, high risk law enforcement incidents in the city and is routinely called to assist neighboring agencies. The primary mission of SWAT is to save lives. This offer funds the advanced training and specialized equipment necessary for a quick response to resolve dangerous situations. Because of the additional training, experience, proper protective equipment, and increased weapon capabilities, the team is able to reduce the risk to victims, citizens, police officers and even suspects in dangerous situations. Amazingly, it only costs the citizens about \$200 per day to train and equip this essential police unit.

SAFE COMMUNITY

53.4 Enhancement: Patrol Division Mobile Citation Units - Funded

2010 - \$209,000
2011 - \$15,620

This is a joint offer between the Police Services Records Division, Municipal Court and the City Attorney's Office. Currently officers write citations by hand, which are then turned in to the Records Division to be entered into the Records Management System (RMS). The citations are then sent to Municipal Court for processing. Staff attorneys at the City Attorney's Office spend approximately three hours per week retrieving information so prosecuting attorneys can prepare for trial and arrange plea bargains. This is an enhancement offer to purchase software and install it in each patrol officer's laptop computer (currently 110 computers). The upgrade will allow officers to print the citations in their cars and directly feed the citations into Police Records' and Municipal Court databases, thus eliminating the need to manually enter citations, saving Records personnel hundreds of hours.

54.1 Traffic Enforcement - Funded

2010 - \$728,214
2011 - \$743,657

This offer maintains the Traffic Unit of the Patrol Division in Police Services. The sole duty of this unit is to enforce the traffic laws in the city; surveys indicate this is the number-one safety concern of Fort Collins citizens. The unit consists of five traffic officers, all of whom are motorcycle certified, a DUI Enforcement officer, and the Traffic Sergeant. The unit also maintains a Traffic Hotline for citizens to call in their traffic concerns. Unit members follow up on each complaint and enlist the assistance of officers in the Patrol Division. They also conduct traffic surveys and provide added enforcement if the collected data verifies that a traffic complaint is legitimate and problematic.

54.2 Camera Radar - Funded

2010 - \$721,649
2011 - \$721,649

This offer funds the existing Camera Radar speed van and Camera Red Light program in Police Services. Since its inception in 1995, statistics show nearly a 51% reduction in injury crashes in the city, while the population has increased by more than 35,000. The program has also yielded an increase in speed compliance: from 18% 30MPH speed zone compliance in 1995 to an average 53% 30MPH speed zone compliance in 2008. The Camera Radar program is contributing to safer road travel, and to lower car insurance rates for Fort Collins residents.

57.1 Police Administration - Funded

2010 - \$669,076
2011 - \$687,060

This offer funds the salary, benefits and minimal associated costs for the six FTE positions housed in Police Administration, including the Chief of Police. The Northern Colorado Drug Task Force pays 25% of a finance position because Fort Collins Police is the fiscal manager for the Task Force.

SAFE COMMUNITY

57.2 Police Logistics - Funded

2010 - \$211,142

2011 - \$211,142

This offer funds the shared department logistical expenses for Police Services. Such expenses include: monthly cell phone charges, postage, tuition reimbursement, dry cleaning services, and office supplies, which allow Police to provide high-quality, efficient community service.

57.3 District Attorney Pilot Program - Unfunded

2010 - \$96,932

2011 - \$96,932

This offer is to provide funding to continue a pilot program begun in 2009 to staff a Larimer County District Attorney at Fort Collins Police Services Headquarters.

58.1 Stormwater Payments & Transfers - Funded

2010 - \$8,180,192

2011 - \$7,923,571

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

87.1 Case Processing-Camera Radar and Red Light Cases - Funded

2010 - \$85,955

2011 - \$88,909

This offer provides the funding necessary for the Municipal Court to continue to adjudicate speeding and red light cases generated by the camera radar and red light (CRRL) enforcement techniques. In 2008, the completed CRRL caseload increased by 12% over 2007 due to the additional deployment of the speed vans and the operation of two red light cameras within the City. The higher caseload is continuing in 2009. The CRRL program is 100% funded by CRRL revenue.

87.2 Reduction: Municipal Court Staffing - Funded

2010 - (\$3,532)

2011 - (\$4,102)

This offer relates to offer 86.3, which reduces the Municipal Court Supervisor position from 1.0 FTE to 0.8 FTE in order to reduce the overall expenses of the Court. This reduction is currently in place due to mid year 2009 cuts. Through efficiencies, prioritization, and delegation the Court should still be able to accomplish necessary tasks and projects with minimal impact to the customer. However, response time on lower-priority items may increase.

SAFE COMMUNITY

123.1 Utilities Capital Project - Old Town Basin - Funded

2010 - \$500,000
2011 - \$0

This capital project offer funds Stormwater's share of the Downtown River District Project in the Old Town basin. This project includes replacing the existing storm sewer system, in partnership with improvements anticipated by the Transportation, Water, and Wastewater Departments. The Downtown River District Project includes replacing the existing stormwater, water and wastewater lines prior to the upgrades to Linden and Jefferson streets. This project will also allow for water quality treatment of the runoff before it enters the Poudre River.

124.1 Utilities Capital Project - Canal Importation - Funded

2010 - \$2,840,000
2011 - \$2,900,000

This project funds the final two years of the five-year Canal Importation Ponds & Outfall (CIPO) stormwater improvement project in the Canal Importation Basin (west central Fort Collins). The project consists of installing approximately 5,000 feet of stormwater pipe, enlarging or constructing five detention ponds, and habitat restoration and enhancement in the area.

125.1 Utilities Capital Project - Stormwater Developer Repay - Funded

2010 - \$95,000
2011 - \$105,000

This offer is for repayment to developers when they construct stormwater facilities that are identified in the stormwater master plan, but are not directly related to their development. These projects can occur when a regional stormwater facility is in the same location as a local facility. The City can opt to reimburse the developer for building the larger regional facility, rather than disrupt an already developed neighborhood later for construction.

126.1 Utilities Capital Project - Drainage & Detention System - Funded

2010 - \$370,000
2011 - \$370,000

This project funds the design and construction of drainage system replacement projects. Aging, deteriorating drainage facilities can cause structural failure and flooding. Replacing these facilities brings them up to current standards, lowers long-term maintenance needs, and protects public and private property.

127.1 Utilities Capital Project - Stormwater Master Planning - Funded

2010 - \$400,000
2011 - \$100,000

This capital project offer supports ongoing drainage system master planning and the development of master plans for new areas. The stormwater master plan adopted by City Council identifies improvements in various drainage basins to solve existing drainage problems across the city as well as improve stormwater quality. This offer keeps the master plans up to date and allows for ongoing master plan refinement, providing additional detail for city departments, outside agencies and developers. This project will support the direction from City Council on the review of the stormwater program and its master plans.

SAFE COMMUNITY

155.1 Utilities Capital Project - Vacuum Truck Waste Disposal - Funded

2010 - \$150,000

2011 - \$25,000

This capital project funds the design and construction of modifications to an existing stormwater solid waste disposal facility located at the Utility Service Center. It will allow for the disposal of vacuum truck waste, both solid and liquid, collected from the storm sewer system.

155.2 Utilities Capital Project - Design Costs of Service Center Improvements - Funded

2010 - \$50,935

2011 - \$0

This offer is for the Stormwater Fund's share of improvements to the Utilities Service Center. The Utilities recently hired consultants to review space and building needs at 700 Wood Street. The 2010 budget would fund the design/architecture work for the remodel. This is a capital project funded by all four utility funds.

165.1 PFA Emergency Operations - Funded

2010 - \$17,223,796

2011 - \$17,223,796

Poudre Fire Authority (PFA) Operations provides emergency and non emergency services to an area covering 235 square miles. Forty-six firefighters per shift staff 10 strategically-located stations on a 24-hour basis, responding to more than 12,000 incidents annually. PFA's primary focus is to provide emergency services in the areas of fire suppression, specialized rescue, and emergency medical services in less than five minutes once notified of the event. Common emergency response profiles include house fires, fire alarms, car accidents involving extrication, medical emergencies, and hazardous materials incidents.

The fire department has long been identified as the agency to call when in doubt, and as a result Poudre Fire Authority is often called to assist citizens in non-emergency situations. Firefighters respond to "good intent" calls including animal rescue, assisting the disabled/elderly, water removal due to broken water pipes, and installing smoke alarm batteries.

165.2 PFA Fire Prevention Bureau - Unfunded

2010 - \$1,199,132

2011 - \$1,233,751

This offer provides a comprehensive response to the community's need for fire prevention. This is accomplished by the Office of the Fire Marshal through four areas: Technical Services, Inspection Services, Fixed Fire Protection Systems and Investigation Services. These areas ensure building construction meets the fire code and has adequate fire-protection features, inspect sprinkler systems, ensure fire safety at public events, and investigates the origin and cause of all fires.

165.3 PFA Operations Maintenance - Unfunded

2010 - \$805,000

2011 - \$830,000

The maintenance offer includes firefighting equipment, facilities, self contained breathing apparatus (SCBA) maintenance, and the PFA warehouse. By providing on site maintenance PFA is able to reduce costs, provide quicker service, and maintain quality control.

SAFE COMMUNITY

165.4 PFA Operations Support - Unfunded

2010 - \$240,000

2011 - \$245,000

Firefighting has highly-specialized and technical requirements to assure community and personnel safety. This support offer funds occupational health and safety, public affairs, telestaff, recruitment, hiring, and promotional testing for Poudre Fire Authority personnel.

165.5 PFA Training - Unfunded

2010 - \$615,000

2011 - \$630,000

The PFA Training Division provides basic, advanced and technical level skills, education, certification and testing for all 151 operational firefighters, uniformed 40 hour staff, and volunteers, as well as the basic recruit fire academy. This training is accomplished by providing hands-on basic skills, search and rescue techniques, apparatus operations, live fire training, extrication training and skills evaluations, ensuring PFA personnel are equipped to protect citizens, property and themselves in all situations. The Training Center also is responsible for maintaining the training facility, all buildings, equipment, the PFA integrated calendar, and the PFA Training Division intranet site.

165.6 PFA Administration - Unfunded

2010 - \$1,974,133

2011 - \$2,112,096

Administration is responsible for developing and implementing a plan to meet a shortfall between \$850,000 to \$1,500,000 during this budget cycle. Administration develops the annual budget for PFA Board approval; coordinates liability, property, and workers compensation insurance; is responsible for PFA's strategic planning process; provides interagency coordination with other local jurisdictions; provides financial management; coordinates the personnel system for 165 employees and 40 volunteers; monitors revenues/expenditures and pays bills; oversees quality improvement process; works with PFA and PVFPD Boards and City Council to develop financial/organizational policies for PFA; provides information management system in cooperation with City IT; provides HR functions; provides management for PVFPD; provides oversight and management of pension program; coordinates the departments performance based benchmark program, and assists in the audit process for PFA and PVFPD.

165.7 PFA-Increase Fire Company Minimum Staffing to Four Firefighters - Enhancement -

Unfunded

2010 - \$1,971,350

2011 - \$1,630,531

This offer is a PFA 2004 Strategic Plan recommendation, which increases fire company minimum staffing from three to four firefighters at outlying stations with two or more emergency response vehicles (fire engine and either a water tender or brush truck). This will allow Stations 4, 6, 7, 12, and 14 to remain in their station area more often. Currently, calls requiring a tender or brush truck reduces the number of firefighters from three to two, or requires the entire fire company to respond. A reduction in staffing from three to two decreases the ability of the firefighters to safely perform their duties. These responses typically occur outside the station's response area, requiring another fire company to answer calls in their station area. This results in a longer response time that negatively impacts the citizen requesting help, be it for a medical condition or a fire.

SAFE COMMUNITY

165.8 PFA South Battalion - Enhancement - Unfunded

2010 - \$659,400
2011 - \$493,782

PFA has operated with one shift battalion chief (BC) since its inception in 1981. Since then, the organization has grown from a seven-station system (plus two volunteer stations) responding to 3,500 calls a year, to 10 stations (plus three volunteer stations) and 12,000 calls per year. BCs provide day-to-day shift supervision and emergency scene command and control. Implementation criteria developed from researching and reviewing practices of similar fire departments indicates the south Fort Collins area exceeds all established benchmarks and practices for adding a second shift BC.

165.9 PFA Training and IT Positions - Enhancement - Unfunded

2010 - \$229,500
2011 - \$236,385

The addition of one Training position and one Information Technology (IT) position are necessary for organizational support. A training specialist is necessary to meet increased workload created by additional stations and firefighters, and to assist in conducting multiple recruit academies annually. An IT specialist is necessary to meet increased workload created by additional stations, firefighters, computers, mobile data terminals, servers, and video conferencing.

165.10 PFA Station 4 Debt Payment - Funded

2010 - \$234,354
2011 - \$234,354

PFA Station 4 serves the southwest portion of Fort Collins. In 2007, the PFA Board of Directors approved the construction of a new station on South Taft Hill Road to replace the existing one on Devonshire. This offer is for the annual new Station 4 lease purchase payments.

165.11 PFA Non-Personnel Enhancement - Unfunded

2010 - \$309,000
2011 - \$318,270

The PFA budget has been cut, reduced, and frozen in non personnel areas for seven years, and the non discretionary increases such as fuel, utilities, and insurance continue to increase. In order to maintain service levels, the non personnel budget will need additional funding.

165.12 PFA Fire Stations 1 - 4 Maintenance Enhancement - Unfunded

2010 - \$40,000
2011 - \$40,000

Poudre Fire Authority Stations 1 4 have historically been maintained by the City of Fort Collins Operations Services Department. This service will no longer be provided by that department, and so PFA must take on those maintenance activities, including electric and plumbing, HVAC, water, structural and associated parking lots.

SAFE COMMUNITY

168.1 PFA Capital Projects - Unfunded

2010 - \$949,943
2011 - \$954,693

PFA capital projects involve the purchase or construction of assets such as land, design and construction of fire stations, and the procurement of fire apparatus. Apparatus is replaced based on a 10 year schedule. In the next seven years the facility needs for the community include: Station 8 to serve Timnath and the southeast Fort Collins area, Station 15 in northeast Fort Collins, a multi scenario fire rescue building at the Training Facility, and a new squad vehicle at Station 4.

169.4 Enhancement: PFA Office of Emergency Management - Unfunded

2010 - \$493,440
2011 - \$259,498

The Office of Emergency Management (OEM) is responsible for coordinating and providing internal and external services in the area of Preparedness, Mitigation, Response and Recovery as related to natural and man made hazards and disasters within our community. However, due to budget constraints, these programs are coordinated and provided below benchmark levels, unable to expand or achieve their full potential. The quality and quantity of programs will be dramatically increased with this enhancement. With a service level increase public education, training, technology and planning within the OEM will move closer to reaching its benchmark and full potential for the citizens of Fort Collins. Mandates are being marginally reached at the current level of funding.

174.1 Natural Areas and Trails Rangers - Funded

2010 - \$656,075
2011 - \$671,723

This offer supports public safety and property protection by Natural Areas Rangers on 33,759 acres of City-managed natural areas and along 117 miles of public trails throughout the City's Parks and Natural Areas system. Funding for the Natural Areas and trails ranger function is supported by dedicated natural areas sales tax revenues.

177.3 Trolley Safety - Unfunded

2010 - \$6,000
2011 - \$0

The Fort Collins Municipal Railway Society (FCMRS) operates Birney Safety Car #21 along the tracks on Mountain Avenue, between Howes Street and City Park. As the car approaches Shields Street, it must move through the intersection when the left-turn lane arrow turns green. A safety hazard exists as cars prepare to turn left on this arrow, possibly turning directly into the side of the streetcar. This offer proposes installing additional signal equipment at this intersection to provide a dedicated green light, allowing the streetcar to pass through the intersection without compromising the safety of passengers, drivers, or the streetcar itself. Revenue to support this project would include a \$3,000 donation from the FCMRS.

This offer is presented to the Safe Community Results Team from the Museum because Car #21 is included in the Museum's collections as an important community artifact. The FCMRS operates the streetcar on behalf of the Museum.

SAFE COMMUNITY

184.1 Enhancement: Parking Customer Service Remodel - Funded

2010 - \$40,000
2011 - \$0

This offer is to create a safer work area for Parking Services staff, and more privacy to discuss confidential information with customers, by constructing partitions and windows in the Parking Services front counter area. Staff have been physically threatened in the past. The current open counter configuration does not prevent irate customers from becoming physical with employees. Customers often are already angry as they enter the office, so it is prudent to keep them separated from employees and from each other. Angry customers may lash out at staff, or may feed off of each other and create a "mob" mentality where situations tend to escalate. Staff also discuss legal and financial issues with customers that should be private. The current counter configuration does not allow private conversations, so personal information may be compromised.

195.1 Utilities - Police Buildings - Funded

2010 - \$187,988
2011 - \$194,490

This offer provides funding for Utility (Electric, Natural Gas, Water, Wastewater and & Storm Drainage) costs for four Police Department occupied City Buildings. Staff will also work with Police Services to identify ways to reduce costs and make building operations more energy efficient.

196.1 2010 Enhancement: Neighborhood Traffic Mitigation - Funded

2010 - \$100,000
2011 - \$0

For 2010 Only: Speeding in residential neighborhoods is a common concern expressed by citizens in Fort Collins. While the City provides police enforcement in neighborhoods, periodically places radar speed trailers in neighborhoods, provides yard signs, and conducts radio advertisements, we do not currently provide physical traffic mitigation devices such as speed humps in neighborhoods. The vast majority of requests received are for these types of physical devices to force drivers to slow down. This offer is to provide physical traffic mitigation devices in neighborhoods after developing specific evaluation criteria to prioritize locations.

196.2 2011 Enhancement: Neighborhood Traffic Mitigation - Unfunded

2010 - \$0
2011 - \$150,000

For 2011 Only: Speeding in residential neighborhoods is a common concern expressed by citizens in Fort Collins. While the City provides police enforcement in neighborhoods, periodically places radar speed trailers in neighborhoods, provides yard signs, and conducts radio advertisements, we do not currently provide physical traffic mitigation devices such as speed humps in neighborhoods. The vast majority of requests received are for these types of physical devices to force drivers to slow down. This offer is to provide physical traffic mitigation devices in neighborhoods after developing specific evaluation criteria to prioritize locations.

SAFE COMMUNITY

199.1 Vehicle Replacement - Police - Funded

2010 - \$254,575

2011 - \$279,664

This offer provides a dedicated funding source for Police Services to replace vehicles and equipment in accordance to the five year vehicle and equipment replacement program.

199.2 General Fund Vehicle Replacement - Police - Funded

2010 - \$254,575

2011 - \$279,664

This offer provides a dedicated funding source for Police Services to replace vehicles and equipment in accordance to the five year vehicle and equipment replacement program.

207.1 School Crossing Guard Program - Funded

2010 - \$94,350

2011 - \$94,350

The School Crossing Guard Program provides safe student crossing of major roadways located near elementary schools. Per Intergovernmental Agreement, Poudre School District assumes all responsibility for the establishment, operation and administration of the School Crossing Guard Program. The City's only continuing contribution to the program is an annual payment to the school district in the amount of \$94,350.

209.1 Graffiti Abatement Program - Funded

2010 - \$46,800

2011 - \$47,846

The City of Fort Collins believes that the existence of graffiti is detrimental to property values, adversely affects quality of life and community attractiveness, and discredits the City's reputation for livability. When graffiti is allowed to remain, it invites yet more graffiti and may lead to an increase in vandalism and other criminal activity. Rapid removal is considered key to controlling and eradicating graffiti.

This offer funds the 24-hour graffiti hotline that citizens can call to report graffiti in the community, as well as the Graffiti Abatement Coordinator position, which is responsible for ensuring that the graffiti is removed quickly and appropriately.

SAFE COMMUNITY

Request for Results

Team Members

Team Leader: Jim O'Neill

Team Members: Jim Broderick, Suzanne Jarboe-Simpson, Matt Zoccali, Greg Yeager, Tracy Ochsner.

Budget Liason: Tricia Muraguri

Communications Team Liaison: Brent Carmack

Result

Safe Community

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

Introduction/Summary of Results Map

What's involved in providing a safe place to live, work, learn and play?

Immediate actions from Police and Fire are the first services that come to mind. Citizens who are pleased with the quality of the interactions they have with police and fire every day have an enhanced sense of security. Citizens who trust the fairness and competence of police and fire are more likely to report crime when they are victimized, more likely to cooperate during investigations, more involved in partnerships to resolve neighborhood disorder, and more likely to appear as a witness. However, the definition of a safe community is broader than simply police or fire assistance. It includes safe and reliable electric power and storm water infrastructure, well designed, built and maintained structures, and services for those in need.

The **Safe Community Team** will evaluate offers based on how well they address one or more of the following factors. These factors are ranked, in priority order:

- 1) Prevention
- 2) Responsiveness
- 3) Planning and Preparedness
- 4) Community Involvement and Partnerships.

Funding offers that focus solely on Prevention measures may prove difficult in these economic times. We encourage all offers to include the vital elements included in the Prevention component.

In addition to the specific Safe Community focuses listed above, we encourage sellers to identify the ways in which their offers address the City's over-arching strategic focuses of Customer Service – internal, external or both, Sustainability – the triple bottom line of people, environment and financial, and Innovation.

Indicators

Indicator 1: Citizen Perception of Safety

Measure: Rating on safety related questions.

Data Source: Biennial Citizen Survey

The results would provide a collective picture of the attitudes, behaviors and experiences of the respondents relative to safety in Fort Collins.

Indicator 2: Voluntary Speed Compliance

Measure: Comparison and Evaluation of Speed Compliance in residential areas in Fort Collins

Data Source: Traffic Operations

Safety on the roads is important to community members and visitors alike. This indicator will help show the effectiveness of measures designed to promote responsible driving.

Indicator 3: Crime Indicators

Measure: Uniform Crime Report (UCR) Part I, Property Crimes Per 1000 and Violent Crimes Per 1000

Data Source: ICMA Center for Performance Measurement

These indicators are compared to data submitted by local governments (including Fort Collins) participating in the comparative performance measurement program. It is intended that the ICMA data be used to balance and cross check the survey data collected under Indicator 1.

Indicator 4: Fire

Measure: Insurance Service Office (ISO) classification for Fort Collins

Data Source: Insurance Service Office.

The ISO rates the major elements of a city's fire suppression system and develops a public protection classification on a scale from 1 to 10, with 10 representing less than the minimum recognized protection. The lower the rating, the lower the cost of insurance to the citizens.

Indicator 5: Fire

Measure: Cost-performance

Data Source: Poudre Fire Authority

PFA tracks a cost-performance scale as an indicator of organizational efficiency.

Indicator 6: Electric

Measure: Average System Availability Index (ASAI)

Data Source: Fort Collins Utilities Records

Defined as the percentage of time electric service is available. It is a measure of how long the system is operational as compared to the cumulative outage time.

Indicator 7: Storm Water

Measure: Number of Miles of Stream Rehabilitated

Data Source: Fort Collins Utilities Storm Water Division

The Storm Water Division of the Fort Collins Utilities tracks the number of miles of stream rehabilitation as a measure of success.

Purchasing Strategies

• **Purchasing Strategy #1**

*We are looking for offers that encourage and support **Prevention**, and are proactive, not just responsive to safety concerns, and offer long-term sustainable results. Specifically offers for/that:*

- a) *Provide a safe environment (well-lit buildings, streets, parking lots, safe design and inspection of facilities, clean well kept non-residential areas, visible presence of safety personnel, flood control, fire prevention)*
- b) *Provide programs/initiatives that influence driver behavior to promote responsible driving*
- c) *Prevention programs to reduce crime*
- d) *Provide programs for youth involvement*
- e) *Prevention programs to reduce high risk behaviors or incidents*
- f) *Education programs that raise community awareness of efforts to ensure public safety*

• **Purchasing Strategy #2**

*We are looking for offers that encourage and support innovative approaches to **Responsiveness** to accidents, crimes, fires, Emergency medical services (EMS) and utility emergencies, with a customer support focus. Specifically offers for/that:*

- a) *Provide for well-equipped, trained, caring response teams*
- b) *Promote coordination and response by appropriate agencies*
- c) *Provide for prompt restoration of services in emergency situations*
- d) *Provide flexible, cost efficient, responses to developing community safety issues before they become significant problems*

• **Purchasing Strategy #3**

*We are looking for offers that encourage and support **Planning and Preparedness**, enabling us to be forward thinking and innovative in our planning and preparations. Specifically offers for/that:*

- a) *Enable appropriate staging of plans, personnel and equipment to deal with natural disasters, pandemic response, utility outages and significant community events*
- b) *Leverage the use of State and Federal Funding by regional agencies*
- c) *Reliable electric power and adequate flood management*
- d) *Aid in business disaster preparedness and recovery*
- e) *Promote strategic problem solving*

- **Purchasing Strategy #4**

*We are looking for offers with an emphasis on innovation and customer support that encourage and support **Community Involvement and Partnerships** that make our community safer and stronger. Specifically offers for/that:*

- a) *Maximize the resources of local and regional agencies to address safety issues*
- b) *Provide for victim's assistance*
- c) *Reduce recidivism of juvenile offenders*
- d) *Increase citizen accountability, awareness and involvement in public safety*
- e) *Contract services which make the community safer by providing animal control, detoxification, mental health, substance abuse, and assistance to those in need*
- f) *Encourage Public-Private partnerships to address community safety issues*

Notes/Practices/Supporting Evidence

A Safe Community includes services such as:

- Fire Prevention and Response
- Emergency Medical Services
- Police Services
- Assistance to Those in Need
- Utilities (Storm Water & Electric Power)
- Building Inspections
- Disaster Preparedness and Response
- Planning, Design, Inspection
- Construction and Maintenance of Infrastructure

We have spoken to and worked with people in:

- Fort Collins Utilities (electric and storm water), Poudre Fire Authority, Fort Collins Police Department

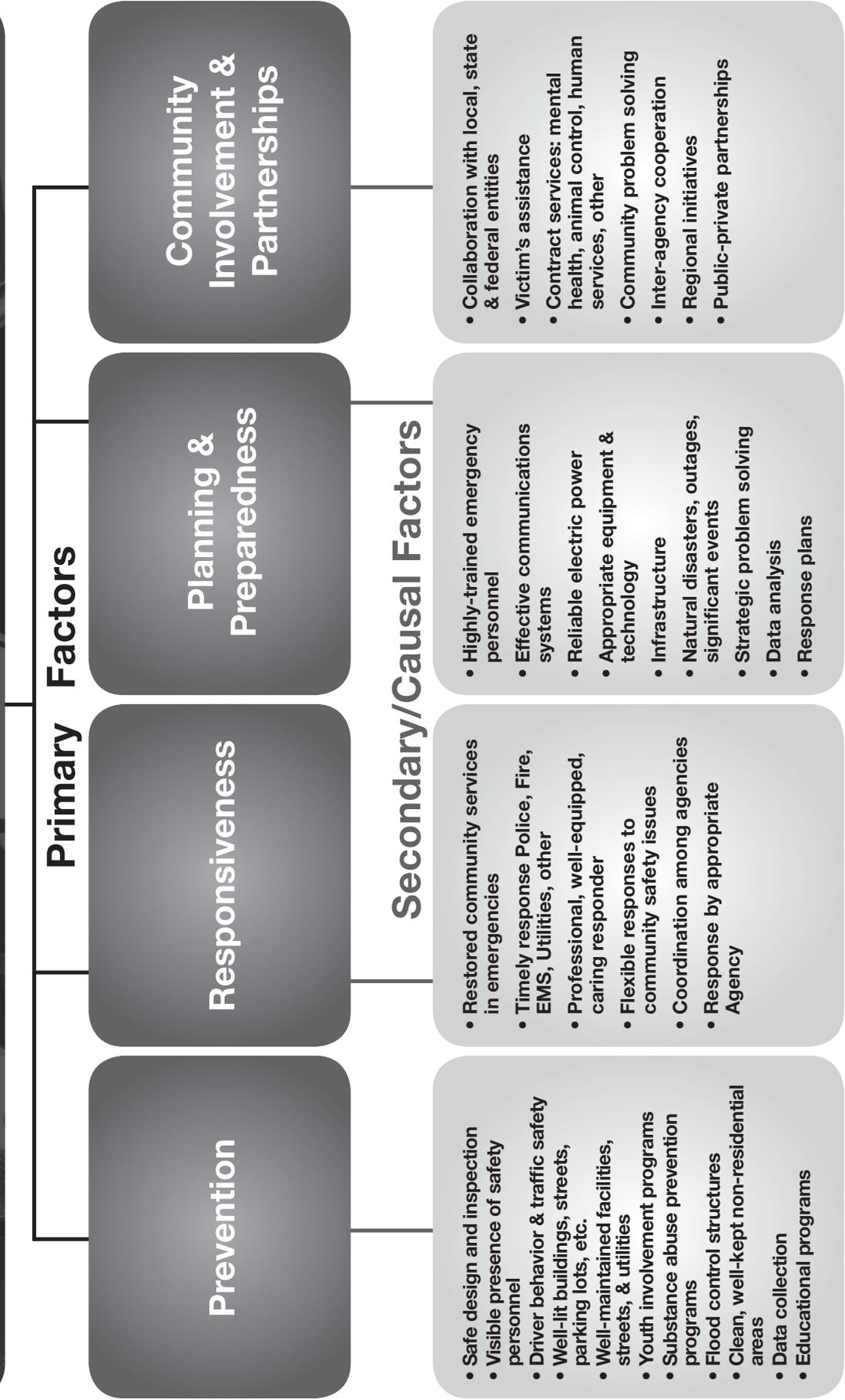
The following City Plans are related to this outcome:

- Stormwater Master Plan, Northern Colorado Regional Hazard Mitigation Plan, City Stormwater On-Call Emergency Manual, Flood Mitigation Plan, PERF Study



Safe Community

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



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Cultural & Recreational Opportunities

Fort Collins encourages and provides diverse cultural and recreational opportunities

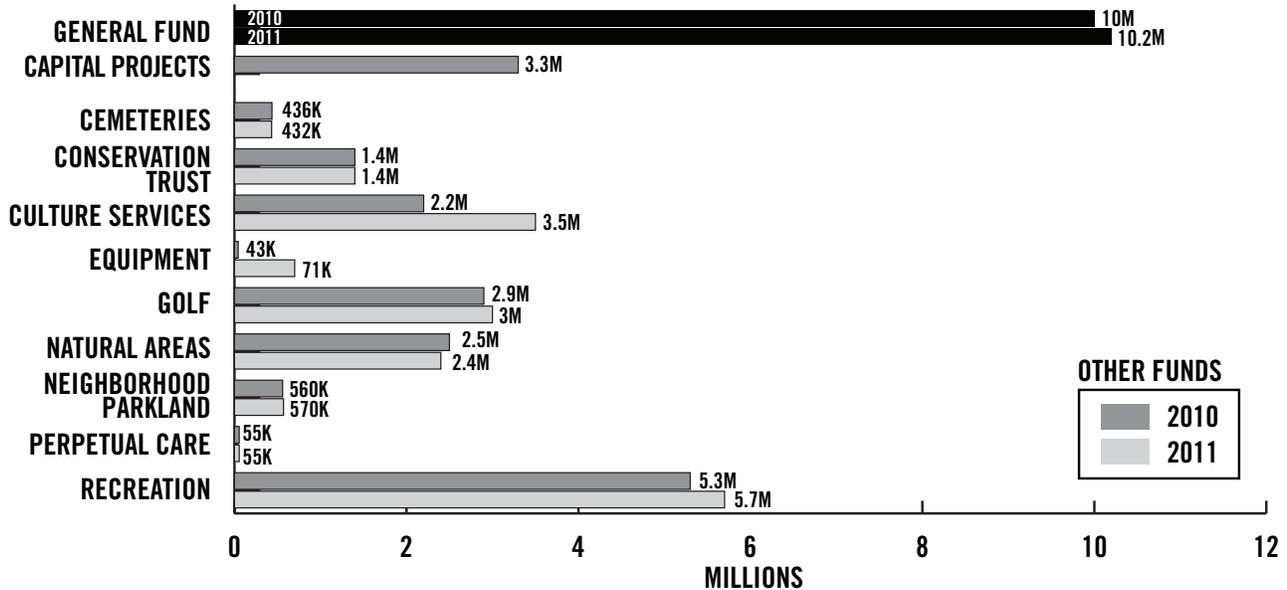




Cultural & Recreational Opportunities

2010 GENERAL FUND & OTHER FUNDS – 28.7M
 2011 GENERAL FUND & OTHER FUNDS – 27.4M

- Recreation
- Parks
- Cultural Facilities
- Golf



OVERVIEW

Significant budget reductions in parks maintenance over recent years have created substantial cuts in overall maintenance. In 2010, the Parks Maintenance budget was reduced by an additional \$300,000. Cumulative parks maintenance reductions since 2003 total approximately \$1.4 million.

In addition to the Parks reductions, Recreation programs have also been cut back in 2010 by over \$1 million in General Fund support. To partially offset these cuts, the proposed budget includes increasing fees where the market and practicality will allow. These include Recreation fees, Lincoln Center Box Office fees, and rental fees. Additionally, in order to generate improved rental revenues, this budget proposes allowing the City to hold liquor licenses for events in lieu of a private concessionaire.

To offset the impact of increased recreation fees, there are again funds proposed for scholarships for recreation programs totaling \$110,000.

There is one major capital project in this area, the renovation of the Lincoln Center funded with a portion of the voter-approved Building on Basics quarter-cent sales tax.

FUNDING SOURCES

In addition to significant general revenues which are used to support cultural, parks, and recreational programs, a number of dedicated and restricted revenues are included in this Result Area. User fees support both recreation facilities and cultural facilities.

KEY PURCHASES

- Existing recreation facilities (City Park Pool, Center and Railway, EPIC, Senior Center, Mulberry Pool, Pottery Studio, Rolland Moore Racquet Complex, Skate Park Facilities, the Farm at Lee Martinez Park)
- Park and trail maintenance and planning
- Natural Areas program – for public amenities at Natural Areas properties
- Museum programs
- Art in Public Places program
- Lincoln Center
- Golf courses
- Memorial parks
- Gardens on Spring Creek

ENHANCEMENTS PURCHASED

- Lincoln Center Renovation – BOB Capital Improvement Project

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Closing Lincoln Center Box Office on Mondays
- Eliminating free ball field preparation and rental for City programs
- Closing Archery Range or shifting maintenance responsibilities to volunteers
- Reduce hourly support - snow removal at City facilities and along the trails will be delayed.
- Contractual weed control in parks cut - parks system will have more weeds and dandelions

CULTURAL & RECREATIONAL OPPORTUNITIES - 2010

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS		
1	68.1 Northside Facility and Programs	981,973	0	514,197	298,214	169,562	Recreation Fund
2	66.1 EPIC	1,989,353	0	83,079	1,667,275	238,999	Recreation Fund
3	66.4 City Park Pool and Railway	336,810	0	52	336,758	0	Recreation Fund
4	62.1 Golf Courses	2,893,193	0	0	2,893,193	0	Golf Fund
5	64.1 Community Parks	2,589,236	258,000	1,967,357	363,879	0	Conservation Trust Fund
6	106.1 Lincoln Center Services	2,581,865	9,872	701,959	1,809,921	60,113	Cultural Services Fund
7	187.1 Enhancement: Lincoln Center Renovation	3,270,441	0	0	3,270,441	0	Capital Projects Fund
8	68.3 Sports	776,945	0	15,284	761,661	0	Recreation Fund
9	64.3 Trail Maintenance	238,987	0	77,757	161,230	0	Conservation Trust Fund
10	98.1 Culture, Parks, Recreation, and Environment Administration and IT Support	269,506	0	269,506	0	0	
11	67.1 Senior Center, Club Tico and Pottery Studio	1,572,436	0	741,708	830,728	0	Recreation Fund
12	161.1 Urban Forest Management	1,010,675	37,000	973,675	0	0	Tree Donations

CULTURAL & RECREATIONAL OPPORTUNITIES - 2010

Rank Offer	Offer Cost	Offer Funding			RESERVES	
		Total	GENERAL FUND Dedicated	Ongoing		OTHER FUNDS
13	67.2 The Farm at Lee Martinez	268,562	0	0	209,561 <i>Recreation Fund</i>	59,001 <i>Recreation Fund</i>
14	66.3 Mulberry Pool	238,147	0	12,637	225,510 <i>Recreation Fund</i>	0
15	175.2 Natural Areas - Facility Operations	265,170	0	0	265,170 <i>Natural Areas Fund</i>	0
16	68.4 HUB Football Grant	1	0	0	1 <i>Recreation Fund</i>	0
17	175.1 Natural Areas - Public Improvements	1,498,804	0	0	1,498,804 <i>Natural Areas Fund</i>	0
18	68.2 Child Development, RAD Van, and YAC	209,079	0	43,620	165,459 <i>Recreation Fund</i>	0
19	65.3 Recreation Scholarships	110,000	0	0	0	110,000 <i>Recreation Fund</i>
20	65.2 Community Relations, Finance, Business	307,149	0	132,769	103,625 <i>Recreation Fund</i>	70,755 <i>Recreation Fund</i>
21	64.2 Neighborhood Parks	1,768,102	0	1,563,065	205,037 <i>Conservation Trust Fund</i>	0
22	171.1 Fort Fund	249,000	249,000 <i>Lodging Taxes</i>	0	0	0
23	66.5 Passport Grant	1	0	0	1 <i>Recreation Fund</i>	0
24	175.3 Natural Areas - Community Relations	672,824	0	0	672,824 <i>Natural Areas Fund</i>	0

CULTURAL & RECREATIONAL OPPORTUNITIES - 2010

Rank Offer	Offer Cost	Offer Funding			RESERVES	
		Total	GENERAL FUND Dedicated	Ongoing		OTHER FUNDS
25	132.1 The Gardens on Spring Creek	386,338	58,000 <i>Gardens on Spring Creek</i>	328,338	0	0
26	63.1 Memorial Parks	719,570	0	228,463	410,470	80,637 <i>Cemeteries Fund</i>
27	59.1 Neighborhood Park Development	560,277	0	0	462,714	97,563 <i>Neighborhood Parkland Fund Neighborhood Parkland Fund Perpetual Care Fund</i>
28	1.5 Fort Collins Museum Services	975,359	0	708,426	251,674	15,259 <i>Natural Areas Fund Cultural Services Fund</i>
29	158.1 Art in Public Places	197,061	0	0	197,061	0 <i>Cultural Services Fund</i>
30	65.1 Recreation Leadership	94,567	0	0	0	94,567 <i>Recreation Fund</i>
31	60.1 Recreational Trail Development	675,604	0	0	503,768	171,836 <i>Conservation Trust Fund</i>
32	194.1 Utilities - Cultural Services, Parks and Recreation	948,085	0	948,085	0	0
33	200.2 General Fund Vehicle Replacement - Parks Maintenance & Forestry	43,260	0	43,260	0	0
34	200.1 Vehicle Replacement - Parks Maintenance & Forestry	43,260	0	0	43,260	0 <i>Equipment Fund</i>
Funded Offers		28,741,640	611,872	9,353,237	17,608,239	1,168,292
35	64.8 Enhancement: Park Maintenance Fee	1	0	1	0	0

CULTURAL & RECREATIONAL OPPORTUNITIES - 2010

Rank Offer	Offer Cost	Offer Funding			RESERVES	
		Total	GENERAL FUND Dedicated	Ongoing		OTHER FUNDS
36	65.4 Recreation Facility Improvemnts & Equipment Replacement	426,239	0	0	0	426,239 <i>Recreation Fund</i>
37	65.6 Enhancement: IT Support for Recreation & Lincoln Center	34,520	0	0	0	34,520 <i>Recreation Fund</i>
38	106.2 Enhancement: IT Support for Recreation & Lincoln Center	8,630	0	0	8,630	0 <i>Cultural Services Fund</i>
39	197.1 Enhancement: Community Cultural Agency (Arts Council)	20,000	20,000	0	0	0 <i>Lodging Taxes</i>
40	132.4 Enhancement: Gardens on Spring Creek Volunteer Coordinator	1	0	1	0	0
41	67.3 Reinstatement: Clerical Position	50,290	0	0	0	50,290 <i>Recreation Fund</i>
42	64.5 Enhancement: Huidekoper Park	35,000	0	35,000	0	0
Unfunded Offers		574,681	20,000	35,002	8,630	511,049
Total Offers		29,316,321	631,872	9,388,239	17,616,869	1,679,341

CULTURAL & RECREATIONAL OPPORTUNITIES - 2011

Rank Offer	Offer Cost	Offer Funding			RESERVES	
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
1	68.1 Northside Facility and Programs	1,010,913	0	518,082	313,030 <i>Recreation Fund</i>	179,801 <i>Recreation Fund</i>
2	66.1 EPIC	2,089,574	0	85,831	1,764,744 <i>Recreation Fund</i>	238,999 <i>Recreation Fund</i>
3	66.4 City Park Pool and Railway	353,282	0	0	353,282 <i>Recreation Fund</i>	0
4	62.1 Golf Courses	2,977,748	0	0	2,977,748 <i>Golf Fund</i>	0
5	64.1 Community Parks	2,658,058	258,000 <i>Park Fees</i>	2,034,268	365,790 <i>Conservation Trust Fund</i>	0
6	106.1 Lincoln Center Services	3,883,313	10,189 <i>Contribution, Misc.</i>	707,861	3,165,263 <i>Cultural Services Fund</i>	0
7	68.3 Sports	814,524	0	14,300	800,224 <i>Recreation Fund</i>	0
8	64.3 Trail Maintenance	245,358	0	79,128	166,230 <i>Conservation Trust Fund</i>	0
9	98.1 Culture, Parks, Recreation, and Environment Administration and IT Support	275,587	0	275,587	0	0
10	67.1 Senior Center, Club Tico and Pottery Studio	1,631,001	0	756,546	874,455 <i>Recreation Fund</i>	0
11	161.1 Urban Forest Management	1,030,919	38,000 <i>Tree Donations</i>	992,919	0	0
12	67.2 The Farm at Lee Martinez	281,280	0	0	219,800 <i>Recreation Fund</i>	61,480 <i>Recreation Fund</i>

CULTURAL & RECREATIONAL OPPORTUNITIES - 2011

Rank Offer	Offer Cost	Offer Funding			RESERVES	
		Total	GENERAL FUND Dedicated	Ongoing		OTHER FUNDS
13	66.3 Mulberry Pool	249,357	0	11,977	237,380 <i>Recreation Fund</i>	0
14	175.2 Natural Areas - Facility Operations	245,939	0	0	245,939 <i>Natural Areas Fund</i>	0
15	68.4 HUB Football Grant	1	0	0	1 <i>Recreation Fund</i>	0
16	175.1 Natural Areas - Public Improvements	1,649,515	0	0	1,649,515 <i>Natural Areas Fund</i>	0
17	68.2 Child Development, RAD Van, and YAC	218,132	0	44,400	173,732 <i>Recreation Fund</i>	0
18	65.3 Recreation Scholarships	110,000	0	0	0	110,000 <i>Recreation Fund</i>
19	65.2 Community Relations, Finance, Business	313,620	0	123,618	117,518 <i>Recreation Fund</i>	72,484 <i>Recreation Fund</i>
20	64.2 Neighborhood Parks	1,812,343	0	1,609,217	203,126 <i>Conservation Trust Fund</i>	0
21	171.1 Fort Fund	252,000	252,000	0	0	0
22	66.5 Passport Grant	1	0	0	1 <i>Recreation Fund</i>	0
23	175.3 Natural Areas - Community Relations	406,874	0	0	406,874 <i>Natural Areas Fund</i>	0
24	132.1 The Gardens on Spring Creek	397,502	63,000	334,502	0	0
			<i>Gardens on Spring Creek</i>			

CULTURAL & RECREATIONAL OPPORTUNITIES - 2011

Rank Offer	Offer Cost	Offer Funding			RESERVES		
		Total	GENERAL FUND Dedicated	Ongoing		OTHER FUNDS	
25	63.1 Memorial Parks	715,119	0	228,391	412,462	74,266	Cemeteries Fund
26	59.1 Neighborhood Park Development	570,247	0	0	570,247	0	Perpetual Care Fund
27	1.5 Fort Collins Museum Services	1,000,504	0	723,447	260,113	16,944	Neighborhood Parkland Fund Natural Areas Fund Cultural Services Fund
28	158.1 Art in Public Places	201,936	0	0	201,936	0	Cultural Services Fund
29	65.1 Recreation Leadership	232,345	0	0	0	232,345	Recreation Fund
30	60.1 Recreational Trail Development	681,595	0	0	508,262	173,333	Conservation Trust Fund
31	194.1 Utilities - Cultural Services, Parks and Recreation	989,830	0	989,830	0	0	
32	200.2 General Fund Vehicle Replacement - Parks Maintenance & Forestry	70,872	0	70,872	0	0	
33	200.1 Vehicle Replacement - Parks Maintenance & Forestry	70,872	0	0	70,872	0	Equipment Fund
Funded Offers		27,440,161	621,189	9,600,776	16,058,544	1,159,652	
34	64.8 Enhancement: Park Maintenance Fee	1	0	1	0	0	
35	65.4 Recreation Facility Improvemnts & Equipment Replacement	427,014	0	0	0	427,014	Recreation Fund

CULTURAL & RECREATIONAL OPPORTUNITIES - 2011

Rank Offer	Offer Cost	Offer Funding				RESERVES
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	
36	65.6 Enhancement: IT Support for Recreation & Lincoln Center	35,426	0	0	0	35,426 <i>Recreation Fund</i>
37	106.2 Enhancement: IT Support for Recreation & Lincoln Center	8,857	0	0	8,857	0 <i>Cultural Services Fund</i>
38	197.1 Enhancement: Community Cultural Agency (Arts Council)	100,000	100,000	0	0	0 <i>Lodging Taxes</i>
39	132.4 Enhancement: Gardens on Spring Creek Volunteer Coordinator	1	0	1	0	0
40	67.3 Reinstatement: Clerical Position	51,918	0	0	0	51,918 <i>Recreation Fund</i>
41	132.5 Enhancement: Gardens on Spring Creek Horticulture Manager	77,782	0	77,782	0	0
42	64.5 Enhancement: Huidekoper Park	35,000	0	35,000	0	0
43	64.6 Enhancement: Staley Park	50,000	0	50,000	0	0
Unfunded Offers		785,999	100,000	162,784	8,857	514,358
Total Offers		28,226,160	721,189	9,763,560	16,067,401	1,674,010

CULTURAL & RECREATIONAL OPPORTUNITIES

1.5 Fort Collins Museum Services - Funded

2010 - \$975,359
2011 - \$1,000,504

This Offer funds Fort Collins Museum Services. The Fort Collins Museum is a collections based educational institution providing opportunities to learn, reflect and have fun exploring the cultural and natural heritage of the Cache La Poudre River Region through exhibitions, programs, and collections. The Museum cares for more than 35,000 three dimensional objects representing the history of Northern Colorado. The Museum also cares for all two dimensional objects in the Local History Archive. Historically, grant funding supports the majority of programs and outreach; constituting 23% of the Museum’s overall budget. The General Fund supports 74% and revenue from admission and the gift store account for 3%.

1.10 BLT Reductions-Fort Collins Museum Services - Unfunded

2010 - (\$41,000)
2011 - (\$41,000)

This Offer reduces Local History by \$20,000 and eliminates .5 hourly funds for Fort Collins Museum Services. The Fort Collins Museum is a collections-based educational institution providing opportunities to learn, reflect and have fun exploring the cultural and natural heritage of the Cache La Poudre River Region through exhibitions, programs, and collections. The Museum cares for over 35,000 three-dimensional objects representing the history of the Northern Colorado region. The Museum also cares for all two-dimensional objects in the Local History Archive.

59.1 Neighborhood Park Development - Funded

2010 - \$560,277
2011 - \$570,247

Park Planning and Development designs and builds sustainable neighborhood parks. In 2010 and 2011, staff will: work with landowners and developers to acquire one or more park sites; master plan two parks including design and construction drawings of Staley Neighborhood Park; and oversee construction of two parks. Land purchases, design, and construction of new parks are funded through dedicated, one-time impact fees on new residential units and cannot be used for any other activity. Park Planning and Development will also assist with various park improvements including picnic areas at Eastside Neighborhood Park and irrigation at Soft Gold Park. All new parks and improvements demonstrate the City’s commitment to improved air quality, reduced solid waste, reduced carbon emissions, and green building.

60.1 Recreational Trail Development - Funded

2010 - \$675,604
2011 - \$681,595

Park Planning and Development designs and builds hard-surface trails. This offer includes funding for 2010-2011 projects including: planning and design of the Poudre River Trail extension to Timnath; construction of an underpass at County Road 11; construction of an underpass at Keenland Drive and the railroad tracks (Power Trail). Overall, this offer includes the master planning of five miles of new trails, the detailed design of two miles of new trail (including underpasses), construction of one mile of new trail, and trail improvements. Funding for new trails and trail improvements comes from Colorado State Lottery revenue; there is no General Fund contribution to this offer.

CULTURAL & RECREATIONAL OPPORTUNITIES

62.1 Golf Courses - Funded

2010 - \$2,893,193

2011 - \$2,977,748

This offer is for the operation, maintenance, and administration of the City-owned municipal golf courses (City Park Nine, Collindale, and Southridge Golf Courses). These courses are operated and maintained through the Golf Fund, which is classified as an Enterprise Fund by the City, and as such is 100 percent self supporting; there is no General Fund contribution. The three municipal golf facilities provide high quality golfing amenities including a variety of play options and pricing, quality grounds and infrastructure, full service concessions and excellent customer service. These three full-service golf courses use an innovative public and private sector staffing mix in order to provide outstanding municipal golf services to the Fort Collins community at no direct cost to taxpayers.

