



CITY OF FORT COLLINS  
**08-09**  
OPERATING BUDGET

MAY 2008

**ADOPTED**  
**2008 and 2009**  
**BIENNIAL BUDGET**

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**MAYOR AND CITY COUNCIL**

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KELLY OHLSON, MAYOR PRO TEM  
BEN MANVEL  
LISA POPPAW

DIGGS BROWN  
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**ACCOUNTING & FINANCIAL REPORTING MANAGER**

JOHN VOSS

**FINANCE DIRECTOR**

CHARLES M. SEEST

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**INQUIRIES REGARDING THE ADOPTED 2008-2009 BIENNIAL BUDGET FOR THE  
CITY OF FORT COLLINS, OR REQUESTS FOR MAILING, SHOULD BE DIRECTED TO:**

City of Fort Collins  
Budget & Research Office  
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**This document is also available for review on the internet at [www.fcgov.com/budget](http://www.fcgov.com/budget).**

**Special recognition is given to the following individuals for their assistance and energy in the preparation of the Adopted 2008-2009 Biennial Budget document:**

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Thanks to those who participated on Results Teams and to the many department and division heads, and the budget liaisons. Their efforts were appreciated in the development of the Adopted 2008-2009 Biennial Budget.

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# 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 build a second sheet of ice for Edora Pool and Ice Center, construct a Community Horticulture Center, make numerous road improvements, acquire land for future facilities, construct the new Spring Canyon Community Park, and construct a new Northside Community Center.
- Voters have approved funding to add several more community assets over the next 10 years, including road improvements, a joint museum facility between the City and the Discovery Science Center, and improvements to the Lincoln Center and Senior Center.

## LOCATION AND 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 52.8 square miles.

## GENERAL POPULATION

- Fort Collins has a population of 131,000 residents (Est. August 2007, includes CSU students)
- The average annual population growth since 1995 has been 3.1 percent.
- There are 56,441 housing units in the city (December 2007)
- Median age is 29.4 years old (including CSU students).
- Median family income is \$68,200 (family of four)
- Approximately 48.2 percent of the population have completed four or more years of college.
- Colorado State University enrollment is 24,900 students (Fall 2007).



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## ECONOMY

- The Larimer County unemployment rate is 4.3 percent (February 2008).
- 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 20 percent.
- The City's adopted biennial budget totals \$571.7 million for 2008 and \$540.4 for 2009.

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## PARKS, RECREATION AND NATURAL AREAS

- The City maintains more than 800 acres of parks, 33,000 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.

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## LIBRARY, MUSEUM, PERFORMING ARTS

- 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 is in the process of partnering with the Discovery Science Center to create a new, joint facility.
- 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.

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## UTILITIES AND 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 487 street miles.
- Fort Collins supports multiple transportation options including 18 bus routes and 200 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.

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## HONORS AND AWARDS

- 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 Digital Cities – Center for Digital Government, 2007
- One of 30 Fast Cities – Fast Company magazine, 2007
- Top 10 College Towns for Grown-Ups – Kiplinger’s magazine, 2007
- One of America’s Most Walkable Small Cities – msn.com, 2007
- 4th among College Towns With Great Golf – Golf Digest, 2006
- 1st Best Place to Live in the Nation – Money Magazine, 2006
- 2nd Safest Drivers – Allstate Insurance, 2006
- 6th most Affordable Communities/Best Places to Raise Your Family – Frommer’s, 2006
- One of the 100 Best Communities for Young People – America’s Promise, 2005
- Bicycle Friendly Community – League of American Bicyclists, 2005
- American Dream Town – Outside magazine, 2005
- 4th Best Place to Live in the United States – Men’s Journal, 2005
- A Top Retirement Spot – Where to Retire magazine, 2005

# BUDGETING FOR OUTCOMES AND ORGANIZATIONAL STRUCTURE

The City's 2008-2009 biennial budget was prepared using a process called Budgeting for Outcomes ("BFO").

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## WHAT IS IT?

- A budget process designed to create a government that works better and costs less.
- It's based on the premise the percentage of personal income the public is willing to pay for their government through taxes, fees, and charges is fixed.
- While the "price of government" is fixed, the cost of providing services is increasing.
- Budgeting for Outcomes focuses on results and priorities, not on cost. The budget process shifts from paying for costs to buying results.
- It puts citizens and their priorities first.
- It emphasizes accountability, innovation and partnerships.

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## WHY ARE WE DOING IT?

- The Fort Collins economy has changed - the times of rapid, double-digit revenue growth are over.
- Using a system of base budgets and target increases was no longer effective – past practices, including spending down reserves, freezing employee wages and not refilling vacant positions are no longer viable; continuing down that road will only lead to mediocrity.
- Budgeting for Outcomes better aligns the services delivered by City of Fort Collins with the things that are most important to our community.

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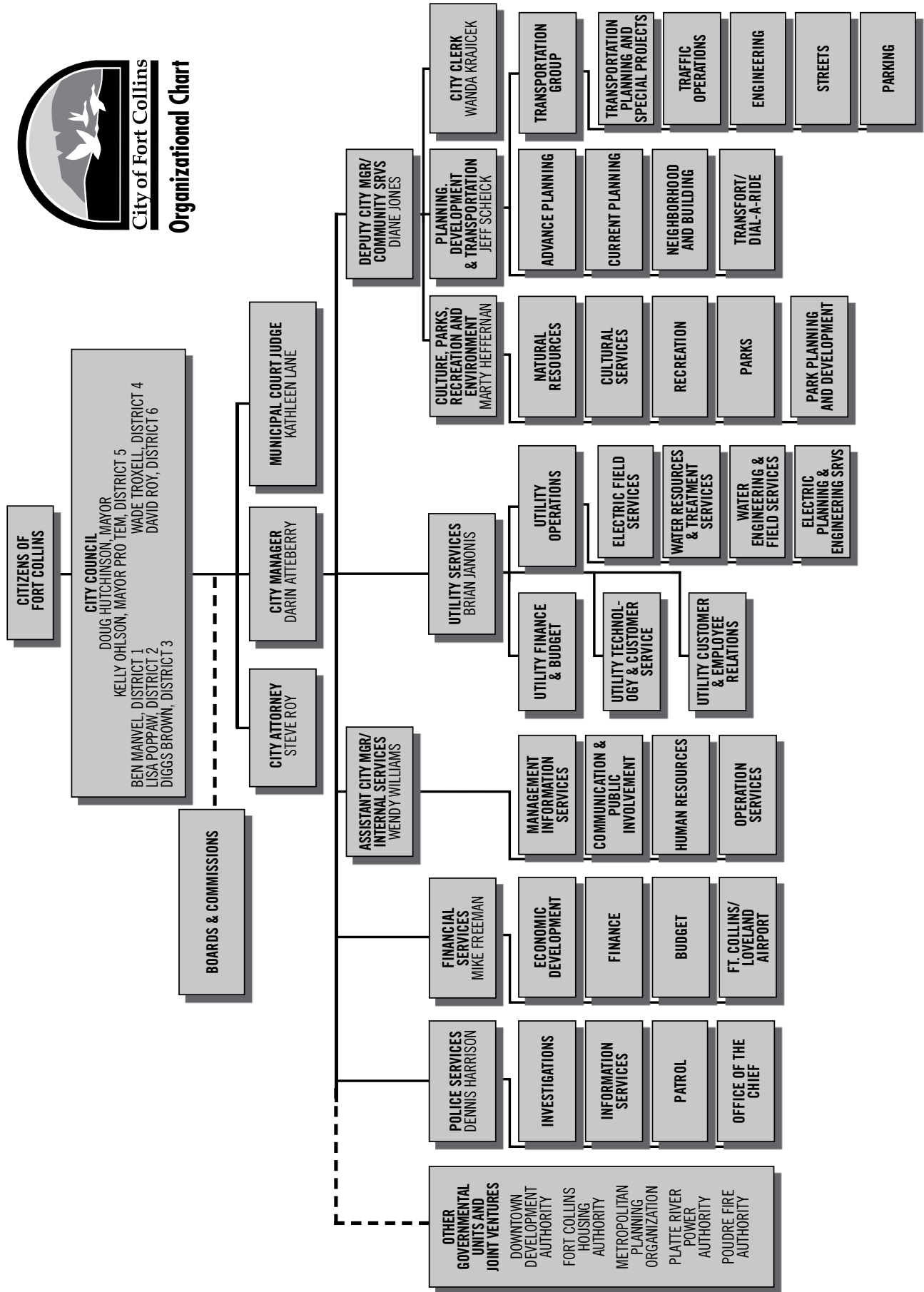
## HOW DOES IT WORK?

- The budget consists of a collection of purchasing decisions. Teams play a critical role in guiding the process, ranking and recommending purchasing proposals.
- City Council, on behalf of the citizens, sets the price that community members are willing to pay for local government services.
- City Council, using citizen input, determines the desired outcomes.
- A staff Leadership Team determines the priorities for meeting those outcomes and allocates dollars.
- Staff Results Teams develop purchasing plans and Requests for Results (RFR's) for each priority. This involves creating a results map of the factors that lead to or impact the result.
- Service providers, or sellers, (which could be a cross section of departments, work teams, partnerships, etc...) make offers.
- Results Teams rank offers; buying process starts at top of ranked proposals and moves down the list, buying according to priority until available funds are spent. A line is drawn at this point, with all proposals above the line in, and the rest out.
- Proposals that rank within available resources are used to prepare the budget.
- Final output is a budget that reflects citizen priorities and delivers service efficiently.

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## Impact on existing organizational structure?

- The City is organized into five (5) service areas: Community Services, Financial Services, Internal Services, Police Services, Utility Services.
- While Budgeting for Outcomes focuses on results that matter to the public versus department specific priorities, the Budgeting for Outcomes process did not change the City's organizational structure.
- The BFO process has led to greater innovations and efficiencies in service delivery and promoted collaborative offers for service delivery.
- The BFO process requires broader representation of staff from within the organization that will be beneficial to and improve the understanding of the budget and its relationship to service delivery.



# BUDGET PROCESS AND BASIS

## THE CITY BUDGET

The City provides a wide variety of services to over 131,000 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 2008 and 2009. 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 2008-2009 BIENNIAL BUDGET WAS PREPARED USING A PROCESS CALLED BUDGETING FOR OUTCOMES.

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.

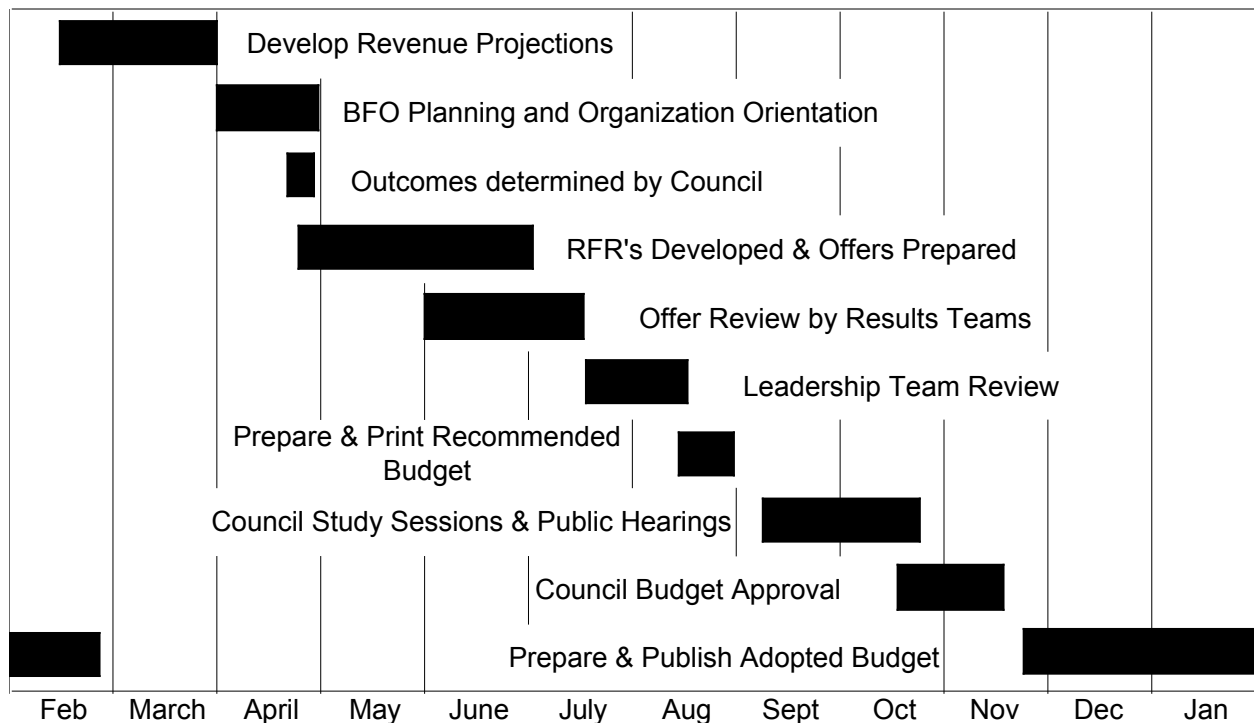
The City Manager’s budget recommendation is submitted to City Council before the first Monday in September. The recommended budget is made available for public inspection at this time. In September, a recommended budget-in-brief is published in the local newspaper for public information. In addition, 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

### 2008-2009 Budget Preparation Schedule







# CITY MANAGER'S OFFICE

**January 1, 2008**

**TO MAYOR HUTCHINSON AND MEMBERS OF CITY COUNCIL**

I am pleased to present to you the 2008-2009 City Manager's Biennial Budget for 2008 and 2009. This represents the work of many dedicated employees who have come together for the second time, using the Budgeting for Outcomes (BFO) approach. Nearly 100 employees were involved in creating a budget which builds on the ideas of transparency in the budget process, clear choices for how to allocate limited revenues and organizational accountability. These principles are the hallmark of the BFO process, and I am proud to deliver the 2008-2009 Final Budget.

**The 2008-2009 Final Budget is organized around seven Council approved Result Areas or Outcomes that citizens want and need:**

<b>ECONOMIC HEALTH</b>	Fort Collins has a healthy economy reflecting the values of our unique community in a changing world.
<b>ENVIRONMENTAL HEALTH</b>	Fort Collins creates, maintains and promotes a healthy and sustainable environment with an adequate, high quality water supply.
<b>SAFE COMMUNITY</b>	Fort Collins is a safe place to live, work, learn and play.
<b>NEIGHBORHOOD LIVABILITY</b>	Fort Collins improves the livability, choices, and affordability of our neighborhoods.
<b>CULTURAL AND RECREATIONAL OPPORTUNITIES</b>	Fort Collins provides diverse cultural and recreational Opportunities opportunities that foster physical and mental well-being for community members.
<b>TRANSPORTATION</b>	Fort Collins improves the safety and ease of traveling to, from, and throughout the city.
<b>HIGH-PERFORMING GOVERNMENT</b>	Fort Collins is a model for an entrepreneurial, high quality Government city government.

In developing the Final Budget, staff has continued to use the BFO process because it helps the City achieve a number of goals:

- Create clarity in the budget process for the community
- Allocate revenues to highest priorities and the outcomes citizens want and need
- Understand the trade-off between services funded and unfunded
- Emphasize accountability, efficiency, innovation and partnerships

## BUDGET HIGHLIGHTS

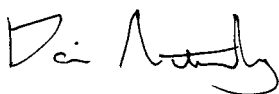
The 2008-09 City Manager's Final Budget is a financial and service plan linked to the seven key outcomes and results that matter most to our citizens. Some key highlights of the City Budget Include:

1. The total budget for all City funds for 2008 is \$571.7 million and for 2009 is \$540.4 million. (The total budget is lower in 2009 because of a major one-time expense in 2008 for the Mason Corridor Project)
2. The budget includes no tax increase.
3. The tax revenue projections for 2008-09 are based on formulas developed and reviewed with City Council in May 2006. Sales and use tax is projected to increase by 2.03% in 2008 and 2.63% in 2009.
4. Minor inflation oriented fee adjustments are included for several programs. For example, the Recreation Division will make its typical market oriented inflationary adjustments to its user fees to reflect increased costs for hourly employees and supplies.
5. Wastewater rates will increase 12% in 2008 and 11% in 2009. Electric rates are projected to increase 2.3% to 2.7% in response to increases from Platte River Power Authority and ongoing operation increases within Light and Power.
6. The final budget includes no reductions in staff. Several vacant positions were eliminated as departments worked to develop offers which were lean, efficient and targeted at the services citizens want and need.

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 the hard work, commitment and innovation that characterized this extraordinary process to prepare the 2008-2009 Biennial Budget. I am grateful to the Mayor and City Council for the leadership, commitment and partnership exhibited throughout the process. This budget is truly reflective of the Budgeting for Outcomes process. It gives us the services and facilities we need to continue Fort Collins' vision of being a vibrant, world-class community and delivering a responsive budget indicative of a high-performing government.

Respectfully submitted,



Darin A. Atteberry  
City Manager

# 2008-2009 BUDGET OVERVIEW

Preparation of the 2008-2009 biennial budget represents the City's second time using the budget process known as Budgeting for Outcomes. The organization first used the BFO process during adoption of the 2006-2007 Biennial Budget. By utilizing the 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 Price of Government. This key concept in Budgeting for Outcomes involves examining how much residents pay for all City Services compared to the income in the community. This analysis provides the opportunity to compare what Fort Collins residents pay for services to the cost of government services in other communities.

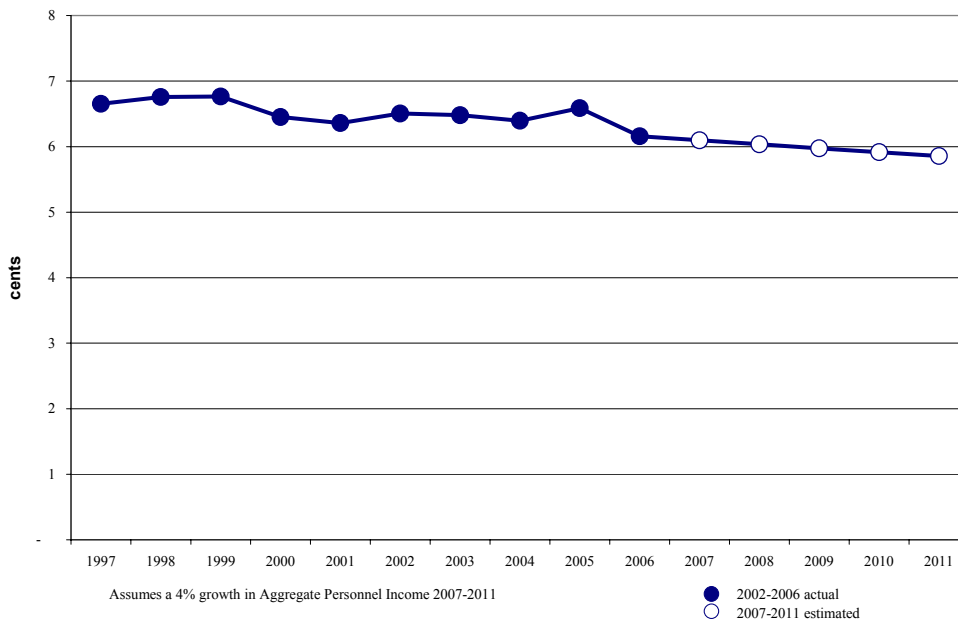
For the past 50 years, Americans have spent approximately 35 cents of every dollar of annual personal income to buy services from their local, state and federal governments. Of this 35 cents, 20 cents has been historically been allocated to Federal government services, 8 cents to State government services, and 7 cents to Local government services.

This "price of government" is what Americans have continued to put toward government services in the face of competition for their income for food, housing, health care, clothing, transportation, services and savings. The price of government can be viewed over long periods as a barometer for the amount American taxpayers are willing to pay.

In Fort Collins, citizens have spent between 6.1 and 6.8 cents of their dollar of annual personal income on City services from 1997 to 2007.

## PRICE OF OF GOVERNMENT FOR THE CITY OF FORT COLLINS

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



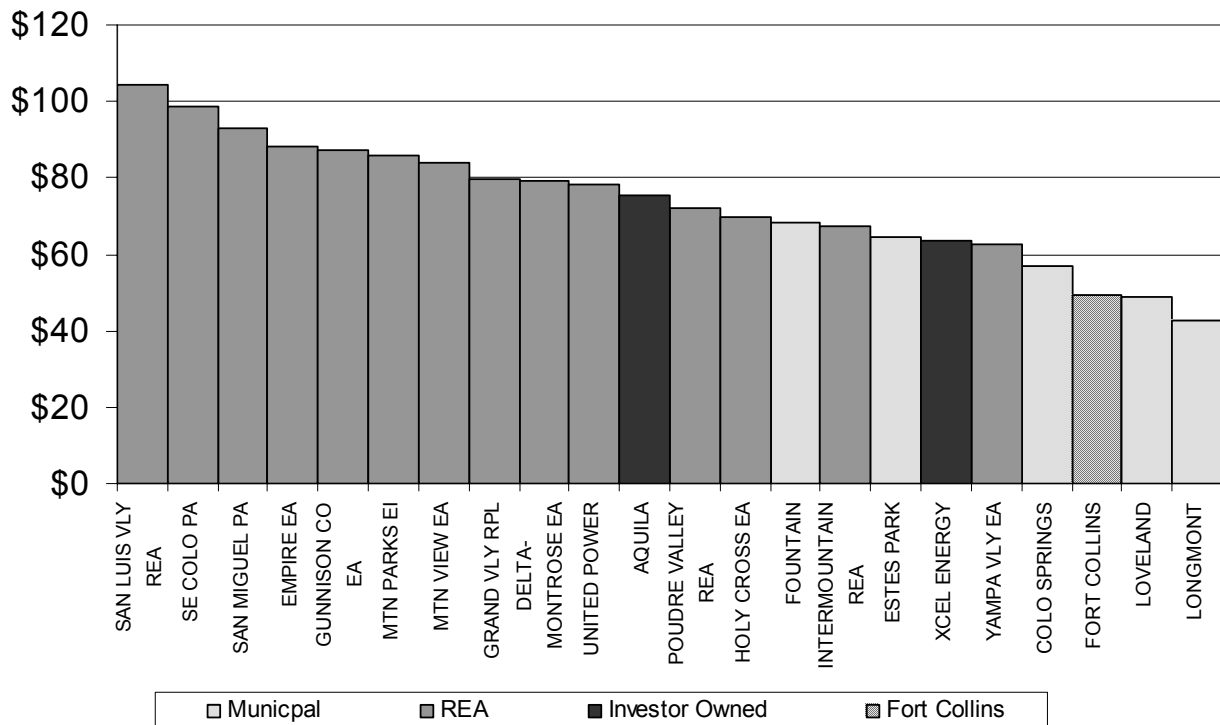
City services and facilities are supported by taxes and fees. While the types of taxes (sales and use taxes; property taxes) and fees (impact fees such as Parkland Development fees and user fees such as fees for a round of golf) may vary, total Fort Collins taxes and fees compares favorably with other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

### SALES TAX RATE COMPARISON

Broomfield	4.15
Northglenn	4.00
Aurora	3.75
Denver	3.62
Castle Rock	3.60
Cherry Hills Village	3.50
Englewood	3.50
Arvada	3.46
Boulder	3.41
Windsor	3.20
Littleton	3.00
Loveland	3.00
<b>Fort Collins</b>	<b>3.00</b>
Colorado Springs	2.50

### RESIDENTIAL ELECTRIC COST COMPARISON - 700kWh PER MONTH

Source: CAMU, January 2008, Utilities with more than 7500 residential meters.



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The 2008-2009 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”).

## TOTAL BUDGET SUMMARY

The 2008 and 2009 Net City Budget (excludes internal transfers between funds) totals \$468.2 million for 2008 and \$436.3 million for 2009.

The Net Operating Budget (the money necessary for operating day-to-day services, excluding internal transfers between funds, debt service, and capital projects) for 2008 is proposed to increase 4.9% over the 2007 operating budget and for 2009 to increase by 4.6% over the 2008 operating budget.

The following table compares the 2007 budget with the 2008 and 2009 adopted budgets, including the net operating budgets, capital improvement budgets and debt service.

In Millions					
	2007	2008	% Change	2009	% Change
Net Operating	\$320.1	\$336.0	4.9%	\$351.3	4.6%
Debt	\$ 24.3	\$ 23.9	-1.4%	\$ 26.2	9.7%
Capital	\$ 33.0	\$108.3	228.5%	\$ 58.8	-45.7%
Total Net City	\$377.4	\$468.2	24.1%	\$436.3	-6.8%
Internal Transfers	\$ 95.1	\$103.5	8.9%	\$104.1	0.5%
Total City Budget	\$472.5	\$571.7	21.0%	\$540.4	-5.5%

## ECONOMIC OUTLOOK

At the **national level**, forecasters expect the U.S. economy will dramatically slowdown in 2008 and possibly contract, which may lead to a recession. The weak housing market and a dramatic drop in consumer confidence point to a soft economy. Consumer spending accounts for over 60% of the economic output as measured by the Gross Domestic Product (GDP). GDP fell to a 0.6% increase in the 4th Quarter of 2007 as compared to a 4.9% increase for the 3rd Quarter of 2007. Should a recession occur, it is expected to be relatively short with growth resuming by 2009. Unemployment is expected to increase to above 5.0 percent. Inflation, driven in large part by world demand for commodities, is also weakening the economy. The forecasters see the Consumer Price Index for all items increasing to approximately 4.5 percent, driven in large part by increases in the cost of energy and food.

Forecasters are seeing signs the **Colorado economy** is showing resilient growth. However, the slowdown at the national level will dampen the economic outlook for the State. State unemployment is expected to increase to 4.6% in 2008, which is lower than the national unemployment rate. An economy with modest growth should keep the local inflation rate within a range of 2.7% to 2.9% over the next two years.

The **Fort Collins' economy** has avoided the economic slowdown occurring at the national level. Several of the City's major employers have added jobs and commercial construction activity has stabilized the economy while residential construction has slowed significantly. According to recent statistics from the State, the northern Colorado regional economy is doing better than the rest of the state in terms of employment growth. Our unemploy-

ment rate is 4.3% vs. 4.4% for the State of Colorado. The area remains a very attractive location for quality of life offerings and is expected to remain competitive.

A key indicator for the City is sales and use tax collections, in particular the 2.25% that is used for general operations. At year end, the 2.25% sales and use tax collections are 3.9% ahead of the collections in 2006 due in large part to strong use tax receipts. Total sales and use tax collections for 2007 are ahead of budget projections by approximately \$4,155,000.

## 2008-2009 REVENUE OUTLOOK

**Sales and use tax revenue** amounts to 60% of total General Fund revenue. Consequently, it's important to accurately forecast these revenues. In 2006, the City developed a revenue model that allows regression analysis and forecasting using that analysis.

For 2008, sales and use tax collections are projected to increase over 2007 by approximately 1.4% and for 2009 approximately 4.1 % over 2008. Our revenue is projected to grow over the next two years, but at a very modest rate. Neighboring communities are increasing and maturing their retail and service bases which will negatively impact retail sales in Fort Collins.

## PROPERTY TAXES

The City's property tax mill levy of 9.797 mills, unchanged since 1992, is proposed to remain the same for 2008 and 2009. Property tax revenue is collected by the County and then paid to the City. Property tax revenue makes up approximately 15% of total General Fund revenues. For 2008, revenue collected from property tax is expected to increase approximately 6% over 2007 actual collections and 2009 property tax revenue is expected to increase approximately 1% over estimated 2008 collections.

## USER CHARGES AND IMPACT FEES

User fees are charged specific services. A large percentage (almost 74%) of our user fee revenues come from utility user fees (water, wastewater, stormwater and electric rates). Other user fees include recreation fees, room rental fees at the Lincoln Center, and development review fees.

Golf fees are recommended to increase by 2.2% in 2008 (for a total of \$55,800 over the 2007 operating revenues) and 2.4% in 2009 (for an increase of \$64,000 over projected 2008 operating revenues).

Changes in Utility user fees (rates) are anticipated to change as follows:

- Water—no increase in 2008 or 2009
- Wastewater—12% in 2008 and 11% in 2009
- Stormwater—no increase in 2008 or 2009
- Electric—2.3% in 2008 and 2.7% in 2009 (Electric rate increases will vary by rate class.)

Another user fee, Development Review Fees, covers a wide range of services related to land development and building in the community. Staff recently evaluated changes to the process for charging development fees as recommended in the Zucker report. Staff also examined the present level of cost recovery for these fees. In 2006, the City will increase development review fees to keep pace with costs, in conformance with the City Council policy of 80% cost recovery. A new Transportation Development Review fee is proposed to cover the costs

of staff work. We will also incorporate minor changes, if any, resulting from the infill and redevelopment project that will be completed in 2005.

Impact fees are one-time charges to cover the growth related impacts to public facilities. Some examples are; Plant Investment Fees (PIFs) for water, wastewater, stormwater, electric; Street Oversizing Fee; Neighborhood Parkland Fee; Capital Expansion Fees (library, community parkland; police; fire; general government facilities). Revenues from impact fees support the design and construction of new capital facilities identified in various City master plans.

Based on a recent study and discussion with City Council, an impact fee increase will be formally considered for Water, Wastewater, Stormwater and Electric facilities.

## ALLOCATIONS AND AVAILABLE RESOURCES

Once City Council established the key results or outcomes, the “price” was set as an indicator for how much to pay for each outcome. We refer to this as the allocation. The total allocation for the result areas was based on the estimated resources available to the City in each of the two fiscal years. There is no “right” allocation or price for each result, just as there is no “right” price for a basket of groceries. An allocation was established for each result to guide the evaluation and determination as to which offers could and should be recommended for funding in 2008 and 2009.

What makes this rather complex is that the allocation is a mixture of unrestricted and restricted resources. For example, General Fund resources can usually be spent for any type of City service. Other resources, such as fees collected from utility ratepayers, can only be used for utility services and facilities. Some user fees are specifically earmarked for specific services such as golf fees, adult sport fees, and Lincoln Center performances. So, while an allocation was made for a particular result—e.g., an allocation of \$5.5 million, in 2008, to “Improve Economic Health”—we had to sort out which resources were discretionary and which were restricted in some way and match offers with the appropriate allocations. The details are outlined in the section “Key Results.”

## BUDGET HIGHLIGHTS

### Getting Started

For the second time, the City has foregone the traditional approach of starting with a “base” budget, i.e., proposing to spend what was spent last year, replacing this with a process better suited to the structural budget problems Fort Collins is experiencing. Budgeting for Outcomes has no concept of base. It shifts the process from building on or realigning the base to focusing on services and programs that will produce the desired results. The starting point is the agreed upon price that translates into the total allocation. The objective is to buy the best “offers” (services and programs) that are most likely to achieve the results.

The budget preparation process began with City Council identifying the results that the public values. Council identified seven key results:

- **Improve Economic Health**

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

- **Improve Environmental Health**

Fort Collins creates, maintains and promotes a healthy and sustainable environment with an adequate, high quality water supply.

- **Improve Neighborhood Quality**

Fort Collins improves the livability, choices, and affordability of neighborhoods.

- **Safer Community**

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



- **Improve Cultural, Recreational, and Educational Opportunities**

Fort Collins provides diverse cultural and recreational opportunities that foster physical and mental well-being for community members.

- **Improve Transportation**

Fort Collins improves the safety and ease of traveling to, from and throughout the City.

- **A High-Performing Government**

Fort Collins is a model for an entrepreneurial, high quality city government.

Based on these seven key results, result maps, indicators to measure progress and purchasing strategies were developed. These elements made up a request for proposals or a “request for results” (RFRs). Staff responded with competitive offers which were reviewed and prioritized, first by Results team, and then by the City Manager and the BFO Leadership Team.

## WHAT TO BUY TO PRODUCE THE RESULTS

The 2008-2009 Biennial Budget takes into account available resources or allocations (primarily taxes and fees). Offers were reviewed and ranked in terms of the results delivered for the money available. This ranking is called a “Drilling Platform”--offers that are recommended for funding are above the platform/allocation line and offers not recommended for funding fell below the platform line. Specific information about the recommended offers and those not recommended for funding is detailed in the next section, “Key Results.”

### Highlights of the 2008-2009 City Budget are as follows:

- The total budget for all City funds for 2008 is \$571.7 million and \$540.4 million for 2009. (The total budget is lower in 2009 because of a major one-time expense in 2008 for the Mason Corridor Project.)
- The budget includes no tax increase.
- The tax revenue projections for 2008-09 are based on formulas developed and reviewed with City Council in May 2006. Sales and use tax is projected to increase by 2.03% in 2008 and 2.63% in 2009.
- Minor inflation oriented fee adjustments are included for several programs. For example, the Recreation Division will make its typical market oriented inflationary adjustments to its user fees to reflect increased costs for hourly employees and supplies.
- Wastewater rates will increase 12% in 2008 and 11% in 2009. Electric rates are projected to increase 2.3% to 2.7% in response to increases from Platte River Power Authority.
- The adopted budget includes no reductions in force. Several vacant positions were eliminated as departments worked to develop offers which were lean, efficient and targeted at the services citizens want and need.

### REVAMPED AND ENHANCED SERVICES

- a. Improved downtown maintenance, flower displays, holiday lighting and landscaping in the downtown
- b. Enhanced Economic Marketing programming
- c. Additional resources added to enhance the City's Climate Wise Program, a dynamic program geared towards strengthening the local economy, protecting the City's air quality, and reinforcing the community's commitment to maintaining a high quality of life
- d. Additional resources for environmental compliance programming in order to both meet and exceed environmental standards
- e. Police staffing for the Southwest Annexation area
- f. Additional Natural Areas Ranger added in 2009
- g. Graffiti Abatement position added
- h. Library Park/Old Town security cooperative project with the Downtown Development Authority
- i. Electric Utility project manager added

- j. Utility Service Center facility expansion
- k. Parks Maintenance program restorations including seasonal staffing, trail mowing, and weed control
- l. Additional staffing for the recently opened new Northside Aztlan Community Center (Recreation Facility)
- m. Matching funds for \$52.6 million Federal Transit Administration grant for the proposed Mason Corridor Project
- n. State awarded grants for various City signal and intersection projects
- o. Grant funding for Bicycle Library program and enhanced bike programming
- p. Additional resources to operate and maintain new facilities including the new Police Building, Northside Aztlan Community Center, and Spring Canyon Community Park facilities (utilities, maintenance, and custodial)
- q. Additional staff in Human Resources (Investigations, Compensation Analyst) and Accounting to address additional workload

The choices have been difficult about how to select the most important services in the most efficient ways without “thinning the soup.” Staff worked hard to maximize service delivery by rethinking how we do business.

## PERSONNEL IMPACTS

One of the City’s core values is that City employees are our most important and valuable asset. Our employees deliver the diverse services our community relies on, and are deeply committed to providing quality at an affordable price.

For 2008-2009 a basic assumption was made that employee salary adjustments would be funded. As a basic cost of doing business, it is essential to ensure these cost increases are funded before making decisions about additional services or enhancements.

## CAPITAL IMPROVEMENT PROGRAM

Several capital improvement projects are scheduled for 2008-2009. These projects are supported by resources in a variety of funds. Capital improvements are funded, primarily, by dedicated sales and use taxes for capital improvement plans, transfers from various governmental funds (i.e. General Fund, Capital Expansion Fund, Street Oversizing Fund, etc.), and fees and charges.

One of the key City projects included in the 2008-2009 Budget is the Mason Corridor capital project. The Mason Corridor project includes the development of the “MAX” Bus Rapid Transit (BRT) system improvements, converting Mason and Howes streets in the downtown area back to two-way operation, developing the South Transit Center site improvements, building the Mason trail extension north from the Spring Creek trail to the Colorado State University (CSU) main campus, and two grade-separated trail crossing projects over/under the Burlington Northern Santa Fe railroad tracks.

### **OTHER CAPITAL PROJECTS INCLUDE:**

- Improvements to the electric distribution system required for the continued safe, reliable and efficient delivery of electric services
- Storm drainage improvements to the Canal Importation Basin in west-central Fort Collins
- Construction of the Dry Creek Connection Channel between Vine Drive and Timberline Road
- Plan, design and construction of two new electric distribution substations
- Design and construction of improvements at the Mulberry Wastewater Treatment facility
- Renovation, renewal or replacement of existing assets associated with the Mulberry and Drake Water Reclamation Facilities, the Meadow Springs Ranch, and the Pollution Control Lab

- Replacement of approximately 10,000 feet of 12-inch wastewater trunk main between Taft Hill Road and Overland Trail
- Continue work on expanding water storage at Halligan Reservoir
- Funding for inspection, upgrade and maintenance of the City's 147 bridge structures
- Various intersection and traffic signalization projects
- Pedestrian improvement projects and programmatic activities to further implement the Pedestrian Plan
- Funding to continue and expand the development and implementation of the various facets of the North College Avenue/US 287 corridor improvement project
- Construction of improvements providing access to the Soapstone Natural Area

ORDINANCE NO. 118, 2007  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
BEING THE ANNUAL APPROPRIATION ORDINANCE  
RELATING TO THE ANNUAL APPROPRIATIONS  
FOR THE FISCAL YEAR 2008; ADOPTING THE BUDGET  
FOR THE FISCAL YEARS BEGINNING JANUARY 1, 2008,  
AND ENDING DECEMBER 31, 2009; AND FIXING THE MILL  
LEVY FOR FISCAL YEAR 2008

WHEREAS, the City Manager has, prior to the first Monday in September, 2007, 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 said budget estimate, the Council set September 18 and October 2, 2007, as the dates for the public hearings thereon and caused notice of such public hearings to be given by publication pursuant to Article V, Section 3, of the City Charter; and

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

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

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

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

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

Section 1. Budget

a. That the City Council has reviewed the City Manager's 2008-2009 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 2008-2009 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 2007.

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, 2008, and December 31, 2009, as Adopted by the City Council on November 20, 2007."

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, 2008, and ending December 31, 2008, the sum of FIVE HUNDRED SEVENTY-ONE MILLION SEVEN HUNDRED TWENTY THOUSAND ONE HUNDRED FIFTY-FIVE DOLLARS (\$571,720,155) 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

\$107,755,574

ENTERPRISE FUNDS

Golf		\$2,717,381
Light & Power		
Operating Total	.....	90,288,372
Capital:		
Service Center Additions	4,482,904	
Southwest Enclave Annexation	800,000	
Substation Improvements	5,222,621	
Wi Fi	<u>50,000</u>	
Capital Total	.....	<u>10,555,525</u>
Total Light & Power	.....	100,843,897

Storm Drainage	
Operating Total .....	9,859,110
Capital:	
Basin Master Planning	90,000
Canal Importation Basin	5,000,000
Cooper Slough-Boxelder	400,000
Developer Repays	75,000
Drainage System Replacement	365,000
Dry Creek Basin	1,600,000
Service Center Improvements	<u>81,775</u>
Capital Total .....	<u>7,611,775</u>
Total Storm Drainage .....	17,470,885
Wastewater	
Operating Total .....	17,607,768
Capital:	
Collection System Replacement	1,110,000
Collection System Study	50,000
Mulberry WRF Improvements	6,150,000
Northwest Trunk Sewer Expansion	2,000,000
Service Center Improvements	69,571
Sludge Disposal Improvements	150,000
Treatment Plant Improvements	750,000
Water Reclamation Replacement Program	<u>3,794,000</u>
Capital Total .....	<u>14,073,571</u>
Total Wastewater .....	31,681,339
Water	
Operating Total .....	26,432,962
Capital:	
Cathodic Protection	50,000
Distribution System Replacement	755,000
Halligan Reservoir Expansion	190,000
Master Plan Facilities	750,000
Meter Conversion Program	920,000
Service Center Improvements	136,006
Southwest System Improvements	50,000
Treatment Facility Improvements	75,000
Water Production Replacement Program	1,160,000
Water Supply Development	<u>100,000</u>
Capital Total .....	<u>4,186,006</u>
Total Water .....	<u>30,618,968</u>
TOTAL ENTERPRISE FUNDS	<u>\$ 183,332,470</u>

INTERNAL SERVICE FUNDS

Benefits	\$20,793,276
Communications	2,384,802
Equipment	10,906,771
Self Insurance	3,352,985
Utility Customer Service & Administration	<u>14,464,156</u>

TOTAL INTERNAL SERVICE FUNDS \$ 51,901,990

SPECIAL REVENUE FUNDS

Capital Improvement Expansion Fund	\$ 459,981
Capital Leasing Corporation Fund	5,726,331
Cemeteries	629,884
Cultural Services & Facilities	5,008,662
Debt Service	1,352,038
General Employees' Retirement	2,684,342
Natural Areas Fund	9,225,217
Perpetual Care	70,438
Recreation	7,850,915
Sales and Use Tax	78,137,453
Street Oversizing	5,279,837
Transit Services	
	11,091,076
Transportation Services	<u>28,503,751</u>

TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS \$156,019,925

CAPITAL IMPROVEMENT FUNDS

General City Capital

City Bridge Program	\$ 300,000
Police Facility	674,429
Railroad Crossing Replacement	100,000
Soapstone Prairie Public Improvements	<u>2,000,000</u>

TOTAL GENERAL CITY CAPITAL \$3,074,429

1/4 Cent - Building on Basics

Administration	\$ 58,889
Bicycle Program Plan Implementation	125,000



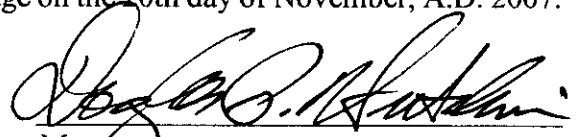
Intersection Improvements and Traffic Signals	2,506,052
Library Technology	744,000
North College Avenue Improvements	1,063,490
Pedestrian Plan and ADA Improvements	<u>300,000</u>
TOTAL 1/4 CENT - BUILDING ON BASICS	\$ 4,797,431
<u>1/4 Cent BCC -Streets and Transportation</u>	
Mason Street Transportation Corridor	<u>\$ 61,508,488</u>
TOTAL 1/4 CENT STREETS AND TRANSPORTATION	\$ 61,508,488
<u>Conservation Trust Fund</u>	
Administration	\$ 242,389
Fossil Creek Trail	50,000
Open Space Acquisition	10,000
Trail Acquisition, Development & Repair	350,000
Transfer to General Fund-Parks Maintenance	687,496
Tri-City Trails	<u>30,000</u>
TOTAL CONSERVATION TRUST FUND	\$1,369,885
<u>Neighborhood Parkland Fund</u>	
Administration	\$ 419,963
Cottonwood Glen Park	150,000
Golden Meadows Park	175,000
Maple Hill Park	150,000
New Park Site Acquisition	400,000
New Park Site Development	150,000
Old Fort Collins Heritage Park	100,000
Park Site Equipment	15,000
Provincetowne Park	200,000
Registry Ridge Park	<u>200,000</u>
TOTAL NEIGHBORHOOD PARKLAND FUND	\$1,959,963
TOTAL CITY FUNDS	\$571,720,155

Section 3. Mill Levy

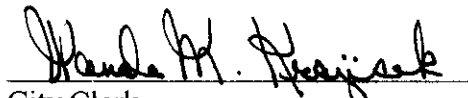
a. That the 2008 mill levy rate for the taxation upon each dollar of the assessed valuation of all the taxable property within the City of Fort Collins as of December 31, 2007, shall be 9.797 mills, which levy represents the amount of taxes for City purposes necessary to provide for payment during the aforementioned budget year of all properly authorized expenditures to be incurred by the City.

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

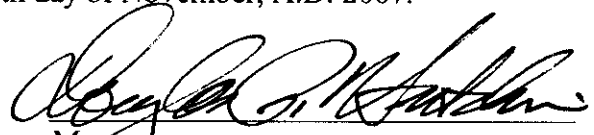
Introduced, considered favorably on first reading, and ordered published this 16th day of October, A.D. 2007, and to be presented for final passage on the 20th day of November, A.D. 2007.

  
Mayor

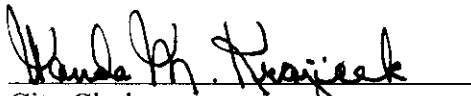
ATTEST:

  
City Clerk

Passed and adopted on final reading on the 20th day of November, A.D. 2007.

  
Mayor

ATTEST:

  
City Clerk

# 2009 APPROPRIATIONS

GENERAL FUND		<u>\$107,760,121</u>
ENTERPRISE FUNDS		
Golf		2,787,942
Light & Power	94,045,354	
Capital:		
Service Center Additions	254,093	
Southwest Enclave Annexation	800,000	
Substation Improvements	220,000	
Wi Fi	100,000	
Light & Power Capital Total	<u>1,374,093</u>	
Total Light & Power		95,419,447
Storm Drainage Operating	9,671,360	
Capital:		
Basin Master Planning	95,000	
Canal Importation Basin	5,000,000	
Cooper Slough-Boxelder	1,000,000	
Developer Repays	85,000	
Drainage System Replacement	365,000	
Dry Creek Basin	300,000	
Service Center Improvements	52,294	
Storm Drainage Capital Total	<u>6,897,294</u>	
Total Storm Drainage		16,568,654
Wastewater Operating	21,701,113	
Capital:		
Collection System Replacement	1,150,000	
Service Center Improvements	58,548	
Treatment Plant Improvements	200,000	
Sludge Disposal Improvements	150,000	
Collection System Study	50,000	
Mulberry WRF Improvements	25,650,000	
Northwest Trunk Sewer Expansion	0	
Water Reclamation Replacement Program	1,497,000	
Wastewater Capital Total	<u>28,755,548</u>	
Total Wastewater		50,456,661
Water Operating	27,239,531	
Capital:		
Distribution System Replacement	795,000	
Service Center Improvements	139,065	
Meter Conversion Program	920,000	
Water Supply Development	100,000	
Cathodic Protection	50,000	
Halligan Reservoir Expansion	8,965,000	
Treatment Facility Improvements	500,000	
Water Production Replacement Program	1,175,000	
Water Capital Total	<u>12,644,065</u>	
Total Water		<u>39,883,596</u>
TOTAL ENTERPRISE FUNDS		<u>\$205,116,300</u>

# 2009 APPROPRIATIONS

INTERNAL SERVICE FUNDS	
Benefits	\$23,256,640
Communications	7,376,788
Equipment	11,003,508
Self Insurance	3,375,062
Utility Customer Service & Administration	14,460,668
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TOTAL INTERNAL SERVICE FUNDS	\$59,472,666
	<hr/>
SPECIAL REVENUE FUNDS	
Capital Improvement Expansion Fund	\$461,141
Capital Leasing Corporation Fund	5,717,380
Cemeteries	651,519
Cultural Services & Facilities	5,112,641
Debt Service	1,352,478
General Employees' Retirement	2,764,973
Natural Areas Fund	9,428,171
Perpetual Care	70,452
Recreation	8,111,108
Sales and Use Tax	78,583,777
Special Assessment Debt Service	830,000
Street Oversizing	5,310,478
Transit Services	10,874,885
Transportation Services	28,405,220
	<hr/>
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS	\$157,674,223
	<hr/>
CAPITAL IMPROVEMENT FUNDS	
General City Capital	
City Bridge Program	\$300,000
Railroad Crossing Replacement	100,000
Police Facility	665,682
	<hr/>
Total General City Capital	\$1,065,682
	<hr/>
Building on Basics	
Administrative Charge	\$60,656
Library Technology	744,000
Lincoln Center Renovation/Cultural Facilities Plan	2,217,436
Park Upgrades and Enhancements	304,897
North College Ave. Improvements	250,000
Intersection Improvements and Traffic Signals	2,443,155
Bicycle Program Plan Implementation	125,000
Pedestrian Plan and ADA Improvements	300,000
	<hr/>
Total Building on Basics	\$6,445,144
	<hr/>
1/4 Cent Streets and Transportation	
Mason Street Transportation Corridor	0
	<hr/>
Total 1/4 Cent Street and Transportation	\$0
	<hr/>

# 2009 APPROPRIATIONS

Conservation Trust Fund	
Administration	\$251,739
Fossil Creek Trail	50,000
Open Space Acquisition	10,000
Trail Acquisition, Development & Repair	350,000
Transfer to General Fund-Parks Maintenance	725,146
Tri-City Trails	30,000
	<hr/>
Total Conservation Trust Fund	\$1,416,885
	<hr/>
Neighborhood Parkland Fund	
Administration	\$438,052
Huidekoper Park	50,000
New Park Site Acquisition	150,000
New Park Site Development	150,000
Park Site Equipment	15,000
Registry Ridge Park	300,000
Richards Lake Park	200,000
Staley Park	175,000
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Total Neighborhood Parkland Fund	\$1,478,052
	<hr/>
<b>TOTAL CITY 2009 PROPOSED APPROPRIATIONS</b>	<b>\$540,429,073</b>
	<hr/> <hr/>

# CITY BUDGET SUMMARY

Listed below are the resources and expenditures for all City funds. City Resources shows all revenue by category plus the net change in reserves. City Expenditures lists the operating uses by Service Area. The Operating Budget represents expenses necessary to run the City government on a daily basis. These costs increase with inflation and as new services are added or enhanced. Debt Service represents the annual payment of principle and interest on long-term debt. Capital Improvements are often the purchase of land, the construction of a building, major street construction or reconstruction, or major utility system improvements. Transfers to Other Funds represent transfers of appropriations from one City fund to another City fund for services. With a transfer, revenue and expenditures are recorded in both funds. Therefore, these transfers are deducted from the Total City Expenditures, eliminating the double counting of expenditures, to determine the Net City Expenditures.

	Actual 2006	Budget 2007	Adopted 2008	Adopted 2009
<b>CITY RESOURCES</b>				
Fees & Charges	\$222,478,808	\$233,276,275	\$241,666,407	\$251,704,175
Taxes	93,765,379	92,929,636	94,754,630	96,757,552
Intergovernmental	21,565,282	16,238,460	76,732,030	16,107,034
Earnings on Investments	20,312,742	6,625,981	9,691,624	9,444,866
Bonds & Other Debt	458,269	0	0	30,000,000
Miscellaneous	21,182,677	11,356,879	11,743,734	11,808,335
Net Change in Fair Value of Assets	1,344,040	0	0	0
Transfers from Other Funds	113,667,613	95,112,759	103,556,702	104,073,356
<b>Total Revenue</b>	<b>494,774,810</b>	<b>455,539,990</b>	<b>538,145,127</b>	<b>519,895,318</b>
Reserves Used/(Excess)	992,280	16,937,666	33,575,028	20,533,755
<b>Total Available Resources</b>	<b>\$495,767,090</b>	<b>\$472,477,656</b>	<b>\$571,720,155</b>	<b>\$540,429,073</b>
<b>CITY EXPENDITURES</b>				
City Clerk	\$655,782	\$773,620	\$650,244	\$859,289
Culture, Parks, Recreation & Environment	35,619,623	34,394,678	34,280,627	34,964,310
Executive, Legislative & Judicial	3,626,563	3,637,817	4,243,214	4,447,668
Financial Services	4,514,118	6,519,235	7,306,714	7,518,591
Internal Services	34,976,659	47,841,781	50,513,153	52,928,980
Planning, Development & Transportation	50,950,489	46,231,015	50,957,995	50,811,222
Police Services	27,339,145	28,121,472	30,026,077	31,108,111
Utility Services	118,050,292	132,207,446	142,072,675	148,216,379
Non-Departmental	122,205,243	114,062,424	118,462,228	123,114,906
<b>Operating Expenditures</b>	<b>397,937,914</b>	<b>413,789,488</b>	<b>438,512,927</b>	<b>453,969,456</b>
Debt Service	24,304,613	24,269,655	23,920,155	26,232,854
Capital Improvements	73,524,563	34,418,513	109,287,073	60,226,763
<b>Total City Expenditures</b>	<b>495,767,090</b>	<b>472,477,656</b>	<b>571,720,155</b>	<b>540,429,073</b>
Transfers to Other Funds	(113,667,613)	(95,112,759)	(103,556,702)	(104,073,356)
<b>Net City Expenditures</b>	<b>\$382,099,477</b>	<b>\$377,364,897</b>	<b>\$468,163,453</b>	<b>\$436,355,717</b>

Note: Prior years have been changed to reflect the current organizational structure.

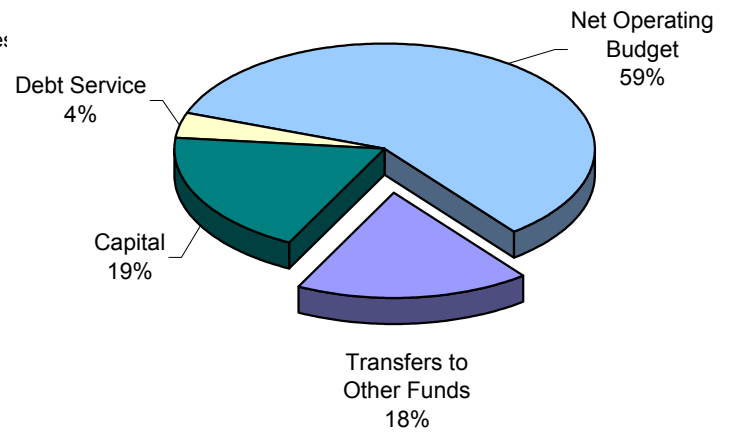
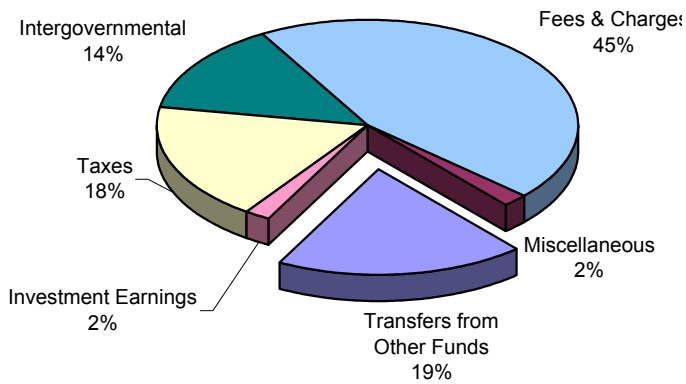
# CITY BUDGET GRAPHS

## WHERE THE MONEY WILL COME FROM...

### CITY RESOURCES BY CATEGORY

2008 - \$538,145,127

2009 - \$571,720,155

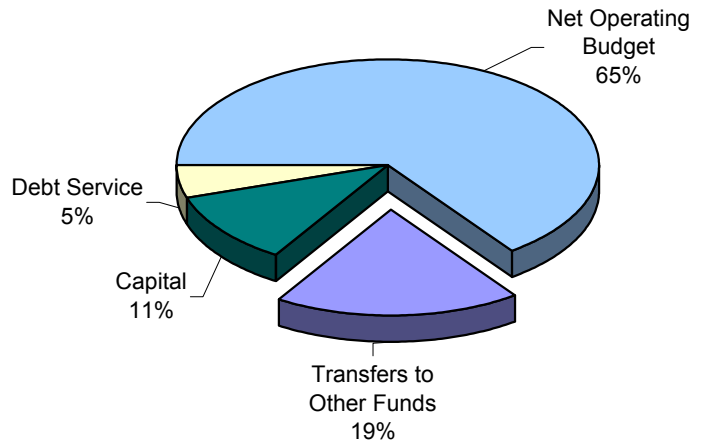
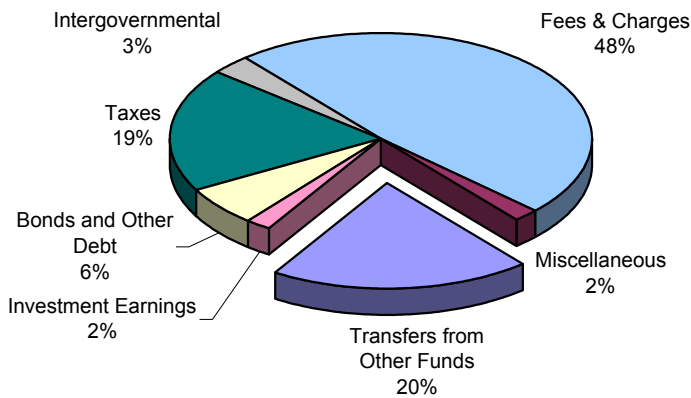


## HOW THE MONEY WILL BE SPENT

### CITY EXPENDITURES BY CATEGORY

2008 - \$519,895,318

2009 - \$540,429,073





# CITY REVENUE COMPARISON

The following graph shows actual revenue received through 2006 and projected revenue for 2007, 2008 and 2009. Supporting information for 2006 through 2009 can be found on the City Revenue Detail schedule, which follows.

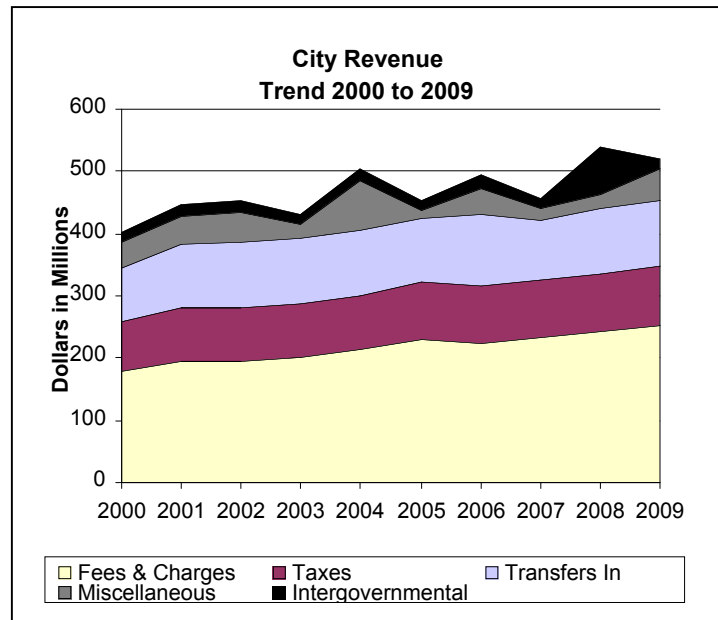
**Fees & Charges** represent revenue that is received in return for specific services. This revenue makes up about half of the total City revenue. Approximately 60% of the City's fees and charges are generated by the Utility Funds, which are classified as Enterprise Funds on the City Revenue Detail schedule. Utility funds include Light & Power, Storm Drainage, Water, and Wastewater. No rate increases are planned for Stormwater or Water utilities. Wastewater rates are projected to increase by 12% in 2008 and 11% in 2009. Electric rates will increase by 2.3% in 2008 and 2.7% in 2009. The actual increase will vary by rate class.

**Taxes** represent about 20% of the City revenue. This category includes property, sales and use, auto specific ownership, lodging and other miscellaneous taxes. The primary source of tax revenue (80%) is the sales & use tax. Tax rates will remain constant.

**Transfers In** represents revenue that is transferred from one city fund to another city fund. As an example Sales and Use Taxes are received in the Sales & Use Tax Fund and recorded in that fund as tax revenue. Most of the taxes are then transferred to the General Fund for expenditure. In the General Fund the revenue is recorded as a Transfer In from the Sale and Use Tax Fund.

**Miscellaneous** revenue includes all other City revenue of which the primary sources are earnings on investments and bond proceeds. The greater amount of miscellaneous revenue in 2004 and 2009 are due to bond proceeds in those years. The increase in 2006 is due to the City's large earnings on investments.

**Intergovernmental** revenue includes federal, state and local grants, entitlements, and shared revenue. The major sources in this category include state lottery proceeds, transportation grants, and the distribution from Larimer County of a countywide sales and use tax to be used for open space and natural areas. The unusual increase in 2008 represents federal grants that are expected to fund the Mason Corridor Project



# CITY REVENUE DETAIL

FUND TYPE Revenue Category	ACTUAL 2006	ADOPTED 2007	ADOPTED 2008	% Change		
				From 2007	ADOPTED 2009 From 2008	
<b>GENERAL FUND</b>						
Fees and Charges for Services	\$18,379,551	\$18,284,277	\$22,215,548	21.5%	\$20,815,315	-6.3%
Taxes	16,744,700	16,563,358	17,831,275	7.7%	18,065,596	1.3%
Intergovernmental	948,243	732,095	817,672	11.7%	864,825	5.8%
Earnings on Investments	2,015,179	1,200,000	2,113,865	76.2%	2,006,294	-5.1%
Bonds and Other Debt	396,976	0	0	0.0%	0	0.0%
Net Change in Fair Value of Assets	56,780	0	0	0.0%	0	0.0%
Miscellaneous	3,443,668	659,891	928,393	40.7%	861,530	-7.2%
Transfers from Other Funds	59,120,454	56,885,910	59,519,928	4.6%	61,589,166	3.5%
<b>TOTAL GENERAL FUND</b>	<b>\$101,105,551</b>	<b>\$94,325,531</b>	<b>\$103,426,681</b>	<b>9.6%</b>	<b>\$104,202,726</b>	<b>0.8%</b>
<b>ENTERPRISE FUNDS</b>						
Fees and Charges for Services	\$150,552,989	\$147,188,611	\$153,111,081	4.0%	\$159,302,284	4.0%
Intergovernmental	839,308	0	0	0.0%	0	0.0%
Earnings on Investments	6,280,775	2,730,000	3,165,000	15.9%	3,167,000	0.1%
Bonds and Other Debt	0	0	0	0.0%	30,000,000	100.0%
Net Change in Fair Value of Assets	728,980	0	0	0.0%	0	0.0%
Miscellaneous	4,924,783	2,131,497	1,936,604	-9.1%	1,821,264	-6.0%
Transfers from Other Funds	25,000	25,000	0	-100.0%	0	0.0%
<b>TOTAL ENTERPRISE</b>	<b>\$163,351,834</b>	<b>\$152,075,108</b>	<b>\$158,212,685</b>	<b>4.0%</b>	<b>\$194,290,548</b>	<b>22.8%</b>
<b>INTERNAL SERVICE FUNDS</b>						
Fees and Charges for Services	\$36,271,014	\$47,040,450	\$47,441,706	0.9%	\$52,694,301	11.1%
Intergovernmental	0	0	0	0.0%	0	0.0%
Earnings on Investments	870,172	439,679	611,442	39.1%	613,285	0.3%
Bonds and Other Debt	0	0	0	0.0%	0	0.0%
Net Change in Fair Value of Assets	110,917	0	0	0.0%	0	0.0%
Miscellaneous	151,895	53,214	51,700	-2.8%	52,200	1.0%
Transfers from Other Funds	30,530	0	85,771	100.0%	3,212,108	3645.0%
<b>TOTAL INTERNAL SERVICE</b>	<b>\$37,434,527</b>	<b>\$47,533,343</b>	<b>\$48,190,619</b>	<b>1.4%</b>	<b>\$56,571,894</b>	<b>17.4%</b>
<b>SPECIAL REVENUE FUNDS</b>						
Fees and Charges for Services	\$16,384,153	\$19,075,437	\$18,098,072	-5.1%	\$18,092,275	0.0%
Taxes	77,020,679	76,366,278	76,923,355	0.7%	78,691,956	2.3%
Intergovernmental	17,819,185	13,526,365	14,689,818	8.6%	13,199,054	-10.1%
Earnings on Investments	8,376,207	2,073,773	3,507,677	69.1%	3,351,947	-4.4%
Bonds and Other Debt	61,293	0	0	0.0%	0	0.0%
Net Change in Fair Value of Assets	284,981	0	0	0.0%	0	0.0%
Miscellaneous	10,105,619	8,512,277	8,827,037	3.7%	9,073,341	2.8%
Transfers from Other Funds	30,881,322	32,094,328	34,693,787	8.1%	33,968,992	-2.1%
<b>TOTAL SPECIAL REVENUE</b>	<b>\$160,933,438</b>	<b>\$151,648,458</b>	<b>\$156,739,746</b>	<b>3.4%</b>	<b>\$156,377,565</b>	<b>-0.2%</b>
<b>CAPITAL IMPROVEMENTS</b>						
Fees and Charges for Services	\$891,102	\$1,687,500	\$800,000	-52.6%	\$800,000	0.0%
Intergovernmental	1,958,546	1,980,000	61,224,540	2992.1%	2,043,155	-96.7%
Earnings on Investments	2,770,409	182,529	293,640	60.9%	306,340	4.3%
Bonds and Other Debt	0	0	0	0.0%	0	0.0%
Net Change in Fair Value of Assets	162,382	0	0	0.0%	0	0.0%
Miscellaneous	2,556,712	0	0	0.0%	0	0.0%
Transfers from Other Funds	23,610,307	6,107,521	9,257,216	51.6%	5,303,090	-42.7%
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>\$31,949,458</b>	<b>\$9,957,550</b>	<b>\$71,575,396</b>	<b>618.8%</b>	<b>\$8,452,585</b>	<b>-88.2%</b>
<b>TOTAL CITY REVENUE</b>	<b>\$494,774,809</b>	<b>\$455,539,990</b>	<b>\$538,145,127</b>	<b>18.1%</b>	<b>\$519,895,318</b>	<b>-3.4%</b>

If the revenue is lower than expenditures, it signifies that reserves are used. Conversely, if revenue is higher than expenditures, additional monies are added to reserves.

# CITY REVENUE DETAIL (CONTINUED)

## CITY SUMMARY

FUND TYPE Revenue Category	ACTUAL 2006	Adopted 2007	ADOPTED 2008	% Change	
				From 2007	ADOPTED 2009 From 2008
Fees and Charges for Services	\$222,478,808	\$233,276,275	\$241,666,407	3.6%	\$251,704,175 4.2%
Taxes	93,765,379	92,929,636	94,754,630	2.0%	96,757,552 2.1%
Intergovernmental	21,565,282	16,238,460	76,732,030	372.5%	16,107,034 -79.0%
Earnings on Investments	20,312,742	6,625,981	9,691,624	46.3%	9,444,866 -2.5%
Bonds and Other Debt	458,269	0	0	0.0%	30,000,000 100.0%
Net Change in Fair Value of Assets	1,344,040	0	0	0.0%	0 0.0%
Miscellaneous	21,182,677	11,356,879	11,743,734	3.4%	11,808,335 0.6%
<b>NET CITY REVENUE</b>	<b>\$381,107,196</b>	<b>\$360,427,231</b>	<b>\$434,588,425</b>	<b>20.6%</b>	<b>\$415,821,962</b> <b>-4.3%</b>
Transfers from Other Funds	113,667,613	95,112,759	103,556,702	8.9%	104,073,356 0.5%
<b>TOTAL CITY REVENUE</b>	<b>\$494,774,809</b>	<b>\$455,539,990</b>	<b>\$538,145,127</b>	<b>18.1%</b>	<b>\$519,895,318</b> <b>-3.4%</b>

If the revenue is lower than expenditures, it signifies that reserves are used. Conversely, if revenue is higher than expenditures, additional monies are added to reserves.

# CITY EXPENDITURES DETAIL

SERVICE AREA Department	ACTUAL 2006	ADOPTED 2007	ADOPTED 2008	% Change		
				From 2007	ADOPTED 2009	From 2008
<b>INTERNAL SERVICES</b>						
Administrative Services	\$40,670	\$40,000	\$50,000	25.0%	\$50,000	0.0%
Communications & Public Involv.	772,526	806,003	986,771	22.4%	1,018,640	3.2%
Human Resources	17,706,548	27,019,312	22,119,468	-18.1%	24,675,238	11.6%
Management Information Services	4,780,990	6,567,751	8,001,765	21.8%	7,376,788	-7.8%
Operation Services	11,675,925	13,408,715	19,355,149	44.3%	19,808,314	2.3%
<b>TOTAL</b>	<b>\$34,976,659</b>	<b>\$47,841,781</b>	<b>\$50,513,153</b>	<b>5.6%</b>	<b>\$52,928,980</b>	<b>4.8%</b>
Transfers to Other Funds	(170,000)	0	(217,292)	-100.0%	0	-100.0%
<b>NET INTERNAL SERVICES</b>	<b>\$34,806,659</b>	<b>\$47,841,781</b>	<b>\$50,295,861</b>	<b>5.1%</b>	<b>\$52,928,980</b>	<b>5.2%</b>
<b>FINANCIAL SERVICES</b>						
Economic Development	\$319,869	\$418,855	\$607,884	45.1%	\$650,745	7.1%
Finance	4,194,249	6,100,380	6,698,830	9.8%	6,867,846	2.5%
<b>TOTAL</b>	<b>4,514,118</b>	<b>6,519,235</b>	<b>7,306,714</b>	<b>12.1%</b>	<b>7,518,591</b>	<b>2.9%</b>
Transfers to Other Funds	0	0	0	0.0%	0	0.0%
<b>NET FINANCIAL SERVICES</b>	<b>\$4,514,118</b>	<b>\$6,519,235</b>	<b>\$7,306,714</b>	<b>12.1%</b>	<b>\$7,518,591</b>	<b>2.9%</b>
<b>CULTURE, PARKS, RECREATION &amp; ENVIRONMENT</b>						
Cultural Services	7,674,430	5,534,533	5,270,840	-4.8%	5,384,162	2.1%
Natural Resources	\$10,870,147	\$11,425,053	\$10,223,320	-10.5%	\$10,301,521	0.8%
Parks	9,811,216	9,859,093	10,935,551	10.9%	11,167,519	2.1%
Recreation	7,263,830	7,575,999	7,850,915	3.6%	8,111,108	3.3%
<b>TOTAL</b>	<b>35,619,623</b>	<b>34,394,678</b>	<b>34,280,627</b>	<b>-0.3%</b>	<b>34,964,310</b>	<b>2.0%</b>
Transfers to Other Funds	(1,480,209)	(1,476,607)	(3,484,831)	136.0%	(1,466,356)	-57.9%
<b>NET CULTURE, PARKS, RECREATION &amp; ENVIRONMENT</b>	<b>\$34,139,413</b>	<b>\$32,918,071</b>	<b>\$30,795,796</b>	<b>-6.4%</b>	<b>\$33,497,954</b>	<b>8.8%</b>
<b>EXECUTIVE, LEGISLATIVE &amp; JUDICIAL</b>						
City Attorney	\$971,413	\$1,099,100	\$1,145,101	4.2%	\$1,229,451	7.4%
City Council	119,220	161,734	167,800	3.8%	170,974	1.9%
City Manager	1,921,471	1,731,102	2,222,806	28.4%	2,294,956	3.2%
Municipal Court	614,459	645,881	707,507	9.5%	752,287	6.3%
<b>TOTAL</b>	<b>3,626,563</b>	<b>3,637,817</b>	<b>4,243,214</b>	<b>16.6%</b>	<b>4,447,668</b>	<b>4.8%</b>
Transfers to Other Funds	0	0	0	0.0%	0	0.0%
<b>NET EXECUTIVE, LEGISLATIVE &amp; JUDICIAL</b>	<b>\$3,626,563</b>	<b>\$3,637,817</b>	<b>\$4,243,214</b>	<b>16.6%</b>	<b>\$4,447,668</b>	<b>4.8%</b>
<b>CITY CLERK</b>						
City Clerk	655,782	773,620	650,244	-15.9%	859,289	32.1%
<b>NET CITY CLERK</b>	<b>\$655,782</b>	<b>\$773,620</b>	<b>\$650,244</b>	<b>-15.9%</b>	<b>\$859,289</b>	<b>32.1%</b>
<b>POLICE</b>						
Office of the Chief	\$1,950,107	\$2,076,313	\$1,935,219	-6.8%	\$1,999,652	3.3%
Information Services	6,018,669	6,256,256	6,774,214	8.3%	7,063,780	4.3%
Investigations	5,695,311	5,564,591	5,711,683	2.6%	5,955,833	4.3%
Patrol	13,675,058	14,224,312	15,604,961	9.7%	16,088,846	3.1%
<b>NET POLICE</b>	<b>\$27,339,145</b>	<b>\$28,121,472</b>	<b>\$30,026,077</b>	<b>6.8%</b>	<b>\$31,108,111</b>	<b>3.6%</b>
<b>PLANNING, DEVELOPMENT &amp; TRANSPORTATION</b>						
City Planning & Community Dev	\$1,641,492	\$1,877,519	\$2,213,720	17.9%	\$2,311,661	4.4%
Development Planning & Zoning	905,752	1,030,575	1,152,237	11.8%	1,074,539	-6.7%
Neighborhood & Building	2,262,716	2,240,106	2,717,374	21.3%	2,834,439	4.3%
Transport/Dial-A-Ride	12,619,367	9,623,378	11,091,076	15.3%	10,874,885	-1.9%
Transportation Group	33,521,162	31,459,437	33,783,588	7.4%	33,715,698	-0.2%
<b>TOTAL</b>	<b>50,950,489</b>	<b>46,231,015</b>	<b>50,957,995</b>	<b>10.2%</b>	<b>50,811,222</b>	<b>-0.3%</b>
Transfers to Other Funds	(11,408,839)	(486,474)	(1,888,669)	288.2%	(484,959)	-74.3%
<b>NET PLANNING, DEVELOPMENT &amp; TRANSPORTATION</b>	<b>\$39,541,650</b>	<b>\$45,744,541</b>	<b>\$49,069,326</b>	<b>7.3%</b>	<b>\$50,326,263</b>	<b>2.6%</b>
<b>UTILITY</b>						
Customer Service & Administration	\$10,620,558	\$11,747,114	\$14,314,156	21.9%	\$14,310,668	0.0%
Light & Power	78,251,461	85,237,065	90,288,372	5.9%	94,045,354	4.2%
Stormwater	3,973,899	4,954,589	5,440,270	9.8%	5,417,370	-0.4%
Wastewater	10,447,670	11,728,480	12,220,728	4.2%	13,831,631	13.2%
Water	14,756,704	18,540,199	19,809,149	6.8%	20,611,356	4.0%
<b>TOTAL</b>	<b>118,050,292</b>	<b>132,207,446</b>	<b>142,072,675</b>	<b>7.5%</b>	<b>148,216,379</b>	<b>4.3%</b>
Transfers to Other Funds	(137,310)	(142,894)	(115,000)	-19.5%	(115,000)	0.0%
<b>NET UTILITY</b>	<b>\$117,912,982</b>	<b>\$132,064,552</b>	<b>\$141,957,675</b>	<b>7.5%</b>	<b>\$148,101,379</b>	<b>4.3%</b>
<b>NON-DEPARTMENTAL</b>						

# CITY EXPENDITURES DETAIL

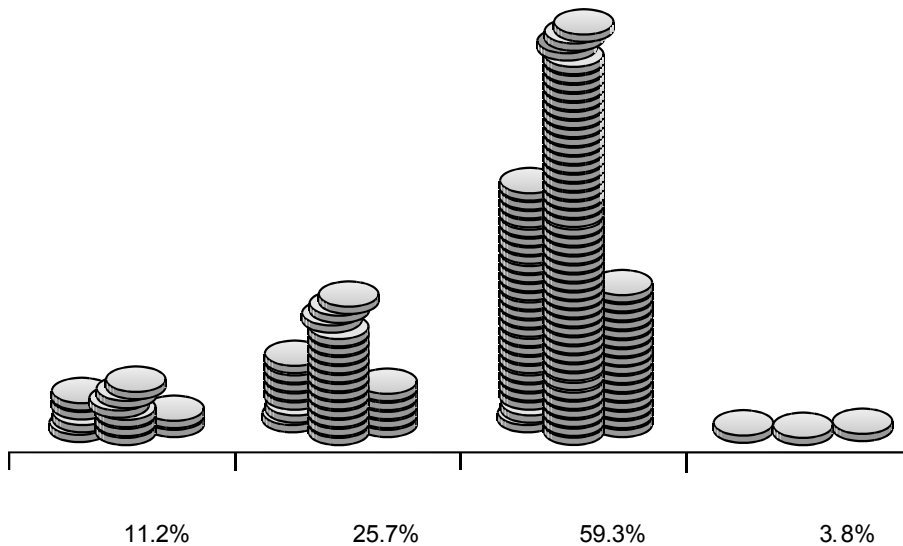
SERVICE AREA Department	ACTUAL 2006	ADOPTED 2007	ADOPTED 2008	% Change		
				From 2007	ADOPTED 2009 From 2008	
Capital Expansion Fund	\$8,088,258	\$490,507	\$459,981	-6.2%	\$461,141 0.3%	
General Fund - Other	18,666,060	18,634,066	20,797,353	11.6%	23,251,219 11.8%	
General Fund - Poudre Fire	15,269,412	16,440,379	16,383,100	-0.3%	17,223,796 5.1%	
General Employees' Retire. Fund	1,822,230	2,602,110	2,684,342	3.2%	2,764,973 3.0%	
Sales & Use Tax Fund	78,359,284	75,895,362	78,137,453	3.0%	78,583,777 0.6%	
Special Assessment Debt Service	0	0	0	0.0%	830,000 100.0%	
<b>TOTAL</b>	<b>122,205,244</b>	<b>114,062,424</b>	<b>118,462,229</b>	<b>3.9%</b>	<b>123,114,906</b> <b>3.9%</b>	
Transfers to Other Funds	(99,586,126)	(91,545,834)	(96,829,559)	5.8%	(100,557,039) 3.8%	
<b>NET NON-DEPARTMENTAL</b>	<b>\$22,619,118</b>	<b>\$22,516,590</b>	<b>\$21,632,670</b>	<b>-3.9%</b>	<b>\$22,557,867</b> <b>4.3%</b>	
<b>OPERATING BUDGET</b>	<b>397,937,914</b>	<b>413,789,488</b>	<b>438,512,928</b>	<b>6.0%</b>	<b>453,969,456</b> <b>3.5%</b>	
Transfers to Other Funds	(112,782,484)	(93,651,809)	(102,535,351)	9.5%	(102,623,354) 0.1%	
<b>NET OPERATING BUDGET</b>	<b>\$285,155,430</b>	<b>\$320,137,679</b>	<b>\$335,977,577</b>	<b>4.9%</b>	<b>\$351,346,102</b> <b>4.6%</b>	
<b>DEBT SERVICE</b>						
Capital Leasing Corporation	\$4,721,041	\$5,730,934	\$5,726,331	-0.1%	\$5,717,380 -0.2%	
Debt Service	2,791,955	1,348,081	1,352,038	0.3%	1,352,478 0.0%	
Golf (Parks)	409,021	422,633	412,093	-2.5%	411,349 -0.2%	
Stormwater	4,493,087	4,469,968	4,418,840	-1.1%	4,253,990 -3.7%	
Wastewater	5,395,374	5,662,304	5,387,040	-4.9%	7,869,482 46.1%	
Water	6,494,135	6,635,735	6,623,813	-0.2%	6,628,175 0.1%	
<b>TOTAL</b>	<b>24,304,613</b>	<b>24,269,655</b>	<b>23,920,155</b>	<b>-1.4%</b>	<b>26,232,854</b> <b>9.7%</b>	
Transfers to Other Funds	0	0	0	0.0%	0 0.0%	
<b>NET DEBT SERVICE</b>	<b>\$24,304,613</b>	<b>\$24,269,655</b>	<b>\$23,920,155</b>	<b>-1.4%</b>	<b>\$26,232,854</b> <b>9.7%</b>	
<b>CAPITAL IMPROVEMENTS</b>						
1/4 Cent Natural Areas	34,534	608,171	0	-100.0%	0 0.0%	
1/4 Cent Building on Basics	6,487,110	5,794,250	4,797,431	-17.2%	6,445,144 34.3%	
1/4 Cent Community Enhance.	6,586,702	0	0	0.0%	0 0.0%	
1/4 Cent Natural Areas and Parks	535,043	198,094	0	-100.0%	0 0.0%	
1/4 Cent Streets & Transportation	3,113,481	1,000,000	61,508,488	6050.8%	0 -100.0%	
Conservation Trust	1,939,114	1,267,397	1,369,885	8.1%	1,416,885 3.4%	
General City	37,340,119	329,070	3,074,429	834.3%	1,065,682 -65.3%	
Neighborhood Parkland	1,775,405	1,185,031	1,959,963	65.4%	1,478,052 -24.6%	
Light & Power	1,735,299	281,000	10,555,525	3656.4%	1,374,093 -87.0%	
Stormwater	6,836,400	5,515,000	7,611,775	38.0%	6,897,294 -9.4%	
Utility Customer Service & Admin.	0	0	150,000	0.0%	150,000 0.0%	
Wastewater	3,588,643	1,893,000	14,073,571	643.5%	28,755,548 104.3%	
Water	3,552,713	16,347,500	4,186,006	-74.4%	12,644,065 202.1%	
<b>TOTAL</b>	<b>73,524,563</b>	<b>34,418,513</b>	<b>109,287,073</b>	<b>217.5%</b>	<b>60,226,763</b> <b>-44.9%</b>	
Transfers to Other Funds	(885,129)	(1,460,950)	(1,021,351)	-30.1%	(1,450,002) 42.0%	
<b>NET CAPITAL IMPROVEMENT:</b>	<b>\$72,639,434</b>	<b>\$32,957,563</b>	<b>\$108,265,722</b>	<b>228.5%</b>	<b>\$58,776,761</b> <b>-45.7%</b>	
<b>NET CITY BUDGET</b>	<b>\$382,099,477</b>	<b>\$377,364,897</b>	<b>\$468,163,453</b>	<b>24.1%</b>	<b>\$436,355,717</b> <b>-6.8%</b>	
Transfers to Other Funds	113,667,613	95,112,759	103,556,702	8.9%	104,073,356 0.5%	
<b>TOTAL CITY BUDGET</b>	<b>\$495,767,090</b>	<b>\$472,477,656</b>	<b>\$571,720,155</b>	<b>21.0%</b>	<b>\$540,429,073</b> <b>-5.5%</b>	

# WHAT DOES A PROPERTY OWNER PAY?

## 2007 PROPERT TAX BASED ON 2006 ASSESMENT

### MILL LEVY

<u>CITY</u>	<u>COUNTY</u>	<u>SCHOOL DISTRICT</u>	<u>OTHER</u>	<u>TOTAL</u>
9.797	22.414	51.723	3.309	87.243



To illustrate the City property tax portion payable in 2007 by an individual owning a home valued at \$200,000 and a business owning property valued at \$600,000:

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

### ACTUAL VALUE

### ASSESSED VALUE

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

The 2007 City mill levy is 9.797 mills based on the 2006 assessed value of property (a mill equals one dollar for every thousand dollars of assessed valuation).