63.1 Memorial Parks - Funded

2010 - \$719,570

2011 - \$715,119

The City owns two memorial parks, Grandview and Roselawn. This offer funds operation and maintenance of the 67 acres of these two memorial parks. Specifically, this offer includes services such as preparing grounds for burials, setting foundations for headstones, maintaining the grounds and memorials, selling various burial and cremation memorial options, and historical recordkeeping. Financial support for this offer is derived from a combination of fees (56%), perpetual care interest earnings(8%), and General Fund (36%).

64.1 Community Parks - Funded

2010 - \$2,589,236

2011 - \$2,658,058

Community parks provide places where families can recreate, venues for large events, and spaces for unique facilities that neighborhood parks cannot accommodate, such as the pool at City Park, skateboard parks, lighted baseball fields, lighted tennis courts, and Inspiration Playground. This offer funds management and maintenance of six community parks (Fossil Creek, Spring Canyon, Edora, Lee Martinez, Rolland Moore, and City Park) and attached recreational facility grounds owned by the City. These six parks constitute 504 acres, 15 baseball diamonds, 15 basketball courts, 22 sports fields, 31 tennis courts, 3 skate parks, 15 restrooms, 9 playgrounds, 19 shelters, 2 water features, and 2 dog parks. Management and maintenance activities include weed control, snow removal, trash removal, irrigation, cleaning restrooms, pest management, and other activities to keep grounds clean, safe, and functional.

64.2 Neighborhood Parks - Funded

2010 - \$1,768,102

2011 - \$1,812,343

This offer will manage and maintain the 34 neighborhood and pocket parks owned by the City, excluding parks located in the downtown area. Neighborhood parks vary in size from 0.15 acres to 20 acres. These sites total 328 acres and include the following amenities: 252 acres of turf, 28 softball/baseball diamonds, 19 basketball courts, 32 sports fields, 18 tennis courts, two skate parks, 24 restrooms, 30 playgrounds, and 26 shelters. Amenities are provided on a smaller scale than community parks. Management and maintenance activities include weed control, snow removal, trash removal, irrigation, cleaning restrooms, pest management, and other activities to keep grounds clean, safe, and functional. Neighborhood and pocket parks provide a place for families to recreate within close proximity to their homes and are essential for providing facilities for youth sports activities throughout the community.

CULTURAL & RECREATIONAL OPPORTUNITIES

64.3 Trail Maintenance - Funded

2010 - \$238,987
2011 - \$245,358

This offer provides maintenance for the 25 miles of City-owned hard and soft surface trails located throughout the community. Trails include the Spring Creek Trail, Poudre Trail, Fossil Creek Trail, Power Trail, Rendezvous Trail, Redwood Trail and trail connectors to parks and neighborhood developments. Maintenance duties include trash and debris removal, mowing along trails, mandated noxious weed control, graffiti removal, infrastructure repairs, site hazard abatement, and snow removal.

64.5 Enhancement: Huidekoper Park - Unfunded

2010 - \$35,000
2011 - \$35,000

Huidekoper Park is located adjacent to Lincoln Junior High on west Vine Drive. The park and school land was donated to Poudre School District (PSD) by the Huidekoper family in 1970. PSD developed Lincoln Junior High and a basic park with grass and landscaping in about 1975. The park is used by PSD and is open to the public. Presently, the PSD maintains the park. The City could not take ownership of the park until the school and park land was annexed into the City. The annexation occurred in 1998. Due to City budget reductions in recent years, the City has not been able to accept the park into its ownership. This is an offer to obtain the park into City ownership and assume maintenance responsibilities.

64.6 Enhancement: Staley Park - Unfunded

2010 - \$0
2011 - \$50,000

Staley Neighborhood Park is located in southeast Fort Collins. The 10-acre park is located adjacent to Zach Elementary School. Design of the park is scheduled for 2010 and the opening planned for 2011. This offer is for maintenance of Staley Park starting in 2011 and includes care for all amenities including restrooms, picnic shelters, open turf area, the ballfield, multi-use pad, sidewalks, landscaping and irrigation system.

64.8 Enhancement: Park Maintenance Fee - Unfunded

2010 - \$1
2011 - \$1

This is an offer to implement a Park Maintenance Fee to provide maintenance funding for current and future City parks. A flat fee of \$3.90 would be imposed on all residential units and would be added to monthly electric utility bills beginning in 2010. The fee would fund maintenance for Fort Collins' six current community parks and three future community parks scheduled for construction over the next 15 years. The fee would generate approximately \$2.7 million annually.

CULTURAL & RECREATIONAL OPPORTUNITIES

64.9 BLT Reduction-Community Parks - Unfunded

2010 - (\$220,008)
2011 - (\$220,008)

Community parks are developed for the benefit of the entire community. They are the most actively used parks and provide a place for families to recreate, a venue for large events, and space for unique facilities that neighborhood parks can not accommodate, such as the pool at City Park, skateboard parks, lighted baseball fields, lighted tennis courts, and the Inspiration Playground. This offer will manage and maintain the 6 community parks and attached recreational facility grounds owned by the City.

64.10 BLT Reduction-Neighborhood Parks - Unfunded

2010 - (\$110,022)
2011 - (\$110,022)

This offer will manage and maintain the 34 neighborhood and pocket parks owned by the City, excluding parks located in the downtown core area. Neighborhood parks vary in size from .15 acres to 20 acres. These sites total 328 acres and include the following amenities: 252 acres of turf, 28 softball/baseball diamonds, 19 basketball courts, 32 sports fields, 18 tennis courts, 2 skate parks, 24 restrooms, 30 playgrounds, and 26 shelters. Amenities are provided on a smaller scale than community parks. Neighborhood and pocket parks are developed for the benefit of neighborhoods. They provide a place for families to recreate within close proximity to their homes and are essential for providing facilities for youth sports activities throughout the community.

65.1 Recreation Leadership - Funded

2010 - \$94,567
2011 - \$232,345

This offer funds the Recreation Department Director, along with various consolidated department expenses such as insurance, email charges, music licensing, maintenance contracts, etc. This position is the administrative manager of the Recreation Department; 65 percent of Recreation Department revenue comes from recreation fees, 35 percent comes from the General Fund. This position oversees 10 recreation facilities, more than 1,000 activities, and more than 500 hourly staff and volunteers. Volunteers contribute approximately 70,000 hours each year. This offer keeps the position vacant in 2010, and funds it with reserves in 2011 as a short-term solution to current budget challenges. This offer also funds other administrative costs such as software support and supplies.

65.2 Community Relations, Finance, Business - Funded

2010 - \$307,149
2011 - \$313,620

Community Relations and Finance utilize data, surveys and community input to develop strategic business and marketing plans, measure performance and manage quality. The two offices are linked together allowing comprehensive "department-wide" support of Recreation. This linked configuration between Finance and Community Relations provides the ability to realize "Recreation-wide" consistency and present a cohesive and comprehensive message to the public as well as internal associates.

CULTURAL & RECREATIONAL OPPORTUNITIES

65.3 Recreation Scholarships - Funded

2010 - \$110,000
2011 - \$110,000

This offer funds scholarships for low income citizens who cannot afford to pay full fees for Recreation activities. Scholarships offer waived or reduced fees for up to 6 activities per year and low cost drop in punch passes valid at Recreation facilities. Qualified residents are never excluded because of lack of financial ability to pay fees.

65.4 Recreation Facility Improvements & Equipment Replacement - Unfunded

2010 - \$426,239
2011 - \$427,014

This offer appropriates Recreation Reserve funds for 2010-2011 facility improvements and equipment replacement. When revenues exceed expenses, Recreation Reserves increase and these reserves are then reinvested in Recreation facilities, equipment replacement, and new program innovations. Recreation Reserves must be appropriated by City Council. Typical uses include: vehicle and equipment replacement, building improvements, new activity start up funding, staff training, and facility enhancements. Specifically, this offer funds renovations at Club Tico and improvements to the Recreator and Enrich publications.

65.6 Enhancement: IT Support for Recreation & Lincoln Center - Unfunded

2010 - \$34,520
2011 - \$35,426

This offer funds 0.4 FTE of a technology programmer analyst that will be shared between three different departments: Management Information Systems (MIS), Culture, Parks, Recreation and Environment (CPRE), and Planning Development and Transportation (PDT). This position provides increased support to Recreation, the Lincoln Center, Parking Services, and MIS to support Recreation's online registration system software, Lincoln Center online ticketing, online parking services, and IT assets at recreation facilities. Funding for the remaining 0.6 FTE is included in separate offers (offer 106.2, offer 198.1, offer 13.4).

66.1 EPIC - Funded

2010 - \$1,989,353
2011 - \$2,089,574

This offer provides funds to manage Edora Pool Ice Center (EPIC), Old Town Ice Rink, and Adaptive Recreation programs, including Americans with Disabilities Act (ADA) support services. EPIC activities include drop in swim and skate, instruction, specialized activities and events, competitions, and rentals. EPIC is the local venue for high school competitive swimming, diving and hockey events. This offer also supports the outdoor holiday ice skating rink in Old Town Square, which is 100 percent financially supported by the Downtown Development Authority. Finally Adaptive Recreation is also funded through this offer. The trained certified therapeutic recreation staff provides equal access, support, and services that allow persons with disabilities to participate in recreation programs and facilities to their fullest capabilities.

CULTURAL & RECREATIONAL OPPORTUNITIES

66.3 Mulberry Pool - Funded

2010 - \$238,147
2011 - \$249,357

Mulberry Pool offers quality swimming activities including drop in swimming, leisure water play, swim instruction, specialized programs such as kayaking and birthday parties, child development, and facility rentals. In addition, the facility is used by aqua fitness classes, adaptive programs such as swim therapy for persons with multiple sclerosis, local high school and age group swim teams, and for private rentals and parties. The facility contains six lap lanes, zero depth entry, locker rooms, family change area, spectator seating, a large interactive water play structure and slide, a one-meter diving board, and classroom. This fully wheelchair-accessible pool now has a new portable accessible pool lift (PAL) to enhance the accessibility. Mulberry Pool is open year round.

66.4 City Park Pool and Railway - Funded

2010 - \$336,810
2011 - \$353,282

This offer funds quality swimming programs at City Park Pool, paddleboat rides on Sheldon Lake, and rides on the City Park Railway. City Park Pool is open May through August and includes activities such as drop in swimming, swim instruction, a lazy river, water slides and play features. The food concession operation at City Park Pool is also included in this offer. Paddleboats are available May through August for individual or private group rental. The City Park Railway provides short rides for kids of all ages in the summer months. User fees help offset operating costs as revenue accounts for 100% of the City Park Pool and Railway funding.

66.5 Passport Grant - Funded

2010 - \$1
2011 - \$1

This offer allocates a 0.75 grant funded contractual position. Grant dollars have already been appropriated.

67.1 Senior Center, Club Tico and Pottery Studio - Funded

2010 - \$1,572,436
2011 - \$1,631,001

This offer includes funding for the year-round operation of the Senior Center, Club Tico and the Pottery Studio. These facilities offer a variety of programs including arts, crafts, pottery, aquatics, dance, lifelong learning, music and drama, health and wellness, fitness, sports, travel, outdoor adventure, volunteer opportunities, and social events. The Senior Center is a focal point for adult services, with emphasis on adults age 50 and older. The Center includes a multi-use room, stage, kitchen, gymnasium, swimming pool, spa, locker rooms, library/media center, pool and snooker room, track, class and meeting rooms, lounge and reception area, and community gardens. Club Tico provides dance as the predominant activity. Renovation in 2009 will increase useable programming space for future years. The Pottery Studio houses a full range of pottery programs and classes. User fees for these facilities helps offset costs; revenue accounts for 53% and the General Fund accounts for 47%.

CULTURAL & RECREATIONAL OPPORTUNITIES

67.2 The Farm at Lee Martinez - Funded

2010 - \$268,562

2011 - \$281,280

This offer funds operation and programming at The Farm, a unique 12-acre community facility that combines both recreational and educational opportunities. It is open year-round to drop-in visitors and provides farm activities including pony rides and lessons, Pee Wee Farmers classes, day camps, birthday parties, and the old fashioned hand pump. There are four main buildings at The Farm and numerous outbuildings and sheds. Staff at this facility educates participants about farm life, history, and farm animals through a variety of challenging and exciting programs. A portion of The Farm is dedicated to the history of farming through displays at the Rotary Club supported Heritage Museum. Activities are designed primarily for children, however, entire families enjoy many of the events. This offer is financially supported by user fees (77%), animal "adoptions" and sponsorships (1%), and General Fund Reserves (22%).

67.3 Reinstatement: Clerical Position - Unfunded

2010 - \$50,290

2011 - \$51,918

This offer funds a .75 FTE Recreation Services Representative for adult programs and the Senior Center. In 2009 the person filling this position retired and the position was frozen and eliminated. This position manages daily expenses and revenues, front desk operations, and oversees registration processes.

68.1 Northside Facility and Programs - Funded

2010 - \$981,973

2011 - \$1,010,913

This offer supports the Northside Aztlan Community Center and educational classes, after-school programs, programs for low-income residents, music, dancing, fitness, child development classes, community-wide cultural events, sports, and outdoor activities. This facility includes a large drop-in workout area, indoor jog/walk track, three gymnasiums, computer lab, lounge, classrooms, kitchen, and a large event area. Outdoor areas include an adjacent playground, two lighted outdoor handball courts and a state-of-the-art skateboard park. User fees offset operational expenses; 31% is supported by fees, sponsorships, and grants while 69% is supported by the General Fund (of which 17% is funded with General Fund Reserves).

68.2 Child Development, RAD Van, and YAC - Funded

2010 - \$209,079

2011 - \$218,132

This offer supports Child Development, the RAD (Recreation At your Door) Van program, and operation of the Youth Activity Center (YAC). Child Development provides developmental activities for youth ages 9 months to 12 years. Programs provide learning experiences for toddlers, parents and children that encourage socialization, independence, education, creativity, and fun. Various locations around the city are used as programming sites. Youth in lower income neighborhoods or that are high risk are served by the RAD Van program. Educational and recreational activities that may not otherwise be accessible are brought to these neighborhoods. Children ages 5-12 participate in a wide variety of free activities that promote self-esteem and neighborhood cohesiveness. This offer also includes funding to operate the YAC, the gymnasium and two classrooms at the facility's current location.

CULTURAL & RECREATIONAL OPPORTUNITIES

68.3 Sports - Funded

2010 - \$776,945
2011 - \$814,524

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

68.4 HUB Football Grant - Funded

2010 - \$1
2011 - \$1

This offer accounts for the 1.0 contractual FTE in the HUB Football Grant. Funds for this grant have already been appropriated.

98.1 Culture, Parks, Recreation, and Environment Administration and IT Support - Funded

2010 - \$269,506
2011 - \$275,587

This offer provides leadership, management and IT support for the Culture, Parks, Recreation and Environment Service Unit. It includes the administrative functions of the Director of Culture, Parks, Recreation and Environment (CPRE) and the IT support for various software packages used exclusively by CPRE departments and divisions. CPRE encompasses Cultural Services (Lincoln Center, Fort Collins Museum, Art in Public Places, Fort Fund), Recreation, Parks (including Cemeteries, Golf, Forestry, Horticulture), Park Planning and Development, Natural Areas, and Environmental Services (air quality and solid waste).

106.1 Lincoln Center Services - Funded

2010 - \$2,581,865
2011 - \$3,883,313

The Lincoln Center provides high quality, cost-effective visual and performing arts programming, rental spaces, and ticketing services to Fort Collins and Northern Colorado. Since 1978, the Lincoln Center has become one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts, and children's programs. Rental facilities, including two theaters, conference rooms, and outdoor gardens, provide the community with venues for cultural activities including performances, weddings, receptions, meetings, etc. The facility hosts more than 350 performances each year, more than 1,100 room rentals, and provides ticketing services for dozens of performing arts groups. Lincoln Center's success stems from strong community support through volunteerism, strong attendance (more than 230,000 annually), and partnerships with local performing arts groups/artists. Fees partially offset operating costs; 73% is funded by fees, 27% is funded through the General Fund.

CULTURAL & RECREATIONAL OPPORTUNITIES

106.2 Enhancement: IT Support for Recreation & Lincoln Center - Unfunded

2010 - \$8,630

2011 - \$8,857

This offer funds 0.1 FTE of a technology programmer analyst that will be shared between three different departments: Management Information Systems (MIS), Culture, Parks, Recreation and Environment (CPRE), and Planning, Development and Transportation (PDT). This position provides increased support to Recreation, the Lincoln Center, Parking Services, and MIS to support online registration, online ticketing, online parking services, and other software systems. Funding for the remaining 0.9 FTE is included in separate offers (offer 65.6, offer 198.1, offer 13.4).

132.1 The Gardens on Spring Creek - Funded

2010 - \$386,338

2011 - \$397,502

The Gardens on Spring Creek, a community botanic garden, has seen tremendous growth in gardens established, visitation numbers, and revenue earned. The Gardens is quickly becoming a valued cultural and educational resource through its adult and youth classes, special events, and being a place of beauty for residents to enjoy. Friends of the Gardens on Spring Creek, a separate non-profit entity, raised more than \$150,000 in contributions toward construction of the newest garden. Overall, the Garden is financially supported by: fees (10%), grants, sponsorship, donations, etc. (5%), and the General Fund (85%).

132.4 Enhancement: Gardens on Spring Creek Volunteer Coordinator - Unfunded

2010 - \$1

2011 - \$1

The Volunteer Coordinator and Project Manager is currently one full time, hourly with benefits position. This offer re-classifies the position to a full time contract position with benefits. Since the position's creation, volunteer hours have tripled and the number of active volunteers is now more than 150 people. Re-classifying the Volunteer Coordinator position to a contractual position is the first step to providing stability for the Gardens and constancy for the volunteers. The funding for this position will come from earned revenue, not from the General Fund.

132.5 Enhancement: Gardens on Spring Creek Horticulture Manager - Unfunded

2010 - \$0

2011 - \$77,782

This offer creates a new position, Horticulture Manager, to oversee all aspects involving the landscape at the Gardens on Spring Creek. Since 2006, landscaped areas have grown from one small garden to nearly two acres. By 2011, there will be 3-4 acres of developed gardens; and completion of the Great Lawn entertainment venue will add an additional two acres. This growth has created a need for an additional horticulturalist to prioritize and manage projects, oversee landscaping and corresponding budgets, and manage gardening staff.

CULTURAL & RECREATIONAL OPPORTUNITIES

158.1 Art in Public Places - Funded

2010 - \$197,061
2011 - \$201,936

Art in Public Places (APP) encourages and enhances artistic expression and appreciation and adds value to the Fort Collins community through acquiring, exhibiting, and maintaining public art. APP is primarily a 1% program, meaning City capital projects with a budget over \$250,000 designate 1% of their project budget for art. Because of Fort Collins' commitment to public art, artists are added to the project team for budgets under \$250,000. If the project is below \$50,000, art may be added at the department's discretion. In 2010-2011, APP will be working on the following projects: Mason Corridor, Fort Collins Museum and Discovery Science Center facility, Lincoln Center renovations and the Power Trail expansion.

161.1 Urban Forest Management - Funded

2010 - \$1,010,675
2011 - \$1,030,919

This offer will provide for the management of 39,000 trees on developed City property (urban forest). The planting, care, maintenance and perpetuation of City trees will ensure that trees in parks, around recreational and cultural facilities, and in parkways along streets provide benefits to all citizens. Services provided in this offer include public classes and workshops, tree tours, planting 600-900 trees per year, tree pruning, hazard trees management, detection and treatment of epidemic insect and disease problems, and removal of 400 trees per year. Wood from pruning and removal work is mulched and used in forestry and park operations. Free mulch is also made available to the public.

171.1 Fort Fund - Funded

2010 - \$249,000
2011 - \$252,000

Fort Fund fosters, encourages, and promotes cultural activities and tourism in the community by providing small grants to local events that may be artistic, ethnic, historic, educational or recreational in nature and reflect the values and traditions of Fort Collins. Events have wide community appeal, and the resulting economic and non-economic benefit of the event promotes the general welfare of the community. Through a competitive process, Fort Fund grants approximately \$190,000/year to non profits. One hundred percent of the funding comes from lodging tax collections.

175.1 Natural Areas - Public Improvements - Funded

2010 - \$1,498,804
2011 - \$1,649,515

This offer supports the maintenance, construction, and installation of amenities for recreational use and public enjoyment of City natural areas. Generally amenities include natural surface trails, parking lots, vault toilets, benches, shelters, kiosks, signage, fences, and trash cans. Specific projects in this offer include improvements at upper Picnic Rock, completion of improvements at Red Fox Meadows, trail improvements at Pelican Marsh, and parking and trail improvements at Reservoir Ridge. By mid 2009, 38 natural areas (nearly 29,000 acres) will be open to the public, which constitutes about 85% of the acreage currently managed by the Natural Areas Program. By the end of 2010 there will be 41 natural areas open to the public. This offer is funded 100% by dedicated natural areas sales tax revenues.

CULTURAL & RECREATIONAL OPPORTUNITIES

175.2 Natural Areas - Facility Operations - Funded

2010 - \$265,170
2011 - \$245,939

This offer supports the provision, renovation, and maintenance of operational facilities used by the Natural Areas Program. Representative facilities include: Nix Facility where most Natural Areas staff are housed and which includes offices, a maintenance shop, equipment storage, and parking areas; ranger housing and maintenance facilities at Gateway Natural Area in the Poudre Canyon and at Bobcat Ridge Natural Area near Masonville; a resident caretaker and Primrose Studio meeting facility at Reservoir Ridge Natural Area; and the Operation Center at Soapstone Prairie Natural Area. This offer is one hundred percent funded by dedicated natural areas sales tax revenue.

175.3 Natural Areas - Community Relations - Funded

2010 - \$672,824
2011 - \$406,874

Community Relations provides the education, outreach, customer service evaluation, and volunteer coordination functions of the Natural Areas Program. Programs are designed to increase the public's awareness and support of natural areas, promote the understanding of natural systems, and foster appreciation of natural places. This offer includes recruitment and management of more than 300 citizen volunteers who provide free programs, tours, and classes as well as act as stewardship assistants and Volunteer Ranger Assistants. This offer funds more than 200 public programs. One hundred percent of funding for Community Relations comes from the dedicated natural areas sales tax.

187.1 Enhancement: Lincoln Center Renovation - Funded

2010 - \$3,270,441
2011 - \$0

Lincoln Center is one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts, and children's programs. But this 30 year old facility is in need of major renovations to improve functionality and the customer experience. The Building on Basics Capital Tax Renewal (BOB) approved by voters in 2005 is providing dedicated funding for renovations to Lincoln Center in 2010 and 2011. The focus of the renovations will be to enhance the customer experience in the facility by adding more restrooms and an elevator, widening hallways and lobbies, creating a distinct gallery space, updating the Canyon West Ballroom, updating all the finishes throughout the building, and other upgrades.

194.1 Utilities - Cultural Services, Parks and Recreation - Funded

2010 - \$948,085
2011 - \$989,830

This offer provides funding for Utility (Electrical, Natural Gas, Water, Waste Water and Storm Drainage) costs for 17 Cultural Services, Parks and Recreation occupied City Buildings.

CULTURAL & RECREATIONAL OPPORTUNITIES

197.1 Enhancement: Community Cultural Agency (Arts Council) - Unfunded

2010 - \$20,000

2011 - \$100,000

The Cultural Plan adopted by City Council in August 2008 calls for the development of an arts council, or a community cultural agency that would serve a similar role as a chamber of commerce for the arts and culture industry. Given the \$15.9 million economic impact the arts has in Fort Collins (American for the Arts), investing in this type of organization can support and grow the culture-driven segment of the economy. This offer requests funding to contract a consultant through the Colorado Council on the Arts Peer Network Assistance Program to evaluate the need for and to design a community cultural agency for Fort Collins and, if feasible, to upstart the organization in 2011.

200.1 Vehicle Replacement - Parks Maintenance & Forestry - Funded

2010 - \$43,260

2011 - \$70,872

This offer includes replacement of cars, vans, mowers, trailers, construction equipment, trucks, and utility trucksters for park maintenance, Forestry, and Horticulture in accordance with the five year replacement program.

200.2 General Fund Vehicle Replacement - Parks Maintenance & Forestry - Funded

2010 - \$43,260

2011 - \$70,872

This offer provides a dedicated funding source for General Fund departments to replace vehicles and equipment in accordance to the five-year vehicle and equipment replacement program.

Cultural and Recreational Opportunities Results Team Request for Results

Team Members

Tammy Arnold (Natural Resources)
Peggy Bowers (Recreation)
Dawna Gorkowski (CPRE)
Susan Herlihy (Lincoln Center)
John Pfeiffenberger (Recreation)
Ginny Sawyer (Neighborhood Services)
Wayne Sterler (Utilities)
Christina Vincent (Advanced Planning)

Result

The City Council provided the Results Team with the following desired result and clarifying statement:

Fort Collins encourages and provides diverse cultural and recreational opportunities.

Introduction/Summary of Results Map

The Team held thoughtful discussions to develop a Request for Results (RFR) that will lead to the purchase of services that fulfill the cultural and recreational budget outcome designated by City Council. The Team integrated comments given by City Council, staff and community members when designing this RFR. The Results Map articulates the Team's goal to provide cultural and recreational opportunities for the Fort Collins community. The map reveals the Team's desire for innovative programming, quality customer service and facilities that meet community needs.

The map contains three primary factors and their associated secondary factors that focus on responsiveness to customers, convenient and affordable access, and quality facilities and lands. Five indicators and their measurements are also contained in the RFR along with seven purchasing strategies to guide sellers in creating their offers. Sustainability, innovation and customer service are the major criteria for evaluating offers.

Indicators

Indicator One: Customer satisfaction with cultural and recreational programs.

Measures:

- Maintain or improve "Good" and "Very Good" cultural and recreation programming ratings on the Citizen Survey.

The 2008 Citizen Survey has provided a benchmark to measure customer satisfaction with numerous programs. As long as future surveys include these same questions and measures customer satisfaction can be easily tracked.

Indicator Two: Customer satisfaction with facilities and lands.

Measures:

- Maintain or improve "Good" and "Very Good" recreation facilities ratings on the Citizen Survey.
- Maintain or improve "Good" and "Very Good" parks, trails and natural areas ratings on the Citizen Survey.

The 2008 Citizen Survey has provided a benchmark to measure customer satisfaction with cultural and recreation facilities, and with natural areas and trails. As long as future surveys include these same questions and measures customer satisfaction can be easily tracked.

Indicator Three: Customer usage of cultural and recreational programming.

Measures:

- Maintain or increase youth registrations and usage of City cultural and recreational programs and facilities.
- Maintain or increase adult registrations and usage of City cultural and recreational programs and facilities.
- Maintain or improve “Good” and “Very Good” availability and diversity in activities ratings on the Citizen Survey.

Some programs have the ability to track and report registrations by age demographics. By capturing this usage data we can ensure that our community needs are met for all ages. The Citizen Survey also provides a good measure for citizen perception of the availability and diversity of cultural and recreational opportunities in Fort Collins.

Indicator Four: Provide sustainable programs through partnerships, volunteers, fees, charges and sponsorships.

Measures:

- Track volunteer hours as a measure of offsetting program costs and services.
- Track non-general fund support as a percentage of overall revenues.

This indicator and the associated measures promote long term financial sustainability for cultural and recreational opportunities.

Indicator Five: Develop and use a measurement tool to determine customer satisfaction and /or efficiencies.

Measure:

- To be determined by program. This data will be utilized for decision making, telling program story, and reporting to the public.

This indicator is intended to provide meaningful data for staff and the public, particularly in years when the Citizen Survey is not administered.

Purchasing Strategies

We encourage offers that support the three primary factors:

- *Responsive to Customers*
- *Convenient & Affordable Access*
- *Quality Facilities and Lands*

1. **Maximize efforts to manage expenses and revenues through partnerships and creativity.**
2. **Serve diverse customer needs (age, income, gender, ethnicity, and abilities) including providing positive alternatives for youth and children.**
3. **Provide programs and facilities that contribute to the economic health of Fort Collins through art, culture, recreation and partnerships with Uniquely Fort Collins Cluster organizations, such as Beet Street, DBA, DDA, local Breweries, UniverCity Connections.**

4. **Maintain current cultural and recreational facilities, parks, trails and lands to assure the sustainability of these capital investments.**
5. **Manage programs effectively to maintain success and high customer satisfaction.**
6. **Demonstrate one or more of the following: sustainability, innovation, quality customer service.**
7. **Identify programs for which the City has a mandate or unique ability to provide.**

Notes/Practices/Supporting Evidence

Rationale for RFR and Primary and Secondary Factors

It is the team's expectation that offers should align with relevant Council approved plans such as the Cultural Plan, the Parks and Recreation Policy Plan and the Natural Areas Strategic Plan.

Sources consulted:

Citizen Surveys
 Community Scorecard
 Council Feedback
 Community Open House Input

The process for defining primary factors, secondary factors and indicators involved taking a broad view of the types of programs, facilities, and lands that meet the needs of the community. Customer service, innovation, diversity, sustainability, quality, and accessibility are among the factors identified to fulfill the outcome. The Team will accept a wide variety of offers that meet the needs of all ages and abilities, with an emphasis on youth and children. The Team is also looking for offers that maintain high quality facilities, parks, and lands.

Responsive to Customers

Citizens expect cultural and recreational opportunities that meet their interests and are of high-quality.

- ★ **Serve diverse customer needs:** age, ability, income, etc.
- ★ **Provide innovative and effective programming:** to meet needs and to maintain costs
- **Maintain quality staffing:** to provide the foundation of high-quality opportunities
- **Utilize technology and marketing:** to improve efficiency and improve customer experience
- **Offer programmed and un-programmed opportunities:** to meet diverse needs and interests

Convenient and Affordable Access

Citizens want cultural and recreational opportunities that are accessible and affordable.

- ★ **Maximize efforts to manage costs and revenues:** to maintain affordability and financial sustainability
- ★ **Offer fee-based and free opportunities:** to encourage all residents to participate
- **Provide opportunities in convenient locations citywide:** for ease of access
- **Maintain a variety of operating hours:** for ease of access and to meet a variety of schedules and interests.

Quality Facilities and Lands

Citizens benefit from the availability of quality cultural and recreational facilities and lands.

- ★ **Keep facilities and lands well maintained, attractive, functional, and safe:** to encourage a positive customer experience and to defray costly maintenance in the future
- ★ **Demonstrate financial and environmental sustainability:** to be leaders in good stewardship

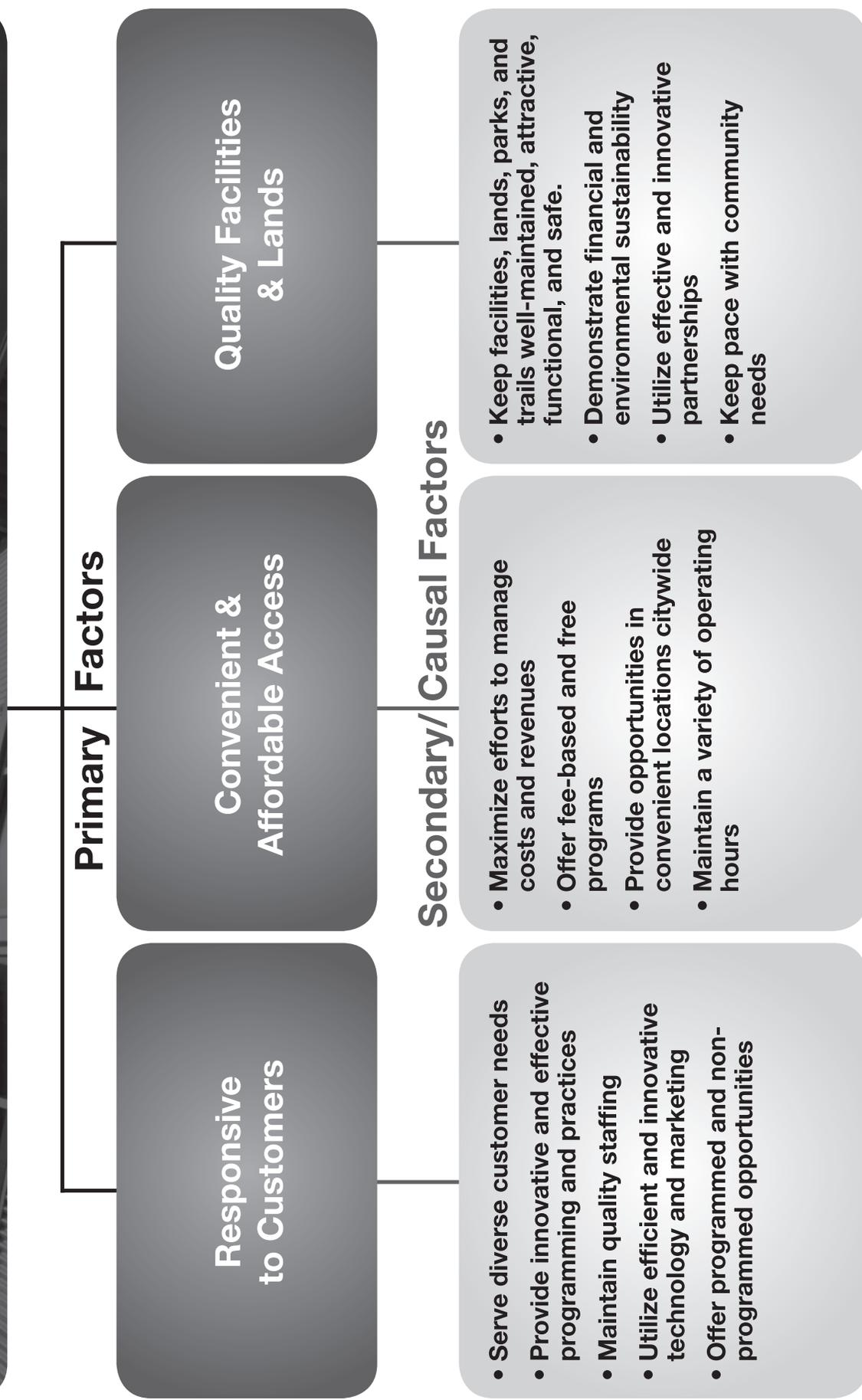
- **Utilize effective and innovative partnerships:** to leverage tax dollars as efficiently and effectively as possible
- **Keep pace with community needs:** to provide desired opportunities of residents now and in the future

★ *Star bullets represent highest priority secondary factors*



Cultural & Recreational Opportunities

Fort Collins encourages and provides diverse cultural and recreational opportunities.





Transportation

Fort Collins safe and reliable multi-modal travel to, from, and throughout the city

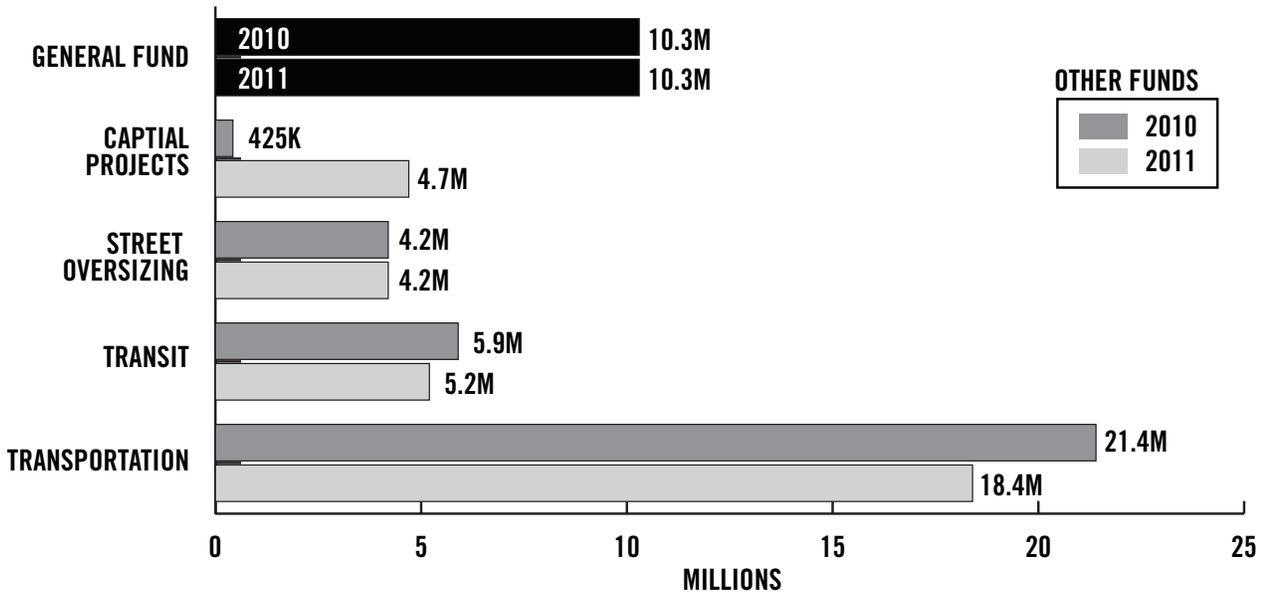




Transportation

2010 GENERAL FUND & OTHER FUNDS – 42.2M
 2011 GENERAL FUND & OTHER FUNDS – 42.9M

- Operations
- Transfort
- Maintenance
- Capital Improvements



OVERVIEW

Transportation revenues have significantly declined in recent years with the large reduction of payments for Road and Bridge funding combined with dramatic reductions in federal and state revenues for Larimer County transportation programs and services. The 2010 transportation budget is 8.2% or \$2.5 million lower than the original 2009 budget. Major reductions were made to pavement management totaling \$2 million. Despite these decreases, this budget strives to maintain high-priority transportation services such as snow removal, traffic management, and public transit services. The 2010-2011 budget recommendation also maintains the community's commitment to bicycling by funding efforts to improve biking infrastructure and programs.

In our commitment to improved transit and economic health, the construction of the Mason Corridor project is also fully funded, although will not show up in this budget. Mason Corridor funding was included in the 2008 budget and will be carried forward in the Capital Improvement Projects carryover. Construction of the bus rapid transit stations, guideway, and other infrastructure will take place during this budget cycle. Eighty percent of project design and construction costs are funded by federal dollars. Mason Corridor bus rapid transit service is expected to come on line in the first quarter of 2012.

FUNDING SOURCES

Transportation funding comes from a variety of sources including the federal and state governments which are comprised of highway users' tax, motor vehicle registration fees, road and bridge levy, etc. These funding sources have been declining since 2006. The rate of decline sharply increased in the last half of 2008 and is continuing today.

Declining sales tax revenue impacts the Pavement Management program which is primarily supported through voter approved sales tax funds. Some General Fund resources are also provided to the program, but it is significantly under-funded compared to the community needs.

Many capital projects are funded through dedicated sales tax revenue from the 2005 Building on Basics (BOB) tax initiative. Street oversizing is also funded by dedicated funds collected from development fees.

Grants such as those from the federal Congestion Mitigation and Air Quality (CMAQ) Improvement Program provide a key revenue source for a number of projects in 2010 and 2011. The bicycle program FCbikes, intersections, bridge repairs, and signal timing projects will benefit from this revenue source.

KEY PURCHASES

- Transfort/Dial-a-Ride
- Traffic Operations
- Engineering and capital improvement management
- Snow plowing
- Partnership with regional Metropolitan Planning Organization (MPO)
- Bridge replacements and maintenance program
- Railroad crossing replacement
- Maintenance of City-owned medians

ENHANCEMENTS PURCHASED

- Transportation Master Plan update
- Bryan Bridge replacement
- East Harmony Bridge Replacement
- North College capital project and improvements
- Street Sweeping - in 2009 street sweeping was reduced to twice a year. In 2010, sweeping is restored to four times a year.

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Pavement Management Program – \$2 million reduction in 2010 budget.

TRANSPORTATION - 2010

Rank Offer	Offer Cost	Offer Funding			RESERVES	
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
1	131.12 Pavement Management Program	9,133,814	0	3,880,814	5,253,000 <i>Transportation Fund</i>	0
2	131.19 Pavement Management Program Reductions	(2,001,831)	0	(2,001,831)	0	0
3	131.9 City Bridge Program	300,000	0	0	0	300,000 <i>General Fund</i>
4	24.5 Streets Work For Others	5,112,002	0	0	5,112,002 <i>Transportation Fund</i>	0
5	24.6 Street Maintenance	892,635	0	0	892,635 <i>Transportation Fund</i>	0
6	131.8 Harmony Road Maintenance	3,194,115	0	0	137,115 <i>Transportation Fund</i>	3,057,000 <i>Transportation Fund</i>
7	24.1 Snow Removal	1,136,185	0	0	1,136,185 <i>Transportation Fund</i>	0
8	156.1 Transfort / Dial A Ride Operations	11,153,868	0	5,235,631	5,618,237 <i>Transit Services Fund</i>	300,000 <i>Transit Services Fund</i>
9	130.1 Traffic Signal Maintenance	482,982	0	0	482,982 <i>Transportation Fund</i>	0
10	130.3 Traffic Construction	749,724	0	0	749,724 <i>Transportation Fund</i>	0
11	131.6 Street Oversizing Capital Expansion Fee Program	4,545,003	0	389,050	3,321,891 <i>Street Oversizing Fund</i>	834,062 <i>Street Oversizing Fund</i>
12	130.2 Traffic Signs and Pavement Markings	898,949	0	0	898,949 <i>Transportation Fund</i>	0

TRANSPORTATION - 2010

Rank Offer	Offer Cost	Offer Funding			RESERVES
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	
13 131.11 Enhancement: Bryan Bridge Replacement	Total 137,940	0	0	0	137,940 <i>General Fund</i>
14 131.4 Engineering Support Services to the Mason Corridor	303,746	0	0	303,746	<i>Transportation Fund</i>
15 118.7 Mason Trail Lease Payment	16,450	0	16,450	0	0
16 131.3 Surveying	358,929	0	0	358,929	<i>Transportation Fund</i>
17 131.5 Engineering Capital Projects	85,471	0	0	85,471	<i>Transportation Fund</i>
18 131.15 Engineering Administration Services	342,666	0	0	342,666	<i>Transportation Fund</i>
19 130.4 Traffic Engineering	1,013,241	0	0	1,013,241	<i>Transportation Fund</i>
20 24.4 Street Sweeping	392,796	0	0	392,796	<i>Transportation Fund</i>
21 131.2 Railroad Crossing Replacement Program	100,000	0	0	0	100,000 <i>General Fund</i>
22 24.2 Streets Department Supporting Operations	1,446,813	0	353,410	1,093,403	<i>Transportation Fund</i>
23 111.3 North Front Range Metropolitan Planning Organization Membership Dues	53,300	0	53,300	0	0
24 119.3 Bicycle Plan Implementation	125,000	0	0	125,000	<i>Capital Projects Fund</i>

TRANSPORTATION - 2010

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
25	119.2 Pedestrian Plan Implementation	300,000	0	0	300,000	0	0
					<i>Capital Projects Fund</i>		
26	24.12 Mowing and Road Shoulder Maintenance	167,142	0	167,142	0	0	0
27	111.1 Transportation Planning & Special Projects	460,638	0	460,638	0	0	0
28	111.2 FCBIKES Program	39,387	0	39,387	0	0	0
29	24.7 Harmony Transfer Center Maintenance	96,000	0	96,000	0	0	0
30	118.5 Enhancement: Transportation Master Plan Update	300,000	0	0	0	0	300,000
							<i>General Fund</i>
31	24.20 Enhancement: Liquid De-icer	25,000	0	0	0	0	25,000
							<i>General Fund</i>
32	156.3 Enhancement: Dial-A-Ride Paratransit Night Service	43,751	0	43,751	0	0	0
33	100.1 Median Maintenance	396,818	7,334	389,484	0	0	0
			<i>Park Fees</i>				
34	156.2 Enhancement: Dial-A-Ride Enhanced Paratransit Service	112,019	0	0	0	0	112,019
							<i>General Fund</i>
35	110.1 Transportation Group Administration	50,649	0	50,649	0	0	0
36	24.19 Landfill Fees	33,000	0	33,000	0	0	0
37	110.2 Transportation Group Mandated Expenses	62,530	0	62,530	0	0	0
38	24.16 PDT-STREETS Sweeping Enhancement	100,000	0	0	100,000	0	0
					<i>Transportation Fund</i>		
Funded Offers		42,160,732	7,334	9,269,405	27,717,972	5,166,021	

TRANSPORTATION - 2010

Rank Offer		Offer Cost		Offer Funding				RESERVES
		Total		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
39	130.5 Reinstatement: Traffic Signal Technician	64,909		0	0	64,909		0
						<i>Transportation Fund</i>		
40	24.10 Streets Capital Equipment	25,000		0	0	25,000		0
						<i>Transportation Fund</i>		
41	131.16 Enhancement: I-25 & SH 392 Interchange Project	1,440,000		0	1,440,000	0		0
	Unfunded Offers	1,529,909		0	1,440,000	89,909		0
	Total Offers	43,690,641		7,334	10,709,405	27,807,881		5,166,021

TRANSPORTATION - 2011

Rank Offer	Offer Cost	Offer Funding			RESERVES	
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
1	131.12 Pavement Management Program	9,247,216	0	3,784,216	5,463,000 <i>Transportation Fund</i>	0
2	131.19 Pavement Management Program Reductions	(1,792,163)	0	(1,792,163)	0	0
3	131.9 City Bridge Program	300,000	0	0	0	300,000 <i>General Fund</i>
4	24.5 Streets Work For Others	5,230,561	0	0	5,230,561 <i>Transportation Fund</i>	0
5	24.6 Street Maintenance	915,601	0	0	915,601 <i>Transportation Fund</i>	0
6	131.8 Harmony Road Maintenance	137,372	0	0	137,372 <i>Transportation Fund</i>	0
7	24.1 Snow Removal	1,163,169	0	0	1,163,169 <i>Transportation Fund</i>	0
8	130.6 Enhancement: Traffic Signal Timing - Congestion Mitigation & Air Quality Grant Local Match	51,630	0	0	51,630 <i>Transportation Fund</i>	0
9	156.1 Transfort / Dial A Ride Operations	10,651,110	0	5,403,031	4,748,079 <i>Transit Services Fund</i>	500,000 <i>Transit Services Fund</i>
10	130.1 Traffic Signal Maintenance	497,880	0	0	497,880 <i>Transportation Fund</i>	0
11	130.3 Traffic Construction	749,717	0	0	749,717 <i>Transportation Fund</i>	0
12	131.6 Street Oversizing Capital Expansion Fee Program	4,586,280	0	389,050	3,468,589 <i>Street Oversizing Fund</i>	728,641 <i>Street Oversizing Fund</i>

TRANSPORTATION - 2011

Rank Offer	Offer Cost	Offer Funding			RESERVES	
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
13	130.2 Traffic Signs and Pavement Markings	918,759	0	0	918,759 <i>Transportation Fund</i>	0
14	131.4 Engineering Support Services to the Mason Corridor	311,864	0	0	311,864 <i>Transportation Fund</i>	0
15	118.7 Mason Trail Lease Payment	17,244	0	17,244	0	0
16	156.4 Enhancement: Transfort Mason Corridor Operations and Maintenance	282,078	0	282,078	0	0
17	131.3 Surveying	367,898	0	0	367,898 <i>Transportation Fund</i>	0
18	24.15 Enhancement: Mason Corridor Maintenance	32,000	0	0	32,000 <i>Transportation Fund</i>	0
19	131.5 Engineering Capital Projects	87,339	0	0	87,339 <i>Transportation Fund</i>	0
20	131.15 Engineering Administration Services	347,092	0	0	347,092 <i>Transportation Fund</i>	0
21	130.4 Traffic Engineering	1,021,020	0	0	1,021,020 <i>Transportation Fund</i>	0
22	24.4 Street Sweeping	401,788	0	11,819	389,969 <i>Transportation Fund</i>	0
23	131.2 Railroad Crossing Replacement Program	100,000	0	0	0	100,000 <i>General Fund</i>
24	24.2 Streets Department Supporting Operations	1,034,893	0	449,435	585,458 <i>Transportation Fund</i>	0

TRANSPORTATION - 2011

Rank Offer		Offer Cost		Offer Funding		
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
25	111.3 North Front Range Metropolitan Planning Organization Membership Dues	57,800	0	57,800	0	0
26	119.3 Bicycle Plan Implementation	125,000	0	0	125,000	0
					<i>Capital Projects Fund</i>	
27	119.2 Pedestrian Plan Implementation	300,000	0	0	300,000	0
					<i>Capital Projects Fund</i>	
28	24.12 Mowing and Road Shoulder Maintenance	173,271	0	173,271	0	0
29	111.1 Transportation Planning & Special Projects	485,459	0	485,459	0	0
30	131.18 Enhancement: Capital Project - North College Improvements - Phase II	4,275,671	0	0	4,275,671	0
					<i>Capital Projects Fund</i>	
31	111.2 FCBIKES Program	39,368	0	39,368	0	0
32	24.7 Harmony Transfer Center Maintenance	96,000	0	96,000	0	0
33	100.1 Median Maintenance	405,194	7,591	397,603	0	0
			<i>Park Fees</i>			
34	110.1 Transportation Group Administration	51,675	0	51,675	0	0
35	24.19 Landfill Fees	33,000	0	33,000	0	0
36	110.2 Transportation Group Mandated Expenses	62,633	0	62,633	0	0
37	24.16 PDT-STREETS Sweeping Enhancement	100,000	0	0	100,000	0
					<i>Transportation Fund</i>	
Funded Offers		42,865,419	7,591	9,941,519	31,287,668	1,628,641

TRANSPORTATION - 2011

Rank Offer	Offer Cost	Offer Funding				RESERVES
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	
38	24.21 Streets Department Supporting Operations - Partial	500,000	0	0	500,000 <i>Transportation Fund</i>	0
39	130.5 Reinstatement: Traffic Signal Technician	66,831	0	0	66,831 <i>Transportation Fund</i>	0
40	24.10 Streets Capital Equipment	242,550	0	0	242,550 <i>Transportation Fund</i>	0
41	156.6 Enhancement: Dial-A-Ride Enhanced Paratransit Service 2011	116,529	0	0	0	116,529 <i>General Fund</i>
42	156.7 Enhancement: Dial-A-Ride Paratransit Night Service 2011	47,309	0	47,309	0	0
Unfunded Offers		973,219	0	47,309	809,381	116,529
Total Offers		43,838,638	7,591	9,988,828	32,097,049	1,745,170

TRANSPORTATION

24.1 Snow Removal - Funded

2010 - \$1,136,185
2011 - \$1,163,169

The Streets Department snow removal program encompasses vital snow and ice removal operations along city streets, bike lanes, sidewalks, pedestrian trails and the downtown area throughout the winter season. The Streets Department is a leader in snow and ice removal operations with a focus on annual operator training, environmental stewardship, and best management practices that have earned a national reputation. This offer includes funds for staffing, snow-removal equipment and de-icing materials.

24.2 Streets Department Supporting Operations - Funded

2010 - \$1,446,813
2011 - \$1,034,893

This offer contains the key business elements that manage the Streets Department's operations and services including: work planning, budget and personnel management, public safety, customer service, environmental compliance, technology innovation, personnel training, building maintenance, billing, debt service annual payments, and facility utilities.

24.4 Street Sweeping - Funded

2010 - \$392,796
2011 - \$401,788

This offer includes strategic sweeping operations on streets and bike lanes throughout the city. Components of the sweeping program include: residential, collector and arterial street sweeping as well as bike lane sweeping, Mason Trail sweeping, downtown streets and alley sweeping, and 24-hour emergency response for street/bike lane hazards. Regular street sweeping is also important for overall air and water quality by removing hazardous debris from the roadway and stormwater system.

24.5 Streets Work For Others - Funded

2010 - \$5,112,002
2011 - \$5,230,561

This offer provides an opportunity for City departments, Colorado State University and private developers to hire the Streets Department to perform high-quality, billable work at a competitive cost. This self-sufficient program pays for itself through revenue generated from the following services: street rehabilitation, street patching, traffic control, snow removal, constructing new roads, building demolition, contract sweeping and operating a crushing/recycling facility.

24.6 Street Maintenance - Funded

2010 - \$892,635
2011 - \$915,601

This offer provides safe and smooth roadways, and enhances aesthetics and mobility for all modes of transportation including motorists, bicyclists and pedestrians. Every service that this offer provides is with the customer in mind and ultimately protects the city's multi-billion dollar transportation infrastructure. Prompt and responsive service is expected and delivered. This offer supports maintenance including pothole, bridge and guardrail repairs; patching and crack-sealing; and graffiti removal on streets.

TRANSPORTATION

24.7 Harmony Transfer Center Maintenance - Funded

2010 - \$96,000
2011 - \$96,000

This offer includes all maintenance activities for the Harmony Transfer Center, also known as the Harmony Park and Ride. This facility serves a variety of multi-modal and socio-economic groups: carpools, shuttle riders to and from Denver International Airport, and bicyclists. This offer also includes the Harmony/I-25 interchange landscaping and maintenance services.

24.10 Streets Capital Equipment - Unfunded

2010 - \$25,000
2011 - \$242,550

In 2009, the Capital Replacement Budget was eliminated as part of transportation budget cuts. This offer seeks to restore an equipment replacement budget to replace inoperable, worn out equipment, or equipment likely to become inoperable during the 2010-2011 budget cycle. A reliable Streets Department fleet is necessary to respond to emergencies and catastrophic events, as well as to meet the needs and expectations of citizens.

24.12 Mowing and Road Shoulder Maintenance - Funded

2010 - \$167,142
2011 - \$173,271

This offer consists of mowing and maintenance activities for road shoulders, unpaved roads and barrow ditches, as well as undeveloped medians, corridors and City-owned property. This maintenance allows for adequate drainage, as well as grass/weed management during the spring and summer months.

24.13 PDT-STREETS Pedestrian Walkway Enhancement - Unfunded

2010 - \$50,848
2011 - \$50,848

This offer provides basic snow removal and minor maintenance activities for 39 unclaimed pedestrian walkways throughout the city.

24.15 Enhancement: Mason Corridor Maintenance - Funded

2010 - \$0
2011 - \$32,000

This offer provides the equipment and personnel to maintain the Mason Corridor when it comes online in 2012. This will provide minor maintenance, snow removal, and sweeping of the corridor and South Transit Center (STC) parking lot. One additional plow truck is needed to provide the service and is addressed in the Streets Capital Equipment enhancement offer 24.10 which was not funded.

24.16 PDT-STREETS Sweeping Enhancement - Funded

2010 - \$100,000
2011 - \$100,000

This offer restores residential and collector street/bike lane sweeping from two times a year to four times a year. This offer affects many of the city's key bike lane corridors and is important to fulfill citizen expectations of a safe and clean transportation network. Reduced sweeping also impacts overall air and water quality by neglecting to clean up debris on a regular basis.

TRANSPORTATION

24.18 PDT-Streets Alley Maintenance Enhancement - Unfunded

2010 - \$50,000
2011 - \$50,000

This offer restores annual maintenance for alleys, which was completely eliminated in 2009.

24.19 Landfill Fees - Funded

2010 - \$33,000
2011 - \$33,000

This offer creates additional funding for landfill fees. Until recently, the City has enjoyed the free use of Larimer County Landfill's disposal services. The only costs that were incurred for disposal was a State-applied surcharge of \$0.27 per yard (paid into the State hazardous materials clean up fund). Beginning in 2010, the Streets Department is required to pay the County's full disposal fee of \$5.04 per yard. The full fee is a newly-imposed cost from Larimer County.

24.20 Enhancement: Liquid De-icer - Funded

2010 - \$25,000
2011 - \$0

This offer funds the manufacturing of a liquid de-icing/anti-icing product in-house that will decrease the overall cost for liquid de-icing and reduce the amount of magnesium chloride applied to roadways. Creating an in-house product would decrease financial and environmental impacts for the community.

24.21 Streets Department Supporting Operations - Partial - Unfunded

2010 - \$0
2011 - \$500,000

This offer contains the key business elements that manage the Streets Department's operations and services including: work-planning, budget and personnel management, public safety, customer service, environmental compliance, technology innovation, personnel training, building maintenance, billing, debt service annual payments and facility utilities.

100.1 Median Maintenance - Funded

2010 - \$396,818
2011 - \$405,194

This offer continues the maintenance of more than 300 medians totaling 62 acres. The majority of medians are located along major thoroughfares throughout the city. The Parks Division assumes responsibility for median maintenance from Engineering after a two-year warranty period is complete.

TRANSPORTATION

110.1 Transportation Group Administration - Funded

2010 - \$50,649
2011 - \$51,675

Transportation Group Administration provides direction of day-to-day operations, support, planning, and coordination for all of the Transportation Group Departments (Engineering, Parking Services, Streets, Traffic, and Transportation Planning). The Transportation Group Director provides policy support to City Council, the City Manager, Deputy City Manager, and the Planning, Development, & Transportation (PDT) Director. The Transportation Group Director also acts as a liaison to state and regional agencies, other local governments, and other City departments. This office supports the Transportation Board as well as various boards and commissions, and responds to citizen groups and all Transportation Group-related information requests. The primary purpose of Transportation Administration is to support Community Services and PDT Leadership, as well as secure, track, and maintain the resources necessary for the effective and efficient operation of all Transportation Group departments.

110.2 Transportation Group Mandated Expenses - Funded

2010 - \$62,530
2011 - \$62,633

Transportation Group Administration traditionally served as the pass-through host for several mandated, imposed costs. These costs include the General Employee Retirement Program (GERP) and associated administrative expenses related to the Transportation Group. This offer reflects those imposed costs previously included in the Transportation Administration basic services offer.

111.1 Transportation Planning & Special Projects - Funded

2010 - \$460,638
2011 - \$485,459

Transportation Planning & Special Projects develops and implements community-wide multi-modal infrastructure projects, and innovative plans and programs. Transportation Planning delivers strategic transportation analysis, planning, project management, system performance measurement, and conceptual design services. The group secures grant funding to leverage limited dollars and provide prudent stewardship of community resources. Transportation Planning's services address all modes of travel and are designed to serve many internal City customers as well as engage external community customers. The group involves many City departments, community organizations, and other agencies to establish and maintain strong partnerships to collaboratively accomplish projects. Transportation Planning's work products are nationally recognized as innovative "Best Management Practices" and are key components of an efficient, innovative, safe, and sustainable community and healthy economy.

TRANSPORTATION

111.2 FCBIKES Program - Funded

2010 - \$39,387

2011 - \$39,368

The Bicycle Coordinator position serves as an ombudsman to the community and as a bicycle-specific project manager for the Transportation Planning Department. The Bicycle Coordinator is the project manager for the City's FC Bikes and FC Bike Library programs and provides comprehensive safety education and awareness, and oversees implementing the Bicycle Plan adopted by City Council. This position coordinates activities and information among the various bicycle interests in the community. This position creates and sustains innovative partnerships to secure funding to accomplish these goals. As a new business model, the FC Bikes program is offering a regional coordination component for 2010-2011. Utilizing best practices to foster collaboration and effective program development with local stakeholders and neighboring communities, FC Bikes will offer technical resources and marketing materials to encourage and educate bicyclists within Fort Collins and to/from neighboring cities.

111.3 North Front Range Metropolitan Planning Organization Membership Dues - Funded

2010 - \$53,300

2011 - \$57,800

The City of Fort Collins is a member of the North Front Range Metropolitan Planning Organization (NFRMPO). Membership requires an annual local match for Fort Collins' share of the NFRMPO's approved projects. The match is determined by population and is divided among the voting members of the NFRMPO. Fort Collins has a long history of collaboration and partnership with the NFRMPO in terms of transportation and air quality planning. Fort Collins has received millions of dollars in transportation project funds from the NFRMPO since its inception; they are an integral partner in addressing local and regional transportation infrastructure needs. In order to receive Federal, State or regional funding, membership in the NFRMPO is required.

118.5 Enhancement: Transportation Master Plan Update - Funded

2010 - \$300,000

2011 - \$0

The City's Transportation Master Plan (TMP) develops the long-range transportation system to support envisioned land use patterns and to provide mobility within and to/from Fort Collins and the surrounding region. The TMP update is proposed to be completed concurrently with the City Plan Update in partnership with the City's Advance Planning department. The TMP is an adopted subset of City Plan, and is mandated by City Code to be updated every five years. The TMP will include cutting-edge practices from around the nation and world, analysis of peer communities, and collaboration with City staff from many departments and local/regional partners. The TMP provides the framework for transportation choices to reduce congestion, and improve mobility and accessibility for all modes of travel. The TMP provides guidance to foster environmental stewardship and economic health in accordance with the community's values for long-term sustainability.

TRANSPORTATION

118.7 Mason Trail Lease Payment - Funded

2010 - \$16,450
2011 - \$17,244

A lease agreement was signed by the City and the BNSF Railway Company in 2005 for the City's Mason Corridor bicycle and pedestrian trail. This agreement identified the lease payments to the BNSF for the City's use of railroad-controlled land for segments of the Mason Trail. The initial lease payment was made for the first five-year lease period from March 2005 through March 2010 in the amount of \$106,717. After March 2010, the lease payments to the BNSF are anticipated to be paid yearly based on the City's agreement with the BNSF.

118.9 PDT Trans. Planning Enhanced Travel Corridor-Mountain Vista - Unfunded

2010 - \$250,000
2011 - \$0

Residents and businesses have long advocated for better mobility within northeast Fort Collins and to rest of the community. This issue has been examined in City Plan, Transportation Master Plan, and Mountain Vista Subarea Plan. A common proposal from the plans has been an Enhanced Travel Corridor to serve increasing commercial, residential, and employment areas. The proposed Mountain Vista / North College Corridor will provide safe, convenient, and direct travel with an emphasis on high-frequency transit service, bicycles, and pedestrians.

Transportation Planning & Special Projects is requesting funding to complete a transportation corridor plan for Mountain Vista / North College. The Plan would identify a corridor vision, alternative facility designs, capital and on-going costs, and a funding plan. The goal is to implement improvements to enhance mobility within northeast Fort Collins and connections to businesses, residences, and major employment centers.

118.12 PDT Trans. Planning City Facilities for Community Bicycle Projects - Unfunded

2010 - \$27,350
2011 - \$27,350

The Bicycle Coordinator oversees two significant bicycle programs as part of the overall FC Bikes program, the Found and Abandoned Bike Process and the FC Bike Library. The Bicycle Coordinator contracts with a partnering organization, the Fort Collins Bike Co-op to administer and conduct the daily operations of both programs. Both programs require the use of City owned space to document, store, and maintain several hundred bicycles. Current storage spaces consist of approximately 900 square feet at 222 Laporte Avenue and 1300 square feet at 300 N. Howes Street. Both programs are growing and have maximized the storage capacity. In addition, the current storage and operation spaces do not offer any heating during the winter months. This enhancement offer seeks to fund the costs associated with the additional storage and operational space while utilizing current storage and operational space only at 222 Laporte Rd.

TRANSPORTATION

118.13 PDT Trans. Planning Enhanced Travel Corridor-Harmony - Unfunded

2010 - \$0

2011 - \$250,000

Transportation Planning proposes to develop innovative solutions through a proactive process to transform Harmony Road into an Enhanced Travel Corridor (ETC) to provide mobility and improved safety to/from Fort Collins via this important gateway. This Plan will address all travel modes and provide connectivity to the local and regional transportation system. The Plan will also link major land uses to facilitate economic growth, provide sustainable solutions, and lessen environmental impacts by reducing vehicle miles traveled to meet air quality standards. The study will be a collaborative effort among City staff, private sector, and surrounding communities. This Plan will seek citizen input, generate costs, develop transportation design options, identify funding, and build partnerships.

119.2 Pedestrian Plan Implementation - Funded

2010 - \$300,000

2011 - \$300,000

The 2005 Building on Basics (BOB) ballot initiative included provisions for implementing the Fort Collins Pedestrian Plan. As part of that approved tax package, approximately \$300,000 per year through 2015 has been allocated for pedestrian improvement projects and programmatic activities to further implement the Pedestrian Plan in Fort Collins. The Pedestrian Plan improvements include sidewalk, street crossing and accessibility improvements, as well as other enhancements to encourage walking throughout the community.

119.3 Bicycle Plan Implementation - Funded

2010 - \$125,000

2011 - \$125,000

The 2005 Building on Basics (BOB) ballot initiative included provisions for implementing the Fort Collins Bicycle Plan. As part of that approved tax package, approximately \$125,000 per year through 2015 has been allocated for bicycle improvement projects and programmatic activities to further implement the adopted Bicycle Plan in Fort Collins. This approved/existing BOB funding provides for on-going support of the Bicycle Plan improvements, including capital projects such as on street bike lanes, off-road bicycle paths, street crossings for trails, and programmatic activities such as special events, clinics and services to promote cycling and safety.

130.1 Traffic Signal Maintenance - Funded

2010 - \$482,982

2011 - \$497,880

This offer will provide for the continued maintenance, repair, and upgrade of traffic signals, the traffic signal communication system, and associated hardware of the Advanced Traffic Management System. Maintenance is mandated by federal, state and local regulations, and helps to ensure optimal travel times, improves air quality, and provides a safe transportation system.

130.2 Traffic Signs and Pavement Markings - Funded

2010 - \$898,949

2011 - \$918,759

This offer provides for the fabrication, installation, repair, and maintenance of traffic signs and pavement markings on the public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn, and regulate traffic in a safe manner. Proper signing/markings maintenance is critical for public safety and the efficiency of the transportation system.

TRANSPORTATION

130.3 Traffic Construction - Funded

2010 - \$749,724

2011 - \$749,717

This is a self-supported program that provides funding, staffing, and separate accounting for the installation of traffic signals, signs, and pavement markings for other City departments, municipalities, developers and other entities. This program is Traffic Operation's "work for others." Constructing traffic signals, fabricating and installing signs and pavement markings in-house is cost-effective and allows the City to maintain quality control of both the materials and the installation process.

One major project scheduled for 2010-2011 is the Mason Corridor signal work. This project consists of the installation of two new signals and five signal upgrades. Also scheduled are upgrades at the College/Harmony and Harmony/Mason intersections.

130.4 Traffic Engineering - Funded

2010 - \$1,013,241

2011 - \$1,021,020

This offer provides for the continued maintenance and improvement of the City of Fort Collins' transportation system through sound, quality traffic engineering. Traffic signal timing, traffic operational analysis, traffic data collection, work area traffic control, accident analysis, development review and administration of the Traffic Operations Department will be provided through this offer. It also provides staff support to City Council, the Planning and Zoning Board, and the Transportation Board, as well as customer service to citizens. Coordination with other departments on capital projects and street maintenance projects is provided.

130.5 Reinstatement: Traffic Signal Technician - Unfunded

2010 - \$64,909

2011 - \$66,831

This offer is for the reinstatement of the vacant Signal Technician I position frozen in 2009. This mission-critical position is responsible for preventative, response, and emergency maintenance of critical traffic signal system components. The traffic signal system includes traffic signals, traffic signal communication components, school crossing/flashers, emergency fire signals, and pedestrian signals within the city and county limits.

130.6 Enhancement: Traffic Signal Timing - Congestion Mitigation & Air Quality Grant Local Match 2010 - \$0

- Funded

2011 - \$51,630

This package will provide local matching funds for a Congestion Mitigation & Air Quality Grant (CMAQ) project proposed by Traffic Operations for 2010-11. The funding for the project will be available in 2010. The project involves responsive signal timing at railroad crossings and truck routes, which will create a system that can react to changes in traffic and implement corresponding signal timing plans. The cost is \$300,000 and the local match requested through this offer is \$51,630.

TRANSPORTATION

131.2 Railroad Crossing Replacement Program - Funded

2010 - \$100,000
2011 - \$100,000

This program is a continuation of the 2008-2009 Program. It pays for the crossing material when railroad crossings need replacement. It is a requirement of the Colorado Public Utilities Commission that the street owner, not the railroad, must pay for crossing materials. The material is generally concrete panels installed between the rails and along the outside two feet adjacent to the rails at a railroad crossing. The railroad company will install the material at their expense. The City currently has 53 track crossing locations, with 19 of those on arterial/major streets that have a life expectancy of 20 years and 34 minor crossings with life expectancy of 50 years. The estimated cost of crossing material needed to meet the life expectancy program is estimated at \$81,000 per year. Adding in the cost to close the streets and patch the pavement to match the new crossing material, the proposal is a program for \$100,000 per year.

131.3 Surveying - Funded

2010 - \$358,929
2011 - \$367,898

This offer is to provide Professional Land Surveying Services for the City. The primary services are focused on the successful completion of Engineering/Transportation projects. Other services include the preparation of boundary surveys and annexation plats, surveying crime scenes for the Police Department, and professional review of new subdivision and annexation plats. Surveying also provides and maintains a customer service counter and answers land-related questions that may affect customers' property or future developments. The customer service counter also indexes, files and maintains the official copies of subdivision and annexation plats and construction plans.

131.4 Engineering Support Services to the Mason Corridor - Funded

2010 - \$303,746
2011 - \$311,864

The Mason Corridor Bus Rapid Transit (BRT) Project is scheduled to be constructed in 2010-2011. The Engineering Department's involvement in this \$80,000,000 project will be key to its success. Prior years have been devoted to planning and funding efforts. The BRT is now in final design and will be entering the final phase, construction.

This proposal is to allocate current Engineering Department staff members to the project that are necessary to carry it through to its completion. The proposal is to dedicate the current Special Projects Engineer, a current Construction Inspector, and the current Chief Construction Inspector to work with the Project Manager to coordinate the work of the Engineering Department and to oversee design, pre- and post-construction activities to assure compliance with the project plans, specifications, City Codes, standards, and procedures.

131.5 Engineering Capital Projects - Funded

2010 - \$85,471
2011 - \$87,339

The Capital Projects Group manages the design and construction of the City's Transportation Capital Improvements Program. The projects consist of: street improvements (curb, gutter, sidewalks, pavement, drainage, landscaping, etc.), bicycle/pedestrian trails and walkways, bridges, retaining walls, railroad crossings, etc. The group consists of engineering positions that also do project estimating and design. The group charges the majority of its time to the capital projects' dedicated funds.

TRANSPORTATION

131.6 Street Oversizing Capital Expansion Fee Program - Funded

2010 - \$4,545,003

2011 - \$4,586,280

The Street Oversizing Program is a transportation impact fee program that collects revenue from new developments specifically to mitigate their traffic impacts by constructing arterial and collector roadways. The program determines and collects impact fees for new development projects, provides funding for the “oversized” portion of arterial streets, and provides project oversight and management, including review, construction and inspection. The program actively seeks to improve citizen mobility by constructing quality transportation infrastructure to increase capacity for all modes of transportation. The program offers to construct \$2.6 million in transportation improvements in 2010 and \$4.9 million in transportation improvements in 2011, funded through impact fees and developer contributions.

131.7 PDT-Street Oversizing Capital Expansion Fee Program Enhancement - Unfunded

2010 - \$370,250

2011 - \$370,250

The Street Oversizing Program is a transportation impact fee program that collects revenue from new developments specifically to mitigate their traffic impacts by constructing arterial and collector roadways. The program determines and collects impact fees for new development projects, provides funding for the “oversized” portion of arterial streets and provides project oversight & management, including review, construction and inspection. There is also increased traffic attributable to regional and County growth. In the impact fee calculation, these regional trips cannot legally be attributed to the impact of new development. This portion of the cost of roadway improvements cannot be included in the Street Oversizing Capital Expansion Fee. Instead it is paid for by an annual contribution from the City’s General Fund into the Street Oversizing Fund. This offer would restore the City’s General Fund contribution to fully fund this critical area of transportation funding for 2010 & 2011.

131.8 Harmony Road Maintenance - Funded

2010 - \$3,194,115

2011 - \$137,372

This offer will allow for the routine maintenance of Harmony Road from College Avenue to Strauss Cabin Road. In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to maintain Harmony Road for 20 years. This offer will allow for routine maintenance, as well as provide funds to replace the existing asphalt intersection at Harmony and College with concrete pavement. Additionally, \$1,500,000 is allocated to the replacement of the existing bridge between Lady Moon Drive and Strauss Cabin Road, and to correct safety problems with the current road adjacent to the bridge.

This offer also includes routine maintenance such as sweeping, snow removal, pothole repair, traffic signs and pavement markings, traffic signals, median mowing and maintenance, as well as Harmony and College intersection improvements. This offer is 100 percent funded by the Harmony Maintenance Fund.

TRANSPORTATION

131.9 City Bridge Program - Funded

2010 - \$300,000
2011 - \$300,000

This program pays for inspection, maintenance, repairs and replacement of the City's 274 bridge structures. It is also used for matching federal grants that may be available to replace major bridges. For every \$100,000 the program has available for matching, up to \$400,000 can be received in federal funding. The Federal Highway Administration (FHWA) and Colorado Department of Transportation (CDOT) require that all major bridge structures be inspected every two years. Depending upon the age and condition of the bridge, inspection may be required more frequently. Based on inspection results, funds in the program are spent first on "critical" needs and then on "urgent" needs. The inspection and maintenance helps to reduce the possibility of a bridge failing under traffic loads.

131.10 PDT-CAPITAL PROJECT City Bridge Program Enhancement 1 - Unfunded

2010 - \$700,000
2011 - \$700,000

The program funding of \$300,000 has remained the same since 2006 when the program first started. At that time, there were 147 bridges in the inventory. It has since grown to 274 bridges and counting. In the inventory, there are ten structurally deficient (SD) bridges, 17 functionally obsolete bridges, eight critical bridges and 50 bridges that will pass their design life by the year 2013. The estimate to replace the ten structurally deficient bridges in 2009 is \$14 million. It will take about 23 years with a funding level of \$1 million per year just to replace all ten SD bridges, taking inflation into account. In addition to the above, the program needs \$2.6 million for repair and safety improvements for the remaining bridges in the inventory. This program is grossly underfunded and is not sustainable at the current funding level.

131.11 Enhancement: Bryan Bridge Replacement - Funded

2010 - \$137,940
2011 - \$0

This weight-restricted, structurally-deficient bridge is located 500 feet north of the Poudre Fire Authority Fire Station 2, or 900 feet north of Mulberry Street, along Bryan Avenue. For any emergency call located north of the station, the responding vehicles have to detour south to Mulberry Street and around the lake, to avoid driving across the weight-restricted bridge. The detour length is 3,600 feet compared to 500 feet going across the bridge to the same location. Replacing this bridge will make a huge difference in the response time to any emergency north of the fire station. Accepting this offer will reduce the bridge replacement cost to the City by 80 percent. This is a new offer to provide matching funds for the \$551,760 federal grant that was awarded to the Bridge Program. Matching funds in the amount of \$137,940 from the General Fund are required to receive the grant.

TRANSPORTATION

131.12 Pavement Management Program - Funded

2010 - \$9,133,814
2011 - \$9,247,216

The Pavement Management Program (PMP) provides major maintenance functions for more than 500 miles of City streets including arterials, collectors and residential streets. This program includes repair of concrete curbs, gutters, and sidewalks; construction of sidewalk access ramps within the project limits; repair of deteriorating asphalt; and reconstruction, overlay or sealcoat operations on existing streets. The program improves approximately 20-25 miles of streets in Fort Collins annually. The PMP continues to ensure quality construction by updating construction standards, monitoring excavation permits, and implementing routine maintenance strategies that reduce future maintenance costs. The PMP also maintains a computerized asset management system which assists staff in selecting the right maintenance treatment, at the right time, for the maximum benefit. The system includes an inventory of the entire street network as well as roadway test data for each street in the City.

131.13 PDT-ENHANCEMENT Pedestrian Access - Unfunded

2010 - \$300,000
2011 - \$300,000

This offer establishes a Pedestrian Access Program to increase and improve the safety and ease of traveling in Fort Collins, to provide a well connected, well maintained, quality sidewalk system, and to support the use of alternate modes of transportation.

The program will address the immediate and ongoing need to respond to complaints, fund temporary repairs for hazardous situations, and approach property owners regarding Municipal Code compliance. It would provide a comprehensive, city-wide infrastructure survey to identify areas with non-existent, inadequate or hazardous sidewalks. Initially the focus will be on high volume pedestrian areas including bus routes, routes to school, and the downtown and campus areas. The program will provide funding to make corrections to those areas identified by the survey. Improvements will include pedestrian access ramp installation, repair of hazardous sidewalks, and installation of new sidewalks in areas where none previously existed.

131.14 PDT-ENHANCEMENT Pavement Management - Unfunded

2010 - \$4,361,292
2011 - \$5,125,292

This offer will maintain the City's street network at a Level of Service 'B', or 'good' condition. The Pavement Management Program (PMP) has continuously been under-funded by an estimated \$4.5 million dollars collectively over the last 5 years. In order to recover from this ongoing trend and maintain a Level of Service 'B' pavement condition, a large infusion of funds is needed in 2010 and beyond. Without proper funding, the condition level is projected to fall below LOS 'B' by 2013, and will continue on a downward trend into the future.

The City street system increases annually due to annexations and new developments. The PMP has also experienced significant increases in material costs over the past several years. Asphalt material prices from the primary supplier increased by another 15% in 2008-9. This enhancement offer requests additional funding to cover these increases in 2010-11 and to provide the optimum level of service.

TRANSPORTATION

131.15 Engineering Administration Services - Funded

2010 - \$342,666

2011 - \$347,092

This core offer includes critical services provided by the Engineering Department for management of the City's public rights-of-way for all City streets. Engineering provides a full range of civil engineering services, with a primary focus on Transportation projects. The Engineering Department includes the City Engineer, Capital Projects Manager, City Surveyor, Pavement Management Engineer, Development Review Manager and Development Review Civil Engineer III, as well as administration and financial management assistance. Engineering provides total project management of capital construction projects and roadway maintenance for the Planning Department and Transportation Service Area, as well as for other departments and agencies.

131.16 Enhancement: I-25 & SH 392 Interchange Project - Unfunded

2010 - \$1,440,000

2011 - \$0

This offer is to fund critical elements of the I-25 & SH 392 Interchange Project. The entire project cost is \$25 million. This offer funds three elements: right-of-way (ROW) acquisition, expanded wetland mitigation design and implementation, and aesthetic elements to the interchange above and beyond the CDOT standard interchange design.

131.17 PDT-ENHANCEMENT CE Position Pavement Management - Unfunded

2010 - \$94,305

2011 - \$96,817

This offer reinstates the Civil Engineer (CE) position in the Pavement Management program. This position is vital to the success of the City's ongoing street maintenance program. The CE duties include managing all aspects of street maintenance construction projects, preparing specifications and contract documents, administering contracts, coordinating public outreach, providing field inspection support to staff, scheduling, designing minor improvements, monitoring the project budget, and performing management scenarios using the complex pavement management software on which the entire program is based.

Reducing the volume of work to accommodate a smaller staff has the long term effect of accelerating the deterioration of overall pavement condition, ultimately requiring even more funding in future years. This only compounds the challenges already faced as the program has been, and continues to be under-funded.

TRANSPORTATION

131.18 Enhancement: Capital Project - North College Improvements - Phase II - Funded

2010 - \$0

2011 - \$4,275,671

This offer is to fund critical elements of the North College Improvements – Phase II Project. The allotted project budget is \$6.3 million, comprised of both local and federal dollars. This offer funds three critical elements: Preliminary/Final Design, Right-of-Way (ROW) acquisition, and construction of designed improvements. Improvements will bring sections of North College, between the Poudre River Bridge and Conifer/Hickory Streets, to near four-lane arterial standards, improving safety and traffic flow in the area. Construction improvements will include curb and gutter, minor street patching, redefinition and consolidation of driveways, dedicated bike lanes, sidewalks, a new streetscape, and other necessary improvements. This project is a collaborative partnership between the City of Fort Collins and the Colorado Department of Transportation (CDOT). This project is among those approved in 2005 by the Building on Basics ballot initiative and is funded solely by dedicated sales tax.

131.19 Pavement Management Program Reductions - Funded

2010 - (\$2,001,831)

2011 - (\$1,792,163)

REDUCTION. The Pavement Management Program (PMP) provides major maintenance functions for more than 500 miles of City streets, including arterials, collectors and residential streets. This program includes repair of concrete curb, gutter, and sidewalk, construction of sidewalk access ramps within the project limits, repair of deteriorating asphalt, and reconstruction, overlay or sealcoat operations on existing streets. The program improves approximately 20-25 miles of streets in Fort Collins annually. PMP continues to ensure quality construction by updating construction standards, monitoring excavation permits, and implementing routine maintenance strategies that reduce future maintenance costs.

This offer is a Budget Lead Team reduction to offer 131.12.

156.1 Transfort / Dial A Ride Operations - Funded

2010 - \$11,153,868

2011 - \$10,651,110

This offer addresses the Community's basic mobility needs by providing fixed route transit services and paratransit bus service within Fort Collins, as well as the regional FoxTrot route between Fort Collins and Loveland. FoxTrot is funded through a partnership between Fort Collins, Loveland, and Larimer County. This offer includes operations, planning, administration, marketing, and maintenance, as well as capital procurements for replacement fleet vehicles and equipment that will enhance the overall efficiency of the department. Services are partially funded by grants (33%), primarily from the Federal Transit Administration (FTA). This offer also proposes using \$800,000 in Transit reserve funds, as well as \$383,626 from Building on Basics funds, for one-time capital purchases, including equipment replacement. The operating budget is funded by Transfort revenue (37%) and the General Fund (63%).

TRANSPORTATION

156.2 Enhancement: Dial-A-Ride Enhanced Paratransit Service - Funded

2010 - \$112,019
2011 - \$0

This offer continues a previously-funded enhancement offer: providing Dial-A-Ride (DAR) paratransit service to 52 clients who reside beyond the current DAR service area for 2010. In January 2007, DAR service was reduced to minimum levels as mandated by the Americans with Disabilities Act (ADA). Following public comments, City Council agreed to grandfather 84 people who used DAR in 2006, but lived outside of the new, smaller service area, provided that each person had a disability that prevented them from using fixed route. Only 58 clients were certified as eligible; as of 2009, the number is down to 52. This is listed as an enhancement offer as it is beyond the ADA requirement.

156.3 Enhancement: Dial-A-Ride Paratransit Night Service - Funded

2010 - \$43,751
2011 - \$0

This offer continues providing Dial-A-Ride (DAR) night service until 11 p.m. Monday through Saturday to all ADA-qualified paratransit passengers. Effective January 2007, by City Council policy, Dial A Ride was limited to service levels as mandated by the ADA. However, funding was located to ensure paratransit service remained until 11 p.m. each service day.

156.4 Enhancement: Transfort Mason Corridor Operations and Maintenance - Funded

2010 - \$0
2011 - \$282,078

This enhancement offer funds the additional operating and maintenance costs to implement and operate the Bus Rapid Transit (BRT) service along the Mason Corridor. The BRT route will link major activity centers such as Front Range Community College, Colorado State University, and Downtown Fort Collins. While some of the costs to operate the BRT will be covered by replacing existing Routes 1 and 15, there will be additional costs including training, increased bus service, and building overhead for the required maintenance facility expansion necessary to house the new BRT buses. Capital resources in excess of \$80 million are designated to the Mason Corridor and the BRT system; this offer will ensure that operating expenses are in place.

156.5 Eliminate Fixed Route Saturday Service - Unfunded

2010 - (\$575,000)
2011 - (\$575,000)

This offer eliminates fixed route Saturday service to the residents of Fort Collins. Please contact Transit services for more information.

TRANSPORTATION

156.6 Enhancement: Dial-A-Ride Enhanced Paratransit Service 2011 - Unfunded

2010 - \$0

2011 - \$116,529

This offer continues a previously-funded enhancement offer: providing Dial-A-Ride (DAR) paratransit service to 52 clients who reside beyond the current DAR service area for 2011. In January 2007, DAR service was reduced to minimum levels as mandated by the Americans with Disabilities Act (ADA). Following public comments, City Council agreed to grandfather 84 people who used DAR in 2006, but lived outside of the new, smaller service area, provided that each person had a disability that prevented them from using fixed route. Only 58 clients were certified as eligible; as of 2009, the number is down to 52. This is listed as an enhancement offer as it is beyond the ADA requirement.

156.7 Enhancement: Dial-A-Ride Paratransit Night Service 2011 - Unfunded

2010 - \$0

2011 - \$47,309

This offer continues providing Dial-A-Ride (DAR) night service until 11 p.m. Monday through Saturday to all ADA-qualified paratransit passengers. Effective January 2007, by City Council policy, Dial A Ride was limited to service levels as mandated by the ADA. However, funding was located to ensure paratransit service remained until 11 p.m. each service day.

Transportation Request for Results

Team Members

Team Leader: Ken Mannon

Communications: Kim Newcomer

Team Members: Susie Gordon, Randy Hensley, Timothy Wilder, Neal Jaspers, Mike Trombley, Helen Migchelbrink

Result

Improve Transportation: Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the city.

Introduction/Summary of Results Map

A world-class transportation system including quality infrastructure, smooth traffic flow, and multiple travel options contributes to a strong economy, healthy environment, and vibrant community. The system needs to facilitate safe and reliable multi-modal travel in order to provide the services the community expects. Quality transportation planning, programs, and projects strengthen our local economy and demonstrate the City's commitment to environmental stewardship by supporting the efficient movement of people and goods. First and foremost, the system must be maintained well enough to protect the City's vast transportation investments.

For the 2010-2011 Budget, there will be significant decreases in the City's available resources. At the same time, the 2008 Citizen Survey states that 59% of respondents would like the City to put more effort toward transportation. There is an obvious disconnect; citizens expect the City to provide better and additional transportation services, yet we have fewer and more limited resources.

Given these circumstances, sellers should present offers that demonstrate innovation and a specific increase in efficiency, not simply "status quo minus." We encourage creative and bold ideas.

Further, offers should not only address the overall goal of safe, reliable, multi-modal travel but also contribute to accomplishing Council priorities such as the Mason Corridor, I-25/392 Interchange and other specific initiatives outlined in notes from the May 2-3 Council Retreat.

Indicators

Indicator 1: Citizen Satisfaction

Measure: Community Survey

There are several qualitative parameters that are implied in the desire for reliability of travel, which will be measured through opinion polls. Statistically valid surveys have been conducted in recent years; these allow us to benchmark new survey information against perceptions citizens have expressed about the reliability of mobility and other transportation concerns.

Indicator 2: Mobility

Measure: Time traveled on selected routes and delay times

at key intersections

To evaluate reliability of automotive travel, the average time it takes to travel at least six of Fort Collins' primary arterial streets during "peak" travel times will be measured. Delays at key arterial intersections will also measure mobility/reliability of travel.

Indicator 3: Transit Mobility

Measure: Transit ridership and timeliness

To evaluate reliability of travel by transit, changes in fixed-route ridership per calendar year will be measured. Reliability of travel by transit will be measured by percentage of on-time transit service.

Indicator 4: Alternative Modes Mobility

Measure: Number of trips by bicycle, or other alternative (non-transit) modes, which would otherwise have been made by motor vehicle.

Indicator 5: Roadway System Maintenance

Measure: Roadway conditions

Roadway conditions measure efforts and effectiveness of roadway maintenance which contribute to the safety and reliability of travel. Roadway conditions will be measured by:

- Average pavement conditions of Fort Collins roads
 - Number of maintenance requests and complaints per year (e.g., potholes, snow removal, sweeping)
-

Indicator 6: Safety

Measure: Number of accidents per thousand residents

The overall safety of the transportation system will be measured and evaluated in terms of accident rates and in comparison to peer cities.

Purchasing Strategies

Purchasing Strategy #1: Innovation

We are looking for offers that demonstrate innovation and a specific increase in efficiency, not simply "status quo minus." We welcome creative and bold ideas including:

- Service "pairing" that leverages and/or combines functions across and within the organization.
- Re-organization and/or restructuring of processes, functions, and staffing resources at all levels.
- Efforts to "de-silo" departments and result areas to capitalize on limited resources.
- Partnerships (internal and community-wide) that create value.
- Eliminating duplicative services.
- Changing the way we operate to be more nimble and responsive to citizen needs and concerns.
- Focus on providing high-quality customer service.
- Moving away from "the way we've always done it" when appropriate.

Purchasing Strategy #2: Smooth, Predictable Traffic Flow

We are seeking proposals that help improve the traffic flow in Fort Collins for all modes of transporting people, goods, and information (not just vehicles). Key indicators of success will include the ability of a proposal to optimize travel time and the predictability of traffic flow by addressing features including, but not limited to:

- Safe and reliable multi-modal movement
- Intersection and roadway improvements
- Traffic light timing & signs
- Parking
- Awareness of routes & zones (e.g., construction, school, or loading zones)

Purchasing Strategy #3: Quality Roads and Infrastructure

We are seeking proposals that will help the City meet citizens' transportation needs by providing safe, well-functioning, quality roads (including bikeways, sidewalks, etc.), or that improve other critical infrastructure. The type of topic areas to be addressed for supporting quality roads includes, but is not limited to:

- Maintenance (e.g., potholes, snow removal, pavement management)
- Capital projects (e.g., roadway improvements)
- Design standards
- Ensure system connectivity
- Safety/efficiency improvements
- Communication infrastructure

Purchasing Strategy #4: Land Use and Transportation Planning

We are seeking proposals that provide good, long-term transportation planning, to enhance citizens' mobility and therefore help local and regional transportation networks operate at a high level of efficiency. We are also seeking offers that implement Council-adopted strategic plans such as the Transportation Master Plan, the Transit Strategic Plan, and others. Areas of consideration include, but are not limited to:

- Planning
- New funding sources
- Demand forecasting
- Partnerships and collaboration (relationships, organizations, intergovernmental agreements) with agencies such as the North Front Range Metropolitan Planning Organization, Colorado Department of Transportation, Poudre School District, Colorado State University, Front Range Community College, and others.
- Citizen input

Purchasing Strategy #5: Travel Mode Options

We are seeking proposals that limit the rate of increase in motor vehicle traffic and enhance alternative travel modes for Fort Collins citizens. By providing real travel options, citizens can choose to rely less on single-occupancy vehicles. Examples include:

- Mass/para transit
- Bus rapid transit (Mason Corridor)
- Bicycling
- Walking
- Carpooling
- Car sharing
- Online/telecommuting
- Wheelchair & disability access

Purchasing Strategy #6: Ongoing Maintenance and Operation

We are seeking offers that address long-term maintenance and operations costs as funding maintenance becomes more difficult to provide every year. Sellers need to provide information about all long-term maintenance and support costs with each proposed project.

Purchasing Strategy #7: Sustainability

We are seeking offers that address sustainability and consider the social, financial and environmental impacts. We encourage proposals that include “green” stewardship in construction techniques, design features, business operations, etc.

Purchasing Strategy #8: Awareness

Proposals should include elements of outreach, education, and/or public involvement that enhance citizens’ ability to travel safely and reliably when using the City’s transportation system. Further, offers that propose a decrease in service should include efforts to educate citizens of trade-offs and constraints.

Purchasing Strategy #9: Safety

All offers should include consideration of safety as a core value.

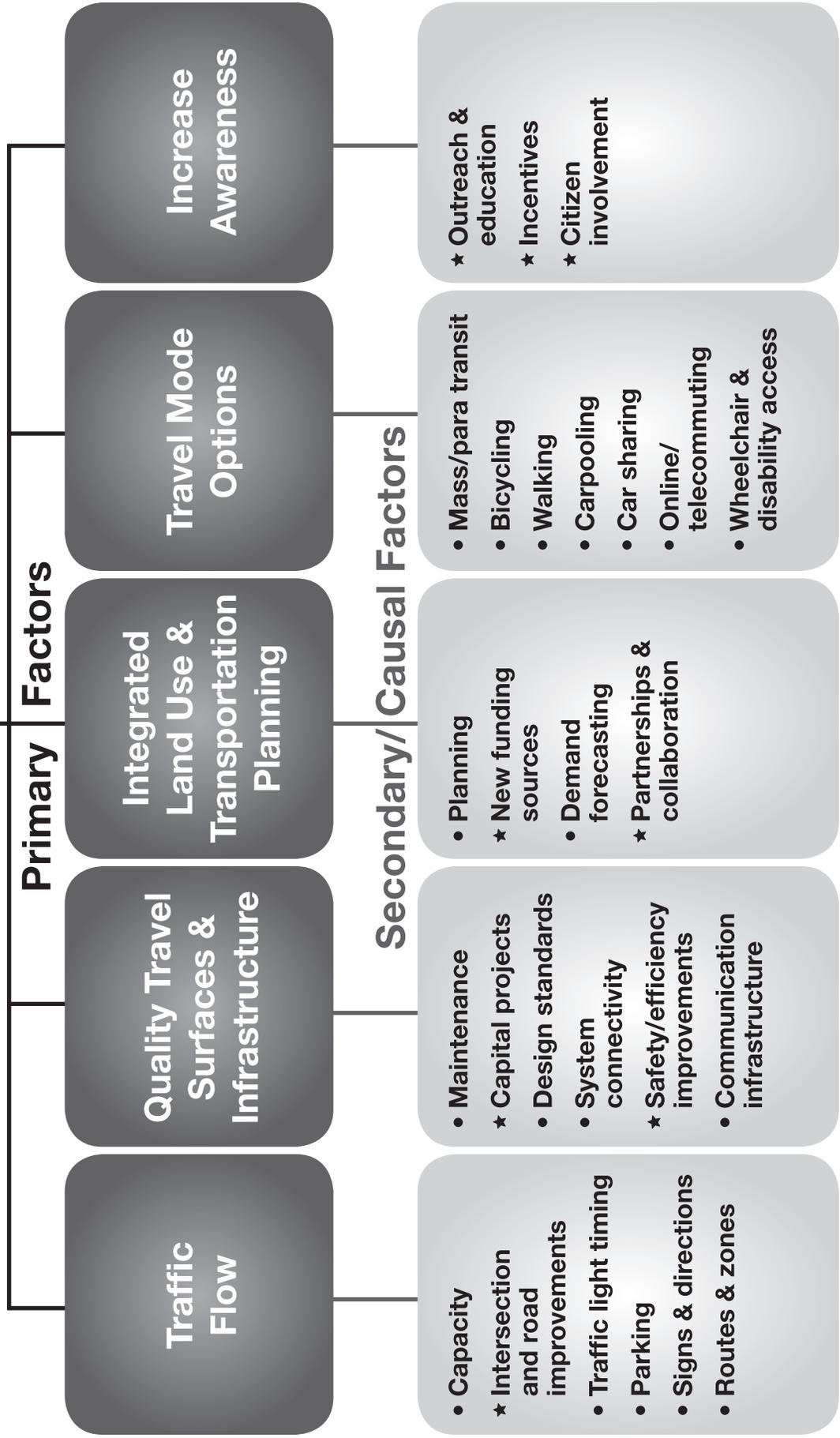
Notes/Practices/Supporting Evidence

2008 Citizens Survey
2009 Revenue Projections for Transportation
Community Scorecard
Feedback from Council retreat (May 2-3)
Feedback from Boards and Commissions
Minutes from recent Transportation Board meetings
Interviews with City Transportation staff: Jeff Scheick, Helen Migchelbrink, Randy Hensley, Neal Jaspers
Input from Public Workshop on May 13, 2009
Police Benchmark Survey (accident statistics)
Annual survey of peer cities’ accident rates
2008 Railroad Issues Group (report)
2008 Trash Services Study
Transportation Master Plan
Transit Strategic Plan
City Plan and related plans



Transportation

Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the city.





High Performing Government

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

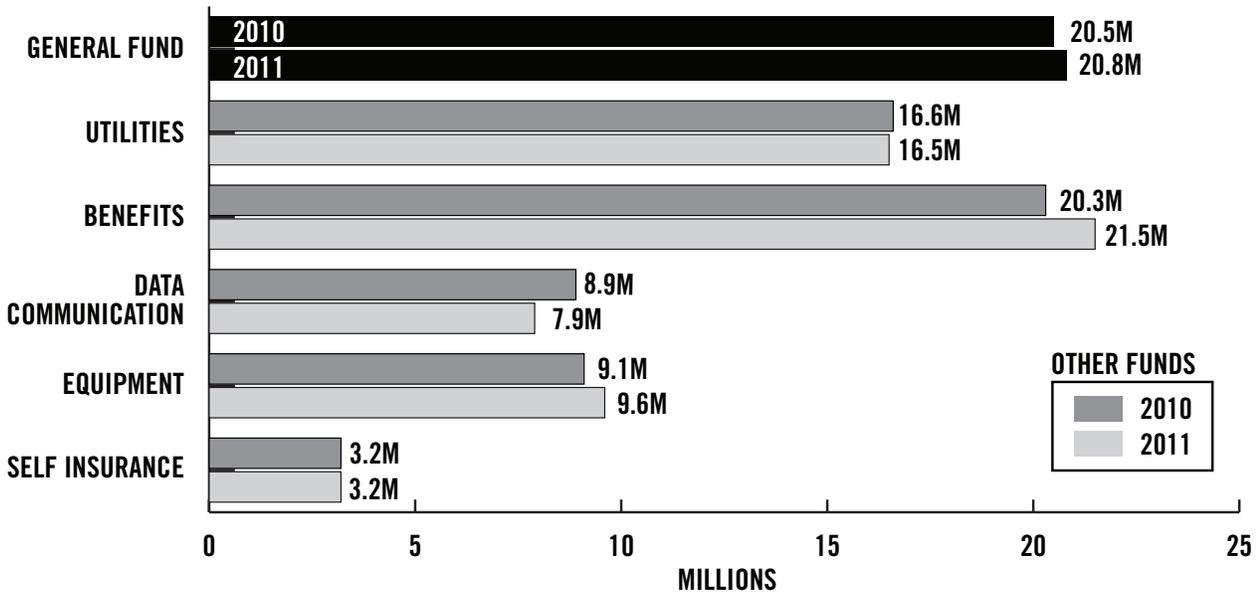




High Performing Government

2010 GENERAL FUND & OTHER FUNDS – 78.7M
 2011 GENERAL FUND & OTHER FUNDS – 79.5M

- Internal Services
- City Council
- Utility Customer Service
- Administrative, Legal & Municipal Services



OVERVIEW

The majority of offers in this Result Area are for internal services which support City operations. These operations include City Council, City Attorney, City Manager, City Clerk, Municipal Court, Human Resources, Finance, Operation Services (Fleet, Facilities and Real Estate) and Management Information Services, as well as employee benefits and insurance.

The 2010 budget includes funds for several key strategic initiatives and technology enhancements, such as a constituent relationship management system, a performance management dashboard, and converting the City’s corporate e-mail system to Microsoft Outlook.

One of the common themes of this budget is to extend capital asset replacement. This is a short-term strategy to address declining revenues. The proposed budget extends replacement schedules for vehicles and desktop computers.

As with the prior budget for 2008–2009, this budget under funds major facility maintenance projects. This budget was reduced in prior years and took an additional reduction of \$500,000 in 2010.

There are no merit-based pay increases for employees in the 2010 budget and 2% is included for 2011. The commitment to performance management will continue, as will efforts to focus the organization on efficiency and accountability.

FUNDING SOURCES

This Result Area is funded by a wide variety of revenue sources. Internal Service Funds such as the Communication, Benefits and Self-Insurance Funds collect revenue from all departments to provide support services. Replacement funds for facilities and equipment are also key components of this revenue stream.

A long-term revenue issue for this Result Area is the lack of on-going funding for building repair and maintenance. This Recommended Budget continues to fund these needs primarily with one-time funds. This practice places the program at risk of deferring essential maintenance and repairs in the future.