### ASSESSED VALUE   MILL LEVY   CITY PROPERTY TAX

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

# CITY EMPLOYEES BY SERVICE AREA/DEPT.

## CITY EMPLOYEES BY SERVICE AREA / DEPARTMENT

SERVICE AREA Department	ADOPTED 2006	ADOPTED 2007	ADOPTED 2008	ADOPTED 2009
<b>INTERNAL SERVICES</b>	<b>111.30</b>	<b>110.65</b>	<b>113.45</b>	<b>113.45</b>
Communications & Public Involv.	8.50	8.25	8.00	8.00
Human Resources	16.80	16.80	18.00	18.00
Management Information Services	27.10	26.70	27.55	27.55
Operation Services	58.90	58.90	59.90	59.90
<b>FINANCIAL SERVICES</b>	<b>40.00</b>	<b>40.00</b>	<b>42.80</b>	<b>42.80</b>
Economic Development	1.00	1.00	2.50	2.50
Finance	39.00	39.00	40.30	40.30
<b>CULTURE, PARKS, RECREATION &amp; ENVIRONMENT</b>	<b>161.63</b>	<b>160.57</b>	<b>169.55</b>	<b>169.55</b>
Cultural Services	17.55	17.55	18.05	18.05
Natural Resources	31.31	31.25	36.50	37.50
Parks	63.45	63.45	63.50	63.50
Parks Planning & Dev	10.02	10.02	10.00	10.00
Recreation	39.30	38.30	41.50	40.50
<b>EXECUTIVE, LEGISLATIVE &amp; JUDICIAL</b>	<b>32.40</b>	<b>33.40</b>	<b>34.30</b>	<b>34.30</b>
City Attorney	10.40	10.40	11.00	11.00
City Council	7.00	7.00	7.00	7.00
City Manager	9.00	10.00	10.50	10.50
Municipal Court	6.00	6.00	5.80	5.80
<b>CITY CLERK</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>
City Clerk	5.75	5.75	5.75	5.75
<b>POLICE</b>	<b>251.25</b>	<b>252.75</b>	<b>257.75</b>	<b>257.75</b>
Office of the Chief	15.50	15.50	13.75	13.75
Information Services	66.00	66.00	66.00	66.00
Investigations	55.25	55.25	52.00	52.00
Patrol	114.50	116.00	126.00	126.00
<b>PLANNING, DEVELOPMENT &amp; TRANSPORTATION</b>	<b>212.13</b>	<b>208.87</b>	<b>215.70</b>	<b>215.70</b>
Planning	19.51	18.55	20.45	20.45
Neighborhood & Building	23.45	23.45	28.50	28.50
Transfort/Dial-A-Ride	60.50	58.50	60.00	60.00
Transportation Group	108.67	108.37	106.75	106.75
<b>UTILITY</b>	<b>346.80</b>	<b>346.80</b>	<b>351.80</b>	<b>351.80</b>
Customer Service & Administration	104.25	104.25	102.75	102.75
Light & Power	90.75	90.75	90.25	90.25
Stormwater	24.30	24.30	24.01	24.01
Wastewater	61.00	61.00	64.89	64.89
Water	66.50	66.50	69.90	69.90
<b>TOTAL CITY</b>	<b>1,161.26</b>	<b>1,158.79</b>	<b>1,191.10</b>	<b>1,191.10</b>

NOTE: The total reflects classified and unclassified positions. This does not include contractual, hourly or seasonal employees.

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# 2008-2009 BUDGET RESULTS

## **B-1. ECONOMIC HEALTH**

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

.....

## **B-2. ENVIRONMENTAL HEALTH**

Fort Collins creates, maintains and promotes a healthy and sustainable environment with an adequate, high quality water supply.

.....

## **B-3. NEIGHBORHOOD LIVABILITY**

Fort Collins improves the livability, choices, and affordability of our neighborhoods.

.....

## **B-4. SAFER COMMUNITY**

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

.....

## **B-5. CULTURAL, RECREATIONAL, AND EDUCATIONAL OPPORTUNITIES**

Fort Collins provides diverse cultural and recreational opportunities that foster physical and mental well-being for community members.

.....

## **B-6. TRANSPORTATION**

Fort Collins improves the safety and ease of traveling to, from, and throughout the city.

.....

## **B-7. HIGH-PERFORMING GOVERNMENT**

Fort Collins is a model for an entrepreneurial, high quality city government.

# CITY BUDGET SUMMARY 2008 BY FUND TYPE

The following schedule lists 2008 resources and expenditures by fund type. One of the largest resources to the City is Fees & Charges. Most of the fees and charges are received by the utility funds which are Enterprise Funds. These charges are used to supply utility services to the community. Sales and Use Taxes are another large revenue source to the City. These taxes are received in the Sales and Use Tax Fund which is a Special Revenue Fund. The majority of sales and use taxes are then transferred to the General Fund or to the Capital Projects Funds for expenditure. Reserves Used represents the planned use of fund reserves.

	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue & Debt Funds	Capital Projects Funds	City Total
<b>CITY RESOURCES</b>						
Fees & Charges	\$22,215,548	\$153,111,081	\$47,441,706	\$18,098,072	\$800,000	\$241,666,407
Taxes	17,831,275	0	0	76,923,355	0	94,754,630
Intergovernmental	817,672	0	0	14,689,818	61,224,540	76,732,030
Earnings on Investments	2,113,865	3,165,000	611,442	3,507,677	293,640	9,691,624
Bonds and Other Debt	0	0	0	0	0	0
Miscellaneous	928,393	1,936,604	51,700	8,827,037	0	11,743,734
Transfers from Other Funds	59,519,928	0	85,771	34,693,787	9,257,216	103,556,702
Total Revenue	103,426,681	158,212,685	48,190,619	156,739,746	71,575,396	538,145,127
Reserves Used/(Excess)	4,328,893	25,119,784	3,711,371	(719,821)	1,134,801	33,575,028
Total Available Resources	\$107,755,574	\$183,332,469	\$51,901,990	\$156,019,925	\$72,710,197	\$571,720,155
<b>CITY EXPENDITURES</b>						
Economic Health	\$6,891,295	\$190,470	\$0	\$668,005	\$0	\$7,749,770
Environmental Health	988,880	64,940,230	93,698	3,377,297	0	69,400,105
Neighborhood Livability	2,255,428	0	0	0	0	2,255,428
Safe Community	45,707,233	115,369,388	0	547,647	0	161,624,268
Cultural & Recreational Opportunities	10,391,435	2,717,381	0	12,930,109	4,073,849	30,112,774
Transportation	12,909,728	115,000	0	33,213,569	64,503,030	110,741,327
A High Performing Government	23,887,760	0	51,722,521	0	0	75,610,281
Outcome Expenditures	103,031,759	\$183,332,469	51,816,219	50,736,627	68,576,879	457,493,953
Other Expenditures *	4,723,815	0	85,771	105,283,298	4,133,318	114,226,202
Total City Expenditures	\$107,755,574	\$183,332,469	\$51,901,990	\$156,019,925	\$72,710,197	\$571,720,155

\* Expenditures are shown by Outcome. The 2008-2009 budget used a modified Budgeting for Outcomes process. Some city expenditures were not included in an outcome. These Other Expenditures include Transfers to Other Funds - \$103 million; General Fund non-departmental expenses - \$4 million; and General City debt in the amount of \$7 million.

# CITY BUDGET SUMMARY 2009 BY FUND TYPE

The following schedule lists 2009 resources and expenditures by fund type. One of the largest resources to the City is Fees & Charges. Most of the fees and charges are received by the utility funds which are Enterprise Funds. These charges are used to supply utility services to the community. Sales and Use Taxes are another large revenue source to the City. These taxes are received in the Sales and Use Tax Fund which is a Special Revenue Fund. The majority of sales and use taxes are then transferred to the General Fund or to the Capital Projects Funds for expenditure. Reserves used represents the planned use of fund reserves.

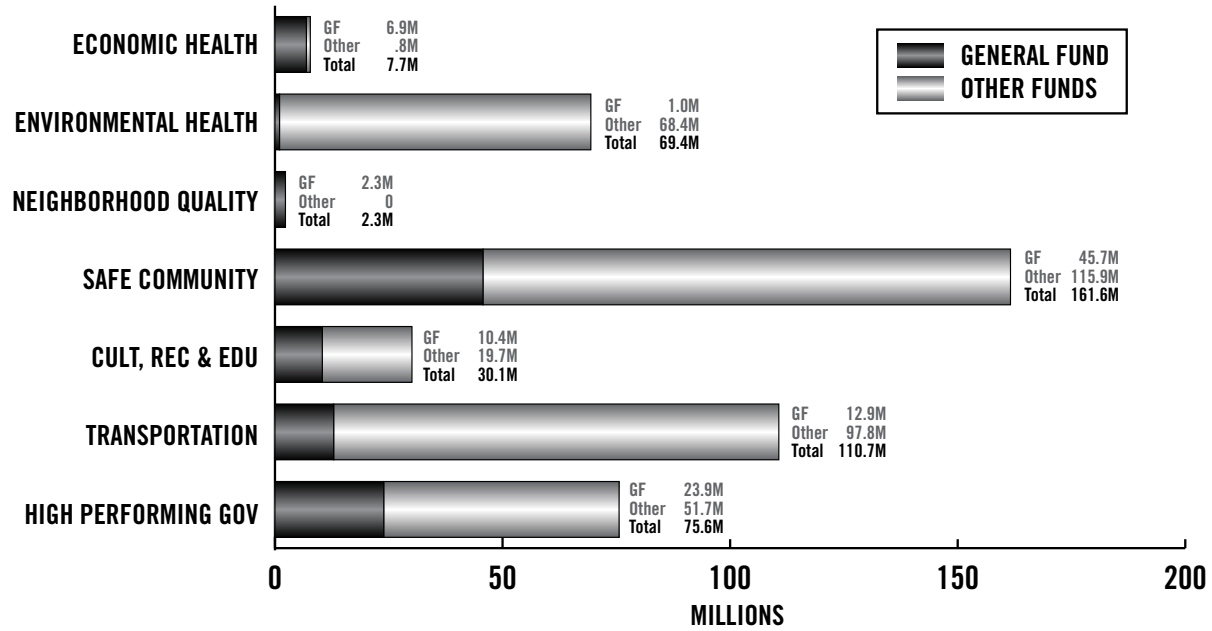
	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue & Debt Funds	Capital Projects Funds	City Total
<b>CITY RESOURCES</b>						
Fees & Charges	\$20,815,315	\$159,302,284	\$52,694,301	\$18,092,275	\$800,000	\$251,704,175
Taxes	18,065,596	0	0	78,691,956	0	96,757,552
Intergovernmental	864,825	0	0	13,199,054	2,043,155	16,107,034
Earnings on Investments	2,006,294	3,167,000	613,285	3,351,947	306,340	9,444,866
Bonds and Other Debt	0	30,000,000	0	0	0	30,000,000
Miscellaneous	861,530	1,821,264	52,200	9,073,341	0	11,808,335
Transfers from Other Funds	61,589,166	0	3,212,108	33,968,992	5,303,090	104,073,356
Total Revenue	104,202,726	194,290,548	56,571,894	156,377,565	8,452,585	519,895,318
Reserves Used/(Excess)	3,557,395	10,825,750	2,900,771	1,296,660	1,953,179	20,533,755
Total Available Resources	\$107,760,121	\$205,116,298	\$59,472,665	\$157,674,225	\$10,405,764	\$540,429,073
<b>CITY EXPENDITURES</b>						
Economic Health	\$7,123,959	\$198,498	\$0	\$661,248	\$0	\$7,983,705
Environmental Health	972,613	93,205,981	97,804	4,918,968	0	99,195,366
Neighborhood Livability	2,212,225	0	0	0	0	2,212,225
Safe Community	47,064,229	108,808,877	0	631,316	0	156,504,422
Cultural & Recreational Opportunities	10,737,928	2,787,942	0	11,699,768	6,161,271	31,386,909
Transportation	12,028,262	115,000	0	32,849,641	3,718,155	48,711,058
A High Performing Government Outcome Expenditures	19,282,385	0	59,288,670	0	0	78,571,055
Other Expenditures *	8,338,520	0	86,191	106,913,284	526,338	115,864,333
Total City Expenditures	\$107,760,121	\$205,116,298	\$59,472,665	\$157,674,225	\$10,405,764	\$540,429,073

\* Expenditures are shown by Outcome. The 2008-2009 budget used a modified Budgeting for Outcomes process. Some city expenditures were not included in an outcome. These Other Expenditures include Transfers to Other Funds - \$104 million; General Fund non-departmental expenses - \$5 million; and General City debt in the amount of \$7 million.

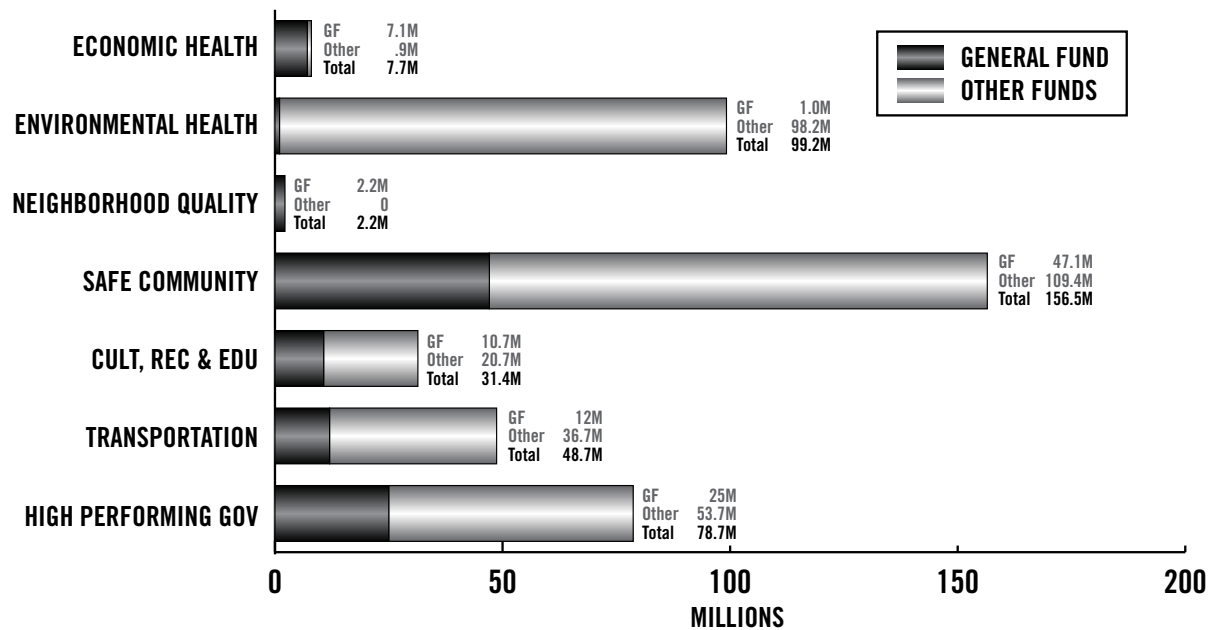
Note: A High Performing Government has been adjusted to show the transfer of Management Information Services budget from the General Fund to the Data & Communications Internal Service Fund.

# 2008-2009 BUDGET RESULTS

## TOTAL ALLOCATION BY RESULT (\$572M) GENERAL FUND & OTHER FUNDS – 2008

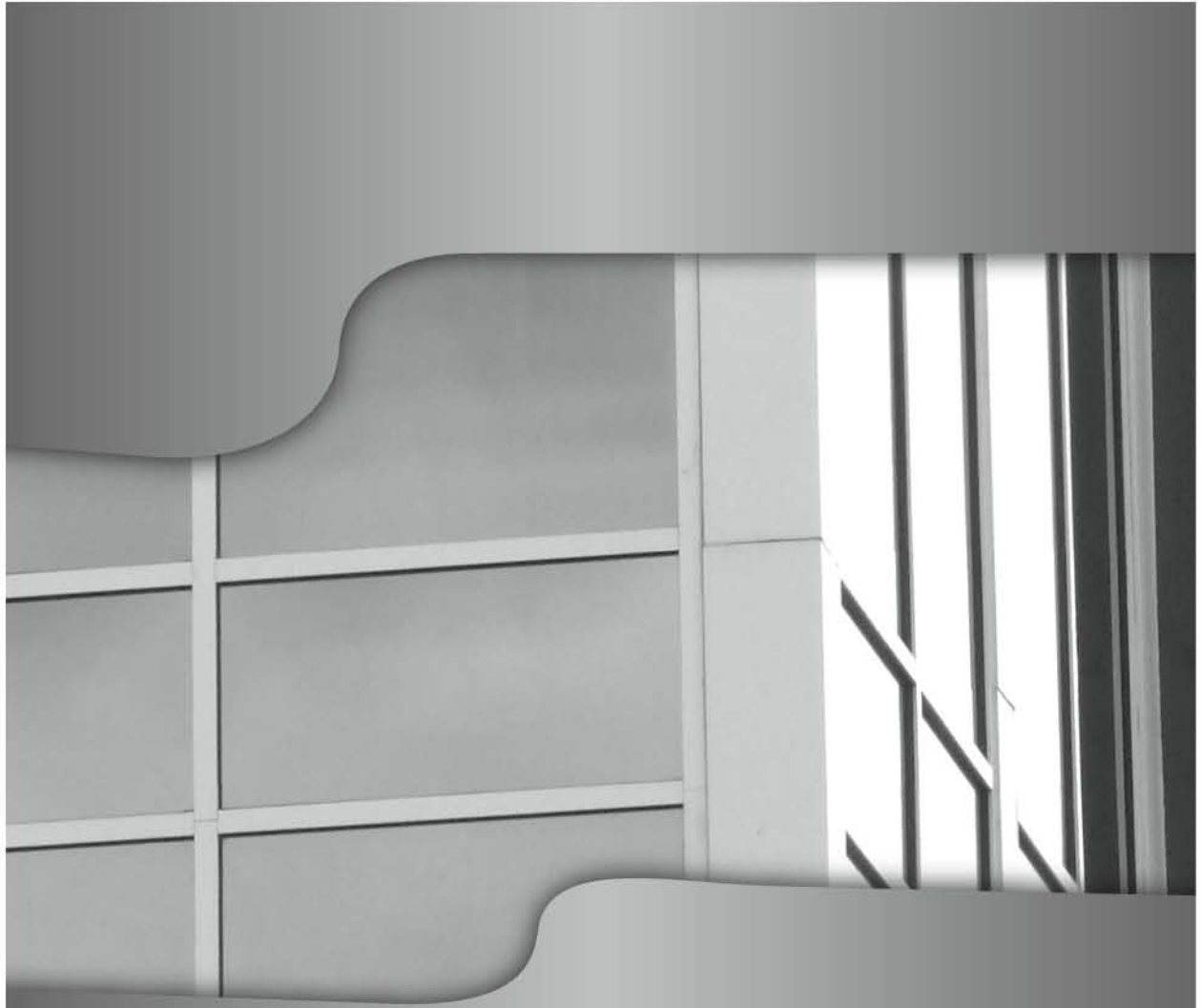


## TOTAL ALLOCATION BY RESULT (\$536M) GENERAL FUND & OTHER FUNDS – 2009



"Other" expenses are included in the Total City budget, but not in specific Result Areas. These include Transfers, Debt and accounting for the Sales and Use Tax fund which is transferred into other Result Areas. "Other" items not included in offers total \$114.2 Million in 2008 and \$112.7 Million in 2009.

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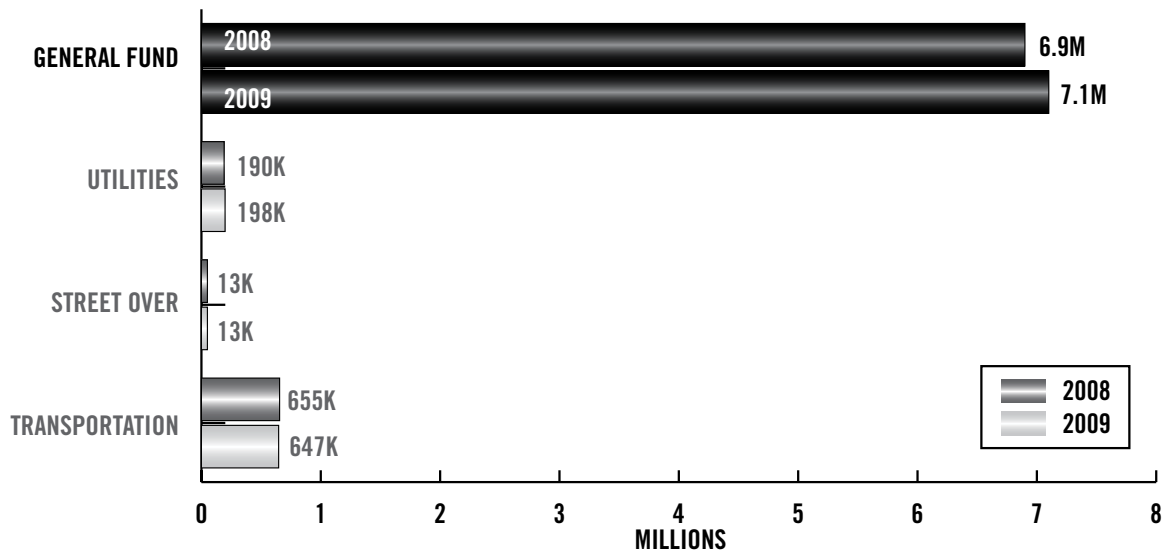
# **ECONOMIC** HEALTH

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

# 2008-2009 BUDGET RESULTS

## 1. ECONOMIC HEALTH

**2008 GENERAL FUND & OTHER FUNDS – 7.7M**  
**2009 GENERAL FUND & OTHER FUNDS – 8M**



## KEY ISSUES

The major offer funded within this outcome is the Development Review Center, totaling over \$3.5 million. The consolidation of City services to provide a “one-stop-shop” for development review began in 2006, and will be fully implemented in 2007. Full funding of this program will provide the support that staff needs to enhance service to the community through coordination and organizational efficiencies.

A key focus area is the enhancement of the Downtown area. Downtown is a unique asset to Fort Collins and an area of growing concern. Maintenance and security are essential to the City’s role in protecting and enhancing this key asset. Through improved maintenance and horticulture, holiday lighting and support of the downtown ice rink, the City can further invest in this area.

Several additional enhancements are included in the Economic Health Result Area, including additional investments in economic marketing, support of the UniverCity Connections project, and enhanced funding for the community’s Fourth of July celebration.

## REVENUE TRENDS & ISSUES

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

- Partnerships with the Downtown Development Authority, the General Improvement District and Downtown Business Association provide several programs that enhance the experience of diners, shoppers and other visitors to our Downtown

- 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 the Economic Health Program

## KEY PURCHASES

- Economic Health Program staff and programs to promote Fort Collins and improve its economic health
- Development Review Center consolidated approach to providing development review
- District One Police substation
- Support of Technology Incubator and Industry Clusters
- Fort Collins/Loveland Airport

## ENHANCEMENTS PURCHASED

- Downtown Enhancement: Includes improved downtown maintenance, flower displays, holiday lighting and landscaping
- 4th of July celebration enhancement
- Economic Marketing program enhancement
- Contribution to Northern Colorado Economic Development Corporation

## EXAMPLES OF SERVICES NOT PURCHASED

- City Plan Update: Originally planned to begin in late 2009, the start date of this major update to the City's comprehensive plan and Transportation Master Plan was deferred until early 2010 and will be funded in the next budget cycle
- Downtown Parking Cooperative
- Additional resources for District One including added officers
- Implementation of a new City logo and branding



# ECONOMIC HEALTH DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1	114.1	City Planning	549,446	60,000	General Fund	489,446			489,446	
2	194.1	Economic Health Program Leadership	236,022	98,914	General Fund	137,108	137,108	Vendor Fee	0	
3	116.1	City Planning & Community Development Admin	326,434			326,434			326,434	
4	187.1	District One and Crime Prevention	705,817			705,817			705,817	
5	129.1	Downtown Maintenance	965,216			965,216	136,000	Parks Rev	829,216	
6	194.2	Economic Marketing	96,862			96,862	96,862	Vendor Fee	0	
7	176.1	Development Review Center	3,579,952			3,579,952			2,721,477	858,475
8	194.5	Support the Fort Collins Technology Incubator	60,000			60,000			60,000	
9	193.1	Convention and Visitors Services	512,120			512,120	512,120	Lodging Taxes	0	
10	193.3	Welcome Center State Pass Through Grant	75,726			75,726	75,726	Grant	0	
11	194.3	Support Industry Cluster	100,000			100,000	60,380	Vendor Fee	39,620	
12	114.2	UniverCity Connections Phase II	20,000	20,000	General Fund	0			0	
13	194.7	Fort Collins/Loveland Airport Contribution	85,000			85,000			85,000	
14	129.2	Downtown Enhancement	235,175							
15	129.2	Downtown Enhancement	40,000	40,000	GF-DDA					
16	129.3	Ice Rink	40,000	78,525	GF-GID #1	116,650			116,650	
17	129.4	4th of July	57,000			57,000	40,000	DDA Payment	0	
18	129.5	Holiday Lighting	75,000			75,000	25,000	Contribution	32,000	
19	129.5	Holiday Lighting	75,000			75,000	30,000	DDA Payment	0	
20	194.9	NCEDC Contribution	30,000			30,000	15,000	DBA Payment	30,000	
21									30,000	
22		<b>Funded Offers</b>	7,749,770	297,439		7,452,331	1,128,196		5,465,660	858,475
23		<b>Allocation</b>		297,439			1,128,196		5,465,660	858,475
24		<b>Difference</b>		0			0		0	0
25										
26	176.3	Development Review Center Record Archive	13,500	13,500	General Fund	0			0	
27	188.1	Downtown Parking & Infill Development	100,000	100,000	General Fund	0			0	
28	187.2	District One Officer Enhancement	470,396			470,396			470,396	
29	194.8	New City Logo and Brand Implementation	236,775	236,775	General Fund	0			0	
30	194.6	SBDC Downtown Business and the Arts Program	35,000			35,000			35,000	
31	226.1	Downtown Parking Cooperative	200,000			200,000			200,000	
32										
33		<b>Unfunded Offers</b>	1,055,671	350,275		705,396	0		705,396	0
34										
35		<b>Total Offers</b>	8,805,441	647,714		8,157,727	1,128,196		6,171,056	858,475
36										

# ECONOMIC HEALTH DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1	114.1	City Planning	665,667	160,000	General Fund	505,667			505,667	
2	194.1	Economic Health Program Leadership	245,108	98,914	General Fund	146,194	Vendor Fee		0	
3	116.1	City Planning & Community Development Admin	336,401			336,401			336,401	
4	187.1	District One and Crime Prevention	733,683			733,683			733,683	
5	129.1	Downtown Maintenance	990,876			990,876	Parks Rev		854,876	
6	194.2	Economic Marketing	100,637			100,637	Vendor Fee		0	
7	176.1	Development Review Center	3,717,789			3,717,789			2,858,043	859,746
8	194.5	Support the Fort Collins Technology Incubator	60,000			60,000	1,494		58,506	
9	193.1	Convention and Visitors Services	522,368			522,368	Lodging Taxes		0	
10	193.3	Welcome Center State Pass Through Grant	75,726			75,726	Grant		0	
11	194.3	Support Industry Cluster	100,000			100,000	Vendor Fee		49,561	
12	194.7	Fort Collins/Loveland Airport Contribution	85,000			85,000			85,000	
13	194.4	Industry Cluster Date Update	30,000	30,000	General Fund	0			0	
14	129.2	Downtown Enhancement	118,450			118,450			118,450	
15	129.3	Ice Rink	40,000			40,000	DDA Payment		0	
16	129.4	4th of July	57,000			57,000	Contribution		32,000	
17	129.5	Holiday Lighting	75,000			75,000	DDA Payment		30,000	
18	194.9	NCEDC Contribution	30,000			30,000	DBA Payment		30,000	
20										
21		<b>Funded Offers</b>	7,983,705	288,914		7,694,791	1,142,858		5,692,187	859,746
22		<b>Allocation</b>		288,914			1,142,858		5,692,187	859,746
23		<b>Difference</b>		0			0		0	0
24										
25	187.2	District One Officer Enhancement	427,405			427,405			427,405	
26	194.6	SBDC Downtown Business and the Arts Program	35,000			35,000			35,000	
27	226.1	Downtown Parking Cooperative	100,000			100,000			100,000	
28										
29		<b>Unfunded Offers</b>	562,405	0		562,405	0		562,405	0
30										
31		<b>Total Offers</b>	8,546,110	288,914		8,257,196	1,142,858		6,254,592	859,746

# ECONOMIC HEALTH

## **114.1 City Planning - Funded**

**2008 - \$549,446**  
**2009 - \$665,667**

This offer builds on projects initiated in 2006-'07, continuing high quality community planning as the foundation for strategic efforts to sustain our local economy. City Plan and related plans and policies will be updated and implemented; business data and research services will be provided to support the competitiveness of existing and new businesses; and services will support targeted industry clusters, support targeted redevelopment, and foster community attributes unique to Fort Collins such as historic Downtown, CSU, and the Poudre River. Coordinated efforts to deal with critical changes happening in the City and region will be managed through interdepartmental and intergovernmental relationships such as the UniverCity Connections initiative, Mason Corridor, and I-25 interchanges.

## **114.2 UniverCity Connections Phase II - Funded**

**2008 - \$20,000**  
**2009 - \$0**

This offer requests \$20,000 in 2008 as a City match to Community Foundation funding in order to sustain UniverCity Connections during Phase II. In 2006-07, Phase I of UniverCity Connections brought together diverse interests to develop exciting new ideas involving the Downtown, University and River. This process resulted in a report detailing initiatives that involve the City, Colorado State University, Community Foundation, Downtown Development Authority and other organizations and individuals. Phase II involves implementation of the initiatives. The goal of Phase II is to continue to raise the profile of the study area defined in Phase I, to foster communication among all stakeholders and to provide the framework, staffing and resources to move specific initiatives forward.

## **116.1 City Planning & Community Development Administration - Funded**

**2008 - \$326,434**  
**2009 - \$336,401**

This offer provides for the City Planning and Community Development Director, Administrative Support Supervisor, and Administrative Secretary I. Functions range from executive leadership of City planning efforts, to managing department financial obligations and personnel, to customer service, to logistical support for all projects, programs and activities contained in the department's other offers. All functions are based on identifying community wants and needs; engaging the community with proactive and responsive outreach; leading City efforts with effective and progressive management; and making the most of personnel resources to accomplish these results.

## **129.1 Downtown Landscape and Maintenance - Funded**

**2008 - \$965,216**  
**2009 - \$990,876**

This offer addresses the operation and maintenance of the public spaces in the core downtown area through financial support from General Fund, the Downtown Development Authority and Progressive Old Town Square Company. This core area is considered an essential economic asset of the City and needs to be maintained adequately to retain and attract new business, cultural and residential activities to the area. The core downtown area for this offer is defined as the area between Cherry Street and Mulberry Street, and three blocks east and west of College Avenue. Maintenance for these areas includes turf care and maintenance including irrigation systems, shrub and flower planting and maintenance, cleaning, and litter control and snow removal.

## **129.2 Downtown Maintenance Enhancement - Funded**

**2008 - \$235,175**  
**2009 - \$118,450**

This offer is an enhancement proposal to expand the maintenance and management of the downtown core area. The Parks Division currently maintains City properties on College Avenue at the corners and public buildings in the core downtown. This offer expands the area to all sidewalks between the corners on College Avenue from Olive Street to LaPorte Avenue, one block east and west on Olive Street, Oak Street, Mountain Avenue and LaPorte Avenue. This offer includes daily litter control, monthly power washing (six times), and horticultural expansion by adding more planters at the corners and mid block on College Avenue. In addition, eight light poles will have hanging baskets added. This does not include snow removal in the proposed expanded area.

# ECONOMIC HEALTH

## 129.3 Ice Rink - Funded

2008 - \$40,000  
2009 - \$40,000

This offer is for the installation and removal of the ice rink in Old Town Square for the holiday season. 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.

## 129.4 4th of July - Funded

2008 - \$57,000  
2009 - \$57,000

This offer is for the Parks Division share of coordinating and hosting the annual Fourth of July Celebration in City Park. This event includes evening entertainment and the fireworks display. This offer is based on a public/private partnership that includes full sponsorship for the cost of the fireworks.

## 129.5 Downtown Holiday Lighting - Funded

2008 - \$75,000  
2009 - \$75,000

This is an offer to improve the quality and quantity of holiday lighting in the downtown core area. In 2007, an upgrade in lighting is being investigated to change from incandescent lights to LED lights. A one time investment of \$100,000.00 will be funded by the DDA to purchase energy saving LED lights. Funding to install and remove the lights and to cover other costs will come from a partnership between the City, DDA, and DBA. The DBA will contribute \$15,000 and the City and the DDA will each contribute \$30,000 annually.

## 176.1 Development Review Center - Funded

2008 - \$3,579,952  
2009 - \$3,717,789

The Development Review Center (DRC) functions as a central location for most development and construction related activities and manages the development review process which ensures consistency with City codes, standards and policies. Co-located staff collaborate to provide services that include the review and evaluation of all development and construction proposals from the conceptual design stage through certificate of occupancy. All customer and admin services related to these, as well as compliance activities, are included in this offer. Other services include: building and rental inspection, annexations and related activities, zoning use inquiries, variance and rezoning requests, and providing other code, policy or general information related to property use and development. Training sessions related to the development review process and workshops will continue to be provided. Efforts to implement new technologies that will consolidate systems, automate manual systems, and increase functionality will continue.

## 176.3 Development Review Center Records Archive - Not Funded

2008 - \$13,500  
2009 - \$0

This is a request for one-time money to fund an hourly employee for 6 months to complete a records archive project that will bring up to date all electronic records related to building services and activities.

## 187.1 District One and Crime Prevention - Funded

2008 - \$705,817  
2009 - \$733,683

This offer consists of basic police services provided to our community by officers assigned to the District One Substation. The substation, created in 1996, serves the northeast section of Fort Collins and is located in the heart of Fort Collins' historic district. District One establishes a visible law enforcement presence in the Old Town area that encourages economic vitality for the premier entertainment and shopping district in Northern Colorado. The District One officers focus their attentions on a plethora of issues ranging from loitering, DUI, liquor enforcement, transients, traffic and loud and obnoxious noise emanating from car stereos and alternated exhaust systems. They also address problems throughout the district by taking a problem solving approach. Sworn staffing for the substation consists of one sergeant, one alcohol enforcement officer, four community-policing officers, and one-crime prevention officer.

# ECONOMIC HEALTH

## **187.2 District One Officer Enhancement - Not Funded**

**2008 - \$470,396**  
**2009 - \$427,405**

This is an enhancement offer to add four additional officers to the current staffing of District One. District One is the unit primarily responsible for working with businesses and business associations in Old Town. The officers have various tasks through District One. A primary responsibility is to work with bar owners and liquor establishment. They also respond to most bar disturbances on weekend nights. Fort Collins downtown is a vibrant and economically viable locale. When people feel safe in Old Town, day or night, the economic health of the city is vastly affected. This enhancement will increase the perception of personal safety downtown and result in economic enhancement and vitality to the city.

## **188.1 Downtown Parking & Infill Development Study - Not Funded**

**2008 - \$100,000**  
**2009 - \$0**

This offer is for a planning study that will assess the relative merits and feasibility of implementing one or more strategies that will serve as solutions to the special parking demands of the Downtown area. The City of Fort Collins Downtown Strategic Plan (2004) identified several issues related to parking and the parking supply in the Downtown area of Fort Collins. Among these issues was the recognition that, as the Downtown area further develops with an influx of residential development, there will result a "parking deficit". This may inhibit overall economic vitality of the area and also exacerbate current parking issues related to the supply of public parking. The main product of this study will be a document that will provide policy makers with the solid information and guidance they need to adequately address this problem and therefore to facilitate infill development and redevelopment in the core of our City. The result will be an enhanced level of service for downtown residents and those in the development community who do business downtown.

## **193.1 Convention and Visitors Services - Funded**

**2008 - \$512,120**  
**2009 - \$522,368**

This offer funds the City's contract with the Fort Collins Convention and Visitors Bureau (FCCVB), the official convention, tourism and marketing sales and services agency of the City. Funding comes from lodging tax revenues. 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 the visitor and convention delegate, 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.

## **193.3 Welcome Center State Pass Through Grant - Funded**

**2008 - \$75,726**  
**2009 - \$75,726**

This offer provides for the City's contract with the Convention and Visitors Bureau for convention and visitor services. The State of Colorado has awarded grants annually to be used for the operation of the Fort Collins Welcome Center. There are no City general funds or Lodging Tax revenue included in this program.

## **194.1 Economic Health Program Leadership - Funded**

**2008 - \$236,022**  
**2009 - \$245,108**

This offer provides resources to fund an Economic Advisor who will serve as the coordinator of the various City activities, services and plans directly related to the economic health of the community including developing and implementing the City Council's economic policies, the economic action plan, and providing staff support for the Economic Advisory Commission. The offer also includes developing and implementing strategies to address retention and expansion of existing businesses and attract new business to Fort Collins, partnerships with community and business leaders, encouragement of and support for entrepreneurial activity, and the establishment of ongoing measures of success as it relates to economic health and sustainability in our community.

# ECONOMIC HEALTH

## **194.2 Economic Marketing - Funded**

**2008 - \$ 96,862**  
**2009 - \$100,637**

This offer provides resources to implement the Communications Plan element of the Economic Action Plan as well as communication components of the target industry study. A FTE position will be responsible for developing relationships with local businesses, developing targeted business communication campaigns, expanding economic media relations, managing economic web page updates, and working closely with the City's graphic designer in developing and distributing high quality City of Fort Collins economic marketing materials. In addition, this position will manage the implementation of the new community-wide brand developed in 2007.

## **194.3 Support Industry Clusters - Funded**

**2008 - \$100,000**  
**2009 - \$100,000**

This offer includes funding for the support of existing and emerging clusters within Fort Collins. The funds recommended in this offer are to provide support to outside agencies for their organization and management of the cluster activities.

## **194.4 Industry Cluster Data Update - Funded**

**2008 - \$0**  
**2009 - \$30,000**

The City of Fort Collins has adopted an industry clusters approach to retaining, growing, and selectively attracting employers. In 2006, the City conducted a target industry study that identified Chip Design & Research and Development; Software; Biotechnology; Clean Energy; and Uniquely Fort Collins (Arts, Entertainment, Recreation, Unique Retail) as the key industries today in our community. This offer provides ongoing funding for updating the primary data related to selected clusters as well as scanning the local business sector to identify emerging or other clusters that the City may want to focus on.

## **194.5 Support the Fort Collins Technology Incubator - Funded**

**2008 - \$60,000**  
**2009 - \$60,000**

This offer includes funding for the ongoing support of the Technology Incubator. Investing in the Technology incubator supports the City industry clusters approach to business formation and development as well as providing one of the best tools for promoting business growth from within Fort Collins.

## **194.6 SBDC Downtown Business and the Arts Program - Not Funded**

**2008 - \$35,000**  
**2009 - \$35,000**

This offer is to assist the Small Business Development Center in designing and implementing a new program "Downtown Business and the Arts Program" to benefit the Fort Collins Downtown Business Community.

## **194.7 Fort Collins/Loveland Airport Contribution - Funded**

**2008 - \$85,000**  
**2009 - \$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.

## **194.8 New City Logo and Brand Implementation - Not Funded**

**2008 - \$236,775**  
**2009 - \$0**

In 2007, the City of Fort Collins partnered with numerous community organizations to conduct a community brand initiative. One of the recommended outcomes from that process is to replace the existing City of Fort Collins logo. This offer provides one-time funds to replace several key items that carry the City's logo: stationery, business cards, signage on City buildings, vehicle decals, and employee uniforms.

# ECONOMIC HEALTH

## **194.9 NCEDC Contribution - Funded**

**2008 - \$30,000**

**2009 - \$30,000**

This offer provides funding to support NCEDC programs and services that assist the City in implementing the Economic Action Plan, including the following: Business retention and expansion, Clean Energy Cluster support, Technology Incubator support, Regional Economist support, and ongoing support for managing site selection inquiries and State of Colorado incentives.

## **226.1 Downtown Parking Cooperative - Not Funded**

**2008 - \$200,000**

**2009 - \$100,000**

This offer provides seed money for the Downtown Parking Cooperative, a public/private partnership between the City of Fort Collins Parking Services and the downtown business community. Existing private parking lots will be improved and permits will be sold in those lots to downtown employees. The parking needs of the lot owner will also be met. This is the fastest, least expensive method to provide new parking availability in the downtown area.

# ECONOMIC HEALTH

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

## TEAM MEMBERS

Terri Bryant – Team Lead  
Lynn Sanchez – Facilitator  
Delynn Coldiron – Budget  
Patty Bigner – Communications  
Craig Dodd  
Joe Frank  
John Phelan  
Jeremy Reese  
Judi Vos

## INTRODUCTION/SUMMARY OF RESULTS MAP

**1. Strategic Economic Leadership** provides the foundation for the City's role in helping to create and maintain a healthy 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. Creation of Jobs and Businesses primarily focuses on retaining and growing existing businesses. Dynamic Business Centers are the core retail, cultural, and employment destinations that reflect the values of our unique community.

## INDICATORS

- 1. REGULARLY MEASURE JOB GROWTH IN TARGETED INDUSTRY CLUSTERS**  
**Measure: Quantitative measure of growth of jobs and net new business starts in six targeted industry clusters, compared to state and Larimer/Weld region.** This indicator will be a good measure of success of City efforts to develop the City's targeted industry clusters. This measure will need to be measured over several years.
- 2. TIME THAT IT TAKES A PROJECT TO GO THROUGH THE DEVELOPMENT REVIEW PROCESS.**  
**Measure: Processing time for selected development applications.** This is one indicator of the success of continual improvement in the development review process. Overall Development Plan, Preliminary Development Plan and Minor Amendments will be measured.
- 3. TIME THAT IT TAKES FOR A BUILDING PERMIT APPLICATION TO BE PROCESSED.**  
**Measure: Processing time for 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.
- 4. CUSTOMER SATISFACTION WITH CITY ECONOMIC HEALTH SERVICES AND PROGRAMS.**  
**Measure: Surveys of customer satisfaction with City services.** Surveying customer satisfaction with selected City economic health services and programs will help measure performance and guide needed changes to these programs. This could be done City wide; however, it will be critical for individual pro-



grams to have their own customer surveys.

## 5. SALES TAX GROWTH

**Measure: Percentage share of regional retail (clothing, cars, household furnishings) sales tax growth.**

A measure of the City's economic health is growth in retail sales, in particular, growth in "regional" retail. Sales tax generation is a significant source of revenue to provide needed public facilities and services.

## 6. HOUSEHOLD INCOME COMPARED TO COST OF LIVING

**Measure: Index household income to the cost of living.** The growth of household income is an excellent indicator of the general level of welfare of citizens in Fort Collins. By indexing household income to the cost of living, this indicator illustrates whether the community is prospering or whether costs of consumer goods and services are rising more rapidly than wages.

## 7. ECONOMIC HEALTH OF OUR DYNAMIC BUSINESS CENTERS.

**Measure: Retail sales, job growth and net new business starts in Downtown, Foothills Mall, South College, North College, Campus West and Harmony Corridor.** 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.

## 8. CREATION OF NEW BUSINESSES

**Measure: New sales tax licenses by industry classification** New business starts are an excellent measure of entrepreneurial activity.

## PURCHASING STRATEGIES

- Purchasing Strategy #1** – We are looking for offers that develop and communicate a long term vision and plan for economic health.
  - Please reference the Strategic Economic Leadership causal factor
- Purchasing Strategy #2** – We are looking for offers that create jobs and businesses through retention and expansion, and strategic attraction.
  - Please reference the Strong and Effective Partnerships and Creation of Jobs and Businesses causal factors.
- Purchasing Strategy #3** – We are looking for offers that create, implement, and support City plans and policies related to economic health.
  - Please reference the Strategic Economic Leadership and Dynamic Business Centers causal factor.
- Purchasing Strategy #4** – We are looking for offers that market Fort Collins locally, state-wide, and nationally as an attractive, business-friendly community and as a cultural, tourism, and retail destination.
  - Please reference the Strategic Economic Leadership, Creation of Jobs and Businesses and Dynamic Business Centers causal factors.
- Purchasing Strategy #5** – We are looking for offers that support and create strong local and regional partnerships.
  - Please reference the Strong and Effective Partnerships causal factor.
- Purchasing Strategy #6** – We are looking for offers that foster a business-friendly attitude through efficient, flexible, and accessible City staff and processes.
  - Please reference the Creation of Jobs and Businesses causal factor.
- Purchasing Strategy #7** – We are looking for offers that develop and communicate business data to provide coordinated and readily available access to information that new and existing businesses can utilize to be

competitive and thrive.

- Please reference the Creation of Jobs and Businesses causal factor.

8. **Purchasing Strategy #8** – We are looking for offers that facilitate intra-departmental collaboration, coordination, and communication.

- Please reference the Creation of Jobs and Businesses and Strategic Economic Leadership causal factors.

9. **Purchasing Strategy #9** – We are looking for offers that identify and implement appropriate incentives for development and redevelopment.

- Please reference the Dynamic Business Centers and Creation of Jobs and Businesses causal factors.

10. **Purchasing Strategy #10** - We are looking for offers that strengthen our community's dynamic business centers.

- Please reference the Dynamic Business Centers causal factor.

## NOTES/PRACTICES/SUPPORTING EVIDENCE

### Experts

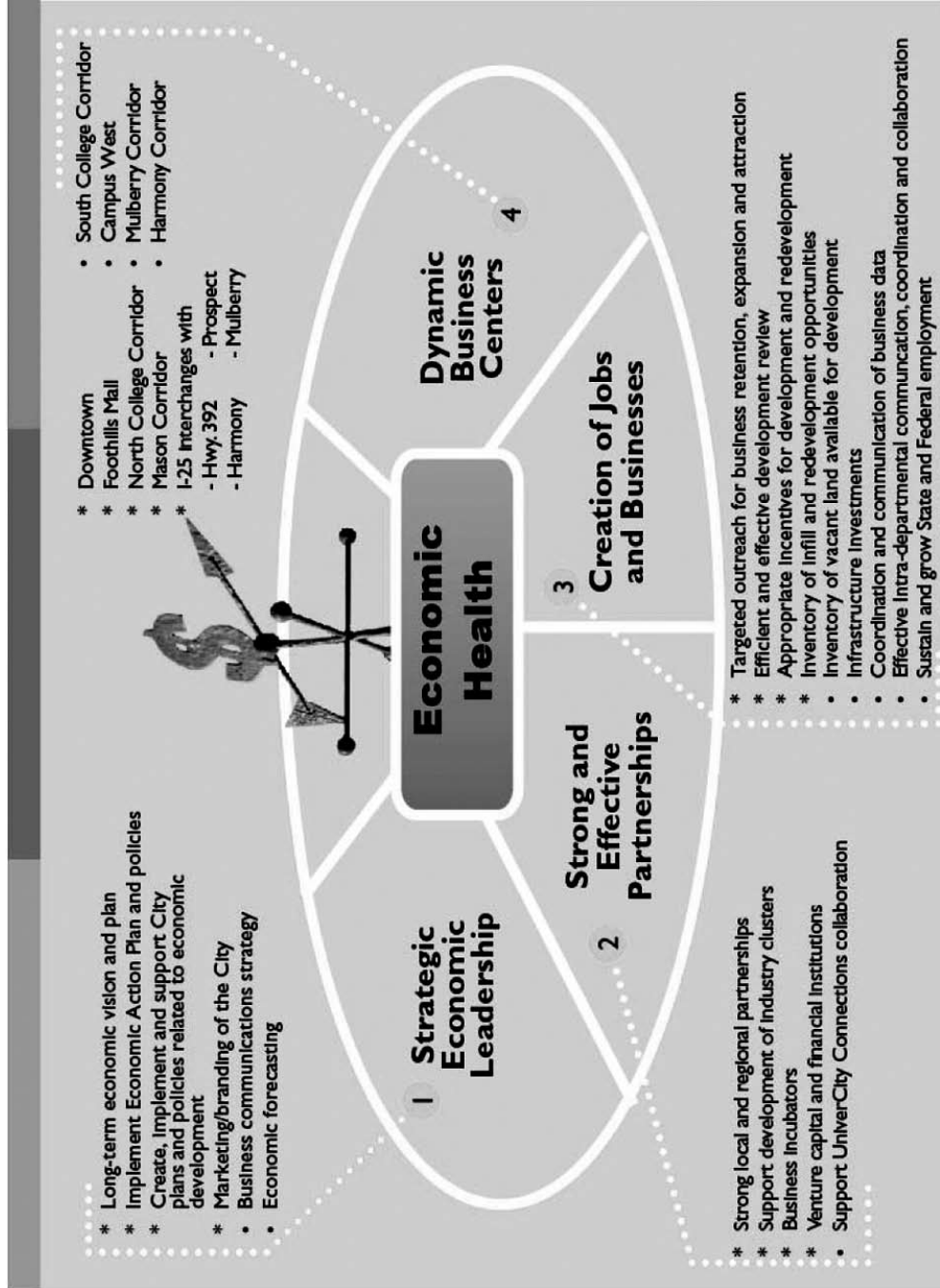
- David May and Ann Hutchinson (Chamber of Commerce)
- Jeremy Reese, (Sales Tax office)
- Joe Frank (Advance Planning)
- Chip Steiner (Downtown Develop Authority)
- Cameron Gloss (Current Planning)
- Timothy Wilder (Advance Planning)
- Mike Freeman (Economic Advisor)

### Documentation

- The City Council adopted Economic Vision and Value statement
- Economic Action Plan
- City Plan
- Downtown Strategic Plan
- Zucker Report
- Strategic Employment Opportunities: Select Industry Clusters in Fort Collins (2006)
- Refill Fort Collins Final Report (2006)
- Clean Energy Cluster (Web site)
- UniverCity Connections (Web site)
- Fort Collins Web Site

# ECONOMIC HEALTH RESULTS MAP

Fort Collins produces quality jobs, is economically diverse and builds on our core community strengths such as higher education, downtown, natural environment, and arts & culture.



Items related to BEET Street will be going to the Cultural and Recreational Opportunities team



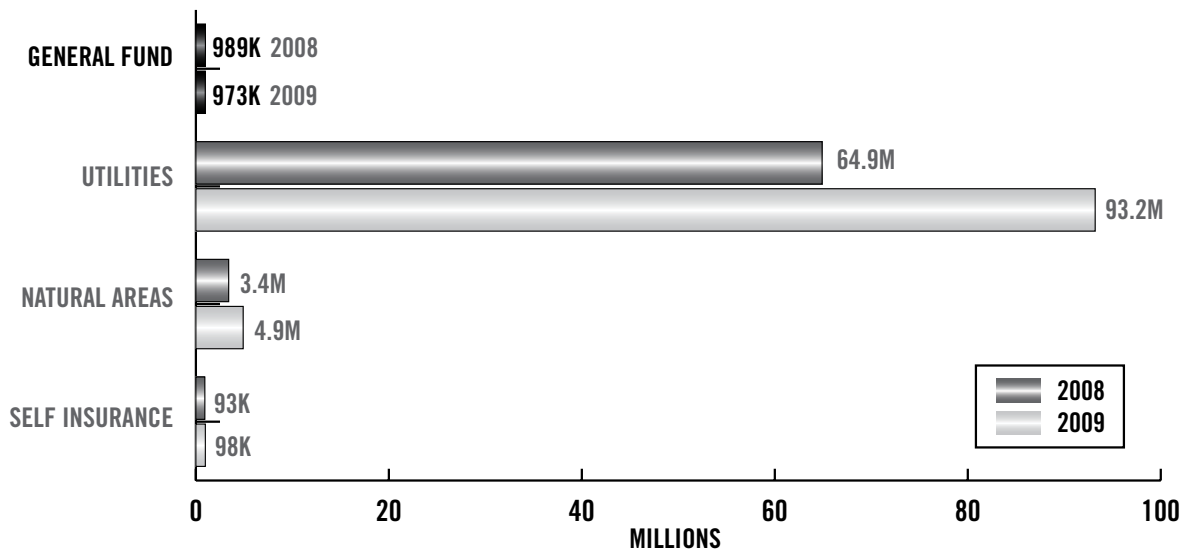
# ENVIRONMENTAL HEALTH

Fort Collins creates, maintains and promotes a healthy and sustainable environment with an adequate, high quality water supply.

# 2008-2009 BUDGET RESULTS

## 2. IMPROVE ENVIRONMENTAL HEALTH

**2008 GENERAL FUND & OTHER FUNDS – 69.4M**  
**2009 GENERAL FUND & OTHER FUNDS – 99.2M**



### KEY ISSUES

Additional General Fund resources were allocated to this result area to enhance the City's commitment to environmental code compliance and the successful Climate Wise program. This increased allocation allowed these programs to be enhanced in this budget cycle.

Halligan Reservoir and the Mulberry Wastewater Treatment Plant Capital projects account for nearly \$30 million of expenditures in this Result Area

### REVENUE TRENDS AND ISSUES

Though the entire Result Area encompasses nearly \$100 million in City expenditure, all but a small portion are Utility expenditures. The majority of offers in this Result Area are programs from the Water and Wastewater Utilities, with some environmental programs from the Electric Utilities. All of these programs are funded via customer utility rates.

Customer rates for Wastewater are projected to increase in both 2008 and 2009. Rates will increase by 12% in 2008 and 11% in 2009, with the majority of these increased revenues being allocated to the replacement of the Mulberry Wastewater Plant.

A significant revenue source in this area is derived from Natural Areas dedicated sales tax revenues. These revenues are dedicated exclusively to Natural Areas programs. In addition to these revenue sources, the Budget includes additional General Fund resources to other environmental programs, such as Climate Wise and an enhanced level of environmental code compliance.

## KEY PURCHASES

- 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

- Climate Wise Program with additional resources to enhance this program
- Continuing the Environment Compliance program and enhancing it with additional resources to both meet and exceed environmental standards
- Additional Air Quality Monitoring
- Hazardous Waste Study funding

## EXAMPLES OF SERVICES NOT PURCHASED

- Development Review Center Green Building initiative

# ENVIRONMENTAL HEALTH DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time Funding Source	Ongoing Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1		<b>General Fund</b>								
2	162.1	Excellence in Environmental Planning	666,748			666,748			666,748	0
3	162.2	Climate Wise	61,321			61,321			61,321	0
4	162.3	Climate Wise - Enhancement	29,383			29,383			29,383	0
5	166.1	West Nile Virus	221,072			221,072			121,678	99,394
6	162.4	Air Quality Monitor	30,000			30,000			30,000	0
7	162.5	Hazardous Waste Study	50,000	50,000	General Fund	0			0	0
8		<b>Water Fund</b>								
9	24.1	Utilities - Water Treatment & Water Resources	9,426,636			9,426,636			9,426,636	
10	23.1	Utilities - Water Field Services and Engineering	3,249,617			3,249,617			3,249,617	
11	4.1	Water Fund Payments and Transfers	13,671,560			13,671,560			13,671,560	
12	24.2	Water Plant Operator	70,226			70,226			70,226	
13		<b>Water Capital</b>								
14	72.1	Utilities Cap Project - Water/Cathodic Protection	50,000			50,000			50,000	
15	70.1	Utilities Cap Project - Water Supply Development	100,000			100,000			100,000	
16	73.1	Utilities Cap Project - Water/Halligan Reservoir Expan	190,000			190,000			190,000	
17	175.1	Utilities Cap Project - Water Master Planning	750,000			750,000			750,000	
18	64.1	Utilities Cap Project - Water Distribution System	755,000			755,000			755,000	
19	74.1	Utilities Cap Project - Water/Treatment Facility Improv	75,000			75,000			75,000	
20	76.1	Utilities Cap Project - Water Production Replacement	1,160,000			1,160,000			1,160,000	
21	71.1	Utilities Cap Project - Water/Southwest System Imp	50,000			50,000			50,000	
22	65.1	Utilities Cap Project - Water Improvement/Service Center	136,006			136,006			136,006	
23	161.1	Utilities Cap Project - Water/Meter Adds, Replace	920,000			920,000			920,000	
24		<b>Wastewater Fund</b>								
25	29.1	Utilities - Water Reclamation & Biosolids	6,485,104			6,485,104			6,485,104	
26	31.1	Utilities - Wastewater Field Svcs & Engineering	1,787,989			1,787,989			1,787,989	
27	10.1	Wastewater Fund Payments and Transfers	9,249,663			9,249,663			9,249,663	
28	29.2	Wastewater Plant Operator	70,226			70,226			70,226	
29		<b>Wastewater Capital</b>								
30	83.1	Utilities Cap Project - Wastewater/Mulberry Facility	6,150,000	6,150,000	Wastewtr Fund	0			0	
31	84.1	Utilities Cap Project - Wastewater Replacement Prg	3,794,000	3,794,000	Wastewtr Fund	0			0	
32	77.1	Utilities Cap Project - Wastewater Collection System	1,110,000	957,226	Wastewtr Fund	152,774			152,774	
33	80.1	Utilities Cap Project - Wastewater/Sludge Disposal	150,000			150,000			150,000	
34	143.1	Utilities Cap Project - Wastewater/NW Sewer Trunk	2,000,000	1,100,000	Wastewtr Fund	900,000			900,000	
35	82.1	Utilities Cap Project - Wastewater Collection System	50,000			50,000			50,000	
36	79.1	Utilities Cap Project - Wastewater/Drake Facility	750,000			750,000			750,000	
37	78.1	Utilities Cap Project - Wastewater /Service Ctr Imp	69,571			69,571			69,571	
38		<b>Natural Areas Fund</b>								
39	156.5	Natural Areas Program - Resource Management	1,233,935			1,233,935			1,233,935	
40	156.4	Natural Areas Program - Land Management	218,439			218,439			218,439	
41	156.1	Natural Areas - Land Conservation and Stewardship	916,083			916,083			916,083	
42	156.3	Natural Areas - Program Management	712,501			712,501			712,501	
43	156.2	Natural Areas - Facility Operations	206,942			206,942			206,942	
44		<b>Light &amp; Power Fund</b>								
45	162.2	Climate Wise	128,630			128,630			128,630	
46	162.3	Climate Wise - Enhancement	62,440			62,440			62,440	
47	15.1	Utilities - Energy Services	1,583,505			1,583,505			1,583,505	

# ENVIRONMENTAL HEALTH DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time	One-time	Ongoing	General Fund	Restricted	General Fund	Other Restricted
			Amount	Amount	Source	Amount	Amount	Ongoing	Description	Ongoing	Funds Ongoing
48	14.1	Utilities - Renewable Energy Premiums	885,061			885,061					885,061
49		<b>Self Insurance Fund</b>									
50	171.2	Environmental Regulation: Enhance Full Compliance	47,632			47,632					47,632
51	171.1	Environmental Regulation: Basic Compliance	75,816			75,816		29,750			46,066
52											
53		<b>Funded Offers</b>	69,400,106	12,051,226		57,348,880	0	938,880		938,880	56,410,000
54		<b>Allocation</b>		12,051,226			0	938,880		938,880	56,410,000
55		<b>Difference</b>		0				0		0	0
56											
57	166.1	West Nile Virus	14,156			14,156		14,156			
58	222.1	Development Review Center - Green Building	22,000	22,000	101 fund						
59											
60		<b>Unfunded Offers</b>	36,156	22,000		14,156	0	14,156			0
61											
62											
63		<b>Total Offers</b>	69,436,262	12,073,226		57,363,036	0	953,036		953,036	56,410,000
64											
65											



# ENVIRONMENTAL HEALTH DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1		<b>General Fund</b>								
2	162.1	Excellence in Environmental Planning	684,746			684,746			684,746	0
3	162.2	Climate Wise	62,889			62,889			62,889	0
4	162.3	Climate Wise - Enhancement	36,667			36,667			36,667	0
5	166.1	West Nile Virus	239,932			239,932			138,561	101,371
6	162.4	Air Quality Monitor	20,000			20,000			20,000	
7	162.5	Hazardous Waste Study								
8		<b>Water Fund</b>								
9	24.1	Utilities - Water Treatment & Water Resources	9,977,967			9,977,967				9,977,967
10	23.1	Utilities - Water Field Services and Engineering	3,360,913			3,360,913			3,360,913	
11	4.1	Water Fund Payments and Transfers	13,807,422			13,807,422				13,807,422
12	24.2	Water Plant Operator	77,683			77,683				77,683
13		<b>Water Fund Capital</b>								
14	72.1	Utilities Cap Project - Water/Catholic Protection	50,000			50,000				50,000
15	70.1	Utilities Cap Project - Water Supply Development	100,000			100,000				100,000
16	73.1	Utilities Cap Project - Water/Halligan Reservoir Expan	8,965,000	7,163,800	Water Fund	1,801,200				1,801,200
17	175.1	Utilities Cap Project - Water Master Planning	0							0
18	64.1	Utilities Cap Project - Water Distribution System	795,000			795,000				795,000
19	74.1	Utilities Cap Project - Water/Treatment Facility Improv	500,000			500,000				500,000
20	76.1	Utilities Cap Project - Water Production Replacement	1,175,000			1,175,000				1,175,000
21	71.1	Utilities Cap Project - Water/Southwest System Imp	0							0
22	65.1	Utilities Cap Project - Water Improvement/Service Center	139,065			139,065				139,065
23	161.1	Utilities Cap Project - Water/Meter Adds, Replace	920,000			920,000				920,000
24		<b>Wastewater Fund</b>								
25	29.1	Utilities - Water Reclamation & Biosolids	6,716,094			6,716,094				6,716,094
26	31.1	Utilities - Wastewater Field Svcs & Engineering	1,877,028			1,877,028				1,877,028
27	10.1	Wastewater Fund Payments and Transfers	13,014,903			13,014,903				13,014,903
28	29.2	Wastewater Plant Operator	77,683			77,683				77,683
29		<b>Wastewater Capital</b>								
30	83.1	Utilities Cap Project - Wastewater/Mulberry Facility	25,650,000			25,650,000				25,650,000
31	84.1	Utilities Cap Project - Wastewater Replacement Prg	1,497,000			1,497,000				1,497,000
32	77.1	Utilities Cap Project - Wastewater Collection System	1,150,000	647,687	W/Water Fund	502,313				502,313
33	80.1	Utilities Cap Project - Wastewater/Sludge Disposal	150,000			150,000				150,000
34	143.1	Utilities Cap Project - Wastewater/NW Sewer Trunk	0							0
35	82.1	Utilities Cap Project - Wastewater Collection System	50,000			50,000				50,000
36	79.1	Utilities Cap Project - Wastewater/Drake Facility	200,000			200,000				200,000
37	78.1	Utilities Cap Project - Wastewater/Service Ctr Imp	58,548			58,548				58,548
38		<b>Natural Areas Fund</b>								
39	156.5	Natural Areas Program - Resource Management	1,308,354			1,308,354				1,308,354
40	156.4	Natural Areas Program - Land Management	223,869			223,869				223,869
41	156.1	Natural Areas - Land Conservation and Stewardship	2,349,754			2,349,754				2,349,754
42	156.3	Natural Areas - Program Management	732,105			732,105				732,105
43	156.2	Natural Areas - Facility Operations	213,712			213,712				213,712

# ENVIRONMENTAL HEALTH DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
44		<b>Light &amp; Power Fund</b>								
45	162.2	Climate Wise	132,334			132,334				132,334
46	162.3	Climate Wise - Enhancement	77,914			77,914				77,914
47	15.1	Utilities - Energy Services	1,603,537			1,603,537				1,603,537
48	14.1	Utilities - Renewable Energy Premiums	1,072,693			1,072,693				1,072,693
49		<b>Self Insurance Fund</b>								
50	171.2	Environmental Regulation: Enhance Full Compliance	49,716			49,716				49,716
51	171.1	Environmental Regulation: Basic Compliance	77,838			77,838			29,750	48,088
52										
53		<b>Funded Offers</b>	99,195,366	7,811,487		91,383,879	0		972,613	90,411,266
54		<b>Allocation</b>		7,811,487			0		972,613	90,411,266
55		<b>Difference</b>		0					0	0
56										
57	222.1	Development Review Center - Green Building	12,000	12,000	General Fund					
58										
59		<b>Unfunded Offers</b>	12,000	12,000		0	0		0	0
60										
		<b>Total Offers</b>	99,207,366	7,823,487		91,383,879	0		972,613	90,411,266

# ENVIRONMENTAL HEALTH

## 4.1 Water Fund Payments and Transfers - Funded

2008 - \$13,671,560

2009 - \$13,807,422

This offer is for payments and transfers 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 Funds share of Utilities Customer Service and Administration fund, and payments to other city funds for miscellaneous services.

## 10.1 Wastewater Fund Payments and Transfers - Funded

2008 - \$ 9,249,663

2009 - \$13,014,903

This offer is for payments and transfers 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 Administration fund, and payments to other City funds for miscellaneous services.

## 14.1 Renewable Energy Premiums - Funded

2008 - \$885,061

2009 - \$1,072,693

This offer is for the purchase of wholesale wind/renewable energy for both the green pricing program and the rate-based renewables program.

## 15.1 Energy Services - Funded

2008 - \$1,583,505

2009 - \$1,603,537

This offer funds energy efficiency programs, community education and energy conservation programs.

## 23.1 Water Field Services and Engineering - Funded

2008 - \$3,249,617

2009 - \$3,360,913

This offer is for distribution of treated water, for domestic and fire fighting purposes, from the water treatment plant to our customers. It includes maintenance and repair of water mains, valves, fire hydrants, water meters, as well as leak detection for conservation purposes, backflow device inspection and testing to prevent contamination, and customer service response. This offer also includes engineering functions to support the above activities as well as purchase of vehicles and equipment. Our customers can contact the department 24 hours a day, 7 days a week for emergencies and customer service responses. Per State Law, all work on the water distribution system must be done under the supervision of a certified Responsible Operator in Charge. Per Federal Law, the Utility is responsible for the quality of our drinking water all the way to the point of use on our customers' premises.

## 24.1 Water Treatment & Water Resources - Funded

2008 - \$9,426,636

2009 - \$9,977,967

This offer includes management of the Utility's raw water supply and the provision of water treatment to provide the Utility's customers adequate supplies of water for domestic, commercial, and fire fighting purposes. Water resources management includes managing the raw water supplies, protecting water rights, planning future water supplies and maintaining water account and use information. Water treatment includes the physical operation and security of our raw water supply system including the Michigan Ditch, Joe Wright Reservoir, the Poudre Intake, raw water pipelines and the treatment facilities along with treated water storage facilities 24 hours a day, 7 days a week. This offer includes the City's watershed protection program which works cooperatively with other agencies to monitor, assess and protect water quality in the Cache la Poudre and Colorado-Big Thompson watersheds. This offer also includes analytical laboratory services in support of water treatment, water distribution, and source watershed protection activities.

# ENVIRONMENTAL HEALTH

## 24.2 Water Plant Operator - Funded

2008 - \$70,226  
2009 - \$77,683

This enhancement offer will add an additional plant operator due to one staff member retiring in 2009. Due to the complexity of the City of Fort Collins Water Treatment Facility, cross training for one year is essential for a smooth transition. The operator needs to begin in January of 2008 prior to the departure of the existing operator to achieve this goal. We will have one extra operator until 2009 retirement.

## 29.1 Water Reclamation & Biosolids - Funded

2008 - \$6,485,104  
2009 - \$6,716,094

This offer assures that all wastewater and biosolid residuals are treated as needed to protect the health and safety of our 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 our 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 National Pollution Discharge Elimination System (NPDES) Permit. Also included in this offer is the operation and maintenance of the 26,000 acre Meadow Springs Ranch, where residual biosolids from the wastewater treatment process are recycled; and analytical laboratory services in support of wastewater treatment, wastewater collection, and urban watershed activities. This offer also includes operation and maintenance of septic tank waste handling facilities, the industrial pretreatment program and grease inspection program per Federal requirements.

## 29.2 Wastewater Plant Operator - Funded

2008 - \$70,226  
2009 - \$77,683

This enhancement offer will add an additional plant operator due to a staff member retiring.

## 31.1 Wastewater Field Services & Engineering - Funded

2008 - \$1,787,989  
2009 - \$1,877,028

This offer is for collection of untreated wastewater from utility customers and conveyance to the water reclamation facilities to protect the health and safety of our customers, to comply with federal and state laws and to protect the environment. Operation and maintenance of the wastewater collection system includes manhole inspection, sewer cleaning, root removal, television inspection, lining and rehabilitation, infiltration/inflow control, and customer service responses. This offer also includes engineering functions to support the above activities as well as purchase of vehicles and equipment. Our customers can contact the department 24 hours a day, 7 days a week for emergencies and customer service responses. Per State Law, all work on the wastewater collection system must be done under the supervision of a certified Responsible Operator in Charge.

## 64.1 Utilities Cap Project - Water Distribution System - Funded

2008 - \$755,000  
2009 - \$795,000

This capital offer funds the design and construction of water line replacement projects.

## 65.1 Utilities Cap Project - Water/Service Center Improvements - Funded

2008 - \$136,006  
2009 - \$139,065

This offer is for the Water Funds share of energy and water conservation improvements to the Utilities Service Center. It also provides initial funding for the Water Funds portion for the purchase of a new customer service center. This is a capital project that will be funded by all four utility funds.

## 70.1 Utilities Cap Project - Water Supply Development - Funded

2008 - \$100,000  
2009 - \$100,000

This offer is to develop, evaluate, and improve various water supply projects.



# ENVIRONMENTAL HEALTH

## **82.1 Utilities Cap Project - Wastewater Collection System - Funded**

**2008 - \$50,000**  
**2009 - \$50,000**

This capital project offer funds the ongoing monitoring of flows in the wastewater collection system and continued updating of the computer model used to ensure orderly capital expansion of the collection system. The model is also used to identify areas of the collection system where high amounts of groundwater are entering the system so that corrective efforts can be focused and effective.

## **83.1 Utilities Cap Project - Wastewater/Mulberry Facility - Funded**

**2008 - \$6,150,000**  
**2009 - \$25,650,000**

Funds are provided to design and construct new secondary treatment for failing trickling filter and provide odor control for preliminary and primary treatment processes.

## **84.1 Utilities Cap Project - Wastewater Replacement Program - Funded**

**2008 - \$3,794,000**  
**2009 - \$1,497,000**

Funds are provided 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.

## **143.1 Utilities Cap Project - WW/NW Sewer Trunk Expansion - Funded**

**2008 - \$2,000,000**  
**2009 - \$0**

This capital project offer funds the replacement of approximately 10,000 feet of 12-inch wastewater trunk main between Taft Hill Road and Overland Trail, serving Utility customers in the Northwest part of the service area.

## **156.1 Natural Areas – Land Conservation and Stewardship - Funded**

**2008 - \$916,083**  
**2009 - \$2,349,754**

This offer continues the land and water conservation work of the Natural Areas Program, funded with designated natural areas sales tax revenues (City of Fort Collins' "Open Space, Yes!" and Larimer County's "Help Preserve Open Space").

## **156.2 Natural Areas -- Facility Operations - Funded**

**2008 - \$206,942**  
**2009 - \$213,712**

This offer supports the provision, renovation, and maintenance of operational facilities used by Natural Areas Program staff. Representative facilities include Nix Farms Natural Areas where most Natural Areas staff are housed and which includes offices, maintenance shop, equipment storage, and parking areas; ranger housing and maintenance facilities at Gateway Natural Area in the Poudre Canyon and Bobcat Ridge Natural Area near Masonville; and, a resident caretaker and studio/classroom at Reservoir Ridge Natural Area.

## **156.3 Natural Areas – Program Management - Funded**

**2008 - \$712,501**  
**2009 - \$732,105**

This offer continues program management (administration) of the Natural Areas Program, funded with designated natural areas sales tax revenues (City of Fort Collins' "Open Space, Yes!" and Larimer County's "Help Preserve Open Space").

# ENVIRONMENTAL HEALTH

## **156.4 Natural Areas Program – Land Management - Funded**

**2008 - \$218,439**  
**2009 - \$223,869**

This offer supports two full-time staff and the resources necessary to implement land management activities on 31,825 acres of Natural Area property. Activities include management of leased land; site plan development to determine agricultural crop type, haying rotations, and grazing prescriptions; and, ecological monitoring activities to document the effects of management efforts. Other activities include managing Natural Area water rights, preparing site management plans, resolving neighboring property owner issues and boundary issues, managing gravel mining permits, managing right-of-way requests, and funding West Nile mosquito control. Importantly, land management staff is leading the development of the Soapstone Prairie Natural Area management plan. Projects associated with this effort include contracting or conducting natural and cultural resource inventories, establishing baseline conditions of the property, developing resource management and conservation plans, visitor use plans, overseeing ranching operations, grazing management, and property development.

## **156.5 Natural Areas Program – Resource Management - Funded**

**2008 - \$1,233,935**  
**2009 - \$1,308,354**

This offer supports a variety of planning and on-the-ground management functions related to the stewardship and ecological restoration of vegetation, water, wildlife and other land-based resources on 32,000 acres of City-managed natural areas.

## **161.1 Utilities Cap Project - Water/Meter Adds, Replacement - Funded**

**2008 - \$920,000**  
**2009 - \$920,000**

This capital offer funds the addition, replacement, and rehabilitation of water meters.

## **162.1 Combined Environmental Services - Funded**

**2008 - \$666,748**  
**2009 - \$684,746**

This offer provides environmental programs and services to the community that will improve its environmental health. The skills and expertise of staff in the Natural Resources Department's Environmental Services Division are combined to comprehensively and efficiently address air quality, climate protection, waste reduction and recycling, and environmental education and outreach to the public, in support of existing City environmental policies. The offer also provides environmental services to support municipal operations and can respond to and provide leadership on emerging environmental issues.

## **162.2 Climate Wise - Funded**

**2008 - \$189,951**  
**2009 - \$195,223**

This offer funds the management of the nationally award winning Climate Wise program is a dynamic program that 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 the overall City of Fort Collins greenhouse gas reduction goal adopted by City Council in 1997, by saving more than 66,000 tons of CO<sub>2</sub> in 2006. Climate Wise partners implemented numerous cost-saving projects, saving more than \$2 million last year. This offer provides support to the Climate Wise program at historic levels but does not accommodate current growth or anticipated growth for 2008-09.

## **162.3 Climate Wise Enhancement - Funded**

**2008 - \$91,823**  
**2009 - \$114,581**

The nationally award winning Climate Wise program is a dynamic program that strengthens our local economy, protects our air quality, and reinforces our community's commitment to maintain a high quality of life in Fort Collins. This enhancement offer proposes to increase staffing by one half-time and one quarter-time position (total of .75) to sustain services related to the expansion of the program. Additional resources are needed to support the increase of business partners, the increase in activity and number of projects from existing and new partners, and the resulting increase in marketing and technical support of the business partners. (Climate Wise has grown from 13 partners in 2000 to more than 70 in 2007, with projected future growth of more than 130 partners by the end of 2009.)

# ENVIRONMENTAL HEALTH

## **162.4 Air Quality Monitor - Funded**

**2008 - \$30,000**  
**2009 - \$20,000**

This proposal will provide the installation and ongoing operation of an existing real-time particulate monitoring site in Fort Collins and publication and distribution of hourly air quality data. Nearly 45% of Fort Collins citizens report that air pollution affects their health negatively by triggering allergies and / or respiratory problems. Citizens will have access to hourly air quality data, while currently do not have access except 3-6 months after the fact.

## **162.5 Hazardous Waste Study - Funded**

**2008 - \$50,000**  
**2009 - \$0**

This offer from the Natural Resources Department will provide a one-year study of how Fort Collins can improve its ability to prevent household hazardous waste from being released into the local environment. The City will work with consultants to define the scope of the problem by establishing an estimate of household hazardous waste not appropriately recycled or disposed of and evaluating options and future actions. The consultant's report and staff recommendations will be submitted to the City Manager.

## **166.1 West Nile Virus Protection - Funded**

**2008 - \$221,072**  
**2009 - \$239,932**

This offer continues funding of the West Nile Virus Disease Management Contract which includes trapping, larva control, testing, monitoring, and public education. The offer is for \$221,072 in 2008 and \$239,932 in 2009. The Stormwater Fund will contribute \$9,997 in 2008 and \$10,197 in 2009 towards this program. Natural Areas will contribute \$89,397 in 2008 and \$91,174 in 2009 towards this program. The net effect to the General Fund will be \$121,378 in 2008 and \$138,561 in 2009.

## **171.1 Environmental Regulation: Basic Compliance - Funded**

**2008 - \$75,816**  
**2009 - \$77,838**

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 will create, maintain and promote a healthy and sustainable environment in the community. Services provided address good water quality, land conservation and stewardship through environmental programs that ensure compliance with environmental regulations while improving the sustainability of City operations. When the City operates without negatively impacting the environment we protect resources to meet future needs of the community. A strong internal compliance program will demonstrate to the community that the City is an environmental leader and contribute to the community's self-perception of a clean, healthy, and attractive place to live. Utilities environmental compliance support is included in a Utilities Offer.

## **171.2 Environmental Regulation: Enhance Full Compliance - Funded**

**2008 - \$47,632**  
**2009 - \$49,716**

This offer expands on the basic Environmental Regulation offer by providing an asbestos management program that will improve air quality and water quality. This offer and the implementation of an asbestos management program will promote compliance with federal and state air pollution laws. The risks associated with failure to comply with these laws are substantial, including possible fines of up to \$50,000 per day of noncompliance.

## **175.1 Utilities Water Cap Project - Water Master Planning - Funded**

**2008 - \$750,000**  
**2009 - \$0**

Participate in the design and construction of sediment and debris removal improvements for the Pleasant Valley Pipeline to protect the Water Utility's existing downstream facilities.



# ENVIRONMENTAL HEALTH

## 222.1 Development Review Center - Green Building - Not Funded

2008 - \$22,000

2009 - \$12,000

This is a new offer for a Green Building Initiative which would serve as the point of access for green building services provided by the City. Currently, three departments are involved in a diffused effort, offering a variety of services recognized as green building programs. This offer would develop an understanding of the opportunities and challenges that exist in City programs for implementing green building codes and services, a web based service to direct the general public to begin research on relevant programs offered by the City, a program that would ensure City buildings use an integrated green building approach when public financing is involved, internal understanding on what green building is and relevant services available by various departments, and a single person or department that serves as the lead for coordinating the concerted efforts of various staff throughout the City.

# ENVIRONMENTAL HEALTH

Fort Collins creates, maintains and promotes a healthy and sustainable environment with an adequate, high quality water supply.

## TEAM MEMBERS

Leader: Brian Janonis

Members: Kraig Bader, Polly Bennett, Barb Brock, Mike Calhoon, Lawrence Pollack, John Stokes

Communications Team Liaison: Jenny Kidd

Facilitator: Liz Stroh

## 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 are also important. For example, there are direct linkages between air pollution and water quality (acid rain) and land conservation, air quality, and water quality (erosion).

### GOOD WATER RESOURCES

Good water quality and quantity are an essential aspect of environmental health. Good water quality and quantity are 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 diarrhoeal diseases, which kill over 2 million people every year."

In Fort Collins, water is highly regulated by Federal government and the Colorado Department of Public Health and Environment. Evidence that water resources are important to the City was confirmed in October 2000 by City Council when it passed Resolution 2000-128 "Recognizing the Need to Protect Water Quality." 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).

Our team acknowledges the importance of the Poudre watershed to the community and the region in an effort to be good stewards of the aquatic environment. These efforts require collaboration with regional entities to be effective.

### 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 the 2003 citizen survey, air quality received the highest rating score for importance to quality of life. In 2003, "beauty and scenery" was the 7th highest attribute people liked most about living in Fort Collins. Air quality relates strongly to this attribute. Yet, Fort Collins violates the state's guideline visibility standard one out of every four days, and more citizens (70%) are negatively impacted by visibility impairment than any other consequence of air pollution. Fort Collins is currently only 9% below the Federal health

standard for ozone, and experienced 49 ozone alert days in 2006. The new ozone monitor in west Fort Collins recorded the single highest 8-hour ozone reading in the Front Range in 2006. This is especially important because over one-quarter of Fort Collins households (28%) have a member suffering from a chronic respiratory ailment and ozone is a respiratory irritant. In 2006, Larimer County received a “D” grade in the American Lung Association’s Annual State of the Air report for ozone levels.

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 City’s Local Action Plan to Reduce Greenhouse Gas Emissions are critical to local environmental and economic health as well mitigating the City’s 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 five local tax initiatives to support natural area and open space activities with the earliest passing in 1973 and the latest, “Open Space, Yes!” passing in 2002. Residents also supported two county-wide open space tax initiatives. In the 2003 Citizen Survey, residents of Fort Collins reported that “proximity to outdoor venues” was the number one factor related to what they liked most about living in Fort Collins (page 8). In a 2006 Natural Areas user survey, visitors reported high rates of satisfaction with their Natural Area recreation experiences.

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. Well managed land also provides good wildlife habitat.

## **INDICATORS**

- 1. THE DEGREE TO WHICH OUR WATER RESOURCES ARE MAINTAINED AND IMPROVED**  
**Measure: The level of compliance with established state and federal regulations**
- 2. THE DEGREE TO WHICH OUR AIR QUALITY IS MAINTAINED AND IMPROVED**  
**Measure 1: The reduction of priority emissions in Fort Collins**  
**Measure 2: A reduction in green house gas emissions that puts the City on track to meet the 2010 City policy objective of at least 30% below 2010 worst case projections**
- 3. EXEMPLARY LAND CONSERVATION AND STEWARDSHIP**  
**Measure 1: An increase in the acres of land conserved**  
**Measure 2: The degree to which the number of acres of land undergoing rehabilitation or restoration is maintained or increased**
- 4. THE DEGREE TO WHICH SOLID WASTE IS DIVERTED FROM THE LANDFILL IS IMPROVED**  
**Measure: Improvement to the solid waste diversion rate**
- 5. CITIZENS’ PERCEPTION OF THE QUALITY OF THE ENVIRONMENT IS MAINTAINED AND IMPROVED**  
**Measure: Improvement in the bi-annual citizen survey as compared to the 2006 results: questions to be developed**

These indicators and the 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 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

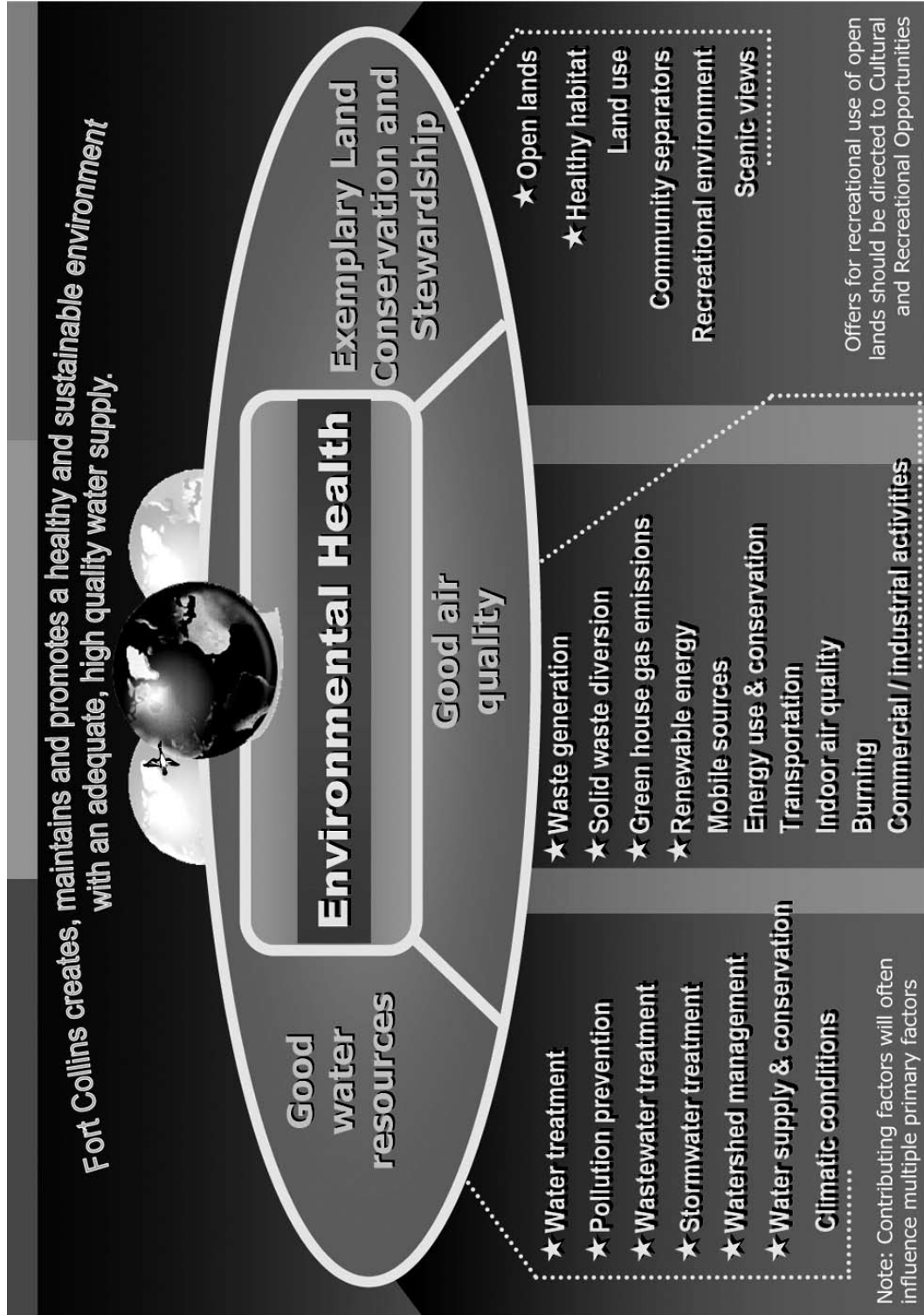
1. **Purchasing Strategy #1** – In general, we are seeking offers that enhance sustainable and innovative environmental practices by the City of Fort Collins and its partners
2. **Purchasing Strategy #2** – We are seeking offers that contribute to long-term improvement and maintenance of water resources quality and quantity, which may cut across departmental lines, programs and services. Offers will be favored that promote compliance with state and federal regulations and the City's policy objectives through innovative programs, incentives, disincentives and service collaboration
3. **Purchasing Strategy #3** – We are seeking offers that improve stormwater quality and ambient water quality in our watersheds. Offers will be favored that encourage regional cooperation
4. **Purchasing Strategy #4** – We are seeking offers that contribute to long-term improvement and maintenance of air quality as well as the reduction of green house gas emissions and which may cut across departmental lines, programs and services. Offers will be favored that encourage compliance with state and federal environmental standards and the City's policy objectives through innovative programs, incentives, disincentives and service collaboration
5. **Purchasing Strategy #5** – We are seeking offers that promote use of renewable energy and energy conservation that are consistent with the City's Energy Supply policy
6. **Purchasing Strategy #6** – We are seeking offers that
  - Conserve, rehabilitate and restore habitat and promote biological health
  - Improve and maintain open lands
  - Help conserve and link open lands, trails and community separators
7. **Purchasing Strategy #7** – We are seeking offers that
  - Reduce waste
  - Improve recycling, diversion and reuse
  - Provide outreach that increases public knowledge, awareness of and involvement in environmental issues and programs
8. **Purchasing Strategy #8** – We are seeking offers that promote “green” businesses, buildings and technologies

## NOTES/PRACTICES/SUPPORTING EVIDENCE

We are seeking offers that create, maintain and promote a healthy and sustainable environment with an adequate, high quality water supply, as supported by empirical research, analytical data and/or proven results. Offers will be rated on their ability to improve environmental health. Special consideration will be given to offers that express a proactive rather than reactive approach and which encourage interdepartmental and/or inter-agency collaborations and that contribute to the environmental health, safety and prosperity of our community. The ability to scale projects, to increase or decrease their scope, will be important. Projects with the flexibility to scale up or down and continue to produce results may stand a better chance of being funded.

# ENVIRONMENTAL HEALTH RESULTS MAP

Fort Collins creates a clean and sustainable environment.





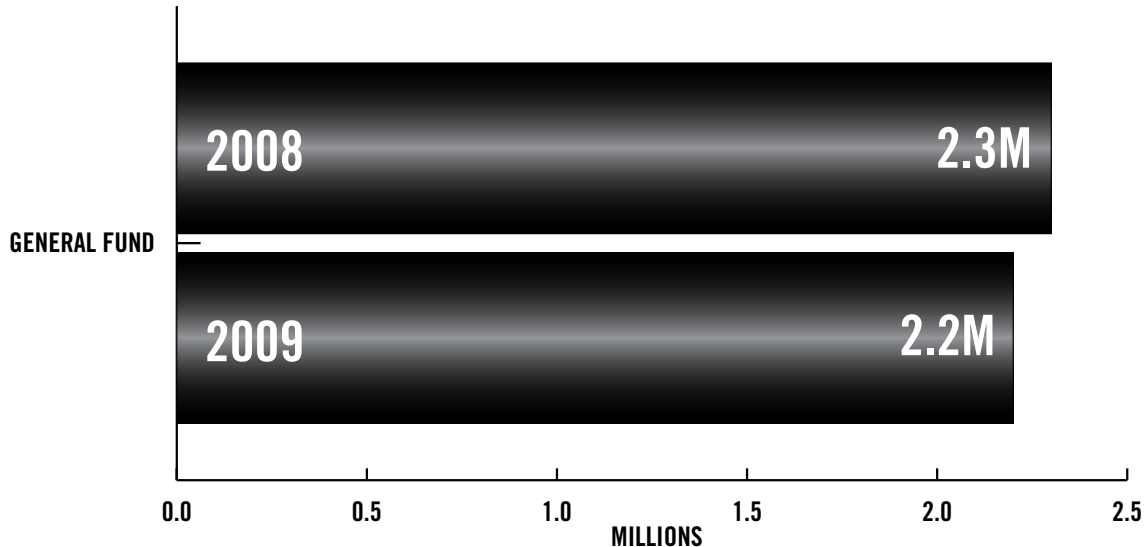
# NEIGHBORHOOD LIVABILITY

Fort Collins improves the livability, choices,  
and affordability of our neighborhoods.

# 2008-2009 BUDGET RESULTS

## 3. NEIGHBORHOOD LIVABILITY

**2008 GENERAL FUND & OTHER FUNDS – 2.3M**  
**2009 GENERAL FUND & OTHER FUNDS – 2.2M**



## KEY ISSUES

Feedback from citizens during the budget outreach process in May 2007 indicated that restoration of the Street Tree Replacement program was a high priority for residents. This restoration of a budget reduction from the 2006-07 Budget became a highly rated offer for the Neighborhood Livability Result Team.

Enforcement of existing codes was also a high priority and resulted in a small enhancement to services through the Neighborhood and Building Services offer.

Council interest in a study of the possibility of a City-wide Trash Districting program led to the inclusion of this study in the Budget.

## REVENUE TRENDS & ISSUES

This Result Area is primarily funded from general fund revenues.

## KEY PURCHASES

- Neighborhood and Building Services programs
- Affordable Housing Program
- Human Services Grant Program
- Party Patrol and Riot Prevention programs

## **ENHANCEMENTS PURCHASED**

- City Trash Utility Study in 2008 to evaluate a Trash Districting program
- Neighborhood Street Tree Replacement funding restored
- Small staffing increase for Code Enforcement and small program enhancement
- Neighborhood Services Grant Enhancement
- Partial restoration of funding for Affordable Housing and Human Services Program

## **EXAMPLES OF SERVICES NOT PURCHASED**

- BNSF Railroad Quiet Zone Study
- Enhancements and full restoration of funding for Affordable Housing, Land Bank Program, and Human Services Program



# NEIGHBORHOOD LIVABILITY DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time Funding Source	Ongoing Offer Amount	General Fund		Restricted Description	General Fund		Other Restricted Funds Ongoing
							Restricted	Ongoing		Restricted	Ongoing	
1	174.1	Neighborhood Street Tree Replacement	52,500			52,500		52,500			52,500	
2	203.1	Affordable Housing Funds and Community Development	568,503			568,503	133,000	435,503	PUD		435,503	
3	211.1	Neighborhood-Quality, Maint., Innovative Code	1,133,537			1,133,537	60,000	1,073,537	Spec Assess		1,073,537	
4	223.1	Historic Preservation Neighborhoods	87,259			87,259		87,259			87,259	
5	234.1	City Trash Utility Project	75,000	75,000	General Fund	0		0			0	
6	214.1	Party Patrol and Riot Prevention	16,129			16,129		16,129			16,129	
7	203.3	Enhancement of Human Services Program	100,000			100,000		100,000			100,000	
8	211.2	Neighborhood Services - Grant Enhancement	5,000			5,000		5,000			5,000	
9	211.3	Neighborhood Services - Code Enforcement	17,500			17,500		17,500			17,500	
10	203.2	Partial Restoration of Affordable Housing Fund	200,000	200,000	General Fund	0		0			0	
11												
12												
13		<b>Funded Offers</b>	<b>2,255,428</b>	<b>275,000</b>		<b>1,980,428</b>	<b>193,000</b>	<b>1,787,428</b>			<b>1,787,428</b>	<b>0</b>
14		<b>Allocation</b>		<b>275,000</b>			<b>193,000</b>	<b>1,787,428</b>			<b>1,787,428</b>	<b>0</b>
15		<b>Difference</b>		<b>0</b>			<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
16												
17												
18												
19												
20												
21												
22	203.3	Enhancement of Human Services Program	110,000			110,000		110,000			110,000	
23	221.1	Eastside Westside Neighborhood Plans Update	171,000	171,000	General Fund	0		0			0	
24	203.4	Partial Restoration of Land Bank Program	200,000	200,000	General Fund	0		0			0	
25	203.2	Partial Restoration of Affordable Housing Fund	50,000	50,000	General Fund	0		0			0	
26	231.1	BNSF Railway Quiet Zone Study	60,000	60,000	General Fund	0		0			0	
27	93.1	Neighborhood Parking Program Pilot	28,735	28,735	General Fund	0		0			0	
28												
29												
30		<b>Unfunded Offers</b>	<b>619,735</b>	<b>509,735</b>		<b>110,000</b>	<b>0</b>	<b>110,000</b>			<b>110,000</b>	<b>0</b>
		<b>Total Offers</b>	<b>2,875,163</b>	<b>784,735</b>		<b>2,090,428</b>	<b>193,000</b>	<b>1,897,428</b>			<b>1,897,428</b>	<b>0</b>

# NEIGHBORHOOD LIVABILITY DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time Funding Source	Ongoing Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1	174.1	Neighborhood Street Tree Replacement	53,800			53,800	53,800		53,800	
2	203.1	Affordable Housing Funds and Community Development	569,924			569,924	133,000	PUD	436,924	
3	211.1	Neighborhood-Quality, Maint., Innovative Code	1,184,252			1,184,252	60,000	Spec Assess	1,124,252	
4	223.1	Historic Preservation Neighborhoods	64,973			64,973			64,973	
5	214.1	Party Patrol and Riot Prevention	16,776			16,776			16,776	
6	203.3	Enhancement of Human Services Program	100,000			100,000			100,000	
7	211.2	Neighborhood Services - Grant Enhancement	5,000			5,000			5,000	
8	211.3	Neighborhood Services - Code Enforcement	17,500			17,500			17,500	
9	203.2	Partial Restoration of Affordable Housing Fund	200,000	200,000	General Fund	0			0	
10										
11										
12										
13										
14										
15		<b>Funded Offers</b>	2,212,225	200,000		2,012,225	193,000		1,819,225	0
16		<b>Allocation</b>		200,000			193,000		1,819,225	0
17		<b>Difference</b>		0			0		0	0
18										
19										
20										
21										
22										
23	203.3	Enhancement of Human Services Program	110,000			110,000			110,000	
24	221.1	Eastside Westside Neighborhood Plans Update	0			0			0	
25	203.4	Partial Restoration of Land Bank Program	200,000	200,000	General Fund	0			0	
26	203.2	Partial Restoration of Affordable Housing Fund	50,000	50,000	General Fund	0			0	
27	231.1	BNSF Railway Quiet Zone Study	60,000	60,000	General Fund	0			0	
28	93.1	Neighborhood Parking Program Pilot	21,205			21,205			21,205	
29										
30		<b>Unfunded Offers</b>	441,205	310,000		131,205	0		131,205	0
		<b>Total Offers</b>	2,653,430	510,000		2,143,430	193,000		1,950,430	0

# NEIGHBORHOOD LIVABILITY

## **93.1 Neighborhood Parking Program Pilot - Not Funded**

**2008 - \$28,735**

**2009 - \$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 one 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.

## **174.1 Neighborhood Street Tree Replacement - Funded**

**2008 - \$52,500**

**2009 - \$53,800**

This offer is to replace neighborhood street trees that have died or been destroyed. Residential street trees are located in parkways between the sidewalks and curb to the front and side of homes on residential streets, and on some collector and arterial streets that are adjacent to residential development.

## **203.1 Affordable Housing Funds and Community Development - Funded**

**2008 - \$568,503**

**2009 - \$569,924**

The City's Affordable Housing and Community Development Program is comprised of a variety of components that assist in the production of additional affordable housing units, retaining the current inventory of units through rehabilitation efforts, offering homeownership opportunities to low income families, and providing financial support to agencies for services that helps families, for example, obtain gainful employment, provide day-care for their children, or understand the obligations of home-ownership. The Program's efforts have to be strategic in nature because there are insufficient financial resources to deal with all of the issues, so there is a focus on the most critical needs. Having available, affordable housing is key to thriving businesses, a healthy economy, and livable neighborhoods.

## **203.2 Partial Restoration of Affordable Housing Fund - Partially Funded**

**2008 - \$200,000**

**2009 - \$200,000**

This is an enhancement offer to increase the amount of funding in the City's Affordable Housing Fund. The approved increase would add a total of \$400,000 over the next two years, \$200,000 per year in 2008 and in 2009. The Fund currently provides \$133,000 per year that is distributed through the Competitive Process for the production of new affordable housing units for families below 80% of the Area Median Income (AMI). The offer requested \$250,000 per year in 2008 and 2009, and \$200,000 per year was accepted.

## **203.3 Enhancement of Human Services Program - Partially Funded**

**2008 - \$100,000**

**2009 - \$100,000**

This is an enhancement offer to increase the amount of funding in the Human Services Program. The approved increase would add \$100,000 per year to the program that currently provides \$345,934, distributed through the Competitive Process, to non-profit human/social service agencies that provide services to families below 80% of the Area Median Income. Services provided include such things as employment training, day-care, home-ownership education, and emergency shelters. The Competitive Process involves reviews of applications by the Community Development Block Grant Commission and a final decision on funding by the City Council. This enhancement was submitted in response to a Council request. The offer requested \$210,000 per year, and was funded \$100,000 per year.

# NEIGHBORHOOD LIVABILITY

## **203.4 Partial Restoration of Land Bank Program - Not Funded**

**2008 - \$200,000**  
**2009 - \$200,000**

This offer seeks to reinstate funding for the City's Land Bank Program. The program will utilize funds to acquire undeveloped properties within the City's Growth Management Area (GMA) boundary, to be held for an extended period of time, after which the properties will be sold to a developer committed to producing affordable housing units. Proceeds from the sale of the properties will then be recycled into the program for additional land acquisitions. Over the past several years, at state conferences on affordable housing, the number one issue identified to be addressed by local communities was the availability of land/sites at reasonable prices for future affordable housing production. And, the most important long range strategy identified to deal with the lack of land/sites in the future was a land banking program.

## **211.1 Neighborhood-Quality, Maintenance, Innovative Code - Funded**

**2008 - \$1,133,537**  
**2009 - \$1,184,252**

This Offer combines four main services: neighborhood outreach programs, Nuisance, Zoning, and Housing & Occupancy Compliance. Programs directly impact residents' knowledge, education and resources available for encouraging positive neighborhood relationships. Our on-going commitment is to provide a combination of proven programs with new and evolving services to meet the changing needs of our community. Codes exist to preserve the quality of our neighborhoods by reducing or eliminating nuisances that detract from their appearance, cleanliness, and overall desirability. Enforcement services also contribute to general maintenance and enhancement of neighborhoods, encourage voluntary compliance, maintain neighborhood character by ensuring compatibility of infill and new development, and help to assure an adequate supply of quality housing. We are requesting an additional Code Inspector in 2009 in order to maintain a high level of service with the potential addition of proposed exterior property maintenance codes and additional citizens to serve.

## **211.2 Neighborhood Services - Grant Enhancement - Funded**

**2008 - \$5,000**  
**2009 - \$5,000**

This offer is an enhancement to the Neighborhood Livability, Maintenance and Innovative Code Compliance Offer in order to increase the service provided to neighborhoods wishing to utilize the Neighborhood Grant program. Grants are used for neighborhood projects including clean-up, Neighborhood Night Out social events and neighborhood signs.

## **211.3 Neighborhood Services - Code Enforce Enhancement - Funded**

**2008 - \$17,500**  
**2009 - \$17,500**

In order to enhance our current level of service, we would need to add a seasonal, hourly inspector to help enforce the Weed Ordinance from early May to September 1st. Of the 22,000 plus inspections we performed in 2006, over a quarter of the cases were for weed violations requiring approximately 6,436 inspections. Clearly, weed violations are the overwhelming daily service demand faced by code enforcement staff during the summer months, limiting available resources to enforce other codes.

## **214.1 Party Patrol and Riot Prevention - Funded**

**2008 - \$16,129**  
**2009 - \$16,776**

This offer is in response to Neighborhood Livability Indicator 2, that residents are good neighbors. Over the years the issue of loud parties and unreasonable noise has disrupted neighborhoods and caused increasing concern primarily from homeowners in neighborhoods in comparison to those renting properties. Police Services is requesting overtime funding for the Party Patrol/Riot Prevention in the Patrol Division so that officers can continue to effectively manage and/or reduce the number of loud parties within neighborhoods in our community.

# NEIGHBORHOOD LIVABILITY

## **221.1 Eastside & Westside Neighborhood Plans Update - Not Funded**

**2008 - \$171,000**  
**2009 - \$0**

This offer seeks to address those concerns most frequently expressed by residents of the historic Old Town East Side and West Side Neighborhoods, including at the recent BFO Citizen Open House, regarding the critical need for updated neighborhood plans, standards and guidelines to regulate new construction and alterations within these residential neighborhoods. The component parts of this offer are comprehensive updates of the (1986) East Side Neighborhood Plan and the (1989) West Side Neighborhood Plan concurrent development of standards and guidelines for alterations and new construction within specific areas of the East Side and West Side Neighborhoods.

## **223.1 Historic Preservation Neighborhoods - Funded**

**2008 - \$87,259**  
**2009 - \$64,973**

This offer builds upon historic neighborhood preservation services initiated in 2006-07 in four areas: Education, Regulatory Review, Planning, and Financial Incentives. It encourages quality housing and attractive neighborhoods by promoting citizens' appreciation of each neighborhood's unique history and architecture, and by providing concrete financial assistance for residential rehabilitation and preservation. Neighborhood character is protected through administration of the City's Land Use Code and demolition-alteration review processes, and future needs and neighborhood issues are identified through building surveys and plan updates. Additionally, these review processes and the financial incentives seek to address those concerns most frequently expressed by residents and at the BFO Citizen Open House, regarding scrape-offs and inappropriate development.

## **231.1 BNSF Railway Quiet Zone Study - Not Funded**

**2008 - \$60,000**  
**2009 - \$60,000**

The City of Fort Collins, like many urban environments with increased population growth, has had an increase in residents adjacent to railroad tracks and crossings. As the area along the Burlington Northern Santa Fe rail corridor has transitioned from industrial to residential and recreational uses, the noise associated with the sounding of locomotive horns has become a major concern of residents and City officials. Train horns, especially during the nighttime hours, can have a significant negative impact on the quality of life to the residents and economic development goals for the center of town. This offer would fund a Quiet Zone Study and implementation program to improve the quality of life for residents and visitors located along the north-south central area of Fort Collins.

## **234.1 Trash Districting - Funded**

**2008 - \$75,000**  
**2009 - \$0**

This offer will investigate opportunities for creating a City trash utility and associated trash districting. During 2008, the City Manager's Office, with the aid of Natural Resources Department staff, will explore and propose a structure for a City trash utility and describe the specific process and sequence of events that could lead to creating a new, City administered program. Subsequent start-up and implementation steps for a City administered trash collection would be scheduled in 2009, with the goal of beginning to administer the new system as early as possible in 2009 or 2010.

# NEIGHBORHOOD LIVABILITY

Fort Collins improves the livability, choices, and affordability of our neighborhoods.

## TEAM MEMBERS

Cameron Gloss – Chair, Planning & Zoning  
Peggy Bowers - Recreation  
Tim Buchanan - Forestry  
Lou Cordova - Utilities  
Dave Freismuth - Police Services  
Becca Henry, Communication, Planning  
Doreen Kemp, Facilitator, Human Resources  
Felix Lee, Neighborhood & Building Services  
Stan Welsch – Budget, Streets

## INTRODUCTION/SUMMARY OF RESULTS MAP

While creating the Results Map to support this result, the team had lengthy discussions concerning the definition of “neighborhood livability,” and shared anecdotal stories illustrating each team member’s concept of neighborhood livability. Based on this, the team identified six primary contributing factors based on importance from our own citizen’s perspective and referencing the 2006 Citizen Survey. You’ll notice that our Results Map shows only three primary contributing factors. **The factors: Safety, Amenities, and Transportation make a neighborhood livable, but are more appropriately deferred to other Results Teams.**

1. Good neighbor relationships
2. Attractive neighborhoods
3. Adequate supply of quality housing
4. ~~Good amenities~~
5. ~~Can move around~~
6. ~~Feels safe~~

-According to the Team, the factors listed on the Results Map under each of the above causal effects work in conjunction with each other to create neighborhood quality. While the Team’s indicators and purchasing strategies cannot possibly encompass all areas, the map is meant to represent the big picture of an ideal neighborhood. The recent Council comments were also discussed, and the one which stood out was to consider bringing back the Neighborhood Tree Replacement Program.

## INDICATORS

### 1. RESIDENTS LIKE THEIR NEIGHBORHOOD.

**Measure: Annual Citizen Survey**

**Source: Communications & Public Involvement**

According to the 2006 Citizen Survey, regardless of where they live, respondents rated their neighborhoods as “good” or better. However, there are some significant differences between levels of satisfaction among quadrants of Fort Collins.

Generally, respondents in the eastern quadrants rated their neighborhoods higher than those in the west-

ern quadrants. In particular, respondents residing in the southeast quadrant rated their neighborhoods much higher than residents in the northwest quadrant. Nearly one-half (48.3%) of respondents from the southeast quadrant rated their neighborhoods as “very good,” compared to only about 30% rating their neighborhoods “very good” in the northwest quadrant.

Overall respondents (82.3%) gave their neighborhoods a “Good” or better rating. The Neighborhood Livability Results Team aims to maintain or improve this rating.

## 2. RESIDENTS ARE GOOD NEIGHBORS.

**Measure: Number of Police Service Calls and Public Nuisance Notices**

**Source: Neighborhood & Building Services and Police Services**

The number of Police Service calls and Public Nuisance Notices are indicative of neighbor apathy towards each other and their neighborhood.

- Nuisance contacts, weeds, rubbish
- Inoperable vehicles, RVs, snow removal, etc.
- Noise/party contacts
- Parking conflicts
- Over-Occupancy investigations

The Neighborhood Livability Results Team aims to reduce these numbers per capita and use this data to identify and improve neighbor behavior.

## 3. BELOW MEDIAN INCOME RESIDENTS CAN PURCHASE HOUSING.

**Measure: Number of units built available to buyers below 80% AMI**

**Source: Affordable Housing Office**

Provide ownership opportunities for citizens below 80% AMI (Area Median Income) in order to reduce commute times, promote diversity, encourage reinvestment, and build a “sense of community.” (HUD requires 80% or lower AMI to qualify for funding services.)

The 2006 Citizen Survey states, “Most community attributes received mean ratings of ‘good.’ Two exceptions were the availability and diversity of job opportunities and availability of affordable housing. Respondents gave mean ratings of ‘average’ to both of these items.”

Mandated by a Council Ordinance, the City must fund a minimum of \$133,000 per year for affordable housing. Furthermore, it is supported by City Plan, “Our neighborhoods will include a variety of housing types to support a diverse population and allow people of different ages, cultures, races and incomes to live in each neighborhood. **Housing that is affordable to every income will be geographically dispersed throughout the community** to avoid creating over concentration in any neighborhood. Fort Collins will promote development of well-designed, compatible, high-quality multifamily developments and accessory homes throughout the community.

It was also noted that City records document renters are 4x more likely to incur public nuisance notices. By empowering ownership and stabilizing families, we endeavor to strengthen and improve the fundamental building blocks of Fort Collins – neighborhoods.

**The Neighborhood Livability Results Team aims to increase ownership opportunities.**

## PURCHASING STRATEGIES

### 1. **Purchasing Strategy #1** – We are looking for innovative offers to provide ownership opportunities for citizens below 80% AMI (Area Median Income).

- Adequate Supply of Quality Housing

2. **Purchasing Strategy #2** – We are looking for offers encouraging and fostering good neighbor relationships. Specifically those offers improving relationships between all residents.
  - Good Neighbor Relationships
3. **Purchasing Strategy # 3** – We are looking for offers enhancing and maintaining the attractiveness of neighborhoods.
  - Attractive Neighborhood & Good Neighbor Relationships
4. **Purchasing Strategy #4** – We are looking for offers encouraging voluntary compliance with City codes, in addition to innovative enforcement efforts.
  - Attractive Neighborhood & Good Neighbor Relationships
5. **Purchasing Strategy # 5** – We are looking for offers collaborating with Colorado State University administration and Associated Students of CSU.
  - Good Neighbor Relationships
6. **Purchasing Strategy #6** – We are looking for offers to geographically-identify neighborhoods to create a map to analyze data.
  - All 3 Primary Factors
7. **Purchasing Strategy # 7** – We are looking for offers to improve neighborhood parking management, particularly those using voluntary methods in addition to enforcement.
  - Attractive Neighborhood, Good Neighbor Relationships
8. **Purchasing Strategy #8** – We are looking for offers providing and maintaining attractive public spaces.
  - Attractive Neighborhood
9. **Purchasing Strategy #9** – We are looking for offers encouraging partnerships between the City, private entities and public agencies (e.g. Poudre School District, Larimer County) for housing and other programs.
  - Good Neighbor Relationships & Adequate Supply of Quality Housing
10. **Purchasing Strategy #10** – We are looking for offers to maintain neighborhood character by ensuring compatibility of infill development, redevelopment, and new development as indicated in City Plan.
  - Attractive Neighborhood & Adequate Supply of Quality Housing

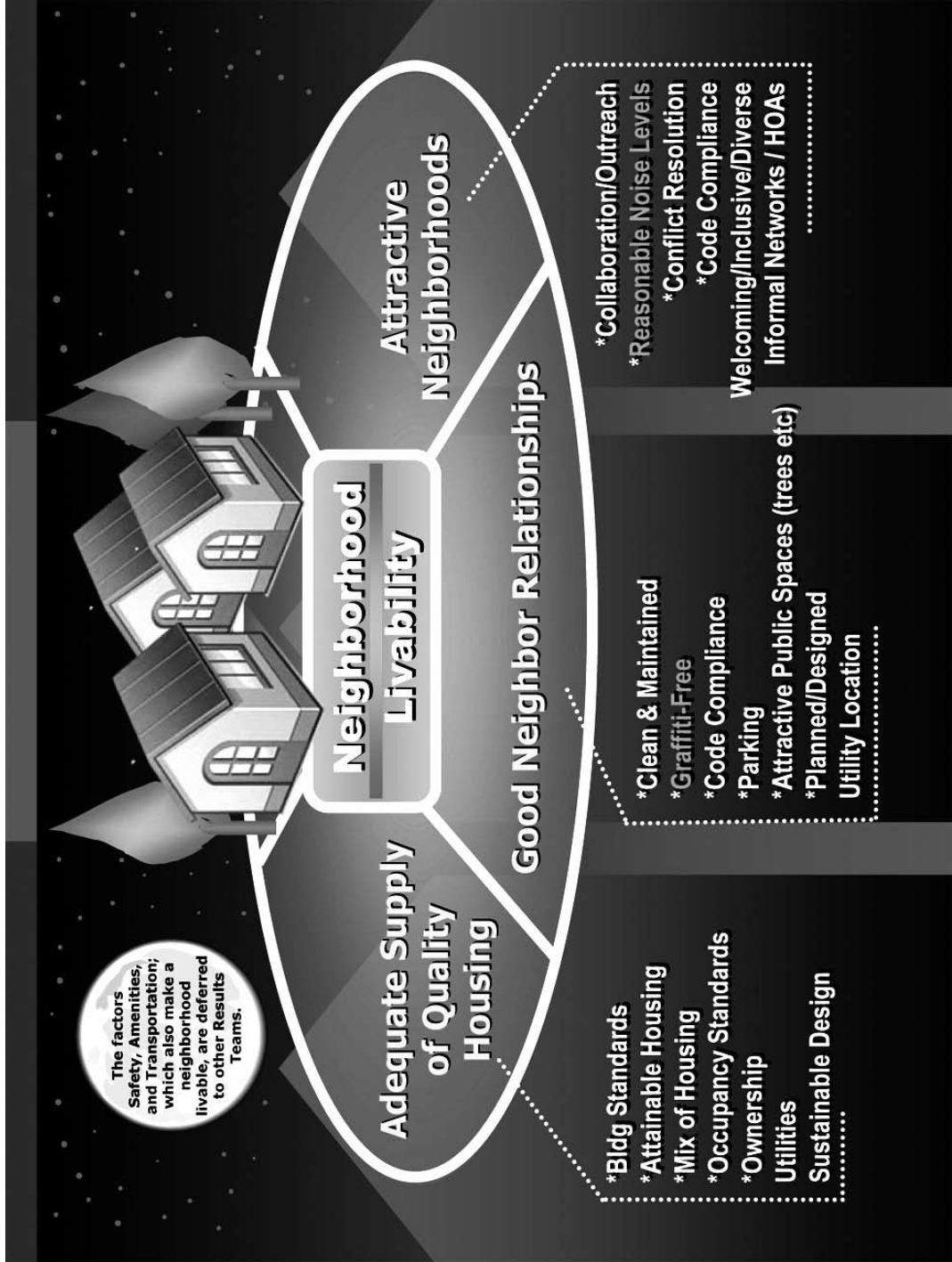
## NOTES/PRACTICES/SUPPORTING EVIDENCE

- 2006 Citizen Survey. City of Fort Collins, 2006.
- City Plan. City of Fort Collins, May 4, 2004.
- Priority Affordable Housing Needs and Strategies. City of Fort Collins, July 20, 2004.
- Police Service calls and Public Nuisance Notices, City of Fort Collins.
- HUD (U.S. Dept of Housing and Urban Development)
- CSU's Neighborhood Quality of Life Surveys. CSU, Spring 2006 and August 2006.



# NEIGHBORHOOD LIVABILITY RESULTS MAP

Fort Collins improves the safety, livability, choices, and affordability of neighborhoods.





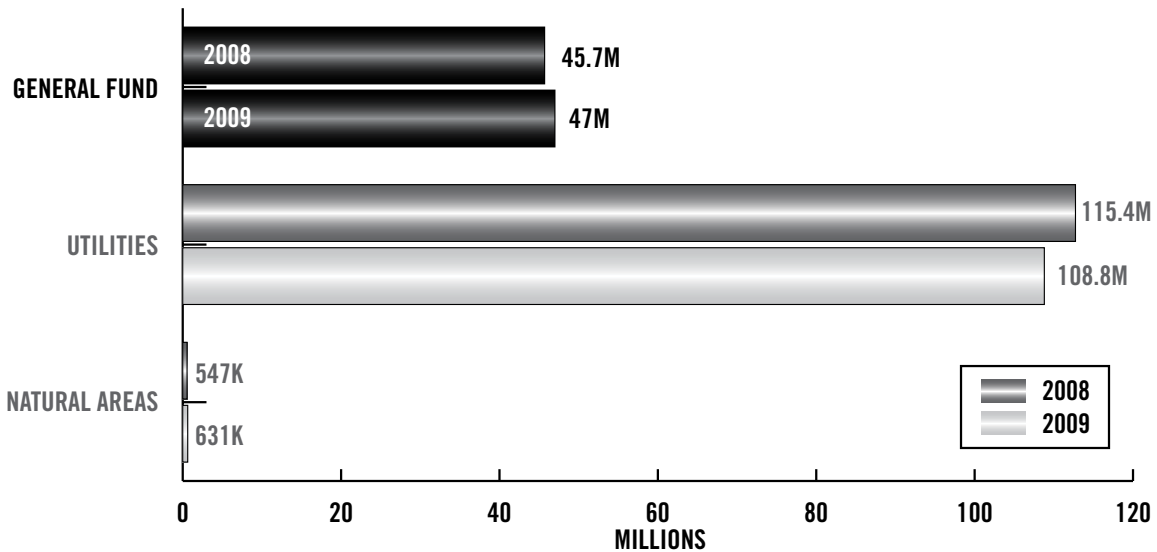
# SAFE COMMUNITY

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

# 2008-2009 BUDGET RESULTS

## 4. SAFE COMMUNITY

**2008 GENERAL FUND & OTHER FUNDS – 161.6M**  
**2009 GENERAL FUND & OTHER FUNDS – 156.5M**



## KEY ISSUES

When resources were allocated between Result Areas at the beginning of the budget process, proportionately more resources were allocated to this result area than had been provided in 2006-07. Despite that, the major unresolved issue in this Result Area is the funds available for public safety, including Police Services and the Poudre Fire Authority. Both agencies presented offers for increased levels of service which they believe to be essential in providing safety services to the community. In light of the recent Police Staffing Study, these needs are even greater than those requested in the 2008-09 Budget process. PFA also continues to seek ways to fund its strategic plan for moving to higher minimum staffing plans, adding an additional fire station and adding a South Battalion.

## REVENUE TRENDS & ISSUES

The Safe Community Outcome encompasses programs which are funded via Utility rate revenues, General Fund Revenues for Police Services, and General Fund resources provided to the Poudre Fire Authority via the existing Revenue Allocation Formula (includes City Property Taxes.)

A significant revenue change which affects this Result is the adopted Electric rate increases. Electric rates will increase 2.3% to 2.7% based on bulk power purchase agreements with Platte River Power Authority.

## **KEY PURCHASES**

- Police Patrol, Investigations, Communications, and other support systems
- Poudre Fire Authority contract
- Stormwater Utility
- Electric Utility including significant Electric System Expansions to maintain current levels of service

## **ENHANCEMENTS PURCHASED**

- Additional Natural Areas Ranger in 2009
- Graffiti Abatement Coordinator
- Police Ammunition Enhancement
- Police Staffing for Southwest Annexation area
- Library Park/Old Town Security cooperative project with DDA
- Electric Utility Project Manager
- WiFi Pilot for Utility Meter Reading
- Utility Service Center Facility expansions

## **EXAMPLES OF SERVICES NOT PURCHASED**

- Poudre Fire Authority South Battalion
- Poudre Fire Authority New Station 4
- Poudre Fire Authority Minimum Staffing Increase
- Enhanced Police Staffing Levels
- Police Services Building Civilian Staff for Lobby
- Traffic Calming Infrastructure

# SAFE COMMUNITY DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	PFA District & Reserves	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1	12.1	Conventional Energy	58,075,192				58,075,192			0	58,075,192
2	155.1	Basic Patrol Services	11,414,990				11,414,990			11,414,990	0
3	139.1	PFA Emergency Operations	15,405,029	2,989			15,402,060	15,402,060	PFA Contrib	0	0
4	189.1	Investigative Services Package	4,556,718				4,556,718			4,556,718	0
5	135.1	Police Core Information Services	6,542,702		35,629	General Fund	6,507,073	239,156	Ambulance	6,267,917	0
6	13.1	Light & Power Operations & Maintenance	5,470,087				5,470,087			0	5,470,087
7	5.1	Utilities - Light & Power Payments and Transfers	11,889,407				11,889,407			0	11,889,407
8	235.1	PFA District & Other Revenue	(4,921,034)	(4,921,034)			0			0	0
10	139.2	PFA Operations Support	231,319	231,319			0			0	0
11	141.1	Office of Emergency Management	167,339	120,039			47,300	47,300	PFA Contrib	0	0
12	139.6	PFA Fire Prevention Bureau	1,134,799	1,134,799			0			0	0
13	139.5	PFA Administration	1,772,001	1,772,001			0			0	0
14	140.1	PFA Capital Projects	1,208,000	274,260			933,740	933,740	PFA Contrib	0	0
15	155.2	Uniformed Services Contractual Services	917,378				917,378			917,378	0
16	139.3	PFA Training	591,529	591,529			0			0	0
17	130.1	Police Hiring Promotional and Training	695,907				695,907			695,907	0
18	105.1	Police Administration	572,117		15,435	Generl-LCDTF	556,682			556,682	0
19	130.2	Internal Affairs	408,333				408,333			408,333	0
20	139.4	PFA Operations Maintenance	794,118	794,118			0			0	0
21	28.1	Stormwater Engineering & Field Services	2,690,467				2,690,467			0	2,690,467
22	9.1	Utilities - Stormwater Payments and Transfers	6,930,589				6,930,589			(0)	6,930,589
23	105.2	Police Logistics	224,298				224,298			224,298	0
24	16.1	Electric System Additions	12,058,781		1,699,321	L & P fund	10,359,460			0	10,359,460
25	128.1	Utilities Capital - Stormwater Master Planning	90,000				90,000			0	90,000
26	50.1	Utilities Capital - Drainage & Detention System	365,000				365,000			0	365,000
27	63.1	Utilities Capital - Stormwater Developer Repay	75,000				75,000			0	75,000
28	59.1	Utilities Capital - Canal Importation	5,000,000		3,571,842	Stormwtr fund	1,428,158			0	1,428,158
29	61.1	Utilities Capital - Cooper Slough/Boxelder	400,000				400,000			0	400,000
30	60.1	Utilities Capital - Dry Creek Basin	1,600,000				1,600,000			0	1,600,000
31	21.1	SW Annex Electric System Purchase & Transfer	800,000		800,000	L & P fund	0			0	0
32	189.2	Investigations Contractual Services Offer	66,049				66,049			66,049	0
33	181.1	Traffic Enforcement Offer	785,107		116,500	Generl-Srchg	668,607	276,296	Traffic surchge	392,311	0
34	189.3	School Resource Officer Offer	1,069,880				1,069,880	502,790	PSD SRO	567,090	0
35	189.4	Restorative Justice Offer	14,602				14,602			14,602	0
36	181.2	Camera Radar Offer	747,708		179,652	Generl-Camira	568,056	568,056	camera radar	0	0
37	18.1	Substations Capital Project	5,222,621		5,222,621	L & P fund	0			0	0
38	155.3	SWAT Offer	159,902				159,902			159,902	0
39	178.1	Natural Areas Program - Natural Areas and Trails R	547,647				547,647			0	547,647
40	135.3	Graffiti Abatement Core Services	13,000				13,000			13,000	0
41	135.11	Graffiti Abatement Coordinator - Assoc. Costs	43,512				43,512			43,512	0
42	135.2	Combined Regional Info. Systems Project	175,000				175,000			175,000	0
43	16.2	Electric Project Manager	87,565				87,565			0	87,565
44	19.1	Wi Fi Pilot	50,000		50,000	L & P fund	0			0	0
45	144.1	Utilities Capital - SW Service Center Improvements	81,775				81,775			0	81,775
46	20.1	Service Center Additions Light & Power	4,482,904		4,482,904	L & P fund	0			0	0
47	130.9	Ammunition Budget Adjustment Offer	50,000				50,000			50,000	0
48	155.4	SW Annexation Staffing - Core	846,930		134,603	General Fund	712,327			712,327	0
49	158.1	Library Park/Old Town Security	20,000				20,000			20,000	0
50											
51		<b>Funded Offers</b>	161,624,268	0	16,308,507		145,315,761	17,969,398		27,256,016	100,090,347
52		<b>Allocation Difference</b>			16,308,507			17,969,398		27,256,016	100,090,347
53				(0)				0		0	0

# SAFE COMMUNITY DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	PFA District & Reserves	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
54											
55											
56	105.3	SW Annexation Staffing Associated Costs	16,772			General Fund	15,371			15,371	0
57	130.3	SW Annexation Staffing - Associated Costs	62,912		1,401	General Fund	1,750			1,750	0
58	181.4	Commercial Vehicle Inspector - Core	88,225		61,162	General Fund	88,225			88,225	0
59	155.9	Commercial Vehicle Inspector - Associated Costs	21,357				21,357				0
60	135.13	Commercial Vehicle Inspector - Associated Costs	1,577				1,577			1,577	0
61	130.12	Commercial Vehicle Inspector - Associated Costs	8,516				8,516			8,516	0
62	105.11	Commercial Vehicle Inspector - Associated Costs	2,021				2,021			2,021	0
63	139.8	PFA South Battalion	664,616		180,000	General Fund	484,616			484,616	0
64	181.3	Traffic Unit Enhancement - Core	352,900				352,900			352,900	0
65	130.7	Traffic Unit Enhancement - Assoc. Costs	34,064				34,064			34,064	0
66	135.9	Traffic Unit Enhancement - Assoc. Costs	6,307				6,307			6,307	0
67	155.7	Traffic Unit Enhancement - Assoc. Costs	85,428				85,428			85,428	0
68	105.7	Traffic Unit Enhancement	8,084				8,084			8,084	0
69	135.5	Information Services SW Annexation Staffing	134,473		4,751	General Fund	129,722			129,722	0
70	135.7	Lobby (Civillian) Staff New Building - Core Offer	196,838				196,838			196,838	0
71	130.5	Lobby (Civillian) Staff New Building - Associated Costs	4,950				4,950			4,950	0
72	105.5	Lobby (Civillian) Staff New Building - Associated Costs	4,875				4,875			4,875	0
73	155.6	Lobby Officers, New Building Staff - Assoc. Costs	385,479		32,800	General Fund	352,679			352,679	0
74	135.8	Lobby Officers, New Building Staff - Assoc. Costs	6,479		2,616	General Fund	3,863			3,863	0
75	105.6	Lobby Officers, New Building Staffing - Assoc. Costs	6,084		672	General Fund	5,412			5,412	0
76	130.6	Lobby Officers, New Building Staff - Assoc. Costs	34,064		33,064	General Fund	1,000			1,000	0
77	139.7	Increase Fire Comp. Min. Staffing to Four Firefighters	1,625,987				1,625,987			1,625,987	0
78	189.5	Economic Crimes Sergeant Upgrade	88,316				88,316			88,316	0
79	155.8	Patrol Division Mobile Citation Units	63,000				63,000			63,000	0
80	135.10	Systems Analyst - Core	98,491				98,491			98,491	0
81	130.8	Systems Analyst - Assoc. Costs	1,650				1,650			1,650	0
82	105.8	Systems Analyst - Assoc. Costs	1,336				1,336			1,336	0
83	139.9	PFA Training and IT Positions	217,360				217,360			217,360	0
84	140.2	PFA New Station 4 Enhancement	2,670,789		2,670,789	General Fund	0			0	0
85	135.12	Civilian District One Staffing Police Services Move-Core	141,631				141,631			141,631	0
86	105.10	Civilian District One Staff for PS Relocation - Assoc. Costs	1,625				1,625			1,625	0
87	130.11	Civilian Staffing for District One - Associated Costs	1,650				1,650			1,650	0
88	130.10	Graffiti Abatement Coordinator - Associated Costs	1,650				1,650			1,650	0
89	105.9	Graffiti Abatement Coordinator	1,625				1,625			1,625	0
90	141.2	Office of Emergency Management Enhancement	467,269		230,000	General Fund	237,269			237,269	0
94	105.12	Police Staffing Study Implementation (1)	4,000,000				4,000,000			4,000,000	0
95	186.1	Traffic Calming Infrastructure	550,000				550,000			550,000	0
96											
97		<b>Unfunded Offers</b>	12,058,400		3,217,255		8,841,145			8,841,145	0
98											
99											
100		<b>Total Offers</b>	173,682,668		19,525,762		154,156,906	17,969,398		36,097,161	100,090,347

# SAFE COMMUNITY DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	PFA District & Reserves	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1	12.1	Conventional Energy	60,831,955				60,831,955			0	60,831,955
2	155.1	Basic Patrol Services	11,915,101				11,915,101			11,915,101	0
3	139.1	PFA Emergency Operations	16,174,158				16,174,158	16,174,158	PFA Contrib	0	0
4	189.1	Investigative Services Package	4,750,574				4,750,574			4,750,574	0
5	135.1	Core Information Services	6,832,706		35,629	General Fund	6,797,077			6,545,963	0
6	13.1	Light & Power Operations & Maintenance	5,724,804				5,724,804	251,114	Ambulance	0	5,724,804
7	5.1	Utilities - Light & Power Payments and Transfers	11,980,454	(4,750,853)			0			0	11,980,454
8	235.1	PFA District & Other Revenue	(4,750,853)				0			0	0
9	139.2	PFA Operations Support	239,118	181,998			57,120	57,120	PFA Contrib	0	0
10	141.1	Office of Emergency Management	174,092	126,791			47,301	47,301	PFA Contrib	0	0
11	139.6	PFA Fire Prevention Bureau	1,190,052	1,190,052			0			0	0
12	139.5	PFA Administration	1,828,485	1,828,485			0			0	0
13	140.1	PFA Capital Projects	408,000				408,000	408,000	PFA Contrib	0	0
14	155.2	Uniformed Services Contractual Services	953,093				953,093			953,093	0
15	139.3	PFA Training	616,282	616,282			0			0	0
16	130.1	Police Hiring Promotional and Training	720,565				720,565			720,565	0
17	105.1	Police Administration	594,705		16,111	Gener-H.CDTF	578,594			578,594	0
18	130.2	Internal Affairs	426,195				426,195			426,195	0
19	139.4	PFA Operations Maintenance	807,245	807,245			0			0	0
20	28.1	Stormwater Engineering & Field Services	2,625,618				2,625,618			0	2,625,618
21	9.1	Utilities - Stormwater Payments and Transfers	6,802,725				6,802,725			6,802,725	0
22	105.2	Police Logistics	224,298				224,298			224,298	0
23	16.1	Electric System Additions	12,480,636		2,152,830	L & P fund	10,327,806			0	10,327,806
24	128.1	Utilities Capital - Stormwater Master Planning	95,000				95,000			0	95,000
25	50.1	Utilities Capital - Drainage & Detention System	365,000				365,000			0	365,000
26	63.1	Utilities Capital - Stormwater Developer Repay	85,000				85,000			0	85,000
27	59.1	Utilities Capital - Canal Importation	5,000,000		2,490,476	Stormwtr fund	2,509,524			0	2,509,524
28	61.1	Utilities Capital - Cooper Slough/Boxelder	1,000,000				1,000,000			0	1,000,000
29	60.1	Utilities Capital - Dry Creek Basin	300,000				300,000			0	300,000
30	21.1	SW Annex Electric System Purchase & Transfer	800,000		800,000	L & P fund	0			0	0
31	189.2	Investigations Contractual Services Offer	66,049				66,049			66,049	0
32	181.1	Traffic Enforcement Offer	781,010		116,500	Gener-H.Srchg	664,510	284,585	traffic surchge	379,925	0
33	189.3	School Resource Officer Offer	1,118,913				1,118,913	537,986	PSD SRO	580,927	0
34	189.4	Restorative Justice Offer	15,186				15,186			15,186	0
35	181.2	Camera Radar Offer	750,348				750,348	750,348	camera radar	0	0
36	18.1	Substations Capital Project	220,000		220,000	L & P fund	0			0	0
37	155.3	SWAT Offer	162,902				162,902			162,902	0
38	178.1	Natural Areas Program - Natural Areas and Trails R	571,703				571,703			0	571,703
39	178.2	Additional Ranger for 2009	59,613				59,613			0	59,613
40	135.3	Graffiti Abatement Core Services	13,000				13,000			13,000	0
41	135.11	Graffiti Abatement Coordinator - Associated Costs	43,072				43,072			43,072	0
42	135.2	Combined Regional Info. Systems Project	175,000				175,000			175,000	0
43	16.2	Electric Project Manager	91,298				91,298			0	91,298
44	19.1	Wi Fi Pilot	100,000		100,000	L & P fund	0			0	0
45	144.1	Utilities Capital - SW Service Center Improvements	52,294				52,294			0	52,294
46	20.1	Service Center Additions Light & Power	254,093		254,093	L & P fund	0			0	0
47	130.9	Ammunition Budget Adjustment Offer	50,000				50,000			50,000	0
48	158.1	Library Park/Old Town Security	20,000				20,000			20,000	0
49	155.4	SW Annexation Staffing - Core	764,933				764,933			764,933	0
50											
51											
51		<b>Funded Offers</b>	156,504,422	0	6,185,639		150,318,783	18,510,612		28,385,377	103,422,794
52		<b>Allocation</b>			6,185,639			19,047,629		28,385,377	103,422,794
53		<b>Difference</b>			0			537,217	PFA for capital	(0)	0

# SAFE COMMUNITY DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	PFA District & Reserves	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
54											
55			506,424				506,424			506,424	0
56	139.8	PFA South Battalion	15,371				15,371			15,371	0
57	105.3	SW Annexation Staffing Associated Costs	1,750				1,750			1,750	0
58	130.3	SW Annexation Staffing - Associated Costs	90,646				90,646			90,646	0
59	181.4	Commercial Vehicle Inspector - Core	6,352				6,352			6,352	0
60	155.9	Commercial Vehicle Inspector - Assoc. Costs	1,288				1,288			1,288	0
61	135.13	Commercial Vehicle Inspector - Assoc. Costs	250				250			250	0
62	130.12	Commercial Vehicle Inspector - Assoc. Costs	1,853				1,853			1,853	0
63	105.11	Commercial Vehicle Inspector - Assoc. Costs	362,585				362,585			362,585	0
64	181.3	Traffic Unit Enhancement - Core	1,000				1,000			1,000	0
65	130.7	Traffic Unit Enhancement - Assoc. Costs	5,151				5,151			5,151	0
66	135.9	Traffic Unit Enhancement - Assoc. Costs	25,408				25,408			25,408	0
67	155.7	Traffic Unit Enhancement	7,412				7,412			7,412	0
68	105.7	Traffic Unit Enhancement	144,742				144,742			144,742	0
69	135.5	Information Services SW Annexation Staffing	219,155				219,155			219,155	0
70	135.7	Lobby (Civilian) Staff New Building - Core Offer	4,200				4,200			4,200	0
71	105.5	Lobby (Civilian) Staff New Building - Assoc. Costs	3,863				3,863			3,863	0
72	135.8	Lobby Officers, New Building Staff - Assoc. Costs	5,412				5,412			5,412	0
73	105.6	Lobby Officers, New Building Staff - Assoc. Costs	1,000				1,000			1,000	0
74	130.6	Lobby Officers, New Building Staff - Assoc. Costs	368,008				368,008			368,008	0
75	155.6	Lobby Officers, New Building Staff - Assoc. Costs	1,699,156				1,699,156			1,699,156	0
76	139.7	Increase Fire Comp. Min. Staffing to Four Firefighters	89,006				89,006			89,006	0
77	189.5	Economic Crimes Sergeant Upgrade	63,000				63,000			63,000	0
78	155.8	Patrol Division Mobile Citation Units	100,393				100,393			100,393	0
79	135.10	Systems Analyst - Core	1,168				1,168			1,168	0
80	105.8	Systems Analyst - Associated Costs	227,141				227,141			227,141	0
81	139.9	PFA Training and IT Positions	149,275				149,275			149,275	0
82	135.12	Civilian District One Staffing Police Services Move-Core	1,400				1,400			1,400	0
83	105.10	Civilian District One Staff for PS Relocation - Associated	1,400				1,400			1,400	0
84	105.9	Graffiti Abatement Coordinator	1,400				1,400			1,400	0
85	141.2	Office of Emergency Management Enhancement	246,619				246,619			246,619	0
89	105.12	Police Staffing Study Implementation (1)	4,000,000				4,000,000			4,000,000	0
90	186.1	Traffic Calming Infrastructure	550,000				550,000			550,000	0
91											
92		<b>Unfunded Offers</b>	8,900,428		0		8,900,428	0		8,900,428	0
93											
94		<b>Total Offers</b>	165,404,850	0	6,185,639		159,219,211	18,510,612		37,285,805	103,422,794



# SAFE COMMUNITY

## **5.1 Utilities - Light & Power Payments and Transfers - Funded**

**2008 - \$11,889,407**

**2009 - \$11,980,454**

This offer includes the following payments and transfers: Payment in lieu of taxes to the general fund, administrative transfer to the general fund, payment for Light and Power's share of the Utilities customer service and administration fund, risk management expenses, uncollectible accounts, and miscellaneous payments to other city funds.

## **9.1 Utilities - Stormwater Payments and Transfers - Funded**

**2008 - \$6,930,589**

**2009 - \$6,802,725**

This offer is for payments and transfers 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 Funds share of Utilities Customer Service and Administration fund, and payments to other city funds for miscellaneous services.

## **12.1 Conventional Energy - Funded**

**2008 - \$58,075,192**

**2009 - \$60,831,955**

Light and Power will purchase wholesale electric power in 2008 and 2009 from Platte River Power Authority (PRPA) to serve the needs of the citizens of Fort Collins.

## **13.1 Light & Power - Operations & Maintenance - Funded**

**2008 - \$5,470,087**

**2009 - \$5,724,804**

This offer provides high quality electric distribution services to 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.

## **16.1 Electric System Additions - Funded**

**2008 - \$12,058,781**

**2009 - 12,480,636**

This offer is to provide necessary improvements to the electric distribution system required for the continued safe, reliable and efficient delivery of electric service to the citizens of Fort Collins.

## **16.2 Electric Project Manager - Funded**

**2008 - \$87,565**

**2009 - \$91,298**

This enhancement offer will provide electric engineering and project management services to meet the increased workload created by annexation of the Southwest Enclave, the new underground rebuild program, adequate support of the Development Review Center (DRC), and development of three new substation sites in the next six to eight years.

## **18.1 Substations Capital Project - Funded**

**2008 - \$5,222,621**

**2009 - \$220,000**

Plan, design and construct two new electric distribution substations over the next five years in order to meet the existing and future needs of the citizens of Fort Collins.

# SAFE COMMUNITY

## 19.1 Wi Fi Pilot - Funded

2008 - \$50,000  
2009 - \$100,000

This capital project offer will construct and implement a wireless communications infrastructure utilizing WiFi radios mounted on streetlights in a trial area in Fort Collins roughly bounded by LaPorte Avenue, Shields Street, College Avenue and Prospect Road. This system will allow Utilities and other departments to explore the business models and any cost savings opportunities that will offer an acceptable return on investment for the infrastructure.

## 20.1 Service Center Additions Light & Power - Funded

2008 - \$4,482,904  
2009 - \$254,093

This capital project offer will replace the existing Light and Power crew building, construct covered line truck parking, and build a wash-down area for service vehicles. Also included are Light and Powers portion of the funds needed for energy improvements to the existing service center and initial funds for the purchase of a customer service center.

## 21.1 SW Annex Electric System Purchase & Transfer - Funded

2008 - \$800,000  
2009 - \$800,000

The electric system is required to 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 the Southwest Enclave was annexed into the City, Utilities was required to initiate system transfer within two years of the date of annexation per City Code and state statues (for REA transfers). This project will cover the costs of purchasing system from PVREA and Xcel Energy, to build new circuit connections and to convert existing overhead electric distribution system to underground service.

## 28.1 Stormwater Engineering & Field Services - Funded

2008 - \$2,960,467  
2009 - \$2,625,618

This offer includes stormwater basin master planning, floodplain administration, emergency preparedness awareness and education, flood warning system operation and maintenance, storm drainage system operation and maintenance, and flood control project design and construction. Master planning identifies capital projects that are cost effective in mitigating existing drainage problems. Master planning requires close collaboration with Natural Areas to plan for the preservation and enhancement of stream corridor habitat, with Transportation Services to plan for alignment of future streets, and with Community Planning for future development. Floodplain administration and emergency preparedness provide analysis, advice, support, and review to other City departments proposing projects in floodplains. Emergency preparedness provides services to minimize the effects of a flood event by providing information to citizens on how they can prepare before a flood occurs, during a flooding event and after a flooding event. Warning system personnel ensures the early flood warning system is in operating order and providing real time data to field and emergency personnel. The operation and maintenance activity ensures the drainage system that carries the flood waters is functioning properly and well maintained to ensure long life. Personnel are on call 24 hours a day, 7 days a week for emergencies to help mitigate damage due to flooding. Maintenance and construction activities are often performed jointly with Transportation Services, Natural Areas, Parks, and other departments and outside agencies. The approved stormwater master plan identified \$164 million in flood control improvements to reduce the risk of property damage and death in a 100-year flood. The approved financing plan will construct these improvements over the next 30 years, reducing damages from flooding by approximately \$290 million over a 50-year period.

## 50.1 Utilities Capital - Drainage & Detention System - Funded

2008 - \$365,000  
2009 - \$365,000

This capital project offer funds the design and construction of stormwater drainage system replacement projects.

## 59.1 Utilities Capital - Canal Importation - Funded

2008 - \$5,000,000  
2009 - \$5,000,000

This capital project offer funds the second year of the Canal Importation Ponds & Outfall (CIPO) stormwater improvement project in the Canal Importation Basin (west-central Fort Collins). The project consists of approximately 5,000 feet of large diameter stormwater pipe and enlargement of several detention ponds.

# SAFE COMMUNITY

## **60.1 Utilities Capital - Dry Creek Basin - Funded**

**2008 - \$1,600,000**  
**2009 - \$300,000**

This capital project offer funds the construction of the Dry Creek Connection Channel between Vine Drive and Timberline Road, as well as the acquisition of a regional detention pond site near Redwood and Conifer.

## **61.1 Utilities Capital - Cooper Slough/Boxelder - Funded**

**2008 - \$400,000**  
**2009 - \$1,000,000**

This capital project offer funds collaboration with the Town of Wellington and Water Supply and Storage Company to prepare a Pre-Disaster Mitigation (PDM) grant application for submittal to the Federal Emergency Management Agency (FEMA) for construction of the Clarke Reservoir Improvements. The offer also anticipates construction of the Clarke Reservoir Improvements by funding the City's share of the local match, along with other improvements in this basin.

## **63.1 Utilities Capital - Stormwater Developer Repay - Funded**

**2008 - \$75,000**  
**2009 - \$85,000**

This capital project offer is for repayment to developers when they construct stormwater facilities not directly related to their development.