KEY PURCHASES

- City Council core services
- City Manager's Office, City Clerk's Office, Legal and Municipal Court services
- Internal support functions: Management Information Systems, Telecommunications, Finance, Purchasing, Human Resources, and Operations Services (Fleet, Facilities and Real Estate)
- Citizen connections: Communications and Public Involvement Office, Cable 14 services and E-Government
- Employee benefits
- Utility Customer Services and Administration

ENHANCEMENTS PURCHASED

- Performance excellence assessment
- Utilities marketing
- Software enhancement
- Launching pilot succession planning program
- Same-sex domestic partner Benefits
- Constituent Relationship Management (CRM) System
- Emergency Operations Center setup for Utilities – Wood Street
- Document management extension of services to Utilities operations
- Microsoft Exchange/Outlook conversion

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Cut major maintenance and repair by \$500,000; will need to access reserves in case of emergency
- Delayed replacement of light-duty vehicles from 90,000 to 100,000 miles
- Did not purchase audio/video conferencing and wireless communication upgrades
- Did not purchase on-site nurse clinic
- Did not purchase electronic pay stubs
- Eliminate Thursday Night Music & More concerts
- Eliminate closed captioning services for televised City Council Meetings

HIGH PERFORMING GOVERNMENT - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
1	9.3 Passport Application Acceptance Facility	5,761	0	5,761	0	0	0
2	9.4 Reduction: B&C Appreciation Event	(3,000)	0	(3,000)	0	0	0
3	23.3 MIS Utilities Reimbursement	443,000	0	0	0	0	443,000 <i>Data & Communications Fund</i>
4	189.1 Benefit Programs and Services	19,875,936	0	0	0	19,398,673	477,263 <i>Benefits Fund</i>
5	19.2 Phone Services	1,023,710	0	0	0	1,023,710	0 <i>Data & Communications Fund</i>
6	9.1 City Clerk - Administration	506,624	0	506,624	0	0	0
7	6.1 City Council Core Services	129,973	0	129,973	0	0	0
8	5.1 Leadership and City Council Support	1,125,897	0	1,125,897	0	0	0
9	19.1 E-mail Services	163,428	0	0	0	163,428	0 <i>Data & Communications Fund</i>
10	8.6 Treasury	311,532	0	311,532	0	0	0
11	8.7 Sales Tax	410,858	0	410,858	0	0	0
12	73.1 Cable and Media Services	556,129	160,000	396,129	0	0	0 <i>Cable PEG Fees</i>
13	73.3 Reduction: Cable and Media Services	(43,000)	0	(43,000)	0	0	0
14	86.1 Municipal Court Case Processing	588,641	151,000	437,641	0	0	0 <i>Court Bonds</i>
15	20.1 Network Services	800,502	0	0	0	800,502	0 <i>Data & Communications Fund</i>

HIGH PERFORMING GOVERNMENT - 2010

Rank	Offer	Offer Cost		Offer Funding		
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
16	86.3 Reduction: Municipal Court Staffing	(10,594)	0	(10,594)	0	0
17	183.1 Police Collective Bargaining	50,000	0	50,000	0	0
18	8.5 Accounts Payable and Payroll	537,670	0	537,670	0	0
19	21.1 Data Management Services	639,462	0	0	639,462	0
					<i>Data & Communications Fund</i>	
20	22.1 Technology Customer Support	817,579	0	0	817,579	0
					<i>Data & Communications Fund</i>	
21	16.1 E-Government Services	365,600	0	0	365,600	0
					<i>Data & Communications Fund</i>	
22	12.2 Special Elections	89,530	0	89,530	0	0
23	5.2 Policy Development and Advancement	180,035	0	180,035	0	0
24	13.1 Application Services	329,346	0	0	329,346	0
					<i>Data & Communications Fund</i>	
25	69.1 Utilities - Administration & General Operations	9,701,217	0	0	9,701,217	0
					<i>Utility CS&A Fund</i>	
26	19.3 VHF Radio Maintenance	142,918	0	0	142,918	0
					<i>Data & Communications Fund</i>	
27	12.4 Reduction: Special Election Advertising Costs	(1,500)	0	(1,500)	0	0
28	8.8 Purchasing	406,515	0	406,515	0	0
29	164.3 Compensation and Human Resources Information Systems (HRIS) Personnel Payroll Services	187,241	0	187,241	0	0

HIGH PERFORMING GOVERNMENT - 2010

Rank Offer	Offer_Cost	Offer Funding			RESERVES
		Total	GENERAL FUND Dedicated	Ongoing	
30	86.2 Enhancement: Jail Expense	25,000	0	25,000	0
31	61.1 Utilities - Utility Customer Service	6,156,161	0	0	6,156,161 <i>Utility CS&A Fund</i>
32	14.1 GIS Services	511,422	0	0	511,422 <i>Data & Communications Fund</i>
33	191.2 General Legal Services	1,205,076	0	1,205,076	0
34	23.1 MIS Administration and Financial Support	520,543	0	0	520,543 <i>Data & Communications Fund</i>
35	9.2 B&C Support - Admin Support to Council	17,500	0	17,500	0
36	164.1 Human Resources Administrative Services	503,564	0	503,564	0
37	15.1 Basic Technology Support Services	740,028	0	0	675,028 <i>Data & Communications Fund</i>
38	105.2 Fleet Fueling Services	3,078,531	0	0	3,078,531 <i>Equipment Fund</i>
39	8.1 Finance Administration	323,316	0	323,316	0
40	8.3 Accounting and Financial Reporting	604,992	0	604,992	0
41	164.2 Human Resources Strategic Partner Division	441,043	0	441,043	0
42	72.1 Communicating with the Community	426,802	0	426,802	0
43	8.2 Low Income Rebate Program	210,950	0	210,950	0
44	185.1 Organizational Performance Measures	73,000	0	73,000	0

HIGH PERFORMING GOVERNMENT - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
45	81.2 Building Operations and Custodial Services	1,275,040	278,657	996,383	0	0	0
	<i>Facilities Work for Others</i>						
46	189.5 Wellness Program	165,469	0	0	0	0	165,469
	<i>Benefits Fund</i>						
47	18.1 Electronic Document Management Services	219,442	0	0	0	219,442	0
	<i>Data & Communications Fund</i>						
48	8.9 Risk Management	3,174,731	0	0	0	2,301,586	873,145
	<i>Self Insurance Fund</i>						
49	105.3 Fleet Vehicle Rental Service	475,000	0	0	0	475,000	0
	<i>Equipment Fund</i>						
50	82.1 Building Utilities and Energy Management	676,419	0	676,419	0	0	0
51	166.1 Learning & Organizational Development	264,641	0	264,641	0	0	0
52	8.4 Budget	296,711	0	296,711	0	0	0
53	22.3 Personal Computer Replacement	406,537	0	0	0	406,537	0
	<i>Data & Communications Fund</i>						
54	85.1 Real Estate Services	481,036	481,036	0	0	0	0
	<i>Facilities Work for Others</i>						
55	21.3 Data Management Equipment	289,000	0	0	0	289,000	0
	<i>Data & Communications Fund</i>						
56	83.1 Facilities Project Management, Planning, & Design	322,050	322,050	0	0	0	0
	<i>Facilities Work for Others</i>						
57	81.3 Reduction: Preventive and Corrective Maintenance	(515,590)	0	(515,590)	0	0	0

HIGH PERFORMING GOVERNMENT - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
58	81.1 Building Maintenance and Repair	4,945,139	253,472	4,691,667	0	0	0
	<i>Facilities Work for Others</i>						
59	206.26 General Fund Support to MIS	3,856,168	0	3,048,642	0	807,526	<i>General Fund</i>
60	105.1 Fleet Vehicle and Equipment Maintenance Services	5,568,975	0	0	5,568,975	0	<i>Equipment Fund</i>
61	69.18 Enhancement: Workforce Planning & Management	65,000	0	0	65,000	0	<i>Utility CS&A Fund</i>
62	5.8 Enhancement: Performance Excellence Assessment	9,825	0	9,825	0	0	0
63	17.1 Development Tracking System	233,225	0	0	226,200	7,025	<i>Data & Communications Fund</i>
64	69.2 Enhancement: Security Coordinator	111,061	0	0	111,061	0	<i>Utility CS&A Fund</i>
65	20.2 Enhancement: Network Services Equipment	300,000	0	0	0	300,000	<i>Data & Communications Fund</i>
66	69.16 Enhancement: Phone Redundancy for Front Office and Emergency Operations Center	10,000	0	0	10,000	0	<i>Utility CS&A Fund</i>
67	19.5 Enhancement: Phone Services-Capital Equipment	275,000	0	0	0	275,000	<i>Data & Communications Fund</i>
68	61.3 Enhancement: Utilities - Marketing	100,000	0	0	100,000	0	<i>Utility CS&A Fund</i>

HIGH PERFORMING GOVERNMENT - 2010

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND		OTHER FUNDS	
				Ongoing			
69	69.17 Enhancement: Emergency Operations Center Setup - Enhancement	110,000	0	0	0	110,000	0
70	15.2 Enhancement: Technology Upgrade - JDE 9.0	233,504	0	0	0	0	233,504 <i>Data & Communications Fund</i>
71	69.15 Enhancement: Document Management	67,036	0	0	0	67,036	0 <i>Utility CS&A Fund</i>
72	164.4 Enhancement: Integrated Talent Management (I-TMS)	20,000	0	0	0	0	20,000 <i>General Fund</i>
73	166.9 Enhancement: Succession Planning	3,000	0	0	0	0	3,000 <i>General Fund</i>
74	13.2 Enhancement: Constituent Relationship Tracking (CRM) System	100,500	0	0	0	100,500	0 <i>Data & Communications Fund</i>
75	69.5 Enhancement: Utilities Constituent Relationship Tracking (CRM) System	22,974	0	0	0	22,974	0 <i>Utility CS&A Fund</i>
76	5.7 Enhancement: Homeward 2020	25,000	0	25,000	0	0	0
77	189.4 Enhancement: Domestic Partner (same-sex) Benefits	280,000	0	0	0	0	280,000 <i>Benefits Fund</i>
78	69.12 Enhancement: Utilities Technology Risk Abatement	245,000	0	0	0	245,000	0 <i>Utility CS&A Fund</i>
79	20.4 Enhancement: Technology Risk Abatement	438,700	0	0	0	438,700	0 <i>Data & Communications Fund</i>

HIGH PERFORMING GOVERNMENT - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
80	20.11 Reduction: Technology Risk Abatement	(193,700)	0	0	(193,700)	0	
				<i>Data & Communications Fund</i>			
81	69.13 Enhancement: Utilities Technology Support of Legal Requirements	20,000	0	0	20,000	0	
					<i>Utility CS&A Fund</i>		
82	21.4 Enhancement: Technology Support of Legal Requirements	130,000	0	0	130,000	0	
					<i>Data & Communications Fund</i>		
83	21.8 Reduction: Technology Support of Legal Requirements	(110,000)	0	0	(110,000)	0	
					<i>Data & Communications Fund</i>		
84	19.4 Enhancement: Microsoft Exchange	77,000	0	0	0	77,000	
						<i>Data & Communications Fund</i>	
85	69.10 Enhancement: Utilities Microsoft Exchange	20,974	0	0	20,974	0	
					<i>Utility CS&A Fund</i>		
		Funded Offers	78,663,805	1,646,215	18,042,253	54,948,405	4,026,932
86	5.5 Enhancement: Legislative Services	25,000	0	25,000	0	0	
87	69.20 Enhancement: Reinstatement of Utility Facility Locator	68,631	0	0	68,631	0	
					<i>Utility CS&A Fund</i>		
88	198.1 Enhancement: IT Support for Recreation, Lincoln Center, and Parking Services	20,575	0	20,575	0	0	

HIGH PERFORMING GOVERNMENT - 2010

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
89	206.5 Enhancement: Governmental Fund support to IT Support for Recreation, Lincoln Center and Parking Services	22,575	0	22,575	0	0	0
90	13.4 Enhancement: IT Support for Recreation, Lincoln Center and Parking Services	22,575	0	0	22,575		0
						<i>Data & Communications Fund</i>	
91	61.2 Enhancement: Utilities - Meter Reader	19,955	0	0	0	19,955	0
						<i>Utility CS&A Fund</i>	
92	191.3 Enhancement: General Legal Services	24,599	0	24,599	0	0	0
93	189.3 Enhancement: On-site Nurse Clinic	200,000	0	0	0	0	200,000
							<i>Benefits Fund</i>
94	72.4 Enhancement: Needs & Numbers Community Conversation	25,500	0	25,500	0	0	0
95	73.2 Enhancement: Expanded Programming on Cable 14	12,594	0	12,594	0	0	0
96	164.5 Enhancement: "World Class" Employment Opportunities Video	10,000	0	0	0	0	10,000
							<i>General Fund</i>
97	8.11 Enhancement: Electronic Pay Stubs	20,000	0	20,000	0	0	0
98	206.12 Enhancement: Governmental Fund support to Central Scanning Services	36,981	0	36,981	0	0	0
99	69.9 Enhancement: Utilities Central Scanning Services	10,959	0	0	0	10,959	0
						<i>Utility CS&A Fund</i>	
100	18.2 Enhancement: Central Scanning Services	47,940	0	0	0	47,940	0
						<i>Data & Communications Fund</i>	

HIGH PERFORMING GOVERNMENT - 2010

Rank Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
101 8.10 Enhancement: Pay Card	17,150	0	17,150	0	0	0
102 69.11 Enhancement: Utilities Improving Technology	53,195	0	0	53,195	0	0
				<i>Utility CS&A Fund</i>		
103 206.16 Enhancement: Governmental Fund support to Improving Technologies	179,505	0	179,505	0	0	0
104 20.3 Enhancement: Improving Technologies	232,700	0	0	232,700	0	0
				<i>Data & Communications Fund</i>		
105 206.17 Enhancement: Governmental Fund support to Technology Risk Abatement	338,413	0	338,413	0	0	0
106 206.20 Enhancement: Governmental Fund support to Technology Support of Legal Requirements	100,282	0	100,282	0	0	0
Unfunded Offers	1,489,129	0	823,174	455,955	210,000	
Total Offers	80,152,934	1,646,215	18,865,427	55,404,360	4,236,932	

HIGH PERFORMING GOVERNMENT - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
1	9.3 Passport Application Acceptance Facility	5,971	0	5,971	0	0	0
2	9.4 Reduction: B&C Appreciation Event	(3,000)	0	(3,000)	0	0	0
3	23.3 MIS Utilities Reimbursement	225,000	0	0	0	0	225,000 <i>Data & Communications Fund</i>
4	189.1 Benefit Programs and Services	21,089,465	0	0	0	20,642,265	447,200 <i>Benefits Fund</i>
5	19.2 Phone Services	1,028,762	0	0	0	1,028,762	0 <i>Data & Communications Fund</i>
6	9.1 City Clerk - Administration	522,951	0	522,951	0	0	0
7	6.1 City Council Core Services	137,449	0	137,449	0	0	0
8	12.1 Regular Election - April 2011	160,756	0	0	0	0	160,756 <i>General Fund</i>
9	5.1 Leadership and City Council Support	1,158,772	0	1,158,772	0	0	0
10	19.1 E-mail Services	169,689	0	0	0	169,689	0 <i>Data & Communications Fund</i>
11	8.6 Treasury	321,923	0	321,923	0	0	0
12	8.7 Sales Tax	430,225	0	430,225	0	0	0
13	73.1 Cable and Media Services	579,209	163,000	416,209	0	0	0 <i>Cable PEG Fees</i>
14	73.3 Reduction: Cable and Media Services	(43,000)	0	(43,000)	0	0	0
15	86.1 Municipal Court Case Processing	615,791	164,000	451,791	0	0	0 <i>Court Bonds</i>

HIGH PERFORMING GOVERNMENT - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
16	20.1 Network Services	814,061	0	0	814,061	0	
				<i>Data & Communications Fund</i>			
17	86.3 Reduction: Municipal Court Staffing	(11,296)	0	(11,296)	0	0	
18	183.1 Police Collective Bargaining	60,000	0	60,000	0	0	
19	8.5 Accounts Payable and Payroll	553,222	0	553,222	0	0	
20	21.1 Data Management Services	658,809	0	0	658,809	0	
				<i>Data & Communications Fund</i>			
21	22.1 Technology Customer Support	840,961	0	0	840,961	0	
				<i>Data & Communications Fund</i>			
22	16.1 E-Government Services	374,081	0	0	374,081	0	
				<i>Data & Communications Fund</i>			
23	12.2 Special Elections	91,080	0	91,080	0	0	
24	5.2 Policy Development and Advancement	184,630	0	184,630	0	0	
25	13.1 Application Services	327,987	0	0	327,987	0	
				<i>Data & Communications Fund</i>			
26	69.1 Utilities - Administration & General Operations	9,766,801	0	0	9,766,801	0	
				<i>Utility CS&A Fund</i>			
27	19.3 VHF Radio Maintenance	102,801	0	0	102,801	0	
				<i>Data & Communications Fund</i>			
28	12.3 Reduction: Regular Election Advertising Costs	(3,000)	0	0	0	(3,000)	<i>General Fund</i>
29	12.4 Reduction: Special Election Advertising Costs	(1,500)	0	(1,500)	0	0	

HIGH PERFORMING GOVERNMENT - 2011

Rank	Offer	Offer Cost		Offer Funding		
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
30	8.8 Purchasing	416,495	0	416,495	0	0
31	164.3 Compensation and Human Resources Information Systems (HRIS) Personnel Payroll Services	192,602	0	192,602	0	0
32	86.2 Enhancement: Jail Expense	25,000	0	25,000	0	0
33	61.1 Utilities - Utility Customer Service	6,288,190	0	0	6,288,190	0
					<i>Utility CS&A Fund</i>	
34	14.1 GIS Services	514,210	0	0	514,210	0
					<i>Data & Communications Fund</i>	
35	191.2 General Legal Services	1,239,894	0	1,239,894	0	0
36	23.1 MIS Administration and Financial Support	534,151	0	0	534,151	0
					<i>Data & Communications Fund</i>	
37	9.2 B&C Support - Admin Support to Council	18,200	0	18,200	0	0
38	164.1 Human Resources Administrative Services	473,167	0	473,167	0	0
39	15.1 Basic Technology Support Services	693,269	0	0	693,269	0
					<i>Data & Communications Fund</i>	
40	105.2 Fleet Fueling Services	3,336,948	0	0	3,336,948	0
					<i>Equipment Fund</i>	
41	8.1 Finance Administration	331,443	0	331,443	0	0
42	8.3 Accounting and Financial Reporting	614,986	0	614,986	0	0
43	164.2 Human Resources Strategic Partner Division	452,087	0	452,087	0	0
44	72.1 Communicating with the Community	436,638	0	436,638	0	0

HIGH PERFORMING GOVERNMENT - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
45	8.2 Low Income Rebate Program	212,950	0	212,950	0	0	0
46	185.1 Organizational Performance Measures	73,000	0	73,000	0	0	0
47	81.2 Building Operations and Custodial Services	1,319,312	286,546	1,032,766	0	0	0
			<i>Facilities Work for Others</i>				
48	189.5 Wellness Program	170,681	0	0	0	0	170,681
							<i>Benefits Fund</i>
49	18.1 Electronic Document Management Services	224,441	0	0	224,441	0	0
					<i>Data & Communications Fund</i>		
50	8.9 Risk Management	3,186,367	0	0	2,352,734	833,633	0
					<i>Self Insurance Fund</i>	<i>Self Insurance Fund</i>	
51	105.3 Fleet Vehicle Rental Service	500,000	0	0	500,000	0	0
					<i>Equipment Fund</i>		
52	82.1 Building Utilities and Energy Management	702,344	0	702,344	0	0	0
53	166.1 Learning & Organizational Development	285,539	0	285,539	0	0	0
54	8.4 Budget	304,663	0	304,663	0	0	0
55	22.3 Personal Computer Replacement	454,587	0	0	454,587	0	0
					<i>Data & Communications Fund</i>		
56	85.1 Real Estate Services	495,366	495,366	0	0	0	0
			<i>Facilities Work for Others</i>				
57	21.3 Data Management Equipment	182,000	0	0	182,000	0	0
					<i>Data & Communications Fund</i>		
58	83.1 Facilities Project Management, Planning, & Design	330,340	330,340	0	0	0	0
			<i>Facilities Work for Others</i>				

HIGH PERFORMING GOVERNMENT - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
59	81.3 Reduction: Preventive and Corrective Maintenance	(550,000)	0	(550,000)	0	0	0
60	81.1 Building Maintenance and Repair	4,614,743	270,104	4,344,639	0	0	0
	<i>Facilities Work for Others</i>						
61	206.26 General Fund Support to MIS	4,016,684	0	3,719,303	0	0	297,381 General Fund
62	105.1 Fleet Vehicle and Equipment Maintenance Services	5,779,097	0	0	5,779,097	0	0
					<i>Equipment Fund</i>		
63	69.18 Enhancement: Workforce Planning & Management	65,000	0	0	65,000	0	0
					<i>Utility CS&A Fund</i>		
64	17.1 Development Tracking System	238,505	0	0	226,100	12,405	12,405
					<i>Data & Communications Fund</i>		<i>Data & Communications Fund</i>
65	69.2 Enhancement: Security Coordinator	113,893	0	0	113,893	0	0
					<i>Utility CS&A Fund</i>		
66	69.4 Enhancement: Utilities Network Services Equipment	27,765	0	0	27,765	0	0
					<i>Utility CS&A Fund</i>		
67	20.2 Enhancement: Network Services Equipment	232,500	0	0	121,458	111,042	111,042
					<i>Data & Communications Fund</i>		<i>Data & Communications Fund</i>
68	19.5 Enhancement: Phone Services-Capital Equipment	162,900	0	0	0	162,900	162,900
							<i>Data & Communications Fund</i>
69	61.3 Enhancement: Utilities - Marketing	100,000	0	0	100,000	0	0
					<i>Utility CS&A Fund</i>		
70	69.15 Enhancement: Document Management	33,136	0	0	33,136	0	0
					<i>Utility CS&A Fund</i>		

HIGH PERFORMING GOVERNMENT - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	General Fund	
71	166.9 Enhancement: Succession Planning	25,000	0	0	0	0	25,000
72	13.2 Enhancement: Constituent Relationship Tracking (CRM) System	40,000	0	0	40,000		
					<i>Data & Communications Fund</i>		
73	69.5 Enhancement: Utilities Constituent Relationship Tracking (CRM) System	9,144	0	0	9,144		0
					<i>Utility CS&A Fund</i>		
74	5.7 Enhancement: Homeward 2020	25,000	0	25,000	0	0	0
75	189.4 Enhancement: Domestic Partner (same-sex) Benefits	250,000	0	0	0	0	250,000
							<i>Benefits Fund</i>
76	69.12 Enhancement: Utilities Technology Risk Abatement	15,000	0	0	15,000		0
					<i>Utility CS&A Fund</i>		
77	20.4 Enhancement: Technology Risk Abatement	202,500	0	0	202,500		0
					<i>Data & Communications Fund</i>		
78	20.11 Reduction: Technology Risk Abatement	(187,500)	0	0	(187,500)		0
					<i>Data & Communications Fund</i>		
79	69.13 Enhancement: Utilities Technology Support of Legal Requirements	55,000	0	0	55,000		0
					<i>Utility CS&A Fund</i>		
80	21.4 Enhancement: Technology Support of Legal Requirements	204,700	0	0	204,700		0
					<i>Data & Communications Fund</i>		

HIGH PERFORMING GOVERNMENT - 2011

Rank	Offer	Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
81	21.8 Reduction: Technology Support of Legal Requirements	(149,700)	0	0	(149,700)	0	0
		Funded Offers	79,490,837	1,709,356	18,626,143	56,462,340	2,692,998
82	5.5 Enhancement: Legislative Services	25,000	0	25,000	0	0	0
83	69.20 Enhancement: Reinstatement of Utility Facility Locator	70,626	0	0	70,626	0	0
					<i>Utility CS&A Fund</i>		
84	198.1 Enhancement: IT Support for Recreation, Lincoln Center, and Parking Services	21,143	0	21,143	0	0	0
85	206.5 Enhancement: Governmental Fund support to IT Support for Recreation, Lincoln Center and Parking Services	23,143	0	23,143	0	0	0
86	13.4 Enhancement: IT Support for Recreation, Lincoln Center and Parking Services	23,143	0	0	23,143	0	0
					<i>Data & Communications Fund</i>		
87	61.2 Enhancement: Utilities - Meter Reader	23,341	0	0	23,341	0	0
					<i>Utility CS&A Fund</i>		
88	191.3 Enhancement: General Legal Services	25,457	0	25,457	0	0	0
89	189.3 Enhancement: On-site Nurse Clinic	100,000	0	0	0	0	100,000
							<i>Benefits Fund</i>
90	73.2 Enhancement: Expanded Programming on Cable 14	13,044	0	13,044	0	0	0
91	8.11 Enhancement: Electronic Pay Stubs	13,500	0	13,500	0	0	0

HIGH PERFORMING GOVERNMENT - 2011

Rank Offer		Offer Cost		Offer Funding			RESERVES
		Total	Dedicated	Ongoing	OTHER FUNDS		
92	206.12 Enhancement: Governmental Fund support to Central Scanning Services	37,536	0	37,536	0	0	0
93	69.9 Enhancement: Utilities Central Scanning Services	11,123	0	0	11,123		0
					<i>Utility CS&A Fund</i>		
94	18.2 Enhancement: Central Scanning Services	48,659	0	0	48,659		0
					<i>Data & Communications Fund</i>		
95	8.10 Enhancement: Pay Card	16,500	0	16,500	0	0	0
96	69.11 Enhancement: Utilities Improving Technology	16,619	0	0	16,619		0
					<i>Utility CS&A Fund</i>		
97	206.16 Enhancement: Governmental Fund support to Improving Technologies	56,081	0	56,081	0	0	0
98	20.3 Enhancement: Improving Technologies	72,700	0	0	72,700		0
					<i>Data & Communications Fund</i>		
99	206.17 Enhancement: Governmental Fund support to Technology Risk Abatement	156,209	0	156,209	0	0	0
100	206.20 Enhancement: Governmental Fund support to Technology Support of Legal Requirements	157,906	0	157,906	0	0	0
101	81.4 Building Maintenance and Repair - Partial	500,000	0	500,000	0	0	0
	Unfunded Offers	1,411,730	0	1,045,519	266,211	100,000	
	Total Offers	80,902,567	1,709,356	19,671,662	56,728,551	2,792,998	

HIGH PERFORMING GOVERNMENT

5.1 Leadership and City Council Support - Funded

2010 - \$1,125,897

2011 - \$1,158,772

This offer provides senior executive management of the organization through the work of the City Manager and staff. The City Manager, Deputy City Manager and Assistant City Manager facilitate the work of the City Council by developing and implementing the details of City Council's goals and policies. The City Manager provides leadership in all areas of municipal services to the community in accordance with the City Charter and provides strategic vision and priorities for the organization, ensuring that efforts focus on the results the community wants. The City Manager's Office staff also serve as liaisons between the City Council and City staff for carrying out service requests and supporting the myriad activities in which the City Council and the City Manager are engaged.

5.2 Policy Development and Advancement - Funded

2010 - \$180,035

2011 - \$184,630

Policy Development and Advancement (PDA) manages the development, implementation and advancement of City policies as directed by City Council and the City Manager. Projects span the spectrum of City government and include initiatives that are developed in partnership with other government entities, the private sector and citizen stakeholders. This offer funds the staff needed to design and implement appropriate processes as well as recruit and lead project team members in analysis and development of policy alternatives. This offer also includes the management of legislative services, or advocating on the City's behalf with the Colorado General Assembly and federal representatives. PDA services help ensure the City Council and City organization have an efficient, centralized means of analyzing and resolving issues and maintaining an effective voice with regional, state and federal elected officials and staff.

5.5 Enhancement: Legislative Services - Unfunded

2010 - \$25,000

2011 - \$25,000

Since 1998 the City has employed 1.0 FTE to lobby on the City's behalf at the State Legislature and to advance City interests with State and Federal officials. That position was vacant in 2009 and has thus been eliminated. Legislative services have since been provided by remaining staff; however, those services are primarily reactive and depend heavily on lobbying provided by the Colorado Municipal League. Council members have expressed interest in the City taking a more proactive approach to influence legislation and forward the City's goals by initiating new legislation. This offer reinstates \$25,000 of the original \$89,100 spent for 1.0 FTE. This will enable the City to contract a professional firm to represent City interests on a daily basis on-site at the Capitol, monitor legislation and keep City staff informed of critical milestones, actively lobby on behalf of the City on critical legislation, and initiate new legislation on behalf of the City.

HIGH PERFORMING GOVERNMENT

5.6 Emergency Preparedness Training - Unfunded

2010 - \$30,000
2011 - \$0

The Fort Collins area has experienced a number of severe weather events over the last several years, including snow storms, tornadoes and flooding. Additionally, the ongoing threat of a flu pandemic raises a unique set of concerns and challenges. It is clear that City employees need to be prepared to respond to such events. One unique way to address this need is through conducting "tabletop exercises" that walk employees through a scenario and test existing emergency preparedness plans. This offer would fund the development and implementation of a series of three progressive exercises, each designed to test the unique needs of City employees. These exercises will be designed not only for emergency responders, but also are intended to provide awareness and training for employees who are not normally called upon to respond to emergency situations and are less familiar with roles and expectations during a major or prolonged emergency situation.

5.7 Enhancement: Homeward 2020 - Funded

2010 - \$25,000
2011 - \$25,000

Approximately 550 people in Fort Collins are homeless, 60 percent of whom are families. Homeward 2020 is a metric driven, 10-year initiative to end homelessness in Fort Collins. This program brings together local nonprofit agencies, government entities and businesses to reach two very deliberate goals: establish a needed supply of permanent affordable housing units with necessary support services, and a clearly-defined prevention policy for those teetering on homelessness. In 2009 the City contributed \$100,000 in one-time funds toward the establishment of Homeward 2020. A number of other local foundations, agencies and businesses also contribute to the partnership. This offer funds support of Homeward 2020 and its proactive, cost effective approach to ending homelessness in our community.

5.8 Enhancement: Performance Excellence Assessment - Funded

2010 - \$9,825
2011 - \$0

This package enables the City to assess the best way for the City of Fort Collins organization to continue a path to performance excellence. The term "performance excellence" refers to an integrated approach to organizational performance management that results in:

- Delivery of ever-improving value to customers, and stakeholders, contributing to organizational sustainability
 - Improvement of overall organizational effectiveness and capabilities
 - Organizational and personal learning
- Performance excellence is a framework and an assessment tool for understanding organizational strengths and opportunities for improvement and, thus, for guiding planning efforts. This offer funds training, research, and collaboration with a Colorado nonprofit organization called Colorado Performance Excellence (CPEX) and other experienced entities to gather best practices.

HIGH PERFORMING GOVERNMENT

6.1 City Council Core Services - Funded

2010 - \$129,973
2011 - \$137,449

This offer enables the City Council to provide leadership for all areas of municipal government. In the course of its work, City Council engages citizens in a variety of issues, collaborates and partners with organizations throughout the region, analyzes and enacts policies, adopts the City budget, provides for an independent audit of all City funds, authorizes issuance of bonds and other debt financing mechanisms, and provides guidance and direction for the administration of all City services. This offer funds the staff, services, and supplies needed to support these efforts.

8.1 Finance Administration - Funded

2010 - \$323,316
2011 - \$331,443

The Finance Administration Division of the Finance Department acts as the ex-officio City Treasurer and oversees the activities within the entire Finance Department. This offer funds management oversight and support of the entire department and specific financial management services such as managing City investments, providing financial guidance to partner entities (Downtown Development Authority, North College Urban Renewal Authority, etc.), and managing the City's debt.

8.2 Low Income Rebate Program - Funded

2010 - \$210,950
2011 - \$212,950

This offer funds three rebate programs that are offered to low income citizens who qualify. These rebates include a property tax or rent rebate, a utility rebate, and a sales tax on food rebate. The amount of money each applicant receives varies according to the amount of income the household earns. Applications are accepted August 1 - December 31 of each year.

8.3 Accounting and Financial Reporting - Funded

2010 - \$604,992
2011 - \$614,986

This offer is to provide accounting and financial reporting services for the City, including City Council, employees, citizens, granting agencies, and debt holders. Specific services include producing financial reports, providing advice on financing and business procedures, financial system training, accounting and administration of debt service program, managing accounts receivables, and creating, enforcing, and monitoring internal controls.

8.4 Budget - Funded

2010 - \$296,711
2011 - \$304,663

The Budget Office gathers, analyzes and reports various financial and performance data for the entire City organization and the citizens of Fort Collins. The Budget Office is a key participant in the Budgeting For Outcomes process, which is a citizen-focused budgeting process that establishes community goals and prioritizes services that emphasize outcomes that citizens want. The City operates under a biennial budget cycle.

HIGH PERFORMING GOVERNMENT

8.5 Accounts Payable and Payroll - Funded

2010 - \$537,670
2011 - \$553,222

This offer funds the City of Fort Collins Payroll and Accounts Payable office, which exists as the centralized location for the biweekly payment of employees' payroll and the centralized location for the payment of all goods and services purchased by the City of Fort Collins, Downtown Development Authority, Poudre Fire Authority and the Poudre River Public Library District.

8.6 Treasury - Funded

2010 - \$311,532
2011 - \$321,923

The primary responsibility of Treasury Services is to maximize investment returns while maintaining acceptable risk and ensuring adequate liquidity. This includes the management of the \$364 million operating portfolio and the \$32 million defined benefit portfolio. Other responsibilities include managing the daily cash position, maintaining investment software, and producing management reports reflecting the City's cash and investment positions. Treasury Services also includes managing banking relationships and verifying that the banking services provided are necessary, adequate, and priced competitively. Treasury Services collaborates with other city departments as necessary to ensure that all transactions involving the movement, handling, and storage of cash will be handled in a timely, efficient, and safe manner.

8.7 Sales Tax - Funded

2010 - \$410,858
2011 - \$430,225

Sales and use tax collections account for a large portion of the General Fund. Accurate and timely revenue collection is a vital function of a high performing city government. This offer funds sales and use tax revenue collection, compliance audit, licensing enforcement and taxpayer education services.

8.8 Purchasing - Funded

2010 - \$406,515
2011 - \$416,495

This offer funds the City's Purchasing Department. Services include purchasing goods for City departments, managing bids and requests for proposals, and promoting the use of sustainable purchasing practices. The Purchasing Department contracts for all supplies, materials, and equipment required or used by the City, including businesses and enterprises operated by the City. Purchasing also manages the Purchasing Card (PCard) system for the City. All purchasing contracts and bid documents are provided to citizens on line via Citydocs. Purchasing also provides an on line vendor registration and bid distribution system.

HIGH PERFORMING GOVERNMENT

8.9 Risk Management - Funded

2010 - \$3,174,731
2011 - \$3,186,367

The Risk Management division provides risk management services to the City of Fort Collins, Poudre Fire Authority, Poudre River Public Library District and Downtown Development Authority. This offer funds services that protect these entities' assets including employees, property and monetary funds. The preservation of City assets allows the organization to operate more efficiently by ensuring that employees are able to perform their jobs safely, City property is adequately protected from catastrophic loss, and taxpayer dollars are not wasted on unnecessary and preventable claims. Specific services include liability/property claims management, workers' compensation claims management, and the employee safety program.

8.10 Enhancement: Pay Card - Unfunded

2010 - \$17,150
2011 - \$16,500

This is an offer to move the City of Fort Collins toward mandatory direct deposit by offering employees who do not have a bank account an electronic payment card. This program would eliminate the employees' option to receive a paper check and streamline the payroll process.

8.11 Enhancement: Electronic Pay Stubs - Unfunded

2010 - \$20,000
2011 - \$13,500

This is an offer to purchase a system that would allow City employees to view their paycheck and W 2 information through a third-party Web site. Employees would be able to access their current and past pay information with 24/7 access. The City would be able to stop printing Direct Deposit stubs and W 2s and help move the City into mandatory direct deposit which would create a paperless system. An online system would promote efficiency as employees could access information independently, as opposed to using the resources of payroll staff.

8.14 REINSTATEMENT Senior Accountant - Unfunded

2010 - \$83,755
2011 - \$83,507

REQUEST TO REINSTATE VACANCY Position placed on hold during 2009 vacancy freeze.

8.15 Budget Analyst - Performance Measures - Unfunded

2010 - \$77,082
2011 - \$79,177

This offer requests an additional Budget Analyst. Service demands on the budget office continue to increase and most notably with the new Performance Measures program. The program been supported by an existing Budget Analyst position. However, the needs of the program have exceeded predictions. The collection, analysis and use of performance measures in decision making are critical to achieving strategic objectives. To fully realize the benefits of a performance measures program, more staff resources are needed.

HIGH PERFORMING GOVERNMENT

9.1 City Clerk - Administration - Funded

2010 - \$506,624
2011 - \$522,951

The City Clerk's Office provides support to the organization and the community through the creation, maintenance, and dissemination of legislative and historical records. The Clerk's Office also manages document recording, preparation of the City Council agenda, liquor licensing, compliance with legal notice requirements, and elections. In addition to these services, this offer funds staff support for the City's 27 boards and commissions, and passport application services for the public.

9.2 B&C Support - Admin Support to Council - Funded

2010 - \$17,500
2011 - \$18,200

Boards and commissions play an important advisory role in City Council decisions. All board members are appointed by City Council and serve without compensation. Boards and commissions are established for the purpose of gathering and studying information in specific areas to make recommendations to City Council on behalf of citizens. This offer provides direct support to City Council for the creation of boards and commissions, recruitment of board members, and general support of board activities.

9.3 Passport Application Acceptance Facility - Funded

2010 - \$5,761
2011 - \$5,971

The City Clerk's Office functions as a Passport Application Acceptance Facility on behalf of the U.S. Department of State. Since the program began in 2006, 6,634 people have received passports through the Clerk's Office. This offer funds the minimal administrative expenses (postage, supplies, etc.) required to implement the program. On average, the program generates \$6,000 per month in revenue.

9.4 Reduction: B&C Appreciation Event - Funded

2010 - (\$3,000)
2011 - (\$3,000)

This offer will reduce the scope of the annual appreciation event that City Council holds for boards and commissions volunteers. Board members donate hundreds of hours to the betterment of the community and this event recognizes their contribution with a reception. This reduction specifically eliminates the professionally-produced video highlighting the accomplishments and efforts of the various boards.

12.1 Regular Election - April 2011 - Funded

2010 - \$0
2011 - \$160,756

This offer provides a mail ballot election for the April 2011 regular municipal election. At that election, voters will be electing a Mayor and Council representatives in Districts 2, 4, and 6. This offer funds the necessary postage, supplies, security, verification, and labor of a regular election.

HIGH PERFORMING GOVERNMENT

12.2 Special Elections - Funded

2010 - \$89,530
2011 - \$91,080

This offer provides for a special election to be conducted each year in conjunction with the November Larimer County General or Coordinated Election. Coordinating a special election with Larimer County is less expensive than conducting an independent special election. Other special elections occur at other times by citizen initiative, but it is impossible to predict and budget for such occurrences. This offer funds the necessary postage, supplies, security, verification, and labor of a special election.

12.3 Reduction: Regular Election Advertising Costs - Funded

2010 - \$0
2011 - (\$3,000)

This offer eliminates the City Code requirement to publish campaign finance reports from regular elections in the local newspaper and instead requires publication on the City's website, fcgov.com. Posting information online is faster, more accessible and less costly than purchasing advertising space in a newspaper.

12.4 Reduction: Special Election Advertising Costs - Funded

2010 - (\$1,500)
2011 - (\$1,500)

This offer eliminates the City Code requirement to publish campaign finance reports from special elections in the local newspaper and instead requires publication on the City's website, fcgov.com. Posting information online is faster, more accessible and less costly than purchasing advertising space in a newspaper.

13.1 Application Services - Funded

2010 - \$329,346
2011 - \$327,987

This offer funds the ongoing operations and maintenance for existing City software applications and databases, as well as the support and implementation of related projects. This offer supports department-specific and organization-wide software applications and databases. The management and administrative costs required for the ongoing operations of the Application Services Division are also included in this offer.

13.2 Enhancement: Constituent Relationship Tracking (CRM) System - Funded

2010 - \$100,500
2011 - \$40,000

This offer supports implementation of an organization-wide Constituent Relationship Management (CRM) system to better manage, track and report on citizens' requests for service. This offer funds the development costs of a new CRM system, a public awareness/education campaign, and internal customer service. A CRM system will provide an enhanced and more integrated level of customer service to the public. The employee portal piece of the initiative will give City employees, workgroups, and project teams new, innovative tools to more effectively collaborate, share information and implement paperless work processes.

HIGH PERFORMING GOVERNMENT

13.4	Enhancement: IT Support for Recreation, Lincoln Center and Parking Services - Unfunded	2010 - \$22,575 2011 - \$23,143
<p>This offer funds 0.25 FTE of a technology programmer analyst that will be shared between three different departments: Management Information Systems (MIS), Culture, Parks, Recreation and Environment (CPRE), and Planning Development and Transportation (PDT). This position provides increased support to Recreation, the Lincoln Center, Parking Services, and MIS to support online registration and ticketing software, as well as, IT assets at recreation facilities. Funding for the remaining 0.75 FTE is included in separate offers (offer 65.6, offer 106.2, offer 198.1).</p>		
14.1	GIS Services - Funded	2010 - \$511,422 2011 - \$514,210
<p>This offer provides delivery of GIS services for the entire organization and community partners including professional software licensing, data creation and analysis, shared data delivery and printing services, user support and training, map products and printing, and spatial database hosting for a variety of City applications and programs. GIS staff funded through this offer provide ongoing support for existing programs such as emergency notification and 911 dispatch, and for new projects.</p>		
15.1	Basic Technology Support Services - Funded	2010 - \$740,028 2011 - \$693,269
<p>This offer provides ongoing operations and maintenance of the City's existing system of record (ERP) including staff, training, support, licensing costs, software maintenance, and troubleshooting. ERP is the technology behind the City's Finance and Human Resources Departments; it specifically supports electronic accounts payable/receivable, employee time tracking, compensation and leave, asset tracking and management, purchasing functions, job vacancies and applications, and more.</p>		
15.2	Enhancement: Technology Upgrade - JDE 9.0 - Funded	2010 - \$233,504 2011 - \$0
<p>This offer funds upgrading the software application that supports the City's existing system of record. The current version of the software application, JDEwards, will stop being supported by the vendor in 2010; periodic upgrades are necessary as part of ongoing maintenance and help minimize bugs and troubleshooting. Because the City's existing system of record is integral to many different departments, coordination and implementation of this upgrade requires additional staff time which is included in this offer.</p>		
16.1	E-Government Services - Funded	2010 - \$365,600 2011 - \$374,081
<p>This offer supports the on going services related to e-Government within the City of Fort Collins. e-Government includes the City's web and intranet sites and applications. This offer includes staff time for maintaining sites and applications, time for research and project development, support of unique department interfaces, software maintenance, and troubleshooting, which allow the City to communicate and conduct business with our residents and partners.</p>		

HIGH PERFORMING GOVERNMENT

17.1 Development Tracking System - Funded

2010 - \$233,225
2011 - \$238,505

This offer funds the City's Development Technology Support (DTS) program. DTS provides a single point of access to the organization's multiple business processes related to development and construction review. DTS integrates 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. This offer includes staff, administration and database support, hardware and software maintenance, and other operating expenses. DTS is funded by an administrative surcharge applied to fees collected through the system.

18.1 Electronic Document Management Services - Funded

2010 - \$219,442
2011 - \$224,441

This offer provides ongoing maintenance and support for the organization's electronic document management system, or EDMS. This offer covers application and technical support, shared licensing, and staff to provide central support, coordinate upgrades and training, and provide overall system maintenance. In addition to supporting department needs such as documentation of building inspections, purchasing records, and police records, EDMS also holds records related to City Council, and the Municipal Code and Charter.

18.2 Enhancement: Central Scanning Services - Unfunded

2010 - \$47,940
2011 - \$48,659

This offer provides funding for additional ongoing contractual services to scan and index documents into the City's centralized electronic document management system. This service is designed to assist departments that do not have the resources or the space for scanning and indexing themselves.

19.1 E-mail Services - Funded

2010 - \$163,428
2011 - \$169,689

This offer provides funding to support the City's existing e-mail system (Groupwise). The organization currently has approximately 1,700 active Groupwise accounts and 390 active Blackberry/pda accounts. This offer includes 24-hour support, troubleshooting, spam management, and management of vendor agreements. Funding for this offer is derived from annual e-mail and Blackberry account charges paid by other City departments.

HIGH PERFORMING GOVERNMENT

19.2 Phone Services - Funded

2010 - \$1,023,710
2011 - \$1,028,762

This offer provides funding for the City's internal telephone systems and the Utility Services customer Call Center. The organization's telephone infrastructure is 27 years old and is no longer supported by the vendor through maintenance contracts. Currently, work to replace this system with a Voice over Internet Protocol (VoIP) phone system is underway. This offer funds staff support for on going operation of the phone systems and the continued conversion to the VoIP system. This offer is funded by monthly telephone billing charges paid by other City departments. The expenses associated with acquiring the hardware to continue migration from to VoIP are featured in Offers 19.5, and 20.2.

19.3 VHF Radio Maintenance - Funded

2010 - \$142,918
2011 - \$102,801

This offer provides equipment, staff and other resources for the management and support of the Utility Services VHF radio systems. It includes consulting services only for electric load management, remote telemetry and video surveillance. The Utilities relies heavily on the use of radios in order to maintain contact, especially during times of crisis. This offer is exclusive to Utility Services, and is funded entirely by Utilities Services monies.

19.4 Enhancement: Microsoft Exchange - Funded

2010 - \$77,000
2011 - \$0

This offer supports replacing the existing Novell GroupWise e-mail system with Microsoft Exchange and Outlook. This offer is limited in scope; it includes licenses for City staff that currently have e-mail accounts and overall staff support. It does not include ancillary applications commonly associated with Outlook and Exchange such as Sharepoint.

19.5 Enhancement: Phone Services-Capital Equipment - Funded

2010 - \$275,000
2011 - \$162,900

This offer specifically covers the capital equipment necessary to continue replacement of the organization's 27-year-old telephone system. Construction of the new Voice over Internet Protocol (VoIP) system is necessary to offset the increasing risk of significant downtime related to the City's dependency on obsolete technology and to avoid the costs of supporting two co-existing voice/telephone systems. Staff resources and network equipment are included in separate offers.

HIGH PERFORMING GOVERNMENT

20.1 Network Services - Funded

2010 - \$800,502
2011 - \$814,061

This offer provides the resources necessary to manage and support the data network that underpins City-wide customer service. The organization's behind the scenes network is a high-speed data transport system that hosts advanced telephone systems, call center operations, public safety dispatch, water and wastewater treatment operations, fcgov.com, JDE financials, HR functions, city clerk support for boards and commissions, City Council sessions, municipal court, recreation registration, traffic operations, transportation services, and much more. This offer includes staffing to manage and maintain the existing network, design new and remodeled facility networks, manage projects, create strategic architecture, and provide cyber security for the City's systems and their users.

20.2 Enhancement: Network Services Equipment - Funded

2010 - \$300,000
2011 - \$232,500

This offer funds capital resources to replace end of life equipment, to complete the Voice over Internet Protocol (VoIP) telephone system conversion, and to replace the core network switch which manages voice, video, and data traffic to and from all City facilities.

20.3 Enhancement: Improving Technologies - Unfunded

2010 - \$232,700
2011 - \$72,700

This offer provides the funding for hardware and software support of four technology projects: audio and video conferencing between City facilities; wireless internet network upgrades; improving secure wireless network access; and general security and performance upgrades.

20.4 Enhancement: Technology Risk Abatement - Funded

2010 - \$438,700
2011 - \$202,500

Included in this enhancement offer are eight infrastructure hardware and software investments that will minimize the risk of high-impact service outages for key systems, close gaps in security defenses, and enhance disaster recovery and business continuity efforts.

20.11 Reduction: Technology Risk Abatement - Funded

2010 - (\$193,700)
2011 - (\$187,500)

This offer reduces the Technology Risk Abatement offer by \$193,700 in 2010 and \$187,500 in 2011. Technology risk abatement includes eight infrastructure hardware and software investments that will minimize the risk of high-impact service outages for key systems, close gaps in security defenses, and enhance disaster recovery and business continuity efforts.

21.1 Data Management Services - Funded

2010 - \$639,462
2011 - \$658,809

Data Management Services stores electronic City-wide data, documents, maps, etc. This offer funds resources necessary to sustain the performance and availability of the City's 200+ servers, maintain organization-wide data storage and backup systems, provide file and print services, and manage data security. This offer funds staff and other non-capital investments in data management. Capital investments are funded through a separate offer (21.3).

HIGH PERFORMING GOVERNMENT

21.3 Data Management Equipment - Funded

2010 - \$289,000
2011 - \$182,000

The City is currently pursuing a server virtualization strategy. This strategy involves replacing end-of-life servers with new servers in a virtual environment. Data Management staff has virtualized 35 servers to date, establishing a more cost-effective, sustainable means of server replacement and storage capacity. This offer funds the capital equipment necessary to continue implementation of server virtualization and aligns with Offer 21.1, which funds staff and other non-capital expenses.

21.4 Enhancement: Technology Support of Legal Requirements - Funded

2010 - \$130,000
2011 - \$204,700

The six infrastructure hardware and software investments included in this offer address a number of compliance gaps that currently exist. Specifically, this offer includes support for regulatory specific audits, e-mail archiving in accordance with open records laws, license compliance, firewall protection, and more.

21.8 Reduction: Technology Support of Legal Requirements - Funded

2010 - (\$110,000)
2011 - (\$149,700)

This offer reduced funding requested for the Technology Support of Legal Requirements offer. The six infrastructure hardware and software investments included in the original offer address a number of compliance gaps that currently exist. Specifically, regulatory specific audits, e-mail archiving in accordance with open records laws, license compliance, firewall protection, and more.