## **105.1 Police Administration - Funded**

**2008 - \$572,117**  
**2009 - \$594,705**

This offer funds the salary and benefits and minimal associated costs for those positions housed in Police Administration. The total FTE's funded by the general fund in this offer equal 4.75. The Larimer Country Drug Task Force pays for .25 FTE.

## **105.2 Police Logistics - Funded**

**2008 - \$224,298**  
**2009 - 224,298**

This offer funds the shared department logistical expenses for Police Services.

## **105.3 SW Annexation Staffing Assoc. Costs - Not Funded**

**2008 - \$16,772**  
**2009 - \$15,371**

This offer is for ancillary costs pertaining to adding additional staff for the Southwest Annexation area. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **105.5 Lobby (Civilian) Staff New Building - Assoc. Costs - Not Funded**

**2008 - \$4,875**  
**2009 - \$4,200**

This offer is for ancillary costs pertaining to offer 135.7, which would add 3 Police Services Technicians to staff the main lobby. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **105.6 Lobby Officers, New Building Staff - Assoc. Costs - Not Funded**

**2008 - \$6,084**  
**2009 - \$5,412**

This offer is for ancillary costs pertaining to offer 155.6 which would add 4 part-time officers at the main lobby of the new Police building. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **105.7 Traffic Unit Enhancement - Not Funded**

**2008 - \$8,084**  
**2009 - \$7,412**

This offer is for ancillary costs pertaining to offers 181.3 and 155.7, which would add new officers to the Traffic Unit. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

# SAFE COMMUNITY

## **105.8 Systems Analyst - Assoc. Costs - Not Funded**

**2008 - \$1,336**  
**2009 - \$1,168**

This offer is for ancillary costs pertaining to offer 135.10. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **105.9 Graffiti Abatement Coordinator - Not Funded**

**2008 - \$1,625**  
**2009 - \$1,400**

This offer is for ancillary costs pertaining to offer 135.11. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **105.10 Civilian Dist. One Staff for PS Relocation - Assoc. - Not Funded**

**2008 - \$1,625**  
**2009 - \$1,400**

This offer is for ancillary costs pertaining to offer 135.12, which would add staffing to District One. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **105.11 Commercial Vehicle Inspector - Assoc. Costs - Not Funded**

**2008 - \$2,021**  
**2009 - \$1,853**

This offer is for ancillary costs pertaining to offer 181.4. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **105.12 Police Staffing Study Implementation - Not Funded**

**2008 - \$4,000,000**  
**2009 - \$4,000,000**

This offer provides a cost estimate for implementation of the recommendation in the PERF Police Staffing Study. A more detailed and precise cost estimate will be provided when the final report is received from the consultant.

## **128.1 Utilities Capital - Stormwater Master Planning - Funded**

**2008 - \$90,000**  
**2009 - \$95,000**

This capital project offer is for the ongoing master planning of the drainage system.

## **130.1 Police Hiring Promotional and Training - Funded**

**2008 - \$695,907**  
**2009 - \$720,565**

This offer funds personnel and functions of the Training Unit which includes staff consisting of 1 Sergeant, 3 officers and one part-time hourly position that maintains the indoor firearms range. The associated operational budgets contained within this offer include: Training Unit, Firearms, Indoor Firearms range, Defensive tactics, and Hiring/Promotional. The Training Unit is one of two units that make up Professional Standards. The Professional Standards Unit Lieutenant, who reports directly to the Chief of Police, manages both the Training Unit and Internal Affairs. This unit is tasked with in-service training, academy training, assessment center promotional testing, selection and hiring (sworn and non-sworn), coordination of Agency training programs and instructor development and certification. Training staff also have shared responsibilities in recruitment, training coordination with outside vendors, promotional testing, training documentation and processing for the Agency, and facility scheduling and management.

# SAFE COMMUNITY

## 130.2 Internal Affairs - Funded

2008 - \$408,333  
2009 - \$426,195

This offer funds personnel and functions of Internal Affairs which consists of one Sergeant and one Lieutenant and the associated operational budget. Internal Affairs and the Training Unit are subunits of Professional Standards and are managed by an Administrative Division Lieutenant who reports directly to the Chief of Police.

### Internal Affairs:

- Investigates citizen complaints and conducts other mandated investigations (i.e. officer involved shootings) as required by City Code or Agency policy.
- Conducts and or coordinates administrative investigations as it pertains to 255.5 personnel (163 sworn, 92.5 non-sworn)
- Submits investigations for review to Civilian Review Board which makes findings and recommendations to the Chief of Police.
- The Professional Standards Lieutenant provides all Board liaison functions to the Citizen Review Board.
- Is the official custodian for Agency administrative investigations and all disciplinary records and documentation.

## 130.3 SW Annexation Staffing - Assoc. Costs - Not Funded

2008 - \$62,912  
2009 - \$1,750

This offer is for ancillary costs pertaining to offers 155.4 and 135.5. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## 130.5 Lobby (Civilian) Staff New Building - Assoc. Costs - Not Funded

2008 - \$4,950  
2009 - \$0

This offer is for ancillary costs pertaining to offer 135.7. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## 130.6 Lobby Officers, New Building Staffing – Assoc. Costs - Not Funded

2008 - \$34,064  
2009 - \$ 1,000

This offer is for ancillary costs pertaining to offer 155.6. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## 130.7 Traffic Unit Enhancement – Assoc. Costs - Not Funded

2008 - \$34,064  
2009 - \$ 1,000

This offer is for ancillary costs pertaining to offers 181.3 and 155.7. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## 130.8 Systems Analyst – Assoc. Costs - Not Funded

2008 - \$1,650  
2009 - \$0

This offer is for ancillary costs pertaining to offer 135.10. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

# SAFE COMMUNITY

## **130.9 Ammunition Budget Adjustment Offer - Funded**

**2008 - \$50,000**  
**2009 - \$50,000**

This offer requests an increase of \$50,000 to the Firearms Range budget in order to fully fund ammunition costs that are currently under funded by \$50,000. This offer funds annual rifle ammunition costs of \$30,000 required as a result of the implementation of a patrol rifle program that is currently in progress and is expected to be fully implemented by 2008. For 2007 City Council funded the purchase of a rifle as standard equipment for every police officer along with associated one time costs of ammunition and vehicle locks for the 2007 budget year. Ongoing funding for rifle ammunition is required for the 08/09 budget cycle. Additionally, this offer fully funds handgun ammunition costs in the amount of an additional \$20,000. Handgun ammunition has never been fully funded to meet existing needs.

## **130.10 Graffiti Abatement Coordinator - Assoc. Costs - Not Funded**

**2008 - \$1,650**  
**2009 - \$0**

This offer is for ancillary costs pertaining to offer 135.11. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **130.11 Civilian Staffing for District One - Assoc. Cost - Not Funded**

**2008 - \$1,650**  
**2009 - \$0**

This offer is for ancillary costs pertaining to offer 135.12. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **130.12 Commercial Vehicle Inspector - Assoc. Cost - Not Funded**

**2008 - \$8,516**  
**2009 - \$ 250**

This offer is for ancillary costs pertaining to offer 181.4. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **135.1 Police Core Information Services - Funded**

**2008 - \$6,542,702**  
**2009 - \$6,832,706**

The Information Services Division is one of four divisions within Fort Collins Police Services and is comprised of Forensic Services, Poudre Emergency Communications Center, Records, Systems and Technical Services. These services are essential in the performance of criminal justice activities that protect the citizens of Fort Collins. Sixty-five of the department's eighty-seven civilian employees work in this division which provides a wide variety of services to others in the department and the community. Each of the work units is unique in its function. This offer is requesting to continue to fund the Information Services Division.

## **135.2 Combined Regional Information Systems Project - Funded**

**2008 - \$175,000**  
**2009 - \$175,000**

As an agency member of CRISP, we have partnered with other public safety agencies to share one computerized public safety system. This system enables member Larimer County agencies to share information for more efficient use in helping to develop and sustain a safe community. Police Services is a leader in utilizing technology to enhance public safety and provide high-quality law enforcement services to the citizens of Fort Collins. While other agencies struggle with outdated equipment, this department embraces computerized systems and uses them as ubiquitous tools which improve every aspect of police work. From initiating contact with the department, to collecting information, to the storage and security of crucial data, technology enables Police Services to perform more efficiently.

# SAFE COMMUNITY

## **135.3 Graffiti Abatement Core Services - Funded**

**2008 - \$13,000**  
**2009 - \$13,000**

The City of Fort Collins takes the position 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.

## **135.5 Info. Services SW Annexation Staffing - Not Funded**

**2008 - \$134,473**  
**2009 - \$144,742**

This is an enhancement offer addressing the need to add police personnel due to the annexation of the South College area known as the Kelmar strip along with anticipated annexations of areas considered to be the rest of the Southwest Annexation. This enhancement requests additional funding to add one sergeant, six police officers, one dispatcher, and one police records specialist. This enhancement provides the services outlined in the basic patrol package to the annexed area.

## **135.7 Lobby (Civilian) Staff New Building - Core Offer - Not Funded**

**2008 - \$196,838**  
**2009 - \$219,155**

Police Services moved to a new facility in August of 2007 which is designed and equipped with state-of-the-art security systems. In order to benefit from the improved security systems, building access and movement within the building must be actively monitored and closely scrutinized. Additional personnel are necessary to staff the two stations at the front counter in the main lobby of the new building from 7:00 a.m. to midnight, Monday through Friday. Records is currently authorized one Police Services Technician. This offer seeks authorization for three additional full-time Police Services Technician positions whose primary responsibilities will be to provide customer service.

## **135.8 Lobby Officers, New Building Staff – Assoc. Costs - Not Funded**

**2008 - \$6,479**  
**2009 - \$3,863**

This offer is for ancillary costs pertaining to offer 155.6, which funds four part-time Station officers who control access to the new Police building from 7 a.m.-midnight. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **135.9 Traffic Unit Enhancement - Assoc. Costs - Not Funded**

**2008 - \$6,307**  
**2009 - \$5,151**

This offer is for ancillary costs pertaining to offers 181.3 and 155.7, which added additional officers to the Traffic Unit. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **135.10 Systems Analyst - Core - Not Funded**

**2008 - \$98,491**  
**2009 - \$100,393**

As an agency member of Combined Regional Systems Integration Project, Police Systems has partnered with other public safety agencies to share one computerized Computer Aided Dispatch (CAD)/Records Management (RMS)/Corrections Management (CMS)/Mobile Data (MDS) system. This mission-critical system enables member Larimer County agencies to access and share information which is invaluable in helping to develop and sustain a safe community. Police Systems is staffed by two systems analysts who are responsible for supporting the CRISP system as well as maintaining other public safety technologies including the local area network, wireless networks, and assisting City MIS staff as needed in supporting personal computers (laptops and desktops) and peripherals. Additional technologies in the new Police facility and the loss of key department personnel in 2006/2007 have resulted in increased workload for the systems analysts. An additional systems analyst position will be necessary to maintain current service levels.

# SAFE COMMUNITY

## **135.11 Graffiti Abatement Coordinator – Assoc. Costs - Funded**

**2008 - \$43,512**  
**2009 - \$43,072**

The City of Fort Collins takes the position 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.

## **135.12 Civilian Dist. One Staffing Police Services Move - Core - Not Funded**

**2008 - \$141,631**  
**2009 - \$149,275**

This offer consists of an enhancement request for staffing at Fort Collins Police Services District One substation. The substation, opened in 1996, serves the northeast section of Fort Collins and is located in the heart of Ft. Collins' historic district. It is anticipated that the number of citizen requests, telephone calls and requests for service at the District One substation will significantly increase once the main police headquarters moves out of downtown to the new location in August of 2007. Because of the anticipated increased workload, and so as not to negatively affect Police Services' ability to deliver quality service to the northeast quadrant of the City including the Old Town area, this offer requests authorization to upgrade the current Police Report Specialist (PRS) position to a Police Services Technician (PST) position and to add an additional PST.

## **135.13 Commercial Vehicle Inspector - Assoc. Costs - Not Funded**

**2008 - \$1,577**  
**2009 - \$1,288**

This offer is for ancillary costs pertaining to offer 181.4, which funds a commercial vehicle inspector. Please note: there are other offers in the BDT that need acceptance to fully fund this offer.

## **139.1 PFA Emergency Operations - Funded**

**2008 - \$15,405,029**  
**2009 - \$16,174,158**

Poudre Fire Authority Operations provides emergent and non-emergent services to an area covering 235 square miles. Forty-seven firefighters per shift staff ten strategically located stations on a twenty-four hour basis, responding to over 12,000 incidents on an annual basis. Poudre Fire Authority'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-emergent situations. Firefighters respond to a variety of good intent calls including animal rescue, assisting the disabled/elderly, water removal due to broken water pipes and installing smoke alarm batteries.

## **139.2 PFA Operations Support - Funded**

**2008 - \$231,319**  
**2009 - \$239,118**

The support offer includes occupational health and safety, public affairs, telestaff, recruitment, hiring, and promotional testing. Occupational Health and Safety provides annual fitness testing, TB testing, physicals, return-to-duty evaluations, injury and accident investigation for every incident, coordination is provided for firefighters placed on modified duty due to injuries or illnesses. PFA utilizes Telestaff as our electronic staffing and payroll system. This system frees up Battalion Chiefs for shift management and emergency response. PFA's recruitment process targets eligible candidates, especially minority and female candidates. Our hiring process occurs every two to three years and consists of a written exam, physical test, and interviews. The promotional process tests candidates for a variety of positions within PFA, most notably the Captain and Battalion Chief positions.



# SAFE COMMUNITY

## **139.3 PFA Training - Funded**

**2008 - \$591,529**

**2009 - \$616,282**

The PFA Training Division provides or coordinates basic, advanced and technical level skills, education, and practical application to all 155 operational firefighters, uniformed 40-hour staff, and volunteers, as well as the basic recruit fire academy. This is accomplished by using several methods of delivery to include conference call, video teleconference, site delivery, and offerings at the Training Center. We provide conference and education/tuition reimbursement for all operations and staff personnel. In addition, we develop, deliver and coordinate training curriculum for all levels of the organization to include Driver Operator, EMT, Captain, Chief Officers, and several technical response/rescue subjects. We also develop and provide testing for Driver Operator as well as firefighter certifications. 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. We are currently staffed with 1-Battalion Chief, 2-Captains, and 1-Secretary.

## **139.4 PFA Operations Maintenance - Funded**

**2008 - \$794,118**

**2009 - \$807,245**

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. PFA provides maintenance to our emergency apparatus fleet. Regularly scheduled maintenance, repairs, annual pump, aerial testing, and emission testing make up the majority of this workload. Repair of firefighting equipment is done by either the fire mechanic or specific equipment program managers. The SCBA program provides for the maintenance and replacement of 172 SCBA units and 392 air bottles. Thirteen fire stations and one administration building are maintained by PFA. Money for major repairs and renovations are added to the annual budget when necessary and available. The PFA Warehouse is the central shipping and receiving location for PFA. Firefighting equipment, personal protective gear, cleaning supplies, and various other commodities are managed through the warehouse.

## **139.5 PFA Administration - Funded**

**2008 - \$1,772,001**

**2009 - \$1,828,485**

Administration provides overall management to the PFA. It develops the annual operating budget for approval by the PFA Board; coordinates liability, property, and workers compensation insurance; is responsible for PFAs ongoing strategic planning process; provides interagency coordination with other local jurisdictions; provides financial management assistance to all divisions; coordinates the personnel system for 168 employees and 40 volunteers; monitors revenues and expenditures and pays bills for the department; oversees the departments quality improvement process; works with PFA and Poudre Valley Fire Protection District (PVFPD) Boards and City Council to develop financial and organizational policies for PFA; provides information management system in cooperation with the City IT Department; provides HR functions; provides management for PVFPD which is a separate entity; provides oversight and management of PFAs pension program; coordinates the departments performance based benchmark program, and assists in the audit process for PFA and PVFPD.

## **139.6 PFA Fire Prevention Bureau - Funded**

**2008 - \$1,134,799**

**2009 - \$1,190,052**

This offer provides a comprehensive response to the community's need for the prevention of fires. This is accomplished by the Office of the Fire Marshal through four areas. These are Technical Services, Inspection Services, Fixed Fire Protection Systems and Investigation Services. The Technical Services program provides construction plan reviews, inspections of all fire sprinkler systems and provides responsive comments during the conceptual review process on proposed building projects. These buildings are then passed on to the Inspection Services program to ensure that buildings remain fire code compliant through inspections of existing buildings. Along with Inspection Services, the Fixed Fire Protection Systems program ensures that all sprinkler and alarm systems remain fully functional. Finally, Investigation Services investigates all fires in the Poudre Fire Authority jurisdiction for origin and cause in an effort to further refine other prevention efforts.

# SAFE COMMUNITY

## **139.7 Increase Fire Comp. Min. Staffing to Four Firefighters - Not Funded**

**2008 - \$1,625,987**  
**2009 - \$1,699,156**

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 firefighters at Stations 4, 6, 7, and 12 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, and thus decreases the ability of the firefighters to safely perform their duties. This will result in a longer response that will negatively impact the citizen requesting help, be it for a medical condition, or a fire. This enhancement will add 16 firefighter positions to the Fire Suppression Division.

## **139.8 PFA South Battalion - Not Funded**

**2008 - \$664,616**  
**2009 - \$506,424**

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 ten stations (plus three volunteer stations) and 12,000 calls per year. Implementation criteria developed from research and review of practices of similar fire departments indicates the south area exceeds all established benchmarks and practices for adding a second shift BC. In fact, PFA is the only department of its size and response demands along the Front Range that is operating with only one battalion. It is recommended that a second shift BC be added.

## **139.9 PFA Training and IT Positions - Not Funded**

**2008 - \$217,360**  
**2009 - \$227,141**

This offer funds the addition of one Training position and one IT position necessary for organizational support. A training specialist is necessary to meet increased workload created by additional stations, 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.

## **140.1 PFA Capital Projects - Funded**

**2008 - \$1,208,000**  
**2009 - \$408,000**

New stations including furnishings, Opticom, emergency equipment, and apparatus currently cost \$2,944,000 (2007). These funds are necessary to provide a majority of the money for these facilities. Current projections indicate the need for two more stations and two new structures to complete the Training Facility. These structures provide a safe, controlled environment for firefighters to train and a place where the public is not inconvenienced by these exercises. These facilities are also used as our recruit training academy and Fort Collins Police Services and Poudre Emergency Communications Center use the Training Facility for investigation classes, SWAT training, dispatcher training, and programs required by the Department of Homeland Security. Year-to-date the Training Facility has been used 18 times by outside agencies.

## **140.2 PFA New Station 4 Enhancement - Not Funded**

**2008 - \$2,670,789**  
**2009 - \$0**

This offer funds relocating Station 4 and building a new facility. Station 4 (2030 Devonshire) was placed in service in 1981. Since few capital funds were available but service was needed for the area, this station was built simply a house on a residential lot with an oversized garage. It was intended to be a cost-effective and temporary structure to house an engine company. However, PFA's capital program has been insufficient to build our prototype urban fire station and this shortage will continue into the foreseeable future. While a new Station 4 has been a high priority for ten years, the need to place new stations in-service and to provide a place for our personnel to train has taken precedence over a new Station 4. Consequently, we have been unable to build a new station. Station 4 is too small to house necessary equipment, is incapable of being renovated to meet ADA standards, and has no room for expansion to a four-person company.

# SAFE COMMUNITY

## **141.1 Office of Emergency Management - Funded**

**2008 - \$167,339**  
**2009 - \$174,092**

The Office of Emergency Management 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. The focus of these services is preservation of life safety, property conservation and environmental protection to the Fort Collins community in pre-disaster, disaster and post-disaster periods. These services include but are not limited to training, exercises, public education, establishment and maintenance of early warning systems, development of mitigation plans, emergency operational plans, disaster recovery plans, emergency operation center management and coordination of response and recovery in disasters. This involves contact and coordination with all departments/divisions of the city government, the business community, citizens and various county, state and federal agencies. Grant writing/coordination, National Incident Management System compliance, Presidential Directives and other federal and state legislative/regulatory issues are also managed within this office.

## **141.2 Office of Emergency Management Enhancement - Not Funded**

**2008 - \$467,269**  
**2009 - \$246,619**

The Office of Emergency Management 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 and lack of support, these programs are coordinated and provided below benchmark and unable to either expand or achieve their full potential. This offer funds a service level increase, public education, training, technology and planning for preparedness, mitigation, response and recovery within the Office of Emergency Management. This would allow OEM to move closer to reaching its benchmark and full potential for the citizens and community of Fort Collins. Mandates are being marginally reached at the current level of funding.

## **144.1 Utilities Capital - SW Service Center Improvements - Funded**

**2008 - \$81,775**  
**2009 - \$52,294**

This offer is for the Stormwater Funds share of energy and water conservation improvements to the Utilities Service Center. It also provides initial funding for the Stormwater Funds portion for the purchase of a new customer service center. This is a capital project that will be funded by all four utility funds.

## **155.1 Basic Patrol Services - Funded**

**2008 - \$11,414,990**  
**2009 - \$11,915,101**

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 its citizens for incidents ranging from abandoned vehicles to homicides. The patrol division provides for a safer community through efforts made in crime prevention, law enforcement, criminal investigation, traffic enforcement and investigation, active patrol, and a variety of order keeping activities. This package continues the same basic services that are currently provided.

## **155.2 Uniformed Services Contractual Services - Funded**

**2008 - \$917,378**  
**2009 - \$953,093**

This offer addresses the contractual obligations that the Patrol Division of Fort Collins Police Services enter in for services provided to the community and its citizens to provide for a safer environment. For years the Patrol Division has managed contractual services provided to the community by the Larimer County Humane Society for animal control and the Island Grove Regional Treatment for detoxification from alcohol and drugs. Contracting with these two entities have greater cost effectiveness than creating City facilities and employees to address these concerns. This offer is to continue the same basic service currently provided.

# SAFE COMMUNITY

## **155.3 SWAT Offer - Funded**

**2008 - \$159,902**  
**2009 - \$162,902**

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. SWAT team members participate in advanced training and have specialized equipment that allows 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.

## **155.4 SW Annexation Staffing - Core - Funded**

**2008 - \$846,930**  
**2009 - \$764,933**

This is an enhancement offer addressing the need to add police personnel due to the annexation of the South College area known as the Kelmar strip along with anticipated annexations of areas considered to be the rest of the Southwest Annexation. This enhancement requests additional funding to add one sergeant, six police officers, one dispatcher, and one police records specialist. This enhancement provides the services outlined in the basic patrol package to the annexed area.

## **155.6 Lobby Officers, New Building Staff – Assoc. Costs - Not Funded**

**2008 - \$385,479**  
**2009 - \$368,008**

Police Services will move to a new facility in August of 2007 which is designed and equipped with state-of-the-art security systems. In order to benefit from the improved security systems, building access and movement within the building must be actively monitored and closely scrutinized. This offer provides additional personnel to staff the two stations at the front counter in the main lobby of the new building from 7:00 a.m. to midnight, Monday through Friday. Records is currently authorized one Police Services Technician. This offer would create four part-time Station Officer positions whose primary responsibilities will be control access to the secure areas of the building, monitor security systems, and assist citizens.

## **155.7 Traffic Unit Enhancement - Assoc. Costs - Not Funded**

**2008 - \$85,428**  
**2009 - \$25,408**

This is an enhancement request for the associated costs to add 4 additional officers to the Traffic Unit. The city is divided into seven (7) geographical patrol districts in Police Services. Currently there are four traffic unit officers that are assigned several districts apiece in order to address neighborhood traffic concerns. One of the traffic officers is also the trainer/custodian of the motorcycles for the unit as well as responsible for the equipment and maintenance of the CRASH team vehicle. By adding 4 officers to the team, each patrol district in the city will have a dedicated officer to attend to the neighborhood traffic concerns.

## **155.8 Patrol Division Mobile Citation Units - Not Funded**

**2008 - \$63,000**  
**2009 - \$63,000**

This is a joint offer with the Records Division of Fort Collins Police Services along with Municipal Court and the City Attorney's Office. Currently officers hand write their traffic tickets, which are then turned in to the Records Division and staff then enters them into the Records Management System (RMS). The tickets are then forwarded to Municipal Court who then processes the tickets and confirms information is correct. Staff at the City Attorney's Office then spends approximately three hours per week retrieving information so the attorneys can prepare for court. This is an enhancement offer for the Patrol Division to purchase a mobile handheld citation system. The system is comprised of software and 19 handheld citation devices which will feed directly into the Police Department's traffic citation database eliminating the need to manually enter most citations. In addition, the system will allow the information to be transmitted directly to the courts.

# SAFE COMMUNITY

## **155.9 Commercial Vehicle Inspector - Assoc. Costs - Not Funded**

**2008 - \$21,357**  
**2009 - \$6,352**

This offer contains an enhancement to support the associated costs of adding an additional full-time position to the Police Services Traffic Unit dedicated to commercial vehicle enforcement. This function is closely tied to Transportation goals, and has broad impacts on Safer Community goals as well. Specific goals of this enhancement are to minimize and aggressively enforce “port running” commercial vehicles, minimize numbers of unsafe and hazardous materials commercial vehicles/ drivers transiting the city, and locate/prosecute improperly loaded/ overweight vehicles contributing to roadway damage.

## **158.1 Library Park/Old Town Security - Funded**

**2008 - \$20,000**  
**2009 - \$20,000**

The Fort Collins Museum, in partnership with the Downtown Business Association, Downtown Development Authority, Fort Collins Public Library, and Transfort, propose a security offer to significantly decrease persistent security issues in Library Park and Old Town Square. Visitors to the Museum, Library, Transfort stations, and Old Town Square businesses have repeatedly voiced concerns and complaints regarding transient populations, disorderly conduct, harassment, alcohol and drug violations, prostitution, and other similar criminal conduct. Police Services has responded quickly and effectively, but a continued security presence in Library Park and Old Town Square is the only 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.

## **178.1 Natural Areas Program – Natural Areas & Trails Rangers - Funded**

**2008 - \$547,647**  
**2009 - \$571,703**

This offer supports public safety and property protection by Natural Areas Rangers on 32,000 acres of city managed natural areas and along 56 miles of public trails throughout the City’s Parks and Natural Areas system. Funding of the Natural Areas and Trails “Ranger” function will be supported through a portion of the dedicated natural areas sales tax revenues including the city’s “Open Space, Yes!” (2002’s \_ ¢ sales tax) and Larimer County’s “Help Preserve Open Space” (1996’s \_ ¢ sales tax).

## **178.2 Additional Ranger for 2009 - Funded**

**2008 - \$0**  
**2009 - \$59,613**

This offer seeks to acquire ongoing funding to provide public safety and property protection on 32,000 acres of city managed natural areas and along 56 miles of public trails throughout Fort Collins. Funding of our Natural Areas “Ranger” function would be supported through a portion of the dedicated natural areas sales tax revenues including the city’s “Open Space, Yes!” (2002’s \_ cent sales tax) and Larimer County’s “Help Preserve Open Space” (1996’s \_ cent sales tax).

## **181.1 Traffic Enforcement Offer - Funded**

**2008 - \$785,107**  
**2009 - \$781,010**

This offer consists of maintaining the Traffic Unit of the Patrol Division in Police Services. This unit focuses on the number one safety concern of the citizens in our city. Their sole duty is to enforce the traffic laws in the city. The unit consists of four traffic officers, all of whom are motorcycle certified, a DUI Enforcement officer, and the Traffic Sergeant. The Traffic Unit 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 as well in these matters by conducting traffic surveys and added enforcement if collected data indicates a true problem.

# SAFE COMMUNITY

## **181.2 Camera Radar Offer - Funded**

**2008 - \$747,708**  
**2009 - \$750,348**

This offer consists of maintaining the existing Camera Radar speed van and Camera Red Light program in Police Services. Since its inception in 1995, statistics show nearly a 15% reduction in accidents in the city while the population has risen from 99,726 in 1995 to an estimated population of 142,000 in 2007. Based on the population and reduction of accidents, it is obvious that accident reduction has been exponential. The program has also yielded a 20 to 25% increase in 30 Mile Per Hour compliance which is the baseline standard used by operators.

## **181.3 Traffic Unit Enhancement - Core - Not Funded**

**2008 - \$352,900**  
**2009 - \$362,585**

This is an enhancement request to add 4 additional officers to the Traffic Unit. The city is divided into seven (7) geographical patrol districts in Police Services. Currently there are four traffic unit officers that are assigned several districts apiece in order to address neighborhood traffic concerns. One of the traffic officers is also the trainer/custodian of the motorcycles for the unit as well as responsible for the equipment and maintenance of the CRASH team vehicle. By adding 4 officers to the team, each patrol district in the city will have a dedicated officer to attend to the neighborhood traffic concerns. This is an enhancement to existing services.

## **181.4 Commercial Vehicle Inspector - Core - Not Funded**

**2008 - \$88,225**  
**2009 - \$90,646**

This offer contains an enhancement to add an additional full-time position to the Police Services Traffic Unit dedicated to commercial vehicle enforcement. This function is closely tied to Transportation goals, and has broad impacts on Safer Community goals as well. Specific goals of this enhancement are to minimize and aggressively enforce "port running" commercial vehicles, minimize numbers of unsafe and hazardous materials commercial vehicles/drivers transiting the city, and locate/prosecute improperly loaded/ overweight vehicles contributing to roadway damage.

## **186.1 Traffic Calming Infrastructure - Not Funded**

**2008 - \$550,000**  
**2009 - \$550,000**

This offer would fund neighborhood infrastructure renovations to deter speeding. The Traffic Operations Department has had a neighborhood traffic calming program in place for approximately 10 years. Staff has worked with numerous neighborhoods installing signs, pavement markings, speed humps and raised crosswalks. "After Studies" have shown that the program has had a minimal effect at reducing speeding in neighborhoods. This offer would also enhance the appearance of neighborhoods while encouraging compliance with the speed limits.

## **189.1 Investigative Services Package - Funded**

**2008 - \$4,556,718**  
**2009 - \$4,750,574**

This offer includes all the Police General Investigations teams and one special department team that is funded out of the General Investigations Budget. The teams included are; Investigations Administration, Major Crimes Unit, Forensic Computer Unit, Property Unit, Criminal Impact Unit, Victims Services Team and the Special Investigations Unit. The department team funded by the General Investigations Budget is the Physical Fitness Team. All of these Investigations Division Teams investigate crime and work proactively to prevent crime before it occurs. 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 and nutritional programs.

## **189.2 Investigations Contractual Services Offer - Funded**

**2008 - \$66,049**  
**2009 - \$66,049**

This offer is being made to maintain 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 rapid, 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.

# SAFE COMMUNITY

## **189.3 School Resource Officer Offer - Funded**

**2008 - \$1,069,880**

**2009 - \$1,118,913**

The School Resource Officers provide services to the Poudre School District's 24,000 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 1 sergeant and 10 detectives.

## **189.4 Restorative Justice Offer - Funded**

**2008 - \$14,602**

**2009 - \$15,186**

The Restorative Justice Program consists of 2 part-time employees and 53 volunteers. The program is comprised of 2 programs. The Restorative Justice Youth Conferencing program provides family/group conferencing for youth and young adults who commit a chargeable offense. This model brings together offenders, victims, community representatives and others who were affected by the crime to decide what harm was done and 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. The RESTORE program is family/group conferencing for youth and young adults who commit shoplifting offenses. It provides the same service as RJYC in a group setting. The RESTORE program is a unique restorative justice process designed and implemented in Fort Collins. The two programs are automatic diversions for first-time youth offenders ticketed into Fort Collins municipal Court. Other referrals come from district court, police, schools and community.

## **189.5 Economic Crimes Sergeant Upgrade - Not Funded**

**2008 - \$88,316**

**2009 - \$89,006**

This enhanced offer would fund the upgrade in salary and benefits of a detective position to a sergeant position. This sergeant would be assigned to the Economics Crime Unit, which currently is part of the Property Unit, with a supervisory span of control of 10 employees. With the upgrade of this position, it is a possibility that the Economics Crime Unit could join with other Larimer County police agencies to form a Task Force that would investigate economic crimes to include, felony fraud/forgery cases and identity theft.

## **235.1 PFA District & Other Revenue - Funded**

**2008 - \$(4,921,034)**

**2009 - \$(4,750,853)**

PFA has participated in the BFO process and entered offers for their entire budget. Each of the PFA offers if covered by the City contribution and Fire District revenues. For the City budget, we need to show only the City's expense and not the PFA expenses that will be covered by the Fire District revenue or PFA reserves. This offer is a negative offer to reduce PFA offers by the amounts that are not funded by the City.

# SAFE COMMUNITY

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

## TEAM MEMBERS

Team Leader: Jim O'Neill

Facilitator: Suzanne Jarboe-Simpson

Team Members: Tricia Davis, Tracy Ochsner, Dennis Bode, Rick Bachand, Jim Broderick, Dean Erickson

Communications Team Liaison: Brent Carmack

## INTRODUCTION/SUMMARY OF RESULTS MAP

### What makes Fort Collins a Safe Community?

Immediate actions from Police and Fire are the first services that come to mind. We know that 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, we believe that the definition of a safe community is broader than simply police or fire assistance. It also 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** discussed the elements that contribute to a safe community, and grouped them using an affinity process. These factor groupings were then prioritized. The factor groupings, in priority order, are:

**Prevention**  
**Responsiveness**  
**Planning and Preparedness**  
**Community Involvement and Partnerships**

## INDICATORS

### 1. CITIZEN PERCEPTION OF SAFETY

**Measure: Not currently measured**

Data Source: Community Survey on Safety

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

### 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.

### 3. CRIME INDEX

**Measure: Uniform Crime Reports: Part I Crimes per 1000**

**Uniform Crime Reports: Part II Crimes per 1000**



Data Source: Uniform Crime Reports (UCR) Colorado Bureau of Investigation, Crime in Colorado  
The UCR numbers are readily available and are tracked by many communities. This data is traditionally used for trend and comparison analysis. Since no single performance indicator can stand alone as the measure of community safety, it is intended that this non-survey data be used to balance and cross check the survey data collected under Indicator 1.

## PURCHASING STRATEGIES

1. **Purchasing Strategy #1** – We are looking for offers that encourage and support Prevention, and are proactive, not just responsive to safety concerns. 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) Programs that enhance people’s feeling of safety
2. **Purchasing Strategy #2** – We are looking for offers that encourage and support Responsiveness to accidents, crimes, fires, Emergency medical services (EMS) and utility emergencies. 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
3. **Purchasing Strategy #3** – We are looking for offers that encourage and support Planning and Preparedness, enabling us to be forward thinking in our planning and preparations. Specifically offers for/that:
  - a) Enable appropriate staging of plans, personnel and equipment to deal with natural disasters, utility outages and significant community events
  - b) Leverage the use of State and Federal Funding by regional agencies (FEMA, Homeland Security, etc.)
  - c) Reliable electric power and adequate flood management
  - d) Aid in business disaster preparedness and recovery
  - e) Promote strategic problem solving
4. **Purchasing Strategy #4** – We are looking for offers 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

5. **Purchasing Strategy # 5** – We are looking for offers to provide:

a) Community Survey on the perception of safety.

Some similarity to the surveys conducted in 1988, 1995 and 1997. The proposed survey would include opportunities for respondents to provide self reporting information (i.e. victimization, driving behavior), as well as survey information concerning fear of crime, disorder, traffic safety, etc. The target audience for this survey would include residents, business owners/managers, juveniles and others.

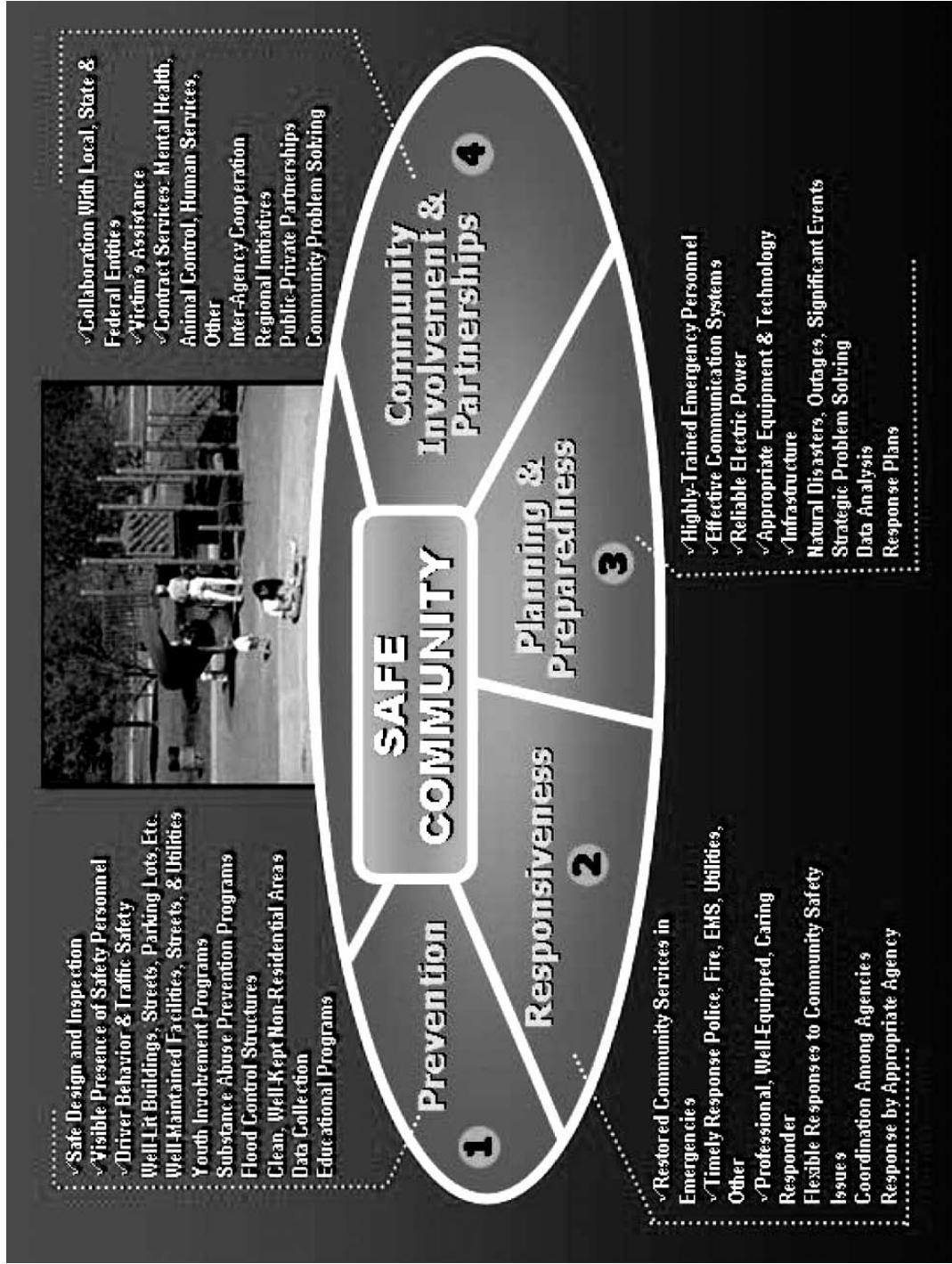
## NOTES/PRACTICES/SUPPORTING EVIDENCE

**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

# SAFE COMMUNITY RESULTS MAP

People in Fort Collins are safer at home, work and play.





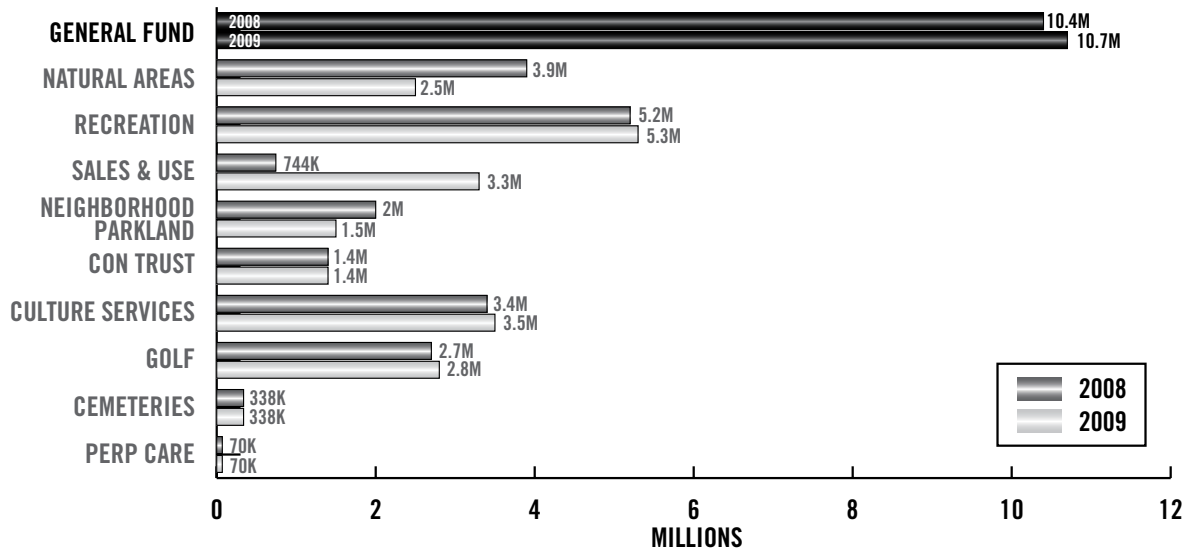
# CULTURAL & RECREATIONAL OPPORTUNITIES

Fort Collins provides diverse cultural and Recreational opportunities that foster physical and mental well-being for community members.

# 2008-2009 BUDGET RESULTS

## 5. CULTURAL & RECREATIONAL OPPORTUNITIES

**2008 GENERAL FUND & OTHER FUNDS – 30.1M**  
**2009 GENERAL FUND & OTHER FUNDS – 31.4M**



### KEY ISSUES

Funding for the operation of three new parks is included in the budget: Spring Canyon Community Park, Provincetown Neighborhood Park and Registry Ridge Neighborhood Park. These parks are being constructed with Parks capital expansion fees which are collected from new development.

High per visitor costs led the Budget Lead Team to reduce funding for the Gardens on Spring Creek offer. Staff of the program was directed to seek ways to both increase visitor attendance and increase program cost recovery.

Significant budget reductions in parks maintenance over recent years has created unacceptable levels of service in both community and neighborhood parks. Restoration of funding in several programs is included in the budget, including seasonal staffing, trail mowing, and weed control.

The City is currently undertaking a major review of the Parks Master Plan. This policy review may significantly impact future costs for parks by examining the standards under which both neighborhood and community parks are constructed. Though the long-term impact of any changes is not yet known, it may be a significant issue in future budget years as the City works to maintain existing infrastructure and assure that new facilities identify operation and maintenance funding sources as a part of their development.

In the 2006-07 Budget, Library Services were included in this result area. With voter approval of the Library District in 2006, Library Services are no longer included in the City budget, except as a revenue source for certain administrative support contributions from the Library to the City within the High-Performing Government result area.

## REVENUE TRENDS & ISSUES

In addition to significant general revenues which are used to support cultural 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.

In 2008 and 2009, additional Conservation Trust revenues will be used to support new parks. These revenues were previously allocated to new trail construction.

## 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
- Operation and maintenance of the New Northside Aztlan Community Center
- Museum Programs
- Art in Public Places Program (program to be reviewed in 2008)
- Lincoln Center
- Golf Courses
- Memorial Parks
- Gardens on Spring Creek

## ENHANCEMENTS PURCHASED

- Parks Maintenance program restorations including seasonal staffing, trail mowing, and weed control
- Use of one-time reserves for planning and preparing for the expansion of the Fort Collins Museum as it develops its joint facility with the Discovery Science Center.
- Additional staff for the new Northside Aztlan Community Center.

## EXAMPLES OF SERVICES NOT PURCHASED

- One-time funding for City maintenance of the Picnic Rock recreation area, owned by the State Division of Wildlife discontinued in 2009
- Gardens on Spring Creek enhancements
- Beet Street/Centralized Ticketing and Programming
- Enhancement of the Recreation Scholarship program beyond the 2006-07 level of service
- Additional restorations of operating resources for Parks

# CULTURAL & RECREATIONAL DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1	133.1	CPRE Administration	153,565			153,565			153,565	0
2	22.1	Recreation Leadership	159,828			159,828			159,828	0
3	57.1	Community Parks	2,536,997			2,536,997	218,500	Parks Rev	2,087,855	230,642
4	133.2	CPRE IT Support	108,613			108,613			108,613	0
5	44.1	EPIC	2,200,248			2,200,248			397,599	1,802,649
6	94.1	Lincoln Center Services	3,638,312			3,638,312			838,342	2,799,970
7	57.2	Neighborhood Parks	1,786,848			1,786,848			1,516,723	270,125
8	22.2	CRAFT	331,912			331,912			276,355	55,557
9	46.1	Northside Facility and Programs	965,075			965,075			694,094	270,981
10	46.2	Child Development, RAD Van and Youth Act. Center	255,857			255,857			91,295	164,562
11	57.3	Trails	231,873			231,873			231,873	0
12	44.6	City Park Pool & Railway	354,192			354,192			23,607	330,585
13	97.1	Fort Collins Museum Services	852,102			852,102			744,102	108,000
14	117.1	Urban Forest Management	987,094			987,094	36,000	Tree Donations	951,094	0
15	179.1	Fort Fund	219,480			219,480	219,480	Lodging Taxes	0	0
16	53.1	Golf Courses	2,717,381	63,381	Golf Fund	2,654,000			0	2,654,000
17	57.7	Parks Budget Restoration - Seasonal Wages	50,000			50,000			50,000	0
18	46.3	Sports	694,191			694,191			(11,014)	705,205
19	22.3	Recreation Scholarships	110,000			110,000			110,000	0
20	44.5	Mulberry Pool	373,413			373,413			73,227	300,186
21	45.2	The Farm at Lee Martinez	267,412			267,412			77,053	190,359
22	170.2	Public Improvements	3,522,406			3,522,406			0	3,522,406
23	170.1	Community Relations - Natural Areas	386,036			386,036			0	386,036
24	45.1	Senior Center, Club Tico and Pottery Studio	1,580,484			1,580,484			752,290	828,194
25	54.1	Memorial Parks	630,322			630,322			221,454	408,868
26	97.2	Planning for the Future	236,699	236,699	Cult Svc Fund	0			0	0
27	22.4	Recreation Reserves	489,000	340,000	Rec Fund	149,000			0	149,000
28	164.1	Recreation Trail Development 2008 and 2009	828,619	79,386	Con Tr Fund	749,233			0	749,233
29	113.1	Neighborhood Park Development 2008 & 2009	1,959,963	959,963	Neigh Pk Fund	1,000,000			0	1,000,000
30	169.1	Picnic Rock Operations and Maintenance	18,500			18,500			18,500	0
31	57.9	Parks Budget Restoration - Trail Mowing	5,000			5,000			5,000	0
32	57.8	Parks Budget Restoration - Weed Control	30,000			30,000			30,000	0
33	172.1	Art in Public Places	261,549			261,549			0	261,549
34	46.4	Northside new FTE	69,303	69,303	Rec Fund	0			0	0
35	131.1	Gardens on Spring Creek	316,000	300,000	General Fund	16,000	16,000	Hort Ctr. Rev	0	0
36	57.5	New Parks and Trails	40,500	16,290	Con Tr Fund	24,210			0	24,210
37	236.1	Library Technology	744,000	744,000	1/4 Cent BOB	0			0	0
38										
39		<b>Funded Offers</b>	30,112,774	2,809,022		27,303,752	489,980		9,601,455	17,212,317
40		<b>Allocation</b>		2,809,022			489,980		9,601,455	17,259,079
41		<b>Difference</b>		0			0		0	46,762
42										
43	57.6	Parks Budget Restoration - Botanical	45,000			45,000			45,000	0
44	57.10	Parks Budget Restoration - Life Cycle	50,000			50,000			50,000	0







# CULTURAL & RECREATIONAL DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1	133.1	CPRE Administration	158,718			158,718			158,718	
2	22.1	Recreation Leadership	164,716			164,716			164,716	
3	57.1	Community Parks	2,677,934			2,677,934	218,500	Parks Rev	2,166,259	293,175
4	133.2	CPRE IT Support	112,803			112,803			112,803	
5	44.1	EPIC	2,250,547			2,250,547			411,215	1,839,332
6	94.1	Lincoln Center Services	3,783,560			3,783,560			870,027	2,913,533
7	57.2	Neighborhood Parks	1,777,167			1,777,167			1,566,926	210,241
8	22.2	CRAFT	334,885			334,885			288,173	46,712
9	46.1	Northside Facility and Programs	1,000,640			1,000,640			727,675	272,965
10	46.2	Child Development, RAD Van and Youth Act. Center	261,583			261,583			92,917	168,666
11	57.3	Trails	240,013			240,013			240,013	0
12	44.6	City Park Pool & Railway	366,795			366,795			29,805	336,990
13	97.1	Fort Collins Museum Services	892,677			892,677			768,677	124,000
14	117.1	Urban Forest Management	1,021,365			1,021,365	37,000	Tree Donations	984,365	0
15	179.1	Fort Fund	223,872	67,942	Golf Fund	223,872	223,872	Lodging Taxes	0	2,720,000
16	53.1	Golf Courses	2,787,942			2,787,942			50,000	0
17	57.7	Parks Budget Restoration - Seasonal Wages	50,000			50,000			(2,915)	708,185
18	46.3	Sports	705,270			705,270			110,000	0
19	22.3	Recreation Scholarships	110,000			110,000			73,268	306,431
20	44.5	Mulberry Pool	379,699			379,699			86,976	190,447
21	45.2	The Farm at Lee Martinez	277,423			277,423			0	2,102,233
22	170.2	Public Improvements	2,102,233			2,102,233			0	387,296
23	170.1	Community Relations - Natural Areas	387,296			387,296			781,860	866,385
24	45.1	Senior Center, Club Tico and Pottery Studio	1,648,245			1,648,245			243,088	408,883
25	54.1	Memorial Parks	651,971			651,971			200,000	0
26	97.2	Planning for the Future	215,656	15,656	Cult Svc Fund	200,000			0	149,000
27	22.4	Recreation Reserves	539,000	390,000	Rec Fund	149,000			0	796,584
28	164.1	Recreation Trail Development 2008 and 2009	837,970	41,386	Con Tr Fund	796,584			0	1,000,000
29	113.1	Neighborhood Park Development 2008 & 2009	1,478,052	478,052	Neigh Pk Fund	1,000,000			200,748	0
30	172.1	Art in Public Places	200,748			200,748			0	0
31	46.4	Northside new FTE	72,306	72,306	Rec Fund	0			0	0
32	131.1	Gardens on Spring Creek	334,000	315,000	General Fund	19,000	19,000	Hort Ctr. Rev	0	0
33	57.5	New Parks and Trails	75,500	55,195	Con Tr Fund	20,305			0	20,305
34	236.1	Library Technology	744,000	744,000	1/4 Cent BOB	0			0	0
35	237.1	Lincoln Center Renovation	2,217,436	2,217,436	1/4 Cent BOB	0			0	0
36	238.1	Park Upgrades and Enhancements	304,897	304,897	1/4 Cent BOB	0			0	0
37										
38		<b>Funded Offers</b>	31,366,919	4,701,870		26,685,049	498,372		10,325,314	15,861,363
39		<b>Allocation</b>		4,701,870			498,372		9,924,566	16,308,858
40		<b>Difference</b>		0			0		(400,748)	447,495
41										
42	169.1	Picnic Rock Operations and Maintenance	18,500			18,500			18,500	0
43	57.9	Parks Budget Restoration - Trail Mowing	5,135			5,135			5,135	0
44	57.8	Parks Budget Restoration - Weed Control	30,000			30,000			30,000	0

# CULTURAL & RECREATIONAL DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
45	57.6	Parks Budget Restoration - Botanical Program	46,267			46,267			46,267	
46	57.10	Parks Budget Restoration - Life Cycle	50,000			50,000			50,000	
47	94.3	Centralized/Beet St Ticketing	71,857			71,857			61,607	
48	94.2	Marketing and Fin. Svcs. Lincoln Center - Restore	35,127			35,127			35,127	
49	97.4	Increase Museum Staff FTEs	62,736			62,736			62,736	
50	44.4	Recreation Clerical Position - Restore	13,144			13,144			13,144	
51	45.3	Senior Center Clerical Position - Restore	13,182			13,182			13,182	
52	97.5	Dev. Coord. and Collections Positions - Museum	43,753			43,753			43,753	
53	22.6	Recreation Public Relations Position - Enhancement	3,992			3,992			3,992	
54	22.5	Recreation Scholarships Enhancement	60,000			60,000			60,000	
55	131.2	Gardens on Spring Creek Enhancement	63,876			63,876			63,876	
56	230.1	Beet St Programming	41,200			41,200			41,200	
57										
58		<b>Unfunded Offers</b>	558,769	0		558,769	0		548,519	10,250
59										
60										
61		<b>Total Offers</b>	31,945,688	4,701,870		27,243,818	498,372		10,873,833	15,871,613
62										

# CULTURAL & RECREATIONAL OPPORTUNITIES

## **22.1 Recreation Leadership - Funded**

**2008 - \$159,828**

**2009 - \$164,716**

This offer funds the Recreation Department Director, along with various consolidated department expenses such as insurances, email charges, music licensing, maintenance contracts, etc. This position is the administrative manager of a large, successful citizen-driven City department.

## **22.2 Community Relations and Finance/Technology - Recreation - Funded**

**2008 - \$331,912**

**2009 - \$334,885**

This offer includes all finance, registration, marketing, and public relations support for the Recreation Department. Financial functions include monitoring special revenue accounts, grant funding, JD Edwards interfaces, and reserve spending; coordinating all budget activities, revisions, projections, journal entry requests, and staff training; and providing financial reports and updates for program staff and City management. Finance and registration functions ensure the data integrity of the computerized registration software system (RecTrac), which includes TeleTrac (24/7 phone), and the online registration tool, WebTrac. The Communications Office is essential to the Department's success and provides media relations, graphic design, sponsorships, grant writing, community relations and business partnerships, web development, photo archiving, special event planning and implementation, fund-raising, crisis communication, and communications strategy development.

## **22.3 Recreation Scholarships - Funded**

**2008 - \$110,000**

**2009 - \$110,000**

This offer funds scholarships for citizens who are low income and cannot afford to pay full fees for Recreation activities. Interested persons/families complete a confidential written form that describes their financial situation. A recreation staff member reviews the applications and determines status: waived fee, reduced fee, or not qualified. Those qualifying can receive fee reductions for up to 2 activities/season and low cost drop-in punch passes. Qualified residents are never turned away because of lack of financial ability to pay fees.

## **22.4 Recreation Reserves - Funded**

**2008 - \$489,000**

**2009 - \$539,000**

This offer appropriates Recreation Reserve funds for 2008-09 improvements and equipment replacement. When revenues exceed expenses, Recreation Reserves increase and these reserves are then re-invested in Recreation facilities, equipment replacement, and new program innovations. Recreation Reserves are not General Fund dollars but they must be appropriated by Council. Typical uses include: technology system upgrades of RecTrac (computerized Recreation registration and scheduling package), vehicle and equipment replacement, new activity start-up funding, staff training and conference expenses, and facility enhancements.

## **22.5 Recreation Scholarships Enhancement - Not Funded**

**2008 - \$40,000**

**2009 - \$60,000**

The current scholarship program provides reduced fee opportunities to individuals and families who are living in poverty, or who are living up to 35% above federally established poverty levels. An increase in general fund support for the scholarship program would allow the Recreation Department to do more outreach to community members in need and enable greater numbers of at risk youth and others to participate.

## **22.6 Recreation Public Relations Position- Enhancement - Not Funded**

**2008 - \$3,838**

**2009 - \$3,992**

This publicity specialist position provides graphic design, marketing, grant writing, public relations, and special event support to the entire Recreation Department. In addition, this position is a resource for other areas within the Community Recreation and Environment Service Unit (CRE) including Parks, Forestry, Golf, and Horticulture. The publicity specialist position is currently a contractual one. This enhancement offer proposes to make this a classified position. This small investment will lead to a greater level of stability for the Recreation Department, and in turn will ensure ongoing continued excellence of service.

# CULTURAL & RECREATIONAL OPPORTUNITIES

## 44.1 EPIC - Funded

2008 - \$2,200,248  
2009 - \$2,250,547

This offer provides funds to manage Edora Pool Ice Center (EPIC), Old Town Ice Rink, and Adaptive Recreation programs, including American 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. The offer also provides recreational opportunities for citizens of all ages with disabilities. The trained certified therapeutic recreation staff strives to provide equal access, support, and services that allow persons with disabilities to participate in recreation programs and facilities to their fullest capabilities. Outdoor skating in Old Town is provided in conjunction with the Downtown Development Authority and Downtown Business Association during the holidays.

## 44.4 Recreation Clerical Position - Restore - Not Funded

2008 - \$0  
2009 - \$13,144

This offer proposes to restore the 0.25 FTE clerical position that was eliminated as part of the 2006-07 budget process. The recreation services representative is currently a 0.75 classified employee with many responsibilities. This position is responsible for overseeing the front desk area, scheduling hourly front desk employees, training new employees on the RecTrac registration system, resolving customer service issues, balancing revenue collection on a daily basis, entering background checks for all new employees and volunteers, processing purchase orders, processing and documenting all scholarship applications, compiling year end statistical information, collecting customer satisfaction survey data, working on special projects, and maintaining seamless registration and customer service to patrons during the hours of operation (100 hours, 7 days per week).

## 44.5 Mulberry Pool - Funded

2008 - \$373,413  
2009 - \$379,699

This offer provides and funds quality swimming programs at Mulberry Pool. Activities include drop-in swimming, leisure water play, swim instruction, specialized programs such as kayaking and birthday parties, and facility rentals. Child development classes are also held in the upstairs classroom.

## 44.6 City Park Pool and Railway - Funded

2008 - \$354,192  
2009 - \$366,795

This offer provides and funds quality swimming programs at City Park Pool, paddle boat rides on Sheldon Lake, and rides on the City Park Railway. Activities include drop-in swimming, leisure water play, boating, train rides, swim instruction, specialized programs such as kayaking and birthday parties, and facility rentals. The food concession operation at City Park Pool is also included in this offer.

## 45.1 Senior Center, Club Tico and Potter Studio - Funded

2008 - \$1,580,484  
2009 - \$1,648,245

This offer includes funding for the operation of the Senior Center, Club Tico and the Pottery Studio. Programs include arts, crafts, pottery, aquatics, dance, lifelong learning, music and drama, health and wellness, fitness, sports, travel, outdoor adventure, volunteer opportunities, a variety of services, 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, walk/jog track, class and meeting rooms, lounge and reception area, and community gardens. Club Tico is part of this offer, with dance as the predominant activity. The Pottery Studio houses a full range of pottery programs and classes.

# CULTURAL & RECREATIONAL OPPORTUNITIES

## 45.2 The Farm at Lee Martinez - Funded

2008 - \$267,412  
2009 - \$277,423

This offer funds operation and programming at The Farm, a 12-acre community educational facility located in Lee Martinez Park. It is open year-round to drop in visitors and provides farm activities including pony rides and lessons, Pee Wee Farmers classes, day camps, the resident cats, 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.

## 45.3 Senior Center Clerical Position -Restore - Not Funded

2008 - \$0  
2009 - \$13,182

This offer proposes to restore the 0.25 FTE clerical position that was eliminated as part of the 2006-07 budget process. The recreation services representative is currently a 0.75 classified employee with many responsibilities. This position is responsible for overseeing the front desk area, scheduling hourly front desk employees, training new employees on the RecTrac registration system, resolving customer service issues, balancing revenue collection on a daily basis, entering background checks for all new employees and volunteers, processing purchase orders, processing and documenting all scholarship applications, compiling year end statistical information, collecting customer satisfaction survey data, working on special projects, and maintaining seamless registration and customer service to patrons during the hours of operation (100 hours, 7 days per week).

## 46.1 Northside Facility and Programs - Funded

2008 - \$ 965,075  
2009 - \$1,000,640

This offer supports the new 50,000 square-foot Northside Aztlan Community Center (NACC) that replaces the original facility constructed in 1978. Staff plans educational classes, assistance with home work, programs for low income residents, music, dancing, fitness, child development classes, community-wide cultural events, sports, and outdoor activities. Located adjacent to the Poudre River and trail just north of Old Town, this facility includes a large drop-in workout area and indoor jog/walk track, 3 gymnasiums, computer lab, lounge, classrooms, kitchen, and a large event area. This facility is well positioned as an important venue for Beet Street events, in addition to the multitude of daily activities held there.

## 46.2 Child Development, RAD Van, and YAC - Funded

2008 - \$255,857  
2009 - \$261,583

This offer supports Child Development, the RAD (Recreation At your Door) Van program, and operation of the downsized Youth Activity Center (YAC). Child development provides developmental activities for youth ages 9 months to 12 years. Staff programs learning experiences for toddlers, parents and children together, preschool, and elementary age children that encourage socialization, independence, education, creativity, and fun. The re-designed YAC, Northside Aztlan Community Center, Mulberry Pool, Club Tico, and EPIC are utilized as programming sites. Youth in lower income neighborhoods are served by the RAD Van program. Educational and recreational activities that may not otherwise be accessible are provided as a free drop-in program. Children ages 5-12 participate in a wide variety of activities that promote self-esteem and neighborhood cohesiveness. Funding is included to operate the downsized YAC, including the gymnasium and two classrooms at the facility's current location.

## 46.3 Sports - Funded

2008 - \$694,191  
2009 - \$705,270

This offer provides funding for sports activities for youths from 5 years old to adults of all ages, through participation in sports. 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.

# CULTURAL & RECREATIONAL OPPORTUNITIES

## 46.4 Northside new FTE - Funded

2008 - \$69,303  
2009 - \$72,306

This enhancement offer to the Northside Aztlan Community Center (NACC) offer provides an increased level of service in the facility scheduling, rental, and community coordination area by adding one classified full-time staff member to perform these services. Because of recent downsizing of staff in the Recreation Department, there is not a current staff member who can take on these responsibilities.

## 53.1 Golf Courses - Funded

2008 - \$2,717,381  
2009 - \$2,787,942

This offer is for the total management, operations, maintenance, and administration of City Park Nine, Collindale, and South-Ridge Golf Courses. The services provided at the three municipal golf facilities include quality grounds and infrastructure maintenance, customer services that offer for sale rounds of golf to the public in a variety of methods (i.e. green fees, 10 play punch cards, discount coupons, tournament rates, annual passes), golf cart rentals, driving ranges, practice areas, lessons, rental equipment, merchandise, and food and beverages, etc. These three full service golf courses utilize an innovative public and private sector mix of staffing in order to provide outstanding municipal golf services to the Fort Collins community at no direct cost to taxpayers. The Golf Fund is classified as an Enterprise Fund by the City and as such is 100 percent self supporting.

## 54.1 Memorial Parks - Funded

2008 - \$630,322  
2009 - \$651,971

This is an offer to operate and maintain the 43 acres of City memorial parks. The City owns two memorial parks, Grandview and Roselawn. Financial support for this service is derived from a combination of fees, perpetual care interest earnings, and General Fund support. Services provided include selling various burial and cremation memorial options, preparing grounds for burials, setting foundations for headstones, maintaining the grounds and memorials, and historical recordkeeping.

## 57.1 Community Parks - Funded

2008 - \$2,536,997  
2009 - \$2,677,934

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. Community parks are 20 acres or larger. These sites total 504 acres and include the following amenities: 15 softball/baseball diamonds, 15 basketball courts, 22 sports fields, 31 tennis courts, 3 skate parks, 15 restrooms, 9 playgrounds, 19 shelters, and 2 dog parks.

## 57.2 Neighborhood Parks - Funded

2008 - \$1,786,848  
2009 - \$1,777,167

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 3 acres to 20 acres and pocket parks are less than 3 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. This offer is for \$1,786,848 in 2008 and \$1,777,167 in 2009. The Conservation Trust Fund will contribute \$270,125 in 2008 and \$210,241 in 2009. The net General Fund request will be \$1,516,723 in 2008 and \$1,566,926 in 2009.

# CULTURAL & RECREATIONAL OPPORTUNITIES

## 57.3 Trails - Funded

2008 - \$231,873  
2009 - \$240,013

This offer provides maintenance for the 25 miles of City owned hard 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 needs include trash and debris removal, mowing along trails, noxious weed control, infrastructure repairs, site hazard abatement, and snow removal.

## 57.5 New Parks and Trails - Funded

2008 - \$40,500  
2009 - \$75,500

This offer provides funding for two new neighborhood parks. Provincetown (65 acres) is scheduled to be completed in 2008, and Registry Ridge (5 acres) in 2009. These parks are part of the overall park development plan for the City. The level of service at these parks will be the same as other neighborhood parks (See Neighborhood Parks offer). In addition, the Parks Division will assume maintenance responsibilities for an additional half mile of trail per year in 2008 and 2009.

## 57.6 Restore Parks Botanical Program - Not Funded

2008 - \$45,000  
2009 - \$46,267

This offer will restore various service reductions taken in previous years. The Parks Division has cut \$940,000 from its budget over the last five years. Various reductions taken in previous years have left parks looking less cared for and are creating infrastructure issues. The Parks Division would like to restore the botanical program within the parks system at a cost of \$45,000. This is the third restoration priority after restoring the fertilizer and weed control program. These funds would reclassify a .75 FTE horticulture position back to full time, add seasonal help and restore flowers in the parks.

## 57.7 Restore Parks Seasonal Wages - Funded

2008 - \$50,000  
2009 - \$50,000

This offer will restore seasonal wage service reductions taken in previous years. The Parks Division has cut \$940,000 from its budget over the last five years. Various reductions taken in previous years have left parks and trails looking less cared for and are creating infrastructure issues. Seasonal wages have been cut multiple times and were frozen for three years. This has had significant impact on the number and quality of employees the Parks Division is able to hire. This offer will enhance the Parks seasonal workforce budget by \$50,000. This is the first restoration priority after funding the new parks and trails.

## 57.8 Restore Weed Control - Partially Funded

2008 - \$30,000  
2009 - \$0

This offer will restore various service reductions taken in previous years. The Parks Division has cut \$940,000 from its budget over the last five years. Various reductions taken in previous years have left parks and trails looking less cared for and are creating infrastructure issues. The Parks Division would like to restore the \$30,000 cut in 2005 for fertilizer and weed control. This offer is the second priority after restoring the seasonal budget. The original offer included \$30,000 for 2009 which was not accepted.

## 57.9 Restore Trail Mowing - Partially Funded

2008 - \$5,000  
2009 - \$0

This offer will restore various service reductions taken in previous years. Various reductions taken in previous years have left the trails looking less cared for and are creating infrastructure issues. The Parks Division would like to restore mowing along trails to an "as needed" basis instead of twice a year at a cost of \$5,000. This is the fourth restoration priority after restoring the botanical program. The original offer included \$5,135 for 2009 which was not accepted.

# CULTURAL & RECREATIONAL OPPORTUNITIES

## **57.10 Restore Parks Lifecycle - Not Funded**

**2008 - \$50,000**  
**2009 - \$50,000**

This offer will restore \$50,000 in the capital improvements (lifecycle program). This additional funding would be used to replace park infrastructure that is not being replaced due to lack of funding. This is the fifth restoration priority after restoring mowing on the trails.

## **94.1 Lincoln Center Services - Funded**

**2008 - \$3,638,312**  
**2009 - \$3,783,560**

This offer funds Lincoln Center services. Lincoln Center provides high quality, high value Visual and Performing Arts programming, rental spaces, and ticketing services to Fort Collins and Northern Colorado in a community-friendly setting. The mission of Lincoln Center is to lead in cultural experience, making it an essential value to the community. Since 1978, 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 small and large venues for cultural activities including performances, weddings, receptions, meetings, and more. The facility boasts over 350 performances each season, more than 1450 room rentals, and ticketing services for dozens of performing arts groups in the community. Lincoln Center's success stems from strong community support through volunteerism, high attendance (over 275,000 annually), and partnerships with local performing arts groups and artists.

## **94.2 Restore Marketing and Financial Services - Lincoln - Not Funded**

**2008 - \$33,776**  
**2009 - \$35,127**

This offer will restore marketing/public relations and financial services to the level they were prior to the budget cuts incurred over the last budget cycle. It will return the Lincoln Center Public Relations Coordinator to 1 FTE and the Lincoln Center Financial Coordinator to 1 FTE. Currently both are at .75 FTE. These are critical positions to the success of Lincoln Center and its ability to maintain and grow its sustainability. Lincoln Center is approximately 75% self-sustaining relying primarily on ticket sales and room rentals. Marketing is a core need to ensure consistent revenues for these activities, as well as grow these revenues through community awareness and promotion. The Financial Coordinator tracks trends, monitors on-going revenue, and helps with business planning and maintaining efficiencies, all critical in keeping Lincoln Center in the black.

## **94.3 Centralized/Beet Street Ticketing - Not Funded**

**2008 - \$65,145**  
**2009 - \$71,857**

Lincoln Center will take the lead in developing and implementing centralized ticketing for cultural organizations, including Beet Street, to sell tickets to events. This venture is based on Lincoln Center's 30 years of successful experience in providing box office services to the community. Centralized Ticketing was identified as a goal through the UniverCity Connections process, and this goal will be achieved through partnerships with Beet Street, Fort Collins Convention and Visitors Bureau (CVB), CSU School of the Arts, and local arts organizations. The service can also be extended to non-arts and cultural events. Centralized ticketing will be made possible through Lincoln Center's existing Box Office infrastructure, specifically ProVenue ticketing software and Tickets.com. These systems are capable of handling additional venues and increased ticket sales. This offer is requesting contractual and hourly staff support to assist in developing the partnerships, facilitate the usage of the system, and provide the actual services.

## **97.1 Fort Collins Museum Services - Funded**

**2008 - \$852,102**  
**2009 - \$892,677**

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 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. This offer includes bringing the Curator of Collections and Public Relations Coordinator positions to full time.



# CULTURAL & RECREATIONAL OPPORTUNITIES

## **97.2 Museum Expansion Planning - Funded**

**2008 - \$236,699**  
**2009 - \$215,656**

This offer adds contractual employees to the Museum staff: Curator of Cultural Interpretation, Project Manager, and Public Relations Coordinator. These positions will assist in development of the Fort Collins Museum/ Discovery Science Center facility. The Project Manager will oversee project development teams and future project personnel. The Curator of Cultural Interpretation will work with the Museum and Natural Areas departments to disseminate research relating to the cultural history of the city's natural areas. The Curator will serve on the Development Team working with the Project Manager to ensure the integrity of cultural elements.

The Public Relations Coordinator assists in creating a marketing plan and conveys information to the public. In 2008, the offer is funded from Restricted Museum Reserves. In 2009, the offer is funded from Restricted Museum Reserves, Building On Basics, and the Natural Resources Department.

## **97.4 Increase Museum Staff FTEs - Not Funded**

**2008 - \$59,232**  
**2009 - \$62,736**

The Museum serves over 40,000 visitors each year for exhibitions, educational programs, children's activities and more. The Museum also offers opportunities to extend experiences beyond Museum walls (and increase Museums revenues) through purchases in the Museum Store. Volunteers also contribute to the Museum in the Museum Store, Collections, Exhibits, Education, and other areas. Currently the Museum employs a Kindergarten through Twelfth Grade (K-12) Coordinator and a Museum Store/Volunteer Coordinator as hourly employees. Although cost-effective in the past, this has led to high turnover and inconsistent customer service. The Museum will bring these positions from hourly to salaried in order to secure and retain the best employees and provide consistent, world-class programs and opportunities to the community.

## **97.5 Development Coordinator & Collections Positions - Not Funded**

**2008 - \$41,723**  
**2009 - \$43,753**

This enhancement brings the Public Relations and Development Coordinator and Collections Curator positions to 1 FTE each. Currently, the Public Relations and Development Coordinator is .8 FTE, and the Collections Curator is .75 FTE. Both of these positions are critical to the success of the Museum. The focus of the Public Relations and Development Coordinator is primarily grant writing - a key component in leveraging City funds for exhibits, programs and operations. The Collections Curator is fundamental to Museum operations in collecting the community artifacts and ensuring professional standards in following the Museums collections policy, in the acquisition, care and use of the community's artifact collections.

## **113.1 Neighborhood Park Development 2008 & 2009 - Funded**

**2008 - \$1,959,963**  
**2009 - \$1,478,052**

Park Planning and Development will continue to develop neighborhood parks in 2008 and 2009. Staff will work with land-owners and developers for the acquisition of one to two new park sites, the master planning on two parks, the detailed design and construction drawings and specifications on two parks, construction administration on two park sites, assisting Park Maintenance and Recreation on various park improvements and interacting with other City departments on issues affecting joint sites.

## **117.1 Urban Forest Management - Funded**

**2008 - \$ 987,094**  
**2009 - \$1,021,365**

This offer will provide for the management of trees on developed City property (urban forest) and will promote the private urban forest through indirect means. The planting, care, maintenance and perpetuation of City trees will ensure trees in parks and around recreational and cultural facilities and in parkways along streets that enhance the outdoor experience and foster physical and mental well-being for community members. A municipal urban forest will be provided that is safe, healthy, well stocked, diverse, pleasing to the senses and functional as well as one that is attractive to birds and other wildlife, which provides benefits through out the community to all citizens. Services that provide public education, development review and enforcement are also included in this offer. Non-general fund revenue in 2008 is \$36,000 and in 2009 is \$37,000.

# CULTURAL & RECREATIONAL OPPORTUNITIES

## 131.1 Gardens on Spring Creek - Funded

2008 - \$316,000  
2009 - \$334,000

The Gardens on Spring Creek (The Gardens) are a dynamic and inspiring botanic garden along with a community and environmental education center. The Gardens not only enrich the lives of people in Fort Collins, they foster environmental stewardship, sustainable horticulture, ecology, and community service. Examples of the wide variety of programs/services offered include: enabling people to grow herbs, flowers, and vegetables, providing horticultural therapy for people with special needs, and providing applied horticulture classes that foster environmental stewardship and community partnerships. The Gardens offer residents of Fort Collins a diverse cultural and recreational opportunity that fosters physical and mental well-being for all ages, backgrounds, physical abilities, and levels of horticulture knowledge. The new Children's Garden is a prime location for families to experience horticulture at it's finest. The Gardens are characteristic of the level of community support which benefits our youth and encourages family participation in gardening and the environment. As part of this offer, the Gardens will be using incoming revenue. These amounts include; \$16,000.00 in 2008 and \$19,000 in 2009.

## 131.2 Gardens on Spring Creek Enhancement - Not Funded

2008 - \$61,197  
2009 - \$63,876

As an enhancement offer, The Gardens are requesting a fourth FTE (Horticulture Technician). This position would complement the current staff of three FTEs (Horticulture Facility/Services Administrator, Horticulture Technician, and Horticulture Program Coordinator). With the recent addition of the Children's Garden and upcoming expansions such as the Garden of Eatin', The Gardens will need this fourth FTE to continue to maintain the current and planned gardens, to ensure the long term life of these capital improvements outlined in offer number one, and continue to meet the demand for increased education and horticulture programming. The position would be vital to the continued success, maintenance, and growth of The Gardens. Some examples of work this FTE would do include: planting and maintenance of perennials gardens; horticulture and education program development; installation of new Lilac beds in Lilac Park; and development and implementation of new gardens such as the Garden of Eatin'.

## 133.1 CPRE Administration - Funded

2008 - \$153,565  
2009 - \$158,718

This offer provides administrative leadership for Cultural, Parks, Recreation and Environment services including the administrative functions of the Director of Cultural, Parks, Recreation and Environment (CPRE). This offer is for General Fund support of \$153,565 in 2008 and \$158,718 in 2009.

## 133.2 CPRE IT Support - Funded

2008 - \$108,613  
2009 - \$112,803

The CPRE Technology Team (CPRETT) currently consists of one Senior Network Specialist/Business Analyst and Centralized PC Hardware/Software helpdesk support through the MIS department. The CPRETT program offer is to provide continued critical computer infrastructure and technology support to Natural Resources, Parks, Recreation, Forestry, Cemeteries, Golf, Horticulture Center, Park Planning, Lincoln Center and the Fort Collins Museum, which includes the online systems of ProVenue Max (Tickets.com), RecTrac, WebTrac, TeleTrac and GolfTrac. These systems allow citizens to purchase tickets for Lincoln Center events and register for Recreation activities and classes, 24 hours per day, 7 days per week, which results in excellent customer service and efficiency. This offer is for General Fund support of \$108,613 in 2008 and \$112,803 in 2009.

## 164.1 Recreation Trail Development 2008 and 2009 - Funded

2008 - \$828,619  
2009 - \$837,970

Park Planning and Development will continue to develop trails in 2008 and 2009. Staff will work with landowners and developers for the acquisition of trail right-of-way, the master planning on new trail segments, the detailed design and construction drawings and specifications on new segments including underpasses, construction and administration.

# CULTURAL & RECREATIONAL OPPORTUNITIES

## 169.1 Picnic Rock Operations & Maintenance - Partially Funded

2008 - \$18,500  
2009 - \$0

Picnic Rock is a 2-acre City-owned property on the Poudre River just west of Ted's Place. It is heavily used as a parking area and a river take out for rafters and other boaters. This package/offer will provide a modest level of general fund support for maintenance and operation of the facility while a longer-term management approach is sought by local citizens from the state. These funds are being requested from unrestricted general fund revenue. The original offer included \$18,500 for 2009 which was not accepted.

## 170.1 Community Relations - Natural Areas - Funded

2008 - \$386,036  
2009 - \$387,296

This Community Relations offers supports the education, outreach, customer service evaluation, and volunteer development and coordination functions of the Natural Areas Program. Activities include robust volunteer efforts such as the nationally recognized Master Naturalist Program; customer/visitor surveys; development of interpretive materials for on-site installations as well as with the Museum-Discovery Science Center; and various other types of communication with the community including brochures, maps, videos and speaking engagements. The mission of the Natural Areas Community Relations Program is to increase citizen's awareness of natural areas; to promote a shared understanding of natural systems; and, to foster a shared appreciation for the importance and meaning natural places add to our lives. The Community Relations Program also strives to understand the concerns and needs of our citizens through customer surveys and other outreach efforts.

## 170.2 Public Improvements - Natural Areas - Funded

2008 - \$3,522,406  
2009 - \$2,102,233

This offer will support the maintenance, construction, and installation of amenities for recreational use and public enjoyment of City natural areas. Specific amenities include natural surface trails, parking lots, vault toilets, benches, shelters, kiosks, signage, fences, and trash cans. By January 2008, 37 natural areas (10,404 total acres) will be open to the public. The largest natural area, Soapstone Prairie (18,728 acres), will open in 2009, increasing the amount of natural areas' land open to the public to 29,000 acres of the 32,000 managed by the program. City natural areas have been recognized state-wide, as well as nationally, for providing fabulous outdoor opportunities that contribute to the economic vitality of Fort Collins.

## 172.1 Art in Public Places - Funded

2008 - \$261,549  
2009 - \$200,748

This offer supports the continuation of the existing Art in Public Places (APP) program. APP began in April 1995, with City Ordinance No. 20, and enacted in City Code Chapter 23, Article IX. APP encourages and enhances artistic expression and appreciation and adds value to the Fort Collins community through acquiring, exhibiting, and maintaining public art. APP is primarily a 1% program, meaning City capital projects with a budget over \$250,000 designate 1% of their project budget for art. To show a commitment to the APP purpose in all projects, artists are added to the project team for budgets under \$250,000. If the project is below \$50,000, an artist may be added at the department's discretion. The City Council-appointed APP Board plays a significant role in selecting artists and artwork, and most final recommendations are approved by City Council. Art donations are also handled through the APP Board, ensuring the City's collection meets the highest standards.

## 179.1 Fort Fund - Funded

2008 - \$219,480  
2009 - \$223,872

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

# CULTURAL & RECREATIONAL OPPORTUNITIES

## **230.1 Inside Fort Collins - Bi-weekly promotion of arts - Not Funded**

**2008 - \$40,000**

**2009 - \$41,200**

Inside Fort Collins is a bi-weekly television program that will also be available as video-on-demand on the internet. It will provide a comprehensive calendar of arts and cultural offerings in a unique format that allows citizens and visitors to get a taste of those offerings through video clips. This program supports the Beet Street initiative and would improve public awareness of the many arts and culture offerings in Fort Collins.

## **236.1 BOB - Library Technology - Funded**

**2008 - \$744,000**

**2009 - \$744,000**

The Library Technology capital project is one of the projects in the Building on Basics (BOB) capital improvement plan, approved by the voters of the City of Fort Collins at a municipal election in November 2005. The BOB capital improvement program funds a variety of the City's general capital needs and is funded by a dedicated 0.25 cent sales & use tax (excluding grocery food). The Library Technology project will provide computers, software, databases and technology maintenance for libraries in the community. Library technology will provide access to books, media, and subscription databases, to the internet and to personal library accounts. Library technology reduces staffing costs and enables the City to provide high quality library services to a growing community.

## **237.1 BOB - Lincoln Center Renovation - Funded**

**2008 - \$0**

**2009 - \$2,217,436**

The Lincoln Center Renovation capital project is one of the projects in the Building on Basics (BOB) capital improvement plan approved by the voters of the City of Fort Collins at a municipal election in November 2005. The Lincoln Center, which has been the center of Fort Collins cultural life for 27 years, is in need of improvement and renovation. This project will provide new lighting, carpeting, rest rooms, upgraded acoustics, modern conference facilities, and an elevator to the balcony. It will also provide funds for a cultural facilities plan to guide the development of future cultural facilities such as a new performing arts center or downtown

## **238.1 BOB - Park Upgrades and Enhancements - Funded**

**2008 - \$0**

**2009 - \$304,897**

The Park Upgrades and Enhancements capital project is one of the projects in the Building on Basics (BOB) capital improvement plan, approved by the voters of the City of Fort Collins at a municipal election in November 2005. The BOB capital improvement program funds a variety of the City's general capital needs and is funded by a dedicated 0.25 cent sales & use tax (excluding grocery food). The City has 4 older community parks and over 30 neighborhood parks. This project will add improvements, such as new playground equipment, picnic shelters, restrooms, landscaping and sidewalks needed to keep the City's parks useful, enjoyable and attractive.

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 from August 1 through December 31 of each year.

# CULTURAL AND RECREATIONAL OPPORTUNITIES

The City Council provided the Cultural and Recreational Opportunities Result Team with the following desired result and clarifying statement: Fort Collins provides diverse cultural and recreational opportunities that foster physical and mental well-being for community members.

## TEAM MEMBERS

Mark Radtke, Chair (CMO)  
Ginny Sawyer, Facilitator (Neighborhood Services)  
Ellen Switzer, Budget (Utilities)  
Susan Herlihy, Communication (Lincoln Center)  
Kevin Gertig (Utilities)  
Jim Colburn (Neighborhood Services)  
Dawna Gorkowski (CPRE)  
Linda Moore (Museum)  
Debbie Daugaard (Streets)

## INTRODUCTION/SUMMARY OF RESULTS MAP

The Team held thoughtful discussions to develop a Request for Results (RFR) that will result in the purchase of services to fulfill the cultural and recreational budget outcome designated by City Council. The Team discussed issues with both staff and community members in designing this RFR and benefited from City Council comments and suggestions. The Results Map paints a picture of the Team's goals for providing cultural and recreational opportunities to the citizens of Fort Collins. The Map reveals the Team's desire for quality programming and facilities that meet community needs and standards. The Team identified three contributing primary factors and listed secondary factors related to each. Five indicators and their associated measurements are contained in the RFR along with eight purchasing strategies to guide sellers in creating their offers.

## INDICATORS

### 1. 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 2006 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.

### 2. 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 open space ratings on the Citizen Survey.**

The 2006 Citizen Survey has provided a benchmark to measure customer satisfaction with cultural and recreational facilities, and with open space and trails. As long as future surveys include these same questions and measures customer satisfaction can be easily tracked.

### **3. CUSTOMER USAGE OF CULTURAL AND RECREATIONAL PROGRAMMING.**

#### **MEASURES:**

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

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

### **4. LEVERAGING CITY AND OUTSIDE SUPPORT FOR INTERNAL BENCHMARKING**

#### **MEASURE: Measure and benchmark non-general fund support (user fees, grants, volunteer hours, etc) as a percentage of total budget.**

This indicator and associated measures maintain a focus on the “true cost” of providing cultural and recreational opportunities. By annually measuring general fund support of programs we can track trends and compare the trend to any change in customer satisfaction or usage.

### **5. MAINTAIN AFFORDABLE OPTIONS IN CULTURAL AND RECREATION PROGRAMMING**

#### **Measure: Track the number of cultural and recreation customers using reduced fee registrations.**

Reduced fee registrations are ultimately general fund support. By tracking these numbers we can maintain a range of affordability and acceptable support levels. The Result Team would like to see a question on the Citizen Survey regarding citizen perception on the affordability of programs.

## **PURCHASING STRATEGIES**

1. **Purchasing Strategy #1** – Serve diverse customer needs (age, income, gender, ethnicity, and abilities) including providing positive alternatives for at-risk youth.

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

2. **Purchasing Strategy #2** – Maintain current cultural and recreational facilities and properties to assure the long term life of these prior capital investments.

- Quality Facilities and Lands

3. **Purchasing Strategy #3** – Leverage the City’s funds through technology, partnerships, volunteers, grants, user fee revenues, and other multipliers.

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

4. **Purchasing Strategy #4** – Demonstrate creativity, innovation, and leadership. High risk/high reward offers are welcome.

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

5. **Purchasing Strategy #5** – Provide programs and facilities that contribute to Fort Collins as a dynamic and distinctive center for arts, culture, recreation, and education.

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

6. **Purchasing Strategy # 6** – Continue programs that have a proven track record of success and customer satisfaction.

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

7. **Purchasing Strategy # 7** – Identify funding strategies for future operating and maintenance costs in any new capital development.

- Quality Facilities and Lands

8. **Purchasing Strategy # 8** – Identify programs for which the City has a mandate or unique ability to provide.

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

## NOTES/PRACTICES/SUPPORTING EVIDENCE

### RATIONALE OF PRIMARY AND SECONDARY FACTORS

The process for defining primary factors, casual factors and indicators involved taking a broad view of the types of programs and facilities that would meet the needs of the community. Diversity, cost effectiveness, quality, accessibility, and innovation are among the factors identified to fulfill the outcome. The Team will accept a wide variety of programming that meets the needs of all ages and abilities, and added consideration will be given to programming that meets the needs of youth – in particular at-risk youth. The prioritization of the primary factors could be described as people, programming, and places. The Team is looking for quality programming to serve the needs of citizens in first class facilities.

### RESPONSIVE TO CUSTOMERS

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

- \* Serve diverse customer needs: to meet needs of diverse users (age, ability, income, etc.)
- \* Provide effective programming: to foster physical and mental well-being
- Commit to innovative programming and practices: to remain on top of trends and technologies to best serve our community
- Maintain quality staffing: to provide the foundation of providing high-quality opportunities
- Utilize effective technology: to improve efficiency and increase customer convenience
- Offer structured and unstructured cultural and recreational opportunities: to meet diverse needs and interests

### CONVENIENT AND AFFORDABLE ACCESS

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

- \* Maintain a variety of operating hours and locales: for ease of access and to meet diverse schedules and interests
- \* Seek alternative funding to subsidize costs: to maintain affordability and financial feasibility
- Offer fee based and free cultural and recreational opportunities: to meet a variety of needs and interests
- Continue scholarship programs: to increase program reach and availability

## **QUALITY FACILITIES AND LANDS**

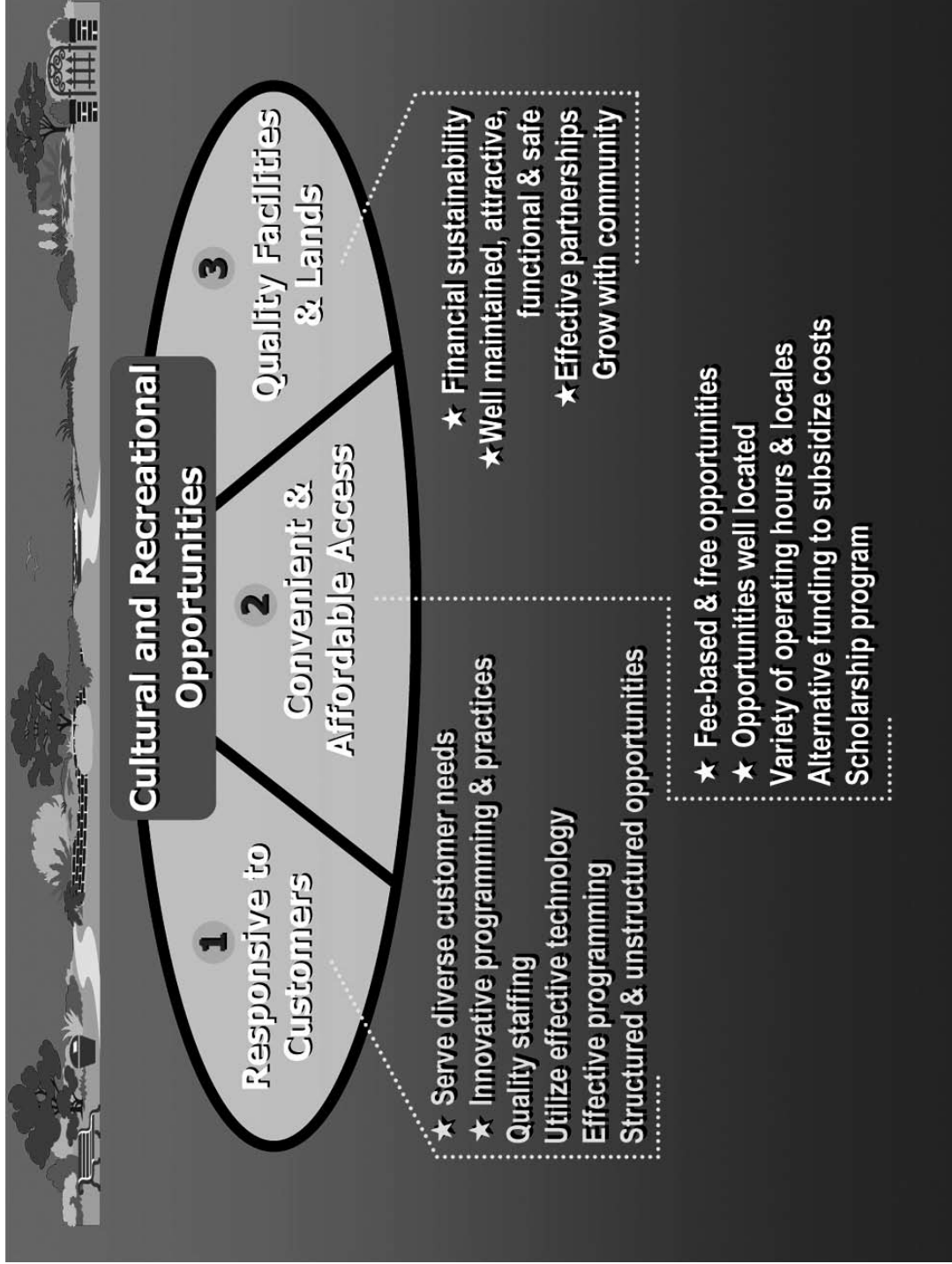
Cultural and recreational opportunities are dependent on the availability of quality facilities and lands.

- \* Keep facilities and lands well maintained, attractive, functional, and safe: so citizens receive value for their dollar and to defray costly maintenance in the future
  - \* Demonstrate financial sustainability: to ensure funding for future operating and maintenance costs
  - \* Utilize effective partnerships: to leverage tax dollars as efficiently and effectively as possible
  - Grow with the community: to ensure facilities and land are planned in a way that will meet future needs
- \* Astericks represent highest priority secondary factors



# CULTURAL & RECREATIONAL OPPORTUNITIES RESULTS MAP

Fort Collins provides quality cultural, recreational, open space/natural areas, and educational opportunities to enrich lives.





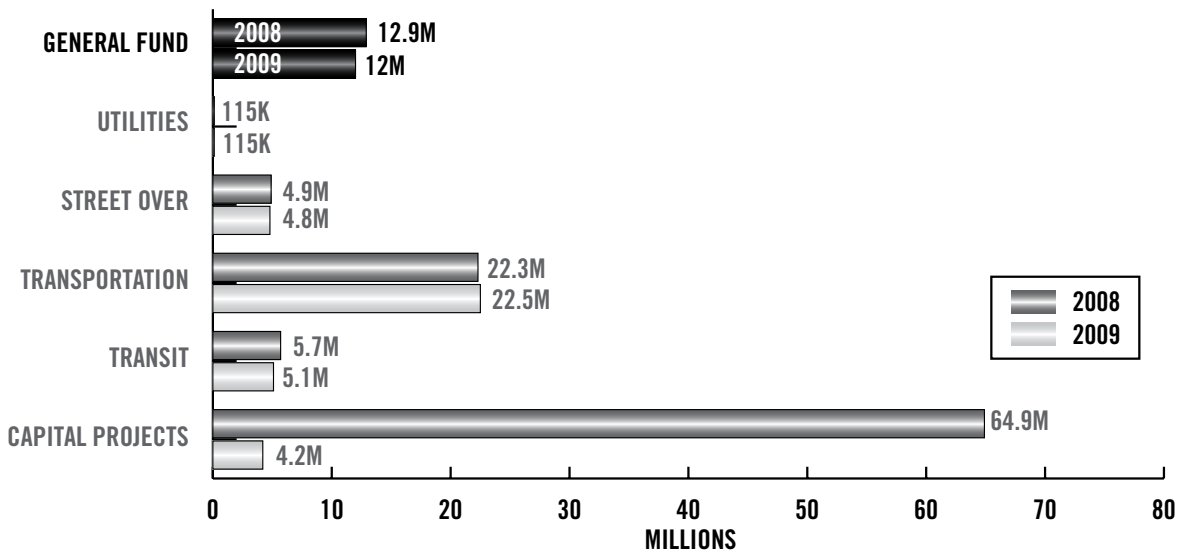
# TRANSPORTATION

Fort Collins improves the safety and ease of traveling to, from, and throughout the city.

# 2008-2009 BUDGET RESULTS

## 6. TRANSPORTATION

**2008 GENERAL FUND & OTHER FUNDS – 110.7M**  
**2009 GENERAL FUND & OTHER FUNDS – 48.7M**



\$62 Million of 2008 Transportation Fund will be devoted to the Mason Corridor Project.

## KEY ISSUES

Transportation services continue at generally similar levels, with few additions to service. The most significant issue addressed in this Result Area is the City's matching funds for the Mason Corridor project. Significant federal funding is being sought to complete the next phase of the Mason Corridor. A total of \$3.5 million in one-time funding is included in the Budget to provide the cash match. This match is made up of \$1 million in General Fund Reserves, \$1.3 million in BOB matching projects, and \$1.2 million in Sales and Use Tax revenue from a one-time payment in 2007. Other resources such as Senate Bill 1 revenues and grant funding contribute to the City's matching share of the \$62.7 million project.

Pavement Management funding is provided in 2008 and 2009 via a variety of sources. The General Fund will continue to contribute to the program, though full funding is not included. An additional \$638,000 was sought to fully fund street maintenance needs. Despite the completion of the Pavement Management Study, which recommended a level of funding higher than has been provided in recent years, this program will remain not fully funded. This issue will continue to be of concern to the organization in future budget years because of the long-term negative effects of deferred pavement maintenance.

## REVENUE TRENDS & ISSUES

A significant restructuring of the revenue formulas from the Federal Transit Administration (FTA) resulted in less Federal operation funding for Transfort. This reduction required an additional \$500,000 in General Fund support of the Transfort system as well as budget reductions for its programs.

Slower than expected sales tax growth impacts the Pavement Management program which is primarily supported through voter approved sales tax funds. Some one-time General Fund resources are provided to the program, but it continues to be under-funded compared to the needs outlined in the recent Pavement Management study.

State grants (CMAQ) provide a key revenue source for a number of projects in 2008 and 2009. Intersections and signal timing projects will benefit from this revenue source.

## KEY PURCHASES

- Pavement Management Program
- Transfort/Dial-a-Ride including continued service for Dial-a-Ride customers affected by 2007 service area changes
- Core street maintenance and bridge repair
- Traffic Operations and parking services
- Transportation Planning and development
- Engineering and capital improvement management
- Maintenance of City-owned medians
- Snow plowing and street sweeping
- Partnership with Regional Planning Organization (MPO)
- Sign Replacement Program beginning in 2009

## ENHANCEMENTS PURCHASED

- Mason Corridor Project matching funds for Federal Transit Administration grant of \$52.6 Million
- State awarded grants (CMAQ) for Harmony Road Traffic Responsive Signal Timing; Comprehensive Signal Timing; North College/Highway 287; Jefferson Street/SH 14 Project Study and Design and other intersection improvements
- Bicycle Library program and enhanced bike program (grant funded)
- Railroad crossing replacements
- Paratransit (Dial-a-Ride) grandfathered users and some funding for Night-time Dial-a-Ride Service
- Update to the Transfort Strategic Plan

## EXAMPLES OF SERVICES NOT PURCHASED

- Full funding of Pavement Management Program
- Expanded Transfort service hours
- Alternative snow removal and deicing materials
- Enhanced levels of service for snow removal, pedestrian access, and bridge program

# TRANSPORTATION DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
1	88.4	Pavement Management	8,698,091	700,000	Gen Fund Res	7,998,091			2,446,280	5,551,811
2	67.1	Transford/Dial A Ride	10,952,337	186,399	Transit Res					
3				65,000	Gen Fund Res	10,700,938			5,254,238	5,446,700
4	182.1	Signal Maintenance Core Services	726,543			726,543			0	726,543
5	88.7	Street Oversizing Capital Expansion Fee Program	5,266,484			5,266,484			413,048	4,853,436
6	134.1	Mason Corridor Project	62,708,488							
7		FTA Funds		54,622,000	FTA Grant				0	0
8		Local Match - CDOT SB-1 Funds		3,441,488	SB-1 Funds				0	0
9		Local Match - General Fund Reserves		1,000,000	Gen Fund Res				0	0
10		Local Match - CMAQ Funds		1,145,000	CMAQ Grants				0	0
11		Local Match - BOB Intersection Proj and S&U Res		2,500,000	S&U Tax Fund	0			0	0
12	88.14	Intersection Improvements & Signal Projects	1,306,052							
13		BOB - Intersection Projects		1,125,000	1/4 Cent BOB				0	0
14		CMAQ Funds-Various Intersections		181,052	CMAQ Grants	0			0	0
15	168.1	CMAQ Projects	650,000							
16		Harmony Road Traffic Responsive Signal Timing		350,000	CMAQ Grants				0	0
17		Comprehensive Signal Timings		300,000	CMAQ Grants	0			0	0
18	183.1	Traffic Engineering Core Services	902,324			902,324			0	902,324
19	88.1	Engineering & Basic Right-of-Way Services	1,147,541			1,147,541			0	1,147,541
20	90.1	Basic Parking Services	1,735,124			1,735,124			87,386	1,647,738
21	160.6	Street Maintenance	866,786			866,786			0	866,786
22	160.1	Snow Removal-Streets, Bike Lanes, and Sidewalks	1,110,847			1,110,847			0	1,110,847
23	86.1	Basic Services - Transportation Planning	511,655			511,655			0	511,655
24	160.5	Work For Others - Streets	4,818,407			4,818,407			0	4,818,407
25	185.1	Traffic Construction Services	765,196			765,196			0	765,196
26	134.6	N. College Improvement Project	1,063,490						0	0
27		BOB - N. College Improvement Project		428,490	1/4 Cent BOB				0	0
28		CMAQ - N. College/Hwy 287		250,000	CMAQ Grants				0	0
29		Federal Hazard Elimination - N. College		385,000	FHE Grant				0	0
30	88.9	Engineering Charges to Capital	421,118			421,118			0	0
31	86.4	Regional Planning Organization Contribution	107,000			107,000			107,000	0
32	88.17	Harmony Road Maintenance	125,444			125,444			0	125,444
33	134.3	Pedestrian Plan/ADA Improvements	300,000						0	0
34		BOB-Pedestrian Plan/ADA Improvements		300,000	1/4 Cent BOB	0			0	0
35	184.1	Signs & Paint Core Services	910,064			910,064			0	910,064
36	134.4	Bicycle Plan Implementation	125,000						0	0
37		BOB - Bicycle Plan Implementation		125,000	1/4 Cent BOB	0			0	0
38	86.2	FC Bikes	129,602						0	0
39		CMAQ Funds		87,600	CMAQ Grant	42,002			42,002	0
40	134.2	Jefferson Street/SH 14 Streetscape & Roundabout	500,000						0	0
41		Project Study and Design		500,000	CMAQ Grants				0	0
42	160.2	Streets Supporting Operations	2,184,047			2,184,047			1,028,632	1,155,415
43	160.4	Street Sweeping	479,271			479,271			0	479,271
44	86.3	School Crossing Guards	94,350			94,350			94,350	0
45	88.10	City Bridges Program	300,000			300,000			300,000	0
46	69.1	Transportation Administration	420,476		Tran Fnd Res	280,476			280,476	0

# TRANSPORTATION DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	Funding Source	Offer Amount	General Fund Restricted	Restricted Description	General Fund Ongoing	Other Restricted Funds Ongoing
47	134.5	Fort Collins Bike Library	73,500	66,000	CMAQ Grant					0
48		CMAQ Funds		7,500	DDA Contrib.					
49		DDA Contribution				0				
50	88.15	Railroad Crossing Replacement	100,000			100,000			100,000	
51	160.3	Alleys, Unpaved Roads and Road Shoulder Mowing	210,859			210,859			0	210,859
52	145.1	Median Maintenance	399,062			399,062			399,062	
53	160.7	Harmony Transfer Center	99,000			99,000			99,000	
54	67.3	Enhanced Paratransit Service	138,739	39,915	Transit Res	98,824			98,824	
55	107.1	Office of the PDT Director	294,430			294,430			294,430	
56	126.2	Transfort Strategic Operating Plan Update	100,000	100,000	General Fund	0				
57										
58		<b>Funded Offers</b>	110,741,327	68,466,562		42,274,765	0		11,044,728	31,230,037
59		<b>Alllocation</b>		68,466,562			0		11,044,728	32,902,522
60		<b>Difference</b>		0			0		0	1,672,485
61										
62	88.4	Pavement Management	638,152	638,152		0				0
63	184.2	Sign Replacement Program	38,000			38,000			38,000	
64	160.9	Core Street Maintenance-Curb Repair	75,000			75,000				75,000
65	160.8	Core Street Maintenance-Bridge Maintenance	10,000			10,000				10,000
66	127.3	Enhanced Travel Corridor North College	200,000	200,000	General Fund	0				0
67	67.2	Expanding Service Hours - Transfort	1,652,009			1,652,009			1,506,376	145,633
68	127.1	FC Moves - Performance Measurement	60,000			60,000			60,000	
69	88.6	Pedestrian Access - Enhancement	275,000			275,000			275,000	
70	88.8	Street Oversizing Enhancement	370,250			370,250			370,250	
71	160.13	Snow Removal-ADA Sidewalk Enhancement	117,000			117,000				117,000
72	88.16	Street Design & Construction Stds. Support & Maint.	5,000			5,000			5,000	
73	88.11	City Bridge Program Enhancement	200,000			200,000			200,000	
74	138.1	eCommerce Implementation - Parking Services	44,000	44,000	General Fund	0				0
75	67.4	Travel Trainer	100,000			100,000			100,000	
76	88.12	City Bridge Program Enhancement Level 2	500,000			500,000			500,000	
77	160.12	Snow Removal-Deicing Materials	3,250,000			3,250,000				3,250,000
78	107.1	Office of the PDT Director	65,298			65,298			65,298	
79	107.2	281 Building Copier	21,000			21,000			21,000	
80	107.4	Policy & Budget Manager	88,880			88,880			88,880	
81	134.7	Mason Corridor Cost Increase	4,288,000	857,600	General Fund	3,430,400				3,430,400
82										
83		<b>Unfunded Offers</b>	11,997,589	1,739,752		10,257,837	0		3,229,804	7,028,033
84										
85		<b>Total Offers</b>	122,738,916	70,206,314		52,532,602	0		14,274,532	38,258,070
86										

# TRANSPORTATION DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	One-time		Ongoing		General Fund Restricted	Restricted Description	General Fund Ongoing
			Offer Amount	One-time	Funding Source	Offer Amount			
1	88.4	Pavement Management	8,846,034	700,000	Gen Fund Res	8,146,034		2,483,247	
2	67.1	Transfort/Dial A Ride	10,729,209	193,992	Transit Res	10,535,217		5,710,289	
3	182.1	Signal Maintenance Core Services	710,183			710,183		0	
4	88.7	Street Oversizing Capital Expansion Fee Program	5,296,542	89,854	SO Fund Res	5,206,688		413,050	
5	134.1	Mason Corridor Project	600,000						
6		CMAQ - Mason/Trouman Underpass		600,000	CMAQ Grants	0		0	
7	88.14	Intersection Improvements & Signal Projects	2,443,155						
8		BOB - Intersection Projects		1,900,000	1/4 Cent BOB			0	
9		CMAQ Funds-Variou Intersections		543,155	CMAQ Grants	0		0	
10	183.1	Traffic Engineering Core Services	909,870			909,870		0	
11	88.1	Engineering & Basic Right-of-Way Services	1,188,726			1,188,726		0	
12	90.1	Basic Parking Services	1,784,721			1,784,721		87,386	
13	160.6	Street Maintenance	903,556			903,556		0	
14	160.1	Snow Removal-Streets, Bike Lanes, and Sidewalks	1,134,274			1,134,274		0	
15	86.1	Basic Services - Transportation Planning	523,851			523,851		0	
16	160.5	Work For Others - Streets	4,987,852			4,987,852		0	
17	134.6	N. College Improvement Project	250,000					0	
18		CMAQ - N. College/Hwy 287		250,000	CMAQ Grants	0		0	
19	185.1	Traffic Construction Services	774,061			774,061		0	
20	88.9	Engineering Charges to Capital	438,133	438,133	Cap Pr Fund	0		0	
21	86.4	Regional Planning Organization Contribution	112,000			112,000		112,000	
22	88.17	Harmony Road Maintenance	130,000			130,000		0	
23	134.3	Pedestrian Plan/ADA Improvements	300,000					0	
24		BOB-Pedestrian Plan/ADA Improvements		300,000	1/4 Cent BOB	0		0	
25	184.1	Signs & Paint Core Services	936,169			936,169		0	
26	134.4	Bicycle Plan Implementation	125,000					0	
27		BOB - Bicycle Plan Implementation		125,000	1/4 Cent BOB	0		0	
28	86.2	FC Bikes	130,224						
		CMAQ Funds		87,600	CMAQ Grant	42,624		42,624	
29	134.2	Downtown River District Project	500,000					0	
30		CMAQ - Downtown River District Project		500,000	CMAQ Grant	0		0	
31	160.2	Streets Supporting Operations	1,973,357			1,973,357		737,745	
32	160.4	Street Sweeping	500,542			500,542		94,350	
34	86.3	School Crossing Guards	94,350			94,350		300,000	
35	88.10	City Bridge Program	300,000			300,000		288,277	
36	69.1	Transportation Administration	288,277			288,277		0	
37	134.5	Fort Collins Bike Library	73,500					0	
38		CMAQ Funds		66,000	CMAQ Grant			0	
39		DDA Contribution		7,500	DDA Contrib.	0		0	
40	88.15	Railroad Crossing Replacement	100,000			100,000		100,000	



# TRANSPORTATION DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	One-time			Ongoing			General Fund Restricted	Restricted Description	General Fund Ongoing
			Offer Amount	One-time	Funding Source	Offer Amount	Funding Source				
41	184.2	Sign Replacement Program	38,000			38,000				38,000	
42	160.3	Alleys, Unpaved Roads and Road Shoulder Mowing	216,326			216,326				0	
43	160.7	Harmony Transfer Center	99,000			99,000				99,000	
44	145.1	Median Maintenance	419,289			419,289				419,289	
45	67.3	Enhanced Paratransit Service	145,676	46,852	Transit Res	98,824				98,824	
46	107.1	Office of the PDT Director	304,181			304,181				304,181	
47	168.1	Local Matching Funds - CMAQ Projects	405,000								
48		CMAQ - Uninterrupted Power Supp & Trav Web Pg		326,000	CMAQ Grants						
49				79,000	Tran Fnd Res	0				0	
50											
51		<b>Funded Offers</b>	48,711,058							11,328,262	
52		<b>Allocation</b>		6,253,086				0		11,328,262	
53		<b>Difference</b>		0				0		0	
54											
55	88.5	Pavement Management Enhanced	1,423,037			1,423,037				1,423,037	
56	160.2	Streets Supporting Operations	226,185			226,185					
57	127.4	Enhanced Travel Corridor Harmony Road	200,000	200,000	General Fund	0					
58	160.9	Core Street Maintenance-Curb Repair	75,000			75,000					
59	126.1	Transportation Master Plan Update	300,000	300,000	General Fund	0					
60	160.8	Core Street Maintenance-Bridge Maintenance	10,000			10,000					
61	67.2	Expanding Service Hours - Transfort	1,736,110			1,736,110				1,585,406	
62	88.6	Pedestrian Access - Enhancement	325,000			325,000				325,000	
63	88.8	Street Oversizing - Enhancement	370,250			370,250				370,250	
64	127.1	FC Moves - Performance Measurement	60,000			60,000				60,000	
65	160.13	Snow Removal-ADA Sidewalk Enhancement	12,000			12,000					
66	88.16	Street Design & Construction Stds. Support & Maint.	5,000			5,000				5,000	
67	127.2	Enhanced Travel Corridor Timberline Road	300,000	300,000	General Fund	0					
68	88.11	City Bridge Program Enhancement	200,000			200,000				200,000	
69	67.4	Travel Trainer	100,000			100,000				100,000	
70	88.12	City Bridge Program Enhancement Level 2	500,000			500,000				500,000	
71	160.12	Snow Removal-Deicing Materials	3,250,000			3,250,000					
72	107.1	Office of the PDT Director	65,298			65,298				65,298	
73	107.2	281 Building Copier	21,000			21,000				21,000	
74	107.4	Policy & Budget Manager	92,663			92,663				92,663	
75											
76		<b>Unfunded Offers</b>	9,271,543	800,000		8,471,543		0		4,747,654	
77											
78		<b>Total Offers</b>	57,982,601	7,053,086		50,929,515		0		16,075,916	
79											



# TRANSPORTATION

## **67.1 Transfort/Dial A Ride - Funded**

**2008 - \$10,952,337**

**2009 - \$10,729,209**

This offer is to provide fixed route and paratransit bus service in accordance with the City Council adopted Transit Strategic Operating Plan. All functions relate to the provision of safe, effective, and efficient public transit for the Fort Collins community. This offer includes operations, planning, administration, marketing, and maintenance for fixed route transit and paratransit service, as well as capital expenditures. Fixed route service is comprised of 18 routes running Monday through Saturday from approximately 6:30 a.m.-7 p.m. This offer also includes paratransit service in the same service area, during the same hours of service, and cost no more than twice the fixed route regular fare (per the ADA). Finally, this offer includes one-time capital purchases to replace aging transit vehicles and equipment to make transit services more efficient.

## **67.2 Expanded Service Hours - Transfort - Not Funded**

**2008 - \$1,652,009**

**2009 - \$1,736,110**

This offer is to expand the number of service hours for fixed route and paratransit bus service from 6:30 a.m.-7 p.m. to 5:30 a.m.-10 p.m.

## **67.3 Enhanced Paratransit Service - Funded**

**2008 - \$138,739**

**2009 - \$145,676**

This offer is to provide enhanced paratransit bus service to 58 clients who utilized paratransit in 2006 and were “grandfathered” into 2007 service, despite their residing beyond \_ mile from fixed route service.

## **67.4 Travel Trainer - Not Funded**

**2008 - \$100,000**

**2009 - \$100,000**

This offer is to implement a transit travel training program, a short-term, comprehensive program to teach people how to travel safely and independently on fixed-route service.

## **69.1 Transportation Administration - Funded**

**2008 - \$420,476**

**2009 - \$288,277**

This offer funds Transportation Administration, which provides direction, support, planning and coordination for all of the Transportation departments (Transportation Planning, Parking Services, Traffic, Streets, and Engineering). The Administration office provides policy support to City Council, the City Manager, Deputy City Manager, and Planning, Development & Transportation Director, and also acts as a liaison for State and regional agencies, local governments, and other City service areas/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.

## **86.1 Transportation Planning Basic Services - Funded**

**2008 - \$511,655**

**2009 - \$523,851**

This offer funds Transportation Planning & Special Projects staff, which delivers current, strategic, and long-range transportation analysis, planning, design, and project development services for the City organization, the community, and other relevant regional/state/federal agencies. These services provide the necessary baseline analysis, future projections, and conceptual designs for the development and management of current and future integrated transportation systems and infrastructure in Fort Collins. These services address all modes of travel to/from and through our community, including automobile, transit, bicycle, pedestrian, and movement of freight/goods. Effective transportation planning reflects an integrated analytical approach incorporating safety, mobility, land-use, economic, and environmental health perspectives as well as serves as an important component of the City's comprehensive plan “City Plan” and Transportation Master Plan.

# TRANSPORTATION

## **86.2 FC Bikes - Funded**

**2008 - \$129,602**  
**2009 - \$130,224**

FC Bikes encourages the use of bicycles as a means of sensible transportation into the everyday lives of citizens, Colorado State University students, regional commuters, and visitors to Fort Collins. FC Bikes creates and maintains a bicycle friendly community atmosphere and support system by coordinating special events and programs that emulate the many facets of bicycling. This offer increases the FC Bikes Coordinator from .75 FTE to 1.0 FTE, and includes additional programmatic enhancements. Enhancement of the FC Bikes program is funded from the acquisition of new federal Congestion Mitigation and Air Quality (CMAQ) funds for 2008-2009 to cover additional staffing and programmatic expenses. The City of Fort Collins General Funds contribution will remain constant per the 2006-07 budget level and will require no additional local funding.

## **86.3 School Crossing Guards - Funded**

**2008 - \$94,350**  
**2009 - \$94,350**

This offer continues the School Crossing Guard Program, which provides safe student crossing of major roadways located near elementary schools. Per intergovernmental agreement (in 2000), Poudre School District assumed 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. Prior to this agreement, the entire program was administered and paid for by the City of Fort Collins Transportation Planning Department.

## **86.4 Regional Planning Organization Contribution - Funded**

**2008 - \$107,000**  
**2009 - \$112,000**

This offer funds the City of Fort Collins' membership to the North Fort Range Metropolitan Planning Organization (MPO). Membership requires an annual local match for Fort Collins' share of the MPO's approved projects. The match is determined by population and is divided between the voting members of the MPO. Fort Collins has a long history of collaboration and partnership with the MPO in terms of transportation and air quality planning. Fort Collins has received millions of dollars in transportation project funds from the MPO since its inception and views them as an integral partner in addressing local and regional transportation infrastructure needs. In order to receive Federal/State/ or regional funding, membership in the MPO is required.

## **88.1 Engineering & Basic Right-of-Way Services - Funded**

**2008 - \$1,147,541**  
**2009 - \$1,188,726**

This offer includes critical Right-of-Way services provided by the Engineering Department. Engineering provides a full range of civil engineering services, with a primary focus on Transportation projects. From surveying, drafting and design to construction management and inspection, Engineering provides total project management capabilities for the Planning Development and Transportation Service Area, as well as for other departments and agencies.

## **88.4 Pavement Management - Partially Funded**

**2008 - \$8,698,091**  
**2009 - \$8,846,034**

The Pavement Management Program (PMP) provides major maintenance functions for nearly 500 miles of City streets, including arterials, collectors and residential streets. This program includes repair of concrete curb, gutter, and sidewalk, construction of handicap 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. 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. In the original offer, funding was reduced by \$638,152 in 2008.

# TRANSPORTATION

## **88.5 Pavement Management - Enhancement - Not Funded**

**2008 - \$0**  
**2009 - \$1,423,037**

Funding of the original offer was mandated at the 2006 level. The City street system increases annually due to annexations and new developments. In addition, the Pavement Management Program (PMP) has experienced significant increases in material costs over the past two years. Asphalt material prices from the primary supplier increased by 17% in 2006, and an unprecedented 30% in 2007. This enhancement offer requests additional funding to cover these increases in 2009 in order to provide the optimum level of service. Research has shown the rate of inflation in this region has increased to 7%, up from 3.5% used in previous budget calculations. The program historically has also used 3% annual increases for growth. This offer requests 10% in additional funds above the original offer to cover these two increases and maintain the street network within an acceptable condition range.

## **88.6 Pedestrian Access - Enhancement - Not Funded**

**2008 - \$275,000**  
**2009 - \$325,000**

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 would provide a comprehensive, city-wide 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 on a proactive basis. Improvements will include pedestrian access ramp installation, repair of hazardous sidewalks, and installation of new sidewalks in areas where none previously existed. The program will address the immediate and ongoing need to respond to complaints, fund temporary repairs for hazardous situations, and approach property owners regarding code compliance.

## **88.7 Street Oversizing Capital Expansion Fee Program - Funded**

**2008 - \$5,266,484**  
**2009 - \$5,296,542**

This offer funds the Street Oversizing Program, 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 offers to construct \$5.3 million in transportation improvements in 2008 and \$5.5 million in transportation improvements in 2009 funded through impact fees and developer contributions. The Street Oversizing Program is the implementation of the transportation element of City Plan, integrating land use and transportation. The program actively seeks to improve citizen mobility by constructing quality transportation infrastructure to increase capacity of all modes of transportation.

## **88.8 Street Oversizing - Enhancement - Not Funded**

**2008 - \$370,250**  
**2009 - \$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 and management, including review, construction, and inspection. There is increased traffic attributable to regional and County growth. In the impact fee calculation, these regional trips cannot 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 be to restore the City's General Fund contribution to fully fund this critical area of transportation funding for 2008 and 2009

# TRANSPORTATION

## **88.9 Capital Projects: Engineering Charges to Capital - Funded**

**2008 - \$421,118**  
**2009 - \$438,133**

This offer funds the Capital Projects Group. This group of 3.5 FTE engineering positions manages the design and construction of the City's Transportation Capital Improvements Program and does project estimating and design. The projects consist of street improvements (curb, gutter sidewalks, pavement, drainage, landscaping, etc.), bicycle/pedestrian trails and walkways, bridges, retaining walls, other structures, railroad crossings, etc. The group charges the majority of its time to the capital projects.

## **88.10 City Bridge Program - Funded**

**2008 - \$300,000**  
**2009 - \$300,000**

This program was started in 2006 to pay for inspection, upgrade and maintenance of the City's 147 bridge structures, the count in 2005. The State requires that all bridge structures be inspected at a minimum frequency of every four years. Depending upon the age and condition of the bridge, the 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 maintenance helps to reduce the possibility of a bridge failing under traffic loads.

## **88.11 City Bridge Program Enhancement - Not Funded**

**2008 - \$200,000**  
**2009 - \$200,000**

This program was started in 2006 to pay for inspection, upgrade and maintenance of the City's 147 bridge structures, the count in 2005. The State requires that all bridge structures be inspected at a minimum frequency of every four years. Depending upon the age and condition of the bridge, the 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, maintenance helps to reduce the possibility of a bridge failing under traffic loads. Through research of our records and findings in the field, we have found more bridge structures. We now count almost 250 bridges on City streets. We are finding that this program is under funded at the current level of \$300,000 per year. Therefore, for this enhancement we are requesting an additional \$200,000 per year be added to the Program.

## **88.12 City Bridge Program Enhancement Level 2 - Not Funded**

**2008 - \$500,000**  
**2009 - \$500,000**

This program was started in 2006 to pay for inspection, upgrade and maintenance of the City's 147 bridge structures, the count in 2005. Almost 250 have now been identified. The State requires that all bridge structures be inspected at a minimum frequency of every four years. Depending upon the age and condition of the bridge, the 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, maintenance helps to reduce the possibility of a bridge failing under traffic loads. This enhancement would add an additional \$500,000 per year to the program to proactively begin replacing bridges that should be replaced.

## **88.14 Building on Basics - Intersection Improvements and Traffic Signal - Funded**

**2008 - \$1,306,052**  
**2009 - \$2,443,155**

This project was approved for 2006 funding. Additional funding of \$2,325,000 and \$1,500,000 is programmed in the BOB Program for 2008 and 2009 respectively to fund many street intersection improvements. To optimize the use of these funds for improving traffic flow for as many street intersections as possible, we apply for grants. Recently grants were offered to the City for Congestion Management Air Quality (CMAQ) for four different intersection projects. It is proposed that the acceptance of those grants be approved with this offer.

## **88.15 Railroad Crossing Replacement - Funded**

**2008 - \$100,000**  
**2009 - \$100,000**

This offer funds the crossing material when railroad crossings need replacement. 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. This offer includes the costs of crossing material, street closures and pavement patching.



# TRANSPORTATION

## **126.1 Transportation Master Plan Update - Not Funded**

**2008 - \$0**  
**2009 - \$300,000**

This offer would update the City's Transportation Master Plan (TMP), the strategic and long-range transportation plans for Fort Collins, in conjunction with the updates to the City's comprehensive land-use plan "City Plan". The TMP Update will provide the necessary baseline analysis, future projections, and renewed transportation planning policies & principles for the development and management of current and future integrated transportation systems and infrastructure in Fort Collins. These services address all modes of travel to/from and through our community, including automobile, transit, bicycle, pedestrian, and movement of freight/goods. Keeping the TMP updated and current with the "City Plan" land-use plan is a key, necessary component of an efficient, effective, safe, and sustainable community and healthy economy.

## **126.2 Transfort Strategic Operating Plan Update - Funded**

**2008 - \$100,000**  
**2009 - \$0**

The Transfort Strategic Operating Plan was last updated in 2002. It focused on identifying transit needs, opportunities and constraints and developing an operating plan to support the strategic plan. The plan also laid out a four-phased approach to transition the existing circuitous transit network to a grid system by 2010. Based on the City's financial conditions, the Transfort Strategic Operating Plan implementation schedule fell behind. At present day, the City currently should be in Phase 3 of implementation as approved by City Council, but is still fixed in Phase 1 due to lack of funding sources. This offer would update the Transfort Strategic Operating Plan to reflect its existing condition and provide a strategic operational and financial plan, which will also identify potential new funding sources for full plan implementation.

## **127.1 FC Moves Performance Measurement - Not Funded**

**2008 - \$60,000**  
**2009 - \$60,000**

FC MOVES is a proposal to further develop and implement an ongoing program to measure and evaluate overall transportation system performance (mobility). This program is intended for use by Fort Collins citizens and decision-makers. Information is to be presented in a manner that is easily understood and relevant to citizens' concerns. This program began development in 2006. The initial FCMOVES report is to be completed summer of 2007. Further development and refinement is anticipated for the 2010/2011 Budget Process. FCMOVES measures Fort Collins' transportation system performance on several criteria. These include safety, efficiency, reliability, access, and the provision of alternative modes of travel. Fort Collins is also compared to other similar cities and towns in northern Colorado and the United States. This affords decision makers a snapshot in time of transportation system performance, longitudinal analysis of the transportation system's performance over time, and a benchmark comparison to other similar communities.

## **127.2 Enhanced Travel Corridor Timberline Road - Not Funded**

**2008 - \$0**  
**2009 - \$300,000**

The City of Fort Collins City Plan, Structure Plan, Transfort Strategic Operating Plan, and Transportation Master Plan have all identified Timberline Road to be an "Enhanced Travel Corridor" (ETC) to be developed into a multi-modal travel way to better facilitate the increased travel flow within this corridor as population and employment densities increase over the coming years. Four corridors have been identified to be developed into ETC's including the Mason Corridor, Harmony Road Corridor, Timberline Road Corridor, and the North College Avenue/Conifer Street Corridors. This offer would fund planning and preliminary design to develop the Timberline Road Enhanced Travel Corridor.

## **127.3 Enhanced Travel Corridor North College - Not Funded**

**2008 - \$200,000**  
**2009 - \$0**

Various Comprehensive City Plans have all identified North College Avenue and Conifer Street to be "Enhanced Travel Corridors" (ETC) to be developed into high-frequency transit & multi-modal travel ways to better facilitate the increased travel flow as population and employment densities increase over the coming years. Four corridors have been identified to be developed into ETC's including the Mason Corridor, Harmony Road Corridor, Timberline Road Corridor, and the North College Avenue/Conifer Street Corridors. This offer would fund planning and preliminary design to develop the North College Avenue/Conifer Street Enhanced Travel Corridor.

# TRANSPORTATION

## **127.4 Enhanced Travel Corridor Harmony Road - Not Funded**

**2008 - \$0**  
**2009 - \$200,000**

The City of Fort Collins City Plan, Structure Plan, Transfort Strategic Operating Plan, Transportation Master Plan, and Harmony Corridor Plan have all identified Harmony Road to be an “Enhanced Travel Corridor” (ETC) to be developed into a multi-modal travel way to better facilitate the increased travel flow within this corridor as population and employment densities increase over the coming years. Four corridors have been identified to be developed into ETC’s including the Mason Corridor, Harmony Road Corridor, Timberline Road Corridor, and the North College Avenue/Conifer Street Corridors. This offer would fund planning and preliminary design to develop the Harmony Road Enhanced Travel Corridor, to address transportation improvements needed in response to the increased population and employment densities along this corridor.

## **134.1 Mason Corridor Project - Funded**

**2008 - \$62,708,488**  
**2009 - \$ 600,000**

This offer funds the continued development and implementation of the various facets of the Mason Corridor project. The Mason Corridor capital project includes the development of the following elements: Mason Express or “MAX” Bus Rapid Transit (BRT) system improvements, converting Mason and Howes streets in the downtown area back to two-way operation, developing the South Transit Center site improvements, building the Mason trail extension north from the Spring Creek trail to the Colorado State University (CSU) main campus, and two grade-separated trail crossing projects over/under the Burlington Northern Santa Fe railroad tracks.

## **134.2 Downtown River District Project - Funded**

**2008 - \$500,000**  
**2009 - \$500,000**

This offer funds continued development and implementation of the various facets of the Downtown River District project. The Downtown River District project includes construction of Jefferson Street/SH14 streetscape improvements, a roundabout at the intersection of Jefferson/Mountain Avenue, and initial improvements on Linden Street, north of Jefferson to the Poudre River. The Downtown River District project serves as a great example of the City’s adopted Transportation Master Plan goals for an efficient, effective, safe, and sustainable transportation system as well as the City’s and DDA’s economic development goals.

## **134.3 Pedestrian Plan/ADA Improvements - Funded**

**2008 - \$300,000**  
**2009 - \$300,000**

The 2005 Building on Basics (BOB) ballot initiative included provisions for implementation of the Fort Collins Pedestrian Plan. As part of that approved tax package, approximately \$300,000 per year has been allocated for pedestrian improvement projects and programmatic activities to further implement the Pedestrian Plan in Fort Collins. This approved/existing BOB funding provides for on-going support of the annual Pedestrian Plan improvements that originally began with the former “Building Community Choices ballot initiative in 1997.

## **134.4 Bicycle Plan Implementation - Funded**

**2008 - \$125,000**  
**2009 - \$125,000**

This offer funds the 2005 Building on Basics ballot initiative for implementation of the Fort Collins Bicycle Plan and Program. The approved tax package provides \$1 million dollars over the next 8 years. This offer funds construction and programmatic activities to further implement the Bicycle Plan and Program in Fort Collins. This offer will ensure that staff time and city resources are allotted to insure that the taxpayer approved funds are spent in accordance with the goals, principles, and policies as articulated in the Bicycle Plan.

# TRANSPORTATION

## **134.5 Fort Collins Bike Library - Funded**

**2008 - \$73,500**  
**2009 - \$73,500**

This offer funds a community bike program, also known as a “bicycle library,” that lends bicycles for little or no cost to community members and visitors who might otherwise utilize an automobile. The primary goal is to reduce vehicle miles traveled, traffic congestion, and improve air quality in Fort Collins by offering a free, easy to use bicycle library program for daily trips in Fort Collins. The Fort Collins Bicycle Library funding is derived from the acquisition of new Congestion Mitigation and Air Quality (CMAQ) funds for 2008-2009, funding from the Downtown Development Authority, and “in kind” local contributions. No matching City General Funds are required for this project; however, the Fort Collins Bicycle Library project does request the use of City owned space to house and maintain the bicycle library fleet. Utility expenses will be covered by CMAQ funding.

## **134.6 N. College Improvement Project - Funded**

**2008 - \$1,063,490**  
**2009 - \$ 250,000**

The offer provides funding to continue & expand the development and implementation of the various facets of the North College Avenue/US287 corridor improvement project. The North College/US287 project includes extending the pedestrian/streetscape, bicycle, and street/intersection improvements northward from the Poudre River bridge to Hickory Street. The North College project serves as a great example of the City’s adopted Transportation Master Plan goals for an efficient, effective, safe, and sustainable transportation system as well as the City’s and NFCBA’s economic development goals.

## **134.7 Mason Corridor Cost Increase - Not Funded**

**2008 - \$4,288,000**  
**2009 - \$0**

This enhancement offer identifies the amount of the updated Mason Corridor/MAX Bus Rapid Transit (BRT) capital cost estimate from the original offer. This update is provided by the revised cost estimates based on the completion of the Preliminary Engineering design work which was finished in early July 2007.

## **138.1 eCommerce Implementation - Parking Services - Not Funded**

**2008 - \$44,000**  
**2009 - \$0**

This offer will allow customers of Parking Services to pay parking citations or buy permits on-line. It also will allow existing customers to renew a parking permit on the web. This will benefit customers since they will not have to come in person to the Parking Services office. It will relieve the pressure on front-counter operations where it is becoming more and more difficult to serve the public with the limited number of staff that are available. This offer is expected to increase parking services revenue by 10-20% due to the added ease of convenient payment methods.

## **145.1 Median Maintenance - Funded**

**2008 - \$399,062**  
**2009 - \$419,289**

This offer continues the maintenance of 300+ medians totaling 61 acres. The majority of medians are located along major thoroughfares of the City. The Parks Division outsources this maintenance to a contractor. The contractor maintains irrigation systems, mows, trims, weeds, cleans and renovates medians as requested. Utilities are paid separately from the maintenance contract by Parks. Parks Division staff manages the contract, has input into the design of new medians to ensure maintenance cost efficiencies with a focus on sustainability, and determines which medians should be renovated to keep them attractive and cost effect. The Parks Division has chosen to out source the daily maintenance to reduce the need for more City equipment and personnel. Outsourcing eliminates time wasted constantly training employees on the median and streetscape system. With many medians located on main thoroughfares in the City, outsourcing reduces the City’s risk from employees being injured in traffic accidents. The City has an 8 month contract from March through October. Parks partners with the Forestry Division to maintain median trees. No maintenance service will be provided on medians and parkways November through February.



# TRANSPORTATION

## **160.1 Snow Removal- Streets, Bike Lanes, and Sidewalks - Funded**

**2008 - \$1,110,847**  
**2009 - \$1,134,274**

This offer includes snow removal operations along city streets and designated arterial sidewalks. The program includes the de-icing materials, labor, and equipment costs needed to respond to storm events.

## **160.2 Streets Supporting Operations - Partially Funded**

**2008 - \$2,184,047**  
**2009 - \$1,973,357**

This offer includes the major components of the Streets Department supporting operations including administration, building maintenance, debt service annual payments, facility utilities and capital outlay for equipment. In the original offer, funding was reduced by \$226,185 in 2009.

## **160.3 Alleys, Unpaved Roads and Road Shoulder Mowing - Funded**

**2008 - \$210,859**  
**2009 - \$216,326**

This offer includes maintenance on City alleys, unpaved roads, borrow ditches, and road shoulder mowing. The Streets Department blades road shoulders once a year to smooth ruts and potholes. They also maintain 240 blocks of unpaved alleys.

## **160.4 Street Sweeping - Funded**

**2008 - \$479,271**  
**2009 - \$500,542**

This offer comprises the City's basic street sweeping program including arterial, bike lanes, collectors, residential, downtown, and accident clean-up sweeping operations. This continues the current schedule of sweeping residential streets on a quarterly basis. Arterial streets and adjoining bike lanes are swept once every two weeks. Downtown Fort Collins is swept two times per week.

## **160.5 Work For Others - Streets - Funded**

**2008 - \$4,818,407**  
**2009 - \$4,987,852**

This offer includes the Streets Work for Others program. In the Work for Others program, the Streets Department essentially exists as a contractor to the City and competes for bids against private contractors. The Work for Others primary services including street rehabilitation for the Pavement Management program, patching for the Utilities department, snow removal for City parking structures and lots, an in-house traffic control division and a crushing operations facility that recycles roadway materials from City and private projects.

## **160.6 Street Maintenance - Funded**

**2008 - \$866,786**  
**2009 - \$903,556**

This offer includes the major components of the streets maintenance program including streets patching, crack-sealing, pothole-filling, and on-call emergencies. This offer funds both routine and preventative maintenance. It also supports the Pothole Hotline.

## **160.7 Harmony Transfer Center - Funded**

**2008 - \$99,000**  
**2009 - \$99,000**

This offer provides maintenance for the Harmony Transfer Center, also known as the Harmony Park and Ride. Maintenance activities include sweeping, snow removal, parking, lot pavement maintenance, trash removal, landscaping, lighting, and general maintenance for the facility.

# TRANSPORTATION

## **160.8 Bridge Maintenance - Not Funded**

**2008 - \$10,000**  
**2009 - \$10,000**

This offer includes funding for a bridge guard rail maintenance program. It would create an annual program to make repairs and provide general maintenance for bridge guard rails over irrigation ditches.

## **160.9 Curb Repair - Not Funded**

**2008 - \$75,000**  
**2009 - \$75,000**

This offer includes funds to repair broken curbs and sidewalks as a result of the 2006-2007 snow removal operations.

## **160.12 Snow Removal- Deicing Materials - Not Funded**

**2008 - \$3,250,000**  
**2009 - \$3,250,000**

This offer proposes to use all non-chlorides for the City's deicing materials.

## **160.13 Snow Removal- ADA Sidewalk Enhancement - Not Funded**

**2008 - \$117,000**  
**2009 - \$ 12,000**

This offer includes increased snow removal services on sidewalks and ramps relating to the Americans with Disabilities Act (ADA). This offer includes one-time funds to purchase a specialized sidewalk snow removal machine and annual costs for labor to equipment.

## **168.1 Local Matching Funds-CMAQ Projects - Funded**

**2008 - \$650,000**  
**2009 - \$405,000**

The Traffic Operations Department has received notification from the North Front Range Metropolitan Planning Organization that it will be awarded four Congestion Mitigation and Air Quality Grants in the period of 2008-2009. The projects are the following: Comprehensive Traffic Signal Timing, Traffic Responsive Signal Timing on Harmony Road, uninterrupted power supplies on fifteen cabinets and expansion of the web traveler page. The last two grants will require a local match of 20%.

## **182.1 Signal Maintenance Core Services - Funded**

**2008 - \$726,543**  
**2009 - \$710,183**

This offer will provide for the continued construction, maintenance, repair, and upgrade to the traffic signals, communication, and associated hardware of the Advanced Traffic Management System.

## **183.1 Traffic Engineering Core Services - Funded**

**2008 - \$902,324**  
**2009 - \$909,870**

This offer provides for the continued improvement of the City of Fort Collins' transportation system through sound, quality traffic engineering. It will provide for the continued maintenance and operation of the Traffic Operations Department, the Advanced Traffic Management System, the Neighborhood Traffic Safety Program, Work Area Traffic Control, the web traveler page (fctrip.com), development review, traffic studies, and accident statistics.

## **184.1 Signs & Paint Core Services - Funded**

**2008 - \$910,064**  
**2009 - \$936,169**

This offer provides for the fabrication, installation, repair and maintenance of the 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.

# TRANSPORTATION

## **184.2 Sign Replacement Program - Partially Funded**

**2008 - \$0**  
**2009 - \$38,000**

The Manual of Uniform Traffic Control Devices (MUTCD) are the federally mandated standards for the installation and maintenance of all traffic control devices on streets and highways. These standards are being amended to address issues and increase safety for the aging population. Some of the changes are the enlargement in letter size and the increase of traffic sign retroreflectivity. In 2006 and 2007, the Signs and Pavement Marking division replaced metro and street name signs. This offer includes the funding needed to bring the regulatory, warning and guide signs into compliance. There are approximately 10,000 signs in Fort Collins that will not meet the new standard. Traffic Operations is proposing to replace 14% of the roadway signs, or approximately 1,400 signs, each year for the next seven years to comply with the new MUTCD requirements. The original offer amount not funded is \$38,000 in 2009.

## **185.1 Traffic Construction Services - Funded**

**2008 - \$765,196**  
**2009 - \$774,064**

This is a self supported program that provides funding, staffing, and a separate accounting for the installation of traffic signals, signs, and pavement markings for other city departments, municipalities, and developers. This program is Traffic Operations - "work for others". Constructing traffic signals, fabricating and installing signs and pavement markings in-house is cost-effective and allows us to maintain quality control of both the materials and the installation process.

# TRANSPORTATION

Fort Collins improves the safety and ease of traveling to, from, and throughout the city.

## TEAM MEMBERS

Roger Buffington, Susie Gordon, Cory Christensen, Timothy Wilder, Mark Jackson  
Team Leader: Ken Mannon  
Facilitator: Lori Clements-Grote  
Communications: Kim Newcomer  
Budget Liaison: Randy Hensley

## INTRODUCTION/SUMMARY OF RESULTS MAP

Quality transportation is intrinsic to citizens' definition of "quality of life." A world-class transportation system can contribute to a strong economy, healthy environment, and vibrant community. These elements are intimately intertwined in Fort Collins. Transportation projects, such as the Mason Corridor plan, exemplify how quality transportation can foster development and redevelopment that strengthens our local economy. Further, such plans provide a variety of alternative travel mode options that have the potential to minimize environmental impacts. Finally, these types of transportation initiatives contribute to our vibrant community by conveniently linking major activity centers throughout the community, including Downtown Fort Collins, often referred to as our "crown jewel."

It is undeniable that quality transportation supports the economy, environment, and community. To that end, this Request for Results addresses the key result **Improve Transportation: Fort Collins improves the safety and ease of traveling to, from, and throughout the city**. To continually improve the safety and ease of travel in the Fort Collins area, the City must address traffic, infrastructure, planning, travel mode options, and communication.

Like most urban communities, traffic congestion occurs in Fort Collins and citizens cite it as an issue that needs to be improved (see 2006 Citizen Survey results). Travel outside the city, including on I-25, is increasingly difficult and the State's funding sources are limited. Along with longer trip lengths, and therefore less time for recreation and family, poor traffic flow increases citizens' frustration and creates unsafe conditions.

Fort Collins has a well-designed surface street system that strives to provide good infrastructure for drivers, bicyclists, pedestrians and transit riders, which is key to improving safety and ease of travel. The winter storms of 2006 have had an adverse effect on the condition and safety of roads. This RFR recognizes the significance of maintenance as a high priority. This results map includes safety factors as they relate to infrastructure; budget offers that concentrate on driver behavior and enforcement are addressed in other result areas.

The community's normally clement weather conditions during a substantial part of the year allow people to engage in a variety of ways to travel to work and other destinations. Along with an appreciation of healthy and outdoor activities, Fort Collins residents value clean air and the ability to choose alternative transportation modes. Recent changes to transit services have elevated the importance of providing and educating residents about travel mode options.

## INDICATORS

### 1. CITIZEN SATISFACTION

#### Measure: Community Survey

There are several qualitative parameters that are implied in the desire for “ease 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 ease of mobility and other transportation concerns.

### 2. MOBILITY

#### Measure: Time traveled on selected routes and delay times at key intersections.

To evaluate ease of travel by automobile, 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 automobile mobility/ease of travel.

### 3. TRANSIT MOBILITY

#### Measure: Transit ridership and timeliness.

To evaluate ease 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.

### 4. INDICATOR 4: ROADWAY SYSTEM MAINTENANCE

#### Measure: Roadway conditions

Roadway conditions measure efforts and effectiveness of roadway maintenance which contribute to the safety and ease 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)

### 5. OUTSIDE FUNDING SOURCES.

#### Measure: Amount of dollars from non-City sources.

Successful acquisition of outside funding sources for improving transportation will be measured.

## PURCHASING STRATEGIES

### 1. Purchasing Strategy #1 – Contribute to Smooth, Predictable Traffic Flow.

We are seeking proposals that help improve the traffic flow in Fort Collins for transporting people, goods, and information. A variety of modes of travel contribute to smooth and predictable traffic flow. Key indicators of success will include the ability of a proposal to improve travel time and decrease travel delays for all modes by addressing the following factors including, but not limited to:

- Increased capacity for all modes
- Intersection improvements
- Signalization (e.g., cross-walks, traffic light timing, or bike crossings)
- Parking
- Signs and directions
- Travel routes
- Impacts of zones (e.g., construction, school, or loading zones)

### 2. Purchasing Strategy #2 – Support Quality Travel Surfaces and Infrastructure.

We are seeking proposals that will help the City meet citizens’ transportation needs by providing safe, well-functioning, quality travel surfaces (including bikeways, sidewalks, etc.), or that improve other critical physical or communication infrastructure. Proposals should ultimately improve travel safety and overall conditions and may address the following:

- Maintenance (e.g., potholes, snow removal, pavement management)

- Capital projects
- Design standards
- Ensure system connectivity
- Safety/efficiency improvements (e.g., traffic calming, access control)
- Improve communication infrastructure (e.g., fiber in road right-of-way)

3. **Purchasing Strategy # 3** – Integrate Land Use and Transportation Planning.

We are seeking proposals that encourage transportation-driven planning, to enhance citizens' mobility, and therefore help local and regional transportation networks operate at a high level of efficiency. Areas of consideration include, but are not limited to:

- Planning
- New funding sources
- Demand forecasting
- Partnerships (e.g., Colorado State University, Regional Transportation Authority, North Front Range Metropolitan Planning Organization, Colorado Department of Transportation, Poudre School District, and other transportation providers)
- Citizen input

4. **Purchasing Strategy #4** – Provide Travel Mode Options.

We are seeking proposals that limit the rate of increase in traffic volume 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
- Bikeways
- Pedestrian systems
- Carpool
- Carsharing

5. **Purchasing Strategy # 5** – Increase Awareness

We are seeking proposals for improving outreach and education, thereby increasing citizens' ability to travel safely and easily on the City's transportation system. Areas of consideration include, but are not limited to:

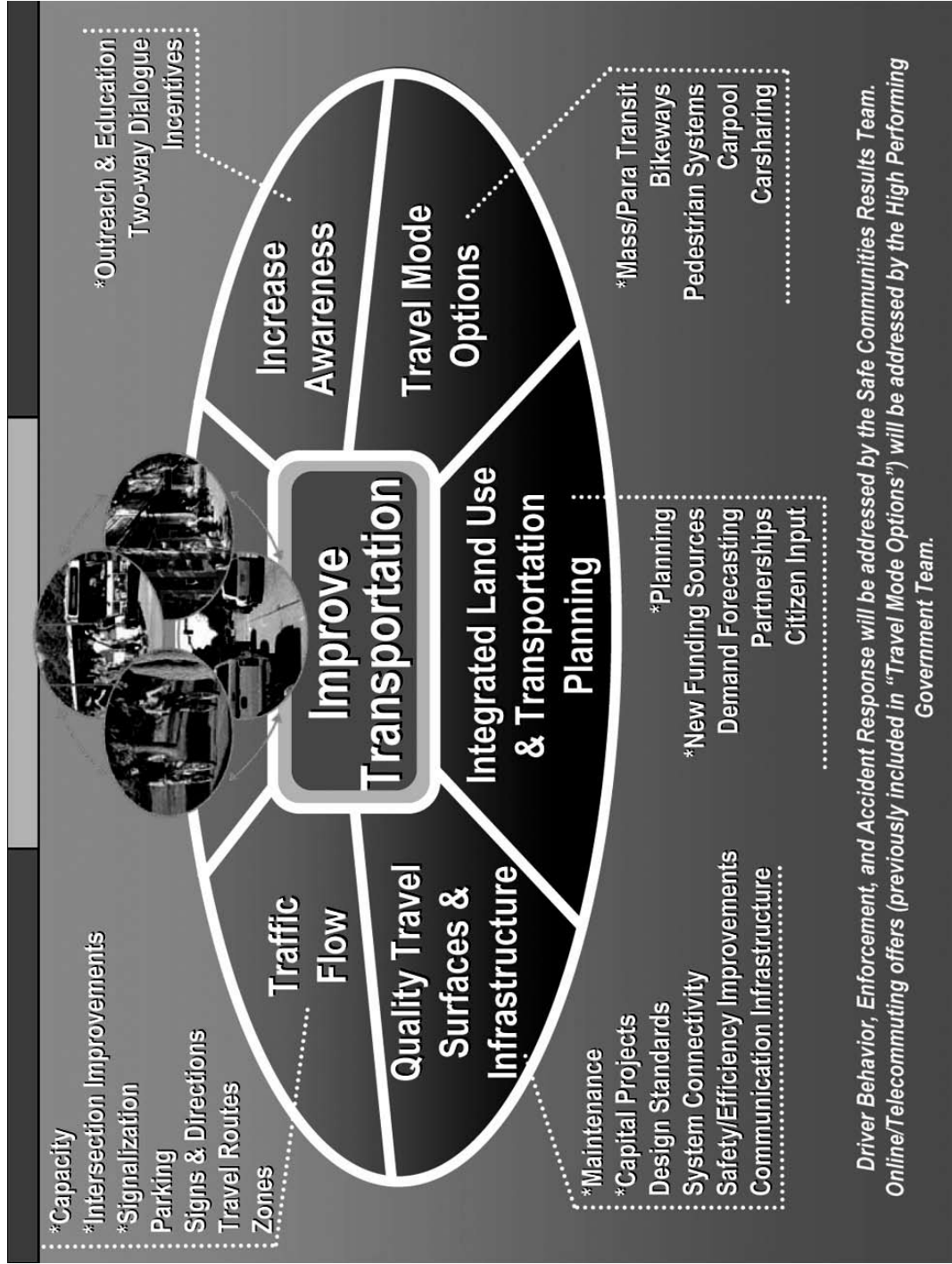
- Outreach and education
- Two-way dialogue with citizens
- Appropriate incentives

## NOTES/PRACTICES/SUPPORTING EVIDENCE

- 2006 City of Fort Collins Citizen Survey
- City Council Retreat
- Feedback from City Boards and Commissions
- Requests for road maintenance
- Local news articles and editorials addressing transit
- Interviews with City Transportation staff
- "Transportation and Economic Development 2002," Transportation Circular, May 2003
- "Healthy Returns: The Economic Impact of Public Investment in Surface Transportation," Robert J. Shapiro and Kevin A. Hassett, American Public Transportation Association

# TRANSPORTATION RESULTS MAPS

Fort Collins improves the safety and ease of traveling to, from and throughout the city.





# A HIGH-PERFORMING **GOVERNMENT**

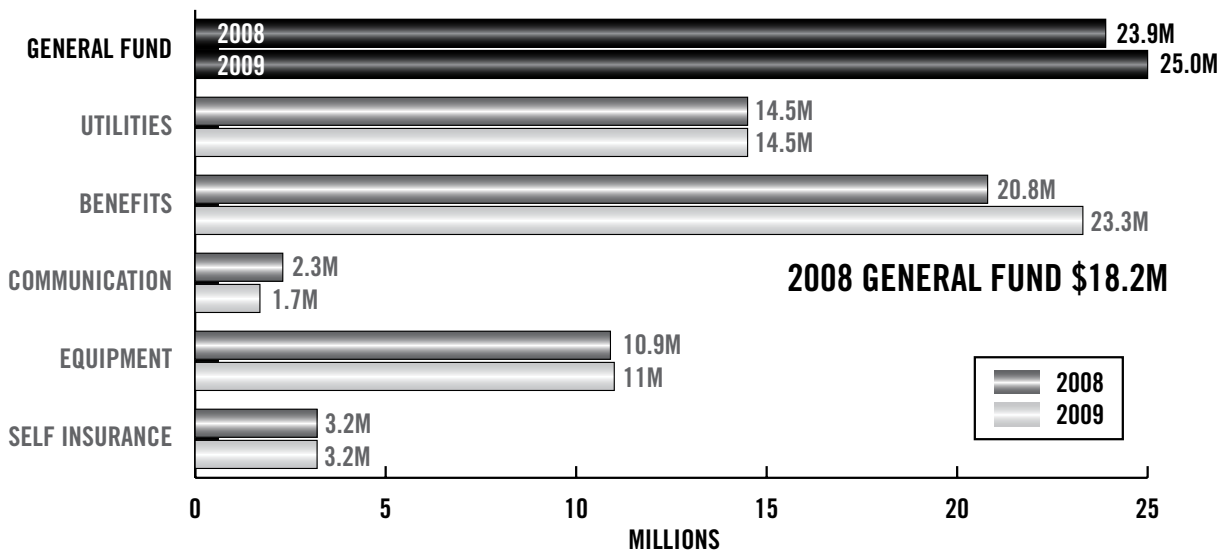
Fort Collins is a model for an entrepreneurial,  
high quality city government.



# 2008-2009 BUDGET RESULTS

## 7. HIGH-PERFORMING GOVERNMENT

**2008 GENERAL FUND & OTHER FUNDS – 75.6M**  
**2009 GENERAL FUND & OTHER FUNDS – 78.7M**



### KEY ISSUES

The majority of offers in this Result Area are for internal services which support other City operations. Most services will continue at existing levels, with some enhancements. Additional staffing in Accounting and Human Resources will provide more appropriate levels of service for City departments (includes a total of 3.0 FTE.)

New facilities which will open in 2007 require additional resources for utilities costs, custodial and maintenance needs. These increased maintenance costs are included in budgets for Operation Services and cover the new Police Building, the new Northside Aztlan Community Center and Spring Canyon Community Park.