22.1 Technology Customer Support - Funded

2010 - \$817,579
2011 - \$840,961

This offer requests funding to provide ongoing support for the City's IT Helpdesk. The Helpdesk is the City organization's first point of contact for employees with technology questions, issues, or requests. It averages 1,100 calls per month, 55 percent of which are resolved on first contact. This offer includes funding for staff, asset management and software licenses, as well as productivity tools for the technical staff to support end users.

22.3 Personal Computer Replacement - Funded

2010 - \$406,537
2011 - \$454,587

This offer provides funding to cover the replacement costs for PCs and laptops within the organization, on a 5-year rotation plan. It is estimated that the City will replace approximately 300 PCs in 2010 and 260 in 2011. Funding for this offer is drawn from MIS reserves.

23.1 MIS Administration and Financial Support - Funded

2010 - \$520,543
2011 - \$534,151

This offer provides leadership, financial management, communications and change management, and administrative support for the Management Information Services (MIS) Department to support the City organization's technology needs.

HIGH PERFORMING GOVERNMENT

23.3 MIS Utilities Reimbursement - Funded

2010 - \$443,000
2011 - \$225,000

From reserves, MIS will reimburse a double charge to the Utility Fund that occurred in 2008 – 2009.

61.1 Utilities - Utility Customer Service - Funded

2010 - \$6,156,161
2011 - \$6,288,190

Customer Service, 330 S. College Ave., is the "storefront" for the Utilities. Included in this offer are customer service administration, billing, credit and collections, cashiering, and meter reading. Customer and employee relations services in this offer include education and outreach, marketing, key accounts management, wellness and safety.

61.2 Enhancement: Utilities - Meter Reader - Unfunded

2010 - \$19,955
2011 - \$23,341

A growing customer base requires the Utilities to hire two more meter readers. However, if the City's Advanced Metering Infrastructure (AMI) project is funded, these two positions will not be needed. AMI would install meter-reading technology to replace the need for meter readers.

61.3 Enhancement: Utilities - Marketing - Funded

2010 - \$100,000
2011 - \$100,000

On a two-year cycle, Utilities conducts market research to benchmark customer service measures and determine customer perspectives on a variety of current topics, such as water storage, replacement of infrastructure, and support for environmental measures. Historically, developing responses (programs, educational campaigns, etc.) to address these issues of concern have required consulting and research. This offer provides funding for strategic planning activity to address these issues.

69.1 Utilities - Administration & General Operations - Funded

2010 - \$9,701,217
2011 - \$9,766,801

This offer includes funding for the Utilities Executive Director, Finance and Budget Department, Asset Management, Environmental Projects, 21st Century Utilities Programs, Identity Theft Mitigation, Locating Operations, support for city wide Management Information Services, IT support for unique Utilities applications, Regulatory and Governmental Affairs, and other utility miscellaneous services.

69.2 Enhancement: Security Coordinator - Funded

2010 - \$111,061
2011 - \$113,893

This offer funds a position, Utilities Security Coordinator, to manage and oversee the complex safety needs and requirements for the Utilities campuses. This position would be responsible for assessing the security at plants and the service center/billing office, as well as developing processes, policies, and procedures in response to those assessments.

HIGH PERFORMING GOVERNMENT

- 69.4 Enhancement: Utilities Network Services Equipment - Funded** **2010 - \$0**
2011 - \$27,765
- This offer funds the Utilities portion of offer 20.2, which funds capital resources to replace end of life equipment, to complete the Voice over Internet Protocol (VoIP) telephone system conversion, and to replace the core network switch which manages voice, video, and data traffic to and from all City facilities.
- 69.5 Enhancement: Utilities Constituent Relationship Tracking (CRM) System - Funded** **2010 - \$22,974**
2011 - \$9,144
- This offer funds the Utilities portion of offer 13.2, which funds implementation of an organization-wide Constituent Relationship Management (CRM) system to better manage, track and report on citizen's requests for service. This offer funds the development costs of a new CRM system, a public awareness/education campaign, and internal customer service. A CRM system will provide an enhanced and more integrated level of customer service to the public. The employee portal piece of the initiative will give City employees, workgroups, and project teams new, innovative tools to more effectively collaborate, share information and implement paperless work processes.
- 69.9 Enhancement: Utilities Central Scanning Services - Unfunded** **2010 - \$10,959**
2011 - \$11,123
- This offer funds the Utilities portion of offer 18.2, which provides funding for on-going contractual services to scan and index documents into the City's centralized electronic document management system. This service is designed to assist departments that do not have the resources or the space for scanning and indexing themselves.
- 69.10 Enhancement: Utilities Microsoft Exchange - Funded** **2010 - \$20,974**
2011 - \$0
- This offer funds the Utilities portion of offer 19.4, which supports replacing the existing Novell GroupWise e-mail system with Microsoft Exchange and Outlook. This offer is limited in scope; it includes licenses for City staff that currently have e-mail accounts and overall staff support. It does not include ancillary applications commonly associated with Outlook and Exchange such as Sharepoint.
- 69.11 Enhancement: Utilities Improving Technology - Unfunded** **2010 - \$53,195**
2011 - \$16,619

This offer funds the Utilities portion of offer 20.3, which provides funding for hardware and software support of four technology projects: audio and video conferencing between City facilities; wireless internet network upgrades; improving secure wireless network access; and general security and performance upgrades.

HIGH PERFORMING GOVERNMENT

69.12 Enhancement: Utilities Technology Risk Abatement - Funded **2010 - \$245,000**
2011 - \$15,000

This offer supports the Utilities portion of offer 20.4, which funds eight infrastructure hardware and software investments that will minimize the risk of high-impact service outages for key systems, close gaps in security defenses, and enhance disaster recovery and business continuity efforts.

69.13 Enhancement: Utilities Technology Support of Legal Requirements - Funded **2010 - \$20,000**
2011 - \$55,000

This offer funds the Utilities portion of offer 21.4, which funds six infrastructure hardware and software investments to address a number of compliance gaps that currently exist. Specifically, this offer includes support for regulatory-specific audits, email archiving in accordance with open records laws, license compliance, firewall protection, and more.

69.15 Enhancement: Document Management - Funded **2010 - \$67,036**
2011 - \$33,136

This offer provides Utilities financial support of the City's central Document Management system. Document management provides two main benefits: cost savings and security. This offer would provide both software licensing and the equipment to scan documents into the City's system.

69.16 Enhancement: Phone Redundancy for Front Office and Emergency Operations Center - Funded **2010 - \$10,000**
2011 - \$0

This offer provides the resources to ensure customers are always able to contact Utilities for electrical outages and other critical issues in the event that the City's phone lines have been cut or otherwise unavailable. This will make two phone lines to the Utility Service Center and one line in Supervisory Control Operations Center operationally redundant. It will also ensure phone lines are available for specified Utility employees to dial out in emergency situations.

69.17 Enhancement: Emergency Operations Center Setup - Enhancement - Funded **2010 - \$110,000**
2011 - \$0

This offer provides the resources to equip an Emergency Operations Center (EOC) at 700 Wood St. The EOC will need to be equipped with radios, phones, computers, network connections, wireless access and large wall displays so staff can react quickly, efficiently and effectively to protect safety and prevent unnecessary loss of property.

HIGH PERFORMING GOVERNMENT

69.18 Enhancement: Workforce Planning & Management - Funded

2010 - \$65,000
2011 - \$65,000

Knowledge management is a group of systems and practices for identifying, capturing, storing, and disseminating information. As the Utilities begins succession planning, knowledge management programs become critical to the organization so that value from intellectual capital is not lost. Capturing the experience and institutional knowledge of staff who are eligible to retire in the next five - ten years is essential to successful succession planning for the Utilities. This offer provides funding for consulting services focusing on programs for transferring and storing employee knowledge as well as developing leadership programs for existing employees.

69.20 Enhancement: Reinstatement of Utility Facility Locator - Unfunded

2010 - \$68,631
2011 - \$70,626

The Utility Facility Locate Section is responsible for electronic detection of underground facilities owned by the City of Fort Collins. This includes electric, water/wastewater, storm drain, traffic signals, fiber and phone circuits. The Facility Locator also works closely with other City Departments in assisting with locating their underground infrastructure.

72.1 Communicating with the Community - Funded

2010 - \$426,802
2011 - \$436,638

This offer provides general services from the Communications and Public Involvement Office (CPIO). The CPIO manages and implements a variety of communication tools to make local government more transparent and accessible. Primary services are in the following areas: communications consulting and information campaign development; design/production of brochures, annual reports, logos, events, posters, direct mail, ads, and Web content; community relations and strategic partnerships; media relations; special events; Web content; employee communication; and crisis communication. This offer also includes the CityWorks 101 program, as well as CityWorks 101 Inside Edition and the CityWorks Alumni Forum, which engage residents and employees in their local government.

72.3 Social Media - Unfunded

2010 - \$29,506
2011 - \$27,239

City Council and City staff have identified a need for increased communication and improved engagement of community members, stakeholders, and employees. The City's public Web site (fcgov.com), its internal site (CityNet), and other online tools are becoming increasingly important. Although both fcgov.com and CityNet are successful, there is opportunity for improvement. People are now looking online to find information, AND also to interact with City staff and leadership. This offer includes one new 0.5 FTE position to focus primarily on social media, web design and integration. Specifically this individual would focus on the City's electronic communication tools, including fcgov.com, CityNet, interactive web content, electronic newsletters, and social media integration (including Facebook, blogs, online video, and Twitter).

HIGH PERFORMING GOVERNMENT

72.4 Enhancement: Needs & Numbers Community Conversation - Unfunded

2010 - \$25,500
2011 - \$0

The City has identified sustainability, including sustainable funding for City services, as a top priority. An extensive community dialogue regarding "needs & numbers" is required. Over a six month process, we will gauge what services people value, expect and are willing to pay for, educate about choices and trade offs, and test options for filling the budget gap. This offer will fund educational materials, advertising and a limited amount of consulting/facilitation for the community dialogue process.

73.1 Cable and Media Services - Funded

2010 - \$556,129
2011 - \$579,209

This offer is for basic services associated with City Cable 14 programming and media services. It provides equipment and staffing for live cablecasts of City Council Meetings, City Council Work Sessions, and Planning and Zoning Board deliberations. It includes taped staff presentations for Council Work Sessions, a minimum of one studio program each month, continuation of CrossCurrents and a limited amount of other programming, including internal programs and training. The offer includes cablecasting of County Commissioner meetings, County land use hearings, and other services designated by the City's IGA with Larimer County. This offer provides live online video streaming and video on demand for all Cable 14 programming. The offer includes the Public, Education and Governmental Access funds which are distributed through a competitive process to the City, Poudre School District, CSU and FC PAN.

73.2 Enhancement: Expanded Programming on Cable 14 - Unfunded

2010 - \$12,594
2011 - \$13,044

This offer creates additional programming for City Cable 14. Programming would be expanded to include 5 additional Board & Commission meetings each month, as well as one additional 30-minute studio show each month. The studio show will feature the Mayor & City Council. The programs will provide greater transparency into local government and generate approximately 15 hours of new, fresh programming each month.

73.3 Reduction: Cable and Media Services - Funded

2010 - (\$43,000)
2011 - (\$43,000)

This offer is for basic services associated with City Cable 14 programming and media services. It provides equipment and staffing for live cablecasts of City Council Meetings, City Council Work Sessions, and Planning and Zoning Board deliberations. It includes taped staff presentations for Council Work Sessions, a minimum of one studio program each month, continuation of CrossCurrents and a limited amount of other programming, including internal programs and training. The offer includes cablecasting of County Commissioner meetings, County land use hearings, and other services designated by the City's IGA with Larimer County. This offer provides live online video streaming and video on demand for all Cable 14 programming. The offer includes the Public, Education and Governmental Access funds which are distributed through a competitive process to the City, Poudre School District, CSU and FC PAN.

HIGH PERFORMING GOVERNMENT

81.1 Building Maintenance and Repair - Funded

2010 - \$4,945,139
2011 - \$4,614,743

This offer provides for general and major maintenance, repairs, and alterations of City buildings and systems (electrical and lighting, plumbing, etc.), parking lots, pool systems, and emergency generators. Building maintenance and repair also includes hazardous materials abatement and clean-up, remodels, and Americans with Disabilities Act compliance. This also includes building access control, ID Badge management and administrative support.

81.2 Building Operations and Custodial Services - Funded

2010 - \$1,275,040
2011 - \$1,319,312

This Offer provides various building operation services at most City facilities. The custodial portion of this offer includes janitorial, trash removal, refuse collection, window and carpet cleaning, furniture cleaning, and recycling. The building operation services include pest control, fire, security, elevator alarm monitoring, snow removal and in some cases landscape services. This offer provides services for 52 buildings; 60% of the overall offer is funded by the General Fund, 40% is funded through other sources.

81.3 Reduction: Preventive and Corrective Maintenance - Funded

2010 - (\$515,590)
2011 - (\$550,000)

This offer provides for the general and major maintenance, repairs and alterations of City buildings and systems. This also includes building access control, ID Badge management and administrative support. Business Units within this offer are: Facilities Administration, Building Repair and Maintenance, Building Systems Repair and Maintenance and Specific (Major) Repair and Maintenance. Personnel costs make up 34 percent of the proposed budget.

This offer does not include any building operational/non-maintenance costs (Utilities, Custodial, Recycling & Trash, Snow Removal, etc.). These cost are included within offer 81.2

81.4 Building Maintenance and Repair - Partial - Unfunded

2010 - \$0
2011 - \$500,000

This offer provides for the general and major maintenance, repairs and alterations of City buildings and systems. This also includes building access control, ID Badge management and administrative support. Business Units within this offer are: Facilities Administration, Building Repair and Maintenance, Building Systems Repair and Maintenance and Specific (Major) Repair and Maintenance. Personnel costs make up 34 percent of the proposed budget.

This offer does not include any building operational/non-maintenance costs (Utilities, Custodial, Recycling & Trash, Snow Removal, etc.). These cost are include within offer 81.2

HIGH PERFORMING GOVERNMENT

82.1 Building Utilities and Energy Management - Funded

2010 - \$676,419
2011 - \$702,344

This offer provides funding for Utility (Electrical, Natural Gas, Water, Wastewater, and Storm Drainage) costs for 23 General Fund-supported City Buildings and for energy conservation and management functions related to tracking, managing, reporting and reducing utility costs in 71 City Buildings. Also included are the 2010 and 2011 lease purchase payments for the energy conservation project (Energy Efficient Lighting), completed in 2008.

83.1 Facilities Project Management, Planning, & Design - Funded

2010 - \$322,050
2011 - \$330,340

This offer provides project management services for new building construction, building remodels, and major building systems repairs. Among the services provided to City departments are: construction technical assistance, space planning and design, project budgeting, construction management, site master planning and development of long range facilities plans. This offer also includes administrative support. Funding for this offer is generated through "work for others" (i.e., billing capital projects or departments for requested services). There are no General Fund dollars included in this offer.

85.1 Real Estate Services - Funded

2010 - \$481,036
2011 - \$495,366

Real Estate Services provides accurate, timely and cost-effective services to meet the land acquisition needs of other City departments and projects. These services include: property acquisition, including acquisition through Eminent Domain; easement acquisitions; disposition of City property; processing easement requests from outside sources; formal appraisals and estimated property valuations; leasing from outside sources; and property management, including rentals of City owned properties.

86.1 Municipal Court Case Processing - Funded

2010 - \$588,641
2011 - \$615,791

This offer provides the funding necessary to continue to adjudicate infraction and misdemeanor complaints (other than camera radar and red light [CRRL] cases, covered by a separate package) which are filed in the Municipal Court. The Court addresses alleged violations of City Code and Charter. Cases are brought to the Court from Police Services, Animal Control, Colorado State University, Poudre Fire Authority, and City Code Compliance Officers. Cases are handled with integrity, efficiency and accuracy, treating each individual with courtesy and respect. This offer includes most of the Municipal Judge's position, including time spent on Liquor Licensing Authority matters, which typically take up a small amount of the judge's time.

86.2 Enhancement: Jail Expense - Funded

2010 - \$25,000
2011 - \$25,000

This offer provides the funding necessary for the City to pay Larimer County for jail time served by prisoners held at the Larimer County Detention Center on only municipal charges. This is a new expense incurred by the City beginning in April 2009.

HIGH PERFORMING GOVERNMENT

86.3 Reduction: Municipal Court Staffing - Funded

2010 - (\$10,594)
2011 - (\$11,296)

This offer relates to offer 87.2, which reduces the Municipal Court Supervisor position from 1.0 FTE to 0.8 FTE in order to reduce the overall expenses of the Court. This reduction is currently in place due to mid-year 2009 cuts. Through efficiencies, prioritization, and delegation the Court should still be able to accomplish necessary tasks and projects with minimal impact to the customer. However, response time on lower-priority items may increase.

105.1 Fleet Vehicle and Equipment Maintenance Services - Funded

2010 - \$5,568,975
2011 - \$5,779,097

This offer provides fleet maintenance and repair for more than 2,000 City vehicles and equipment. Fleet operations are housed in four maintenance shops, three parts rooms and two mobile repair trucks. Specific services include preventative and routine maintenance, vehicle replacement and purchase analysis, parts inventory, warranty tracking, and emergency response/after-hours support. This offer addresses efforts to save money and reduce the City's carbon footprint through minimizing equipment use and vehicle mileage where possible.

105.2 Fleet Fueling Services - Funded

2010 - \$3,078,531
2011 - \$3,336,948

This offer provides fueling services for City vehicles and equipment, as well as, several external agencies. The fuel is accessible at 10 internal fueling sites, several external fuel stations and one mobile truck. Fuel types include biodiesel, unleaded, E85, propane and natural gas in efforts to balance the environmental and economic impact of fuel use.

105.3 Fleet Vehicle Rental Service - Funded

2010 - \$475,000
2011 - \$500,000

This offer provides City-owned pool vehicles for employees to use for City business. Vehicles include cars, hybrid cars, pickup trucks, scooters, and vans. This offer also includes coordination services between City departments' outside rental agencies for equipment not available through the City fleet such as loaders, excavators, compressors, etc.

117.1 Women's Commission Support - Unfunded

2010 - \$1,000
2011 - \$1,000

The Women's Commission is appointed by City Council for the purpose of enhancing the status and opportunities for all women in the city. This offer reflects a budget that will allow the Commission to meet on a regular basis, prepare meeting minutes, and complete the activities set out in its annual work plan such as the annual essay contest for 7-9 grade kids, annual awards program, legislative research, and developing and distributing a quarterly newsletter.

HIGH PERFORMING GOVERNMENT

133.1 B&C Support – Human Relations Commission - Unfunded

2010 - \$6,703

2011 - \$6,733

Appointed by City Council, the Human Relations Commission's (HRC) purpose is to promote positive interaction among City residents and to discourage discrimination based on the diversified values and individual differences of residents. This offer reflects a budget that will provide funding for the HRC to meet on a regular basis, prepare meeting minutes, and conduct an annual awards ceremony.

164.1 Human Resources Administrative Services - Funded

2010 - \$503,564

2011 - \$473,167

Human Resources Administrative staff lead and manage department operations, provide technical and administrative support of HR IT systems, manage employment records, perform administrative duties and projects, respond to employee, Council and citizen requests, formulate HR strategy, and implement organization initiatives.

164.2 Human Resources Strategic Partner Division - Funded

2010 - \$441,043

2011 - \$452,087

The Strategic Partner Division staff works collaboratively with employees, managers and external vendors to improve employee relations, implement performance management, increase employee engagement, provide management coaching and policy interpretation, perform background checks and investigations, recruit new employees, and design and present training. The Strategic Partner Division drives many special projects from conception through research and benchmarking to provide timely and reliable data on employment practices. Implementation of changes resulting from these projects is also managed by this division.

164.3 Compensation and Human Resources Information Systems (HRIS) Personnel Payroll

2010 - \$187,241

2011 - \$192,602

Services - Funded

Compensation staff works to provide a variety of programs related to the adopted pay philosophy including the Pay Plan, Job Evaluation, and Performance Based Pay. Specific services include developing the pay structure for the organization, gathering research and data for benchmarking, and conducting an annual market analysis. This offer also includes HR Information Systems staff who process employment status changes relating to pay, position control (managing approved, budgeted positions within the City), and personal information. The responsibilities of administering these types of employment changes lie only within HR and are different from Payroll duties within Finance.

HIGH PERFORMING GOVERNMENT

164.4 Enhancement: Integrated Talent Management (I-TMS) - Funded

2010 - \$20,000
2011 - \$0

I-TMS is a comprehensive, integrated talent management software system that provides technology solutions for managing and tracking employee information including competency information, learning transcripts, performance evaluations and career information. Available modules include: Performance, My Career, Workforce, Recruitment, Learning and Organization. The City is currently using Performance and Learning. The long-term vision (beyond 2011) includes implementing other modules. However, the City needs to customize some features of the existing modules to enhance performance and respond to internal customer needs. This offer requests one time dollars to fund these changes.

164.5 Enhancement: “World Class” Employment Opportunities Video - Unfunded

2010 - \$10,000
2011 - \$0

This offer funds production of short video segments to use for recruitment. As fewer applicants read newspapers and more people gather information from alternative multi-media sources, online video provides a quick, visually-appealing method to communicate the variety of career opportunities available with the City and showcase the organization.

164.6 BLT Reduction - Human Resources Administrative Services - Unfunded

2010 - (\$15,570)
2011 - (\$15,570)

Human Resources Administrative staff partner with employees, managers, external service vendors, City Council, and citizens to provide a variety of effective and innovative services. These include leading and managing department operations; technical and administrative support of HRIS systems (JDEwards, Integrated Talent Management System (I-TMS)); managing employment records; assisting other HR staff with administrative duties and projects, responding to employee, Council and citizen requests; formulating HR strategy; and implementing organization initiatives.

166.1 Learning & Organizational Development - Funded

2010 - \$264,641
2011 - \$285,539

This offer focuses on the core services provided by the Learning & Organizational Development division of Human Resources. The division provides a variety of quality, competency based training opportunities for City employees. Organizations that invest in their people typically have lower employee turnover, which is associated with higher customer satisfaction. This offer provides training programs that address the organization’s emphasis on workforce planning, leadership development, and customized departmental efforts regarding customer service and innovation. It also includes mandatory trainings addressing ADA, FMLA, sexual harassment, discrimination, and FLISA.

HIGH PERFORMING GOVERNMENT

166.6 Leadership Book Club - Unfunded

2010 - \$3,726
2011 - \$3,726

This offer focuses on providing the Leadership Link with four opportunities to read a best-selling leadership book such as "Good to Great, Now Discover Your Strengths or Jack Welch's 4 E's of Leadership and have a facilitated discussion of the book's key learning points related to leadership development for personal and professional application. Currently, Leadership Link meets once a month for twelve months. This proposal is recommending two books for each year to be selected and discussed.

166.7 Innovation & Systems Thinking - Unfunded

2010 - \$15,000
2011 - \$15,000

This offer expands one of the four focus areas described in the Learning & Org. Development division's core offer - Organizational Development. At the City Council retreat, Council members and City leaders agreed upon three key strategies for 2010 – 2011. This proposal is designed to expand departmental training and consultation activities for Innovation, sustainability and customer service.

166.8 Leadership Development - Unfunded

2010 - \$93,250
2011 - \$93,250

This offer focuses on developing and implementing an organization wide Leadership Development program for approximately 350 supervisors. Since 2002, the HR/Learning & Org. Development division has provided a variety of elective, competency related, classroom training opportunities for supervisors and managers. In recent years, the City of Fort Collins has recognized the need for expanded leadership training and development programming due to the relatively new emphasis on workforce planning and development (succession planning) due largely to the changes in our workforce i.e., imminent retirements and attracting and engaging younger workers, as well as, a defined supervisory competency model developed for the Performance Management System. The Learning & Org. Development division is focused on expanding leadership development for executives, experienced supervisors, new supervisors and emerging supervisors.

166.9 Enhancement: Succession Planning - Funded

2010 - \$3,000
2011 - \$25,000

Like employers everywhere, the City of Fort Collins faces the challenge of seeing many of its senior managers retire in the next few years. This offer is designed to observe the development and implementation components of the Utilities Succession Planning program for 2010. Based on the results and lessons of the Utilities Department, HR will pilot a succession planning process for 2011 designed to develop staff with the potential to meet the City's need for future leaders. This offer is dependent upon the Utilities Workforce Planning and Management offer (offer 69.18) and the Learning & Workforce Development offer (offer 166.1).

HIGH PERFORMING GOVERNMENT

183.1 Police Collective Bargaining - Funded

2010 - \$50,000
2011 - \$60,000

Beginning in January 2006, the City entered into an agreement with Lodge #3 Colorado Fraternal Order of Police (FOP) to set compensation and certain other employment conditions for two years. This is an ongoing agreement and the contract is negotiated every two years. Funding is required to cover the City's legal and consulting fees associated with negotiation, contract grievances and interpretation.

185.1 Organizational Performance Measures - Funded

2010 - \$73,000
2011 - \$73,000

The City of Fort Collins embarked on an organization-wide performance measurement program in 2006 by joining the ICMA Performance Measurement program. The overall performance measurement program will be organized and managed within the Budget/Finance staff team. This offer includes five main components (1) printing and design of the Community Scorecard on an annual basis (2) the contractual costs for continued participation in ICMA's Performance Measurement Program (3) costs associated with conducting a Citizen survey, which is currently conducted every other year (4) a tool to support the Q 14 internal employee survey, which will provide for centralized, online surveying and includes a one year contract with InQuery Mobile Data Systems (5) funds to support a series of internal focus groups to evaluate internal service departments.

189.1 Benefit Programs and Services - Funded

2010 - \$19,875,936
2011 - \$21,089,465

The City's Benefit Program provides employees and their families with a flexible benefit plan. Employees have a choice of insurance plans that include: medical, prescriptions, dental, life, accidental death, vision, long term disability coverage, flex spending reimbursement accounts, Employee Assistance Program (EAP), and multiple retirement plans. Other coverage offered to employees is Family Medical Leave and short term disability. All or portions of the above plans are offered to employees of the City of Fort Collins, Poudre Fire Authority, Poudre River Public Library District, Downtown Development Authority, Metropolitan Planning Organization, and Housing Authority. This offer includes funds to pay benefit plan administration and claim costs.

189.3 Enhancement: On-site Nurse Clinic - Unfunded

2010 - \$200,000
2011 - \$100,000

The past five years have been a time of significant innovation in the management of workforce health. An On-site Nurse Clinic would be a medical clinic located in a City building where employees receive basic primary care services rather than going to the doctor's office. It is not intended to replace the employee's primary care/personal physician, rather it's intended to be an additional resource to or benefit for employees. An Employee Benefits Survey conducted in June 2008 showed more than 65 percent of the employees are interested in the On-site Clinic. A third-party feasibility study and cost/benefit analysis showed positive, potential results; in the second year of operation, the City could save money compared to anticipated claims being paid to Great West/CIGNA.

HIGH PERFORMING GOVERNMENT

189.4 Enhancement: Domestic Partner (same-sex) Benefits - Funded

2010 - \$280,000
2011 - \$250,000

This offer funds benefits (medical, dental, vision) for same sex domestic partners. Coverage offered to same-sex partners would be recognized in the same manner as common law opposite-sex partners, requiring legal declaration of domestic partnership agreements as the State of Colorado does not recognize same-sex partnership as a marriage. The cost of extending health care coverage to domestic partners is directly proportional to the number of additional enrollees (estimated at 0.5% of employees).

189.5 Wellness Program - Funded

2010 - \$165,469
2011 - \$170,681

The Wellness Program offer focuses on the overall well-being of City employees and their families. Valuable components of the program include health screening, education, and training opportunities geared toward promoting healthy changes in behavior that lead to increased health and high-functioning employees. The program includes features that work to reduce safety and health risks, which ultimately reduce healthcare utilization and workers compensation costs while improving personal and organizational health. Resources focus on the Well Day Incentive Program to target and improve the most prevalent health risks factors as identified through Health Risk Assessments and healthcare claims data.

191.2 General Legal Services - Funded

2010 - \$1,205,076
2011 - \$1,239,894

This offer is designed to provide Charter mandated services from the City Attorney's Office (CAO). The CAO provides quality legal support to City staff and City Council on a wide variety of municipal topics. By focusing on prevention rather than remediation, the CAO helps to minimize the City's liability and costs.

191.3 Enhancement: General Legal Services - Unfunded

2010 - \$24,599
2011 - \$25,457

This offer increases the municipal court prosecutor's position from 0.8 FTE to 1.0 FTE. This increase will help maintain the current level of services as the Municipal Prosecutor will be able to better serve the increasing prosecutorial needs of the City and also handle a portion of the City Attorney's Office's Code enforcement responsibilities.

198.1 Enhancement: IT Support for Recreation, Lincoln Center, and Parking Services - Unfunded

2010 - \$20,575
2011 - \$21,143

This offer funds 0.25 FTE of a technology programmer analyst that will be shared between three different departments: Management Information Systems (MIS), Culture, Parks, Recreation and Environment (CPRE), and Planning Development and Transportation (PDT). This position provides increased support to Recreation, the Lincoln Center, Parking Services, and MIS to support online registration and ticketing software, parking services, and IT assets at recreation facilities. Funding for the remaining 0.75 FTE is included in separate offers (Offer 65.6, Offer 106.2, Offer 13.4).

HIGH PERFORMING GOVERNMENT

206.4	Governmental Fund support to Customer Relationship Tracking (CRM) System - Unfunded	2010 - \$77,526
	Dependent on Parent offer at 13.2	2011 - \$30,856
206.5	Enhancement: Governmental Fund support to IT Support for Recreation, Lincoln Center and Parking Services - Unfunded	2010 - \$22,575
	Dependent on Parent offer at 13.4	2011 - \$23,143
206.12	Enhancement: Governmental Fund support to Central Scanning Services - Unfunded	2010 - \$36,981
	Dependent on Parent offer at 18.2	2011 - \$37,536
206.15	Governmental Fund support to Network Services Equipment - Unfunded	2010 - \$0
	Dependent on Parent offer at 20.2: This offer funds capital resources to replace end of life equipment, to complete the Voice over Internet Protocol (VoIP) telephone system conversion, and to replace the core network switch which manages voice, video, and data traffic to and from all City facilities.	2011 - \$93,693
206.16	Enhancement: Governmental Fund support to Improving Technologies - Unfunded	2010 - \$179,505
	Dependent on Parent offer at 20.3: This offer provides the funding for hardware and software support of four technology projects: audio and video conferencing between City facilities, wireless internet network upgrades, improving secure wireless network access and general security and performance upgrades.	2011 - \$56,081
206.17	Enhancement: Governmental Fund support to Technology Risk Abatement - Unfunded	2010 - \$338,413
	Dependent on Parent offer at 20.4	2011 - \$156,209
206.20	Enhancement: Governmental Fund support to Technology Support of Legal Requirements - Unfunded	2010 - \$100,282
	Dependent on Parent offer at 21.4: The six infrastructure hardware and software investments included in this offer address a number of compliance gaps that currently exist. Specifically, this offer includes support for regulatory specific audits, email archiving in accordance with open records laws, license compliance, firewall protection, and more.	2011 - \$157,906

HIGH PERFORMING GOVERNMENT

206.26 General Fund Support to MIS - Funded

2010 - \$3,856,168

2011 - \$4,016,684

This offer consolidates all MIS offers supported by the General Fund to streamline accounting practices.

High Performing Government Request for Results

Team Members

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Result

High Performing Government: Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

Introduction/Summary of Results Map

The High Performing Government Results Team, looking through our citizen and community lenses, sought information on the services people desire from their municipal government within the current fiscally constrained limitations. We studied the results of the 2008 Citizen Survey and Community Scorecard. Wearing our own citizen “hat” we discussed such basics as fiscal constraints, transparency, internal and external customer service, partnerships, collaboration, sustainability, and innovation. These components are described under the headings “Align Results and Resources with Community Expectations” and “Create Community Connections and Partnerships”.

We also looked inward as internal customers. The team researched what makes up a healthy, efficient and innovative high performing organization. Sources of this research included The Gallup Organization, Baldrige Award Criteria, Good to Great, writings on best practices of a variety of public and private sector organizations, the 2009 Q14 (Employee Engagement) Survey and Community Scorecard. These findings are summarized under the headings “Promote Progressive and Effective Leadership”, “Invest In and Engage Employees”, and “Provide Exceptional Support Services”

Indicators

Indicator 1: Citizen Survey and Community Scorecard

Conduct a biennial survey enabling citizens to prioritize the services they want and provide feedback on how well the City provides those services. This survey will result in a better understanding of citizen expectations, priorities and satisfaction, and will track on-going trends in these areas. An annual Community

Scorecard will report key performance measures evaluating progress toward achieving those expectations.

Indicator 2: Innovation, Efficiency and Sustainability

The quality of service to the community depends both on the City's ability to be innovative and efficient and citizens' willingness to pay for services. Requests will focus on maintaining desired levels of service while also looking for efficiencies and innovation within a fiscally constrained environment. Offers that utilize existing or limited resources to provide the appropriate levels of service are preferred.

City-wide, this can be measured using the **Price of Government**, which is calculated by comparing what citizens pay for City services against personal income. Service Areas should include appropriate metrics with their offer to demonstrate innovation, efficiency and sustainability.

Indicator 3: Q14 Employee Engagement Survey

Utilize research-based questions to determine employee engagement. The survey will be conducted twice a year during the same time frames in order to track ongoing trends.

Indicator 4: Internal Services Survey

Utilize the Internal Services Survey to track, understand and enhance key work processes achieving organizational success, quality customer service, sustainability and continuous improvement.

Purchasing Strategies

We are looking for offers that:

1. **Emphasize fiscally sound management plans and strategies that provide outcomes and results citizens want and are designed for long-term financial sustainability, including on-going maintenance costs.**
 - *Align Results and Resources with Community Expectations*

2. **Provide systems, services, processes, and partnerships that increase access, efficiency, transparency, responsiveness, and service that meet the needs of our customers while eliminating unnecessary redundancies.**
 - *Align Results and Resources with Community Expectations*
 - *Provide Exceptional Support Services*

3. **Proactively inform and involve citizens and employees through a variety of channels in order to gauge expectations, convey our services and engage people in issues that affect them.**
 - *Create Community Connections and Partnerships*
 - *Invest In and Engage Employees*
4. **Maintain and enhance community partnerships and collaborations (such as CSU, Front Range Community College, Poudre School District, Lairmer County, other cities, State of Colorado, UniverCity, Poudre Valley Hospital, Poudre Health District, private sector organizations) to evaluate shared service models and emphasize the City's role in shaping the future of our community and region.**
 - *Create Community Connections and Partnerships*
5. **Outline programs and initiatives that are innovative and advance progressive and effective leadership development throughout the organization.**
 - *Promote Progressive and Effective Leadership*
6. **Utilize and enhance the Performance Management program that includes innovative strategies for rewarding high-quality performance.**
 - a. *Promote Progressive and Effective Leadership*
 - b. *Invest In and Engage Employees*
7. **Promote and invest in safety, wellness, equipment and workspace.**
 - a. *Invest In and Engage Employees*
8. **Utilize a shared service model to enhance and better integrate financial, technical and other services throughout the organization.**
 - a. *Provide Exceptional Support Services*
9. **Focus resources structured upon the "Triple Bottom Line" of environmental, economic and social concepts of sustainability.**
 - b. *All Primary Causal Factors*
10. **Focus resources on implementing applicable current adopted plans, policies and programs.**
 - a. *Align Results and Resources with Community Expectations*

11. **Communicate project and plan progress to administrators and policy makers.**

b. *Align Results and Resources with Community Expectations*

Notes/Practices/Supporting Evidence

The High Performing Government Results team tapped a variety of sources to identify the components that will ensure Fort Collins, as described by City Council, exemplifies an efficient, innovative, transparent, effective and collaborative city government. These sources include:

- 2008 Fort Collins Citizen Survey
- 2008 Community Scorecard
- City of Fort Collins 2009 Q14 Employee Engagement Survey
- 12 - The Elements of Great Managing by Wagner and Harter, Based on The Gallup Organization Q12
- 2009-2010 Baldrige Award Criteria
- Good To Great by Jim Collins
- "W.O.R.L.D C.L.A.S.S. as an acronym" article
- BFO Public Budget Workshop
- Discussions with various City department employees
- Notes from City Council BFO Budget Workshop retreat

Major City plans that relate to the HPG areas include:

- General Employee Retirement Plan (2009)
- Pay Plan

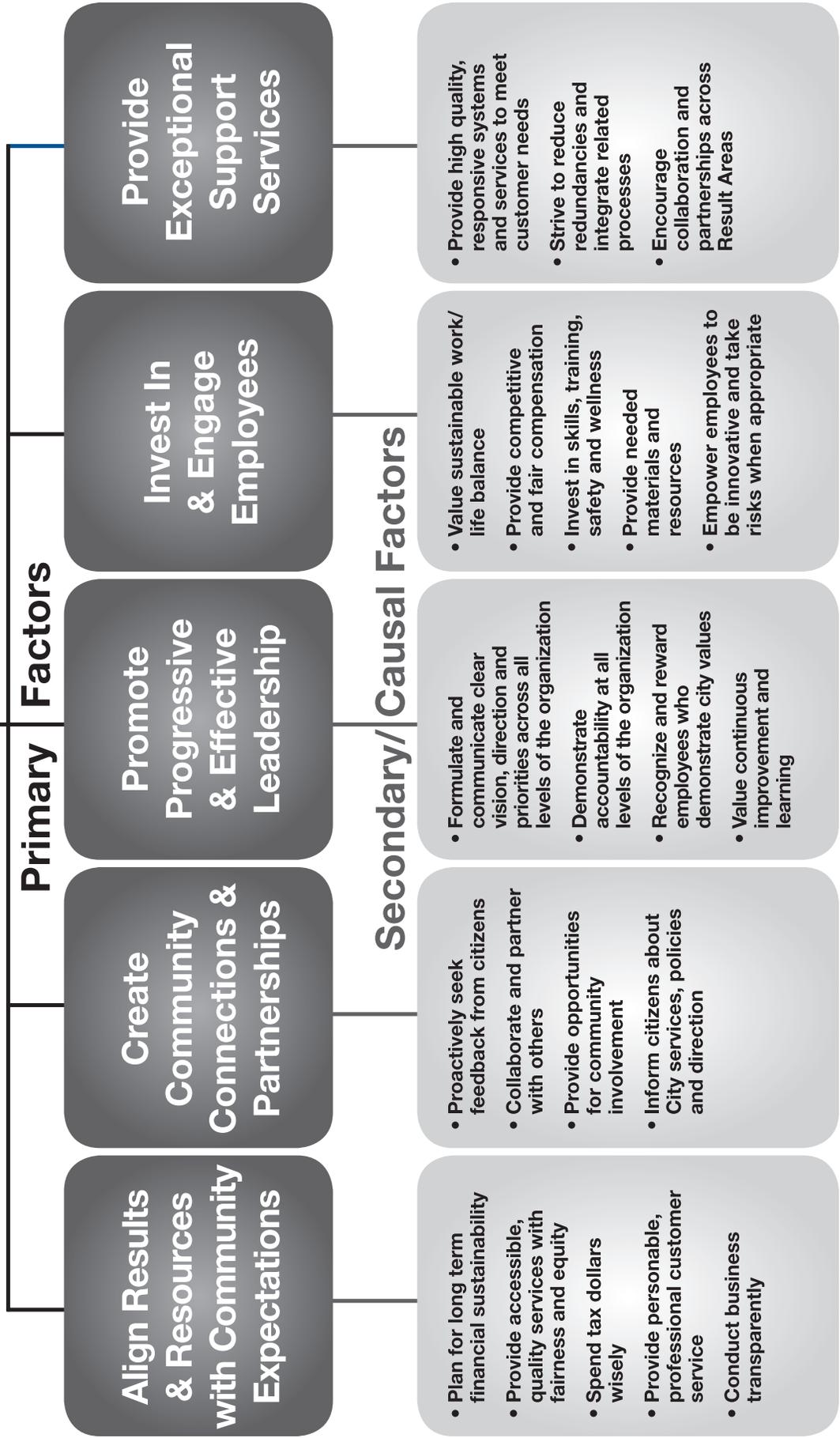
Despite a constrained financial environment, we are guided by the fact that our City vision, mission and values underscore what is expected of every City employee as he/she goes about serving our community:

- Our Vision: We are passionate about creating a vibrant, world class community
- Our Mission: Exceptional service for an exceptional community
- Our Values: outstanding service, innovation and creativity, respect, integrity, initiative, collaboration and teamwork, stewardship



High Performing Government

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



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Note: Capital Project fund statements can be seen in the Capital Budget document.

BUDGETING, ACCOUNTING & FUNDS

BUDGET BASIS -The basis or principle used for budgeting is the same as that used for accounting, with a few exceptions, and varies according to the fund type.

Governmental Funds use the *modified-accrual basis of accounting*. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary and Fiduciary Funds use the *full accrual basis of accounting*. Revenues are recognized when they are earned and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual based accounting debt proceeds are recorded as liabilities rather than a revenue (funding source). For these reasons a reconciliation and adjustment is made on these fund statements to show the difference between the budgetary basis and the accounting basis. Examples of these funds are Light & Power, Water, Wastewater, Storm Drainage, Golf, all the internal service funds, and the pension retirement fund.

BUDGET TYPES – Budgets are either *lapsing* or *non-lapsing*. Lapsing budgets are annual budgets used for operating and maintenance activities and make up the vast majority of appropriations. Non-lapsing budgets are authorized for the length of a capital project or the term of a grant.

AUTHORIZATION TO SPEND - Council approves expenditures by appropriation ordinances, including those from fund balances. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available.

LEGAL LEVEL OF CONTROL – Spending against lapsing budgets is legally capped at the fund level. Although departments cannot move lapsing appropriations between funds, they can move budget between Service Areas and Departments within a fund. Spending for capital projects and grants is capped at the authorized non-lapsing budget. Council must approve, by ordinance, moving appropriations from one capital project or grant to another. They must also approve moving appropriations between lapsing to non-lapsing budgets.

NET CITY BUDGET - Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of *transfers* between funds and *internal service fund charges*. Because each fund is a separate entity, Council must appropriate the expenditure in the fund transferring the funds and must appropriate the funds in the receiving fund. Simply put, revenues and expenditures between City funds are accounted for twice and occasionally three times in arriving at total appropriations of the City. For this reason, the total appropriated and authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. The Net City budget is arrived at by excluding the transfers and internal service fund activity.

FUND ACCOUNTING - Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is treated as a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account and a savings account. Revenues are deposited into the checking account and are used to pay for operations and other ongoing activities throughout the year. Any excess of revenues over expenditures are placed in a savings account at year end. The savings is called fund balance and can be restricted, committed or assigned for a specified purpose.

FUND TYPES - The City of Fort Collins utilizes several types of funds: General Fund, Special Revenue and Debt Service Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds.

The *General Fund* is the largest fund and includes such services as Police; Planning, Development and Transportation; Parks and Natural Resources; Facility Operations and Maintenance; Financial; Executive, Legal and Judicial; and Human Resources. The General Fund also makes significant contributions several other funds such as Recreation, Cultural Services, Cemeteries, Transportation and Transit (the City's bus system, Transfort).

Special Revenue and *Debt Service Funds* each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or resolution. Examples of Special Revenue Funds are Cultural Services and Facilities, Cemeteries, Recreation, Transit, and Transportation. The Debt Service Funds are used for payments on the City's long-term debt.

Enterprise Funds are self-supporting through user fees. Light and Power, Water, Wastewater, and Stormwater Utilities, and the Golf Fund are classified as Enterprise Funds. The accounting for enterprise funds is similar to private sector business accounting.

Internal Service Funds provide support to other City departments. Included in this category are: the Benefits Fund; the Equipment Fund which supports the city fleet and vehicle maintenance; Data & Communications Fund which supports the City telephone and computer systems; the Self Insurance Fund for city liability insurance, and the Utility Customer Service and Administration Fund which provides management, support services, and customer services for the four utility funds. Internal Service Funds are self-supported by charges and transfers from the various funds that use their services.

The City's governmental Capital Projects are accounted for in the Capital Projects Fund, Conservation Trust Fund, and Neighborhood Parkland Fund. Note that these funds do not account for capital projects related to the Enterprise Funds. Operation and maintenance costs associated with each capital project are budgeted separately in an operating fund.