New replacement funds will be created to better account and plan for our replacement of equipment. Computer and fleet equipment replacement funds have been established. Reserves for buildings and improvements will be consolidated for more efficiency and consistent management of these resources.

The 2009 Budget year includes plans for the implementation of a new Pay for Performance system for City employees. The commitment to this program will continue to focus the organization on efficiency and accountability.

### REVENUE TRENDS & ISSUES

This Data and 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 ongoing funding for building repair and maintenance.

nance. This Budget continues to fund these needs substantially 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 fund
- Sales tax rebate program
- Utility Customer Services and Administration

## **ENHANCEMENTS PURCHASED**

- Additional resources to operate and maintain new facilities including the new Police Building, Northside Aztlan Community Center, and Spring Canyon Community Park facilities (utilities, maintenance, and custodial)
- Technology improvements for the City's Development Review Center
- Compensation Analyst to implement Pay for Performance system (1.0 FTE)
- Senior Accountant (1.0 FTE)
- Human Resources representative for Investigations (1.0 FTE)
- MIS data lab equipment
- Administrative support for the City Manager's Office
- Implementation of sustainable practices for City government
- Implementation of Voice overIP technology for City phone service

## **EXAMPLES OF SERVICES NOT PURCHASED**

- Enhanced Communications program
- On-going funding for Facilities Major Repair and Renovations
- Enhancements for Fleet Vehicle and Equipment Maintenance, MIS technology needs, Customer Relationship Tracking (CRM) software, and other technology improvements

# HIGH PERFORMANCE DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time GF Cam Res.	Ongoing Offer Amount	General Fund Restricted	Restricted Description	Utilities MIS Charge	General Fund Ongoing	Other Restricted Funds Ongoing
1	157.1	Legal Services Administration	1,145,101	10,498	10,498	1,134,603	0			1,134,603	0
2		<b>Total City Attorney</b>	<b>1,145,101</b>	<b>10,498</b>		<b>1,134,603</b>	<b>0</b>		<b>0</b>	<b>1,134,603</b>	<b>0</b>
3											
4	6.1	City Council Core Services	167,800	0	0	167,800	0			167,800	0
5		<b>Total City Council</b>	<b>167,800</b>	<b>0</b>	<b>0</b>	<b>167,800</b>	<b>0</b>		<b>0</b>	<b>167,800</b>	<b>0</b>
6											
7	112.1	City Clerk Administration	542,455			542,455				542,455	0
8	112.2	Passports	4,710			4,710				4,710	0
9	112.3	Human Relations Commission Support	6,884			6,884				6,884	0
10	112.4	Women's Commission Support	1,200			1,200				1,200	0
11	118.2	Special Elections	94,995			94,995				94,995	0
12		<b>Total City Clerk</b>	<b>650,244</b>	<b>0</b>	<b>0</b>	<b>650,244</b>	<b>0</b>		<b>0</b>	<b>650,244</b>	<b>0</b>
13											
14	7.1	Leadership and City Council Support	1,049,660			1,049,660				1,049,660	0
15	7.2	Policy Development and Advancement	306,437			306,437				306,437	0
16	7.3	Administrative Support for City Manager's Office	59,383			59,383				59,383	0
17		<b>Total City Manager's Office</b>	<b>1,415,480</b>	<b>0</b>	<b>0</b>	<b>1,415,480</b>	<b>0</b>		<b>0</b>	<b>1,415,480</b>	<b>0</b>
18	191.1	Cable and Media Services	543,399			543,399	248,000	Cable Various		295,399	0
20	215.1	Communicating with the Community	443,372			443,372				443,372	0
21		<b>Total Communication &amp; Public Involvement</b>	<b>986,771</b>	<b>0</b>	<b>0</b>	<b>986,771</b>	<b>248,000</b>		<b>0</b>	<b>738,771</b>	<b>0</b>
22											
23	101.1	Facilities Building Custodial Operations	924,231			924,231	272,687	Work for Others		651,544	0
24	151.1	Facilities Building Utilities & Energy Management	1,809,220			1,809,220	574,320	Work for Others		1,234,900	0
25	153.1	Facilities Building Maintenance	3,486,097		1,175,000	3,486,097	576,944	Work for Others		3,486,097	0
26	153.1	Facilities Building Maintenance		590,000	GF Capital Fac	1,761,097				1,761,097	0
27	152.1	Facilities Administration	413,064			413,064				413,064	0
28	101.2	Facilities Building Custodial Operations-Enhancement	237,604			237,604				237,604	0
29	102.1	Project Mgmt. Planning & Development-Facilities	315,464			315,464	315,464	Work for Others		0	0
30	151.2	Facilities Bldg. Utilities & Energy Mgmt. Enhancement	340,130			340,130				340,130	0
31	153.2	Facilities Building Maintenance - Enhancement	449,115			449,115				449,115	0
32		<b>Total Facilities</b>	<b>7,974,925</b>	<b>1,725,000</b>	<b>1,725,000</b>	<b>6,249,925</b>	<b>1,739,415</b>		<b>0</b>	<b>4,510,510</b>	<b>0</b>
33											
34	52.1	Risk Management	3,229,537			2,620,809				0	2,620,809
35	119.1	Purchasing	406,673			406,673				406,673	0
36	106.1	Budget Office	274,684			274,684				274,684	0
37	122.1	Sales Tax	501,736			501,736				501,736	0
38	123.1	Payroll and Accounts Payable	508,475			508,475				508,475	0
39	227.1	Rebate Program - Grocery	225,450			225,450				225,450	0
40	125.1	Finance Administration	335,346			335,346				335,346	0
41	121.1	Accounting	593,814			593,814				593,814	0
42	124.1	Cash & Investment Management	415,601			415,601				415,601	0
43	121.3	Senior Accountant - Enhancement	84,066			84,066				84,066	0
44	220.1	Organizational Performance Measurement	50,000			50,000				50,000	0
45		<b>Total Finance</b>	<b>6,625,382</b>	<b>608,728</b>	<b>608,728</b>	<b>6,016,654</b>	<b>0</b>		<b>0</b>	<b>3,395,845</b>	<b>2,620,809</b>
46											
47	147.1	Fleet Fueling	3,574,597	177,600	Equip. Fund	3,576,997				0	3,576,997
48	149.1	Fleet Vehicle Rental Service	603,309			603,309				0	603,309
49	148.1	Fleet Vehicle & Equipment Maintenance	4,163,017	53,167	Equip. Fund	4,109,850				0	4,109,850
50	99.1	Fleet Administration	347,987			347,987				0	347,987
51	146.1	Fleet Equipment Replacement	1,811,371	1,350,000	Equip. Fund	461,371				0	461,371
52	148.2	Fleet Vehicle & Equipment Maintenance Enhancement	226,490			226,490				0	226,490
53		<b>Total Fleet</b>	<b>10,906,771</b>	<b>1,580,767</b>	<b>1,580,767</b>	<b>9,326,004</b>	<b>0</b>		<b>0</b>	<b>9,326,004</b>	<b>0</b>
54											
55	207.1	Human Resources Services	925,511			925,511				925,511	0

# HIGH PERFORMANCE DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	Ongoing	General Fund Restricted	Restricted Description	Utilities MIS Charge	General Fund Ongoing	Other Restricted Funds Ongoing
56	200.1	Benefit Programs and Services	20,631,907	97,969	20,533,938				0	20,533,938
57	210.1	Learning and Organizational Development	223,653		223,653				223,653	0
58	207.2	Compensation Analyst	90,986		90,986				90,986	0
59	219.1	Police Collective Bargaining	5,000		5,000				5,000	0
60	200.2	Wellness Program	161,369		161,369					161,369
61	207.3	Human Resources Representative for Investigations	81,041		81,041				81,041	0
62		<b>Total Human Resources</b>	<b>22,119,467</b>	<b>97,969</b>	<b>22,021,498</b>	<b>0</b>			<b>1,326,191</b>	<b>20,695,307</b>
63										
64	27.2	Voice Services	929,108		929,108				0	929,108
65	27.3	VHF Radio Maintenance	56,021		56,021			56,021	0	0
66	27.1	Email Services	122,959		122,959	79,551	E-mail fees		43,408	0
67	1.1	GIS Services	518,983		518,983	58,352	LETA			0
68	1.1	Enterprise Resource Planning Services	896,104		896,104	29,608	Chg to Transp		431,023	0
69	3.1	Development Tracking System	370,546		370,546	30,122	Chg to Library		494,061	0
70	37.1	E-Government Services	352,247		352,247	370,546	DTS Fees		0	0
71	38.1	Application Services	376,466		376,466			50,602	301,645	0
72	35.1	Enterprise Document Management Services	311,598		311,598	70,000	Chg to Transp		376,466	0
73	39.1	Technology Customer Support	756,045		756,045			315,000	241,598	0
74	32.1	Data Management Services	481,977		481,977	2,235	Chg to Library		129,742	0
75	33.1	Voice Services - Communications Fund Equipment	200,000	200,000	0				0	0
76	27.5	PC's (not included in previous offers)	476,781	476,781	0				0	0
77	32.4	Network Services	766,914		766,914				0	0
78	40.1	Mgmt. Information Services Adm./Financial Support	508,274		508,274				363,663	286,622
79	30.1	Microsoft Software Upgrades	69,000	69,000	0			140,000	293,274	75,000
80	32.5	Network Equipment	88,850	48,876	39,974				39,974	0
81	30.4	Data Management Equipment	175,000	175,000	0				0	0
82	33.3	Enterprise storage and backup system	261,600	261,600	0				0	0
83	33.4	Data Lab equipment	66,000	66,000	0				66,000	0
84	33.2	<b>Total Management Information Systems</b>	<b>7,784,473</b>	<b>1,231,257</b>	<b>6,553,216</b>	<b>663,627</b>		<b>1,713,207</b>	<b>3,078,858</b>	<b>1,097,524</b>
85										
86										
87	159.1	Case Processing (non-Camera Radar Red Light)	585,622		585,622	168,000	Court Bonds		417,622	0
88	163.1	Case Processing for Camera Radar and Red Light	65,823	65,823	0				0	0
89	163.2	Additional Staff - Camera Radar Red Light Cases	27,385	27,385	0				0	0
90	159.2	Replacement Staff/Non-Camera Radar Red Light	28,677		28,677				28,677	0
91		<b>Total Municipal Court</b>	<b>707,507</b>	<b>93,208</b>	<b>614,299</b>	<b>168,000</b>			<b>446,299</b>	<b>0</b>
92										
93	167.1	Sustainable City Government	67,151		67,151				67,151	0
94		<b>Total Natural Resources</b>	<b>67,151</b>	<b>0</b>	<b>67,151</b>	<b>0</b>			<b>67,151</b>	<b>0</b>
95										
96	213.1	Development Review Center - Innovative Technology	121,600	109,000	12,600				12,600	0
97		<b>Total Planning</b>	<b>121,600</b>	<b>109,000</b>	<b>12,600</b>	<b>0</b>			<b>12,600</b>	<b>0</b>
98										
99	103.1	Real Estate Services	473,452	40,000	433,452	433,452	Work for Others		0	0
100		<b>Total Real Estate Services</b>	<b>473,452</b>	<b>40,000</b>	<b>433,452</b>	<b>433,452</b>			<b>0</b>	<b>0</b>
101										
102	8.1	Utility Customer Service	6,771,031		6,771,031				0	6,771,031
103	11.1	Utility Administration & General Operations	7,438,491	30,492	7,407,999				0	7,407,999
104	11.3	Special Project Manager - Utilities Assets	104,634	104,634	0				0	0
105	17.1	Utilities System Additions and Replacements	150,000	150,000	0				0	0
106		<b>Total Utilities</b>	<b>14,464,156</b>	<b>285,126</b>	<b>14,179,030</b>	<b>0</b>			<b>0</b>	<b>14,179,030</b>
107										
108		<b>Funded Offers</b>	<b>75,610,281</b>	<b>5,781,553</b>	<b>69,828,728</b>	<b>3,252,494</b>			<b>1,713,207</b>	<b>16,944,353</b>
109		<b>Allocation</b>	<b>5,781,553</b>	<b>5,781,553</b>	<b>3,261,948</b>	<b>9,454</b>			<b>1,713,207</b>	<b>16,944,353</b>
110		<b>Difference</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>92,476</b>

# HIGH PERFORMANCE DRILLING PLATFORM 2008

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time Funding Source	Ongoing Offer Amount	General Fund Restricted	Restricted Description	Utilities MIS Charge	General Fund Ongoing	Other Restricted Funds Ongoing
111											
112				517,619	GF MIS Res to 2009		9,454	DTS Fees			
113											
114											
215.2		Enhanced Communications	135,044			135,044				135,044	
116		<b>Total Communication &amp; Public Involvement</b>	<b>135,044</b>	<b>0</b>		<b>135,044</b>	<b>0</b>		<b>0</b>	<b>135,044</b>	<b>0</b>
118		Facilities Major Repairs & Replacements	1,558,800	58,800	General Fund	1,500,000				1,500,000	
119		Renovate Old Police Building	6,986,000		General Fund	0				0	
120		<b>Total Facilities</b>	<b>8,544,800</b>	<b>7,044,800</b>		<b>1,500,000</b>	<b>0</b>		<b>0</b>	<b>1,500,000</b>	<b>0</b>
121											
122		Uniform Chart of Accounts	190,000	190,000	General Fund	0				0	
123		Public Improvement Fee Auditor	39,588			39,588				39,588	
124		Sales Tax Software	100,000	100,000	General Fund	0				0	
125		Administrative Support for Purchasing	30,583			30,583				30,583	
126		<b>Total Finance</b>	<b>360,171</b>	<b>290,000</b>		<b>70,171</b>	<b>0</b>		<b>0</b>	<b>70,171</b>	<b>0</b>
127											
128		Leadership Development Program	42,000			42,000				42,000	
129		Integrated Talent Management System Enhancement	10,000	10,000	General Fund	0				0	
130		Succession Planning	105,780		General Fund	0				0	
131		Online New Employee Orientation	16,000	16,000	General Fund	0				0	
132		World Class People Advertising	15,000			15,000				15,000	
133		<b>Total Human Resources</b>	<b>188,780</b>	<b>131,780</b>		<b>57,000</b>	<b>0</b>		<b>0</b>	<b>57,000</b>	<b>0</b>
134											
135		PC's (not included in previous offers)	132,188			132,188				132,188	
136		Central Scanning Services	37,000			37,000				37,000	
137		Network Lab Equipment	29,000			29,000				29,000	
138		E-Mail System Migration	119,000			119,000				119,000	
139		Change Management Program	16,448			16,448				16,448	
140		Collaborative Software tools	31,000			31,000				31,000	
141		Expanded Technology	21,560			21,560				21,560	
142		Contractual Network Engineer	85,000			85,000				85,000	
143		User Authentication Network Security	30,000			30,000				30,000	
144		Customer Relationship Tracking (CRM) System	40,000	40,000	General Fund	0				0	
145		<b>Total Management Information Systems</b>	<b>541,196</b>	<b>40,000</b>		<b>501,196</b>	<b>0</b>		<b>0</b>	<b>472,196</b>	<b>29,000</b>
146											
147		Additional Staff for Municipal Court	13,912			13,912				13,912	
148		<b>Total Municipal Court</b>	<b>13,912</b>	<b>0</b>		<b>13,912</b>	<b>0</b>		<b>0</b>	<b>13,912</b>	<b>0</b>
149											
150											
151		<b>Unfunded Offers</b>	<b>9,783,903</b>	<b>7,506,580</b>		<b>2,277,323</b>	<b>0</b>		<b>0</b>	<b>2,248,323</b>	<b>29,000</b>
152											
153											
154		<b>Total Offers</b>	<b>85,394,184</b>	<b>13,288,133</b>		<b>72,106,051</b>	<b>3,252,494</b>		<b>1,713,207</b>	<b>19,192,676</b>	<b>47,947,674</b>

# HIGH PERFORMANCE DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time Funding Source	Ongoing Offer Amount	General Fund Restricted	Restricted Description	Utilities
1	157.1	Legal Services Administration	1,229,451	10,952	GF Cam Resv.	1,218,499	0		
2		<b>Total City Attorney</b>	<b>1,229,451</b>	<b>10,952</b>		<b>1,218,499</b>	<b>0</b>		
3									
4	6.1	City Council Core Services	170,974			170,974			
5		<b>Total City Council</b>	<b>170,974</b>	<b>0</b>		<b>170,974</b>	<b>0</b>		
6									
7	118.1	April Regular Election	185,990	185,990	General Fund	0			
8	112.1	City Clerk Administration	563,526			563,526			
9	112.2	Passports	5,180			5,180			
10	112.3	Human Relations Commission Support	6,973			6,973			
11	112.4	Women's Commission Support	1,200			1,200			
12	118.2	Special Elections	96,420			96,420			
13		<b>Total City Clerk</b>	<b>859,289</b>	<b>185,990</b>		<b>673,299</b>	<b>0</b>		
14									
15	7.1	Leadership and City Council Support	1,091,927			1,091,927			
16	7.2	Policy Development and Advancement	319,073			319,073			
17	7.3	Administrative Support for City Manager's Office	61,989			61,989			
18		<b>Total City Manager's Office</b>	<b>1,472,989</b>	<b>0</b>		<b>1,472,989</b>	<b>0</b>		
19									
20	191.1	Cable and Media Services	557,828			557,828	248,000	Cable various	
21	215.1	Communicating with the Community	460,812			460,812			
22		<b>Total Communication &amp; Public Involvement</b>	<b>1,018,640</b>	<b>0</b>		<b>1,018,640</b>	<b>248,000</b>		
23									
24	101.1	Facilities Building Custodial Operations	985,601			985,601	301,091	Work for Others	
25	151.1	Facilities Building Utilities & Energy Management	1,919,350			1,919,350	626,040	Work for Others	
26	153.1	Facilities Building Maintenance	3,586,352	1,175,000	GF Facil. Res.		609,205	Work for Others	
27	153.1			550,000	GF Capital Fac	1,861,352			
28	152.1	Facilities Administration	430,090			430,090			
29	101.2	Facilities Building Custodial Operations-Enhancement	253,859			253,859			
30	102.1	Project Mgmt. Planning & Development-Facilities	328,845			328,845	328,845	Work for Others	
31	151.2	Facilities Bldg. Utilities & Energy Mgmt. Enhancement	355,060			355,060			
32	153.2	Facilities Building Maintenance - Enhancement	452,539			452,539			
33		<b>Total Facilities</b>	<b>8,311,696</b>	<b>1,725,000</b>		<b>6,586,696</b>	<b>1,865,181</b>		
34									
35	52.1	Risk Management	3,247,508	607,805	Self Ins Fund	2,639,703			
36	119.1	Purchasing	424,122			424,122			
37	106.1	Budget Office	292,105			292,105			
38	122.1	Sales Tax	520,967			520,967			
39	123.1	Payroll and Accounts Payable	529,063			529,063			
40	227.1	Rebate Program - Grocery	238,250			238,250			
41	125.1	Finance Administration	354,860			354,860			
42	121.1	Accounting	617,920			617,920			
43	124.1	Cash & Investment Management	430,228			430,228			
44	121.3	Senior Accountant - Enhancement	85,269			85,269			
45	220.1	Organizational Performance Measurement	50,000			50,000			
46		<b>Total Finance</b>	<b>6,790,292</b>	<b>607,805</b>		<b>6,182,487</b>	<b>0</b>		

# HIGH PERFORMANCE DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time Funding Source	Ongoing Offer Amount	General Fund Restricted	Restricted Description	Utilities MIS Char
47									
48	147.1	Fleet Fueling	4,030,447			4,030,447			
49	149.1	Fleet Vehicle Rental Service	660,679			660,679			
50	148.1	Fleet Vehicle & Equipment Maintenance	4,299,930			4,299,930			
51	99.1	Fleet Administration	365,122			365,122			
52	146.1	Fleet Equipment Replacement	1,401,566		Equip. Fund	401,566			
53	148.2	Fleet Vehicle & Equipment Maintenance Enhancement	245,764			245,764			
54		<b>Total Fleet</b>	<b>11,003,508</b>			<b>10,003,508</b>	<b>0</b>		
55									
56	207.1	Human Resources Services	958,207			958,207			
57	200.1	Benefit Programs and Services	23,091,836		Benefits Fund	22,992,432			
58	210.1	Learning and Organizational Development	230,906			230,906			
59	207.2	Compensation Analyst	92,314			92,314			
60	219.1	Police Collective Bargaining	55,000			55,000			
61	200.2	Wellness Program	164,804			164,804			
62	207.3	Human Resources Representative for Investigations	82,171			82,171			
63		<b>Total Human Resources</b>	<b>24,675,238</b>			<b>24,575,834</b>	<b>0</b>		
64									
65	27.2	Voice Services	943,998			943,998			
66	27.3	VHF Radio Maintenance	56,440			56,440			56.
67	27.1	Email Services	126,179			126,179	79,741	E-mail fees	
68	1.1	GIS Services	542,757			542,757	58,352	LETA	
69	1.1						30,546	Chg to Transp	
70	3.1	Enterprise Resource Planning Services	920,880			920,880	30,122	Chg To Library	56.
71	37.1	Development Tracking System	382,719			382,719	382,719	DTS Fees	
72	38.1	E-Government Services	362,872			362,872			51.
73	35.1	Application Services	386,698			386,698			
74	39.1	Enterprise Document Management Services	317,453			317,453	72,000	Chg to Transp	
75	32.1	Technology Customer Support	778,893			778,893			595.
76	33.1	Data Management Services	494,894			494,894	2,235	Chg To Library	430.
77	27.5	Voice Services - Communications Fund Equipment	200,000		Comm Fund	0			
78	32.4	PC's (not included in previous offers)	517,619		Comm Fund	0			
79	30.1	Network Services	736,035			736,035	23,213	Chg To Library	445.
80	40.1	Mgmt. Information Services Admn./Financial Support	526,351			526,351			150.
81	30.4	Network Equipment	83,000		Comm Fund	37,342			
82		<b>Total Management Information Systems</b>	<b>7,376,788</b>			<b>6,613,511</b>	<b>678,928</b>		<b>1,784.</b>
83									
84	159.1	Case Processing (non-Camera Radar Red Light)	624,677			624,677	202,000	Court Bonds	
85	163.1	Case Processing for Camera Radar and Red Light	69,006		GF Cam Resv.	16,528	16,528	Camera Radar	
86	163.2	Additional Staff - Camera Radar Red Light Cases	28,644		GF Cam Resv.	0			
87	159.2	Replacement Staff/Non-Camera Radar Red Light	29,961			29,961			
88		<b>Total Municipal Court</b>	<b>752,288</b>			<b>671,166</b>	<b>218,528</b>		
89									
90	167.1	Sustainable City Government	69,048			69,048			
91		<b>Total Natural Resources</b>	<b>69,048</b>			<b>69,048</b>	<b>0</b>		
92									

# HIGH PERFORMANCE DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time Funding Source	Ongoing Offer Amount	General Fund Restricted	Restricted Description	Utilities MIS Char
93	213.1	Development Review Center - Innovative Technology	12,600			12,600			
94		<b>Total Planning</b>	<b>12,600</b>	<b>0</b>		<b>12,600</b>	<b>0</b>		
95									
96	103.1	Real Estate Services	493,110	40,000	GF RES Res.	453,110	453,110	Work for Others	
97		<b>Total Real Estate Services</b>	<b>493,110</b>	<b>40,000</b>		<b>453,110</b>	<b>453,110</b>		
98									
99	8.1	Utility Customer Service	6,522,437			6,522,437			
100	11.1	Utility Administration & General Operations	7,679,367	116,382	UCSA Fund	7,562,985			
101	11.3	Special Project Manager - Utilities Assets	108,864	108,864	UCSA Fund	0			
102	17.1	Utilities System Additions and Replacements	150,000	150,000	UCSA Fund	0			
103		<b>Total Utilities</b>	<b>14,460,668</b>	<b>375,246</b>		<b>14,085,422</b>	<b>0</b>		
104									
105		<b>Funded Offers</b>	<b>78,696,579</b>	<b>4,888,796</b>		<b>73,807,783</b>	<b>3,463,747</b>		<b>1,784,784</b>
106		<b>Allocation</b>		<b>4,888,796</b>			<b>3,463,747</b>		<b>1,784,784</b>
107		<b>Difference</b>		<b>0</b>			<b>0</b>		
108									
109									
110									
111									
112	215.2	Enhanced Communications	140,220			140,220			
113		<b>Total Communication &amp; Public Involvement</b>	<b>140,220</b>	<b>0</b>		<b>140,220</b>	<b>0</b>		
114									
115	173.1	Facilities Major Repairs & Replacements	741,200			741,200			
116		<b>Total Facilities</b>	<b>741,200</b>	<b>0</b>		<b>741,200</b>	<b>0</b>		
117									
118	122.2	Public Improvement Fee Auditor	78,476			78,476			
119	122.3	Sales Tax Software	10,000			10,000			
120	119.2	Administrative Support for Purchasing	31,988			31,988			
121		<b>Total Facilities</b>	<b>120,464</b>	<b>0</b>		<b>120,464</b>	<b>0</b>		
122									
123	210.6	Leadership Development Program	66,000			66,000			
124	210.5	Succession Planning	83,104	83,104	General Fund	0			
125	207.4	Motivate and Rewards Program	100,000	100,000	General Fund	0			
126	207.6	World Class People Advertising	15,000			15,000			
127		<b>Total Human Resources</b>	<b>264,104</b>	<b>183,104</b>		<b>81,000</b>	<b>0</b>		
128									
129	32.4	PC's (not included in previous offers)	215,844			215,844			
130	32.5	Microsoft SW upgrades	360,000			0			
131	39.2	Central Scanning Services	37,000			37,000			
132	33.3	Data Management - Servers	154,000			0			
133	27.4	E-Mail System Migration	166,500			166,500			
134	40.2	Change Management Program	17,152			17,152			
135	40.3	Expanded Technology	21,560			21,560			
136	30.3	Contractual Network Engineer	85,000			85,000			
137	32.3	User Authentication Network Security	70,000			70,000			
138	37.2	Customer Relationship Tracking (CRM) System	5,000			5,000			
139		<b>Total Management Information Systems</b>	<b>1,132,056</b>	<b>514,000</b>		<b>618,056</b>	<b>0</b>		



# HIGH PERFORMANCE DRILLING PLATFORM 2009

Line #	Offer #	Offer Description	Offer Amount	One-time	One-time	Ongoing	General Fund	Restricted	Utilities
			Amount	One-time	Funding	Offer	Restricted	Description	MIS Char
				Amount	Source	Amount	Amount		
140									
141	159.3	Additional Staff for Municipal Court	14,544			14,544			
142		<b>Total Municipal Court</b>	<b>14,544</b>	<b>0</b>		<b>14,544</b>	<b>0</b>		
143									
144		<b>Unfunded Offers</b>	2,412,588	697,104		1,715,484	0		
145									
146									
147		<b>Total Offers</b>	81,109,167	5,585,900		75,523,267	3,463,747		1,784,7

# HIGH-PERFORMING GOVERNMENT

## 1.1 GIS Services - Funded

2008 - \$518,983

2009 - \$542,757

This offer provides for the ongoing delivery and coordination of GIS software, data, application, analysis, printing, mapping, user support/training, and printing services to the entire organization and citizens, as well. The offers contained within this package reflect the costs to continue these services as they have been historically provided without enhancement. The main components of the service delivery are listed below: Shared GIS software licensing for City staff, data creation, data analysis, shared data delivery and printing services, user support and training, map products and printing, professional GIS software licensing, support and analysis, spatial database hosting and data warehouse for city applications, such as Accela, Cityworks and E911, database and geodatabase design services, application development, departmental GIS application support, shared GPS collection unit, internet map server and Web services, address assignment and coordination, and base map services.

## 3.1 Enterprise Resource Planning Services - Funded

2008 - \$896,104

2009 - \$920,880

ERP core services provide basic, mandatory technology services required by the City as well as current service levels provided to City Departments. Overall project management of the Enterprise Resource Planning (ERP) system is provided as part of the basic support package. The City's Enterprise Resource Planning system provides state and federally mandated payroll and financial reports. The primary system functions include: payroll and accounts payable processing and check writing, accounts receivable and service billing, purchasing functions, expenditure and other budget reporting, asset tracking and management, self service enrollment and tracking of benefits, and applicant tracking for Human Resources. Interfaces with other revenue-producing or asset tracking systems are also elements of this system.

## 6.1 City Council Core Services - Funded

2008 - \$167,800

2009 - \$170,974

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 and 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.

## 7.1 Leadership and City Council Support - Funded

2008 - \$1,049,660

2009 - \$1,091,927

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 of activities in which the City Council and the City Manager are engaged.

# HIGH-PERFORMING GOVERNMENT

## **7.2 Policy Development and Advancement - Funded**

**2008 - \$306,437**  
**2009 - \$319,073**

Policy Development and Advancement (PDA) manages the development, implementation and advancement of City policies as directed by City Council and the City Manager. PDA projects span the spectrum of City government and include policies that affect internal City operations as well as external policies that are developed in partnership with other government agencies, the private sector and/or the general public. PDA staff members serve in roles as conveners, facilitators, project managers and advocates. Staff members provide the expertise to “troubleshoot” difficult issues confronting City government and the community. PDA staff develop and maintain intergovernmental connections and community relations on behalf of the City Council with a focus on advocacy, relationship building and problem solving. As a result, City Council and the City organization are assured of a low-cost, centralized means of resolving issues and maintaining an effective voice with regional, state and federal elected officials and staff.

## **7.3 Administrative Support for City Manager Office - Funded**

**2008 - \$59,383**  
**2009 - \$61,989**

This offer provides a higher level of administrative support for the City Manager than was authorized in the 2006-7 Budget. A contractual employee has provided this support in 2007. This enhancement offer would continue the service level with a classified employee.

## **8.1 Utility Customer Service - Funded**

**2008 - \$6,771,031**  
**2009 - \$6,522,437**

The customer service offer includes the Utilities Customer Service Division comprised of the customer service management, call center, customer billing, meter reading, and credit, collections and cashing. Also included in the offer is the portion of the Customer and Employee Relations Department which is responsible for planning and implementation of marketing communications, water conservation and education, wellness, safety, and key accounts programs.

## **11.1 Utility Administration & General Operations - Funded**

**2008 - \$7,438,491**  
**2009 - \$7,679,367**

This offer for Utilities Administration and General Operations includes the executive director, the chief operating officer, finance and budget, locating operations, support for the city wide information technology, regulatory and government affairs, IT support specific to Utilities unique applications, and other utility miscellaneous services.

## **11.3 Special Project Manager - Utilities Assets - Funded**

**2008 - \$104,634**  
**2009 - \$108,864**

Long-term asset management for the Utilities is a crucial component of maintaining and replacing aging infrastructure. This enhancement offer funds a full time position for an asset manager. This employee will be charged with setting the groundwork for the development of an asset management process that will evolve into best practices accountability for asset replacement. It is important to start developing a long term strategic financial/operations assessment of our Utilities assets.

## **17.1 Utilities System Additions and Replacements - Funded**

**2008 - \$150,000**  
**2009 - \$150,000**

This offer provides for uniform budgeting of the Utilities technology equipment replacements, including servers, network appliances, personal computers and telecommunications tools.

# HIGH-PERFORMING GOVERNMENT

## 27.1 Email Services - Funded

2008 - \$122,959  
2009 - \$126,179

This offer funds the City's email system. 29.6 million E-mail messages were directed to City employees through the internet in 2006. We only wanted to read about 4 million of them so the junk mail was filtered. We generated more than 5 million messages internally and stored away one trillion bytes of E-mail related data. In the last 2 years, "post offices" have been consolidated and work completed to provide E-mail in the most cost effective manner. Included in this proposal are costs for the continued funding for maintenance and support of the system, including: vendor maintenance and support, licensing costs, a minimum amount of staff time to administer and support the system, costs associated with extending connectivity to all City buildings, and an annualized cost for hardware (server) replacement.

## 27.2 Voice Services - Funded

2008 - \$929,108  
2009 - \$943,998

This offer provides resources to maintain and support two integrated telephone systems and sustain the momentum of the multi-year project moving all employees from the outdated platform to the new, Voice over IP (VoIP). The new technology is data network based rather than hard wired copper circuit dependent. While VoIP deployment demands a high performance data network, the technology avoids the higher cost of maintaining separate voice and data networks. The new technology provides a foundation for a wealth of productivity and collaboration applications. The first stage in a long series of implementations of VoIP telephony began in the new Police facility in August 2007. Network infrastructure will be upgraded as part of the construction process. Equipment replacement is required in all other facilities prior to VoIP migration. A combination of new replacement funding and Telecom Fund reserves will be used to sustain the momentum of migration.

## 27.3 VHF Radio Maintenance - Funded

2008 - \$56,021  
2009 - \$56,440

This offer is exclusive to Utility Services. It provides equipment and other resources for the management and support of VHF radio systems, as well as a range of consulting and support services related to electric load management, remote telemetry, and video surveillance. The Federal Communications Commission (FCC) regulates the use of radio frequencies in the United States. Some spectrum is unlicensed and relatively unsupervised; other is allocated for specific purpose such as communications related to public safety and routine field operations. In the licensed VHF bands, Utility Services owns a private network of 300+ vehicle, heavy equipment, and portable radios, base stations and repeaters tied to dispatch operations. The radio network exists as the most reliable element of a layered communication strategy. Tuning the network architecture through integration of new technology and repositioning of systems within FCC frequency reallocation schemes is critical to Emergency Operations planning.

## 27.4 E-mail System Migration - Not Funded

2008 - \$119,000  
2009 - \$166,500

Microsoft Exchange is the predominant e-mail software program of the business community. It is the de facto platform for application development where messaging interfaces are utilized to integrate programs. It is popular among employees and supports collaboration opportunities, advanced telephone features, and enhancement of the City's Accela application program. Two City affiliates have migrated to Exchange for the purpose of supporting outside agency communications, virtual work spaces, and third party software deployments. The existing GroupWise e-mail system is technically solid, but limited by its ability to interface with a growing number of other software programs. With the next generation of Office Software close at hand, interdependencies upon the Exchange messaging system, make it prudent to get this foundational component into place as soon as practical. This offer would fund hardware, software, licenses, training and technical resources for this migration.

## 27.5 Voice Services Communication Fund Equipment - Funded

2008 - \$200,000  
2009 - \$200,000

This one-time capital equipment purchase is necessary to continue the migration from the City's current telephone system to a VoIP system. This offer directly supports offer 27.2 Voice Services.

# HIGH-PERFORMING GOVERNMENT

## **30.1 Network Services - Funded**

**2008 - \$766,914**  
**2009 - \$736,035**

This offer provides resources to manage and support the data network that underpins nearly every customer service delivered by City departments. Behind the office wall plate with the snap-in connector labeled "data" exists a silent infrastructure of more than 200 switches and routers, hundreds of miles of copper and fiber optic cables, wireless access points, security hardware and software, all providing gateways to an infinite number of voice, video, and data resources. It is a high speed data transport system linking each PC, laptop, printer, scanner, database, server, storage system, and application program. The network hosts advanced telephone systems, call center operations, public safety dispatch, water treatment operations, fcgov.com, JDE financials, HR functions, City Council sessions, recreation registration, traffic operations, and transportation services. Critical to the performance, reliability, and cost effectiveness of such City services are continuous improvements in network architecture and expert maintenance of this intricate infrastructure.

## **30.2 Network Lab Equipment - Not Funded**

**2008 - \$29,000**  
**2009 - \$0**

This offer supports the purchase of equipment to create a full network lab. This is needed to properly test equipment and solutions prior to implementing changes to the production network. Currently this is done using production equipment and has caused disruption in service when implementations have failed.

## **30.3 Contractual Network Engineer - Not Funded**

**2008 - \$85,000**  
**2009 - \$85,000**

This offer is to add a contractual Network Engineer in MIS for 2008 and 2009. The current workloads and anticipated workloads are projected to exceed current resource capacity.

## **30.4 Network Equipment - Funded**

**2008 - \$88,850**  
**2009 - \$83,000**

This offer requests funding for equipment to upgrade the City's fiber coax hybrid network necessary to continue the migration to Voice Over IP as well as to provide broadband capacity necessary to meet the needs of the organization

## **32.1 Technology Customer Support - Funded**

**2008 - \$756,045**  
**2009 - \$778,893**

This offer provides funding for the extensive "behind the scenes" work that supports the Service Desk question: "How can I help you?" This offer continues support for users of the City's unified help desk, end user devices such as laptops, desktop PC's, blackberry and other PDA devices, printers, office productivity and other pc based software.

## **32.2 Collaborative Software Tools - Not Funded**

**2008 - \$31,000**  
**2009 - \$0**

This offer provides for the acquisition of Microsoft SharePoint and Groove for testing, evaluation, and limited deployment purposes. These are collaborative software systems that are beginning to be used by different departments within the City. There is the need for MIS to be taking a more proactive approach to these products.

## **32.3 User Authentication/Network Security - Not Funded**

**2008 - \$30,000**  
**2009 - \$70,000**

This offer is to fund the evaluation and possible deployment of a network authentication system that places less reliance on passwords while at the same time maintaining or even improving the level of security that needs to be maintained on the City's network.

# HIGH-PERFORMING GOVERNMENT

## **32.4 PC replacement - Partially Funded**

**2008 - \$476,781**  
**2009 - \$517,619**

This offer reflects the cost of replacing PC's on a 4 year rotation plan as developed by MIS. Computers for all City departments are included in the replacement schedule. The offer amount not funded is \$132,188 in 2008 and \$215,844 in 2009.

## **32.5 Microsoft Software Upgrades - Partially Funded**

**2008 - \$69,000**  
**2009 - \$0**

The City's current Windows platform and Microsoft Office software is aging and support of the product will soon be discontinued. This offer funds the costs to upgrade the enterprise to the most recent version of Microsoft Office and the Windows Vista operating system. The original offer included \$360,000 for 2009 that was not funded.

## **33.1 Data Management Services - Funded**

**2008 - \$481,977**  
**2009 - \$494,894**

This offer provides the resources necessary to sustain the performance and availability of nearly 150 servers and 23 individual data backup systems. Data Management Services encompass two critical components of the City computing architecture: servers and data. Servers are the data engines, a networked platform providing computing horsepower for application programs such as PeopleSoft financials, web pages, e-mail, and spreadsheets. This data is cached in storage repositories as trillions of binary bits that must be protected from system failures and unauthorized use. Over the past nine months, Data Management staff have assessed the current structure of data systems across the City and determined that there are opportunities for building a more cost effective, yet higher performing, server and storage architecture. Consolidation and simplification are the key strategies. New technology is required to gain new efficiencies. This equipment is funded in offer 33.3 Data Management Equipment.

## **33.2 Data Lab Equipment - Funded**

**2008 - \$66,000**  
**2009 - \$0**

This offer supports the purchase of equipment to create a full data management systems lab. This lab would be used in conjunction with the Network Lab to test new hardware, hardware and software upgrades, patches, and other changes that are proposed to the network in a closed lab environment.

## **33.3 Data Management Equipment - Partially Funded**

**2008 - \$175,000**  
**2009 - \$0**

A recent analysis by a consulting firm showed that the City was underutilizing servers. This offer requests funding to consolidate servers by replacing some servers with more powerful machines that will give the City a higher return on its investment. A storage and tape backup system is also requested to ensure proper backup of the City's critical data assets. This offer funds the capital equipment costs directly supporting offer 33.1 Data Management Services. The original offer included \$154,000 for 2009 that was not funded.

## **33.4 Enterprise Storage and Backup System - Funded**

**2008 - \$261,600**  
**2009 - \$0**

This offer provides funding for a central, integrated tape backup system to ensure the integrity and security of the City's data assets.

# HIGH-PERFORMING GOVERNMENT

## **35.1 Application Services - Funded**

**2008 - \$376,466**

**2009 - \$386,698**

The Application Services program provides a critical set of services to numerous departments and programs throughout the City. This offer requests funding for the ongoing support of a set of services related to the development, maintenance and support of a number of systems and programs, including: City Clerk's Ballot Tracking system, Sales Tax system, the Budget Development Tool, and many others. In addition to these systems, the offer proposes to work with the City Manager's Office in the development of a system focusing on data collection and metrics tracking in response to Purchasing strategies. The consolidation of IT services has also impacted the nature of this program from its previous offering. Enterprise database support for systems within departments such as Operation Services, Purchasing, Utilities and MIS is now provided by a single database administrator (DBA) position. This DBA position's home business unit is Application Services.

## **37.1 Development Tracking System - Funded**

**2008 - \$370,546**

**2009 - \$382,719**

This offer provides for the ongoing maintenance and support for what has generally been referred to as the Development Tracking System (DTS) which has been in use since 1989. The system provides for a multi-department automated land information & code enforcement application. The overall scope of the system is to coordinate and facilitate the processing of development and enforcement activities within what is commonly referred to as the Land Management Continuum. Within this continuum, the City performs numerous activities, all inter-related by their association to land, development, buildings, construction, and code enforcement. The mission of the system is to integrate as many of these related processes as possible, constructing automated workflows that manage the activities. The integration of these processes provides a much more coherent information stream to staff and citizens, thus reducing inefficiencies, taking advantage of process overlaps, and filling process gaps.

## **37.2 Customer Relationship Tracking (CRM) System - Not Funded**

**2008 - \$40,000**

**2009 - \$ 5,000**

This offer provides the resources to allow the City to provide a higher level of service in capturing, routing and tracking the status of Citizen and Councilmember's requests for information from the City of Fort Collins. This offer would provide the resources for the additional software licensing and consulting services necessary to implement the Customer Relationship Management (CRM) module of the City's Accela Automation software package that supports the Development Tracking System (DTS) program.

## **38.1 E-Government Services - Funded**

**2008 - \$352,247**

**2009 - \$362,872**

This offer provides for the ongoing services related to eGovernment within the City of Fort Collins. The eGovernment program develops and operates the FCGOV.COM and CITYNET web and intranet sites, related applications, and assists with many other Web-related technologies and initiatives throughout the organization. The program provides services for the support of systems and applications such as, CityDocs, FCTrip, Buyspeed, MVWeb, employment recruiting, various Utilities applications, crime reporting, general government information and much, much more. This offer also provides for the support of the eCommerce architecture, which includes online transaction processing, electronic communication tools, 311, and credit card processing. The City's eGovernment program is an extremely useful and valuable communication and citizen transaction medium, serving more than two million hits per month.

# HIGH-PERFORMING GOVERNMENT

## **39.1 Enterprise Document Management Services - Funded**

**2008 - \$311,598**

**2009 - \$317,453**

This offer provides for the ongoing maintenance and support for the consolidation of what has generally been referred to as the DocMan (Document Management) System and eDocs (Engineering Documents) programs. The consolidation of these systems provide for the establishment of a complex, enterprise, electronic document management program. The program provides infrastructure and services that increase the efficiencies of processes, substantially improve the delivery of information to citizenry, and secure documents and information related to critical business processes. This offer is the culmination of a significant effort within the organization to eliminate redundancies and realize the benefits of coordinating efforts. This offer also recognizes the success of an offer in the previous BFO cycle that proposed a “jump start” initiative to allow other departments to utilize the technology.

## **39.2 Central Scanning Services - Not Funded**

**2008 - \$37,000**

**2009 - \$37,000**

The purpose of this offer is to continue the service that was provided in 2007 by the use of reserves to fund a central scanning service. This service was made available to departments in order to allow them to realize the efficiencies of utilizing the City's Document Management program. This offer would consist of a partnership with Neighborhood and Building Services, which will fund 1/4th of the project. The program will provide central scanning services to departments for the purpose of scanning larger project that they do not have the capacity for and to assist them in the initial work of establishing the use of document management.

## **40.1 MIS Admin and Financial Support - Funded**

**2008 - \$508,274**

**2009 - \$526,351**

The City's executive management team has adopted the Information Technology Infrastructure Library (ITIL) as the foundation for implementing comprehensive best practices for the City's IT efforts. This foundation is internationally recognized and adopted by progressive industry leaders, and promotes a quality approach to achieving business effectiveness and efficiency in the use of information technology. The MIS Administration proposal will continue the implementation of ITIL, provide administrative, financial and clerical expertise for the department, and continue process improvement and change management through the efforts of the Change Management office.

## **40.2 Change Management Program - Not Funded**

**2008 - \$16,448**

**2009 - \$17,152**

This enhancement offer increases the staff FTE available for MIS Change Management by .2, making it a 1.0 FTE. The MIS Change Management Program makes it possible for MIS Staff to proactively and successfully identify and address the issues and concerns that arise when people work with technology to achieve the goals of the organization.

## **40.3 Expanded Technology - Not Funded**

**2008 - \$21,560**

**2009 - \$21,560**

As an organization, the City is increasingly relying on electronic communication methods and tools. This offer identifies two technology-related gaps and proposes to address them: Gap 1: those employees who need both email and self-service access but don't have an email address with the City, and Gap 2: those employees who need a different level of access to technology/client devices (pc, laptop), in order to be part of the connected corporate community. This offer purchases computers, email licenses and software to give all employees electronic access. It assumes that community-wide wi-fi won't be available until 2010.



# HIGH-PERFORMING GOVERNMENT

## **52.1 Risk Management - Funded**

**2008 - \$3,229,537**

**2009 - \$3,247,508**

The Risk Management division provides Risk Management services to the City of Fort Collins, the Poudre Fire Authority and the Downtown Development Authority. The goal is to protect these entities' assets – 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, city property is adequately protected from catastrophic loss, and taxpayer dollars are not wasted on unnecessary claims that could have been prevented. Good risk management also protects the city's reputation which is important when citizens are deciding various tax or bond referendum issues. Protection of assets is accomplished by loss prevention, loss control, and loss financing.

## **99.1 Fleet Administration - Funded**

**2008 - \$347,987**

**2009 - \$365,122**

This offer funds administrative and management functions for the Fleet Management package. The funding comes from monthly equipment and vehicle charges from each department.

## **101.1 Facilities Building Custodial Operations - Funded**

**2008 - \$924,231**

**2009 - \$985,601**

This offer funds management of contracted custodial services at 31 General Fund buildings and 21 Non-General Fund buildings, including janitorial, carpet cleaning, and window cleaning services. It also includes alarm monitoring, pest control, and snow removal at selected buildings. The general fund portion of this offer is approximately two-thirds of the total amount.

## **101.2 Facilities Building Custodial Operations Enhancement - Funded**

**2008 - \$237,604**

**2009 - \$253,859**

This offer provides building operations for 3 new General Fund buildings: Police Services, Northside Aztlan Center, and Spring Canyon Maintenance Shop. These buildings represent over 153,300 square feet.

## **102.1 Project Management Planning & Development - Facilities - Funded**

**2008 - \$315,464**

**2009 - \$328,845**

This offer provides overall project management services for various City of Fort Collins' building construction and major remodel projects on a cost reimbursement basis. This offer includes \$50,000 to fund those General Fund requests that are not funded through cost reimbursement.

## **103.1 Real Estate Services - Funded**

**2008 - \$473,452**

**2009 - \$493,110**

Real Estate Services provides accurate, timely and cost effective services to meet the land acquisition needs of other City departments and their 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. This offer includes \$50,000 to fund General Fund requests that are not funded through cost reimbursement.

## **106.1 Budget Office - Funded**

**2008 - \$274,684**

**2009 - \$292,105**

This offer provides staffing for the Budget Office. The Budget Office provides timely, accurate financial data for City management, City Council, departments and the citizens of Fort Collins. In doing so, the Budget Office works collaboratively with the Chief Financial Officer, Finance Director, Accounting Manager, City Manager's Office, City departments/divisions, and various cross-functional budget teams/committees.

# HIGH-PERFORMING GOVERNMENT

## 112.1 City Clerk Administration - Funded

2008 - \$542,455  
2009 - \$563,526

The City Clerk's Office provides support to the organization and the community through the creation, maintenance, and dissemination of legislative and historical records. Services include attesting and recording documents; preparation of the City Council agenda; liquor licensing; compliance with legal notice requirements; boards and commissions support; passport application services; and conduct of elections (see Package 118).

## 112.2 Passports - Funded

2008 - \$4,710  
2009 - \$5,180

The City Clerk's Office will continue functioning as a Passport Application Acceptance Facility on behalf of the U.S. Department of State

## 112.3 Human Relations Commission Support - Funded

2008 - \$6,884  
2009 - \$6,973

The Human Relations Commission (HRC) is appointed by the City Council for the purpose of promoting positive interaction among all city residents and to discourage all forms of discrimination based upon the diversified values and individual differences of such residents. This offer reflects a budget that will allow the HRC to meet on a regular basis, prepare meeting minutes, and conduct an annual award ceremony.

## 112.4 Women's Commission Support - Funded

2008 - \$1,200  
2009 - \$1,200

The Women's Commission is appointed by the City Council for the purpose of enhancing the status of 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.

## 118.1 April Regular Election - Funded

2008 - \$0  
2009 - \$185,990

This offer provides for a mail ballot election in April 2009. Article VIII, Section 2 of the City Charter provides for a regular city election to be held in April of odd-numbered years. At the April 2009 election, voters will be electing a Mayor, and Council representatives in Districts 1, 3, and 5.

## 118.2 Special Elections - Funded

2008 - \$94,995  
2009 - \$96,420

This offer provides for a special election to be conducted each year in conjunction with the November Larimer County General or Coordinated Election. Other special elections occur at other times by citizen initiative, but it is impossible to predict and budget for such occurrences.

## 119.1 Purchasing - Funded

2008 - \$406,673  
2009 - \$424,122

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, and shall contract for all supplies, materials, and equipment required or used by all service areas and agencies of the City, including businesses and enterprises operated by the City.

# HIGH-PERFORMING GOVERNMENT

## **119.2 Administrative Support for Purchasing - Not Funded**

**2008 - \$30,583**

**2009 - \$31,988**

This offer would fund a .5 FTE Administrative Support position for Purchasing to process bid, request for proposal and electronic documents.

## **121.1 Accounting - Funded**

**2008 - \$593,814**

**2009 - \$617,920**

This offer is to provide accounting and financial reporting services for the City, including City Council, City Managers Office, department managers, citizens, granting agencies, debt holders, and employees. Services include producing monthly financial reports and the year end audited financial statement, providing advice on financing and business procedures, creating, enforcing, and monitoring internal controls, monitoring transactions, reconciling bank and investment accounts, and managing the accounts receivable module.

## **121.2 Uniform Chart of Accounts - Not Funded**

**2008 - \$190,000**

**2009 - \$0**

Over the 8 years since migrating to JD Edwards the chart of accounts has expanded to become overly complex and unmanageable; it is the root cause of many of the issues we experience with JDE today. Implementing a uniform chart of accounts will significantly enhance reporting capabilities to further enable data driven decision making, streamline processes and reduce the amount of people time associated with current non-value-added activities related to the chart of accounts. Funding will be located in the 2008 budget.

## **121.3 Senior Accountant Enhancement - Funded**

**2008 - \$84,066**

**2009 - \$85,269**

This offer increases 1 FTE in the accounting division by reinstating a senior accountant position eliminated in 1999. This additional position is needed to provide timely, accurate and reliable financial information to City Council, the City Manager and City departments.

## **122.1 Sales Tax - Funded**

**2008 - \$501,736**

**2009 - \$520,967**

Sales and use tax collections account for approximately 65% of the General Fund. Accurate and timely revenue collection is a vital function of a high-performing city government. We propose to provide sales and use tax revenue collection, compliance audit, licensing enforcement and taxpayer education services for the City of Fort Collins.

## **122.2 Public Improvement Fee Auditor - Not Funded**

**2008 - \$39,588**

**2009 - \$78,476**

The Financial Assistance Agreement Pertaining to the Development of the Front Range Village requires the collection of a Public Improvement Fee (PIF). The PIF Auditor position will provide PIF collection, compliance audit, licensing enforcement and education services.

## **122.3 Sales Tax Software - Not Funded**

**2008 - \$100,000**

**2009 - \$ 10,000**

Accurate and timely revenue collection is an essential function of a high-performing city government. This offer funds the purchase of sales tax software that will provide enhanced capabilities for the business community through online account access. A new system will also create revenue collection efficiencies and provide for improved reporting.

# HIGH-PERFORMING GOVERNMENT

## **123.1 Payroll and Accounts Payable - Funded**

**2008 - \$508,475**  
**2009 - \$529,063**

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, Fort Collins Downtown Development Authority, the Poudre Fire Authority and the Fort Collins Regional Library District.

## **124.1 Cash and Investment Management - Funded**

**2008 - \$415,601**  
**2009 - \$430,228**

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 290 million dollar operating portfolio and the 43 million dollar defined benefit portfolio within the investment policy guidelines for each respective 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 the banking relationships and verifying that the banking services provided are necessary, adequate, and priced competitively. Treasury Services will collaborate 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.

## **125.1 Finance Administration - Funded**

**2008 - \$335,346**  
**2009 - \$354,860**

The Finance Administration Division of the Finance Department acts as the ex-officio City Treasurer and oversees the activities within the entire Finance Department.

## **146.1 Fleet Equipment Replacement - Partially Funded**

**2008 - \$1,811,371**  
**2009 - \$1,401,566**

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

## **147.1 Fleet Fueling - Funded**

**2008 - \$3,754,597**  
**2009 - \$4,030,447**

This offer provides Fueling Services for the City of Fort Collins' vehicles and equipment and several outside agencies. The fuel is accessible at nine internal fueling sites, several external fuel stations and one mobile truck. The fuels that are available are: biodiesel, unleaded, E85, propane, and natural gas. This offer is funded entirely through fuel sales to each department or agency.

## **148.1 Fleet Vehicle & Equipment Maintenance - Funded**

**2008 - \$4,163,017**  
**2009 - \$4,299,930**

This offer provides Fleet Maintenance and Repair and services for City of Fort Collins' vehicles and equipment. The Fleet operations are housed in four maintenance shops, three parts rooms, and two mobile repair trucks.

## **148.2 Fleet Vehicle & Equipment Maintenance Enhancement - Funded**

**2008 - \$226,490**  
**2009 - \$245,764**

This offer provides additional Fleet Maintenance, Repair and Services for City of Fort Collins' vehicles and equipment. This offer includes 2 additional mechanics and re-opening the 906 Vine Street repair shop. The funding for this offer comes from departmental usage and direct charges.

# HIGH-PERFORMING GOVERNMENT

## **149.1 Fleet Vehicle Rental Service - Funded**

**2008 - \$603,309**  
**2009 - \$660,679**

This offer provides City-owned pool vehicles for all city departments to use. It also provides coordination between city departments and outside rental agencies. The funding for this offer comes from individual departments who use the rental program.

## **151.1 Facilities Building Utilities & Energy Management - Funded**

**2008 - \$1,809,220**  
**2009 - \$1,919,350**

This offer includes funding to monitor, manage and pay utility bills (Electric, Gas, Water, Sewer, & Stormwater) for 36 General Fund buildings, and 21 Non-General Fund buildings. The General Fund portion of this offer accounts for about 68% and the remainder is funded by individual departments.

## **151.2 Facilities Building Utilities & Energy Management Enhancement - Funded**

**2008 - \$340,130**  
**2009 - \$355,060**

Monitor, manage and pay utility bills (Electric, Gas, Water, Sewer, & Stormwater) for 3 new General Fund buildings.

## **152.1 Facilities Administration - Funded**

**2008 - \$413,064**  
**2009 - \$430,090**

This offer funds administrative and management functions for the Facilities Management package. This offer is funded entirely through the General Fund.

## **153.1 Facilities Building Maintenance - Funded**

**2008 - \$3,486,097**  
**2009 - \$3,586,352**

This offer provides routine building maintenance and repairs for 44 General Fund buildings, 5 downtown parking lots, 3 City-owned non-profit, and 41 Non-General Fund buildings. These buildings represent over 1.6 million square feet of building maintenance (General Fund – 715,224 square feet). This offer consists of about 80% general fund and 20% non-general fund (chargebacks).

## **153.2 Facilities Building Maintenance Enhancement - Funded**

**2008 - \$449,115**  
**2009 - \$452,539**

This offer provides routine building maintenance and repairs for 3 new General Fund buildings; Police Services, Northside Aztlan Center, and Spring Canyon Maintenance Shop. These buildings represent over 153,300 maintainable square feet. This offer is funded entirely by the General Fund.

## **154.1 Renovate Old Police Building - Not Funded**

**2008 - \$6,986,000**  
**2009 - \$0**

This offer provides for the design, renovation of, and construction of an addition to the “old” Police Services Building at 300 LaPorte Ave. in 2008. This offer is funded by General Fund monies.

## **157.1 Legal Services Administration - Funded**

**2008 - \$1,145,101**  
**2009 - \$1,229,451**

This offer is designed to provide Charter-mandated services from the City Attorney’s Office at a level sufficient to support all Sellers in the administration and implementation of their offers.

# HIGH-PERFORMING GOVERNMENT

## **159.1 Case Processing (other than Camera Radar and Red Light) - Funded**

**2008 - \$585,622**  
**2009 - \$624,677**

This offer provides the funding necessary to continue to adjudicate traffic infraction and misdemeanor complaints (other than camera radar and red light (CRRL) cases, covered by a separate offer) which are filed in the Municipal Court. It does so at current staffing levels, with the only change being a partial reclassification of one of the Deputy Court Clerks. The Court will continue to handle those cases with integrity, efficiency and accuracy, treating each individual with courtesy and respect. The level of customer service that can be provided with our current staffing levels will continue to decrease, however, due to the increasing caseload. In 2006, the completed non-CR/RL caseload increased by 11% increase over 2005. In 2007, the caseload is still increasing due to increased Police Services staffing, particularly in the Traffic Unit. That increase is expected to continue in 2008 and 2009. This offer also includes the Municipal Judge's time spent on Liquor Licensing Authority issues and meetings.

## **159.2 Replacement Staff for Non-CRRL Cases - Funded**

**2008 - \$28,677**  
**2009 - \$29,961**

This offer replaces the funding for a 0.5 Deputy Court Clerk I position which was cut in 2007 as part of the budget-balancing process. At the time, the position had been vacant for a few months and we had very experienced staff so we were able to handle the caseload without refilling this position. However, with our caseload increasing and employee turnover since that time, we are no longer able to provide as high a level of customer service as we would like and as the public expects and desires.

## **159.3 Additional Staff for Municipal Court - Not Funded**

**2008 - \$13,912**  
**2009 - \$14,544**

This offer adds an additional 0.25 FTE Deputy Court Clerk I position which is needed if the Mobile Citation Offer being submitted by Police Services in the "Safer Communities" result area is not accepted. If that offer is accepted, then this offer is withdrawn. This additional partial position is needed due to the increases in Police Staffing, particularly in the Traffic Unit in 2007 and expected in 2008 and 2009. Without either the increased staffing level or the reduction in staff time spent on ticket preparation and entry which is expected with the implementation of the mobile citation system, Municipal Court will no longer be able to provide as high a level of customer service as in the past and as the public expects and desires.

## **163.1 Case Processing for Camera Radar and Red Light Cases - Funded**

**2008 - \$65,823**  
**2009 - \$69,006**

This offer provides the funding necessary to continue to adjudicate speeding and red light cases generated by the camera radar and red light (CRRL) enforcement techniques which are filed in the Municipal Court. It does so at the current staffing level of 0.75 FTE contractual CRRL Court Clerk. The Court will continue to handle those cases with integrity, efficiency and accuracy, treating each individual with courtesy and respect. The level of customer service that can be provided with the current staffing levels will continue to decrease, however, due to the increasing caseload. The caseload is increasing in 2007 due to a second speed van being deployed and is expected to continue to increase during 2008 and 2009 due to the installation of a second red light camera system in Fort Collins in 2007. The CRRL program is funded by CRRL revenue.

## **163.2 Additional Staff for CRRL Cases - Funded**

**2008 - \$27,385**  
**2009 - \$28,644**

This offer adds an additional 0.5 FTE contractual Camera Radar and Red Light (CRRL) Court Clerk position which is needed for 2008 and 2009 due to the increase in caseload in this area. A conservative estimate is that the CRRL caseload we handle will double in the near future due to increased use of this enforcement technique. As with the rest of our Clerks Office, without the increased staffing level we will no longer be able to provide as high a level of customer service as we have in the past and as the public expects and desires.

# HIGH-PERFORMING GOVERNMENT

## **167.1 Sustainable City Government - Funded**

**2008 - \$67,151**  
**2009 - \$69,048**

This offer adds a new 0.5 FTE Environmental Planner to help green the operations of City government by working with departments on existing City sustainability goals such as paper reduction, solid waste reduction, promoting behaviors and polices that conserve energy, encouraging more sustainable employee commuting habits, promoting green purchasing and raising employee awareness of sustainable practices at the office and at home. In addition to work on sustainability goals, this new position will also provide needed help to coordinate assessments of City facilities and assist with implementation of Climate Wise program recommendations for the municipal government.

## **173.1 Facilities Major Repairs & Replacement - Not Funded**

**2008 - \$1,558,800**  
**2009 - \$ 741,200**

This offer is to fund facility major repairs or replacement for 49 General Fund buildings (863,024 square feet of building maintenance), and 5 downtown parking lots using the dedicated maintenance fund. Facility major repairs or replacements are generally planned, are included in a five-year maintenance plan, and exceed \$20,000 each occurrence. The funding for this offer is General Fund.

## **191.1 Cable and Media Services - Funded**

**2008 - \$543,399**  
**2009 - \$557,828**

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. This offer provides live online video streaming and video-on-demand for all Cable 14 programming so it is accessible to all members of the community. This offer provides cablecasting of County Commissioner meetings, County land use hearings, and other services designated by the City's IGA with Larimer County for Cable services. The final component is the Public, Education and Governmental Access funds which are distributed through a competitive process to the City, Poudre School District, CSU and FC-PAN.

## **200.1 Benefit Programs and Services - Funded**

**2008 - \$20,631,907**  
**2009 - \$23,091,836**

The City's Benefit Programs provide employees with a flexible benefit plan, through which employees have a choice of insurance plans that best fit the employee's and their family's needs. These plans include: medical, Rx, dental, life, accidental death and dismemberment (AD&D), vision, long-term disability coverage, healthcare and dependent care reimbursement accounts, employee assistance program, and various/multiple retirement plans. Other coverage offered to employees is family medical leave (FMLA) and short-term disability (STD). All or portions of the above plans are offered to City, PFA, MPO, Housing Authority, DDA, and Library District employees and their families.

## **200.2 Wellness Program - Funded**

**2008 - \$161,369**  
**2009 - \$164,804**

This offer focuses on the overall well being of City employees and their families. Components of the program include screening, education, training, and program opportunities intended to reduce safety and health risk parameters, ultimately reducing healthcare utilization and workers compensation costs and improving personal and organizational health. Resources focus on the Well Day Incentive Program targeting the most prevalent health risks factors as identified through Health Risk Assessments and healthcare claims data.

## **207.1 Human Resources Services - Funded**

**2008 - \$925,511**  
**2009 - \$958,207**

This offer funds existing services in the Human Resources Department. Human Resources partners with employees, managers and external service vendors to provide systems, resources and programs that meet strategic organization goals, comply with legal requirements and meet customer needs in a timely, efficient, responsive and flexible manner.

# HIGH-PERFORMING GOVERNMENT

## **207.2 Compensation Analyst - Funded**

**2008 - \$90,986**  
**2009 - \$92,314**

This offer adds a new 1.0 FTE Classified Compensation Analyst for the purpose of performing compensation related duties and responsibilities. This position is needed to research and consolidate market data for use in conjunction with the pay for performance system, develop/implement/maintain three pay models for the City, maintain variable pay and/or rewards and recognition program, and assist in other pay and compensation duties.

## **207.3 HR Representative for Investigations - Funded**

**2008 - \$81,041**  
**2009 - \$82,171**

This offer provides funds to hire a 1.0 FTE Contractual Human Resources Representative for the purpose of conducting Administrative Investigations (including employee conduct, grievances and appeals) and assisting managers with investigations.

## **207.4 Motivate and Rewards Program - Not Funded**

**2008 - \$0**  
**2009 - \$ 100,000**

This offer provides \$100,000 in 2009 to fund the "Motivate and Rewards" program for the General Fund. This program is one of many that is recommended to be developed and implemented as part of the Total Compensation Framework as outlined in the Pay for Performance system. This amount is approximately one-quarter of one percent of the overall General Fund Personal Services (as recommended by WisdomNet, consultant for Pay for Performance).

## **207.5 Integrated Talent Management System - Not Funded**

**2008 - \$10,000**  
**2009 - \$0**

This offer allows for the full implementation of the integrated talent management system purchased by the City as part of the pay for performance and e-learning initiatives. Additional costs are one-time dollars and are limited to process consulting to integrate the City's recruitment and future succession planning processes into the I-TMS system. There is no additional one-time or ongoing software cost.

## **207.6 World Class People Advertising - Not Funded**

**2008 - \$15,000**  
**2009 - \$15,000**

This offer is to improve the appeal of our recruitment ads by including City employees in the ads. The ad program would tie in with the "World Class People" program by featuring a World Class city employee. This program supports the broader goal of hiring, retaining and recognizing quality City employees.

## **210.1 Learning and Org Development - Funded**

**2008 - \$223,653**  
**2009 - \$230,906**

This offer focuses on meeting business needs by designing and delivering training and learning opportunities that are closely aligned with strategic initiatives, demonstrating quantifiable results for the organization, and engaging for learners. Developing our human capital by functioning as an integral partner in creating a learning culture is critical to organizational success. The responsibilities of this program are to consult with and support all employees in the areas of leadership development, organization assimilation, performance management, career development, professional development, personal enrichment, safety and health and wellness. In addition to building capacity in the organization and affecting culture, the Learning and Organizational Development division must continually watch the industry trends, advise the executive leaders, and create a strategy to address gaps or issues that hinder the organization's ability to grow and succeed.



# HIGH-PERFORMING GOVERNMENT

## **210.2 Online New Employee Orientation - Not Funded**

**2008 - \$16,000**  
**2009 - \$0**

This offer will fund the research, redesign, and implementation of the organization's New Employee Orientation (NEO) course. The focus will be to work with departments across the City to design the most effective method of orienting all employees and implementing various delivery methods (online, peer training, multiple "live" NEO sessions, etc.) to accomplish this task.

## **210.5 Succession Planning - Not Funded**

**2008 - \$105,780**  
**2009 - \$ 83,104**

This offer focuses on designing and piloting a succession planning process that will help align human capital with ongoing needs of the organization. Essentially, the key to succession planning is to have the right people prepared for the right positions at the right time.

## **210.6 Leadership Development Program - Not Funded**

**2008 - \$42,000**  
**2009 - \$66,000**

This offer will fund the research, design, implementation and coordination of an organization wide leadership development program. The focus will be to develop, enhance and align the leadership competencies in the organization as they relate to the key business strategies, mission and vision, while supporting and advancing the succession planning efforts of our current and future leaders.

## **213.1 Development Review Center - Innovative Technology - Funded**

**2008 - \$121,600**  
**2009 - \$ 12,600**

This offer is for the acquisition and implementation of technologies specifically related to development review and construction plan submittal processing. This technology would enable staff to create a project-specific online information center where applicants, owners, developers, citizens, and staff would have online access to all project information, communications and workflow processes. This would greatly increase project coordination and collaboration between the participants, and potentially decrease the amount of time required to process applications. Automated notification features can be utilized to alert participants of various items, alleviating the need to routinely check on status. The ability to check required changes on resubmitted documents is facilitated through document overlay or side by side comparison features that highlight the differences, thereby increasing efficiency for the staff reviewer. As well, this technology would give staff a better and more comprehensive way to track pertinent data related to these review processes.

## **215.1 Communicating with the Community - Funded**

**2008 - \$443,372**  
**2009 - \$460,812**

This offer provides general services from the Communications and Public Involvement Office (CPIO). The CPIO manages and implements a variety of communication tools, public involvement and outreach opportunities. Primary services are in the following areas: Communications consulting and information campaign development; Design/Production (brochures, annual reports, logos, events, posters, direct mail, ads, web); community relations and strategic partnerships; media relations; special events; web content; employee communication; and crisis communication.

## **215.2 Enhanced Communications - Not Funded**

**2008 - \$135,044**  
**2009 - \$140,220**

City Council and City staff have identified a need for improved communication with community members, stakeholders, and employees. This offer includes a few key resources that are necessary to better "tell our story." The City's public web site (fcgov.com) and its internal site (citynet) are both becoming increasingly important, yet underutilized, communication tools. This offer includes one new FTE position to focus primarily on web design, electronic newsletters and e-learning services. The other component is this offer is additional resources for communication and marketing materials.

# HIGH-PERFORMING GOVERNMENT

## **219.1 Police Collective Bargaining - Funded**

**2008 - \$ 5,000**

**2009 - \$55,000**

Beginning January 2006, the City entered into an agreement with Lodge #3 Colorado Fraternal Order of Police (FOP) to set compensation and employment conditions for a two year contract period ending December 31, 2007. At the end of the two year agreement, the FOP can request that the City enter into additional contract negotiations. Funding is required to cover the City's legal and consulting fees associated with negotiation.

## **220.1 Organizational Performance Measurement - Funded**

**2008 - \$50,000**

**2009 - \$50,000**

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 three main components: a survey tool which will provide for centralized, online surveying and includes a one-year contract with Inquiry Mobile Data Systems; the contractual costs for continued participation in ICMA's Performance Measurement Program; and costs for software licensing for managing the City's performance information.

## **227.1 Rebate Program - Grocery - Funded**

**2008 - \$225,450**

**2009 - \$238,250**

Three rebate programs 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 from August 1 through December 31 of each year.

# HIGH-PERFORMING GOVERNMENT

High-Performing Government: Fort Collins is a model for an entrepreneurial, high quality city government.

## TEAM MEMBERS

Tess Heffernan, Team Leader  
Beth Sowder, Facilitator  
Sandy Aragon, Budget Liaison  
John Armstrong, Communications  
Cathy Blakeman  
Dan Coldiron  
Hal Dean  
Mike Herzig  
Tom Rock

## INTRODUCTION/SUMMARY OF RESULTS MAP

The High-Performing Government Results Team approached this task from the perspective of our community and its citizens. What do people want most from their municipal government? We studied the results of the 2006 Citizen Survey and – wearing our own citizen “hats” – discussed such basics as fiscal responsibility, transparency, and personal and professional service provision. These components are described under the headings “Focus on the Results the Community Wants” and “Create Active Community Connections”.

The team also looked inward by reviewing research on just what it is that makes up a healthy, high-performing organization. Sources of this research included The Gallup Organization, Baldrige Award Criteria, writings on best practices of a variety of public- and private-sector organizations, and the 2006 City Employee Survey. These findings are summarized under the headings “Promote Progressive and Effective Leadership”, “Invest in and Engage Employees”, and “Provide Exceptional Support Technology, Information and Services”.

Although each of the points within each causal area are viewed as a priority, the ones indicated with a “star” are viewed as the absolute top priorities and, in some cases, encompass the other desired results.

## INDICATORS

### 1. CITIZEN SURVEY

Conduct an annual 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.

### 2. PRICE OF GOVERNMENT

“The quality we have depends on what we’re willing to pay for.”

The price of government is calculated by comparing what citizens pay for City services against personal income. This indicator will be tracked over time and analyzed in conjunction with the various Budgeting for Outcomes indicators. Any changes in the price of government will be compared to the organization’s performance as measured by the indicators. Citizens can use the price of government and the various indicators as they assess whether they are satisfied with both the amount they are paying for government services and the value that they receive for their investment.

### **3. EMPLOYEE ENGAGEMENT SURVEY**

Utilize research-based questions to gauge employee engagement. The survey will be conducted three times each year during the same time frames in order to track ongoing trends.

### **4. PERFORMANCE MANAGEMENT PROGRAM**

By the end of 2008, establish and implement a Performance Management Program for the purposes of aligning the City's mission, vision, values, and goals with performance expectations and rewarding high-quality performance.

### **5. INTERNAL SERVICES SCORECARD**

By the end of 2008, establish and implement an Internal Services Scorecard for the purpose of tracking, understanding and improving key work processes and achieving organizational success, sustainability and continuous improvement.