GENERAL FUND COMPARATIVE BUDGET STATEMENT

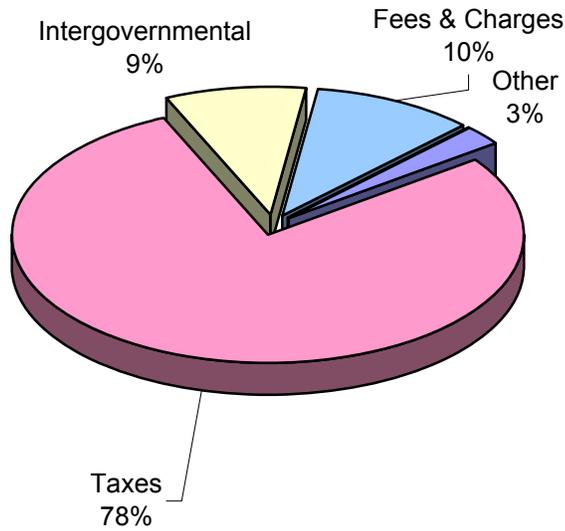
	ACTUAL 2007	ACTUAL 2008	PROJECTED 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$43,004,584	\$48,258,121	\$45,456,120	\$37,577,875	\$34,966,527
Revenues					
Taxes	17,747,944	19,479,145	19,870,284	20,384,000	20,404,000
Licenses & Permits	1,536,626	1,329,349	1,137,473	877,200	893,880
Fines & Forfeitures	2,824,814	2,749,297	2,699,620	2,711,147	2,789,550
Intergovernmental 8,724,394		8,652,645	8,695,932	9,090,791	9,706,164
Charges for Service	11,740,841	7,871,427	7,071,975	6,646,795	6,849,561
Earnings on Investments	2,695,733	2,080,066	1,291,413	1,000,529	1,064,965
Miscellaneous Revenue	3,404,940	647,386	537,595	732,673	762,190
Total Revenues	\$48,675,292	\$42,809,315	\$41,304,292	\$41,443,135	\$42,470,310
Other Financing Sources					
Other Financing Sources	\$597,873	\$790,652	\$0	\$0	\$0
Transfers In	59,777,500	60,599,314	58,321,845	58,096,146	59,572,146
Total Other Financing Sources	\$60,375,373	\$61,389,966	\$58,321,845	\$58,096,146	\$59,572,146
Total Revenues & Other Financing	\$109,050,665	\$104,199,281	\$99,626,137	\$99,539,281	\$102,042,456
Expenditures					
Investigations	\$5,845,706	\$6,455,809	\$6,137,771	\$5,659,688	\$5,813,168
Police Information Services	5,636,564	5,364,982	6,225,161	6,501,513	6,660,810
Patrol	13,214,642	14,146,924	14,454,427	14,813,998	15,085,636
Office of the Chief	3,059,212	2,866,743	3,048,548	2,766,973	2,784,718
Economic Development	583,882	730,523	766,248	605,834	613,407
Finance	2,877,485	3,009,417	3,114,813	3,102,544	3,185,907
Non-Departmental 1,657,673		1,425,229	1,056,694	1,206,958	1,243,023
Management Info Services	3,988,877	75,000	0	0	0
Comm & Public Involvement	716,940	906,583	931,023	939,931	972,847
Human Resources	879,938	1,280,967	1,369,553	1,469,489	1,488,395
Operations Services	5,816,473	10,871,708	8,001,075	8,151,671	7,927,929
CPRE Administration	255,921	312,702	382,503	269,506	275,587
Cultural Services	158,875	0	0	0	0
Parks	7,420,252	7,797,685	8,207,510	8,049,246	8,250,265
Natural Resources	614,660	1,019,091	912,715	995,334	793,757
City Clerk	600,355	675,396	660,420	614,915	791,458
PDT Administration	141,230	270,514	209,913	357,655	362,740
Advance Planning	1,996,135	1,525,737	1,875,493	1,575,578	1,446,988
Comm Dev & Neighborhood Svcs	3,314,363	3,497,972	3,089,282	3,022,609	3,064,954
City Attorney	1,060,014	1,132,599	1,216,374	1,205,076	1,239,894
City Council	135,408	129,038	123,058	129,973	137,449
City Manager	2,156,452	2,364,048	2,332,335	2,243,757	2,281,402
Municipal Court	668,121	655,392	566,157	685,470	714,302
Poudre Fire Authority	15,655,231	16,383,100	17,223,796	17,223,796	17,223,796
Library District	3,997,372	345,518	0	0	0
Total Expenditures	\$82,451,781	\$83,242,677	\$81,904,869	\$81,591,514	\$82,358,432
Other Financing Uses					
Other Financing	1,012,475	434,232	0	524,125	524,125
Transfers Out	20,332,874	23,324,373	25,599,513	20,034,990	20,310,109
Total Other Financing Uses	\$21,345,349	\$23,758,605	\$25,599,513	\$20,559,115	\$20,834,234
Total Expenditures & Other Financing	\$103,797,130	\$107,001,282	\$107,504,382	\$102,150,629	\$103,192,666
Net Change in Fund Balance	\$5,253,535	(2,802,001)	(7,878,245)	(2,611,348)	(1,150,210)
Ending Fund Balance	\$48,258,119	\$45,456,120	\$37,577,875	\$34,966,527	\$33,816,317

GENERAL FUND RESERVES

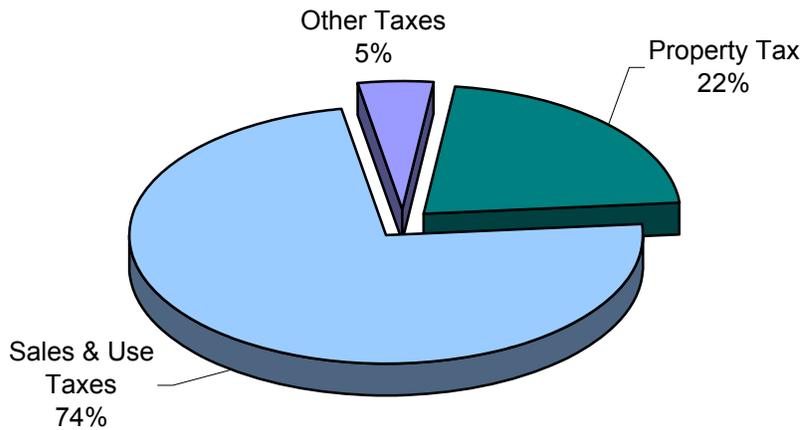
	ACTUAL 2007	ACTUAL 2008	PROJECTED 2009	BUDGET 2010	BUDGET 2011
Fund Balance					
Non-Spendable Advances	\$0	\$0	\$13,203,968	\$7,003,968	\$7,003,968
Non-Spendable Inventories	2,901,474	2,901,474	2,901,474	2,901,474	2,901,474
Non-Spendable Notes/Loans Receivable	125,000	125,000	125,000	125,000	125,000
NOT Available for Appropriation	\$3,026,474	\$3,026,474	\$16,230,442	\$10,030,442	\$10,030,442
Restricted Lodging Taxes	959,762	220,957	230,000	243,500	243,500
Restricted for Capital	4,392,179	5,095,207	0	0	0
Restricted for Buildings & Improvements	2,350,000	0	0	0	0
Restricted for Economic Vitality	363,070	0	0	0	0
Restricted for DPS Comm System	980,000	1,702,943	1,921,943	2,140,943	2,359,943
Restricted for DTS/GIS System	517,000	0	0	0	0
Restricted for Civic Center Dev	2,000,000	0	0	0	0
Other Purposes	2,505,356	2,492,069	2,550,793	2,431,737	2,491,259
Committed but Available	\$14,067,367	\$9,511,176	\$4,702,736	\$4,816,180	\$5,094,702
Designated for Emergencies	3,904,867	4,007,033	4,090,000	4,090,000	4,090,000
Designated for Encumbrances	4,624,992	3,913,712	2,049,495	0	0
Designated for 60 Day Policy	17,582,540	18,546,417	17,365,607	17,542,753	17,893,608
Designated for Contingencies	5,051,881	6,451,307	(6,860,405)	(1,512,848)	(3,292,435)
Unassigned Fund Balance	\$31,164,280	\$32,918,469	\$16,644,697	\$20,119,905	\$18,691,173
Total Fund Balance	\$48,258,121	\$45,456,119	\$37,577,875	\$34,966,527	\$33,816,317

WHERE THE MONEY COMES FROM

General Fund Revenue
2010 - \$99,539,281 2011 - \$102,042,456



Tax Revenue Detail
2010 - \$78,120,000 2011 - \$79,661,000



GENERAL FUND REVENUE DETAIL

	ACTUAL 2008	PROJECTED 2009	ADOPTED 2010	ADOPTED 2011	% Change 2009 to 2010	% Change 2010 to 2011
TAXES	\$19,919,951	\$19,870,284	\$20,814,000	\$20,824,000	4.7%	0.0%
% of Total	18.3%	18.2%	20.9%	20.4%		
Property Tax	16,151,744	16,215,284	17,180,000	17,180,000	5.9%	0.0%
Franchise Tax - Cable	1,297,025	1,200,000	1,224,000	1,224,000	2.0%	0.0%
Franchise Tax - Telephone	350,517	410,000	350,000	350,000	-14.6%	0.0%
Occupational Priv-Gas Service	495,000	445,000	475,000	480,000	6.7%	1.1%
Occupational Priv-Liquor Lic	351,391	280,000	325,000	330,000	16.1%	1.5%
Lodging Tax	833,468	820,000	830,000	840,000	1.2%	1.2%
Tobacco Tax	440,806	500,000	430,000	420,000	-14.0%	-2.3%
LICENSES & PERMITS	\$1,329,349	\$1,137,473	\$877,200	\$893,880	-22.9%	1.9%
% of Total	1.2%	1.0%	0.9%	0.9%		
Contractor License	169,867	150,000	120,000	122,400	-20.0%	2.0%
Liquor License	15,298	14,000	14,000	14,000	0.0%	0.0%
Home Occupational Licenses	8,594	9,000	9,000	9,180	0.0%	2.0%
Business License	6,976	7,000	7,000	7,000	0.0%	0.0%
Business License - Class II	25,644	25,000	25,000	25,000	0.0%	0.0%
Solid Waste Collect Licenses	2,280	4,500	2,200	2,300	-51.1%	4.5%
Building Permits	1,100,691	927,973	700,000	714,000	-24.6%	2.0%
FINES AND FORFEITURES	\$2,749,297	\$2,699,620	\$2,711,147	\$2,789,550	0.4%	2.9%
% of Total	2.5%	2.5%	2.7%	2.7%		
Court Fines	1,249,907	1,192,915	1,377,000	1,446,000	15.4%	5.0%
Municipal Court Bonds	139,325	172,000	151,000	164,000	-12.2%	8.6%
Camera Radar / Red Light Fines	928,302	916,620	834,072	836,456	-9.0%	0.3%
Traffic Surcharge	305,177	314,585	299,075	293,094	-4.9%	-2.0%
Police Seizure	0	0	0	0	0.0%	0.0%
Larimer County Drug Task Force	64,266	53,500	0	0	-100.0%	0.0%
City Portion of County Fines	52,381	50,000	50,000	50,000	0.0%	0.0%
Fines in Lieu of Suspension	9,940	0	0	0	0.0%	0.0%
INTERGOVERNMENTAL	\$8,271,053	\$8,695,932	\$8,660,791	\$9,286,164	-0.4%	7.2%
% of Total	7.6%	8.0%	8.7%	9.1%		
PSD Resource Officers	549,932	537,985	520,324	593,643	-3.3%	14.1%
Other Int Govt Ops Grants/Cont	643,072	0	156,000	156,000	0.0%	0.0%
Other Shared Revenue	0	0	55,000	0	0.0%	-100.0%
PILOT - Light & Power Fund	4,666,875	5,352,468	5,262,318	5,715,007	-1.7%	8.6%
PILOT - Water Fund	1,270,833	1,475,603	1,428,306	1,487,674	-3.2%	4.2%
PILOT - Wastewater Fund	921,712	1,077,366	984,981	1,073,630	-8.6%	9.0%
Ambulance Service Contract	218,628	252,510	253,862	260,210	0.5%	2.5%
CHARGES FOR SERVICES	\$7,846,643	\$7,071,975	\$6,646,795	\$6,849,561	-6.0%	3.1%
% of Total	7.2%	6.5%	6.7%	6.7%		
Court Cost, Fees, Charge	248,119	259,126	278,000	294,000	7.3%	5.8%
Liquor Application Fees	36,946	31,000	31,000	31,000	0.0%	0.0%
Right of Way Fees	179,013	0	100,000	100,000	0.0%	0.0%
LETA Maintenance Fees	0	0	0	0	0.0%	0.0%
Passport Fee	64,416	75,000	65,000	64,000	-13.3%	-1.5%
Public Education Govt Fee	166,670	150,000	160,000	163,000	6.7%	1.9%
Larimer County Cable Charges	83,926	60,536	80,000	80,000	32.2%	0.0%
Administrative Charge						
Capital Projects Fund	58,889	60,656	21,952	22,611	-63.8%	3.0%
Golf Fund	131,523	135,469	90,812	93,536	-33.0%	3.0%
Light & Power Fund	739,501	761,686	982,981	1,012,470	29.1%	3.0%
Water Fund	744,795	767,139	854,528	880,164	11.4%	3.0%
Wastewater Fund	438,438	451,591	665,976	685,955	47.5%	3.0%
Stormwater Fund	249,230	256,707	283,922	292,440	10.6%	3.0%
Utility CS&A Fund	89,077	43,891	92,234	95,001	110.1%	3.0%
Neighborhood Parkland Fund	21,380	22,021	22,589	23,267	2.6%	3.0%
Conservation Trust Fund	15,105	15,558	9,472	9,756	-39.1%	3.0%
Natural Areas Fund	190,095	195,798	136,215	140,301	-30.4%	3.0%

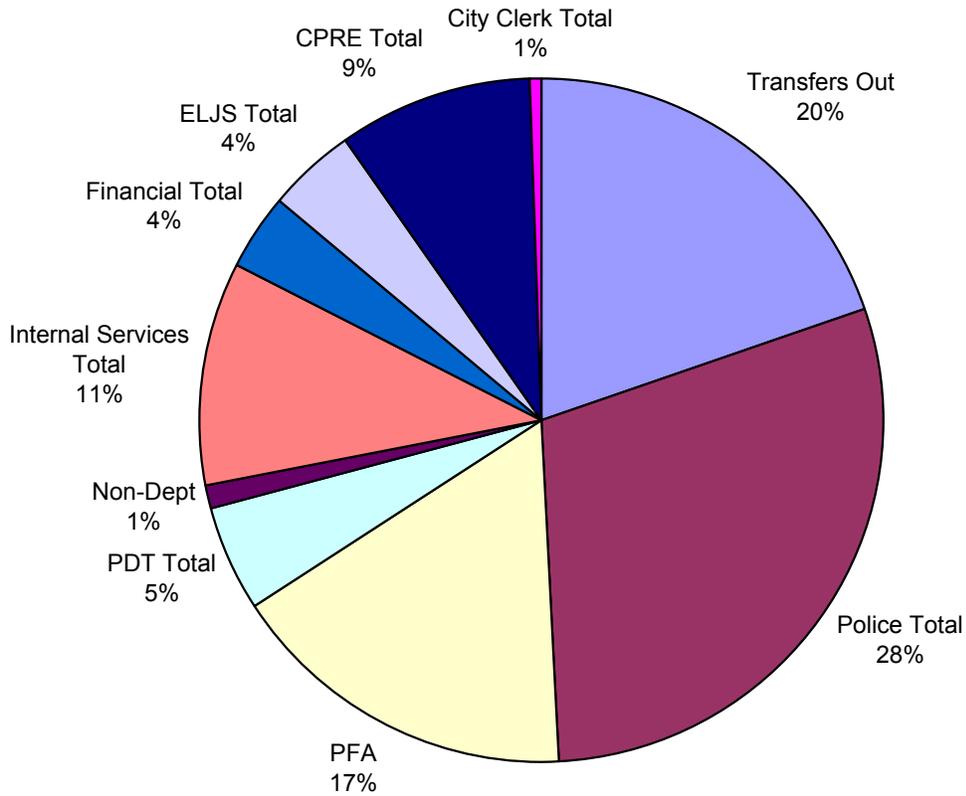
CHARGES FOR SERVICES (Continued)						
Work For Other Funds	2,559,584	2,318,291	1,335,215	1,382,356	-42.4%	3.5%
Active Portfolio Invest	92,908	96,202	0	0	-100.0%	0.0%
DTS Charge for Service	0	0	0	0	0.0%	0.0%
E-mail Administrative Fee	0	0	0	0	0.0%	0.0%
Cable Charges to Departments	47,668	12,000	38,913	49,446	224.3%	27.1%
Other General Charges	607	0	0	0	0.0%	0.0%
RJYC Program Fees	8,890	8,500	8,500	8,900	0.0%	4.7%
Police Misc	463,958	340,804	37,500	39,000	-89.0%	4.0%
Parks - Work For Others	76,699	0	534,486	546,998	0.0%	2.3%
Parks Misc	282,853	218,500	88,000	88,000	-59.7%	0.0%
Showmobile	13,583	0	18,000	18,000	0.0%	0.0%
Shelter Rentals	16,748	0	17,000	17,000	0.0%	0.0%
Permit Plan Review Fees	350,391	270,000	200,000	204,000	-25.9%	2.0%
Trans Dev Review Fee	378	12,000	0	0	-100.0%	0.0%
PDP Subdivision & Zoning	94,446	75,000	75,000	76,500	0.0%	2.0%
Development Review Mailings	5,183	5,000	6,000	6,120	20.0%	2.0%
Minor Amendment Fees	11,725	20,000	12,000	12,240	-40.0%	2.0%
Neighborhood & Bldg Admin Fees	27,434	0	20,000	20,000	0.0%	0.0%
Housing Occupancy Compliance	4,605	5,000	5,000	5,000	0.0%	0.0%
NBS Case Management Fees	4,290	4,000	1,500	1,500	-62.5%	0.0%
Other Charges for Service	327,571	400,500	375,000	387,000	-6.4%	3.2%
EARNINGS ON INVESTMENTS	\$2,080,066	\$1,291,413	\$1,000,529	\$1,064,965	-22.5%	6.4%
% of Total	1.9%	1.2%	1.0%	1.0%		
MISCELLANEOUS	\$1,404,608	\$537,595	\$732,673	\$762,190	36.3%	4.0%
% of Total	1.3%	0.5%	0.7%	0.7%		
Special Assessments	53,612	60,000	60,000	60,000	0.0%	0.0%
Office Rental	10,184	16,981	0	0	-100.0%	0.0%
Building Rental	301	6,000	160,000	162,000	2566.7%	1.3%
House Rental	53,283	25,000	0	0	-100.0%	0.0%
Tree Donations	36,949	37,000	37,000	38,000	0.0%	2.7%
Contrib/Donation Private	29,094	59,000	29,872	31,189	-49.4%	4.4%
Sale of Property	1,747	0	0	0	0.0%	0.0%
Zilch Loan Payments	6,995	0	0	0	0.0%	0.0%
Fiber Optic Loop	320,722	263,049	227,801	252,801	-13.4%	11.0%
Sale of Maps & Publications	4,231	3,000	4,000	4,200	33.3%	5.0%
Other Miscellaneous Revenue	96,839	67,565	214,000	214,000	216.7%	0.0%
Proceeds of Debt Issuance	790,652	0	0	0	0.0%	0.0%
TRANSFERS IN:	\$60,598,314	\$58,321,845	\$58,096,146	\$59,572,146	-0.4%	2.5%
% of Total	55.6%	53.5%	58.4%	58.4%		
Capital Expansion Fund	50,041	127,800	0	0	-100.0%	0.0%
Sales & Use Tax Fund	58,921,885	54,996,923	57,306,000	58,837,000	4.2%	2.7%
Conservation Trust Fund	651,996	725,146	730,146	735,146	0.7%	0.7%
Other Funds	974,392	2,471,976	60,000	0	-97.6%	-100.0%
TOTAL REVENUES AND OTHER FUNDING SOURCES	\$104,199,281	\$99,626,137	\$99,539,281	\$102,042,456	-0.1%	2.5%

In early 2008, the Management Information Services budget and revenue was transferred from the General Fund to the Data & Communications Fund. This change is reflected in Adopted 2009 under the Charges for Services category.

GENERAL FUND EXPENDITURES

The General Fund is the largest and most diverse of the City's operating funds. It includes all resources not restricted legally to a specific use. The major source of revenue to the General Fund is sales and use tax. Local property and the lodging tax are also included in the General Fund as well as revenue derived from fees for services and materials, licenses, permits, and fines.

2010 Budget \$102.2 Million



GENERAL FUND EXPENSE DETAIL

SERVICE AREA	ACTUAL	PROJECTED	ADOPTED	ADOPTED	% Change	% Change
Department	2008	2009	2010	2011	2009	2010
					to 2010	to 2011
CITY CLERK	\$675,395	\$660,420	\$614,915	\$791,458	-6.9%	28.7%
% of Total	0.6%	0.6%	0.6%	0.8%		
City Clerk	675,395	660,420	621,618	665,325	-5.9%	7.0%
CULTURE, PARKS, RECREATION & ENVIRONMENT	\$9,129,477	\$9,502,728	\$9,314,086	\$9,319,609	-2.0%	0.1%
% of Total	8.5%	8.8%	9.1%	9.0%		
Administration	312,701	382,503	269,506	275,587	-29.5%	2.3%
Natural Resources	1,019,091	912,715	995,334	793,757	9.1%	-20.3%
Parks 7,797,685		8,207,510	8,049,246	8,250,265	-1.9%	2.5%
EXECUTIVE, LEGISLATIVE & JUDICIAL	\$4,281,078	\$4,237,924	\$4,264,276	\$4,373,047	0.6%	2.6%
% of Total	4.0%	3.9%	4.2%	4.2%		
City Manager	2,364,048	2,332,335	2,243,757	2,281,402	-3.8%	1.7%
City Council	129,038	123,058	129,973	137,449	5.6%	5.8%
City Attorney	1,132,600	1,216,374	1,205,076	1,239,894	-0.9%	2.9%
Municipal Court	655,392	566,157	685,470	714,302	21.1%	4.2%
FINANCIAL SERVICES	\$3,739,940	\$3,881,061	\$3,708,378	\$3,799,314	-4.4%	2.5%
% of Total	3.5%	3.6%	3.6%	3.7%		
Economic Development	730,523	766,248	605,834	613,407	-20.9%	1.3%
Finance	3,009,417	3,114,813	3,102,544	3,185,907	-0.4%	2.7%
INTERNAL SERVICES	\$13,198,855	\$10,301,651	\$10,729,587	\$10,557,667	4.2%	-1.6%
% of Total	12.3%	9.6%	10.5%	10.2%		
Communications & Public Inv	906,583	931,023	939,931	972,847	1.0%	3.5%
Human Resources	1,280,967	1,369,553	1,469,489	1,488,395	7.3%	1.3%
Operation Services	11,011,305	8,001,075	8,320,167	8,096,425	4.0%	-2.7%
PLANNING, DEVELOPMENT & TRANSPORTATION	\$5,294,223	\$5,174,688	\$4,955,842	\$4,874,682	-4.2%	-1.6%
% of Total	4.9%	4.8%	4.9%	4.7%		
Administration	270,514	209,913	357,655	362,740	70.4%	1.4%
Advance Planning	1,525,737	1,875,493	1,575,578	1,446,988	-16.0%	-8.2%
Comm Dev & Neighborhood Svcs	3,497,972	3,089,282	3,022,609	3,064,954	-2.2%	1.4%
POLICE \$29,129,091		\$29,865,907	\$30,097,801	\$30,699,961	0.8%	2.0%
% of Total	27.2%	27.8%	29.5%	29.8%		
Information Services	5,613,221	6,225,161	6,801,142	6,960,439	9.3%	2.3%
Investigations	6,455,809	6,137,771	5,659,688	5,813,168	-7.8%	2.7%
Office of the Chief	2,866,742	3,048,548	2,766,973	2,784,718	-9.2%	0.6%
Patrol	14,193,319	14,454,427	14,869,998	15,141,636	2.9%	1.8%
NON-DEPARTMENTAL	\$1,845,747	\$1,056,694	\$1,206,958	\$1,243,023	14.2%	3.0%
% of Total	1.7%	1.0%	1.2%	1.2%		
Community Opportunity	0	0	150,000	150,000	0.0%	0.0%
Contingency	0	0	121,636	121,636	0.0%	0.0%
GERP	0	89,600	128,187	128,187	43.1%	0.0%
Larimer County Treasurer Svc	645,766	500,000	340,000	340,000	-32.0%	0.0%
Other	439,647	28,428	169,300	189,300	495.5%	11.8%
Insurance Contribution	414,816	438,666	0	0	-100.0%	0.0%
Internal Charges	0	0	297,835	313,900	0.0%	5.4%
Library District	345,518	0	0	0	0.0%	0.0%

GENERAL FUND EXPENSE DETAIL

CONTRIBUTION TO POUDDRE						
POUDRE FIRE AUTHORITY	\$16,383,100	\$17,223,796	\$17,223,796	\$17,223,796	0.0%	0.0%
% of Total	15.3%	16.0%	16.9%	16.7%		
Contribution to Poudre Fire Authority	16,383,100	17,223,796	17,223,796	17,223,796	0.0%	0.0%
TRANSFERS TO:						
	\$23,324,373	\$25,599,513	\$20,034,990	\$20,310,109	-21.7%	1.4%
% of Total	21.8%	23.8%	19.6%	19.7%		
Cultural Services Fund	1,602,445	1,568,954	1,431,257	1,452,697	-8.8%	1.5%
Recreation Fund	2,644,334	2,598,690	1,543,346	1,554,754	-40.6%	0.7%
Cemetery Fund	221,454	225,088	228,463	228,391	1.5%	0.0%
Transit Services Fund	5,418,062	5,262,113	5,391,401	5,685,109	2.5%	5.4%
Street Oversizing Fund	413,050	389,050	389,050	389,050	0.0%	0.0%
Transportation Services Fund	4,988,871	4,523,114	4,078,011	3,908,073	-9.8%	-4.2%
Capital Leasing	2,711,860	2,711,719	2,579,354	2,675,351	-4.9%	3.7%
Capital Projects	780,662	5,243,860	537,940	400,000	-89.7%	-25.6%
Self Insurance	29,750	29,750	0	0	-100.0%	0.0%
Data & Communications	4,513,885	3,047,175	3,856,168	4,016,684	26.5%	4.2%
TOTAL GENERAL FUND EXPENSES						
	\$107,001,279	\$107,504,382	\$102,150,629	\$103,192,666	-5.0%	1.0%

In early 2008, the Management Information Services budget and revenue was transferred from the General Fund to the Data & Communications Fund. This change is reflected in Adopted 2009 under the **Internal Services** expenditure category.

SPECIAL REVENUE FUNDS

CAPITAL EXPANSION FUND

2010 - \$904,354

2011 - \$914,354

The Capital Expansion Fund is used to account for the impact fees collected by the City and used for Library, Community Parkland, Police Services, Fire Services, and General Governmental Facilities. Capital Expansion Fees are a form of development fee imposed on new development.

CEMETERIES FUND

2010 - \$719,570

2011 - \$715,119

The Cemeteries Fund provides coordination of all operations for the two City-owned cemeteries including interments, grounds maintenance, records, memorial settings and administration. The Cemeteries Fund is within the Culture, Parks, Recreation and Environment Services unit.

CULTURAL SERVICES FUND

2010 - \$3,765,285

2011 - \$5,096,953

The Cultural Services Fund provides accounting for revenues received, including user fees and receipts from the Lincoln Center facility, the Fort Collins Museum, the Performing and Visual Arts program, and transfers from the General Fund used to promote cultural activities. The Cultural Services Fund is a part of the Culture, Parks, Recreation and Environment Services unit.

NATURAL AREAS FUND

2010 - \$8,571,164

2011 - \$8,781,729

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. The Natural Areas Fund is a part of the Culture, Parks, Recreation and Environment Services unit.

PERPETUAL CARE FUND

2010 - \$55,435

2011 - \$55,449

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. The Perpetual Care Fund is within Culture, Parks, Recreation and Environment Services unit.

RECREATION FUND

2010 - \$6,885,023

2011 - \$7,304,030

The Recreation Fund provides accounting for revenues including user fees for recreational activities and operating transfers from the General Fund used to provide recreational programs for citizens. The Recreation Fund is found within Culture, Parks, Recreation and Environment Services unit.

SALES AND USE TAX FUND

2010 - \$73,624,048

2011 - \$75,284,389

The Sales and Use Tax Fund is used to account for collections of the City's sales and use taxes which are used to provide reserves and fund payments for sales and use tax revenue debt. Tax revenue is also transferred to the General Fund and other funds of the City in accordance with the sales and use tax distribution policy.

STREET OVERSIZING FUND

2010 - \$4,558,731

2011 - \$4,600,412

The Street Oversizing Fund provides accounting for street oversizing fees collected and operating transfers from other funds to be used for construction of arterial and collector streets. The Street Oversizing Fund is part of the Planning, Development & Transportation Services unit.

TRANSIT SERVICES FUND

2010 - \$11,309,638

2011 - \$10,933,188

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. Transit Services Fund is a part of the Planning, Development & Transportation Services unit.

TRANSPORTATION FUND

2010 - \$27,683,360

2011 - \$24,430,051

The Transportation Fund provides accounting for taxes, intergovernmental revenues, and transfers from the General Fund or other City funds to be used to provide transportation services including street patching, sweeping, snow removal, signs & pavement markings, traffic signal maintenance, parking enforcement, and transportation planning to name a few. The Transportation Fund is located in the Planning, Development & Transportation Services unit.

CAPITAL EXPANSION FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	PROJECTED 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$20,107,467	\$18,377,923	\$16,127,644	\$15,018,492	\$16,332,722
Revenues					
Charges for Service	2,540,278	2,009,508	1,970,577	1,904,354	1,934,354
Earnings on Investments	1,170,734	763,381	636,000	314,230	404,010
Total Revenues	\$3,711,012	\$2,772,888	\$2,606,577	\$2,218,584	\$2,338,364
Total Revenues & Other Financing	\$3,711,012	\$2,772,888	\$2,606,577	\$2,218,584	\$2,338,364
Expenditures					
Park Planning & Development	10,656	8,352	0	0	0
Poudre Fire Authority	0	233,284	234,354	234,354	234,354
Library District	17,864	281,538	2,014,394	270,000	280,000
Total Expenditures	\$28,520	\$523,174	\$2,248,748	\$504,354	\$514,354
Other Financing Uses					
Transfers Out	5,412,037	4,499,993	1,466,981	400,000	400,000
Total Other Financing Uses	\$5,412,037	\$4,499,993	\$1,466,981	\$400,000	\$400,000
Total Expenditures & Other Financing	\$5,440,556	\$5,023,167	\$3,715,729	\$904,354	\$914,354
Net Change in Fund Balance	-\$1,729,544	-\$2,250,279	-\$1,109,152	\$1,314,230	\$1,424,010
<i>Ending Fund Balance</i>	\$18,377,923	\$16,127,644	\$15,018,492	\$16,332,722	\$17,756,732
Reserves					
Reserved for Community Parkland	\$4,110,742	\$5,365,796	\$6,650,056	\$7,750,534	\$8,903,950
Reserved for Library	1,583,202	1,010,610	-	-	-
Reserved for Police Services	2,357,058	2,298,658	2,191,106	2,027,391	1,877,985
Reserved for Fire Services	637,916	676,514	651,675	665,441	682,048
Reserved for Government Facilities	4,428,588	4,940,381	5,382,390	5,746,091	6,149,484
Capital Projects	5,123,611	1,005,840	-	-	-
Encumbrances	-	686,580	-	-	-
Undesignated	136,806	143,265	143,265	143,265	143,265
Total Reserves	\$18,377,923	\$16,127,644	\$15,018,492	\$16,332,722	\$17,756,732

2009 Budget as of 1/11/2010

Frozen Appropriations not included in this Fund Statement

SALES & USE TAX FUND

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$10,078,988	\$11,154,773	\$11,131,837	\$8,828,992	\$7,608,010
Revenues					
Sales & Use Tax	78,444,572	75,865,014	70,291,123	72,346,001	75,007,000
Interest Revenue	286,640	226,561	138,400	57,065	73,370
Security Lending	4,323	9,598	0	0	0
Other Miscellaneous	995,647	994,413	996,363	0	0
Total Revenues	\$79,731,182	\$77,095,585	\$71,425,886	\$72,403,066	\$75,080,370
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$79,731,182	\$77,095,585	\$71,425,886	\$72,403,066	\$75,080,370
Expenditures					
Governmental Services	0	744,000	744,000	744,000	744,000
Internal Admin Services	2,376	1,041	0	0	0
Rebates & Incentives	923,931	474,209	1,300,000	300,000	300,000
Total Expenditures	\$926,307	\$1,219,250	\$2,044,000	\$1,044,000	\$1,044,000
Other Financing Uses					
Transfers to Funds	77,729,091	75,899,271	71,684,731	72,580,048	74,240,389
Total Other Financing Uses	\$77,729,091	\$75,899,271	\$71,684,731	\$72,580,048	\$74,240,389
Total Expenditures & Other Financing Uses	\$78,655,397	\$77,118,521	\$73,728,731	\$73,624,048	\$75,284,389
Net Change in Fund Balance	\$1,075,785	-\$22,936	-\$2,302,845	-\$1,220,982	-\$204,019
<i>Ending Fund Balance</i>	\$11,154,773	\$11,131,837	\$8,828,992	\$7,608,010	\$7,403,991
Reserves					
Principal & Interest	82,868	82,868	82,868	0	0
Capital Projects	274,105	274,105	274,105	0	0
Mason Corridor	1,300,000	1,277,277	1,277,277	1,085,000	1,085,000
Sales & Use Tax Accrual	7,759,588	7,759,588	7,759,588	7,311,673	7,311,673
Unassigned	1,738,212	1,737,999	-564,846	-788,663	-992,682
Total Reserves	\$11,154,773	\$11,131,837	\$8,828,992	\$7,608,010	\$7,403,991

2009 Budget as of 1/12/2010

Frozen Appropriations not included in this Fund Statement

NATURAL AREAS FUND

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$9,726,693	\$6,507,536	\$6,518,953	\$419,468	\$436,468
Revenues					
Operating Grants/Contributions	27,500	34,253	20,000	0	0
Capital Grants/Contributions	428,700	976,000	0	0	0
Shared Revenues	3,512,210	3,555,743	3,607,060	3,100,000	3,200,000
Culture, Parks, Rec & Environ	2,675	200	3,000	0	0
Transportation	25,202	25,439	22,000	25,000	25,000
Interest Revenue	536,338	251,125	321,000	110,164	141,640
Security Lending	7,563	11,927	0	0	0
Rents	75,953	148,402	100,000	100,000	100,000
Contributions & Donations	300	19,000	0	0	0
Sale of Property	11,000	470,941	0	0	0
Other Miscellaneous	324,043	18,883	0	0	0
Total Revenues	\$4,951,484	\$5,511,912	\$4,073,060	\$3,335,164	\$3,466,640
Other Financing Sources					
Transfers from Funds	6,591,964	5,529,128	5,146,310	5,253,000	5,463,000
Total Other Financing Sources	\$6,591,964	\$5,529,128	\$5,146,310	\$5,253,000	\$5,463,000
Total Revenues & Other Financing	\$11,543,448	\$11,041,040	\$9,219,370	\$8,588,164	\$8,929,640
Expenditures					
Salaries & Wages	1,850,723	2,009,869	2,377,466	2,238,529	2,278,123
Benefits	497,540	565,131	605,585	629,568	659,765
Other Personnel Costs	0	0	0	7,616	7,979
Professional & Technical	793,450	414,688	550,872	449,155	411,162
Other Prof & Tech Services	189,324	353,686	235,545	202,372	309,750
Utility Services	54,273	50,954	75,900	69,400	71,400
Cleaning Services	39,549	13,616	41,840	42,000	28,500
Repair & Maintenance Services	87,605	25,595	76,960	181,000	164,000
Rental Services	167,935	157,014	167,100	64,100	64,100
Construction Services	1,258,279	190,688	473,460	160,000	195,000
Other Property Services	6,175	28,371	87,669	40,000	40,000
Insurance, Non Emp Benefits	17,152	17,152	17,153	20,138	20,138
Communication Services	40,311	41,705	49,000	52,500	52,500
Internal Admin Services	167,241	195,570	201,368	275,463	282,578
Employee Travel	14,641	33,237	42,900	43,800	44,000
Other Purchased Services	183,257	27,377	35,700	37,200	37,200
Vehicle & Equipment Supplies	38,951	45,341	66,750	72,250	79,750
Land & Building Maint Supplies	106,088	82,837	149,089	174,000	174,000
Office & Related Supplies	56,336	38,125	39,957	49,290	44,290
Health & Safety Supplies	15,399	12,857	18,000	16,000	16,500
Chemical Supplies	20,581	14,956	13,500	12,000	12,000
Other Supplies	107,847	97,787	148,880	108,900	106,900
Land	5,708,606	1,782,958	4,254,901	1,284,465	1,600,000
Buildings	812,801	79,751	605,000	10,000	10,000
Infrastructure	0	77,756	1,146,117	350,000	350,000
Vehicles & Equipment	73,415	99,156	151,827	45,000	60,000
Other Capital Outlay	30,936	47,280	79,564	50,000	50,000
Grants	15,000	15,000	15,000	15,000	15,000
Other	0	0	98,790	100,000	100,000
Total Expenditures	\$12,353,416	\$6,518,456	\$11,825,892	\$6,799,746	\$7,284,635
Other Financing Uses					
Transfers to Funds	2,409,189	4,511,167	3,492,963	1,771,418	1,497,094
Total Other Financing Uses	\$2,409,189	\$4,511,167	\$3,492,963	\$1,771,418	\$1,497,094
Total Expenditures & Other Financing Uses	\$14,762,605	\$11,029,623	\$15,318,855	\$8,571,164	\$8,781,729
Net Change in Fund Balance	-\$3,219,157	\$11,417	-\$6,099,485	\$17,000	\$147,911
Ending Fund Balance	\$6,507,536	\$6,518,953	\$419,468	\$436,468	\$584,379

NATURAL AREAS FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Reserves					
Reserved for Encumbrances	\$481,271	\$241,909	\$225,560	\$0	\$0
Reserved for Capital	2,011,237	1,510,107	0	0	0
Undesignated	4,015,028	4,766,937	193,908	436,468	584,379
Total Reserves	\$6,507,536	\$6,518,953	\$419,468	\$436,468	\$584,379

2009 Budget as of 1/11/2010

Frozen Appropriations not included in this Fund Statement

CULTURAL SERVICES FUND

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$1,844,970	\$1,698,433	\$1,681,374	\$1,386,880	\$1,511,508
Revenues					
Operating Grants/Contributions	45,476	100,902	155,383	0	0
Culture, Parks, Rec & Environ	2,043,977	2,243,489	2,103,399	1,765,060	3,084,324
Other Charges for Service	0	5,517	0	5,000	5,000
Interest Revenue	136,302	89,633	75,000	41,987	53,937
Security Lending	2,209	4,185	0	0	0
Rents	2,500	0	0	0	0
Contributions & Donations	77,182	94,192	99,000	110,000	115,000
Non Operating	0	132	0	0	0
Other Miscellaneous	30,382	25,681	160,849	181,731	190,182
Total Revenues	\$2,338,027	\$2,563,730	\$2,593,631	\$2,103,778	\$3,448,443
Other Financing Sources					
Transfers from Funds	1,477,838	1,734,871	1,836,128	1,786,135	1,831,566
Total Other Financing Sources	\$1,477,838	\$1,734,871	\$1,836,128	\$1,786,135	\$1,831,566
Total Revenues & Other Financing	\$3,815,865	\$4,298,601	\$4,429,759	\$3,889,913	\$5,280,009
Expenditures					
Salaries & Wages	1,160,662	1,375,745	1,698,222	1,450,799	1,654,294
Benefits	324,187	352,639	479,622	441,689	482,314
Other Personnel Costs	0	0	24,496	5,141	5,220
Professional & Technical	1,002,039	1,247,735	990,378	1,118,272	1,818,083
Other Prof & Tech Services	350,334	257,043	101,821	29,560	30,317
Utility Services	86,772	40	0	0	0
Cleaning Services	11,636	10,802	9,190	6,779	21,421
Repair & Maintenance Services	32,161	29,692	74,079	32,987	34,753
Rental Services	54,507	63,364	92,000	58,360	87,917
Insurance, Non Emp Benefits	17,836	17,836	17,838	21,174	21,174
Communication Services	31,134	30,879	36,000	33,340	33,640
Internal Admin Services	2,990	3,144	3,462	3,891	4,046
Employee Travel	15,621	33,164	16,562	10,850	15,950
Other Purchased Services	251,690	294,238	462,940	212,596	404,895
Vehicle & Equipment Supplies	191	4,940	87,525	53,157	83,389
Land & Building Maint Supplies	5,741	107,057	69,843	54,511	115,000
Office & Related Supplies	78,040	79,780	42,778	14,225	18,225
Other Supplies	108,106	124,116	243,393	174,650	217,459
Buildings	0	205,900	0	0	0
Other Capital Outlay	428,754	77,546	260,668	0	9,000
Bad Debt Expense	0	0	0	100	100
Other	0	0	13,435	43,204	39,756
Total Expenditures	\$3,962,402	\$4,315,660	\$4,724,253	\$3,765,285	\$5,096,953
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing	\$3,962,402	\$4,315,660	\$4,724,253	\$3,765,285	\$5,096,953
Net Change in Fund Balance	-\$146,537	-\$17,059	-\$294,494	\$124,628	\$183,056
Ending Fund Balance	\$1,698,433	\$1,681,374	\$1,386,880	\$1,511,508	\$1,694,564
Reserves					
Designated for Operation	\$60,644	\$102,253	\$75,306	\$101,939	\$103,978
Reserve for Art-in-Public Places	322,501	364,286	156,014	156,014	156,014
Reserve for Museum Donations	115,036	143,884	143,884	143,884	143,884
Reserve - Building on Basics (BOB)	25,712	13,628	213,628	413,628	613,628
Reserve for Encumbrances	61,430	310,681	23,246	0	0
Undesignated	1,113,110	746,642	774,802	695,863	677,060
Total Reserves	\$1,698,433	\$1,681,374	\$1,386,880	\$1,511,508	\$1,694,564

2009 Budget as of 1/7/2010

Frozen Appropriations not included in this Fund Statement

RECREATION FUND

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$2,127,087	\$2,424,346	\$2,737,987	\$1,838,967	\$1,096,083
Revenues					
Operating Grants/Contributions	8,318	0	34,150	0	0
Capital Grants/Contributions	65,400	57,574	3,000	0	0
Culture, Parks, Rec & Environ	4,640,289	4,800,246	4,539,360	4,550,168	4,791,649
Interest Revenue	148,483	109,974	134,590	48,625	62,518
Security Lending	2,319	4,975	0	0	0
Contributions & Donations	2,369	1,565	7,500	0	0
Sale of Property	7,287	2,206	0	0	0
Other Miscellaneous	1,272	-1,323	0	0	0
Total Revenues	\$4,875,736	\$4,975,217	\$4,718,600	\$4,598,793	\$4,854,167
Other Financing Sources					
Transfers from Funds	2,408,305	2,644,334	2,598,690	1,543,346	1,554,754
Total Other Financing Sources	\$2,408,305	\$2,644,334	\$2,598,690	\$1,543,346	\$1,554,754
Total Revenues & Other Financing	\$7,284,041	\$7,619,551	\$7,317,290	\$6,142,139	\$6,408,921
Expenditures					
Salaries & Wages	4,021,646	4,270,642	4,543,545	4,068,380	4,207,947
Benefits	887,797	964,083	1,038,115	1,002,333	1,067,873
Other Personnel Costs	0	0	1,476	364	3,149
Professional & Technical	250,931	298,292	307,470	304,782	311,429
Other Prof & Tech Services	46,761	129,392	66,504	64,750	65,300
Utility Services	69,916	4,040	9,495	4,146	4,160
Cleaning Services	15,720	4,261	10,871	4,435	4,460
Repair & Maintenance Services	78,679	115,864	165,001	126,700	143,395
Rental Services	273,696	91,227	105,069	107,243	110,028
Construction Services	0	0	16,400	0	0
Other Property Services	0	0	1,600	0	0
Insurance, Non Emp Benefits	35,847	35,847	35,847	46,694	46,694
Communication Services	70,545	77,217	96,801	78,772	79,200
Internal Admin Services	5,013	5,096	8,940	5,501	5,527
Employee Travel	11,406	29,098	17,544	7,182	7,182
Other Purchased Services	63,929	64,258	148,548	67,254	68,365
Vehicle & Equipment Supplies	23,482	41,275	30,449	43,320	44,118
Land & Building Maint Supplies	31,333	38,809	56,481	39,620	40,268
Office & Related Supplies	50,300	37,780	58,659	34,350	34,350
Health & Safety Supplies	5,279	7,021	5,844	32,504	60,280
Chemical Supplies	40,308	44,034	49,667	44,100	44,100
Other Supplies	820,003	891,814	784,517	802,593	956,205
Buildings	0	0	270,138	0	0
Vehicles & Equipment	57,863	9,013	58,640	0	0
Other Capital Outlay	126,328	65,905	0	0	0
Bad Debt Expense	0	0	1,839	0	0
Grants	0	0	121,025	0	0
Other	0	80,943	205,826	0	0
Total Expenditures	\$6,986,782	\$7,305,911	\$8,216,310	\$6,885,023	\$7,304,030
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing	\$6,986,782	\$7,305,911	\$8,216,310	\$6,885,023	\$7,304,030
Net Change in Fund Balance	\$297,259	\$313,641	-\$899,020	-\$742,884	-\$895,109
Ending Fund Balance	\$2,424,346	\$2,737,987	\$1,838,967	\$1,096,083	\$200,974
Reserves					
Restricted	101,924	99,754	99,754	0	0
Assigned	2,082,706	361,386	492,243	146,081	146,081
Encumbrances	158,309	130,857	5,924	0	0
Unassigned Fund Balance	81,407	2,145,990	1,241,046	950,002	54,893
Total Reserves	2,424,346	2,737,987	1,838,967	1,096,083	200,974

2009 Budget Final

Frozen Appropriations not included in this Fund Statement

CEMETERIES FUND

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$339,978	\$414,397	\$458,197	\$452,354	\$371,717
Revenues					
Culture, Parks, Rec & Environ	373,105	344,871	311,500	338,000	338,000
Interest Revenue	21,748	15,683	12,000	6,970	8,962
Security Lending	1,331	3,269	0	0	0
Rents	11,310	11,400	11,400	10,000	10,000
Sale of Property	3,754	983	0	0	0
Other Miscellaneous	570	-1	500	500	500
Total Revenues	\$411,818	\$376,206	\$335,400	\$355,470	\$357,462
Other Financing Sources					
Transfers from Funds	252,833	277,829	295,088	283,463	283,391
Total Other Financing Sources	\$252,833	\$277,829	\$295,088	\$283,463	\$283,391
Total Revenues & Other Financing	\$664,651	\$654,034	\$630,488	\$638,933	\$640,853
Expenditures					
Salaries & Wages	327,745	336,361	351,507	347,575	354,517
Benefits	111,057	113,124	116,119	124,725	130,928
Professional & Technical	3,446	1,189	0	1,213	1,274
Other Prof & Tech Services	33,351	28,033	24,896	26,000	26,000
Utility Services	12,532	11,283	12,800	13,030	13,826
Repair & Maintenance Services	7,199	6,909	8,500	9,000	9,500
Rental Services	24,879	21,380	26,088	25,000	25,000
Insurance, Non Emp Benefits	9,615	9,615	9,616	11,027	11,027
Communication Services	4,884	5,486	5,600	5,700	5,900
Internal Admin Services	0	113	0	640	659
Employee Travel	859	4,008	4,000	1,100	1,100
Other Purchased Services	5,685	5,671	5,550	7,500	7,500
Vehicle & Equipment Supplies	11,671	14,932	19,400	13,000	14,000
Land & Building Maint Supplies	3,550	6,103	5,050	12,000	12,000
Infrastructure Maint Supplies	2,163	2,147	3,000	3,000	3,000
Utility Supplies	5,924	3,822	10,000	0	0
Office & Related Supplies	3,000	1,870	3,720	2,000	2,000
Health & Safety Supplies	1,992	1,786	1,930	2,000	2,000
Chemical Supplies	672	3,255	1,000	5,000	5,000
Other Supplies	7,601	5,471	8,250	5,700	5,700
Improvements Other Than Bldg	0	0	0	0	39,200
Vehicles & Equipment	0	15,271	0	89,360	29,988
Other	0	0	10,000	15,000	15,000
Total Expenditures	\$577,827	\$597,828	\$627,026	\$719,570	\$715,119
Other Financing Uses					
Debt Service	12,406	12,406	9,305	0	0
Total Other Financing Uses	\$12,406	\$12,406	\$9,305	\$0	\$0
Total Expenditures & Other Financing	\$590,232	\$610,234	\$636,331	\$719,570	\$715,119
Net Change in Fund Balance	\$74,419	\$43,801	-\$5,843	-\$80,637	-\$74,266
Ending Fund Balance	\$414,397	\$458,197	\$452,354	\$371,717	\$297,451
Reserves					
Operations	\$0	\$13,030	\$14,391	\$14,302	\$14,588
Reserved for Encumbrances	14,735	0	0	0	0
Undesignated Reserve	399,662	445,167	437,963	357,415	282,863
Total Reserves	\$414,397	\$458,197	\$452,354	\$371,717	\$297,451

PERPETUAL CARE FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$1,340,232	\$1,406,920	\$1,462,777	\$1,494,525	\$1,547,525
Revenues					
Culture, Parks, Rec & Environ	51,857	56,080	47,200	58,000	58,000
Interest Revenue	80,782	56,590	55,000	50,435	50,449
Security Lending	168	0	0	0	0
Total Revenues	\$132,807	\$112,670	\$102,200	\$108,435	\$108,449
Total Revenues & Other Financing	\$132,807	\$112,670	\$102,200	\$108,435	\$108,449
Expenditures					
Internal Admin Services	612	438	452	435	449
Total Expenditures	\$612	\$438	\$452	\$435	\$449
Other Financing Uses					
Transfers to Funds	65,507	56,375	70,000	55,000	55,000
Total Other Financing Uses	\$65,507	\$56,375	\$70,000	\$55,000	\$55,000
Total Expenditures & Other Financing	\$66,119	\$56,813	\$70,452	\$55,435	\$55,449
Net Change in Fund Balance	\$66,688	\$55,857	\$31,748	\$53,000	\$53,000
<i>Ending Fund Balance</i>	\$1,406,920	\$1,462,777	\$1,494,525	\$1,547,525	\$1,600,525

TRANSIT SERVICES FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	PROJECTED 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$1,628,088	\$2,034,541	\$2,194,079	\$2,476,503	\$2,176,503
Revenues					
Operating Grants/Contributions	2,489,872	2,408,883	3,260,433	3,042,500	3,045,000
Capital Grants/Contributions	675,560	1,520,259	3,548,436	1,812,500	535,000
Transportation	634,634	672,033	613,393	682,484	694,913
Interest Revenue	49,923	91,586	54,559	30,753	39,540
Security Lending	687	3,330	0	0	0
Rents	24,657	24,762	23,033	25,000	25,000
Contributions & Donations	13,641	0	0	0	0
Sale of Property	7,600	1,275	0	0	0
Other Miscellaneous	25,353	86,640	16,692	25,000	25,000
Total Revenues	\$3,921,926	\$4,808,768	\$7,516,546	\$5,618,237	\$4,364,453
Other Financing Sources					
Transfers from Funds	4,995,025	5,578,746	5,262,113	5,391,401	6,068,735
Total Other Financing Sources	\$4,995,025	\$5,578,746	\$5,262,113	\$5,391,401	\$6,068,735
Total Revenues & Other Financing	\$8,916,951	\$10,387,514	\$12,778,659	\$11,009,638	\$10,433,188
Expenditures					
Salaries & Wages	3,589,131	3,700,926	3,660,080	3,783,741	3,936,111
Benefits	1,070,268	1,154,550	1,234,027	1,221,099	1,290,603
Professional & Technical	68,055	52,838	665,975	682,842	634,269
Governmental Services	363,498	143,560	928,229	785,000	785,000
Other Prof & Tech Services	556,612	646,599	100,697	122,410	159,253
Utility Services	82,351	104,891	85,544	123,536	131,851
Cleaning Services	1,683	1,446	2,300	1,734	1,881
Repair & Maintenance Services	246,130	155,539	218,996	311,398	511,622
Rental Services	1,034,204	1,106,350	976,130	1,193,723	1,267,244
Insurance, Non Emp Benefits	103,193	103,193	103,192	105,042	105,133
Communication Services	40,489	41,354	59,865	43,634	46,641
Internal Admin Services	3,911	2,649	0	8,727	8,974
Employee Travel	20,119	64,555	12,769	17,218	17,354
Other Purchased Services	226,625	232,591	142,480	140,539	143,816
Vehicle & Equipment Supplies	556,502	729,599	467,522	757,768	774,310
Office & Related Supplies	44,535	49,756	15,544	41,230	42,256
Other Supplies	90,258	86,281	46,838	64,997	68,244
Infrastructure	8,252	85,806	0	0	0
Vehicles & Equipment	102,144	275,262	2,641,139	0	383,626
Other Capital Outlay	248,575	1,464,960	1,134,908	1,905,000	625,000
Total Expenditures	\$8,456,534	\$10,202,704	\$12,496,235	\$11,309,638	\$10,933,188
Other Financing Uses					
Transfers to Funds	53,964	25,273	0	0	0
Total Other Financing Uses	\$53,964	\$25,273	\$0	\$0	\$0
Total Expenditures & Other Financing	\$8,510,498	\$10,227,977	\$12,496,235	\$11,309,638	\$10,933,188
Net Change in Fund Balance	\$406,453	\$159,537	\$282,424	-\$300,000	-\$500,000
Ending Fund Balance	\$2,034,541	\$2,194,079	\$2,476,503	\$2,176,503	\$1,676,503
Reserves					
Assigned	30,088	222,312	222,313	218,664	218,664
Encumbrances	1,481,021	707,901	1,824,815	0	0
Unassigned Fund Balance	523,433	1,263,865	429,375	1,957,839	1,457,839
Total Reserves	2,034,542	2,194,078	2,476,503	2,176,503	1,676,503

2009 Budget Final

Frozen Appropriations not included in this Fund Statement

STREET OVERSIZING FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$4,203,560	\$7,867,865	\$3,943,168	\$1,861,712	\$1,013,922
Revenues					
Transportation	5,828,359	2,901,305	3,086,155	3,086,100	3,194,000
Other Charges for Service	7,488	9,351	0	0	0
Interest Revenue	346,379	288,811	246,000	135,791	174,589
Security Lending	3,115	14,528	0	0	0
Contributions & Donations	672,093	770,716	100,000	100,000	100,000
Sale of Property	5,000	0	0	0	0
Other Miscellaneous	822	500	0	0	0
Total Revenues	\$6,863,257	\$3,985,211	\$3,432,155	\$3,321,891	\$3,468,589
Other Financing Sources					
Transfers from Funds	1,813,050	413,050	389,050	389,050	389,050
Total Other Financing Sources	\$1,813,050	\$413,050	\$389,050	\$389,050	\$389,050
Total Revenues & Other Financing	\$8,676,307	\$4,398,261	\$3,821,205	\$3,710,941	\$3,857,639
Expenditures					
Salaries & Wages	382,569	387,257	608,799	527,542	536,714
Benefits	100,861	108,841	175,467	140,635	147,333
Professional & Technical	86,262	17,102	150,893	95,500	95,500
Other Prof & Tech Services	33,465	54,741	77,651	0	0
Utility Services	2,986	3,051	2,000	2,000	2,000
Repair & Maintenance Services	286	4,623	55,380	60,031	60,441
Rental Services	3,950	4,345	1,090	0	0
Construction Services	0	0	100,000	75,000	100,000
Communication Services	8,207	6,707	10,000	10,000	10,000
Internal Admin Services	2,919	2,578	3,336	3,353	3,486
Employee Travel	270	2	4,000	4,000	4,000
Other Purchased Services	232,670	98,245	215,350	215,350	215,350
Vehicle & Equipment Supplies	4,713	5,630	10,500	4,944	5,212
Office & Related Supplies	564	1,989	10,360	7,360	7,360
Land	25,430	3,916	348,825	100,000	100,000
Infrastructure	814,432	669,234	1,131,111	3,275,516	3,275,516
Vehicles & Equipment	0	0	40,000	37,500	37,500
Total Expenditures	\$1,699,584	\$1,368,262	\$2,944,762	\$4,558,731	\$4,600,412
Other Financing Uses					
Transfers to Funds	3,312,418	6,954,696	2,957,900	0	0
Total Other Financing Uses	\$3,312,418	\$6,954,696	\$2,957,900	\$0	\$0
Total Expenditures & Other Financing	\$5,012,002	\$8,322,958	\$5,902,662	\$4,558,731	\$4,600,412
Net Change in Fund Balance	\$3,664,305	-\$3,924,697	-\$2,081,457	-\$847,790	-\$742,773
Ending Fund Balance	\$7,867,865	\$3,943,168	\$1,861,712	\$1,013,922	\$271,149
Reserves					
Designated for Operations	\$102,215	\$106,210	\$97,894	\$92,008	\$93,848
Reserved for Capital	5,633,305	2,805,700	0	0	0
Reserved for Encumbrances	2,096,669	1,009,434	1,763,818	921,914	177,301
Undesignated	35,676	21,824	0	0	0
Total Reserves	\$7,867,865	\$3,943,168	\$1,861,712	\$1,013,922	\$271,149

TRANSPORTATION FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	PROJECTED 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$18,344,547	\$15,802,636	\$13,034,035	\$10,210,459	\$7,264,007
Revenues					
Licenses and Permits	119,879	163,202	114,623	116,898	118,601
Intergovernmental	7,220,384	7,124,409	5,388,457	6,085,195	6,178,562
Charges for Service	7,503,503	8,198,095	6,763,343	8,168,854	8,405,957
Earnings on Investments	825,348	370,203	365,000	192,500	247,500
Miscellaneous	418,363	285,664	54,844	75,450	85,326
Total Revenues	\$16,087,478	\$16,141,572	\$12,686,267	\$14,638,897	\$15,035,946
Other Financing Sources					
Other Financing Sources	144,972	157,001	0	0	0
Transfers In	10,281,490	12,295,999	10,439,424	10,098,011	9,645,073
Total Other Financing Sources	\$10,426,462	\$12,453,000	\$10,439,424	\$10,098,011	\$9,645,073
Total Revenues & Other Financing	\$26,513,940	\$28,594,572	\$23,125,691	\$24,736,908	\$24,681,019
Expenditures					
Comm Dev & Neighborhood Svcs	368,329	430,849	402,704	436,594	447,136
Transportation Group	228,153	347,944	287,988	113,179	114,308
Planning & Special Projects	664,943	892,004	439,606	964,125	694,221
Streets	9,413,265	10,212,358	8,295,449	8,988,730	8,768,828
Traffic	3,290,130	3,415,661	3,381,485	3,245,452	3,254,558
Engineering	8,607,901	13,625,481	10,814,759	9,986,762	8,784,237
Parking	1,603,092	1,521,444	1,702,593	1,867,025	1,803,127
Total Expenditures	\$24,175,813	\$30,445,740	\$25,324,584	\$25,601,867	\$23,866,415
Other Financing Uses					
Other Financing	69,035	84,654	104,725	86,822	70,353
Transfers Out	4,811,003	832,778	519,959	1,994,671	493,283
Total Other Financing Uses	\$4,880,038	\$917,432	\$624,684	\$2,081,493	\$563,636
Total Expenditures & Other Financing	\$29,055,851	\$31,363,173	\$25,949,268	\$27,683,360	\$24,430,051
Net Change in Fund Balance	-\$2,541,911	-\$2,768,601	-\$2,823,577	-\$2,946,452	\$250,968
Ending Fund Balance	\$15,802,636	\$13,034,035	\$10,210,459	\$7,264,007	\$7,514,975
Reserves					
Designated for Operations	352,516	0	0	0	0
Reserve for Civic Center Parking Maint.	843,358	874,693	850,047	932,928	1,008,929
Reserve for Harmony Transfer Center	159,803	0	0	0	0
Reserve for Harmony Maintenance	9,717,733	10,414,596	7,908,508	4,901,094	5,076,438
Reserve for Capital	241,862	0	0	0	0
Reserve for Encumbrances	3,815,805	1,715,069	1,422,040	1,400,000	1,400,000
Reserve for Bond Principal & Interest	29,802	29,677	29,864	29,985	29,608
Reserve for BOB Future Maintenance	31,744	0	0	0	0
Undesignated Reserves	610,013	0	0	0	0
Total Reserves	\$15,802,636	\$13,034,035	\$10,210,459	\$7,264,007	\$7,514,975

TRANSPORTATION FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	PROJECTED 2009	BUDGET 2010	BUDGET 2011
NOTE ON RESERVES:					
Designated for Operations should be:	352,516	550,049	553,667	488,601	498,373
Designated for Operations is:	352,516	0	0	0	0
Difference	0	(550,049)	(553,667)	(488,601)	(498,373)
Reserve for Harmony Transfer Center should be:	159,803	179,606	199,409	200,000	200,000
Reserve for Harmony Transfer Center is:	159,803	0	0	0	0
Difference	0	(179,606)	(199,409)	(200,000)	(200,000)
Reserve for Harmony Maintenance should be:	9,717,733	10,414,596	10,484,983	7,458,343	7,536,296
Reserve for Harmony Maintenance is:	9,717,733	10,414,596	7,908,508	4,901,094	5,076,438
Difference	0	0	(2,576,475)	(2,557,249)	(2,459,858)
Reserve for BOB Future Maintenance should be:	31,744	69,744	114,744	166,744	225,744
Reserve for BOB Future Maintenance is:	31,744	0	0	0	0
Difference	0	(69,744)	(114,744)	(166,744)	(225,744)
Total Reserve Shortfall	0	(799,399)	(3,444,295)	(3,412,594)	(3,383,975)

DEBT SERVICE AND OTHER FUNDS

CAPITAL LEASING CORPORATION FUND

2010 - \$5,344,893

2011 - \$5,290,795

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, the Downtown Intersection Renovation Project, and the off-site Police Building.