## **PURCHASING STRATEGIES**

1. **Purchasing Strategy #1** – Dedicate resources to performance measurement and support a shift to a data-driven organization.
  - Focus on Results the Community Wants
2. **Purchasing Strategy #2** – Emphasize financial management plans and strategies that focus on outcomes and results that citizens want and are designed for long-term financial stability.
  - Focus on Results the Community Wants
3. **Purchasing Strategy #3** – Provide systems, services and processes that increase access, efficiency and responsiveness in meeting the needs of our customers while eliminating unnecessary redundancies.
  - Focus on Results the Community Wants
  - Provide Exceptional Support Technology, Information and Services
4. **Purchasing Strategy #4** – Proactively inform and involve citizens through a variety of channels in order to gauge expectations, convey our services and engage people in issues that affect them.
  - Create Active Community Connections
5. **Purchasing Strategy #5** – Maintain and enhance community partnerships and collaborations, and emphasize the City's role in shaping the future of our community and region.
  - Create Active Community Connections
6. **Purchasing Strategy #6** – Outline programs and initiatives that advance progressive and effective leadership throughout the organization.
  - Promote Progressive and Effective Leadership
7. **Purchasing Strategy #7** – Provide a comprehensive Performance Management program that includes innovative strategies for rewarding high-quality performance.
  - Promote Progressive and Effective Leadership
  - Invest in and Engage Employees
8. **Purchasing Strategy #8** – Proactively inform employees through a variety of channels in order to gauge expectations, convey our internal services and involve employees in issues that affect them.
  - Invest in and Engage Employees
9. **Purchasing Strategy #9** – Promote and invest in safety, wellness, equipment and workspace.
  - Invest in and Engage Employees

10. **Purchasing Strategy #10** – Proactively inform employees through a variety of channels in order to gauge expectations, convey our internal services and involve employees in issues that affect them.
  - Invest in and Engage Employees
11. **Purchasing Strategy #11** – Focus on affordable and, where possible, customized internal service functions that are based on a business partnership model.
  - Provide Exceptional Support Technology, Information and Services
12. **Purchasing Strategy #12** – Enhance and better integrate financial and accounting services throughout the organization, including parameters and procedures for equipment/asset purchase and replacement.
  - Provide Exceptional Support Technology, Information and Services

## NOTES/PRACTICES/SUPPORTING EVIDENCE

The High-Performing Government Results team tapped a variety of sources to identify the components that will ensure Fort Collins is, as described by City Council, a model for an entrepreneurial, high quality city government. These sources include:

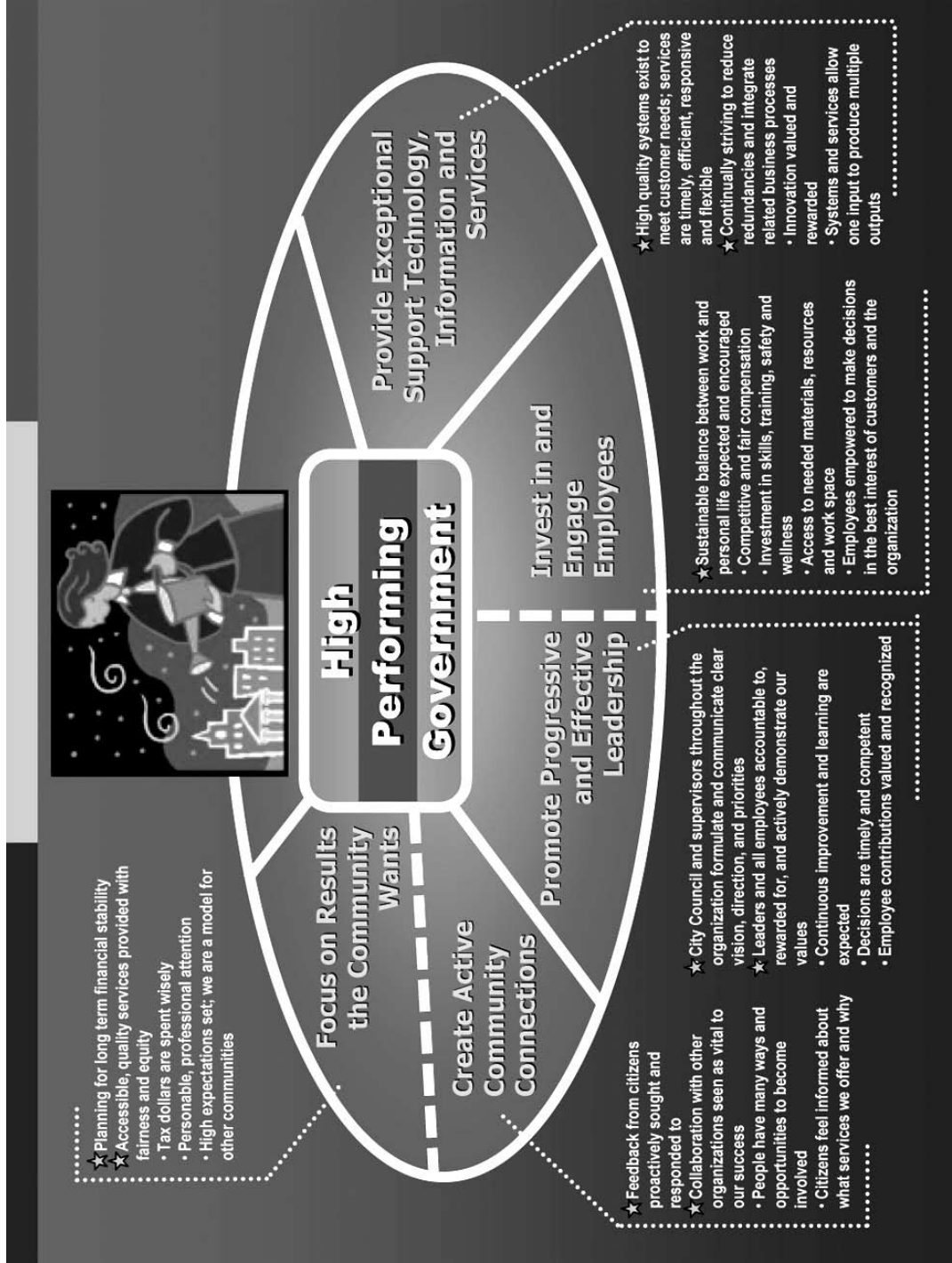
- 2006 Fort Collins Citizen Survey
- City of Fort Collins 2006 Employee Survey
- The Gallup Organization
- 2007 Baldrige Award Criteria
- “W.O.R.L.D C.L.A.S.S. as an acronym” article
- Rulon Stacy, Poudre Valley Health System, presentation to Executive Lead Team, November 2006
- Marcus Buckingham presentation, April 2006
- The High Performance Model from Employee Engagement and Commitment
- Walt Disney World “Chain of Excellence”
- Employee Engagement conference overview
- Good To Great by Jim Collins

Given the many facets of a high quality city government it was quite a challenge to summarize our findings in one concise document. Fortunately, 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 is a model for an entrepreneurial, high-performing city government.



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# FUND ACCOUNTING

Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is considered 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, fund balance, at year end. The savings can be restricted or designated to be spent for future capital needs or to be used for any unforeseen emergencies.

Council must approve, or appropriate any expenditure from the various funds, including expenditures from reserves. 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. In government, appropriate or appropriation is used instead of authorize or authorization.

Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of internal transfers, the transfer of revenues and expenditures between funds. Because each fund is a separate entity, Council must appropriate the expenditure in the entity transferring the funds and must appropriate the funds in the receiving entity. Simply put, revenues and expenditures transferred 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 or authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. If you exclude internal transfers, you arrive at a close approximation of the actual budget of the City.

## CITY FUND TYPES

The City of Fort Collins utilizes several types of funds: General Fund, Internal Service Funds, Enterprise Funds, Special Revenue and Debt Service Funds, and Capital Project Funds.

The General Fund includes the majority of city services. Some of the services provided by the General Fund are: City Council, City Manager's Office, City Attorney, City Clerk, Municipal Court, Planning, Building Inspection, Police, Parks, Library, Facilities Maintenance, Human Resources, Information & Communication Services, and Finance. Also, the General Fund contributes to the operations of the Poudre Fire Authority as well as provides subsidies to Recreational and Cultural Services, Cemeteries, Transportation and Transfort (the City' bus system). Revenues come from sales and use taxes, property taxes, user fees, permits and licenses, internal transfers and various other miscellaneous sources.

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.

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. Special Revenue Funds include Cultural Services and Facilities, Cemeteries, Recreation, Transit, Transportation, and the various Pension funds. 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 City's Capital Improvement Program includes the Capital Projects Fund, the Conservation Trust Fund and the Neighborhood Parkland Fund. Projects are funded by various sources such as bond proceeds, grant funds, specific fees, and dedicated sales and use taxes. Operation and maintenance costs associated with each capital project are budgeted in the appropriate operating fund, and also are noted on each capital project sheet.

## **BUDGET BASIS**

The basis or principle used for budgeting is the same as used for accounting. The different types of funds can be grouped into three broad categories based on the resources employed and the operations required: governmental funds, proprietary funds, and fiduciary funds. The basis of fund accounting and budgeting varies according to which category the fund resides.

Governmental Funds, which include the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds, use the modified accrual basis of budgeting. This means that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for or recognized in the budgeting period incurred (accrual basis).

Proprietary Funds, Enterprise Funds and Internal Service Funds, use the accrual basis of budgeting. Revenues are recognized when they are earned and expenses are recognized when incurred.

The City's General Employees' Retirement Fund is classified as a Special Revenue Fund for budgetary purposes. However, for accounting purposes the fund is classified as a fiduciary fund. Revenues and expenditures in this fund are budgeted by the accrual method of accounting.

# 2008 PROJECTED CHANGES IN FUND BALANCE

FUND	2008 BEGINNING BALANCE		Transfers + In = Resources				Total			Transfers + Out = Budget			2008 ENDING BALANCE	
			Revenue +	In	= Resources	Total	Expenses +	Transfers	Total	Other	Adjustments			
<b>GENERAL FUND</b>	\$48,258		\$43,907	\$59,520	\$151,685		(\$88,224)	(\$19,532)	(\$107,756)	\$0		\$43,929		
<b>ENTERPRISE FUNDS</b>														
Golf	190		2,654	0	2,844		(2,718)	0	(2,718)	0		126		
Light & Power	53,482		88,587	0	142,069		(100,844)	0	(100,844)	0		41,225		
Storm Drainage	14,288		13,889	0	28,177		(17,356)	(115)	(17,471)	(1,584)		9,122		
Wastewater	21,092		20,786	0	41,878		(31,681)	0	(31,681)	(2,062)		8,135		
Water	32,661		32,297	0	64,958		(30,619)	0	(30,619)	(4,043)		30,296		
<b>INTERNAL SERVICE FUNDS</b>														
Benefits	6,537		20,695	0	27,232		(20,793)	0	(20,793)	0		6,439		
Communications	776		1,190	56	2,022		(2,168)	(217)	(2,385)	0		(363)		
Equipment	4,522		9,326	0	13,848		(10,907)	0	(10,907)	0		2,941		
Self Insurance	7,414		2,715	30	10,159		(3,353)	0	(3,353)	0		6,806		
Utility Customer Service and Admin.	1,090		14,179	0	15,269		(14,464)	0	(14,464)	0		805		
<b>SPECIAL REVENUE FUNDS</b>														
Capital Improvement Expansion	18,378		3,094	0	21,472		0	(460)	(460)	0		21,012		
Capital Leasing Corporation	0		497	5,229	5,726		(5,726)	0	(5,726)	0		0		
Cemetery	360		338	292	990		(630)	0	(630)	0		360		
Cultural Services & Facilities	1,640		3,037	1,735	6,412		(5,009)	0	(5,009)	0		1,403		
Debt Service	0		0	1,352	1,352		(1,352)	0	(1,352)	0		0		
General Employees' Retirement	35,193		2,027	0	37,220		(2,684)	0	(2,684)	0		34,536		
Natural Areas	6,507		3,827	5,425	15,759		(5,810)	(3,415)	(9,225)	0		6,534		
Perpetual Care	1,385		117	0	1,502		0	(70)	(70)	0		1,432		
Recreation	2,467		4,797	2,644	9,908		(7,851)	0	(7,851)	0		2,057		
Sales & Use Tax	9,706		76,537	0	86,243		(1,300)	(76,837)	(78,137)	0		8,106		
Special Assessments Debt Service	817		31	0	848		0	0	0	0		848		
Street Oversizing	7,868		5,111	413	13,392		(3,880)	(1,400)	(5,280)	0		8,112		
Transit Services	517		5,567	5,579	11,663		(11,091)	0	(11,091)	0		572		
Transportation Services	15,803		17,065	12,025	44,893		(28,015)	(489)	(28,504)	0		16,389		
<b>CAPITAL IMPROVEMENT FUNDS</b>														
Capital Projects	8,718		60,044	9,257	78,019		(69,060)	(320)	(69,380)	0		8,639		
Conservation Trust	444		1,274	0	1,718		(677)	(693)	(1,370)	0		348		
Neighborhood Parkland	3,597		1,000	0	4,597		(1,951)	(9)	(1,960)	0		2,637		
<b>TOTAL CITY FUNDS</b>	\$303,710		\$434,588	\$103,557	\$841,855		(\$468,163)	(\$103,557)	(\$571,720)	(\$7,689)		\$262,446		

# 2009 PROJECTED CHANGES IN FUND BALANCE

FUND	2009 BEGINNING BALANCE		Transfers + In = Resources				Total		Expenses + Out =		Transfers + Budget		Other Adjustments		2009 ENDING BALANCE		
			Revenue +	In	=	Total	Revenue +	Out	=	Total	Expenses +	Out	=	Total	Other	Adjustments	2009
GENERAL FUND	\$40,233		\$42,614	\$61,589		\$144,436	(\$85,778)	(\$21,982)		(\$107,760)	\$0					\$36,676	
<b>ENTERPRISE FUNDS</b>																	
Golf	161		2,720	0		2,881	(2,788)	0		(2,788)	0					93	
Light & Power	43,076		91,875	0		134,951	(95,419)	0		(95,419)	0					39,532	
Storm Drainage	13,347		14,068	0		27,415	(16,454)	(115)		(16,569)				(1,556)		9,290	
Wastewater	5,496		52,653	0		58,149	(50,457)	0		(50,457)				(2,009)		5,683	
Water	60,669		32,974	0		93,643	(39,884)	0		(39,884)				(3,984)		49,775	
<b>INTERNAL SERVICE FUNDS</b>																	
Benefits	6,439		23,157	0		29,596	(23,257)	0		(23,257)						6,339	
Communications	764		3,654	3,182		7,600	(7,377)	0		(7,377)						223	
Equipment	2,812		9,726	0		12,538	(11,004)	0		(11,004)						1,534	
Self Insurance	6,921		2,737	30		9,688	(3,375)	0		(3,375)						6,313	
Utility Customer Service and Admin.	400		14,086	0		14,486	(14,461)	0		(14,461)						25	
<b>SPECIAL REVENUE FUNDS</b>																	
Capital Improvement Expansion	21,012		3,028	0		24,040	0	(461)		(461)						23,579	
Capital Leasing Corporation	0		499	5,218		5,717	(5,717)	0		(5,717)						0	
Cemetery	400		339	313		1,052	(651)	0		(651)						401	
Cultural Services & Facilities	1,260		3,171	1,926		6,357	(5,113)	0		(5,113)						1,244	
Debt Service	0		0	1,352		1,352	(1,352)	0		(1,352)						0	
General Employees' Retirement	40,668		2,002	0		42,670	(2,765)	0		(2,765)						39,905	
Natural Areas	2,052		3,932	5,533		11,517	(8,032)	(1,396)		(9,428)						2,089	
Perpetual Care	1,454		117	0		1,571	0	(70)		(70)						1,501	
Recreation	1,857		4,885	2,764		9,506	(8,111)	0		(8,111)						1,395	
Sales & Use Tax	9,245		78,285	0		87,530	(1,300)	(77,284)		(78,584)						8,946	
Special Assessments Debt Service	848		0	0		848	0	(830)		(830)						18	
Street Oversizing	6,252		4,808	413		11,473	(5,310)	0		(5,310)						6,163	
Transit Services	330		4,675	5,976		10,981	(10,875)	0		(10,875)						106	
Transportation Services	12,246		16,668	10,474		39,388	(27,920)	(485)		(28,405)						10,983	
<b>CAPITAL IMPROVEMENT FUNDS</b>																	
Capital Projects	10,554		829	5,303		16,686	(6,801)	(710)		(7,511)						9,175	
Conservation Trust	757		1,320	0		2,077	(686)	(731)		(1,417)						660	
Neighborhood Parkland	2,460		1,000	0		3,460	(1,469)	(9)		(1,478)						1,982	
<b>TOTAL CITY FUNDS</b>	<b>\$291,713</b>		<b>\$415,822</b>	<b>\$104,073</b>		<b>\$811,608</b>	<b>(\$436,356)</b>	<b>(\$104,073)</b>		<b>(\$540,429)</b>				<b>(\$7,549)</b>		<b>\$263,630</b>	

# GENERAL FUND

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.

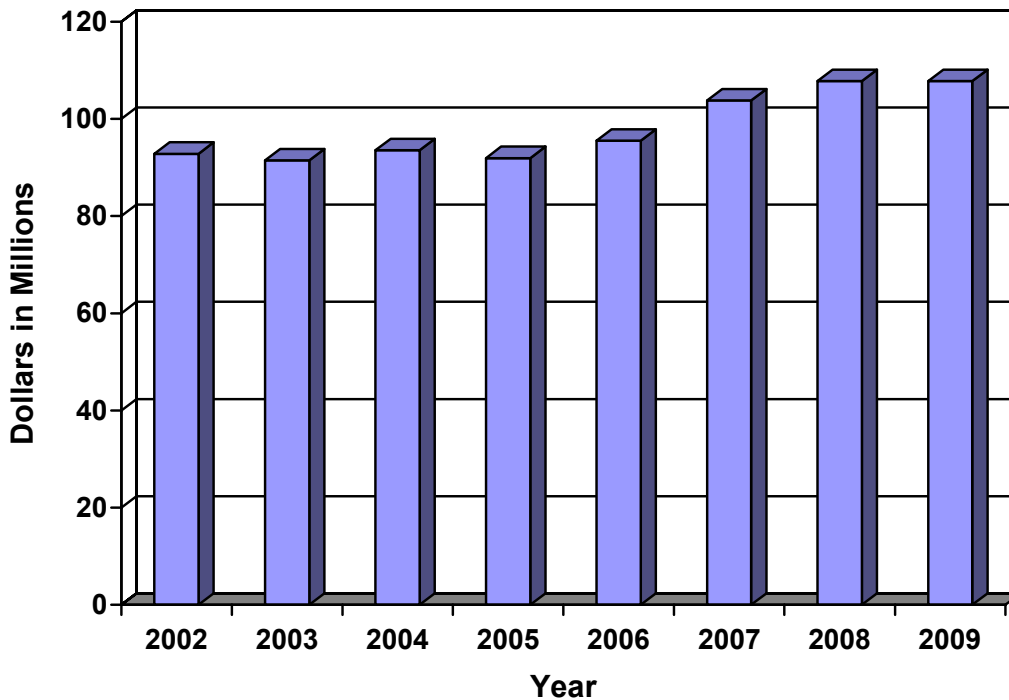
## 2008 BUDGET

\$107,755,574

## 2009 BUDGET

\$107,760,121

### General Fund Expenses



Early in 2008, the Management Information Services budget and revenue was transferred from the General Fund to the Data & Communications Fund.

# GENERAL FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Revenues</b>						
Taxes	16,744,700	16,563,358	17,086,609	17,831,275	17,831,275	18,065,596
Licenses & Permits	1,509,712	1,317,321	1,536,626	1,417,000	1,417,000	1,417,000
Intergovernmental	948,243	732,095	1,422,259	817,672	850,822	864,825
Charges for Services (see footnote)	14,603,546	14,607,030	19,733,858	18,373,196	15,986,908 *	16,594,854
Fines & Forfeitures	2,266,293	2,359,926	2,824,814	2,425,352	2,425,352	2,803,461
Earnings on Investments	1,947,440	1,200,000	2,267,186	2,043,865	2,043,865	1,936,294
Net Increase in fair value of investments	56,780	0	390,284	0	0	0
Net Security Lending Income	67,739	0	38,263	70,000	70,000	70,000
Miscellaneous Revenue	3,371,892	659,891	3,375,392	849,868	869,868	861,530
<b>Total Revenues</b>	<b>\$41,516,345</b>	<b>\$37,439,621</b>	<b>\$48,675,291</b>	<b>\$43,828,228</b>	<b>\$41,495,090</b>	<b>\$42,613,560</b>
<b>Other Financing Sources</b>						
Lease Purchase Proceeds	\$396,976	\$0	\$597,873	\$0	\$765,347	\$0
Transfers In	59,192,230	56,885,910	59,777,500	59,598,453	59,381,161	61,589,166
<b>Total Other Financing Sources</b>	<b>\$59,589,206</b>	<b>\$56,885,910</b>	<b>\$60,375,373</b>	<b>\$59,598,453</b>	<b>\$60,146,508</b>	<b>\$61,589,166</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$101,105,551</b>	<b>\$94,325,531</b>	<b>\$109,050,664</b>	<b>\$103,426,681</b>	<b>\$101,641,598</b>	<b>\$104,202,726</b>
<b>Expenditures</b>						
City Clerk	\$655,782	\$773,620	\$600,355	\$650,244	\$709,104	\$859,289
Cultural, Parks, Recreation & Environment	11,601,811	9,223,651	12,455,292	9,190,222	9,440,698	9,213,826
Executive, Legislative & Judicial	3,626,563	3,637,817	3,979,978	4,243,214	4,043,436	4,447,668
Financial	2,872,878	3,340,515	3,461,368	3,953,729	4,049,115	4,143,529
Internal (see footnote)	10,656,156	12,077,202	11,480,501	16,428,304	12,287,806 *	11,292,044
Planning, Development & Transportation	4,809,960	5,148,200	5,455,270	6,083,331	7,055,481	6,220,639
Police	27,339,144	28,121,472	28,718,585	30,026,077	28,751,569	31,108,111
Non-Departmental	3,505,291	3,128,722	1,807,564	1,265,228	2,082,182	1,269,098
Contributions to Poudre Fire Authority	15,160,769	15,505,344	15,505,340	16,383,100	16,383,100	17,223,796
<b>Total Expenditures</b>	<b>\$80,228,355</b>	<b>\$80,956,543</b>	<b>\$83,464,253</b>	<b>88,223,449</b>	<b>84,802,491</b>	<b>85,778,000</b>
<b>Other Financing Uses</b>						
Transfers Out	\$15,269,412	\$16,440,379	\$20,332,874	19,532,125	24,863,821 *	21,982,121
<b>Total Other Financing Sources (Uses)</b>	<b>\$15,269,412</b>	<b>\$16,440,379</b>	<b>\$20,332,874</b>	<b>19,532,125</b>	<b>24,863,821</b>	<b>21,982,121</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$95,497,767</b>	<b>\$97,396,922</b>	<b>\$103,797,127</b>	<b>107,755,574</b>	<b>109,666,312</b>	<b>107,760,121</b>
<b>Net Change in Fund Balance</b>	<b>\$5,607,784</b>	<b>(\$3,071,391)</b>	<b>\$5,253,537</b>	<b>(4,328,893)</b>	<b>(8,024,714)</b>	<b>(3,557,395)</b>
<b>Beginning Fund Balance</b>	<b>\$37,396,800</b>	<b>\$22,725,484</b>	<b>\$43,004,584</b>	<b>\$48,258,121</b>	<b>\$48,258,121</b>	<b>\$40,233,407</b>
<b>Ending Fund Balance</b>	<b>\$43,004,584</b>	<b>\$19,654,093</b>	<b>\$48,258,121</b>	<b>\$43,929,228</b>	<b>\$40,233,407</b>	<b>\$36,676,012</b>

The Prior Years have been changed to reflect the current organizational structure.

\* 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 Revised 2008 and Adopted 2009 under the **Internal** expenditure, **Charges for Services**, and **Transfers Out** categories.

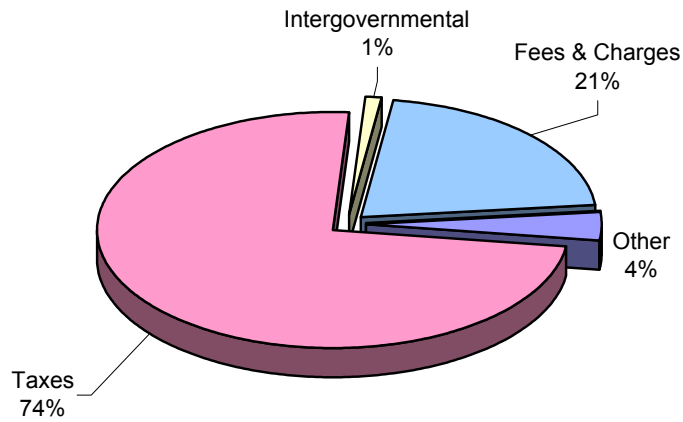
# GENERAL FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Fund Balance</b>						
Reserved for Encumbrances	\$6,833,630	\$0	\$4,624,992	\$4,624,992	\$4,000,000	\$4,000,000
Reserved for Inventories	2,901,474	1,655,979	2,901,474	2,901,474	2,901,474	2,901,474
<b>NOT Available for Appropriation</b>	<b>\$9,735,104</b>	<b>\$1,655,979</b>	<b>\$7,526,466</b>	<b>\$7,526,466</b>	<b>\$6,901,474</b>	<b>\$6,901,474</b>
Reserved for Emergencies	3,774,789	3,715,163	3,904,867	3,850,000	3,990,000	4,090,000
Reserved Lodging Taxes	904,619	750,773	959,762	959,762	959,762	959,762
Reserved for Notes/Loans Receivable	125,000	125,000	125,000	125,000	125,000	125,000
Restricted for Other Purposes	2,449,391	1,981,640	2,505,356	2,090,063	2,073,658	1,848,973
<b>Available for Appropriation with Restrictions</b>	<b>\$7,253,799</b>	<b>\$6,572,576</b>	<b>\$7,494,985</b>	<b>\$7,024,825</b>	<b>\$7,148,420</b>	<b>\$7,023,735</b>
Designated for Capital	3,973,972	0	4,392,179	3,942,179	3,000,000	3,000,000
Designated for Buildings & Improvements	2,350,000	681,886	2,350,000	1,175,000	1,175,000	0
Designated for Economic Vitality	297,829	288,957	363,070	234,156	234,156	105,242
Designated for Equipment Replacement	2,350,000	2,614,549	0	0	0	0
Designated for Financial Uncertainty	3,298,944	3,400,000	0	0	0	0
Designated for IT Asset Replacement	1,500,000	1,093,758	0	0	0	0
Designated for DPS Comm. System Rplcmt.	0	0	980,000	0	980,000	980,000
Designated for DTS/GIS System Rplcmt.	0	0	517,000	0	517,000	517,000
Designated for Civic Center Development	0	0	2,000,000	2,000,000	2,000,000	2,000,000
Designated for Transportation Capital	271,746	209,629	0	0	0	0
Designated for Contingencies	11,973,192	3,136,759	22,634,421	22,026,602	18,277,357	16,148,561
<b>Available for Appropriation</b>	<b>\$26,015,683</b>	<b>\$11,425,538</b>	<b>\$33,236,670</b>	<b>\$29,377,937</b>	<b>\$26,183,513</b>	<b>\$22,750,803</b>
<b>Total Fund Balance</b>	<b>\$43,004,586</b>	<b>\$19,654,093</b>	<b>\$48,258,121</b>	<b>\$43,929,228</b>	<b>\$40,233,407</b>	<b>\$36,676,012</b>

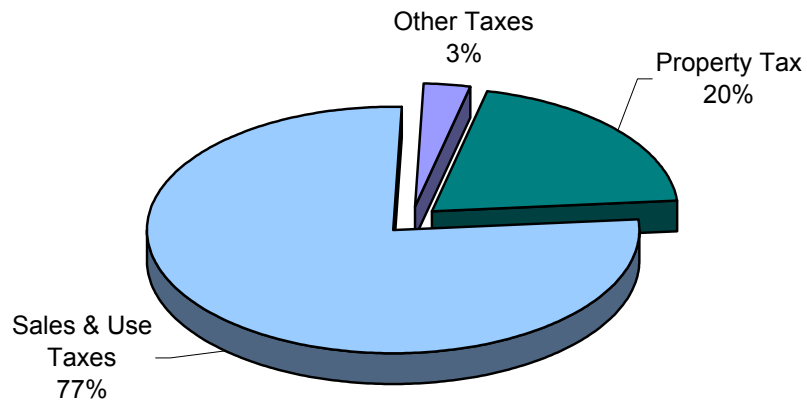


# WHERE THE MONEY COMES FROM

**General Fund Revenue**  
2008 - \$103,426,681      2009 - \$104,202,726



**Tax Revenue Detail**  
2008 - \$76,099,615      2009 - \$77,752,816



# GENERAL FUND REVENUE DETAIL

	ACTUAL 2006	BUDGET 2007	ADOPTED 2008	ADOPTED 2009	% Change 2007 to 2008	% Change 2008 to 2009
<b>TAXES</b>	<b>\$16,744,700</b>	<b>\$16,563,358</b>	<b>\$17,831,275</b>	<b>\$18,065,596</b>	<b>7.7%</b>	<b>1.3%</b>
<b>% of Total</b>	<b>16.6%</b>	<b>17.6%</b>	<b>17.2%</b>	<b>17.3%</b>		
Property Tax	14,261,191	14,302,158	15,394,675	15,609,356	7.6%	1.4%
Beer & Liquor Occupation Tax	263,724	280,000	280,000	280,000	0.0%	0.0%
Franchise Tax - Gas	445,000	445,000	445,000	445,000	0.0%	0.0%
Franchise Tax - Telephone	361,700	400,000	405,000	410,000	1.3%	1.2%
Lodging Tax	841,587	626,200	731,600	746,240	16.8%	2.0%
Penalties & Other Taxes	85,378	10,000	75,000	75,000	650.0%	0.0%
Tobacco Tax	486,120	500,000	500,000	500,000	0.0%	0.0%
<b>LICENSES &amp; PERMITS</b>	<b>\$1,509,712</b>	<b>\$1,317,321</b>	<b>\$1,417,000</b>	<b>\$1,417,000</b>	<b>7.6%</b>	<b>0.0%</b>
<b>% of Total</b>	<b>1.5%</b>	<b>1.4%</b>	<b>1.4%</b>	<b>1.4%</b>		
Beer & Liquor License	14,733	15,000	14,000	14,000	-6.7%	0.0%
Building Permits	1,293,801	1,108,799	1,200,000	1,200,000	8.2%	0.0%
Business License	33,188	32,400	32,000	32,000	-1.2%	0.0%
Contractor License	145,034	140,000	150,000	150,000	7.1%	0.0%
Misc. Licenses & Permits	22,956	21,122	21,000	21,000	-0.6%	0.0%
<b>INTERGOVERNMENTAL</b>	<b>\$948,243</b>	<b>\$732,095</b>	<b>\$817,672</b>	<b>\$864,825</b>	<b>11.7%</b>	<b>5.8%</b>
<b>% of Total</b>	<b>0.9%</b>	<b>0.8%</b>	<b>0.8%</b>	<b>0.8%</b>		
Ambulance Service	32,275	232,865	239,156	251,114	2.7%	5.0%
Grants and Contributions	431,964	0	75,726	75,726	100.0%	0.0%
Poudre School District	484,004	499,230	502,790	537,985	0.7%	7.0%
<b>CHARGES FOR SERVICES</b>	<b>\$14,603,546</b>	<b>\$14,607,030</b>	<b>\$18,373,196</b>	<b>\$16,594,854</b>	<b>25.8%</b>	<b>-9.7%</b>
<b>% of Total</b>	<b>14.4%</b>	<b>15.5%</b>	<b>17.8%</b>	<b>15.9%</b>		
Administrative Charge:						
Capital Projects Fund	39,414	0	58,889	60,656	100.0%	3.0%
Conservation Trust Fund	18,665	21,855	15,105	15,558	-30.9%	3.0%
Golf Fund	111,429	119,750	131,523	135,469	9.8%	3.0%
Light & Power Fund	700,565	942,198	962,568	1,012,045	2.2%	5.1%
Neighborhood Parkland Fund	21,799	24,988	21,380	22,021	-14.4%	3.0%
Natural Areas Fund	205,376	164,632	190,095	195,798	15.5%	3.0%
Storm Drainage Fund	320,369	322,292	312,292	321,661	-3.1%	3.0%
Utility Customer Service & Admin	405,605	386,414	296,189	304,798	-23.3%	2.9%
Wastewater Fund	552,705	626,422	591,928	609,686	-5.5%	3.0%
Water Fund	818,489	912,975	928,735	956,597	1.7%	3.0%
Beverage Application Fees	36,450	25,000	31,000	31,000	24.0%	0.0%
Cable Charges to Departments	86,800	0	20,000	20,000	100.0%	0.0%
Cable Franchise Fee	1,353,234	1,121,000	1,200,000	1,200,000	7.0%	0.0%
Court Costs, Fees, Charges	210,441	156,000	243,000	262,000	55.8%	7.8%
Development Tracking Charge	312,931	410,115	380,000	0	-7.3%	-100.0%
E-Mail Administration	65,237	64,562	79,551	0	23.2%	-100.0%
Finance Charge to Library District	0	0	400,000	400,000	100.0%	0.0%
Investment Services	95,067	97,919	93,400	96,202	-4.6%	3.0%
Larimer County Cable Charges	13,410	66,024	78,000	78,000	18.1%	0.0%
LETA Maintenance Fees	55,980	53,675	58,352	0	8.7%	-100.0%
MIS Charges to Departments	0	0	1,868,385	0	100.0%	-100.0%
Miscellaneous Fees	134,464	88,500	31,500	31,500	-64.4%	0.0%
Passport Fees	41,451	45,200	75,000	75,000	65.9%	0.0%
Payment in Lieu of Taxes:						
Light & Power Fund	4,511,128	4,593,341	4,740,713	4,919,358	3.2%	3.8%
Wastewater Fund	792,887	810,501	910,015	1,012,117	12.3%	11.2%
Water Fund	1,278,993	1,270,889	1,446,709	1,481,097	13.8%	2.4%

# GENERAL FUND REVENUE DETAIL

	ACTUAL 2006	BUDGET 2007	ADOPTED 2008	ADOPTED 2009	% Change 2007 to 2008	% Change 2008 to 2009
<b>CHARGES FOR SERVICES (continued)</b>						
PEG Fee	164,000	111,000	150,000	150,000	35.1%	0.0%
Plan Checking Fees	462,033	400,000	450,000	450,000	12.5%	0.0%
PUD Subdivision & Zoning Fees	180,265	200,000	300,000	300,000	50.0%	0.0%
Work for Other Funds	1,614,359	1,571,778	2,308,867	2,454,291	46.9%	6.3%
<b>FINES &amp; FORFEITURES</b>	<b>\$2,266,293</b>	<b>\$2,359,926</b>	<b>\$2,425,352</b>	<b>\$2,803,461</b>	<b>2.8%</b>	<b>15.6%</b>
% of Total	2.2%	2.5%	2.3%	2.7%		
Camera Radar/Red Light Fines	369,418	908,485	568,056	766,876	-37.5%	35.0%
Court Fines	1,144,198	1,119,000	1,413,000	1,550,000	26.3%	9.7%
Municipal Court Bonds	108,988	90,000	168,000	202,000	86.7%	20.2%
Other Fines	148,495	0	0	0	0.0%	0.0%
Police Seizure	254,112	0	0	0	0.0%	0.0%
Traffic Surcharge	241,082	242,441	276,296	284,585	14.0%	3.0%
<b>EARNINGS ON INVESTMENTS</b>	<b>\$1,947,440</b>	<b>\$1,200,000</b>	<b>\$2,043,865</b>	<b>\$1,936,294</b>	<b>70.3%</b>	<b>-5.3%</b>
% of Total	1.9%	1.3%	2.0%	1.9%		
<b>NET INCREASE IN FAIR VALUE OF INVESTMENTS</b>	<b>\$56,780</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>0.0%</b>
% of Total	0.1%	0.0%	0.0%	0.0%		
<b>NET SECURITY LENDING INCOME</b>	<b>\$67,739</b>	<b>\$0</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>100.0%</b>	<b>0.0%</b>
% of Total	0.1%	0.0%	0.1%	0.1%		
<b>MISCELLANEOUS</b>	<b>\$3,371,892</b>	<b>\$659,891</b>	<b>\$849,868</b>	<b>\$861,530</b>	<b>28.8%</b>	<b>1.4%</b>
% of Total	3.3%	0.7%	0.8%	0.8%		
Donations	230,493	35,000	69,000	71,000	97.1%	2.9%
Fiber Optic Loop	200,773	247,949	255,387	263,049	3.0%	3.0%
Miscellaneous Revenue	474,007	157,942	301,981	302,981	91.2%	0.3%
Parks Miscellaneous	85,300	189,000	223,500	224,500	18.3%	0.4%
Police Miscellaneous	272,052	0	0	0	0.0%	0.0%
Sale of Building	435,000	0	0	0	0.0%	0.0%
Sale of Land	1,653,400	0	0	0	0.0%	0.0%
ZILCH Loans Repaid	20,867	30,000	0	0	-100.0%	0.0%
<b>LEASE PURCHASE PROCEEDS</b>	<b>\$396,976</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>0.0%</b>
% of Total	0.4%	0.0%	0.0%	0.0%		
<b>TRANSFERS IN:</b>	<b>\$59,192,230</b>	<b>\$56,885,910</b>	<b>\$59,598,453</b>	<b>\$61,589,166</b>	<b>4.8%</b>	<b>3.3%</b>
% of Total	58.5%	60.3%	57.6%	59.1%		
BOB Capital Funds	0	0	219,000	219,000	100.0%	0.0%
Communications Fund	170,000	0	217,292	0	100.0%	-100.0%
Conservation Trust Fund	379,195	646,685	687,496	725,146	6.3%	5.5%
Other Funds	224,886	154,754	206,325	127,800	33.3%	-38.1%
Sales & Use Tax Fund	58,418,149	56,084,471	58,268,340	59,687,220	3.9%	2.4%
Surplus & Deficiency Fund	0	0	0	830,000	0.0%	100.0%
<b>TOTAL REVENUES AND OTHER FUNDING SOURCES</b>	<b>\$101,105,551</b>	<b>\$94,325,531</b>	<b>\$103,426,681</b>	<b>\$104,202,726</b>	<b>9.6%</b>	<b>0.8%</b>

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 EXPENSE DETAIL

SERVICE AREA Department	ACTUAL 2006	BUDGET 2007	ADOPTED 2008	ADOPTED 2009	% Change 2007 to 2008	% Change 2008 to 2009
<b>CITY CLERK</b>	<b>\$655,782</b>	<b>\$773,620</b>	<b>\$650,244</b>	<b>\$859,289</b>	<b>-15.9%</b>	<b>32.1%</b>
% of Total	0.7%	0.8%	0.6%	0.8%		
City Clerk	655,782	773,620	650,244	859,289	-15.9%	32.1%
<b>CULTURE, PARKS, RECREATION &amp; ENVIRONMENT</b>	<b>\$11,601,811</b>	<b>\$9,223,651</b>	<b>\$9,190,222</b>	<b>\$9,213,826</b>	<b>-0.4%</b>	<b>0.3%</b>
% of Total	12.1%	9.5%	8.5%	8.6%		
Administration	341,264	254,182	262,178	271,521	3.1%	3.6%
Library	3,728,929	1,360,000	0	0	-100.0%	0.0%
Natural Resources	614,319	637,820	998,103	873,350	56.5%	-12.5%
Parks Maintenance	6,917,299	6,971,649	7,929,941	8,068,955	13.7%	1.8%
<b>EXECUTIVE, LEGISLATIVE &amp; JUDICIAL</b>	<b>\$3,626,563</b>	<b>\$3,637,817</b>	<b>\$4,243,214</b>	<b>\$4,447,668</b>	<b>16.6%</b>	<b>4.8%</b>
% of Total	3.8%	3.7%	3.9%	4.1%		
City Attorney	971,413	1,099,100	1,145,101	1,229,451	4.2%	7.4%
City Council	119,220	161,734	167,800	170,974	3.8%	1.9%
City Manager	1,921,471	1,731,102	2,222,806	2,294,956	28.4%	3.2%
Municipal Court	614,459	645,881	707,507	752,287	9.5%	6.3%
<b>FINANCIAL SERVICES</b>	<b>\$2,872,878</b>	<b>\$3,340,515</b>	<b>\$3,953,729</b>	<b>\$4,143,529</b>	<b>18.4%</b>	<b>4.8%</b>
% of Total	3.0%	3.4%	3.7%	3.8%		
Economic Development	319,869	418,855	607,884	650,745	45.1%	7.1%
Finance	2,553,009	2,921,660	3,345,845	3,492,784	14.5%	4.4%
<b>INTERNAL SERVICES</b>	<b>\$10,656,156</b>	<b>\$12,077,202</b>	<b>\$16,428,304</b>	<b>\$11,292,044</b>	<b>36.0%</b>	<b>-31.3%</b>
% of Total	11.2%	12.4%	15.2%	10.5%		
Administration	40,670	40,000	50,000	50,000	25.0%	0.0%
Communications & Public Involv.	772,526	806,003	986,771	1,018,640	22.4%	3.2%
Human Resources	920,869	1,032,139	1,326,192	1,418,598	28.5%	7.0%
Management Information Services	3,423,244	3,819,769	5,616,963	0	47.0%	-100.0%
Operation Services	5,498,847	6,379,291	8,448,378	8,804,806	32.4%	4.2%
<b>PLANNING, DEVELOPMENT &amp; TRANSPORTATION</b>	<b>\$4,809,960</b>	<b>\$5,148,200</b>	<b>\$6,083,331</b>	<b>\$6,220,639</b>	<b>18.2%</b>	<b>2.3%</b>
% of Total	5.0%	5.3%	5.6%	5.8%		
City Planning & Community Dev.	1,641,492	1,877,519	2,213,720	2,311,661	17.9%	4.4%
Development Planning & Zoning	905,752	1,030,575	1,152,237	1,074,539	11.8%	-6.7%
Neighborhood & Building	2,262,716	2,240,106	2,717,374	2,834,439	21.3%	4.3%
<b>POLICE</b>	<b>\$27,339,144</b>	<b>\$28,121,472</b>	<b>\$30,026,077</b>	<b>\$31,108,111</b>	<b>6.8%</b>	<b>3.6%</b>
% of Total	28.6%	28.9%	27.9%	28.9%		
Office of the Chief	1,950,106	2,076,313	1,935,219	1,999,652	-6.8%	3.3%
Information Services	6,018,669	6,256,256	6,774,214	7,063,780	8.3%	4.3%
Investigations	5,695,311	5,564,591	5,711,683	5,955,833	2.6%	4.3%
Patrol	13,675,058	14,224,312	15,604,961	16,088,846	9.7%	3.1%

# GENERAL FUND EXPENSE DETAIL

	ACTUAL 2006	BUDGET 2007	ADOPTED 2008	ADOPTED 2009	% Change 2007 to 2008	% Change 2008 to 2009
<b>NON-DEPARTMENTAL</b>	<b>\$3,505,291</b>	<b>\$3,128,722</b>	<b>\$1,265,228</b>	<b>\$1,269,098</b>	<b>-59.6%</b>	<b>0.3%</b>
<b>% of Total</b>	<b>3.7%</b>	<b>3.2%</b>	<b>1.2%</b>	<b>1.2%</b>		
Airport Maintenance	60,000	60,000	0	0	-100.0%	0.0%
Banking Contract	42,038	0	0	0	0.0%	0.0%
Budget One-time Savings	0	346,749	0	0	-100.0%	0.0%
Camera Radar	0	85,321	0	0	-100.0%	0.0%
City Dues	87,023	93,996	0	0	-100.0%	0.0%
Community Opportunity Invest.	0	190,200	190,000	190,000	-0.1%	0.0%
Contingencies	0	533,176	145,000	145,000	-72.8%	0.0%
Copy Machines	36,481	77,031	0	0	-100.0%	0.0%
Insurance	407,701	416,098	426,098	426,098	2.4%	0.0%
Larimer County Admin. Fee	293,257	280,000	314,530	318,400	12.3%	1.2%
Lease/Purchase Equipment	386,488	0	0	0	0.0%	0.0%
Library Local History	0	160,000	0	0	0.0%	0.0%
Purchase Land/Buildings	2,075,000	0	0	0	0.0%	0.0%
Retirement Contribution	73,092	141,229	89,600	89,600	-36.6%	0.0%
Southwest Annexation	0	437,122	0	0	-100.0%	0.0%
West Nile Virus	0	149,790	0	0	-100.0%	0.0%
Other	44,212	158,010	100,000	100,000	-36.7%	0.0%
<b>CONTRIBUTION TO POUFRE</b>						
<b>POUDRE FIRE AUTHORITY</b>	<b>\$15,160,769</b>	<b>\$15,505,344</b>	<b>\$16,383,100</b>	<b>\$17,223,796</b>	<b>5.7%</b>	<b>5.1%</b>
<b>% of Total</b>	<b>15.9%</b>	<b>15.9%</b>	<b>15.2%</b>	<b>16.0%</b>		
Contribution to Poudre Fire Authority	15,160,769	15,505,344	16,383,100	17,223,796	5.7%	5.1%
<b>TRANSFERS TO:</b>	<b>\$15,269,412</b>	<b>\$16,440,379</b>	<b>\$19,532,125</b>	<b>\$21,982,121</b>	<b>18.8%</b>	<b>12.5%</b>
<b>% of Total</b>	<b>16.0%</b>	<b>16.9%</b>	<b>18.1%</b>	<b>20.4%</b>		
Capital Leasing Corporation Fund	2,698,407	2,701,623	2,700,028	2,701,837	-0.1%	0.1%
Capital Projects Fund	795,941	420,000	1,400,000	400,000	233.3%	-71.4%
Cemetery Fund	191,261	180,426	221,454	243,088	22.7%	9.8%
Communications Fund	0	0	56,021	3,182,358	100.0%	5580.7%
Cultural Services Fund	1,291,087	1,335,838	1,602,445	1,658,704	20.0%	3.5%
Equipment Fund	30,530	0	0	0	0.0%	0.0%
Light and Power Fund	25,000	25,000	0	0	-100.0%	0.0%
Natural Areas	0	18,500	0	0	-100.0%	0.0%
Recreation Fund	2,526,672	2,405,205	2,644,334	2,763,690	9.9%	4.5%
Self Insurance	0	0	29,750	29,750	100.0%	0.0%
Street Oversizing Fund	413,050	413,050	413,050	413,050	0.0%	0.0%
Transit Services Fund	4,048,248	4,603,759	5,418,062	5,809,113	17.7%	7.2%
Transportation Services Fund	3,249,216	4,336,978	5,046,981	4,780,531	16.4%	-5.3%
<b>TOTAL GENERAL FUND EXPENSES</b>	<b>\$95,497,767</b>	<b>\$97,396,922</b>	<b>\$107,755,574</b>	<b>\$107,760,121</b>	<b>10.6%</b>	<b>0.0%</b>

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.

# ENTERPRISE FUNDS

## GOLF FUND

2008 - \$2,717,381  
2009 - \$2,787,942

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 area (CPRE).

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## LIGHT & POWER FUND

2008 - \$100,843,897  
2009 - \$95,419,447

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; \$10,555,525 in 2008 and \$1,374,093 in 2009 (shown by project in the Capital Improvements section). The Light and Power Fund is in the Utility Services area.

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## STORM DRAINAGE FUND

2008 - \$17,470,885  
2009 - \$16,568,654

The Storm Drainage 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 Storm Drainage capital projects; \$7,611,775 in 2008 and \$6,897,294 in 2009, (shown by project in the Capital Improvements section). Storm Drainage is included in the Utility Services area.

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## WASTEWATER FUND

2008 - \$31,681,339  
2009 - \$50,456,661

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; \$14,073,571 in 2008 and \$28,755,548 in 2009, (shown by project in the Capital Improvements section). The Wastewater Fund is part of the Utility Services area.

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## WATER FUND

2008 - \$30,618,968  
2009 - \$39,883,596

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; \$4,186,006 in 2008 and \$12,644,065 in 2009 (shown by project in the Capital Improvements section). The Water Fund is part of the Utility Services area.

# GOLF FUND

## Statement of Revenues, Expenses, and Changes in Net Assets

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Revenue</b>						
Charges for Service	2,540,572	2,589,300	2,577,205	2,633,000	2,633,000	2,697,000
Earnings on Investments	21,213	10,000	41,574	15,000	15,000	17,000
Miscellaneous Revenue	2,953	6,000	5,512	6,000	6,000	6,000
Net Increase (Decrease) in the fair value of Investments	(227)	0	0	0	0	0
<b>Total Revenue</b>	<b>2,564,511</b>	<b>2,605,300</b>	<b>2,624,291</b>	<b>2,654,000</b>	<b>2,654,000</b>	<b>2,720,000</b>
<b>Expenditures</b>						
Personal Services	1,038,985	1,187,652	1,114,661	1,176,288	1,176,286	1,223,352
Contractual Services	540,753	555,074	588,602	565,795	542,266	588,526
Commodities	201,569	155,025	256,297	197,900	207,230	205,670
Other	41,886	39,918	778	42,548	42,548	43,874
Depreciation and Amortization	308,663	297,143	243,208	300,137	300,137	304,909
<b>Total Expenditures</b>	<b>2,131,857</b>	<b>2,234,812</b>	<b>2,203,546</b>	<b>2,282,668</b>	<b>2,268,467</b>	<b>2,366,331</b>
<b>Other Financing Uses</b>						
Transfer to General Fund						
Administrative Charge	111,429	119,750	119,750	131,523	131,523	135,469
Interest Lease Purchase	15,417	4,930	19,345	19,530	19,530	13,539
Interest COPS (1999 / 2007)	97,312	96,040	88,834	90,720	63,883	85,120
Interest ALPS (2001)	115,204	110,198	110,198	104,978	104,978	99,508
<b>Total Other Expense</b>	<b>339,362</b>	<b>330,918</b>	<b>338,127</b>	<b>346,751</b>	<b>319,914</b>	<b>333,636</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>2,471,218</b>	<b>2,565,730</b>	<b>2,541,673</b>	<b>2,629,419</b>	<b>2,588,381</b>	<b>2,699,967</b>
<b>Change in Net Assets</b>	<b>93,292</b>	<b>39,570</b>	<b>82,618</b>	<b>24,581</b>	<b>65,619</b>	<b>20,033</b>

# GOLF FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Net Working Capital</b>	\$99,974	\$195,190	\$195,190	\$189,524	\$234,416	\$161,403
<b>Additions</b>						
Increase in Net Assets	93,292	39,570	82,618	24,581	65,619	20,033
Depreciation	304,619	292,515	240,045	295,137	295,137	299,909
Amortization	3,480	4,628	3,163	5,000	5,000	5,000
Proceeds from Lease/Purchase	187,973	0	324,740	0	0	0
Other Adjustments	7,438	0	0	0	0	0
<b>Total Additions</b>	<b>596,802</b>	<b>336,713</b>	<b>650,566</b>	<b>324,718</b>	<b>365,756</b>	<b>324,942</b>
<b>Deductions</b>						
Principal Reduction Lease Purchase	139,109	70,984	135,763	131,704	131,704	126,163
COP's Principal Reduction (1999/2007)	90,000	100,000	0	100,000	120,000	105,000
ALP's Principal Reduction (2001)	106,505	116,395	111,070	116,395	116,395	121,721
Reclass L-T Obligations to Current	9,001	0	0	0	0	0
Capital Purchases	0	55,000	25,140	40,000	70,670	40,000
Lease/Purchase Equipment	151,643	0	314,174	0	0	0
Other Adjustments	5,328	0	25,193	0	0	0
<b>Total Deductions</b>	<b>501,586</b>	<b>342,379</b>	<b>611,340</b>	<b>388,099</b>	<b>438,769</b>	<b>392,884</b>
<b>Ending Working Capital</b>	<b>\$195,190</b>	<b>\$189,524</b>	<b>\$234,416</b>	<b>\$126,143</b>	<b>\$161,403</b>	<b>\$93,461</b>
<b>Working Capital Reserves</b>						
Capital	\$0	\$0	\$0	\$0	\$0	\$0
Operations	195,190	189,524	234,416	126,143	161,403	93,461
<b>Total Reserves</b>	<b>\$195,190</b>	<b>\$189,524</b>	<b>\$234,416</b>	<b>\$126,143</b>	<b>\$161,403</b>	<b>\$93,461</b>



# LIGHT & POWER FUND

## Statement of Revenues, Expenses, and Changes in Net Assets

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Total Operating Revenue</b>	\$80,234,143	\$81,149,020	\$81,912,180	\$83,752,596	\$83,752,596	\$86,908,659
<b>Operating Expenses</b>						
Light & Power Operations	4,931,912	5,468,374	6,377,706	5,470,087	7,788,780	5,724,804
Purchase of Power	55,848,007	56,515,980	58,232,914	58,960,253	59,091,913	61,904,648
Payments & Transfers	5,593,887	6,415,276	5,982,470	6,123,294	6,123,294	6,331,658
Customer & Admin Services	4,184,830	4,219,105	4,324,672	5,766,113	5,766,113	5,648,796
Energy Services & Supply Policy	1,314,640	1,693,731	1,444,376	1,774,575	2,282,540	1,813,785
Depreciation	6,415,756	7,204,216	6,462,805	7,140,000	7,140,000	7,282,800
<b>Total Operating Expenses</b>	<b>78,289,032</b>	<b>81,516,682</b>	<b>82,824,943</b>	<b>85,234,322</b>	<b>88,192,640</b>	<b>88,706,492</b>
<b>Operating Income</b>	1,945,111	(367,662)	(912,763)	(1,481,726)	(4,440,044)	(1,797,833)
<b>Other Nonoperating Revenues</b>						
Investment Earnings	1,888,508	750,000	2,514,473	750,000	750,000	750,000
Net Change in Fair Value of Investments	212,267	0	577,603	0	0	0
Miscellaneous	1,340,655	1,229,272	1,391,917	1,268,642	1,268,642	1,306,458
<b>Total Nonoperating Revenues</b>	<b>3,441,430</b>	<b>1,979,272</b>	<b>4,483,993</b>	<b>2,018,642</b>	<b>2,018,642</b>	<b>2,056,458</b>
<b>Income Before Other</b>						
<b>Financing Sources / Uses</b>	5,386,541	1,611,610	3,571,230	536,916	(2,421,402)	258,625
<b>Other Financing Sources / Uses</b>						
Contribution in Aid of Construction	4,437,239	2,704,862	2,677,647	2,815,536	2,815,536	2,909,706
Transfer from General Fund	25,000	0	25,000	0	0	0
<b>Total Other Financing Sources / Uses</b>	<b>4,462,239</b>	<b>2,704,862</b>	<b>2,702,647</b>	<b>2,815,536</b>	<b>2,815,536</b>	<b>2,909,706</b>
<b>Increase in Net Assets</b>	<b>\$9,848,780</b>	<b>\$4,316,472</b>	<b>\$6,273,877</b>	<b>\$3,352,452</b>	<b>\$394,134</b>	<b>\$3,168,331</b>

# LIGHT & POWER FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Net Working Capital</b>	\$48,053,503	\$53,166,645	\$56,342,364	\$53,481,734	\$59,438,123	\$43,075,863
<b>Additions</b>						
Net Income	9,848,780	4,316,472	6,273,877	3,352,452	394,134	3,168,331
Depreciation	6,415,756	7,204,216	6,462,805	7,140,000	7,140,000	7,282,800
Disposal of Fixed Assets	747,137	0	0	0	0	0
Other Adjustments	0	0	162,120	0	0	0
<b>Total Additions</b>	<b>17,011,673</b>	<b>11,520,688</b>	<b>12,898,802</b>	<b>10,492,452</b>	<b>7,534,134</b>	<b>10,451,131</b>
<b>Deductions</b>						
Capital Projects	1,735,299	281,000	376,895	10,555,525	10,555,525	1,374,093
Prior Year Appropriations - Capital Projects	0	0	0	0	0	0
System Additions	6,378,185	10,924,599	9,426,148	12,194,050	13,340,869	12,621,662
Obtained Note Receivable	595,586	0	0	0	0	0
Other Adjustments	13,742	0	0	0	0	0
<b>Total Deductions</b>	<b>8,722,812</b>	<b>11,205,599</b>	<b>9,803,043</b>	<b>22,749,575</b>	<b>23,896,394</b>	<b>13,995,755</b>
<b>Ending Working Capital</b>	<b>\$56,342,364</b>	<b>\$53,481,734</b>	<b>\$59,438,123</b>	<b>\$41,224,611</b>	<b>\$43,075,863</b>	<b>\$39,531,240</b>
<b>Working Capital Distributed to Reserve Funds:</b>						
Encumbrance Reserve	11,457,818		9,212,532	0	0	0
Purchase Power Reserve	29,711,557	38,790,481	31,633,714	23,146,453	24,997,705	21,402,538
Revenue Reserve	1,423,719	1,468,916	1,530,726	1,561,523	1,561,523	1,612,067
Art in Public Places Reserve	526,933	0	544,517	0	0	0
Capital Reserve & Encumbrances	13,222,337	13,222,337	16,516,635	16,516,635	16,516,635	16,516,635
<b>Total Reserves</b>	<b>\$56,342,364</b>	<b>\$53,481,734</b>	<b>\$59,438,123</b>	<b>\$41,224,611</b>	<b>\$43,075,863</b>	<b>\$39,531,240</b>

# STORM DRAINAGE FUND

## Statement of Revenues, Expenses, and Changes in Net Assets

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Operating Revenue</b>	\$13,073,526	\$13,165,932	\$13,173,911	\$13,328,099	\$13,328,099	\$13,500,401
<b>Operating Expenses</b>						
Customer & Administrative Services	1,246,408	1,426,721	1,311,235	1,885,766	1,885,766	1,919,509
Drainage & Detention	1,893,075	2,314,022	2,129,723	2,478,524	2,611,933	2,583,400
Water Quality	230,042	302,359	187,593	0	0	0
Payments and Transfers	409,284	512,344	397,308	402,333	418,274	412,577
Less Personal Services to Capital Projects	0	(206,938)	0	(323,955)	(323,955)	(336,912)
Depreciation	1,613,837	2,382,575	2,205,569	1,882,235	1,882,235	2,017,022
<b>Operating Expenses</b>	<b>5,392,646</b>	<b>6,731,083</b>	<b>6,231,428</b>	<b>6,324,903</b>	<b>6,474,253</b>	<b>6,595,596</b>
<b>Operating Income</b>	<b>7,680,880</b>	<b>6,434,849</b>	<b>6,942,483</b>	<b>7,003,196</b>	<b>6,853,846</b>	<b>6,904,805</b>
<b>Other Non-Operating Revenue (Expenses)</b>						
Non-operating Revenue	139,938	12,175	(37,634)	12,540	12,540	12,917
Intergovernmental Revenue	839,308	0	1,235,602	0	0	0
Earnings on Investments	823,768	300,000	901,055	150,000	150,000	150,000
Net Change in Fair Value of Investments	54,995	0	226,428	0	0	0
Interest Expense - Bond	(2,044,371)	(1,974,968)	(1,642,746)	(1,878,840)	(1,878,840)	(1,771,490)
Other Expense - Bond Amortization	(52,103)	(52,103)	(32,066)	(52,103)	(52,103)	(37,187)
<b>Total Non-Operating Revenue (Expenses)</b>	<b>(238,465)</b>	<b>(1,714,896)</b>	<b>650,639</b>	<b>(1,768,403)</b>	<b>(1,768,403)</b>	<b>(1,645,760)</b>
<b>Income Before Other Revenues (Expenses)</b>	<b>7,442,415</b>	<b>4,719,953</b>	<b>7,593,122</b>	<b>5,234,793</b>	<b>5,085,443</b>	<b>5,259,045</b>
<b>Other Revenues (Transfers)</b>						
Contributed Capital	464,531	392,430	686,674	398,542	398,542	404,803
Transfers to Other Funds	(112,000)	(115,940)	(115,940)	(124,997)	(115,000)	(125,197)
Transfers From Other Funds	0	0	0	0	0	0
<b>Total Other Revenues (Transfers)</b>	<b>352,531</b>	<b>276,490</b>	<b>570,734</b>	<b>273,545</b>	<b>283,542</b>	<b>279,606</b>
<b>Increase in Net Assets</b>	<b>\$7,794,946</b>	<b>\$4,996,443</b>	<b>\$8,163,856</b>	<b>\$5,508,338</b>	<b>\$5,368,985</b>	<b>\$5,538,651</b>

# STORM DRAINAGE FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Working Capital</b>	\$17,266,347	\$17,663,488	\$16,972,921	\$14,287,678	\$18,705,211	\$13,347,447
<b>Additions</b>						
Increase in Net Assets	7,794,946	4,996,443	8,163,856	5,508,338	5,368,985	5,538,651
Depreciation	1,613,837	2,382,575	2,205,569	1,882,235	1,882,235	2,017,022
Reduction of Bond Issuance Costs	41,482	0	127,062	0	0	0
Other Adjustments	0	0	0	0	0	0
<b>Total Additions</b>	<b>9,450,265</b>	<b>7,379,018</b>	<b>10,496,487</b>	<b>7,390,573</b>	<b>7,251,220</b>	<b>7,555,673</b>
<b>Deductions</b>						
Capital Projects	6,836,400	5,515,000	5,608,230	7,611,775	7,611,775	6,897,294
Prior Year Appropriations - Capital Projects	0	2,461,626	0	1,855,773	1,855,773	1,855,773
Minor Capital	83,090	85,000	68,832	325,000	377,103	160,037
Art in Public Places	0	50,000	68,318	73,650	58,130	66,650
Payment to Escrow Agent	0	0	0	0	0	0
Bond Principal Payments	2,448,716	2,495,000	2,351,139	2,540,000	2,540,000	2,482,500
Bond Issuance Costs	0	0	570,239	0	0	0
Restricted Assets - Cash & Cash Equivalent	369,787	0	0	0	0	0
Other Adjustments	5,698	0	97,439	0	0	0
Contingency	0	148,202	0	150,000	166,203	150,000
<b>Total Deductions</b>	<b>9,743,691</b>	<b>10,754,828</b>	<b>8,764,197</b>	<b>12,556,198</b>	<b>12,608,984</b>	<b>11,612,254</b>
<b>Ending Working Capital</b>	<b>\$16,972,921</b>	<b>\$14,287,678</b>	<b>\$18,705,211</b>	<b>\$9,122,053</b>	<b>\$13,347,447</b>	<b>\$9,290,866</b>
<b>Working Capital Reserves</b>						
Principal & Interest	372,497	368,592	368,237	354,499	354,499	355,904
Operations	647,164	664,880	666,405	675,020	675,020	684,142
Art in Public Places	263,524	0	295,115	295,115	295,115	295,115
Capital	15,689,736	13,254,206	17,375,455	7,797,418	12,022,813	7,955,706
<b>Total Reserves</b>	<b>\$16,972,921</b>	<b>\$14,287,678</b>	<b>\$18,705,211</b>	<b>\$9,122,053</b>	<b>\$13,347,447</b>	<b>\$9,290,866</b>

# WASTEWATER FUND

## Statement of Revenues, Expenses, and Changes in Net Assets

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Operating Revenue</b>	\$14,032,384	\$14,522,376	\$14,640,171	\$16,305,707	\$16,305,707	\$18,144,583
<b>Operating Expenses</b>						
Customer & Administration Services	1,278,792	1,388,989	1,308,645	1,429,551	1,429,551	1,486,733
Trunk and Collection	1,290,222	1,591,135	1,335,181	1,602,776	1,613,716	1,692,433
Less Personal Services to Capital Projects	0	(256,566)	0	(264,263)	(264,263)	(272,191)
Water Reclamation	4,150,389	4,841,398	4,402,851	5,141,037	5,160,055	5,324,792
Water Quality	1,012,120	1,279,073	1,102,622	1,147,793	1,176,638	1,210,485
Payments and Transfers	1,651,758	1,744,325	1,755,086	1,844,071	1,844,071	2,002,188
Depreciation	3,064,185	3,114,771	2,817,929	3,414,526	3,414,526	4,065,124
<b>Operating Expenses</b>	<b>12,447,466</b>	<b>13,703,125</b>	<b>12,722,314</b>	<b>14,315,491</b>	<b>14,374,294</b>	<b>15,509,564</b>
<b>Operating Income</b>	<b>1,584,918</b>	<b>819,251</b>	<b>1,917,857</b>	<b>1,990,216</b>	<b>1,931,413</b>	<b>2,635,019</b>
<b>Other Non-Operating Revenue (Expenses)</b>						
Other Non-Operating Revenue	2,189,774	76,300	471,774	76,300	76,300	76,300
Master Agreement Pmts	0	491,856	0	369,531	369,531	237,038
Earnings on Investments	1,249,793	670,000	1,439,912	750,000	750,000	750,000
Net Change in Fair Value of Investments	176,072	0	302,601	0	0	0
Interest Expense	(1,488,770)	(1,780,746)	(1,286,471)	(1,320,918)	(1,320,918)	(2,752,567)
Other Expense - Bond Amortization	(44,858)	(96,131)	(44,858)	(96,131)	(96,131)	(96,131)
<b>Total Non-Operating Revenue (Expense)</b>	<b>2,082,011</b>	<b>(638,721)</b>	<b>882,958</b>	<b>(221,218)</b>	<b>(221,218)</b>	<b>(1,785,360)</b>
<b>Income Before Other Revenues (Transfers)</b>	<b>3,666,929</b>	<b>180,530</b>	<b>2,800,815</b>	<b>1,768,998</b>	<b>1,710,195</b>	<b>849,659</b>
<b>Other Revenues (Transfers)</b>						
Plant Investment Fees	993,156	1,236,065	1,604,520	793,545	793,545	819,395
Master Agreement Contributed Capital	2,717,038	2,330,000	2,715,200	2,465,000	2,465,000	2,600,000
Development Review Charges	33,220	25,958	42,091	25,958	25,958	25,958
<b>Total Other Revenues (Transfers)</b>	<b>3,743,414</b>	<b>3,592,023</b>	<b>4,361,811</b>	<b>3,284,503</b>	<b>3,284,503</b>	<b>3,445,353</b>
<b>Increase in Net Assets</b>	<b>\$7,410,343</b>	<b>\$3,772,553</b>	<b>\$7,162,626</b>	<b>\$5,053,501</b>	<b>\$4,994,698</b>	<b>\$4,295,012</b>

# WASTEWATER FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Working Capital</b>	\$19,568,497	\$22,555,307	\$21,096,980	\$21,092,248	\$18,628,495	\$5,495,702
<b>Additions</b>						
Increase in Net Assets	7,410,343	3,772,553	7,162,626	5,053,501	4,994,698	4,295,012
Depreciation	3,064,185	3,114,771	2,817,929	3,414,526	3,414,526	4,065,124
Reduction of Bond Issuance Costs	43,466	65,231	44,858	43,466	43,466	88,466
Bond Proceeds	0	0	0	0	0	30,000,000
Other Adjustments	0	0	0	0	0	0
<b>Total Additions</b>	10,517,994	6,952,555	10,025,413	8,511,493	8,452,690	38,448,602
<b>Deductions</b>						
Capital Projects	3,588,643	1,893,000	7,753,600	14,073,571	14,073,571	28,755,548
Prior Year Appropriations - Capital Projects	0	1,757,496	0	2,273,988	2,273,988	2,273,988
Minor Capital	1,064,389	386,000	280,480	466,500	579,355	458,500
Art in Public Places	0	0	13,253	89,000	92,447	256,500
Bond Principal Payments	3,906,604	3,881,558	4,063,848	4,066,122	4,066,122	5,116,915
Bond Issuance Costs	0	0	0	0	0	900,000
Contingency	0	497,560	0	500,000	500,000	500,000
Restricted Assets - Cash & Cash Equivalent	411,800	0	410,243	0	0	0
Other Adjustments	18,075	0	(27,526)	0	0	0
<b>Total Deductions</b>	8,989,511	8,415,614	12,493,897	21,469,181	21,585,483	38,261,451
<b>Ending Working Capital</b>	\$21,096,980	\$21,092,248	\$18,628,495	\$8,134,560	\$5,495,702	\$5,682,853
<b>Working Capital Reserves</b>						
Principal and Interest	474,826	471,859	787,764	1,082,200	1,082,200	680,309
Wastewater Bond	3,291,555	3,430,903	3,578,873	3,877,391	3,877,391	3,877,480
Operations	726,119	764,268	815,285	907,229	907,230	1,000,412
Art in Public Places	143,453	0	126,426	0	0	0
Capital	17,919,354	16,425,218	13,320,148	2,267,740	(371,118)	124,652
<b>Total Reserves</b>	\$22,555,307	\$21,092,248	\$18,628,495	\$8,134,560	\$5,495,702	\$5,682,853

# WATER FUND

## Statement of Revenues, Expenses, and Changes in Net Assets

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Operating Revenue</b>	\$25,127,458	\$23,135,846	\$24,820,433	\$26,789,947	\$26,789,947	\$27,381,054
<b>Operating Expenses</b>						
Customer Service & Administration	2,835,917	3,128,971	2,901,642	3,859,087	3,859,087	3,839,790
Water Meter Operations	451,944	607,131	466,530	615,612	615,612	647,968
Water Resources	1,376,381	1,667,515	1,389,636	1,690,898	1,690,898	1,755,429
Transmission and Distribution	2,056,289	2,336,528	2,167,858	2,372,697	2,372,697	2,475,260
Less Personal Services to Capital Projects	0	(347,568)	0	(740,020)	(740,020)	(769,621)
Water Production	3,898,511	5,176,683	4,160,622	5,502,493	5,553,572	5,828,609
Water Quality	878,464	996,149	940,118	970,117	993,454	1,014,382
Payments and Transfers	2,429,698	2,575,366	2,549,506	2,652,810	2,652,810	2,715,908
Depreciation	5,230,243	5,787,169	5,600,347	5,528,289	5,528,289	5,733,825
<b>Operating Expenses</b>	<b>19,157,447</b>	<b>21,927,944</b>	<b>20,176,259</b>	<b>22,451,984</b>	<b>22,526,399</b>	<b>23,241,551</b>
<b>Operating Income</b>	<b>5,970,011</b>	<b>1,207,902</b>	<b>4,644,174</b>	<b>4,337,963</b>	<b>4,263,548</b>	<b>4,139,503</b>
<b>Other Nonoperating Revenue (Expenses)</b>						
Other Nonoperating Revenue	1,061,845	180,000	269,773	130,000	130,000	130,000
Master Agreement Payments	189,618	133,681	133,681	73,591	73,591	52,551
Earnings on Investments	2,297,493	1,000,000	2,964,304	1,500,000	1,500,000	1,500,000
Net Change in Fair Value of Investments	285,873	0	749,879	0	0	0
Interest Expense - Bond Principal	(1,853,961)	(1,839,080)	(1,712,814)	(1,676,904)	(1,676,904)	(1,518,068)
Other Expense - Bond Amortization	(46,751)	(64,511)	(46,751)	(46,751)	(46,751)	(46,751)
<b>Other Nonoperating Revenue (Expenses)</b>	<b>1,934,117</b>	<b>(589,910)</b>	<b>2,358,073</b>	<b>(20,064)</b>	<b>(20,064)</b>	<b>117,732</b>
<b>Income Before Other Revenues &amp; Transfers</b>	<b>7,904,128</b>	<b>617,992</b>	<b>7,002,247</b>	<b>4,317,899</b>	<b>4,243,484</b>	<b>4,257,235</b>
<b>Other Revenues (Transfers)</b>						
Plant Investment Fees	2,393,580	2,476,067	2,631,513	630,572	630,572	709,489
Cash in Lieu of Water Rights	1,700,357	1,984,802	1,058,617	2,400,000	2,400,000	2,400,000
Master Agreement Contributed Capital	1,260,651	1,201,798	1,277,598	728,764	728,764	757,421
Development Review Charges	33,256	31,503	42,229	28,702	28,702	28,702
Other Contributed Capital	508,540	15,113	492,640	15,113	15,113	15,113
Water Rights Dedicated	663,338	0	2,217,540	0	0	0
<b>Other Revenues (Transfers)</b>	<b>6,559,722</b>	<b>5,709,283</b>	<b>7,720,137</b>	<b>3,803,151</b>	<b>3,803,151</b>	<b>3,910,725</b>
<b>Increase in Net Assets</b>	<b>\$14,463,850</b>	<b>\$6,327,275</b>	<b>\$14,722,383</b>	<b>\$8,121,050</b>	<b>\$8,046,635</b>	<b>\$8,167,960</b>

# WATER FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Working Capital</b>	\$44,015,985	\$47,008,183	\$53,718,276	\$32,661,394	\$63,249,795	\$60,668,636
<b>Additions</b>						
Increase in Net Assets	14,463,850	6,327,275	14,722,383	8,121,050	8,046,635	8,167,960
Depreciation	5,230,243	5,787,169	5,600,347	5,528,289	5,528,289	5,733,825
Reduction of Bond Issuance Costs	35,915	46,751	35,915	46,751	46,751	76,751
Bond Amortization	46,751	0	46,751	0	0	0
Other Adjustments	545	0	0	0	0	0
<b>Total Additions</b>	<b>19,777,304</b>	<b>12,161,195</b>	<b>20,405,396</b>	<b>13,696,090</b>	<b>13,621,675</b>	<b>13,978,536</b>
<b>Deductions</b>						
Capital Projects	3,552,713	16,347,500	3,318,667	4,186,006	4,186,006	12,644,065
Prior Year Appropriations - Capital Projects	0	3,311,973	0	4,783,232	4,783,232	4,783,232
Minor Capital	829,500	1,404,398	617,586	1,609,585	1,738,837	1,710,459
Water Rights Dedicated	0	0	2,217,540	0	0	0
Art in Public Places	11,983	155,125	0	35,850	47,850	123,550
Bond Principal Payments	5,371,590	4,796,655	4,790,429	4,946,909	4,946,909	5,110,107
Restricted Assets - Cash & Cash Equivalent	309,227	0	706	0	0	0
Other Adjustments	0	0	(71,051)	0	0	0
Contingency	0	492,333	0	500,000	500,000	500,000
<b>Total Deductions</b>	<b>10,075,013</b>	<b>26,507,984</b>	<b>10,873,877</b>	<b>16,061,582</b>	<b>16,202,834</b>	<b>24,871,413</b>
<b>Ending Working Capital</b>	<b>53,718,276</b>	<b>\$32,661,394</b>	<b>\$63,249,795</b>	<b>\$30,295,903</b>	<b>\$60,668,636</b>	<b>\$49,775,759</b>
<b>Working Capital Reserves</b>						
Art in Public Places	489,000	0	642,541	666,392	678,391	789,942
Principal & Interest	299,165	298,511	691,726	552,348	552,348	337,050
Operations	1,156,792	1,159,335	1,339,497	1,369,053	1,453,180	1,373,494
Water Rights Reserve	22,487,944	11,069,462	23,583,369	11,069,462	11,069,462	3,094,462
Capital	29,285,374	20,134,087	36,992,662	16,638,648	46,915,255	44,180,811
<b>Total Reserves</b>	<b>\$53,718,276</b>	<b>\$32,661,394</b>	<b>\$63,249,795</b>	<b>\$30,295,903</b>	<b>\$60,668,636</b>	<b>\$49,775,759</b>



# INTERNAL SERVICE FUNDS

## **BENEFITS FUND**

2008 - \$20,793,276

2009 - \$23,256,640

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 Executive, Legislative and Judicial Services (ELJS).

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## **DATA & COMMUNICATIONS FUND**

2008 - \$2,167,510

2009 - \$7,376,788

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.

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## **EQUIPMENT FUND**

2008 - \$10,906,771

2009 - \$11,003,508

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 part of the Utility Services (UTIL) area.

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## **SELF INSURANCE FUND**

2008 - \$3,352,985

2009 - \$3,375,062

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 Executive, Legislative and Judicial Services (ELJS) area.

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## **UTILITY CUSTOMER SERVICE & ADMIN. FUND**

2008 - \$14,464,156

2009 - \$14,460,668

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 (UTIL) area.