DEBT SERVICE FUND

2010 - \$358,365

2011 - \$359,820

The Debt Service Fund is used for the payment of interest and principal on long term debt. The major source of revenue is Sales & Use Tax.

EMPLOYEES' RETIREMENT FUND

2010 - \$2,760,423

2011 - \$2,879,412

The Employees' Retirement Fund is used to account for the general employees' retirement plan.

GENERAL IMPROVEMENT DISTRICT #1

2010 - \$670,902

2011 - \$478,200

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.

TIMBERLINE/PROSPECT SID #94 FUND

2010 - \$122,970

2011 - \$118,540

The Timberline/Prospect Special Improvement District #94 Fund provides for the special improvement district's tax revenue and debt payments.

URBAN RENEWAL AUTHORITY O & M FUND

2010 - \$195,166

2011 - \$199,781

The Urban Renewal Authority (URA) Operations and Maintenance Fund provides for the receipt and use of the debt proceeds to fund improvements within the renewal plan area.

URBAN RENEWAL AUTHORITY DEBT SERVICE FUND

2010 - \$283,330

2011 - \$806,676

The Urban Renewal Authority (URA) Debt Service Fund provides for the accounting of tax increment revenues received from property taxes on property within the specific Renewal Plan Area(s) and used to service the debt associated with the Area's tax increment debt acquired to fund improvements.

TIMBERLINE/PROSPECT SID #94 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$0	\$0	\$29,284	\$29,284	\$29,428
Revenues					
Interest Revenue	0	1,647	0	143	184
Assessments	0	627,983	116,237	122,971	118,540
Total Revenues	\$0	\$629,631	\$116,237	\$123,114	\$118,724
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing	\$0	\$629,631	\$116,237	\$123,114	\$118,724
Expenditures					
Other Prof & Tech Services	0	600,347	0	0	0
Other	0	0	116,237	122,970	118,540
Total Expenditures	\$0	\$600,347	\$116,237	\$122,970	\$118,540
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing	\$0	\$600,347	\$116,237	\$122,970	\$118,540
Net Change in Fund Balance	\$0	\$29,284	\$0	\$144	\$184
<i>Ending Fund Balance</i>	\$0	\$29,284	\$29,284	\$29,428	\$29,612

2009 Budget Final

Frozen Appropriations not included in this Fund Statement

DEBT SERVICE FUND - GENERAL COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$0
Revenues					
Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Other Financing Sources					
Transfers from Funds	1,348,080	1,352,038	1,352,478	358,365	359,820
Total Other Financing Sources	<u>\$1,348,080</u>	<u>\$1,352,038</u>	<u>\$1,352,478</u>	<u>\$358,365</u>	<u>\$359,820</u>
Total Revenues & Other Financing	<u>\$1,348,080</u>	<u>\$1,352,038</u>	<u>\$1,352,478</u>	<u>\$358,365</u>	<u>\$359,820</u>
Expenditures					
Total Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Other Financing Uses					
Debt Service	1,348,080	1,352,038	1,352,478	358,365	359,820
Total Other Financing Uses	<u>\$1,348,080</u>	<u>\$1,352,038</u>	<u>\$1,352,478</u>	<u>\$358,365</u>	<u>\$359,820</u>
Total Expenditures & Other Financing	<u>\$1,348,080</u>	<u>\$1,352,038</u>	<u>\$1,352,478</u>	<u>\$358,365</u>	<u>\$359,820</u>
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Ending Fund Balance</i>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

CAPITAL LEASING CORP FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$0
Revenues					
Other Intergovernmental	0	0	8,830	0	0
Interest Revenue	3,217	0	1,130	0	0
Rents	69,586	69,619	69,574	69,688	69,713
Total Revenues	\$72,803	\$69,619	\$79,534	\$69,688	\$69,713
Other Financing Sources					
Proceeds of Debt Issuance	12,880,000	0	0	0	0
Transfers from Funds	4,983,795	5,374,083	5,363,580	5,275,205	5,221,082
Total Other Financing Sources	\$17,863,795	\$5,374,083	\$5,363,580	\$5,275,205	\$5,221,082
Total Revenues & Other Financing	\$17,936,598	\$5,443,702	\$5,443,114	\$5,344,893	\$5,290,795
Expenditures					
Other Prof & Tech Services	347,178	0	3,525	2,500	2,500
Total Expenditures	\$347,178	\$0	\$3,525	\$2,500	\$2,500
Other Financing Uses					
Debt Service	17,589,420	5,443,702	5,439,589	5,342,393	5,288,295
Total Other Financing Uses	\$17,589,420	\$5,443,702	\$5,439,589	\$5,342,393	\$5,288,295
Total Expenditures & Other Financing	\$17,936,598	\$5,443,702	\$5,443,114	\$5,344,893	\$5,290,795
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$0	\$0

EMPLOYEES' RETIREMENT FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$42,322,185	\$45,770,748	\$32,973,706	\$31,007,143	\$30,036,720
Revenues					
General Government	866,694	1,807,834	1,400,000	1,300,000	1,300,000
Interest Revenue	5,077,921	-12,819,551	602,000	490,000	515,000
Earnings on Equities	0	819,221	0	0	0
Security Lending	10,541	17,190	0	0	0
Other Miscellaneous	206	0	0	0	0
Total Revenues	\$5,955,363	-\$10,175,306	\$2,002,000	\$1,790,000	\$1,815,000
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing	\$5,955,363	-\$10,175,306	\$2,002,000	\$1,790,000	\$1,815,000
Expenditures					
Professional & Technical	23,202	24,338	35,590	27,000	27,000
Office & Related Supplies	95	155	0	200	200
Other Supplies	0	0	0	250	250
Other	2,483,503	2,597,244	3,932,973	2,732,973	2,851,962
Total Expenditures	\$2,506,800	\$2,621,737	\$3,968,563	\$2,760,423	\$2,879,412
Total Expenditures & Other Financing	\$2,506,800	\$2,621,737	\$3,968,563	\$2,760,423	\$2,879,412
Net Change in Fund Balance	\$3,448,563	-\$12,797,042	-\$1,966,563	-\$970,423	-\$1,064,412
Ending Fund Balance	\$45,770,748	\$32,973,706	\$31,007,143	\$30,036,720	\$28,972,308

2009 Budget Final

Frozen Appropriations not included in this Fund Statement

GENERAL IMPROVEMENT DISTRICT COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$716,905	\$954,128	\$1,051,212	\$1,051,212	\$632,310
Revenues					
Property Taxes	199,069	244,170	209,000	237,000	235,000
Shared Revenues	29,411	32,396	12,000	7,000	22,000
Interest Revenue	52,529	39,056	9,000	8,000	21,773
Security Lending	827	1,790	0	0	0
Total Revenues	\$281,836	\$317,412	\$230,000	\$252,000	\$278,773
Total Revenues & Other Financing	\$281,836	\$317,412	\$230,000	\$252,000	\$278,773
Expenditures					
Professional & Technical	6,182	7,840	10,500	10,500	10,500
Other Prof & Tech Services	125	0	56,587	0	0
Utility Services	1,428	916	1,500	2,200	2,200
Construction Services	0	0	0	250,000	200,000
Internal Admin Services	0	308	0	0	0
Other Supplies	0	0	8,000	0	0
Infrastructure	0	0	0	250,000	250,000
Rebates & Incentives	5,273	0	15,500	15,500	15,500
Total Expenditures	\$13,008	\$9,064	\$92,087	\$528,200	\$478,200
Other Financing Uses					
Transfers to Funds	31,605	211,263	137,913	142,702	0
Total Other Financing Uses	\$31,605	\$211,263	\$137,913	\$142,702	\$0
Total Expenditures & Other Financing	\$44,613	\$220,327	\$230,000	\$670,902	\$478,200
Net Change in Fund Balance	\$237,223	\$97,084	\$0	-\$418,902	-\$199,427
Ending Fund Balance	\$954,128	\$1,051,212	\$1,051,212	\$632,310	\$432,883

2009 Budget Final

Frozen Appropriations not included in this Fund Statement

URA O&M FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$39,217	\$41,538	\$20,436	\$20,436	\$25,471
Revenues					
Interest Revenue	2,321	507	0	201	259
Total Revenues	\$2,321	\$507	\$0	\$201	\$259
Other Financing Sources					
Proceeds of Debt Issuance	0	250,000	2,973,588	200,000	250,000
Total Other Financing Sources	\$0	\$250,000	\$2,973,588	\$200,000	\$250,000
Total Revenues & Other Financing	\$2,321	\$250,507	\$2,973,588	\$200,201	\$250,259
Expenditures					
Salaries & Wages	0	89,326	86,367	135,995	138,715
Benefits	0	24,614	27,728	39,171	41,066
Professional & Technical	0	145,520	46,873	10,000	10,000
Other Prof & Tech Services	0	12,000	0	10,000	10,000
Construction Services	0	0	0	0	0
Employee Travel	0	123	0	0	0
Other Purchased Services	0	27	0	0	0
Total Expenditures	\$0	\$271,609	\$160,968	\$195,166	\$199,781
Other Financing Uses					
Transfers to Funds	0	0	2,812,620	0	0
Total Other Financing Uses	\$0	\$0	\$2,812,620	\$0	\$0
Total Expenditures & Other Financing	\$0	\$271,609	\$2,973,588	\$195,166	\$199,781
Net Change in Fund Balance	\$2,321	-\$21,102	\$0	\$5,035	\$50,478
<i>Ending Fund Balance</i>	\$41,538	\$20,436	\$20,436	\$25,471	\$75,949

2009 Budget as of 1/11/2010

Frozen Appropriations not included in this Fund Statement

DEBT SERVICE FUND - URA COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$0	\$75,316	\$124,547	\$366,547	\$587,391
Revenues					
Property Taxes	110,230	286,918	280,000	500,000	1,000,000
Interest Revenue	3,406	18,970	0	4,174	5,367
Total Revenues	\$113,637	\$305,888	\$280,000	\$504,174	\$1,005,367
Total Revenues & Other Financing	\$113,637	\$305,888	\$280,000	\$504,174	\$1,005,367
Other Financing Uses					
Debt Service	38,321	256,656	38,000	283,330	806,676
Total Other Financing Uses	\$38,321	\$256,656	\$38,000	\$283,330	\$806,676
Total Expenditures & Other Financing	\$38,321	\$256,656	\$38,000	\$283,330	\$806,676
Net Change in Fund Balance	\$75,316	\$49,231	\$242,000	\$220,844	\$198,691
<i>Ending Fund Balance</i>	\$75,316	\$124,547	\$366,547	\$587,391	\$786,082

2009 Budget as of 1/11/2010

Frozen Appropriations not included in this Fund Statement

ENTERPRISE FUNDS

GOLF FUND

2010 - \$2,893,193

2011 - \$2,977,748

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. The Golf Fund is within the Culture, Parks, Recreation, and Environment Services unit.

LIGHT & POWER FUND

2010 - \$107,246,097

2011 - \$106,695,297

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; \$5,704,000 in 2010 and \$970,000 in 2011 (shown by project in the Capital Improvements section). The Light and Power Fund is in the Utility Services area.

STORMWATER FUND

2010 - \$15,723,422

2011 - \$14,660,812

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; \$4,405,935 in 2010 and \$3,500,000 in 2011, (shown by project in the Capital Improvements section). Stormwater is included in the Utility Services area.

WASTEWATER FUND

2010 - \$23,115,680

2011 - \$22,464,697

The Wastewater Utility provides the City's utility customers with all the services associated with the operation and maintenance of a wastewater treatment and pollution control system. The City's wastewater system consists of two treatment plants, a pollution control laboratory, and a resource recovery farm for sludge disposal. Included in the Budget amounts is Wastewater capital projects; \$4,287,374 in 2010 and \$3,719,000 in 2011, (shown by project in the Capital Improvements section). The Wastewater Fund is part of the Utility Services area.

WATER FUND

2010 - \$32,851,744

2011 - \$32,617,845

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; \$4,885,938 in 2010 and \$4,305,000 in 2011 (shown by project in the Capital Improvements section). The Water Fund is part of the Utility Services area.

GOLF FUND

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$4,583,555	\$4,537,932	\$4,558,034	\$4,874,794	\$5,335,229
Revenues					
Culture, Parks, Rec & Environ	5,181	11,901	7,000	0	0
Golf	2,572,024	2,621,405	2,690,000	2,866,000	2,948,500
Interest Revenue	40,871	14,839	17,000	7,193	9,248
Security Lending	703	682	0	0	0
Rents	1,350	10,800	0	10,000	10,000
Contributions & Donations	350	0	0	0	0
Sale of Property	3,006	-12,342	0	0	0
Other Miscellaneous	806	35,708	6,000	10,000	10,000
Total Revenues	\$2,624,291	\$2,682,993	\$2,720,000	\$2,893,193	\$2,977,748
Other Financing Sources					
Proceeds of Debt Issuance	2,095,796	192,849	0	0	0
Total Other Financing Sources	\$2,095,796	\$192,849	\$0	\$0	\$0
Total Revenues & Other Financing	\$4,720,087	\$2,875,842	\$2,720,000	\$2,893,193	\$2,977,748
Expenditures					
Salaries & Wages	871,272	911,638	917,916	872,975	890,432
Benefits	243,390	270,935	276,410	270,528	283,301
Other Personnel Costs	0	0	1,500	0	0
Professional & Technical	252,149	172,897	208,364	209,443	217,844
Other Prof & Tech Services	36,127	59,962	47,255	15,500	15,500
Utility Services	150,491	155,799	169,620	157,330	168,026
Cleaning Services	10,665	10,947	11,285	12,800	12,800
Repair & Maintenance Services	87,788	99,758	93,450	100,900	100,900
Rental Services	10,381	9,339	11,295	63,800	64,600
Insurance, Non Emp Benefits	18,959	18,959	18,958	24,009	24,009
Communication Services	12,925	12,025	14,600	10,700	10,700
Internal Admin Services	120,528	132,581	136,531	163,836	168,089
Employee Travel	2,668	2,192	3,225	3,900	3,900
Other Purchased Services	6,246	4,962	6,835	6,240	6,340
Vehicle & Equipment Supplies	86,303	111,502	121,637	97,000	97,000
Land & Building Maint Supplies	80,427	39,730	42,600	43,700	43,900
Infrastructure Maint Supplies	6,137	9,057	6,250	12,750	12,750
Office & Related Supplies	6,786	2,255	1,300	2,150	2,150
Health & Safety Supplies	4,352	5,953	5,050	7,250	7,250
Chemical Supplies	62,246	72,591	64,470	78,000	78,000
Other Supplies	10,249	17,993	15,870	23,050	23,050
Improvements Other Than Bldg	0	0	0	25,000	25,000
Vehicles & Equipment	314,174	212,857	2,679	0	0
Other Capital Outlay	25,140	0	0	0	0
Depreciation	313,788	314,465	0	0	0
Other	0	0	41,468	60,141	55,782
Total Expenditures	\$2,733,188	\$2,648,398	\$2,218,568	\$2,261,002	\$2,311,323
Other Financing Uses					
Debt Service	2,239,429	565,947	588,622	632,191	666,425
Total Other Financing Uses	\$2,239,429	\$565,947	\$588,622	\$632,191	\$666,425
Total Expenditures & Other Financing	\$4,972,617	\$3,214,345	\$2,807,190	\$2,893,193	\$2,977,748
Capital Included above adjusted to CAFR	284,834	174,432	0	0	0
Debt Proceeds	-324,740	-192,849	0	0	0
Debt Principal	246,813	377,022	403,950	460,435	513,566
Total Expenditures less Adjustments	\$4,765,710	\$2,855,740	\$2,403,240	\$2,432,758	\$2,464,182
Net Change in Fund Balance	-\$45,623	\$20,102	\$316,760	\$460,435	\$513,566
Ending Fund Balance	\$4,537,932	\$4,558,034	\$4,874,794	\$5,335,229	\$5,848,795

GOLF FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Reserves					
Net Assets Invested in Capital	\$3,882,525	\$3,913,546	\$3,913,546	\$3,913,546	\$3,913,546
Operations Reserve	53,080	48,317	50,140	51,522	52,552
Unrestricted	602,327	596,171	911,108	1,370,161	1,882,697
Total Reserves	\$4,537,932	\$4,558,034	\$4,874,794	\$5,335,229	\$5,848,795

2009 Budget as of 1/8/2010

Frozen Appropriations not included in this Fund Statement

LIGHT & POWER FUND

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$152,584,453	\$158,858,329	\$161,150,063	\$153,369,733	\$150,264,766
Revenues					
Operating Grants/Contributions	0	23,023	99,284	0	0
Capital Grants/Contributions	0	0	7,101,380	0	0
General Government	586,815	0	0	0	0
Light and Power	81,912,180	82,448,756	84,878,345	91,213,692	97,160,822
Interest Revenue	3,019,099	2,042,235	1,500,000	883,174	300,000
Security Lending	40,227	93,977	0	0	0
Other Earnings on Investments	32,749	29,779	0	0	0
Contributions & Donations	2,677,647	2,346,547	1,691,968	1,886,889	1,941,350
Sale of Property	-75,197	22,599	0	0	0
Non Operating	328,883	901,211	767,700	769,700	794,700
Other Miscellaneous	551,416	808,863	600,000	643,147	636,540
Total Revenues	\$89,073,820	\$88,716,991	\$96,638,677	\$95,396,602	\$100,833,412
Other Financing Sources					
Transfers from Funds	25,000	0	0	120,061	60,978
Total Other Financing Sources	\$25,000	\$0	\$0	\$120,061	\$60,978
Total Revenues & Other Financing	\$89,098,820	\$88,716,991	\$96,638,677	\$95,516,663	\$100,894,390
Expenditures					
Salaries & Wages	6,389,410	6,784,944	7,514,313	7,920,315	8,104,867
Benefits	1,773,867	1,970,711	2,191,571	2,280,152	2,392,329
Other Personnel Costs	14,706	13,558	14,706	5,410	5,033
Professional & Technical	26,878	31,622	75,878	108,000	108,000
Governmental Services	44,315	8,080	8,322	8,647	8,984
Other Prof & Tech Services	1,400,840	1,340,382	2,683,656	2,726,778	2,769,960
Utility Services	20,735	16,702	0	0	0
Cleaning Services	4,545	4,592	605	14,600	14,692
Repair & Maintenance Services	55,832	169,286	3,370	21,600	21,700
Rental Services	288,037	278,548	304,542	266,324	279,756
Other Property Services	4,965	12,866	0	0	0
Insurance, Non Emp Benefits	175,533	175,533	175,533	175,531	175,531
Communication Services	0	75	0	0	0
Internal Admin Services	9,920,103	11,187,498	11,346,033	12,329,257	12,672,241
Employee Travel	11,395	56,813	28,000	128,800	124,606
Other Purchased Services	150,456	256,056	89,602	335,100	335,600
Vehicle & Equipment Supplies	135,254	169,040	284,871	167,714	181,620
Land & Building Maint Supplies	0	4,512	985	0	0
Infrastructure Maint Supplies	0	21,496	0	0	0
Utility Supplies	3,988,771	3,876,732	4,209,893	3,906,400	3,828,820
Office & Related Supplies	151	6,302	60,331	1,000	1,000
Health & Safety Supplies	6,974	7,153	0	0	0
Purchased Power	58,232,914	59,084,869	69,026,692	66,177,352	69,826,223
Other Supplies	2,893,393	3,298,361	5,090,012	1,502,400	1,503,240
Buildings	0	21,046	254,093	0	0
Vehicles & Equipment	257,114	185,205	695,002	587,257	530,975
Other Capital Outlay	15,150	128,531	284,350	267,835	228,495
Depreciation	6,462,805	6,915,742			
Bad Debt Expense	185,886	212,110	200,000	250,000	250,000
Rebates & Incentives	166,774	167,312	102,000	1,961,625	1,961,625
Other	1,730	1,534	6,639,086	6,104,000	1,370,000
Total Expenditures	\$92,628,535	\$96,407,212	\$111,283,446	\$107,246,097	\$106,695,297
Other Financing Uses					
Transfers to Funds	0	243,067	250,359	0	0
Total Other Financing Uses	\$0	\$243,067	\$250,359	\$0	\$0
Subtotal Expenditures & Other	\$92,628,535	\$96,650,279	\$111,533,805	\$107,246,097	\$106,695,297
Plus Estimated Appreciation	0	0	\$7,282,800	\$7,300,000	\$7,300,000
Less Capital Additions & Adjustments	-\$9,803,591	-\$10,225,022	-\$14,397,598	-\$15,924,467	-\$11,136,021
Total Expenditures	\$82,824,944	\$86,425,257	\$104,419,007	\$98,621,630	\$102,859,276
Net Change in Fund Balance	\$6,273,876	\$2,291,734	-\$7,780,330	-\$3,104,967	-\$1,964,886
Ending Fund Balance	\$158,858,329	\$161,150,063	\$153,369,733	\$150,264,766	\$148,299,880

LIGHT & POWER FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Working Capital Reserves					
Purchase Power Reserve	\$31,633,713	\$24,511,545	\$10,466,505	\$0	\$0
Revenue Reserve	\$1,530,726	\$1,591,383	\$1,997,542	\$2,044,644	\$2,097,363
Art in Public Places	\$544,517	\$657,180	\$454,072	\$454,072	\$454,072
Capital Reserve and Encumbrances	\$25,729,167	\$31,828,345	\$16,062,563	\$32,297,674	\$25,010,080
Total Working Capital	\$59,438,123	\$58,588,453	\$28,980,682	\$34,796,390	\$27,561,515

2009 Budget as of 12/2/2009

Frozen Appropriations not included in this Fund Statement

WATER FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$212,475,740	\$227,142,270	\$237,651,366	\$241,844,170	\$248,375,908
Revenues					
Water	24,820,433	24,283,914	21,534,003	26,448,689	27,533,824
Interest Revenue	3,661,554	2,790,750	1,800,000	1,195,035	1,536,473
Security Lending	52,630	124,606	0	0	0
Rents	91,241	69,468	23,319	50,000	50,000
Contributions & Donations	7,720,138	5,367,029	1,496,239	1,839,816	1,842,050
Sale of Property	-19,265	16,585	0	0	0
Non Operating	177,016	103,949	52,551	80,277	78,043
Other Miscellaneous	154,462	139,480	51,042	30,000	30,000
Total Revenues	\$36,658,208	\$32,895,782	\$24,957,154	\$29,643,817	\$31,070,390
Other Financing Sources					
Transfers from Other Funds	0	0	0	90,856	46,146
Total Other Financing Sources	\$0	\$0	\$0	\$90,856	\$46,146
Total Revenues & Other Financing Sources	\$36,658,208	\$32,895,782	\$24,957,154	\$29,734,673	\$31,116,536
Expenditures					
Salaries and Wages	4,474,698	4,617,717	4,442,181	5,107,982	5,308,227
Benefits	1,330,937	1,478,449	1,586,547	1,661,171	1,764,667
Other Personnel Costs	4,421	4,233	4,233	-452,274	-464,510
Professional & Technical	894,259	830,400	596,174	598,453	450,760
Governmental Services	24,880	42,791	58,639	56,638	58,053
Other Prof & Tech Services	1,269,692	1,189,507	367,112	251,433	250,210
Utility Services	455,295	533,637	690,177	713,213	743,759
Cleaning Services	21,380	22,052	24,018	50,507	51,272
Repair & Maint Services	1,624,697	1,455,987	1,726,370	1,750,575	1,823,051
Rental Services	205,619	176,672	205,330	203,610	209,659
Construction Services	6,565	0	0	0	0
Other Property Services	38,131	51,859	40,000	53,400	55,000
Insurance, Non Emp Benefits	146,656	146,656	146,656	146,655	146,655
Communications Services	0	36	1,500	1,545	1,591
Internal Admin Services	5,200,258	5,918,498	6,112,871	6,986,694	6,974,127
Employee Travel	9,698	53,512	88,223	100,458	103,122
Other Purchased Services	46,833	34,462	71,147	83,783	95,490
Vehicle and Equip Supplies	216,818	213,410	324,949	330,624	340,484
Land & Building Maint Supplies	132,639	121,607	196,520	172,700	177,881
Infrastructure Maintenance Supplies	88,675	82,878	75,631	78,010	80,350
Utility Supplies	409,039	766,145	209,309	223,805	230,520
Office & Related Supplies	60,464	89,926	45,792	48,093	49,556
Health and Safety Supplies	37,697	27,444	37,292	36,609	37,678
Chemical Supplies	634,861	576,987	1,301,098	1,418,500	1,472,405
Other Supplies	219,369	189,298	230,347	293,325	414,972
Land	0	0	300,000	300,000	300,000
Buildings	49,767	128,443	88,881	56,000	57,680
Infrastructure	16,712	238,115	148,540	148,000	152,440
Vehicles and Equipment	572,136	584,978	1,092,372	1,130,212	1,093,513
Other Capital Outlay	69,925	132,932	257,960	281,000	289,430
Depreciation	5,600,347	4,823,679	0	0	0
Bad Debt Expense	27,049	32,118	50,000	50,000	50,000
Rebates and Incentives	25,675	30,150	30,000	138,750	213,750
Other	9,100	29,359	13,057,138	6,410,338	5,824,150
Total Expenditures	\$23,924,291	\$24,623,939	\$33,607,007	\$28,429,809	\$28,355,942
Other Financing Uses					
Debt Service	6,670,155	6,424,615	6,628,175	4,421,935	4,261,903
Transfers to Funds	0	183,940	189,458	0	0
Total Other Financing Uses	\$6,670,155	\$6,608,555	\$6,817,633	\$4,421,935	\$4,261,903
Subtotal Expenditures & Other Financing	\$30,594,446	\$31,232,494	\$40,424,640	\$32,851,744	\$32,617,845
Capital	3,806,112	3,977,008	14,550,184	6,922,550	7,235,685
Bond Principal	4,796,656	4,868,800	5,110,107	2,726,259	2,829,881
Total Expenditures	\$21,991,678	\$22,386,686	\$20,764,349	\$23,202,935	\$22,552,279
Net Change in Fund Balance	\$14,666,530	\$10,509,096	\$4,192,805	\$6,531,738	\$8,564,257
Ending Fund Balance	\$ 227,142,270	\$ 237,651,366	\$ 241,844,170	\$ 248,375,908	\$ 256,940,165

WATER FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Working Capital Reserves					
Principal and Interest	308,521	340,091	227,188	235,823	245,350
Operations	1,229,292	1,271,532	1,322,434	1,376,691	1,364,888
Art in Public Places	642,541	703,096	826,646	899,046	966,196
Water Rights	23,583,369	23,700,994	24,760,994	25,070,994	25,380,994
Capital	37,486,073	40,853,489	23,478,257	12,994,301	4,208,761
Total Working Capital Reserves	\$63,249,796	\$66,869,202	\$50,615,519	\$40,576,855	\$32,166,189

2009 Budget Final

2009 Frozen Appropriations not included in this Fund Statement

WASTEWATER FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$106,134,005	\$113,269,625	\$119,745,878	\$155,581,383	\$161,625,003
Revenues					
Wastewater	14,640,171	16,170,810	17,872,516	17,622,768	19,208,816
Interest Revenue	1,724,569	1,116,257	750,000	449,820	479,175
Security Lending	17,943	38,766	0	0	0
Rents	77,988	80,013	60,000	61,800	63,654
Contributions & Donations	4,361,811	4,064,444	3,108,100	2,657,661	874,944
Sale of Property	39,612	15,217	0	0	0
Non Operating	6,754	0	152,200	0	0
Other Miscellaneous	347,420	26,122	16,000	1,030	1,061
Total Revenues	\$21,216,268	\$21,511,629	\$21,958,816	\$20,793,079	\$20,627,650
Other Financing Sources					
Transfers from Other Funds	0	0	0	75,815	38,507
Proceeds from Revenue Bonds	0	0	30,000,000	0	0
Total Other Financing Sources	\$0	\$0	\$30,000,000	\$75,815	\$38,507
Total Revenues & Other Financing Sources	\$21,216,268	\$21,511,629	\$51,958,816	\$20,868,894	\$20,666,157
Expenditures					
Salaries and Wages	3,818,848	3,953,414	4,161,917	3,971,548	4,079,405
Benefits	1,179,293	1,277,930	1,472,679	1,380,514	1,448,730
Other Personnel Costs	0	0	0	-220,024	-225,650
Professional & Technical	702,874	1,957,437	1,089,957	93,146	76,659
Governmental Services	75,083	96,167	79,370	81,493	84,651
Other Prof & Tech Services	2,286,352	1,805,075	247,766	162,658	164,958
Utility Services	684,411	731,777	762,980	807,821	831,997
Cleaning Services	31,284	32,701	35,370	61,431	62,524
Repair & Maint Services	385,708	97,975	424,283	178,744	184,359
Rental Services	181,465	203,233	209,681	220,636	227,581
Construction Services	3,130	0	810,000	0	0
Other Property Services	8,330	2,350	6,000	6,180	6,365
Insurance, Non Emp Benefits	210,004	245,504	245,504	245,503	245,503
Communications Services	0	195	800	800	800
Internal Admin Services	2,775,280	2,789,245	2,963,975	4,306,515	4,382,566
Employee Travel	22,740	23,702	88,666	49,443	50,851
Other Purchased Services	38,927	12,578	26,232	24,130	24,840
Vehicle and Equip Supplies	265,890	328,996	427,525	422,510	435,131
Land & Building Maint Supplies	18,488	31,226	44,333	38,156	39,301
Infrastructure Maintenance Supplies	40,524	46,467	24,000	24,720	25,462
Utility Supplies	36,565	19,867	8,000	8,240	8,487
Office & Related Supplies	30,426	24,480	31,308	33,280	34,126
Health and Safety Supplies	18,792	6,428	10,255	11,928	12,286
Chemical Supplies	346,481	381,101	473,558	430,905	443,261
Other Supplies	182,447	139,332	180,078	202,071	236,196
Land	501,141	0	0	0	0
Buildings	214,274	1,671,212	590,043	40,000	65,000
Infrastructure	3,470,952	1,179,602	16,460,467	0	0
Vehicles and Equipment	431,149	1,192,835	2,177,446	486,505	654,740
Other Capital Outlay	13,253	699,834	206,345	0	0
Depreciation	2,817,929	3,188,873	0	0	0
Bad Debt Expense	28,106	33,896	32,960	35,000	35,000
Other	0	0	9,485,046	4,816,124	4,250,690
Total Expenditures	\$20,820,146	\$22,173,434	\$42,776,544	\$17,919,977	\$17,885,819
Other Financing Uses					
Debt Service	5,252,887	5,340,650	7,869,482	5,195,703	4,578,878
Transfers to Funds	0	153,490	158,095	0	0
Total Other Financing Uses	\$5,252,887	\$5,494,140	\$8,027,577	\$5,195,703	\$4,578,878
Subtotal Expenditures & Other Financing Uses	\$26,073,032	\$27,667,574	\$50,804,121	\$23,115,680	\$22,464,697
Less Capital	8,070,826	8,551,076	29,563,894	4,842,629	4,470,430
Less Bond Principal	3,921,558	4,081,122	5,116,915	3,447,777	2,946,711
Total Expenditures	\$14,080,648	\$15,035,376	\$16,123,312	\$14,825,274	\$15,047,556
Net Change in Fund Balance	\$7,135,620	\$6,476,253	\$35,835,504	\$6,043,620	\$5,618,601
Ending Fund Balance	\$113,269,625	\$119,745,878	\$155,581,383	\$161,625,003	\$167,243,604

WASTEWATER FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Working Capital Reserves					
Principal and Interest	410,243	421,412	566,065	432,975	381,573
Bond Reserve	0	0	4,070,489	4,237,083	4,322,975
Operations	815,285	908,029	881,138	960,441	1,037,276
Art in Public Places	115,190	137,077	262,775	165,827	197,517
Capital	17,287,777	14,378,166	10,560,961	6,955,090	3,675,936
Total Working Capital Reserves	\$18,628,495	\$15,844,683	\$16,341,428	\$12,751,416	\$9,615,277

2009 Budget Final

Frozen Appropriations not included in this Fund Statement

STORMWATER FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$61,186,765	\$68,682,119	\$74,366,247	\$79,616,191	\$83,339,673
Revenues					
Non-Bus Licenses & Permits	2,425	1,300	1,029	1,612	1,660
Operating Grants/Contributions	915	498	0	0	0
Capital Grants/Contributions	1,235,602	0	0	0	0
Stormwater	13,173,911	13,568,245	15,088,359	13,724,845	13,862,093
Interest Revenue	1,117,364	794,172	565,737	266,337	342,434
Security Lending	10,119	27,943	2,139	0	0
Contributions & Donations	686,674	455,330	141,092	410,429	416,158
Sale of Property	-96,405	-3,159	0	0	0
Other Miscellaneous	30,681	49,922	16,446	10,927	11,255
Total Revenues	\$16,161,286	\$14,894,251	\$15,814,802	\$14,414,150	\$14,633,600
Other Financing Sources					
Transfers from Funds	0	0	0	31,149	15,821
Total Other Financing Sources	\$0	\$0	\$0	\$31,149	\$15,821
Total Revenues & Other Financing Sources	\$16,161,286	\$14,894,251	\$15,814,802	\$14,445,299	\$14,649,421
Expenditures					
Salaries & Wages	1,764,463	1,893,767	1,527,334	2,001,929	2,055,284
Benefits	525,464	587,338	557,175	619,748	650,791
Other Personnel Costs	0	0	0	-489,793	-502,492
Professional & Technical	2,145,476	1,668,467	326,391	5,665	5,835
Governmental Services	23,774	24,487	1,025,222	396,206	403,228
Other Prof & Tech Services	3,359,805	2,483,043	138,978	143,619	160,253
Utility Services	400	94,177	500	515	530
Cleaning Services	28,590	23,408	35,000	56,050	57,131
Repair & Maintenance Services	165,841	129,968	118,495	113,073	116,466
Rental Services	167,015	125,300	150,469	153,985	158,604
Construction Services	0	4,892,954	1,421,132	0	0
Other Property Services	6,128	6,732	12,000	12,360	12,731
Insurance, Non Emp Benefits	26,570	26,570	26,570	26,570	26,570
Communication Services	0	285	0	0	0
Internal Admin Services	1,643,511	2,139,649	2,180,979	2,863,183	2,819,661
Employee Travel	8,196	25,890	12,000	12,360	12,730
Other Purchased Services	14,444	14,096	6,834	11,374	11,573
Vehicle & Equipment Supplies	57,888	64,203	135,882	139,958	144,157
Land & Building Maint Supplies	0	0	1,333	0	0
Infrastructure Maint Supplies	11,884	42,887	7,500	7,725	7,957
Utility Supplies	6,450	12,260	15,000	15,450	15,913
Office & Related Supplies	897	3,460	132	304	380
Health & Safety Supplies	557	1,779	1,650	1,700	1,750
Other Supplies	81,064	111,028	18,414	16,620	17,053
Land	165,921	509,958	0	0	0
Buildings	0	0	0	50,935	0
Vehicles & Equipment	68,824	385,416	164,837	379,950	390,450
Other Capital Outlay	68,318	80,683	157,987	37,100	32,700
Depreciation	2,260,571	2,315,269	0	0	0
Bad Debt Expense	16,622	25,005	20,000	35,000	35,000
Other	0	150,000	5,465,492	4,665,000	3,650,000
Total Expenditures	\$12,618,670	\$17,838,078	\$13,527,306	\$11,276,586	\$10,284,255
Other Financing Uses					
Debt Service	3,824,812	4,436,969	4,253,990	4,171,836	4,161,557
Transfers to Funds	115,940	178,062	179,954	275,000	215,000
Total Other Financing Uses	\$3,940,752	\$4,615,031	\$4,433,944	\$4,446,836	\$4,376,557
Subtotal Expenditures & Other Financing	\$16,559,422	\$22,453,109	\$17,961,250	\$15,723,422	\$14,660,812
Plus Estimated Depreciation			2,017,022	2,086,830	2,132,593
Less Principal paid on capital debt	-2,150,000	-2,610,000	-2,482,500	-2,682,500	-2,782,500
Less Purchase of capital assets	-5,743,490	-10,632,986	-6,930,913	-4,405,935	-3,500,000
Total Expenditures	\$8,665,932	\$9,210,123	\$10,564,859	\$10,721,817	\$10,510,905
Net Change in Fund Balance	\$7,495,354	\$5,684,128	\$5,249,943	\$3,723,482	\$4,138,516
Ending Fund Balance	\$68,682,119	\$74,366,247	\$79,616,191	\$83,339,673	\$87,478,189

STORMWATER FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Working Capital Reserves					
Debt service	500,260	502,123	471,764	461,718	446,649
Operations	678,412	679,448	686,242	693,105	700,036
Art in Public Places	73,001	80,683	172,650	37,100	32,700
Capital	17,453,537	12,333,560	7,821,013	5,263,637	3,854,236
Total Working Capital Reserves	\$18,705,210	\$13,595,814	\$9,151,669	\$6,455,560	\$5,033,621

2009 Budget as of 12/2/2009

2009 Frozen Appropriations not included in this Fund Statement

INTERNAL SERVICE FUNDS

BENEFITS FUND

2010 - \$20,321,405

2011 - \$21,510,146

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.

DATA & COMMUNICATIONS FUND

2010 - \$8,896,746

2011 - \$7,888,714

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. In 2008, Management Information Services was transferred out of the General Fund and incorporated into the Communications Fund to form the Data and Communications Fund. The Data and Communications Fund is within the Internal Services area.

EQUIPMENT FUND

2010 - \$9,420,341

2011 - \$9,966,581

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.

SELF INSURANCE FUND

2010 - \$3,292,964

2011 - \$3,306,996

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.

UTILITY CUSTOMER SERVICE & ADMIN. FUND

2010 - \$16,629,423

2011 - \$16,473,929

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

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$4,249,758	\$6,668,710	\$5,964,516	\$2,738,370	\$2,964,121
Revenues					
Capital Grants/Contributions	57,993	0	0	0	0
General Government	7,183,165	7,674,778	9,653,816	9,450,091	9,993,135
Other Charges for Service	5,565	0	0	0	0
Interest Revenue	121,294	148,356	90,000	63,498	81,640
Security Lending	1,274	6,171	0	0	0
Rents	0	152,006	0	96,003	96,003
Contributions & Donations	0	180,406	0	0	0
Sale of Property	63,459	54,374	8,500	6,000	7,000
Other Miscellaneous	2,746	52,434	300	30,500	30,500
Total Revenues	\$7,435,496	\$8,268,524	\$9,752,616	\$9,646,092	\$10,208,278
Other Financing Sources					
Transfers from Funds	2,350,000	0	0	0	0
Total Other Financing Sources	\$2,350,000	\$0	\$0	\$0	\$0
Total Revenues & Other Financing	\$9,785,496	\$8,268,524	\$9,752,616	\$9,646,092	\$10,208,278
Expenditures					
Salaries & Wages	1,649,543	1,659,084	1,920,987	1,801,507	1,840,859
Benefits	530,389	538,695	694,468	620,787	650,973
Other Personnel Costs	0	0	790	0	0
Professional & Technical	6,253	4,083	12,368	4,360	4,480
Other Prof & Tech Services	98,369	157,231	90,894	96,000	101,000
Utility Services	79,527	102,919	94,627	136,790	143,670
Cleaning Services	21,119	18,194	30,392	18,850	20,150
Repair & Maintenance Services	779,458	629,678	817,720	663,476	690,282
Rental Services	334,834	319,992	381,085	384,242	407,350
Construction Services	0	0	5,710	0	0
Insurance, Non Emp Benefits	20,995	21,093	30,549	19,805	19,805
Communication Services	24,792	25,234	41,259	27,200	27,800
Internal Admin Services	1,124	1,613	2,338	2,034	2,110
Employee Travel	3,049	16,931	32,120	21,850	24,200
Other Purchased Services	3,497	5,500	8,352	6,660	7,200
Vehicle & Equipment Supplies	3,500,551	4,194,646	5,369,657	4,268,578	4,553,277
Land & Building Maint Supplies	55,767	40,284	37,197	44,000	47,000
Office & Related Supplies	10,815	12,728	20,705	16,450	17,750
Health & Safety Supplies	1,983	2,306	7,414	2,050	2,400
Other Supplies	17,181	28,588	40,473	22,650	25,200
Buildings	0	0	0	76,003	76,003
Vehicles & Equipment	82,210	1,052,749	1,377,677	209,500	215,500
Other Capital Outlay	73,223	64,027	17,865	7,000	8,000
Depreciation	160,261	660,236	0	40,000	40,000
Other	0	0	16,611	632,714	691,036
Total Expenditures	\$7,454,941	\$9,555,811	\$11,051,256	\$9,122,506	\$9,616,045
Other Financing Uses					
Debt Service	8,242	535,034	415,440	297,835	350,536
Transfers to Funds	0	0	297,299	0	0
Total Other Financing Uses	\$8,242	\$535,034	\$712,739	\$297,835	\$350,536
Total Expenditures & Other Financing	\$7,463,183	\$10,090,845	\$11,763,995	\$9,420,341	\$9,966,581
Capital Included above adjusted to CAFR	89,188	1,118,127	0	0	0
Debt Principal	7,451	0	0	0	0
Total Expenditures less Adjustments	\$7,366,544	\$8,972,718	\$0	\$0	\$0
Net Change in Fund Balance	\$2,418,952	-\$704,194	-\$2,011,379	\$225,751	\$241,697
Ending Fund Balance	\$6,668,710	\$5,964,516	\$2,738,370	\$2,964,121	\$3,205,818

EQUIPMENT FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Reserves					
Net Assets Invested in Capital	\$0	\$2,801,279	\$2,549,963	\$2,549,963	\$2,549,963
Operations Reserve	0	192,313	188,407	199,332	203,319
Capital Projects	297,299	297,299	0	0	0
Equipment Replacement	2,350,000	0	0	0	0
Unrestricted	4,021,411	2,673,625	0	214,826	452,536
Total Reserves	\$6,668,710	\$5,964,516	\$2,738,370	\$2,964,121	\$3,205,818

SELF INSURANCE FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$4,585,971	\$4,156,035	\$4,775,681	\$3,856,503	\$2,983,358
Revenues					
General Government	2,400,763	2,589,120	2,387,507	2,277,915	2,290,915
Interest Revenue	525,375	293,682	350,000	141,904	182,448
Security Lending	7,426	14,963	0	0	0
Other Miscellaneous	46,072	16,030	0	0	0
Total Revenues	\$2,979,635	\$2,913,794	\$2,737,507	\$2,419,819	\$2,473,363
Other Financing Sources					
Transfers from Funds	43,344	29,750	29,750	0	0
Total Other Financing Sources	\$43,344	\$29,750	\$29,750	\$0	\$0
Total Revenues & Other Financing	\$3,022,979	\$2,943,544	\$2,767,257	\$2,419,819	\$2,473,363
Expenditures					
Salaries & Wages	270,310	337,045	356,165	377,631	385,063
Benefits	80,793	98,337	130,469	124,512	131,037
Professional & Technical	766	8	15,500	135,500	135,500
Governmental Services	0	0	200,000	0	0
Other Prof & Tech Services	272,995	253,266	347,856	81,500	81,500
Repair & Maintenance Services	250	0	0	0	0
Rental Services	764	213	8,000	7,700	7,700
Insurance, Non Emp Benefits	2,726,881	1,514,426	2,477,272	2,420,258	2,420,258
Communication Services	4,286	4,521	5,500	5,000	5,000
Internal Admin Services	5,035	3,389	3,650	3,213	3,288
Employee Travel	607	2,504	16,500	19,700	19,700
Other Purchased Services	272	518	600	1,200	1,200
Vehicle & Equipment Supplies	0	0	50	0	0
Office & Related Supplies	671	1,964	300	1,000	1,000
Health & Safety Supplies	26,682	39,365	72,323	81,000	81,000
Other Supplies	62,604	68,341	52,250	34,750	34,750
Total Expenditures	\$3,452,916	\$2,323,899	\$3,686,435	\$3,292,964	\$3,306,996
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing	\$3,452,916	\$2,323,899	\$3,686,435	\$3,292,964	\$3,306,996
Net Change in Fund Balance	-\$429,936	\$619,646	-\$919,178	-\$873,145	-\$833,633
Ending Fund Balance	\$4,156,035	\$4,775,681	\$3,856,503	\$2,983,358	\$2,149,725
Reserves					
Assigned	0	0	0	66,140	66,140
Unrestricted	4,585,971	4,156,035	4,775,681	0	0
Unassigned Fund Balance	-429,936	619,646	-919,178	2,917,218	2,083,585
Total Reserves	4,156,035	4,775,681	3,856,503	2,983,358	2,149,725

2009 Budget Final

Frozen Appropriations not included in this Fund Statement

DATA & COMMUNICATIONS FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$1,999,639	\$2,769,599	\$3,603,500	\$2,212,987	\$812,458
Revenues					
General Government	1,292,988	3,150,138	3,298,704	1,530,473	1,536,495
Other Charges for Service	0	2,268	0	2,324	2,417
Interest Revenue	96,810	112,591	62,000	37,975	44,755
Security Lending	683	4,294	0	0	0
Contributions & Donations	0	512,395	0	0	0
Sale of Property	0	-23,067	0	0	0
Other Miscellaneous	2,838	141	0	0	0
Total Revenues	\$1,393,319	\$3,758,760	\$3,360,704	\$1,570,772	\$1,583,667
Other Financing Sources					
Transfers from Funds	1,500,000	4,827,092	3,471,963	5,925,445	5,793,700
Total Other Financing Sources	\$1,500,000	\$4,827,092	\$3,471,963	\$5,925,445	\$5,793,700
Total Revenues & Other Financing	\$2,893,319	\$8,585,852	\$6,832,667	\$7,496,217	\$7,377,367
Expenditures					
Salaries & Wages	474,699	2,875,119	2,747,807	2,856,515	2,913,717
Benefits	112,922	730,467	849,476	852,616	896,391
Other Personnel Costs	0	301	0	0	0
Professional & Technical	126,058	257,405	137,000	646,764	344,945
Other Prof & Tech Services	64,879	455,749	1,006,112	289,250	220,920
Repair & Maintenance Services	46,389	863,399	970,980	1,137,120	1,168,297
Rental Services	3,556	1,445	5,400	2,336	2,383
Construction Services	0	0	3,000	0	0
Communication Services	495,009	631,707	574,688	620,037	621,687
Internal Admin Services	348	14,006	0	7,004	7,414
Employee Travel	192	106,739	249,250	104,617	102,359
Other Purchased Services	3,025	14,020	15,140	13,707	13,923
Vehicle & Equipment Supplies	653	1,122	3,900	2,652	2,706
Land & Building Maint Supplies	2,388	0	0	0	0
Office & Related Supplies	488,108	1,005,080	968,541	934,320	904,329
Other Supplies	8,276	45,133	121,000	59,508	57,383
Infrastructure	0	0	10,136	0	0
Vehicles & Equipment	196,542	497,954	560,749	927,300	407,260
Depreciation	62,452	252,305	0	0	0
Total Expenditures	\$2,085,498	\$7,751,952	\$8,223,180	\$8,453,746	\$7,663,714
Other Financing Uses					
Transfers to Funds	37,861	0	0	443,000	225,000
Total Other Financing Uses	\$37,861	\$0	\$0	\$443,000	\$225,000
Total Expenditures & Other Financing	\$2,123,359	\$7,751,952	\$8,223,180	\$8,896,746	\$7,888,714
Net Change in Fund Balance	\$769,960	\$833,900	-\$1,390,513	-\$1,400,529	-\$511,347
Ending Fund Balance	\$2,769,599	\$3,603,500	\$2,212,987	\$812,458	\$301,111
Reserves					
Assigned	0	144,836	144,836	157,774	157,774
Unassigned Fund Balance	2,769,599	3,458,664	2,068,151	654,683	143,336
Total Reserves	2,769,599	3,603,500	2,212,987	812,458	301,111

2009 Budget Final

Frozen Appropriations not included in this Fund Statement

BENEFITS FUND

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
<i>Beginning Fund Balance</i>	\$4,889,307	\$6,541,447	\$7,999,342	\$8,079,345	\$7,156,613
Revenues					
General Government	17,869,427	18,723,298	23,024,736	19,197,700	20,395,300
Interest Revenue	434,281	428,430	268,000	160,973	206,965
Security Lending	5,915	17,430	0	0	0
Other Miscellaneous	4,397	40,000	42,500	40,000	40,000
Total Revenues	\$18,314,019	\$19,209,158	\$23,335,236	\$19,398,673	\$20,642,265
Total Revenues & Other Financing	\$18,314,019	\$19,209,158	\$23,335,236	\$19,398,673	\$20,642,265
Expenditures					
Salaries & Wages	378,726	406,922	395,837	422,364	430,753
Benefits	114,004	146,279	137,881	135,091	142,053
Professional & Technical	151,283	196,480	254,616	237,500	215,850
Other Prof & Tech Services	145,938	250,026	257,138	266,000	276,120
Repair & Maintenance Services	100	0	1,500	1,000	1,000
Rental Services	28	257	2,580	5,500	5,500
Insurance, Non Emp Benefits	15,803,395	16,634,297	22,084,827	19,157,600	20,338,700
Communication Services	8,236	7,617	8,000	8,400	8,500
Internal Admin Services	2,712	2,752	1,700	47,000	49,170
Employee Travel	6,963	10,413	12,400	12,800	12,800
Other Purchased Services	4,789	8,000	19,753	8,950	10,100
Office & Related Supplies	5,667	4,255	6,750	4,000	4,000
Health & Safety Supplies	33,649	81,261	65,450	6,400	6,500
Other Supplies	6,388	2,704	6,800	8,800	9,100
Total Expenditures	\$16,661,879	\$17,751,263	\$23,255,233	\$20,321,405	\$21,510,146
Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing	\$16,661,879	\$17,751,263	\$23,255,233	\$20,321,405	\$21,510,146
Net Change in Fund Balance	\$1,652,140	\$1,457,895	\$80,003	-\$922,732	-\$867,881
<i>Ending Fund Balance</i>	\$6,541,447	\$7,999,342	\$8,079,345	\$7,156,613	\$6,288,732

2009 Budget as of 1/8/2010

Frozen Appropriations not included in this Fund Statement

UTILITY CS&A FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2007	ACTUAL 2008	BUDGET 2009	BUDGET 2010	BUDGET 2011
Beginning Fund Balance	\$2,454,665	\$2,380,422	\$3,469,809	\$1,451,393	\$1,599,138
Revenues					
General Government	9,879,446	12,940,517	13,137,336	15,960,716	15,637,544
Interest Revenue	79,215	93,642	40,000	43,044	54,894
Security Lending	1,300	3,272	0	0	0
Sale of Property	-5,574	-108,799	0	0	0
Non Operating	869,643	960,281	871,900	880,672	891,700
Other Miscellaneous	24,750	19,885	22,000	17,617	21,038
Total Revenues	\$10,848,780	\$13,908,798	\$14,071,236	\$16,902,049	\$16,605,176
Other Financing Sources					
Transfers from Funds	0	0	0	125,119	63,548
Total Other Financing Sources	\$0	\$0	\$0	\$125,119	\$63,548
Total Revenues & Other Financing Sources	\$10,848,780	\$13,908,798	\$14,071,236	\$17,027,168	\$16,668,724
Expenditures					
Salaries & Wages	5,120,414	5,453,579	6,202,493	5,791,084	5,903,983
Benefits	1,686,754	1,717,315	2,141,585	1,959,657	2,058,406
Other Personnel Costs	188	9,488	0	2,220	1,475
Professional & Technical	432,502	429,181	746,107	832,976	941,508
Other Prof & Tech Services	417,140	1,917,776	658,789	2,065,876	2,093,741
Utility Services	241,139	266,032	298,213	309,521	319,836
Cleaning Services	102,541	106,025	113,408	107,831	110,345
Repair & Maintenance Services	649,545	450,301	681,711	800,762	825,411
Rental Services	220,563	229,870	264,684	272,510	278,540
Construction Services	979	1,250	0	0	0
Other Property Services	3,360	652	3,000	3,000	3,000
Communication Services	314,781	335,493	348,600	378,700	388,700
Internal Admin Services	438,574	143,024	1,506,839	1,477,904	1,467,383
Employee Travel	34,512	71,779	175,217	154,593	150,254
Other Purchased Services	399,674	337,010	401,813	479,154	488,456
Vehicle & Equipment Supplies	75,736	92,618	141,779	130,952	132,577
Land & Building Maint Supplies	17,023	15,063	27,134	32,075	33,152
Utility Supplies	0	162	6,000	2,045	2,091
Office & Related Supplies	321,165	207,835	392,225	606,834	425,943
Health & Safety Supplies	16,127	16,792	34,940	28,363	28,737
Other Supplies	164,376	139,751	184,394	173,220	167,959
Buildings	0	9,705	0	50,000	50,000
Vehicles & Equipment	223,979	624,054	824,634	758,296	390,582
Other Capital Outlay	18,306	3,300	61,066	10,000	10,000
Depreciation	228,455	238,760	0	0	0
Other	208	200	64,326	201,850	201,850
Total Expenditures	\$11,128,039	\$12,817,013	\$15,278,957	\$16,629,423	\$16,473,929
Other Financing Uses					
Transfers to Funds	26,954	566,515	685,695	0	0
Total Other Financing Uses	\$26,954	\$566,515	\$685,695	\$0	\$0
Subtotal Expenditures & Other Financing	\$11,154,993	\$13,383,528	\$15,964,652	\$16,629,423	\$16,473,929
Plus Estimated Depreciation	0	0	275,000	250,000	250,000
Less Purchase of capital assets	-231,970	-564,117	-150,000	0	0
Total Expenditures	\$10,923,023	\$12,819,411	\$16,089,652	\$16,879,423	\$16,723,929
Net Change in Fund Balance	-\$74,243	\$1,089,387	-\$2,018,416	\$147,745	-\$55,205
Ending Fund Balance	\$2,380,422	\$3,469,809	\$1,451,393	\$1,599,138	\$1,543,933
Total Working Capital Reserves	\$1,102,269	\$1,975,139	\$24,994	\$500,216	\$503,847

2009 Budget as of 12/2/2009

Frozen Appropriations not included in this Fund Statement

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City of Fort Collins Debt Position

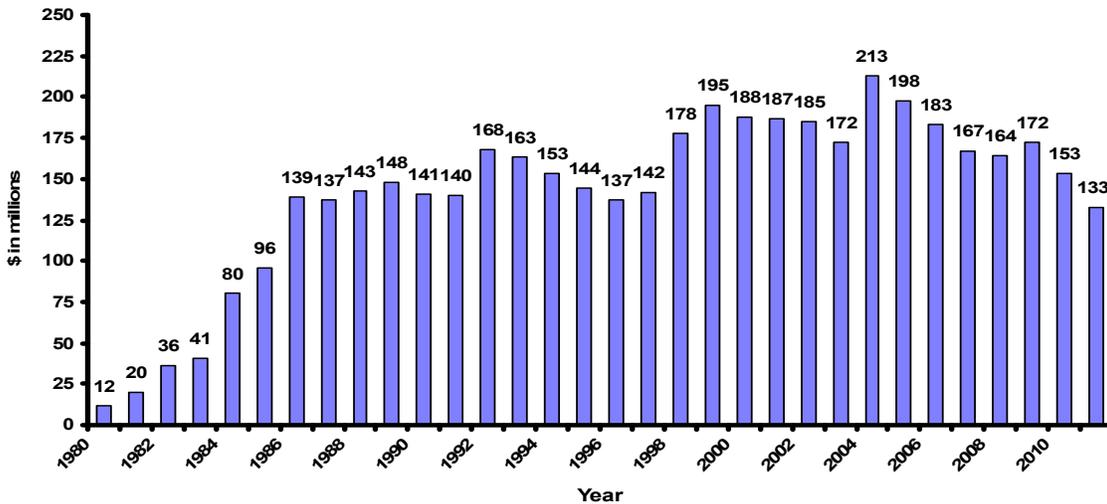
Overview and Debt Financing Principles

The ability to use long-term financing adds flexibility to municipalities. Like many other local governments, Fort Collins uses debt to acquire equipment or build improvements that will provide services or benefits for several years. Sustained growth challenges a local government's ability to construct a wide range of public facilities to meet the service demands of residents. Often, there is a time lag from service demands of growth and the corresponding growth in revenue sources, particularly tax sources.

Communities have three basic choices to meet the demand for public facilities: pay-as-you-go financing, debt financing and public-private ventures. Relying too heavily on any one of the financing options can jeopardize a local government's fiscal health. Over-reliance on one technique may also reduce its ability to respond to changes in economic and demographic conditions. Determining the appropriate combination of financing techniques to meet Fort Collins' needs has been a major challenge for decision-makers.

Between 1970 and 1980, the population of Fort Collins grew at an annual rate of more than four percent. While the pace of growth subsided during the 1980s, it remained at or about three percent per year. In the 1990s, the growth rate has edged lower to about 1.8 percent per year. In response to growth in demand for services, the City used all three financing techniques to finance public facilities. The chart below displays the rapid rise in the total amount of debt in the early 1980s and its later stabilization. The large increase in 1998 and 1999 is due to the debt issued for water and stormwater utility improvements and the downtown civic center projects – the parking structure and new administrative office building. The increase in 2004 is due to the debt issued for funding a new police services building, reconstruction of a transportation facility, and the acquisition of open space in the region under the City natural's areas program.

**Chart 1. City of Fort Collins, Colorado
Outstanding Debt at Year-end 1980-2011**



In addition to the use of debt financing, the City primarily uses the pay-as-you-go financing method in its capital programs. In some instances, the City has also used joint ventures with private developers to provide needed facilities and infrastructure.

Debt financing allows construction of improvements in advance of or as the need arises rather than delaying projects until enough revenue is accumulated. By using debt financing, the costs of the improvements will be more fairly distributed to the users over the expected useful life.

The goal of Fort Collins' debt policy is to maintain the ability to provide high quality essential city services in a cost-effective manner. City officials balance service needs with maintaining the ability to borrow at the lowest possible rates. To soundly finance a project through the issuance of long-term debt, the City uses the following guidelines:

- Revenue sources used to pay off the debt will be based on conservative projections.
- The financing of the improvement will not exceed its useful life.
- The benefits of the improvement must outweigh its costs, including the interest costs of financing.

Through the application of these policies, the Council rigorously tests the demand for debt financing.

While other cities may use debt to cover deficits (annual expenditures greater than annual revenue) and to cover short-term cash flow difficulties, Fort Collins limits debt to essential and necessary capital projects. The two-year budget integrates debt financed projects into the City's capital improvement plan which also includes significant pay-as-you-go projects. The budget links all capital projects to the services that the City has decided to provide to its residents and visitors.

Types of City Debt

The source of authority for debt financing is the City Charter. The Charter lists the following securities to evidence indebtedness:

- Short-term notes
- General obligation securities
- Revenue securities
- Refunding securities
- Tax increment and other securities not in contravention with the Charter.

The following table presents a synopsis of City debt. The table distinguishes between general government (tax supported) debt and debt of City-operated (fee supported) enterprises.

**Table 1. City of Fort Collins, Colorado
Debt Outstanding at Year-end:
Actual 2009; Projected 2010 & 2011**

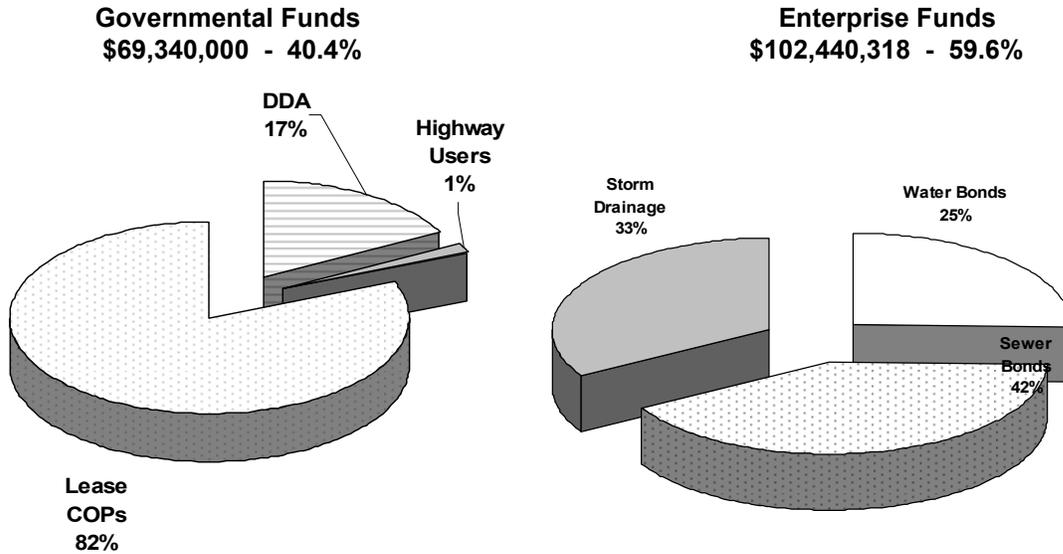
	Actual <u>2009</u>	Projected <u>2010</u>	Projected <u>2011</u>
Government Debt			
Downtown Development Authority Tax Increment	12,037,000	6,061,000	0
Highway Users Tax Revenue	985,000	670,000	340,000
Total-Government	<u>\$ 13,022,000</u>	<u>\$ 6,731,000</u>	<u>\$ 340,000</u>
Enterprise Fund Debt			
Water Revenue Bonds*	25,949,488	23,288,228	20,533,347
Sewer Revenue Bonds	42,403,330	38,955,553	36,008,842
Storm Drainage Revenue Bonds	34,087,500	31,405,000	28,622,500
Total-Enterprise	<u>\$102,440,318</u>	<u>\$93,648,781</u>	<u>\$85,164,689</u>
Total Outstanding Debt	<u>\$115,462,318</u>	<u>\$100,379,781</u>	<u>\$85,504,689</u>
Other Obligations			
COPS/ALPS	<u>\$ 56,318,000</u>	<u>\$ 52,915,000</u>	<u>\$ 49,379,000</u>
Grand Total Debt and Other Obligations	<u>\$171,780,318</u>	<u>\$153,294,781</u>	<u>\$134,883,689</u>

**Includes Subordinate Water Revenue bond dated 12/01/03 issued January 2004.*

The City prefers to use securities supported by specific revenue sources, rather than rely on the pledge of general obligation (property tax supported) debt. In part, this is due to a state constitutional limitation on the amount of general obligation debt. Total general obligation debt may not exceed 10 percent of the assessed valuation of the property. An important exclusion from this calculation is debt issued for water rights and water treatment facilities.

The City does not have any outstanding general obligation debt subject to the state constitution debt limit. The debt for water rights and treatment facilities does not count in the City's debt burden for purposes of the limitation. This means that the City has conserved its general obligation issuance capacity for future projects to be approved by the voters. The pie charts below graphically display the City's debt structure, emphasizing the large share of enterprise operations as well as the capital program for governmental funds.

**Chart 2. City of Fort Collins, Colorado
Total City Debt By Category
2009 Debt & Capital Lease Obligations at Year-end = \$171,780,318**



As Chart 2 shows, the City uses specific revenue sources to support specific projects. Fees and charges to customers support water and wastewater projects. Customers within specific storm water basins that have improvements constructed therein pay for them through capital fee charges. The Downtown Development Authority debt is payable through the property tax that is assessed on the additional value that has been added since the base year. Sales tax revenue supports several projects that are of more general use. Specific dedicated sales tax revenues approved by the voters are also used to support community projects and the acquisition of open space under the City's natural areas program.

The City issued a significant portion of the outstanding sewer, water, and sales tax debt to support improvements for the Anheuser-Busch brewery. Through a master agreement, Anheuser-Busch pays its portion of the debt service. Anheuser-Busch received a credit for sales and use tax and property tax revenues collected during the construction period. Since the production phase began, the master agreement limits the credit to a share of the property tax paid by the project and supplemental user payments from Anheuser-Busch.

In 2009, Anheuser-Busch will pay a significant portion of debt service to the City. The total amounts to about \$4.5 million of the City's annual debt service for the Sales and Use Tax Bonds, Sewer Revenue Bonds, and General Obligation Water Revenue Bonds. These shares of total debt service are \$1.0 million for Sales Tax, \$2.7 million for Sewer, and \$745,000 for Water.

Bond Ratings

To attain the lowest possible interest rates and to be sure it has the widest markets for its bonds, the City obtains a credit rating from the major rating services. The stronger the rating, the lower the interest rate assigned and as a result, a lower cost to taxpayers and users of City services.

In some cases, the City may also purchase insurance when the economic analysis shows more benefit than cost. Bond insurance provides additional support for the creditworthiness of the bonds and improves (lowers) the interest costs. The two major rating services are Standard & Poor's and Moody's Investors Service. A comparison of their respective ratings and their meaning is presented in Table 2.

**Table 2. Moody's and Standard & Poor's
Credit Ratings for Municipal Bonds**

<u>Rating</u>		<u>Description</u>
<u>Moody's</u>	<u>Standard & Poor's</u>	
Aaa	AAA	Best quality, extremely strong capacity to pay principal and interest
Aa	AA	High quality, very strong capacity to pay principal and interest
A	A	Upper medium quality, strong capacity to pay principal and interest
Baa	BBB	Medium grade quality, adequate capacity to pay principal and interest.
Ba and lower	BB and lower	Speculative quality, low capacity to pay principal and interest.

Note: Within groups, Moody's designates those bonds with the strongest attributes with a 1, for Instance A1 or Aa1 would be of slightly higher quality than A2 or Aa2. Standard & Poor's attaches "+" or a "-" to indicate slight variation within the rating groups. Examples would be AA- or A+ to indicate a credit better than an "A" but less than an "AA."

Bonds issued by the City of Fort Collins continue to receive and maintain very favorable ratings from both rating agencies. The most recent bond ratings are:

	<u>Moody's</u>	<u>Standard & Poor's</u>
Sewer Revenue Bonds	A1	AA3
Storm Drainage Revenue Bonds	A1	AA+
Water Revenue Bonds	No rating	AA+
Highway Users Tax Revenue Bonds	Aa2	No rating
Lease Certificates of Participation	Aa2	No rating

Most Recent Bond Issues

2009 Wastewater Bonds. On January 29, 2009, the City's Wastewater Utility Enterprise issued bonds totaling \$30,655,000. The proceeds will be used for the upgrades and improvements to the Wastewater treatment plant.

Refunding Issues:

When interest rates decline, Fort Collins may reduce its total debt service by refunding outstanding debt. The City may also restructure debt issues if projected revenue sources are not meeting debt service demands. The City Finance Department monitors changes in interest rates and checks the debt structure of its issues. When appropriate, the City has refunded and restructured debt. Over the past few years, interest rates on municipal bonds have declined to the lowest rates in over 15 years. This situation provided the City an opportunity to lower the amount of debt service it pays on bond issues. The following bond refunding was completed in 2009:

2008 Water Revenue Refunding Bonds. On November 26, 2008 the City's Water Utility Enterprise completed a partial refunding of its 1998 Water Revenue bonds. The amount of bonds refunded totaled \$9,645,000. The refunding lowered the interest rate to 3.46%.

2009 Water Revenue Refunding Bonds. On June 3, 2009 the City's Water Utility Enterprise completed the refunding of its remaining 1998 Water Revenue bonds. The amount of bonds refunded totaled \$9,645,000. The refunding lowered the interest rate to an average of 3.31%.

Operating Equipment Lease Purchase

In Colorado, the legal definition of debt does not include lease purchase obligations. Despite the legal distinction, the City recognizes lease purchase as a multi-year financing arrangement and includes lease purchase in debt calculations.

The reasons for using lease purchase are virtually the same as those used to justify bond financing. The City uses lease purchase to acquire equipment with a useful life of three to ten years. The City uses the equipment to provide services, but pays off the lease purchase over the life of the equipment. Total lease purchase obligations outstanding at the end of each of the prior five years have been as follows:

2004	4,883,575
2005	3,725,968
2006	3,115,284
2007	3,091,441
2008	3,180,406

For the equipment currently on lease purchase at year-end 2009, the City anticipates the following payment schedule for the period 2009 through 2013:

2009	1,192,362
2010	963,432
2011	825,958
2012	370,654
2013	104,420

Unless users decide equipment associated with the lease payment schedule is no longer necessary, future lease payments will be appropriated as part of the budget. Council treats lease purchase obligations like debt service obligations. To date, all City lease purchase transactions

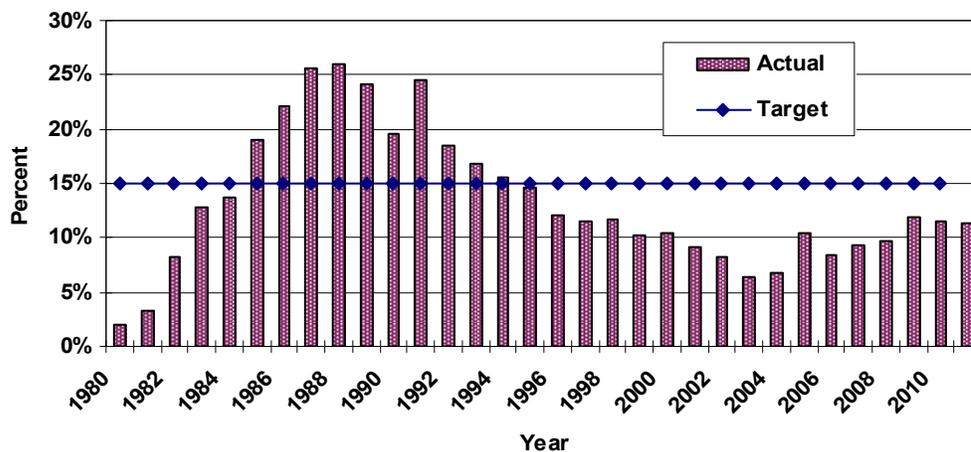
have been done with leasing firms. Credit ratings for equipment lease transactions would not provide any economic benefit because the transactions are too small. If the size of the transactions continues to increase, future lease purchasing obligations may be done with a credit rating.

Debt Management Policies

In the 1991 Budget, the Council set the policy to monitor and manage its direct debt. The policy made general government annual debt service as a percent of general government operating expenses as the key debt indicator. The Council set a goal of 10 to 12 percent of annual operating expenses as the upper limit target for its debt policy. This level of debt service is a common measure of an issuer's ability to pay its obligations. In 1997, the Council revised the upper limit level to 15% of operating expenses and also simplified the calculation.

The following chart shows the City general government debt service percentage of operating expenses over past years and the five-year budget projection period.

**Chart 3. City of Fort Collins, Colorado
General Government Debt as a Percent of
Annual Operating Expense, 1980 - 2011**



The chart shows that the debt service share of annual operating expense began to diminish in 1989. The general trend is downward since then with only three major increases. The 1991 increase was due to prepayment of debt service for special districts, the General Improvement District bonds and some general obligation park bonds. The 2005 increase is due to debt service on the 2004 Lease Certificates of Participation including principal payments for the first time. The 2009 increase is due to the new debt issue for the Wastewater treatment plant. The chart shows the City continues to have some unused debt capacity within its policy.

Future Debt and Capital Lease Obligation Planning

Governmental Functions. In the five-year budget planning horizon, the City has not planned for additional bonded indebtedness for general government operations. The City will complete most major capital improvements for general government operations on a pay-as-you-go basis

through the next round of capital project programming. The current program is called Building On Basics; it expires in 2016.

Enterprise Functions. The water utility revised its capital needs in the 2010-2011 budget process. The water utility does not anticipate a bond issue with this budget cycle. Long-range capital plans based on comprehensive asset management implementation anticipate future debt obligations to replace aging infrastructure systems.

The stormwater utility issued \$12.3 million of bonds in 2002 as directed in the Stormwater Financing Plan to provide the initial capital for stormwater projects in response to the needs identified after the 1997 flood. The City used the funds to build and improve several drainage basins. Per Council direction, the stormwater utility has continued to finance capital improvements on a pay-as-you-go basis; therefore, the utility does not anticipate any new debt during the five year budget horizon.

The electric utility anticipates that its capital needs will require a bond issue in 2010 due to the Smart Grid Investment Grant. The grant was awarded in 2009 for a total of \$30.8 million and requires a 50% match, which will require borrowing approximately \$15-20 million.

Conclusion

City Council and management have set policies to be sure it meets debt obligations in a timely manner and that it considers new debt issuance carefully. Staff has included those policies into the Financial and Management Policies. Briefly summarized, the policies include:

- Conservative revenue projections.
- Rate increases based on related cost of services provided and the impact of inflation on those services.
- Lease purchase equipment and real property when supported by cost-benefit analysis.
- Accumulation of adequate reserves to protect the City from uncontrollable expenditures or unforeseen reductions in revenues.
- Issue debt only after rigorous testing and if there is an appropriate balance between service demands and the amount of debt.
- Setting a target debt level for general government annual debt service at 15 percent of operating expense.

The City communicates with other governmental entities to be sure that their debt issues as well as the City's remain at conservative levels. The overall debt levels should not become an undue burden on the taxpayers of Fort Collins.

The City's overall financial health is positive and this supports the strong credit rating that it receives from the rating agencies. Sales and use tax revenue collections and other revenue sources that back most of the City's debt continue to meet or exceed original projections. The City Council and management through the Financial Management Policies have placed emphasis on continued effort toward maintaining and improving the City's financial performance.

**City of Fort Collins
Outstanding Debt and Lease Obligations**

The following schedule summarizes the financial obligations of the City as of December 31, 2009 and projected 2010 and 2011 year-end obligations based on current repayment schedules:

	<u>2009</u>	<u>Projected 2010</u>	<u>Projected 2011</u>
Bonds Serviced by Downtown Development Authority, secured by tax increment property taxes:			
<u>Property Tax Increment</u> Issued in 2004, maturing 2011	2,635,000	1,345,000	\$ -
<u>Property Tax Increment</u> Issued in 2007, maturing 2011	2,410,000	1,220,000	-
<u>Property Tax Increment</u> Issued in 2008, maturing 2011	6,992,000	3,496,000	-
Bonds Serviced by Streets Fund, secured by Highway Users Tax Revenues:			
<u>Highway Users Tax Revenue Refunding Bonds,</u> Issued 1992, maturing 2012 (includes Capital Appreciation Bond premium)	985,000	670,000	340,000
General Government Debt Total	<u>\$ 13,022,000</u>	<u>\$ 6,731,000</u>	<u>\$ 340,000</u>

	<u>2009</u>	<u>Projected 2010</u>	<u>Projected 2011</u>
Bonds Serviced by the Water Fund, secured by Water Fund Revenues, general obligation water bonds are secured by the full faith and credit of the City:			
<u>Colorado Water Resources & Power Development Authority</u> Issued in 1997, maturing in 2017	4,642,137	4,089,698	3,523,516
<u>Colorado Water Resources & Power Development Authority</u> Issued in 1999, maturing in 2019	2,722,194	2,474,722	2,221,811
<u>Subordinate Water Revenue Bond</u> Issued in 2004 (dated 12/01/03), maturing in 2030	2,040,157	1,953,809	1,863,020
<u>Water Refunding Bonds</u> Issued in 2008, maturing in 2018	9,605,000	9,560,000	9,515,000
<u>Water Refunding Bonds</u> Issued in 2009, maturing in 2013	6,940,000	5,210,000	3,410,000

	<u>2009</u>	<u>Projected 2010</u>	<u>Projected 2011</u>
Bonds Serviced by the Sewer Fund, secured by Sewer Fund Revenues:			
<u>Colorado Water Resources & Power Development Authority Loan</u> Issued in 1992, maturing in 2014	6,188,330	4,740,553	3,248,842
<u>Sewer Revenue Bonds</u> Issued in 2000, maturing in 2020	3,820,000	3,560,000	3,285,000
<u>Sewer Revenue Bonds</u> Issued in 2005, maturing in 2010	1,740,000	-	-
<u>Sewer Revenue Bonds</u> Issued in 2009, maturing in 2028	30,655,000	30,655,000	29,475,000
 Bonds Serviced by the Storm Drainage Fund, secured by Storm Drainage Fund revenues:			
<u>Colorado Water Resources & Power Development Authority Loan</u> Issued in 2001, maturing in 2021	6,382,500	5,920,000	5,442,500
<u>Storm Drainage Revenue Bonds</u> Issued in 2002, maturing in 2022	9,155,000	8,630,000	8,085,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2007, maturing in 2019	15,505,000	14,140,000	12,720,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2007, maturing in 2017	3,045,000	2,715,000	2,375,000
 Enterprise Fund Debt Total	<u>\$102,440,318</u>	<u>\$93,648,782</u>	<u>\$85,164,689</u>

	<u>2009</u>	<u>Projected 2010</u>	<u>Projected 2011</u>
Other Obligations			
<u>Assignment of Lease Payments (Public Safety and Recreational Improvements)</u> executed and delivered in 2001, maturing in 2021	\$2,623,000	\$2,455,000	\$2,279,000
<u>Lease Certificates of Participation (Police Building and Open Space Acquisition Projects)</u> executed and delivered in 2004, maturing in 2026	41,560,000	39,475,000	37,310,000
<u>Lease Certificates of Participation (Golf Course and Civic Center Project)</u> executed and delivered in 2007, maturing in 2018	11,995,000	10,985,000	9,790,000
<u>Lease Certificates of Participation (General Improvement District)</u> executed and delivered in 2007, maturing in 2010	140,000	-	-
<u>Equipment Leases</u> executed various years, maximum maturity in 2012	1,192,362	963,432	825,958
Other Obligations Total	\$ 57,510,362	\$ 53,878,432	\$ 50,204,958
TOTAL LONG-TERM DEBT & LEASE PAYMENTS	<u>\$172,972,680</u>	<u>\$154,258,213</u>	<u>\$135,709,647</u>

Required Lease Purchase Agreements Disclosure

The State of Colorado House Bill 90-1164, approved on April 9, 1990, "declares that the use of lease purchase agreements by local governments creates financial obligations of those governments and that the disclosure of such obligations is in the public interest and is a matter of statewide concern."

According to the Bill, local governments are required to identify as part of their budgets: 1) the total expenditures during the ensuing fiscal year for all lease purchase agreements involving real and personal property; 2) the total maximum payment liability under all lease purchase agreements over the entire terms of the agreements, including all optional renewal terms.

The following schedule summarizes the City of Fort Collins lease purchase agreements by fund for real and personal property.

2009-2010 Lease Purchase Schedule

	<u>2009 Payment Obligation</u>	<u>2010 Payment Obligation</u>	<u>Future Payments</u>	<u>Maximum Payment Liability Over Term of Lease</u>
<u>Personal Property</u>				
General Fund	\$ 477,231	\$ 475,461	\$694,051	\$ 2,077,675
Transportation Services Fund	107,496	86,823	146,969	425,942
Cemetery Fund	9,304	-	-	21,710
Golf Fund	182,917	167,282	237,451	749,575
Equipment Fund	415,440	233,866	222,561	1,398,599
Total	<u>\$1,192,388</u>	<u>\$ 963,432</u>	<u>\$1,301,032</u>	<u>\$4,673,501</u>
<u>Real Property</u>				
	0	0	0	0
Grand Total	<u>\$ 1,192,388</u>	<u>\$ 963,432</u>	<u>\$ 1,301,032</u>	<u>\$4,673,501</u>

**MILL LEVY FROM DIRECT AND OVERLAPPING GOVERNMENTS
APPLICABLE TO MOST PROPERTIES LOCATED IN THE CITY**

Levy Year (1)	City	Larimer County	Poudre R1 School District	Poudre Health Services District	N. Colorado Water Conservancy District	Total
1997	9.797	20.889	53.712	2.167	1.000	87.565
1998	9.797	21.293	53.572	2.167	1.000	87.829
1999	9.797	21.656	48.243	1.985	1.000	82.681
2000	9.797	21.614	54.250	2.167	1.000	88.828
2001	9.797	22.461	51.723	2.167	1.000	87.148
2002	9.797	22.421	51.723	2.167	1.000	87.108
2003	9.797	22.423	52.496	2.167	1.000	87.883
2004	9.797	22.517	52.496	2.167	1.000	87.977
2005	9.797	22.541	50.715	2.167	1.000	86.220
2006	9.797	22.410	50.715	2.167	1.000	86.089
2007	9.797	22.414	51.723	2.167	1.000	87.101
2008	9.797	22.395	51.723	2.167	1.000	87.082
2009	9.797	22.435	51.723	2.167	1.000	87.122

CITY PROPERTY TAX LEVIES AND VALUES

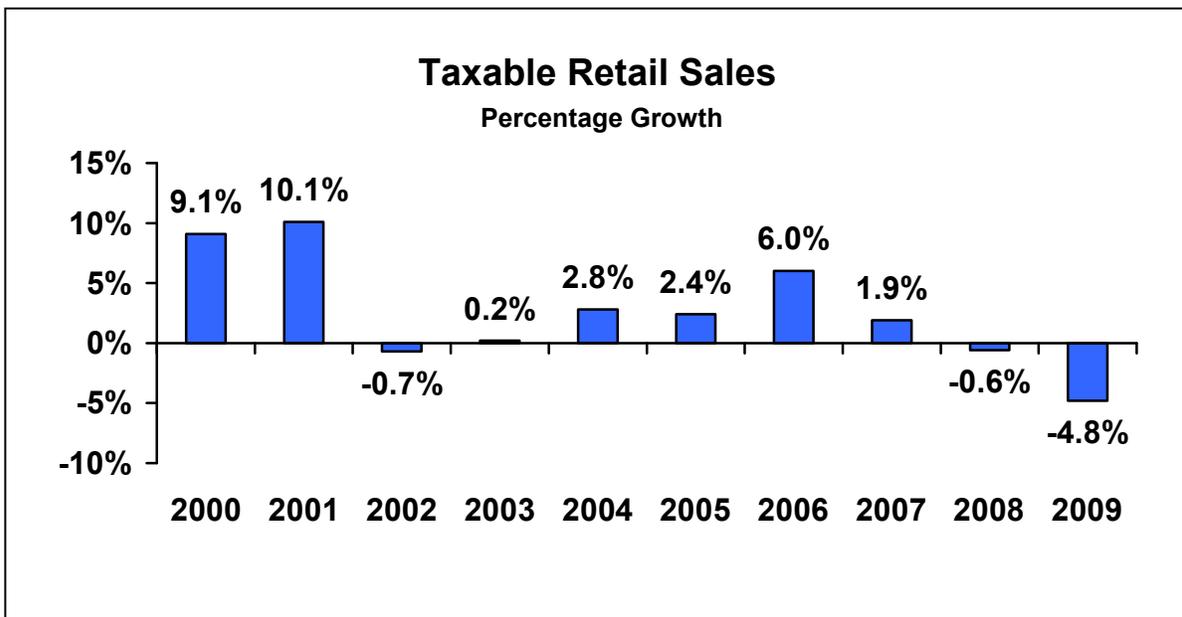
Year	Total Tax Levy	Estimated Actual Value
1999	\$8,788,552	\$7,171,039,590
2000	\$10,325,033	\$7,466,574,450
2001	\$10,661,031	\$8,966,196,099
2002	\$12,004,184	\$9,317,059,875
2003	\$12,365,206	\$10,973,228,233
2004	\$13,064,545	\$11,330,997,519
2005	\$13,327,746	\$12,227,769,741
2006	\$14,302,198	\$12,568,259,292
2007	\$14,261,191	\$13,603,426,669
2008	\$15,405,921	\$13,905,507,484
2009	\$15,940,340	\$13,922,582,418

- (1) Collection year follows the levy year.
- (2) Source: Larimer County Assessor's Office
- (3) Levy and collection is net of tax incremental for the Downtown Development Authority.
- (4) Collections are net of the collection fee charged by Larimer County.

SALES AND USE TAX COLLECTIONS

Year	Taxable Retail Sales	General Sales Tax	General Use Tax	Restricted (1) Sales & Use Tax	Total
1998	\$1,506,624,242	\$34,426,209	\$9,053,879	\$13,564,011	\$57,044,099
1999	\$1,647,695,223	\$37,723,559	\$11,034,571	\$15,123,354	\$63,881,484
2000	\$1,797,680,850	\$41,067,896	\$8,723,444	\$15,482,421	\$65,273,761
2001	\$1,979,022,422	\$43,473,457	\$10,732,999	\$16,961,629	\$71,168,086
2002	\$1,965,799,003	\$43,303,282	\$8,726,679	\$16,170,582	\$68,200,543
2003	\$1,969,208,226	\$43,108,789	\$8,535,379	\$16,050,134	\$67,694,302
2004	\$2,024,683,385	\$44,329,239	\$9,404,326	\$16,991,296	\$70,724,861
2005	\$2,074,097,970	\$45,442,110	\$9,566,032	\$17,363,484	\$72,371,625
2006	\$2,206,064,785	\$48,324,043	\$8,598,737	\$17,927,772	\$74,850,552
2007	\$2,248,521,512	\$49,202,266	\$9,931,629	\$18,511,130	\$77,645,025
2008	\$2,235,259,889	\$49,178,245	\$8,139,614	\$18,191,406	\$75,509,265
2009	\$2,127,903,378	\$47,331,196	\$6,485,179	\$17,003,845	\$70,820,220

(1) These amounts represent the three voter-approved 0.25 cent taxes restricted for specific purposes. Also included in the restricted taxes is the vendor fee savings for capital projects and economic vitality.



**HISTORY OF SALES AND USE TAX RATES
RATES (%) 2000 - 2011
ADOPTED RATES (%) 2010 – 2011**

Year	Sales & Use Tax (1)	Capital Improvements (2)	Total City Sales & Use Tax	Larimer County Tax	State Tax	Total All Taxes
2000	2.25	0.75	3.00	0.80	3.00	6.80
2001	2.25	0.75	3.00	0.80	2.90	6.70
2002	2.25	0.75	3.00	0.80	2.90	6.70
2003	2.25	0.75	3.00	0.80	2.90	6.70
2004	2.25	0.75	3.00	0.80	2.90	6.70
2005	2.25	0.75	3.00	0.80	2.90	6.70
2006	2.25	0.75	3.00	0.80	2.90	6.70
2007	2.25	0.75	3.00	0.80	2.90	6.70
2008	2.25	0.75	3.00	0.80	2.90	6.70
2009	2.25	0.75	3.00	0.80	2.90	6.70
2010	2.25	0.75	3.00	0.80	2.90	6.70
2011	2.25	0.75	3.00	0.80	2.90	6.70

- (1) Base tax rate (2.25%) - Ordinance No. 58, 1967, authorized the initial 1% sales and use tax. Ordinance No. 140, 1979, authorized another 1% beginning April, 1980 and another .25% was authorized beginning in January, 1982 by Ordinance No. 149, 1981.
- (2) Capital improvement tax rate additions - Ordinance No. 8, 1989 authorized a .25% tax for street capital maintenance beginning July 1, 1989. Ordinance No. 9, 1989 authorized a .25% tax to finance the Choices 95 Capital Improvement Program beginning in January 1990. Ordinance No. 125, 1992 authorized a .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas beginning January 1, 1993. All three taxes expired December 1997. At a municipal election in April, 1997, City residents approved the extension of the three .25% tax rates that expired in December, 1997 to finance the Building Community Choices Capital Improvement Program. The extension covered the period from January 1, 1998 through December 31, 2005.

At the November 5, 2002 election, voters approved an extension of the .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas covering the period from January 1, 2006 through December 31, 2030. At the April, 2005 municipal election, voters approved an extension of the .25% tax financing for Streets and Transportation to help fund the City's Pavement Management Program for the period January 1, 2006 through December 31, 2015. At the November 1, 2005 election, voters approved the extension of the .25% tax financing the Building Community Choices – Community Enhancements capital projects to fund projects in the Building on Basics Capital Improvement Plan. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015.

User Fee Highlights – Approved Administratively

Cemeteries – The total estimated net increase in revenue due to rate changes is \$26,500. Although the niche rate is increasing, the sales are down and revenues are anticipated to decrease by \$15,500.

Cultural Services & Facilities - Substantial increases in room rentals and kitchen fees (4% to 150%). The Lincoln Center will be undergoing renovation and anticipate being closed for several months in 2010 and possibly a couple months in 2011.

Golf fund - Greens fee increases were approved by the Golf Board and the increases range from \$1 - \$2. The estimated revenue increase is \$113,000 in 2010 and \$183,000 in 2011.

Parking – The hourly rate for the Civic Center, Old Town, and 136 Mason Avenue Parking structures is increasing from \$.50 per hour to \$1.00 per hour with anticipated additional revenue of \$134,460. The other increases are related to monthly permits with estimated increased revenue of \$12,400.

Recreation – There are increases in several of the field rentals (the majority have a \$2 per hour increase). The rate increases correlate to an estimate of \$25,000 in additional revenue.

Community Services Fee Schedule – This schedule includes fees related to advance planning, current planning, development review – capital expansion, engineering fees, and neighborhood & building services. The current revenue projections for these areas do not include any rate changes.

BUDGET TERMS

Accrual Basis

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

Administrative Charges

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

Ad Valorem Tax

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

Appropriation

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

Appropriation Ordinance

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

Assessed Valuation

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

Authority

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

BART

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

Benchmark

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

Benchmarking

The comparison of actual performance achieved against an accepted best practice.

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

A system driven by goals and performance, to provide information that compares budgeting, planning and outputs/results.

Capital Outlay

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

Capital Improvement Program

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

Capital Project

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

Capital Projects Fund

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

Classified Employee

An authorized, budgeted position which is included in the City Pay Plan. Classified employees may be either full-time (1.0 FTE consisting of a 40 hour work week or equivalent) or part-time (0.5 FTE or greater, with a work week of a minimum of 20 and a maximum of 39 hours). These employees are covered by the City's Personnel Policies and Procedures Manual.

Certificates of Participation

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

Contingency

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

Contributions-In-Aid of New Construction

Funds derived from assessments made on new developments and redeveloped areas to defray the cost of the new or upgraded utility systems required to serve these areas. Contributions offset capital installation costs of secondary, primary, and main feeder lines, street lighting, and supplemental transformer capacity.

Debt Service

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

Debt Service Fund

A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Depreciation

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

Designated Fund Balance

That portion of a fund balance that has been set aside for a specific purpose by the City Council.

Drilling Platform

A rank ordering of all offers to achieve a certain result.

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. Example.

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 Fee

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

Indicator

A measure that quantifies the achievement of a result.

Infrastructure

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

Input Measure

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

Intergovernmental Revenue

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

Internal Service Fund

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

Lapsing Appropriation

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

Lease-Purchase Agreements

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

Maturity

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

Mill Levy

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

Modified Accrual Basis

Revenues are recorded as the amount becomes measurable and available. Expenditures are recorded when the liability is incurred.

Net Operating Budget

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

Offer

A response to an RFR. A description of services, programs or initiatives that will produce the desired result.

Ordinance

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

Outcome

A result.

Outcome Measure

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

Output Measure

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

Performance Measure

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

Personnel Services

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

PILOT (Payment in Lieu of Taxes)

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

Plant Investment Fee

Charge to developers for connecting to the City's water or sewer system to compensate the City for additional facilities needed to serve the development.

Program Performance Budget

A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service.

Projected

Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Purchased Professional & Technical Services

Expenses that are usually incurred by entering into a formal agreement or contract with another party. Expenses included in this category can include utilities, insurance, repairs, professional fees, or services.

Purchasing Strategies

Proposals for programs and activities the buyers (results teams) want to see.

Quality Measure

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

Request for Result (RFR)

A written request to produce results following certain purchasing strategies. An RFR includes: a result statement, three indicators, a result map and purchasing strategies.

Reserve

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

Result

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

Result Map

A graphic description of causal factors that produce a result.

Resources

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

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.

Strategy

An approach to producing the desired result. Also called a purchasing Strategy.

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.

Supplies

Basic or useful items necessary to conduct operations. Supplies for office operations, vehicles, copy machines, computers, or janitorial are some items in this category.

Tax Increment Financing

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.

Volunteer

An unpaid City worker who provides services to the City as a public service, or as a personal interest. Volunteers typically do short-term projects or donate a small number of hours a month.