# BENEFITS FUND

## Comparative Statement of Income

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Revenue</b>						
Contributions						
- Medical Insurance	\$12,948,876	\$20,013,047	\$14,624,846	\$15,875,969	\$15,875,969	\$17,781,086
- Life Insurance	466,114	654,526	474,074	710,161	710,161	795,380
- Long Term Disability	410,331	820,755	423,520	890,519	890,519	997,381
- Dental Insurance	942,944	1,449,857	967,934	1,573,095	1,573,095	1,761,866
- Denticare Dental Ins.	0	0	0	0	0	0
- Daycare Reimbursement	158,410	205,086	148,409	222,518	222,518	249,221
- Healthcare Reimbursement	529,649	514,202	569,140	557,909	557,909	624,858
- Supplemental Life Ins.	0	18,274	0	19,827	19,827	22,207
- Rocky Mountain Life Ins.	169,067	156,962	175,933	170,304	170,304	190,740
- Employee Assistance Program	5,312	0	5,849	0	0	0
- Vision	138,550	182,470	143,756	197,980	197,980	221,738
- Death & Disability - FPPA	233,608	212,254	269,911	230,296	230,296	257,931
- Accidental Death & Dismem.	7,760	9,347	7,242	10,141	10,141	11,358
- Long Term Care	14,833	37,500	15,332	40,688	40,688	45,570
Wellness Program	50,409	104,372	43,480	63,400	63,400	65,400
Interest on Investments	314,445	132,088	370,828	130,000	130,000	130,000
Net Increase (Decrease) in the fair value of Investments	9,375	0	69,368	0	0	0
Insurance Recovery		0	0	0	0	0
Other - Miscellaneous	4,735	2,702	101	2,500	2,500	2,500
<b>Total Revenue</b>	<b>16,404,418</b>	<b>24,513,442</b>	<b>18,309,723</b>	<b>20,695,307</b>	<b>20,695,307</b>	<b>23,157,236</b>
<b>Expenditures</b>						
Administration Costs	485,538	691,895	576,751	682,076	713,576	757,010
HMO Administration						
Medical Claims	11,503,496	19,275,089	11,344,084	14,103,862	14,103,862	15,796,325
Claims Administration	574,694	802,418	602,832	870,624	870,624	944,627
Excess Risk Premiums	699,280	769,912	850,082	835,355	835,355	906,360
Transplant Insurance	151,756	235,277	137,225	150,000	150,000	200,000
Actuarial Adjustment	212,606	0	(63,357)	0	0	0
Dental Claims	810,448	1,171,295	761,784	1,000,000	1,000,000	1,200,000
Dental Premiums	59,626	74,168	63,299	80,472	80,472	87,312
Life Insurance Premiums	646,011	904,669	659,035	981,566	981,566	1,064,999
LTD Premiums	414,160	594,510	443,291	645,043	645,043	699,872
STD Premiums	0	0	18,120	30,000	30,000	30,000
Death & Disability - FPPA	249,117	193,000	271,250	260,000	260,000	280,000
Accidental Death & Dismem.	0	0	0	0	0	0
Daycare Reimbursements	155,269	257,404	140,848	200,000	200,000	225,000
Healthcare Reimbursements	516,827	514,202	547,863	557,909	557,909	605,331
Vision Insurance	106,481	182,470	130,149	150,000	150,000	200,000
Long Term Care	15,127	37,500	15,329	20,000	20,000	20,000
Wellness Program	132,941	152,075	129,255	161,369	176,369	164,804
Employee Assistance Program	37,179	83,289	34,340	45,000	45,000	50,000
Daycare Referral	15,124	48,000	0	20,000	20,000	25,000
<b>Total Expenditures</b>	<b>16,785,679</b>	<b>25,987,173</b>	<b>16,662,179</b>	<b>20,793,276</b>	<b>20,839,776</b>	<b>23,256,640</b>
<b>Change in Net Assets</b>	<b>(381,261)</b>	<b>(1,473,731)</b>	<b>1,647,544</b>	<b>(97,969)</b>	<b>(144,469)</b>	<b>(99,404)</b>

# BENEFITS FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Working Capital</b>	\$5,270,565	\$4,814,202	\$4,889,303	\$6,536,847	\$6,536,847	\$6,438,878
<b>Additions</b>						
Change in Net Assets	\$0	\$0	\$1,647,544	\$0	\$0	\$0
<b>Deductions</b>						
Change in Net Assets	(\$381,261)	(\$1,473,731)	\$0	(\$97,969)	(\$144,469)	(\$99,404)
<b>Ending Working Capital</b>	\$4,889,303	\$3,340,471	\$6,536,847	\$6,438,878	\$6,392,378	\$6,339,475

# DATA & COMMUNICATIONS FUND

## Comparative Statement of Income

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Operating Revenue</b>						
CITEL/Telephone	\$1,183,440	\$1,783,000	\$1,292,988	\$1,160,000	\$1,160,000	\$1,160,000
MIS Services / Infrastructure	\$0	\$0	\$0	0	2,320,813	2,463,720
<b>Total Operating Revenue</b>	<b>1,183,440</b>	<b>1,783,000</b>	<b>1,292,988</b>	<b>1,160,000</b>	<b>3,480,813</b>	<b>3,623,720</b>
<b>Operating Expenses</b>						
Personal Services	525,085	619,214	587,621	358,829	3,561,488	3,710,361
Contractual	483,533	735,218	729,580	563,100	3,284,892	2,396,708
Commodities	94,080	101,550	498,492	63,200	1,110,882	469,100
Capital Outlay	2,882	33,000	536	1,182,381	1,031,955	800,619
<b>Total Operating Expenses</b>	<b>1,105,580</b>	<b>1,488,982</b>	<b>1,816,229</b>	<b>2,167,510</b>	<b>8,989,217</b>	<b>7,376,788</b>
<b>Operating Income (Loss) Before Depreciation</b>	<b>77,860</b>	<b>294,018</b>	<b>(523,241)</b>	<b>(1,007,510)</b>	<b>(5,508,404)</b>	<b>(3,753,068)</b>
<b>Depreciation</b>	<b>75,701</b>	<b>215,583</b>	<b>57,569</b>	<b>223,128</b>	<b>223,128</b>	<b>223,128</b>
<b>Operating Income (Loss) After Depreciation</b>	<b>2,159</b>	<b>78,435</b>	<b>(580,810)</b>	<b>(1,230,638)</b>	<b>(5,731,532)</b>	<b>(3,976,196)</b>
<b>Other Revenue (Expenses)</b>						
Transfer from General Fund	0	0	1,500,000	56,021	3,996,885	3,182,358
Interest Earnings	83,647	5,000	61,851	30,000	30,000	30,000
Net Change in Fair Value of Investments	1,609	0	0	0	0	0
Other Miscellaneous	219	0	2,838	0	0	0
Transfer to General Fund	(170,000)	0	0	(217,292)	0	0
Transfer to Transportation Fund	0	0	(37,861)	0	0	0
<b>Total Other Revenue (Expenses)</b>	<b>(84,525)</b>	<b>5,000</b>	<b>1,526,828</b>	<b>(131,271)</b>	<b>4,026,885</b>	<b>3,212,358</b>
<b>Increase in Net Assets</b>	<b>(\$82,366)</b>	<b>\$83,435</b>	<b>\$946,018</b>	<b>(\$1,361,909)</b>	<b>(\$1,704,647)</b>	<b>(\$763,838)</b>

# DATA & COMMUNICATIONS FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Working Capital</b>	\$1,742,402	\$1,735,641	\$1,724,975	\$775,659	\$2,245,559	\$764,040
<b>Additions</b>						
Increase in Net Assets	0	83,435	946,018	0	0	0
Other Adjustments	0	0	0	0	0	0
Depreciation/Amortization	75,701	215,583	57,569	223,128	223,128	223,128
<b>Total Additions</b>	<b>75,701</b>	<b>299,018</b>	<b>1,003,587</b>	<b>223,128</b>	<b>223,128</b>	<b>223,128</b>
<b>Deductions</b>						
Decrease in Net Assets	82,366	0	0	1,361,909	1,704,647	763,838
Encumbrances	0	0	286,719	0	0	0
Equipment Purchases	6,465	1,259,000	196,284	0	0	0
Other Adjustments	4,297	0	0	0	0	0
Principal Reduction Lease/Purchase	0	0	0	0	0	0
<b>Total Deductions</b>	<b>93,128</b>	<b>1,259,000</b>	<b>483,003</b>	<b>1,361,909</b>	<b>1,704,647</b>	<b>763,838</b>
<b>Ending Working Capital</b>	<b>\$1,724,975</b>	<b>\$775,659</b>	<b>\$2,245,559</b>	<b>(\$363,122)</b>	<b>\$764,040</b>	<b>\$223,330</b>

# EQUIPMENT FUND

## Comparative Statement of Income

	ACTUAL 2006	BUDGET 2007	REVISED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Revenues</b>						
Charges for Services						
Fleet Support Services	\$3,395	\$423,009	\$5,837	\$338,964	\$338,964	\$566,981
Vehicle Repair & Maint.	4,407,703	4,567,924	5,038,580	4,632,995	4,632,995	4,547,032
Vehicle Fueling	1,653,206	1,223,020	1,809,485	3,576,997	3,576,997	3,832,497
Pool Equipment Rental	323,027	806,528	334,828	702,306	702,306	702,306
Earnings on Investments	59,777	32,591	86,908	61,442	61,442	63,285
Intergovernmental	0	0	57,993	0	0	0
Miscellaneous	31,000	14,612	66,205	13,300	13,300	13,800
Net Increase (Decrease) in the fair value of Investments	7,015	0	35,660	0	0	0
<b>Total Revenues</b>	<b>6,485,123</b>	<b>7,067,684</b>	<b>7,435,496</b>	<b>9,326,004</b>	<b>9,326,004</b>	<b>9,725,901</b>
<b>Other Financing Sources</b>						
Transfer from the General Fund	30,530	0	2,350,000	0	0	0
<b>Total Other Financing Sources</b>	<b>30,530</b>	<b>0</b>	<b>2,350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>6,515,653</b>	<b>7,067,684</b>	<b>9,785,496</b>	<b>9,326,004</b>	<b>9,326,004</b>	<b>9,725,901</b>
<b>Expenditures</b>						
Personal Services	1,996,411	2,335,912	2,179,932	2,405,521	2,405,521	2,525,098
Contractual Services	925,944	1,507,993	1,443,438	1,486,884	1,549,680	1,533,999
Commodities	3,095,835	2,981,989	3,581,789	4,884,727	4,887,387	5,196,646
Other	1,083	144,757	1,124	180,300	241,006	192,500
Depreciation and Amortization	148,383	54,967	160,262	155,383	155,383	167,383
<b>Total Expenditures</b>	<b>6,167,656</b>	<b>7,025,618</b>	<b>7,366,545</b>	<b>9,112,815</b>	<b>9,238,977</b>	<b>9,615,626</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>6,167,656</b>	<b>7,025,618</b>	<b>7,366,545</b>	<b>9,112,815</b>	<b>9,238,977</b>	<b>9,615,626</b>
<b>Change in Net Assets</b>	<b>\$347,997</b>	<b>\$42,066</b>	<b>\$2,418,951</b>	<b>\$213,189</b>	<b>\$87,027</b>	<b>\$110,275</b>

# EQUIPMENT FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	REVISED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Working Capital</b>	\$1,669,002	1,533,516	2,017,111	4,521,772	4,521,772	2,812,135
<b>Additions</b>						
Net Income	\$347,997	\$42,066	\$2,418,951	\$213,189	\$87,027	\$110,275
Depreciation	148,383	54,967	160,262	155,383	155,383	167,383
Other Adjustments	9,533	0	22,088	0	0	0
<b>Total Additions</b>	<b>\$505,913</b>	<b>\$97,033</b>	<b>\$2,601,300</b>	<b>\$368,572</b>	<b>\$242,410</b>	<b>\$277,658</b>
<b>Deductions</b>						
Special Construction	0	0	0	0	2,708	0
Motor Vehicles	0	0	18,900	1,340,000	1,340,000	1,045,000
Lease/Purchase Equipment	0	0	0	29,500	29,500	29,300
Other Equipment Purchases	130,802	40,000	70,288	101,100	101,100	94,500
Principal Reduction Lease/Purchase	27,003	18,773	7,451	478,739	478,739	386,465
<b>Total Deductions</b>	<b>\$157,805</b>	<b>\$58,773</b>	<b>\$96,639</b>	<b>\$1,949,339</b>	<b>\$1,952,047</b>	<b>\$1,555,265</b>
<b>Ending Working Capital</b>	<b>2,017,111</b>	<b>1,571,776</b>	<b>4,521,772</b>	<b>2,941,005</b>	<b>2,812,135</b>	<b>1,534,528</b>

# SELF INSURANCE FUND

## Statement of Revenues, Expenses, and Changes in Net Assets

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Operating Revenue</b>						
Liability Insurance Fees	911,899	1,003,089	1,003,089	1,003,911	1,003,911	1,003,911
Property Insurance Fees	295,461	325,007	324,351	333,596	333,596	333,596
Worker's Compensation	964,649	921,426	1,073,323	1,027,000	1,027,000	1,050,000
<b>Total Operating Revenue</b>	<b>2,172,009</b>	<b>2,249,522</b>	<b>2,400,763</b>	<b>2,364,507</b>	<b>2,364,507</b>	<b>2,387,507</b>
<b>Operating Expenses</b>						
Administration	558,178	944,720	726,034	877,985	904,974	900,062
Employee Liability Insurance	298,814	347,000	279,210	350,000	350,000	350,000
Physical Property Insurance	274,911	347,000	364,559	300,000	300,000	300,000
Claim Settlements	1,533,508	1,450,000	1,980,557	1,700,000	1,700,000	1,700,000
Workers Compensation Ins. Charges	118,229	90,000	142,677	125,000	128,500	125,000
<b>Total Operating Expenses</b>	<b>2,783,640</b>	<b>3,178,720</b>	<b>3,493,037</b>	<b>3,352,985</b>	<b>3,383,474</b>	<b>3,375,062</b>
<b>Other Revenue and (Expense)</b>						
Interest	352,810	250,000	444,532	350,000	350,000	350,000
Net Change in Fair Value of Investments	93,256	0	88,269	0	0	0
Other	53,918	0	46,072	0	0	0
Transfer from General Fund	0	0	43,344	29,750	29,750	29,750
Transfer to General Fund	0	0	0	0	0	0
<b>Total Other Revenue and (Expenses)</b>	<b>499,984</b>	<b>250,000</b>	<b>622,217</b>	<b>379,750</b>	<b>379,750</b>	<b>379,750</b>
Actuary Adjustment	(1,142,400)	0	213,073	0	0	0
<b>Net Change in Fund Balance</b>	<b>\$1,030,753</b>	<b>(\$679,198)</b>	<b>(\$683,131)</b>	<b>(\$608,728)</b>	<b>(\$639,217)</b>	<b>(\$607,805)</b>



# SELF INSURANCE FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Net Working Capital</b>	\$8,193,288	\$8,093,630	\$8,244,487	\$7,414,432	\$7,560,246	\$6,921,029
<b>Additions</b>						
Increase in Net Assets	1,030,753	0	0	0	0	0
Other Adjustments	0	0	0	0	0	0
<b>Total Additions</b>	1,030,753	0	0	0	0	0
<b>Deductions</b>						
Net Loss	0	679,198	683,131	608,728	639,217	607,805
Decrease in Long Term Payables	976,571	0	0	0	0	0
Other Adjustments	2,983	0	1,110	0	0	0
<b>Total Deductions</b>	979,554	679,198	684,241	608,728	639,217	607,805
<b>Ending Working Capital</b>	\$8,244,487	\$7,414,432	\$7,560,246	\$6,805,704	\$6,921,029	\$6,313,224
<b>Working Capital Distributed</b>						
<b>To Reserve Funds:</b>						
Designated for Claims Payable	\$3,658,516	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$5,500,000
Reserved for Note	0	0	0	0	0	0
Reserved for Counseling	0	0	0	0	0	0
Operations	4,585,971	1,414,432	1,560,246	805,704	921,029	813,224
Contributed Capital	0	0	0	0	0	0
<b>Total Reserves</b>	8,244,487	7,414,432	7,560,246	6,805,704	6,921,029	6,313,224

# UTILITY CUSTOMER SERVICE AND ADMINISTRATION FUND

## Statement of Revenues, Expenses, and Changes in Net Assets

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Operating Revenue</b>						
Admin. Charges - General Fund	\$31,669	\$33,252	\$33,252	\$0	\$0	\$0
Admin. Charges - Light & Power Fund	4,184,830	4,767,615	4,324,672	5,766,113	5,766,113	\$5,648,796
Admin. Charges - Water Fund	2,835,917	3,128,971	2,901,642	3,859,087	3,859,087	3,839,790
Admin. Charges - Wastewater Fund	1,278,792	1,388,989	1,308,645	1,728,614	1,728,614	1,729,241
Admin. Charges - Stormwater Fund	1,246,408	1,426,721	1,311,235	1,885,766	1,885,766	1,919,509
<b>Total Operating Revenue</b>	<b>9,577,616</b>	<b>10,745,548</b>	<b>9,879,446</b>	<b>13,239,580</b>	<b>13,239,580</b>	<b>13,137,336</b>
<b>Operating Expenses</b>						
Customer Services	5,249,689	5,556,228	5,515,898	6,016,245	6,111,680	6,303,694
Administration & General	5,083,763	5,714,768	5,141,401	7,263,505	7,519,973	7,510,981
Depreciation	246,251	235,576	228,455	275,000	275,000	275,000
Transfer to General Fund	25,310	26,954	26,954	0	0	0
<b>Total Operating Expenses</b>	<b>10,605,013</b>	<b>11,533,526</b>	<b>10,912,708</b>	<b>13,554,750</b>	<b>13,906,653</b>	<b>14,089,675</b>
<b>Operating Income</b>	<b>(1,027,397)</b>	<b>(787,978)</b>	<b>(1,033,262)</b>	<b>(315,170)</b>	<b>(667,073)</b>	<b>(952,339)</b>
<b>Other Nonoperating Revenue</b>						
Investment Earnings	59,493	20,000	71,089	40,000	40,000	40,000
Net Change in Fair Value of Investments	(338)	0	9,426	0	0	0
Connection Charges	496,873	539,789	484,685	505,000	505,000	510,050
Red Tag Charges	280,581	249,735	290,682	277,750	277,750	280,528
Reconnect Charges	97,300	73,723	87,440	80,800	80,800	81,608
Miscellaneous	62,023	35,900	33,331	35,900	35,900	35,900
<b>Total Nonoperating Revenue</b>	<b>995,932</b>	<b>919,147</b>	<b>976,653</b>	<b>939,450</b>	<b>939,450</b>	<b>948,086</b>
<b>Net Change in Fund Balance</b>	<b>(\$31,465)</b>	<b>\$131,169</b>	<b>(\$56,609)</b>	<b>\$624,280</b>	<b>\$272,377</b>	<b>(\$4,253)</b>

# UTILITY CUSTOMER SERVICE AND ADMINISTRATION FUND

## Changes in Working Capital

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Net Working Capital</b>	\$1,236,458	\$1,172,708	\$1,172,708	\$1,090,289	\$1,102,269	\$400,240
<b>Additions</b>						
Increase in Net Assets	0	131,169	0	624,280	272,377	0
Depreciation	246,251	235,576	228,455	275,000	275,000	275,000
Other Adjustments	0	0	0	0	0	0
<b>Total Additions</b>	246,251	366,745	228,455	899,280	547,377	275,000
<b>Deductions</b>						
Decrease in Net Assets	31,465	0	56,609	0	0	4,253
Minor Capital	261,796	274,164	242,285	859,406	1,052,006	320,993
Capital Projects	0	0	0	150,000	150,000	150,000
Contingency	0	175,000	0	175,000	47,400	175,000
Other Adjustments	16,740	0	0	0	0	0
<b>Total Deductions</b>	310,001	449,164	298,894	1,184,406	1,249,406	650,246
<b>Ending Working Capital</b>	\$1,172,708	\$1,090,289	\$1,102,269	\$805,163	\$400,240	\$24,994

# SPECIAL REVENUE FUNDS

## **CAPITAL IMPROVEMENT EXPANSION FUND**

2008 - \$459,981  
2009 - \$461,141

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.

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## **CAPITAL LEASING CORPORATION FUND**

2008 - \$5,726,331  
2009 - \$5,717,380

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 New Office Building, the Downtown Intersection Renovation Project, and the off-site Police Building.

.....

## **CEMETERY FUND**

2008 - \$629,884  
2009 - \$651,519

The Cemetery Fund provides coordination of all operations for the two City-owned cemeteries including interments, grounds maintenance, records, memorial settings and administration. The Cemetery Fund is within the Culture, Parks, Recreation, and Environment Services (CPRE) area.

.....

## **CULTURAL SERVICES AND FACILITIES**

2008 - \$5,008,662  
2009 - \$5,112,641

The Cultural Services and Facilities 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 and Facilities Fund is a part of the Culture, Parks, Recreation, and Environment Services (CPRE) area.

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## **DEBT SERVICE FUND**

2008 - \$1,352,038  
2009 - \$1,352,478

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.

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## **GENERAL EMPLOYEES' RETIREMENT FUND**

2008 - \$2,684,342  
2009 - \$2,764,973

The General Employees' Retirement Fund is used to account for the general employees' retirement plan.

.....

## **NATURAL AREAS FUND**

2008 - \$9,225,217  
2009 - \$9,428,171

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.

**PERPETUAL CARE FUND**

2008 - \$70,438  
2009 - \$70,452

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 (CPRE) area.

.....  
**RECREATION FUND**

2008 - \$7,850,915  
2009 - \$8,111,108

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 (CPRE) area.

.....  
**SALES AND USE TAX FUND**

2008 - \$78,137,453  
2009 - \$78,583,777

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.

.....  
**SPECIAL ASSESSMENTS DEBT SERVICE FUND**

2008 - \$0  
2009 - \$0

The Special Assessment Debt Service Fund consolidates all special improvement districts tax revenue and debt payments. Costs for managing the special improvement districts are also in this fund.

.....  
**STREET OVERSIZING FUND**

2008 - \$5,279,837  
2009 - \$5,310,478

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 Transportation Service (TRAN) area.

.....  
**TRANSIT SERVICES FUND**

2008 - \$11,091,076  
2009 - \$10,874,885

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 (Transfort/Paratransit and Local Transportation Demand Management) is a part of the Transportation Service (TRAN) area.

.....  
**TRANSPORTATION SERVICES FUND**

2008 - \$28,503,751  
2009 - \$28,405,220

The Transportation Services Fund provides accounting for taxes, intergovernmental revenues, and transfers from the General Fund or other City funds to be used to provide transportation services including street patching, sweeping, snow removal, signs & pavement markings, traffic signal maintenance, parking enforcement, and transportation planning to name a few. The Transportation Services Fund is located in the Transportation Service (TRAN) area.

# CAPITAL IMPROVEMENT EXPANSION FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$25,003,651	\$17,183,545	\$20,107,466	\$18,377,922	\$18,377,922	\$21,011,584
<b>Revenue</b>						
Capital Expansion Fees						
Library	275,023	550,000	330,213	264,559	264,559	272,231
Community Parkland	1,014,694	1,750,000	1,143,962	1,016,015	1,016,015	1,045,479
Police Services	162,928	205,000	242,766	120,016	120,016	123,497
Fire Services	247,208	290,000	351,371	174,354	174,354	179,410
General Government Facilities	278,607	400,000	411,536	215,899	215,899	222,160
Administrative Fee Earned	65,119	127,800	60,430	127,800	127,800	127,800
Interest Earnings	1,032,509	761,804	953,602	1,175,000	1,175,000	1,057,500
Net Increase (Decrease) in the fair value of Investments	115,985	0	217,132	0	0	0
<b>Total Revenue</b>	<b>3,192,073</b>	<b>4,084,604</b>	<b>3,711,012</b>	<b>3,093,643</b>	<b>3,093,643</b>	<b>3,028,077</b>
<b>Expenditures</b>						
Library	0	0	19,248	0	0	0
Community Parkland	13,709	296	4,902	0	0	0
Police Services	0	0	1,066	0	0	0
Fire Services	1,400,176	0	1,492	0	0	0
General Government Facilities	11,953	0	1,812	0	0	0
<b>Total Expenditures</b>	<b>1,425,838</b>	<b>296</b>	<b>28,520</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Financing Uses</b>						
Transfer to the General Fund	127,800	127,800	60,430	127,800	127,800	127,800
Transfer to the Capital Projects Fund	6,531,205	29,070	5,008,266	0	0	0
Transfer to the Capital Leasing Corp. Fund	3,415	333,341	333,341	332,181	332,181	333,341
Transfer to the Cultural Services & Fac. Fund	0	0	10,000	0	0	0
<b>Total Other Financing Uses</b>	<b>6,662,420</b>	<b>490,211</b>	<b>5,412,037</b>	<b>459,981</b>	<b>459,981</b>	<b>461,141</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>8,088,258</b>	<b>490,507</b>	<b>5,440,556</b>	<b>459,981</b>	<b>459,981</b>	<b>461,141</b>
<b>Net Change in Fund Balance</b>	<b>(4,896,185)</b>	<b>3,594,097</b>	<b>(1,729,544)</b>	<b>2,633,662</b>	<b>2,633,662</b>	<b>2,566,936</b>
<b>Ending Fund Balance</b>	<b>\$20,107,466</b>	<b>\$20,777,642</b>	<b>\$18,377,922</b>	<b>\$21,011,584</b>	<b>\$21,011,584</b>	<b>\$23,578,520</b>
<b>Reserves</b>						
Reserved for Community Parkland	7,888,015	5,468,731	4,469,310	5,812,497	5,812,497	7,181,967
Reserved for Library	5,894,197	6,779,473	6,348,345	7,007,331	7,007,331	7,623,470
Reserved for Police Services	2,325,789	2,278,922	2,357,058	2,272,825	2,272,825	2,160,442
Reserved for Fire Services	253,569	2,073,002	637,916	860,718	860,718	1,089,267
Reserved for Government Facilities	3,788,123	4,189,531	4,428,588	4,921,508	4,921,508	5,386,670
Undesignated	(42,226)	(12,017)	136,705	136,705	136,705	136,705
<b>Total Reserves</b>	<b>20,107,466</b>	<b>20,777,642</b>	<b>18,377,922</b>	<b>21,011,584</b>	<b>21,011,584</b>	<b>23,578,520</b>

# CAPITAL LEASING CORPORATION FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b><i>Beginning Fund Balance</i></b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Expenditures</b>						
Principal	1,713,495	2,809,930	1,899,930	2,911,605	2,911,605	3,028,280
Interest	3,005,344	2,918,804	2,893,940	2,812,526	2,812,526	2,686,900
Principal - Refunding	0	0	12,860,000	0	0	0
Other	2,150	2,200	347,178	2,200	2,200	2,200
<b>Total Expenditures</b>	<b>4,720,989</b>	<b>5,730,934</b>	<b>18,001,048</b>	<b>5,726,331</b>	<b>5,726,331</b>	<b>5,717,380</b>
<b>Other Financing Sources</b>						
Transfers From -						
General Fund						
for Parking Structure	281,150	281,824	117,419	282,079	282,079	281,906
for Office Building	848,617	848,959	460,712	847,109	847,109	849,091
for Police Building	1,568,640	1,568,640	1,568,640	1,568,640	1,568,640	1,568,640
for Trustee Fee	0	2,200	83,962	2,200	2,200	2,200
Downtown Development Authority						
Debt Service Fund	281,149	281,824	117,419	282,080	282,080	281,906
General Improvement District #1	143,280	141,840	31,605	145,120	145,120	147,840
Capital Projects Fund	6,933	676,782	676,782	674,429	674,429	665,682
Transportation Services Fund	129,656	132,831	132,831	131,044	131,044	128,844
Natural Areas Fund	1,385,231	1,393,107	1,393,106	1,391,831	1,391,831	1,388,356
Capital Expansion Fund	3,415	333,341	333,341	332,181	332,181	333,341
Proceeds - Refunding	0	0	12,880,000	0	0	0
Miscellaneous	3,193	0	135,646	0	0	0
Building Rental	69,725	69,586	69,586	69,619	69,619	69,574
<b>Total Other Financing Sources</b>	<b>4,720,989</b>	<b>5,730,934</b>	<b>18,001,049</b>	<b>5,726,331</b>	<b>5,726,331</b>	<b>5,717,380</b>
<b>Excess Other Sources Over Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Ending Fund Balance</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# CEMETERY FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$362,640	\$360,471	\$339,978	\$359,844	\$414,398	\$399,633
<b>Revenue</b>						
Sale of Lots	87,182	100,470	96,685	105,000	105,000	100,000
Cemetery Fees	138,068	171,656	171,760	135,000	135,000	135,000
Prepaid Fees	23,242	41,820	34,975	24,000	24,000	29,000
Mausoleum/Columbarium Sales	27,335	36,500	69,685	47,500	47,500	47,500
Interest on Investments - Cemeteries	14,723	9,000	19,079	15,030	15,000	15,031
Net Change in Fair Value of Investments	1,109	0	4,001	0	0	0
Other Income	10,155	12,000	15,633	11,900	11,900	11,900
<b>Total Revenue</b>	<b>301,814</b>	<b>371,446</b>	<b>411,818</b>	<b>338,430</b>	<b>338,400</b>	<b>338,431</b>
<b>Expenses</b>						
Personal Services	413,687	456,210	438,802	463,525	463,525	482,814
Contractual Services	86,198	95,633	102,981	94,754	94,754	98,050
Commodities	40,378	38,990	36,043	48,480	48,480	50,630
Interest on Lease/Purchase	1,849	1,168	1,168	690	690	192
Capital Purchases	23,484	0	0	0	14,735	0
Principal Reduction of Lease Payable	18,538	11,237	11,237	11,715	11,715	9,113
Lease Purchases	0	0	0	0	0	0
Other Expense	0	22,261	0	10,720	10,720	10,720
<b>Total Expenses</b>	<b>584,134</b>	<b>625,499</b>	<b>590,232</b>	<b>629,884</b>	<b>644,619</b>	<b>651,519</b>
<b>Other Financing Sources / Uses</b>						
Transfer from General Fund	191,261	180,426	187,326	221,454	221,454	243,088
Transfer from Perpetual Care	68,398	73,000	65,507	70,000	70,000	70,000
<b>Total Other Financing Sources / Uses</b>	<b>259,659</b>	<b>253,426</b>	<b>252,833</b>	<b>291,454</b>	<b>291,454</b>	<b>313,088</b>
<b>Net Change in Fund Balance</b>	<b>(22,662)</b>	<b>(627)</b>	<b>74,419</b>	<b>0</b>	<b>(14,765)</b>	<b>0</b>
<b>Ending Fund Balance</b>	<b>\$339,978</b>	<b>\$359,844</b>	<b>\$414,398</b>	<b>\$359,844</b>	<b>\$399,633</b>	<b>\$399,633</b>
<b>Reserves</b>						
Reserved for Inventory	0	0	0	0	0	0
Reserved for Encumbrances	0	0	14,735	0	0	0
Undesignated Reserve	339,978	359,844	399,663	359,844	399,633	399,633
<b>Total Reserves</b>	<b>\$339,978</b>	<b>\$359,844</b>	<b>\$414,398</b>	<b>\$359,844</b>	<b>\$399,633</b>	<b>\$399,633</b>



# CULTURAL SERVICES & FACILITIES FUND

## Comparative Budget Statement

	ACTUAL 2006	ADOPTED 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$1,701,721	\$621,328	\$1,844,970	\$1,639,737	\$1,698,459	\$1,259,584
<b>Revenue</b>						
Lincoln Center Rentals	443,980	376,712	456,050	463,090	463,090	466,828
Ticket Sales	1,222,739	1,666,319	1,308,988	1,917,073	1,917,073	2,012,926
Other Lincoln Center Charges	27,215	50,437	18,064	19,300	19,300	19,300
Miscellaneous	3,984	115,754	13,075	131,323	131,323	135,849
User Services	264,926	246,779	263,375	289,800	289,800	304,440
Intergovernmental	21,877	0	45,476	0	0	0
Donations	65,791	26,565	77,182	83,000	83,000	99,000
Museum Sales & Charges	19,283	25,000	17,332	25,000	25,000	25,000
Interest Earnings	106,564	28,670	116,882	108,507	108,507	107,764
Net Increase (Decrease) in the fair value of Investments	6,141	0	21,628	0	0	0
<b>Total Revenue</b>	<b>2,182,499</b>	<b>2,536,236</b>	<b>2,338,052</b>	<b>3,037,093</b>	<b>3,037,093</b>	<b>3,171,107</b>
<b>Other Financing Sources</b>						
Transfer from General Fund	1,291,087	1,335,838	1,342,138	1,602,445	1,602,445	1,658,704
Transfer from Sales & Use Tax Fund	150,000	0	0	0	0	200,000
Transfer from Capital Projects Fund	87,000	0	113,250	94,426	94,426	44,174
Transfer from Natural Areas Fund	24,900	10,500	10,500	23,000	23,000	8,000
Transfer from Conservation Trust Fund	8,000	8,000	8,000	6,000	6,000	6,000
Transfer from Neighborhood Parkland Fund	4,000	0	3,950	9,000	9,000	9,000
<b>Total Other Financing Sources</b>	<b>1,564,987</b>	<b>1,354,338</b>	<b>1,477,838</b>	<b>1,734,871</b>	<b>1,734,871</b>	<b>1,925,878</b>
<b>Total Revenues and Other Financing Sources</b>	<b>3,747,486</b>	<b>3,890,574</b>	<b>3,815,890</b>	<b>4,771,964</b>	<b>4,771,964</b>	<b>5,096,985</b>
<b>Expenditures</b>						
Personal Services	1,343,534	1,459,890	1,416,138	2,033,807	2,033,807	2,110,432
Contractual Services	1,741,913	2,107,914	1,848,403	2,336,376	2,346,408	2,452,685
Commodities	177,013	216,918	187,601	374,520	375,415	337,363
Capital	30,012	0	49,604	0	0	9,000
Other	2,083	5,016	2,162	2,410	2,410	2,413
Art in Public Places (APP)	257,210	130,613	404,771	261,549	452,798	200,748
<b>Total Expenditures</b>	<b>3,551,766</b>	<b>3,920,351</b>	<b>3,908,679</b>	<b>5,008,662</b>	<b>5,210,839</b>	<b>5,112,641</b>
<b>Grant Expenditures</b>						
NAGPRA Grant	11,733	0	7	0	0	0
Franz Smith Assessment	7,911	0	0	0	0	0
Preserve America Grant	32,827	0	53,716	0	0	0
<b>Total Grant Expenditures</b>	<b>52,471</b>	<b>0</b>	<b>53,723</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>3,604,237</b>	<b>3,920,351</b>	<b>3,962,402</b>	<b>5,008,662</b>	<b>5,210,839</b>	<b>5,112,641</b>
<b>Net Change in Fund Balance</b>	<b>143,249</b>	<b>(29,777)</b>	<b>(146,512)</b>	<b>(236,698)</b>	<b>(438,875)</b>	<b>(15,656)</b>
<b>Ending Fund Balance</b>	<b>\$1,844,970</b>	<b>\$591,551</b>	<b>\$1,698,459</b>	<b>\$1,403,039</b>	<b>\$1,259,584</b>	<b>\$1,243,929</b>
<b>Reserves</b>						
Designated for Operations	47,915	60,742	60,742	63,422	63,422	62,310
Undesignated	822,707	438,772	1,113,038	1,236,838	919,782	614,293
Reserve for Art-in-Public Places	266,715	5,674	322,501	5,674	52,632	43,453
Reserve for Museum Donations	109,151	147,105	115,036	97,105	198,036	297,184
Reserve - Building on Basics (BOB)	32,178	0	25,712	0	25,712	226,688
Reserve for Encumbrances	566,305	0	61,430	0	0	0
<b>Total Reserves</b>	<b>\$1,844,970</b>	<b>\$652,293</b>	<b>\$1,698,459</b>	<b>\$1,403,039</b>	<b>\$1,259,584</b>	<b>\$1,243,929</b>

# DEBT SERVICE FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b><i>Beginning Fund Balance</i></b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Expenditures</b>						
Principal	2,530,000	1,149,465	1,057,866	1,091,863	1,091,863	1,265,000
Interest	261,955	198,616	290,214	260,175	260,175	87,478
<b>Total Expenditures</b>	<b>2,791,955</b>	<b>1,348,081</b>	<b>1,348,080</b>	<b>1,352,038</b>	<b>1,352,038</b>	<b>1,352,478</b>
<b>Other Financing Sources</b>						
Transfers In						
Sales & Use Tax Fund						
for Bond Issues	994,463	994,438	994,438	994,413	994,413	996,363
for D.D.A.	1,442,574	0	0	0	0	0
Transportation Fund	354,918	353,643	353,642	357,625	357,625	356,115
<b>Total Other Financing Sources</b>	<b>2,791,955</b>	<b>1,348,081</b>	<b>1,348,080</b>	<b>1,352,038</b>	<b>1,352,038</b>	<b>1,352,478</b>
<b>Excess Other Sources Over Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Ending Fund Balance</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

NOTE: Debt payments are reduced beginning in 2007 because the DDA debt payments are no longer recorded in the City's Debt Service Fund. The DDA debt payments are recorded in the DDA Debt Service Fund.

# GENERAL EMPLOYEES' RETIREMENT FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b><i>Beginning Fund Balance</i></b>	\$38,098,147	\$35,722,494	\$42,322,185	\$35,193,564	\$41,332,094	\$40,667,506
<b>Revenue</b>						
Employer Contributions	909,179	1,400,000	866,694	1,400,000	1,400,000	1,400,000
Earnings on Investments	2,846,014	647,100	648,373	627,000	627,000	602,000
Net Securities Lending Income	3,951	0	8,822	0	0	0
Net Change in Fair Value of Investments	2,287,124	0	(7,180)	0	0	0
<b>Total Revenue</b>	<b>6,046,268</b>	<b>2,047,100</b>	<b>1,516,709</b>	<b>2,027,000</b>	<b>2,027,000</b>	<b>2,002,000</b>
<b>Expenses</b>						
Retirement Annuity Payments	1,797,939	2,576,000	2,483,503	2,653,342	2,680,174	2,732,973
Other	24,291	30	23,297	31,000	11,413	32,000
<b>Total Expenses</b>	<b>1,822,230</b>	<b>2,576,030</b>	<b>2,506,800</b>	<b>2,684,342</b>	<b>2,691,587</b>	<b>2,764,973</b>
<b>Net Change in Fund Balance</b>	<b>4,224,038</b>	<b>(528,930)</b>	<b>(990,091)</b>	<b>(657,342)</b>	<b>(664,587)</b>	<b>(762,973)</b>
<b><i>Ending Fund Balance</i></b>	<b>\$42,322,185</b>	<b>\$35,193,564</b>	<b>\$41,332,094</b>	<b>\$34,536,222</b>	<b>\$40,667,506</b>	<b>\$39,904,533</b>

# NATURAL AREAS FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$9,090,777	\$9,019,750	\$9,726,693	\$6,507,536	\$6,507,536	\$2,051,448
<b>Revenue</b>						
Proceeds from Larimer County						
Sales & Use Tax	3,588,084	3,400,000	3,512,210	3,502,000	3,502,000	3,607,060
Earnings on Investments	437,860	100,000	449,965	200,000	200,000	200,000
Intergovernmental	10,000	976,000	456,200	0	0	0
Fees and Charges for Services	93,669	0	27,877	0	0	0
Miscellaneous	1,165,606	100,000	411,296	125,000	125,000	125,000
Net Increase (Decrease) in the fair value of Investments	25,579	0	93,936	0	0	0
<b>Total Revenues</b>	<b>5,320,798</b>	<b>4,576,000</b>	<b>4,951,484</b>	<b>3,827,000</b>	<b>3,827,000</b>	<b>3,932,060</b>
<b>Other Financing Sources</b>						
Transfer from Sales & Use Tax Fund						
Building Community Choices	567,028	0	0	0	0	0
Transfer from Sales & Use Tax Fund						
Open Space - Yes	5,003,918	5,845,445	5,767,199	5,424,900	5,424,900	5,533,398
Transfer from General Fund	0	18,500	18,500	0	0	0
Transfer from Capital Projects Fund	0	806,265	806,265	0	0	0
<b>Total Other Financing Sources</b>	<b>5,570,946</b>	<b>6,670,210</b>	<b>6,591,964</b>	<b>5,424,900</b>	<b>5,424,900</b>	<b>5,533,398</b>
<b>Total Revenues and Other     Financing Sources</b>	<b>10,891,744</b>	<b>11,246,210</b>	<b>11,543,448</b>	<b>9,251,900</b>	<b>9,251,900</b>	<b>9,465,458</b>
<b>Expenditures</b>						
Land Conservation	3,570,308	3,861,597	6,238,686	916,083	2,866,011	2,349,754
Enforcement	376,127	551,211	517,804	547,647	576,731	631,317
Education	262,853	233,994	257,357	386,036	449,203	387,296
Program Management	688,227	1,001,846	729,725	712,501	857,411	732,105
Resource Management	1,077,220	1,327,129	1,636,446	1,233,935	2,124,971	1,308,354
Public Improvements	2,512,808	2,102,341	2,073,804	3,499,406	4,370,912	2,094,233
Facility Operations	58,954	88,214	576,516	206,942	695,565	213,712
Property Management	272,138	217,294	301,090	307,836	335,974	315,043
<b>Total Expenditures</b>	<b>8,818,635</b>	<b>9,383,626</b>	<b>12,331,427</b>	<b>7,810,386</b>	<b>12,276,777</b>	<b>8,031,815</b>
<b>Grant Expenditures</b>						
Archaeological Survey	25,381	0	5,609	0	0	0
Bird Survey	0	0	16,380	0	16,380	0
<b>Total Grant Expenditures</b>	<b>25,381</b>	<b>0</b>	<b>21,989</b>	<b>0</b>	<b>16,380</b>	<b>0</b>
<b>Other Financing Uses</b>						
Transfer to Capital Project Fund	1,680	0	1,005,583	0	0	0
Transfer to Cultural Services & Fac. Fund	24,900	10,500	10,500	23,000	23,000	8,000
Transfer to Capital Leasing Corp. Fund	1,385,231	1,393,107	1,393,106	1,391,831	1,391,831	1,388,356
<b>Total Other Financing Uses</b>	<b>1,411,811</b>	<b>1,403,607</b>	<b>2,409,189</b>	<b>1,414,831</b>	<b>1,414,831</b>	<b>1,396,356</b>
<b>Total Expenditures, Grants and Other     Financing Uses</b>	<b>10,255,828</b>	<b>10,787,233</b>	<b>14,762,605</b>	<b>9,225,217</b>	<b>13,707,988</b>	<b>9,428,171</b>
<b>Net Change in Fund Balance</b>	<b>635,916</b>	<b>458,977</b>	<b>(3,219,157)</b>	<b>26,683</b>	<b>(4,456,088)</b>	<b>37,287</b>
<b>Ending Fund Balance</b>	<b>\$9,726,693</b>	<b>\$9,478,727</b>	<b>\$6,507,536</b>	<b>\$6,534,219</b>	<b>\$2,051,448</b>	<b>\$2,088,735</b>
<b>Reserves</b>						
Reserved for Encumbrances	938,213	0	481,271	0	0	0
Reserved for Capital	50,820	0	2,011,237	0	0	0
Undesignated	8,737,660	9,478,727	4,015,028	6,534,219	2,051,448	2,088,735
<b>Total Reserves</b>	<b>9,726,693</b>	<b>9,478,727</b>	<b>6,507,536</b>	<b>6,534,219</b>	<b>2,051,448</b>	<b>2,088,735</b>

# PERPETUAL CARE FUND

## Comparative Statement of Income

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b><i>Beginning Fund Balance</i></b>	\$1,300,188	\$1,337,769	\$1,340,232	\$1,385,318	\$1,406,920	\$1,453,682
<b>Revenue</b>						
Perpetual Care Fees	42,957	43,816	43,672	43,000	43,000	43,000
Mausoleum Perpetual Care Fees	4,260	4,345	8,185	4,200	4,200	4,200
Earnings on Investments	15,711	73,000	68,244	70,000	70,000	70,000
Net Change in Fair Value of Investments	46,108	0	12,706	0	0	0
<b>Total Revenue</b>	<b>109,036</b>	<b>121,161</b>	<b>132,807</b>	<b>117,200</b>	<b>117,200</b>	<b>117,200</b>
<b>Expenses</b>						
Investment Services	594	612	612	438	438	452
Transfer to Cemeteries	68,398	73,000	65,507	70,000	70,000	70,000
<b>Total Expenses</b>	<b>68,992</b>	<b>73,612</b>	<b>66,119</b>	<b>70,438</b>	<b>70,438</b>	<b>70,452</b>
<b>Net Change in Fund Balance</b>	<b>40,044</b>	<b>47,549</b>	<b>66,688</b>	<b>46,762</b>	<b>46,762</b>	<b>46,748</b>
<b><i>Ending Fund Balance</i></b>	<b>\$1,340,232</b>	<b>\$1,385,318</b>	<b>\$1,406,920</b>	<b>\$1,432,080</b>	<b>\$1,453,682</b>	<b>\$1,500,430</b>

# RECREATION FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$1,982,600	\$2,127,881	\$2,127,087	\$2,466,743	\$2,424,346	\$1,856,734
<b>Revenue</b>						
Activity Fees	2,294,488	2,649,498	2,487,949	2,539,764	2,539,764	2,591,934
Recreation Drop-in	801,355	1,009,761	901,217	908,072	908,072	919,830
Rentals	804,782	644,338	773,697	777,760	777,760	794,430
Concessions	281,268	279,092	272,692	323,125	323,125	331,625
Intergovernmental	175,286	0	73,718	0	0	0
Poudre R-1 Contract	0	15,200	0	0	0	0
Special Revenue	72,280	108,500	134,745	149,000	149,000	149,000
Facility Charge Backs	190,768	0	0	0	0	0
Miscellaneous	163,179	53,603	80,915	44,000	44,000	46,000
Interest Earnings	99,040	25,000	128,189	55,557	55,557	52,294
Net Increase (Decrease) in the fair value of Investments	(801)	0	22,613	0	0	0
<b>Total Revenue</b>	<b>4,881,645</b>	<b>4,784,992</b>	<b>4,875,735</b>	<b>4,797,278</b>	<b>4,797,278</b>	<b>4,885,113</b>
<b>Other Financing Sources</b>						
Transfer from General Fund	2,526,672	2,405,205	2,408,305	2,644,334	2,644,334	2,763,690
<b>Total Other Financing Sources</b>	<b>2,526,672</b>	<b>2,405,205</b>	<b>2,408,305</b>	<b>2,644,334</b>	<b>2,644,334</b>	<b>2,763,690</b>
<b>Total Revenues and Other Financing Sources</b>	<b>7,408,317</b>	<b>7,190,197</b>	<b>7,284,040</b>	<b>7,441,612</b>	<b>7,441,612</b>	<b>7,648,803</b>
<b>Expenditures</b>						
Personal Services	4,850,948	5,359,177	4,860,599	5,719,049	5,719,049	5,902,914
Contractual Services	964,701	1,060,243	916,066	769,130	780,733	790,437
Commodities	873,558	914,292	951,341	1,007,336	1,049,045	1,021,357
Capital Outlay	235,805	0	184,191	9,000	113,997	0
Other	3,916	242,287	4,065	346,400	346,400	396,400
<b>Total Expenditures</b>	<b>6,928,928</b>	<b>7,575,999</b>	<b>6,916,262</b>	<b>7,850,915</b>	<b>8,009,224</b>	<b>8,111,108</b>
<b>Grants</b>						
Transfer from General Fund	8,787	0	4,577	0	0	0
Recreation Works Grant	326,115	0	0	0	0	0
Recreation Works Grant	0	0	7,030	0	0	0
Winter Wishes Grant	0	0	0	0	0	0
Winter Wishes Grant	0	0	58,913	0	0	0
Transfer to Capital Projects	0	0	0	0	0	0
<b>Total Grant Expenditures</b>	<b>334,902</b>	<b>0</b>	<b>70,519</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>7,263,830</b>	<b>7,575,999</b>	<b>6,986,781</b>	<b>7,850,915</b>	<b>8,009,224</b>	<b>8,111,108</b>
<b>Net Change to Fund Balance</b>	<b>144,487</b>	<b>(385,802)</b>	<b>297,259</b>	<b>(409,303)</b>	<b>(567,612)</b>	<b>(462,305)</b>
<b>Ending Fund Balance</b>	<b>\$2,127,087</b>	<b>\$1,742,079</b>	<b>\$2,424,346</b>	<b>\$2,057,440</b>	<b>\$1,856,734</b>	<b>\$1,394,429</b>
<b>Reserves</b>						
Designated for Bldgs/Improvements	160,000	160,000	160,000	160,000	160,000	43,091
Reserves for Special Purposes	223,107	223,107	262,277	262,277	149,000	244,277
Designated for Equip/Capital Needs	1,292,454	1,096,789	1,542,648	1,369,098	1,281,668	835,380
Reserved for Recreation Works Grant	50,730	0	73,461	0	0	0
Reserved for Encumbrances	178,608	0	158,309	0	0	0
Designated for Operations	222,189	262,183	227,651	266,065	266,065	271,681
<b>Total Reserves</b>	<b>\$2,127,087</b>	<b>\$1,742,079</b>	<b>\$2,424,346</b>	<b>\$2,057,440</b>	<b>\$1,856,733</b>	<b>\$1,394,429</b>

# SALES & USE TAX FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$10,142,238	\$105,423	\$10,078,988	\$9,705,881	\$11,119,461	\$9,245,356
<b>Revenue</b>						
Sales Tax (2.25)	48,411,878	47,098,523	49,230,883	48,527,390	48,527,390	49,840,160
Use Tax (2.25)	8,588,536	8,200,000	9,925,401	8,200,000	8,200,000	8,300,000
Sales & Use Administrative Fees	702,682	1,030,118	741,844	1,000,000	1,000,000	1,000,000
Sales & Use Tax-Streets & Trans.	5,570,946	5,845,445	5,767,199	5,424,900	5,424,900	5,533,398
Sales & Use Tax-Community Enhance.	567,028	0	0	0	0	0
Sales & Use Tax-Natural Areas & Parks	567,028	0	0	0	0	0
Sales & Use Tax-Natural Areas	5,003,918	5,845,445	5,767,199	5,424,900	5,424,900	5,533,398
Sales & Use Tax-Building on Basics	5,003,918	5,845,445	5,767,199	5,424,900	5,424,900	5,533,398
Vendor Fee Capital	824,617	0	0	0	0	0
Vendor Fee Economic	390,317	290,000	388,443	294,350	294,350	298,765
Vendor Fee General Purposes	0	700,000	821,091	1,100,500	1,100,500	1,111,158
Master Agreement A-B	994,463	994,438	994,438	994,413	994,413	996,363
Interest	210,102	45,946	256,889	146,100	146,100	138,400
Net increase in fair value of investments	17,613	0	34,074	0	0	0
Miscellaneous	413	0	1,210	0	0	0
Transfer from DDA Debt Service	1,442,575	0	0	0	0	0
<b>Total Revenue</b>	<b>78,296,034</b>	<b>75,895,360</b>	<b>79,695,870</b>	<b>76,537,453</b>	<b>76,537,453</b>	<b>78,285,040</b>
<b>Expenditures</b>						
Manufacturer's Use Tax Rebate	0	250,000	182,087	300,000	300,000	300,000
Administrative Fees	702,682	1,030,118	741,844	1,000,000	1,000,000	1,000,000
Other	2,308	0	2,376	0	0	0
<b>Total Expenditures</b>	<b>704,990</b>	<b>1,280,118</b>	<b>926,307</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>
<b>Other Financing Sources (Uses)</b>						
<b>Transfers Out</b>						
General Fund	(56,493,465)	(55,794,471)	(58,654,987)	(57,973,990)	(57,973,990)	(59,388,455)
General Fund-Use Tax Carryover Res.	(1,534,367)	0	0	0	0	0
General Fund - Economic Health	(390,317)	(290,000)	(388,443)	(294,350)	(294,350)	(298,765)
Debt Service Fund - A-B	(994,463)	(994,438)	(994,438)	(994,413)	(994,413)	(996,363)
Debt Service Fund - DDA	(1,442,575)	0	0	0	0	0
Capital Fund-General City	(86,269)	0	(389,625)	0	(274,105)	0
Capital Fund-Building on Basics	(4,703,918)	(5,658,451)	(5,580,205)	(5,007,216)	(5,007,216)	(4,903,090)
Capital Fund-Community Enhancements	(567,028)	0	0	(1,300,000)	(1,300,000)	0
Natural Areas Fund-Nat Areas & Parks	(567,028)	0	0	0	0	0
Natural Areas Fund	(5,003,918)	(5,845,445)	(5,767,199)	(5,424,900)	(5,424,900)	(5,533,398)
Cultural Services Fund - BOB	(150,000)	0	0	0	0	(200,000)
General Fund - BOB	0	0	0	(219,000)	(219,000)	(219,000)
Transit Services Fund - BOB	(150,000)	(155,250)	(155,250)	(160,684)	(160,684)	(166,308)
Transportation Services Fund - BOB	0	(31,744)	(31,744)	(38,000)	(38,000)	(45,000)
Transportation Services Fund-Pavement	(5,570,946)	(5,845,445)	(5,767,199)	(5,424,900)	(5,424,900)	(5,533,398)
<b>Total Expenses (Transfers To)</b>	<b>(77,654,294)</b>	<b>(74,615,244)</b>	<b>(77,729,090)</b>	<b>(76,837,453)</b>	<b>(77,111,558)</b>	<b>(77,283,777)</b>
<b>Total Expenditures and Other</b>						
<b>Financing Uses</b>	<b>(78,359,284)</b>	<b>(75,895,362)</b>	<b>(78,655,397)</b>	<b>(78,137,453)</b>	<b>(78,411,558)</b>	<b>(78,583,777)</b>
<b>Excess Revenue Over (Under)</b>						
<b>Expenses *</b>	<b>(63,250)</b>	<b>(2)</b>	<b>1,040,473</b>	<b>(1,600,000)</b>	<b>(1,874,105)</b>	<b>(298,737)</b>
<b>Ending Fund Balance</b>	<b>\$10,078,988</b>	<b>\$105,421</b>	<b>\$11,119,461</b>	<b>\$8,105,881</b>	<b>\$9,245,356</b>	<b>\$8,946,619</b>

\* Expenses in excess of revenue are due to appropriations from reserves.

# SALES & USE TAX FUND

## Reserves

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Fund Balance</b>						
<b>Reserved</b>						
Principal & Interest	\$82,869	\$82,868	\$82,868	\$82,868	\$82,868	\$82,868
<b>Unreserved</b>						
Capital Projects	663,731	0	274,105	0	0	0
Mason Corridor	0	0	1,300,000	0	0	0
Sales & Use Tax Accrual	7,724,276	0	7,724,276	7,724,276	7,724,276	7,724,276
<b>Undesignated</b>						
Undesignated	1,608,112	22,553	1,438,212	298,737	1,138,212	1,139,475
Manufacturer's Rebate	0	0	300,000	0	300,000	0
<b>Total Fund Balance</b>	<b>\$10,078,988</b>	<b>\$105,421</b>	<b>\$11,119,461</b>	<b>\$8,105,881</b>	<b>\$9,245,356</b>	<b>\$8,946,619</b>



# SPECIAL ASSESSMENT DEBT SERVICE FUNDS

## Consolidated Statement

	ACTUAL 2006	BUDGET 2007	REVISED 2007	ADOPTED 2008	ADOPTED 2009
<b><i>Beginning Fund Balance</i></b>	\$737,308	\$721,602	\$773,165	\$816,937	\$847,937
<b>Revenue</b>					
Principal Installment	0	0	0	0	0
Interest Installment	0	0	0	0	0
Administrative Charge	0	0	0	0	0
Earnings on Investments	36,111	18,040	36,767	31,000	0
Property Sales & Other	0	0	0	0	0
Net Change in Fair Value of Investments	(254)	0	7,005	0	0
<b>Total Revenue</b>	<b>35,857</b>	<b>18,040</b>	<b>43,772</b>	<b>31,000</b>	<b>0</b>
<b>Expenses</b>					
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Administrative Costs & Other	0	0	0	0	0
Transfer to General Fund	0	0	0	0	830,000
<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>830,000</b>
<b>Excess of Revenue Over (Under)</b>					
<b>Expenses</b>	35,857	18,040	43,772	31,000	(830,000)
<b><i>Ending Fund Balance</i></b>	<b>\$773,165</b>	<b>\$739,642</b>	<b>\$816,937</b>	<b>\$847,937</b>	<b>\$17,937</b>
<b>Reserves</b>					
Surplus and Deficiency	\$773,165	\$739,642	\$816,937	\$847,937	\$17,937
<b>Total Reserves</b>	<b>\$773,165</b>	<b>\$739,642</b>	<b>\$816,937</b>	<b>\$847,937</b>	<b>\$17,937</b>

# STREET OVSERSIZING FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$7,050,080	\$1,028,550	\$4,203,561	\$7,867,865	\$7,867,865	\$6,251,711
<b>Revenue</b>						
Street Oversizing Fee	3,322,480	4,282,205	5,828,359	4,625,526	4,625,526	4,290,532
Interest Earnings	260,150	340,444	251,088	385,246	385,246	417,042
Contributions in Aid of Construction	359,525	100,000	672,093	100,000	616,384	100,000
Miscellaneous	4,225	0	13,310	0	0	0
Net Increase (Decrease) in the fair value of Investments	51,649	0	98,407	0	0	0
<b>Total Revenue</b>	<b>3,998,028</b>	<b>4,722,649</b>	<b>6,863,257</b>	<b>5,110,772</b>	<b>5,627,156</b>	<b>4,807,574</b>
<b>Other Financing Sources</b>						
Transfer from General Fund	413,050	413,050	413,050	413,050	413,050	413,050
Transfer from Transportation Fund	0	0	1,400,000	0	0	0
<b>Total Other Financing Sources</b>	<b>413,050</b>	<b>413,050</b>	<b>1,813,050</b>	<b>413,050</b>	<b>413,050</b>	<b>413,050</b>
<b>Total Revenues and Other Financing Sources</b>	<b>4,411,078</b>	<b>5,135,699</b>	<b>8,676,307</b>	<b>5,523,822</b>	<b>6,040,206</b>	<b>5,220,624</b>
<b>Expenditures</b>						
Administrative Costs	415,516	652,730	678,388	767,135	802,812	796,555
Oversizing Costs	1,142,384	4,247,106	788,875	2,875,202	2,670,694	4,276,423
Traffic Signalization	237,000	237,500	232,321	237,500	237,500	237,500
<b>Total Expenditures</b>	<b>1,794,900</b>	<b>5,137,336</b>	<b>1,699,584</b>	<b>3,879,837</b>	<b>3,711,006</b>	<b>5,310,478</b>
<b>Total Other Financing Uses</b>						
Transfer to Capital Projects Fund	5,462,697	0	3,312,418	0	2,545,355	0
Transfer to Transportation Services Fund	0	0	0	1,400,000	1,400,000	0
<b>Total Other Financing Uses</b>	<b>5,462,697</b>	<b>0</b>	<b>3,312,418</b>	<b>1,400,000</b>	<b>3,945,355</b>	<b>0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>7,257,598</b>	<b>5,137,336</b>	<b>5,012,002</b>	<b>5,279,837</b>	<b>7,656,361</b>	<b>5,310,478</b>
<b>Net Change to Fund Balance</b>	<b>(2,846,519)</b>	<b>(1,637)</b>	<b>3,664,305</b>	<b>243,985</b>	<b>(1,616,155)</b>	<b>(89,854)</b>
<b>Ending Fund Balance</b>	<b>\$4,203,561</b>	<b>\$1,026,913</b>	<b>\$7,867,865</b>	<b>\$8,111,850</b>	<b>\$6,251,711</b>	<b>\$6,161,857</b>
<b>Reserves</b>						
Designated for Operations	94,453	95,511	112,543	88,093	96,151	97,894
Reserved for Capital	1,653,685	0	5,633,305	0	5,633,305	5,633,305
Undesignated	2,418,295	931,402	2,086,341	8,023,757	522,255	430,658
Reserved for Encumbrances	37,128	0	35,677	0	0	0
<b>Total Reserves</b>	<b>\$4,203,561</b>	<b>\$1,026,913</b>	<b>\$7,867,865</b>	<b>\$8,111,850</b>	<b>\$6,251,711</b>	<b>\$6,161,857</b>

# TRANSIT SERVICES FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$823,455	\$855,298	\$1,628,088	\$517,706	\$2,026,945	\$330,294
<b>Revenue</b>						
ASCSU Contract	339,000	442,000	389,016	377,433	398,756	410,419
Fares	243,688	267,938	270,176	285,735	285,735	290,371
Passes	107,623	146,396	129,174	123,083	123,083	123,901
Medicaid	105,819	41,440	79,502	54,075	54,075	55,155
Miscellaneous	100,885	69,749	63,651	30,103	30,103	30,103
Interest Earnings	29,130	24,769	45,118	45,000	45,000	45,000
Net Change in Fair Value of Investments	17,189	0	5,492	0	0	0
Advertising	189,654	172,105	155,786	207,217	207,217	225,203
FTA 5307	2,422,659	2,026,300	1,911,932	3,797,004	2,299,836	2,444,910
FTA 5309	5,103,560	900,000	445,879	447,995	505,598	535,967
FTA 5310	0	0	77,612	0	0	0
FTA 5311	23,370	0	0	0	0	0
Job Access	191,214	319,900	163,005	119,297	119,297	125,901
CMAQ	289,375	16,173	126,150	0	1,148,000	308,000
Foxtrot (Larimer County Contribution)	28,793	25,919	25,919	40,000	40,000	40,000
Foxtrot (Loveland Contribution)	28,793	74,088	25,919	40,000	40,000	40,000
Miscellaneous Grants	5,000	0	0	0	0	0
<b>Total Revenue</b>	<b>9,225,752</b>	<b>4,526,777</b>	<b>3,914,331</b>	<b>5,566,942</b>	<b>5,296,700</b>	<b>4,674,930</b>
<b>Expenses</b>						
Personal Services	4,343,960	4,510,742	4,659,399	5,218,040	5,153,041	5,622,722
Contractual Services	2,318,184	2,469,766	2,388,157	2,816,628	2,835,913	2,057,321
Commodities	559,069	952,359	683,222	1,738,459	1,805,250	1,836,896
Capital Outlay	529,002	155,250	24,532	781,997	2,121,941	819,958
Other	3,167	1,445	3,287	3,284	123,284	3,284
Payment of FTA 5307 to Berthoud & Loveland	408,365	408,816	363,498	532,668	532,668	534,704
5309 Capital Purchase	0	1,125,000	334,440	0	0	0
<b>Total Expenses</b>	<b>8,161,747</b>	<b>9,623,378</b>	<b>8,456,535</b>	<b>11,091,076</b>	<b>12,572,097</b>	<b>10,874,885</b>
<b>Excess of Revenue Over (Under)</b>						
<b>Expenses</b>	<b>1,064,005</b>	<b>(5,096,601)</b>	<b>(4,542,204)</b>	<b>(5,524,134)</b>	<b>(7,275,397)</b>	<b>(6,199,955)</b>
<b>Other Financing Sources / Uses</b>						
Transfer from Sales & Use Tax - BOB	150,000	155,250	155,250	160,684	160,684	166,308
Transfer from Transportation Fund	0	0	0	0	0	0
Transfer from General Fund	4,048,248	4,603,759	4,839,775	5,418,062	5,418,062	5,809,113
Transfer to Capital Projects - DTC	0	0	0	0	0	0
Transfer to Capital Projects - CSU	(4,457,620)	0	(53,964)	0	0	0
<b>Total Other Financing Sources / Uses</b>	<b>(259,372)</b>	<b>4,759,009</b>	<b>4,941,061</b>	<b>5,578,746</b>	<b>5,578,746</b>	<b>5,975,421</b>
<b>Net Change in Fund Balance</b>	<b>804,633</b>	<b>(337,592)</b>	<b>398,857</b>	<b>54,612</b>	<b>(1,696,651)</b>	<b>(224,534)</b>
<b>Ending Fund Balance</b>	<b>1,628,088</b>	<b>517,706</b>	<b>2,026,945</b>	<b>572,318</b>	<b>330,294</b>	<b>105,760</b>

# TRANSIT SERVICES FUND

## Comparative Budget Statement (continued)

	ACTUAL 2006	BUDGET 2007	REVISED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Reserves</b>						
Undesignated Reserves	0	0	0	0	0	0
Reserve for Encumbrances	260,617	0	1,481,021	0	0	0
Reserved for Operations	0	0	115,888	0	0	0
Designated for Equip. Replacement	0	0	0	0	0	0
Reserved for Capital	1,367,471	517,706	430,036	572,318	330,294	105,760
Designated for Building Maintenance	0	0	0	0	0	0
<b>Total Reserves</b>	<b>\$1,628,088</b>	<b>\$517,706</b>	<b>\$2,026,945</b>	<b>\$572,318</b>	<b>\$330,294</b>	<b>\$105,760</b>

# TRANSPORTATION SERVICES FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Beginning Fund Balance</b>	\$19,310,985	\$13,276,737	\$18,344,549	\$15,802,638	\$15,802,638	\$12,246,632
<b>Revenues</b>						
Taxes	1,389,811	1,511,302	1,407,919	1,526,415	1,526,415	1,541,679
Licenses and Permits	146,294	138,850	119,879	101,500	101,500	103,023
Fees and Charges for Service	3,308,153	3,087,265	3,046,468	2,990,393	2,990,393	3,023,284
Intergovernmental	5,988,760	5,872,792	5,766,719	6,823,522	6,944,611	6,177,216
Interest Earnings	994,026	0	670,931	649,237	649,237	646,916
Net Increase (Decrease) in the fair value of Investments	4,663	0	154,418	0	0	0
Miscellaneous	4,071,966	4,766,306	4,921,145	4,974,262	4,974,262	5,175,603
<b>Total Revenues</b>	<b>15,903,673</b>	<b>15,376,515</b>	<b>16,087,478</b>	<b>17,065,329</b>	<b>17,186,418</b>	<b>16,667,721</b>
<b>Other Financing Sources</b>						
Lease/Purchase Proceeds	61,293	0	144,972	0	0	0
Transfers in:						
General Fund	3,249,217	4,336,978	4,328,746	5,046,981	5,046,981	4,780,531
Sales & Use Tax Fund	5,570,946	5,877,189	5,798,943	5,462,900	5,462,900	5,578,398
Communications Fund	0	0	37,861	0	0	0
Capital Projects Fund	400,000	0	0	0	0	0
Street Oversizing Fund	0	0	0	1,400,000	1,400,000	0
Transit Services Fund	0	0	0	0	0	0
Storm Drainage Fund	112,000	115,940	115,940	115,000	115,000	115,000
<b>Total Other Financing Sources</b>	<b>9,393,456</b>	<b>10,330,107</b>	<b>10,426,462</b>	<b>12,024,881</b>	<b>12,024,881</b>	<b>10,473,929</b>
<b>Total Revenues and Other Financing Sources</b>	<b>25,297,128</b>	<b>25,706,622</b>	<b>26,513,940</b>	<b>29,090,210</b>	<b>29,211,299</b>	<b>27,141,650</b>
<b>Expenditures</b>						
Personal Services	8,009,311	9,056,870	8,052,601	9,458,609	9,458,609	9,861,111
Contractual Services	11,595,806	12,247,587	11,109,670	12,293,507	15,955,709	12,321,079
Commodities	3,329,499	3,513,935	3,466,849	3,599,382	3,664,441	3,731,029
Capital Outlay	1,299,530	1,094,269	1,345,849	1,159,269	1,521,257	887,091
Other	6,833	(77,035)	6,488	151,213	176,024	11,228
<b>Total Expenditures</b>	<b>24,240,980</b>	<b>25,835,627</b>	<b>23,981,457</b>	<b>26,661,980</b>	<b>30,776,040</b>	<b>26,811,537</b>
<b>Grants</b>						
CMAQ Web Page	369,006	0	95,465	0	0	0
South College Bikelanes	31,144	0	90,590	0	6,169	0
Downtown River District Improvements	133,914	0	66,086	500,000	500,000	500,000
Harmony Rd. Traffic Responsive	0	0	0	350,000	350,000	0
Comprehensive Signal Timing	0	0	0	300,000	300,000	0
Uninterrupted Power Supply	0	0	0	0	0	187,500
Traveler Information Web Page	0	0	0	0	0	217,500
Downtown Trolley Enhancement	0	0	112	0	134,000	0
Safe Route to School	0	0	11,138	0	9,325	0
FC Bikes	0	0	0	129,602	129,602	130,224
Bike Library	0	0	0	73,500	73,500	73,500
<b>Total Grant Expenditures</b>	<b>534,064</b>	<b>0</b>	<b>263,391</b>	<b>1,353,102</b>	<b>1,502,596</b>	<b>1,108,724</b>
<b>Other Financing Uses</b>						
Transfers out:						
Debt Service Fund	354,918	353,643	353,643	357,625	357,625	356,115
Capital Leasing Corporation Fund	129,656	132,831	132,831	131,044	131,044	128,844
Transit Services Fund	0	0	0	0	0	0
Capital Projects Fund	1,003,947	0	2,924,529	0	0	0
Street Oversizing Fund	0	0	1,400,000	0	0	0
<b>Total Other Financing Uses</b>	<b>1,488,521</b>	<b>486,474</b>	<b>4,811,003</b>	<b>488,669</b>	<b>488,669</b>	<b>484,959</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>26,263,564</b>	<b>26,322,101</b>	<b>29,055,851</b>	<b>28,503,751</b>	<b>32,767,305</b>	<b>28,405,220</b>
<b>Net Change to Fund Balance</b>	<b>(966,436)</b>	<b>(615,479)</b>	<b>(2,541,911)</b>	<b>586,459</b>	<b>(3,556,005)</b>	<b>(1,263,570)</b>

# TRANSPORTATION SERVICES FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008	ADOPTED 2009
<b>Ending Fund Balance</b>	\$18,344,549	\$12,661,259	\$15,802,638	\$16,389,097	\$12,246,632	\$10,983,062
<b>Reserves</b>						
Designated for Operations	307,530	341,307	341,307	333,354	333,354	340,022
Reserve for Civic Center Parking Maint.	825,983	917,475	843,358	858,967	708,386	799,878
Reserve for Harmony Transfer Center	140,000	160,000	159,803	179,606	199,409	219,212
Reserve for Harmony Maintenance	13,489,737	11,011,713	9,452,749	11,122,815	9,779,041	10,055,585
Reserve for Capital	350,778	0	241,862	0	241,862	241,862
Reserve for Encumbrances	2,823,139	0	3,815,805	0	0	0
Reserve for Bond Prin. & Interest	29,470	25,677	25,677	25,627	25,627	29,676
Reserve for BOB Future Maintenance	0	0	31,744	69,744	69,744	107,744
Undesignated Reserves	377,912	205,087	890,333	3,798,984	889,209	(810,916)
<b>Total Reserves</b>	\$18,344,549	\$12,661,259	\$15,802,638	\$16,389,097	\$12,246,632	\$10,983,062

# OTHER GOVERNMENTAL FUNDS

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA) FUND OPERATIONS AND MAINTENANCE** 2008 – \$2,895,609

The Downtown Development Authority Operations and Maintenance Fund provides a mechanism to account for all costs of general operation of the Authority in its efforts to promote the public health, safety, prosperity, security, and welfare of its inhabitants.



**DOWNTOWN DEVELOPMENT AUTHORITY (DDA) FUND DEBT SERVICE** 2008 - \$3,005,439

The Downtown Development Authority Debt Service Fund provides for the accounting of tax increment revenues received from property taxes on property within the District and used to service the debt associated with the District's tax increment bonds.



**GENERAL IMPROVEMENT DISTRICT #1 (GID #1)** 2008 - \$300,000

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.



**POUDRE FIRE AUTHORITY (PFA) FUND OPERATIONS AND MAINTENANCE** 2008 - \$20,193,251

The Poudre Fire Authority Operations and Maintenance Fund is the mechanism used to account for those resources to be used for the general operations of the Authority in providing fire protection services.



**POUDRE FIRE AUTHORITY (PFA) FUND CAPITAL** 2008 - \$2,808,000

Poudre Fire Authority Capital Projects Fund is used to account for financial resources to be used for the capital needs of the PFA, including land acquisition, construction of additional stations, and the acquisition of fire fighting apparatus.

# DOWNTOWN DEVELOPMENT AUTHORITY

## Operations & Maintenance Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008	REVISED 2008
<b>Beginning Fund Balance</b>	\$5,465,465	\$3,245,176	\$3,538,595	\$3,106,356	\$8,168,184
<b>Revenue</b>					
Property Tax	408,663	440,000	421,230	430,000	430,000
Auto Specific Ownership Tax	40,286	43,100	38,390	42,000	42,000
Interest Earnings	219,441	150,000	349,308	221,864	221,864
License and Permits	1,800	2,700	1,800	1,800	1,800
Contributions - Enterprise Zone	48,508	40,000	141,637	60,000	60,000
Colorado Historical Grant	0	0	0	0	0
Miscellaneous-POTS Plaza Improvements	4,500	0	69	0	0
Donations - Cultural Program	0	0	0	0	0
Project Management	0	120,000	217,166	150,540	150,540
<b>Total Revenue</b>	<b>723,198</b>	<b>795,800</b>	<b>1,169,599</b>	<b>906,204</b>	<b>906,204</b>
<b>Expenses</b>					
Personal Services	239,869	264,948	541,071	759,225	759,225
Contractual Services	391,791	313,920	512,287	1,714,882	1,274,302
Commodities	6,573	8,050	48,151	44,502	48,302
<b>Total Expenses</b>	<b>638,233</b>	<b>586,918</b>	<b>1,101,508</b>	<b>2,518,609</b>	<b>2,081,829</b>
<b>Excess of Revenue Over (Under)</b>					
<b>Expenses</b>	<b>84,965</b>	<b>208,882</b>	<b>68,091</b>	<b>(1,612,405)</b>	<b>(1,175,625)</b>
<b>Other Revenue (Expenses)</b>					
Bond Proceeds	0	0	5,700,000	0	0
Other (Contingency)	0	(5,000)	0	(315,000)	(15,000)
Loan Repayment - Interest	0	0	0	0	0
Other Capital Projects	(11,354)	(100,000)	(11,204)	(62,000)	(62,000)
Larimer County Treasurer's Fee	(8,178)	(12,000)	(8,433)		
Progressive Old Town Square Plaza Improvements	(22,205)	0	(14,667)		
Enterprise Zone	(49,872)	(40,000)	(138,571)		
Downtown Maintenance/Security	(87,768)	(140,702)	(72,768)		
Transfer to Capital Projects Fund	0	0	0	0	0
Bond Issuance Costs	(4,500)	(50,000)	(32,500)	0	0
DDA Projects - (Bonds)	(1,827,958)	0	(1,732,548)	0	(6,222,102)
<b>Total Other Revenue (Expenses)</b>	<b>(2,011,835)</b>	<b>(347,702)</b>	<b>4,561,498</b>	<b>(377,000)</b>	<b>(6,299,102)</b>
<b>Ending Fund Balance</b>	<b>\$3,538,595</b>	<b>\$3,106,356</b>	<b>\$8,168,184</b>	<b>\$1,116,951</b>	<b>\$693,457</b>
<b>Reserves</b>					
Undesignated Reserve	\$3,403,131	\$2,970,892	\$2,566,696	\$981,487	\$557,993
Reserved for Encumbrances	0	0	5,466,024	0	0
Reserved for Inventory	135,464	135,464	135,464	135,464	135,464
<b>Total Reserves</b>	<b>\$3,538,595</b>	<b>\$3,106,356</b>	<b>\$8,168,184</b>	<b>\$1,116,951</b>	<b>\$693,457</b>



# DOWNTOWN DEVELOPMENT AUTHORITY DEBT SERVICE FUND

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008
<b><i>Beginning Fund Balance</i></b>	\$53,898	\$1,481,255	\$1,481,255	\$2,501,459
<b>Revenue</b>				
Tax Increment Collections	3,320,341	3,680,243	3,682,571	3,938,410
Earnings on Investments	78,170	60,000	185,592	60,000
<b>Total Revenue</b>	<u>3,398,511</u>	<u>3,740,243</u>	<u>3,868,163</u>	<u>3,998,410</u>
<b>Other Revenue (Expenses)</b>				
Transfer to Sales & Use Tax Fund	(1,442,575)	0	0	0
Transfer to Capital Leasing Corporation Fund (1998)	(281,149)	(281,824)	(117,419)	(282,079)
2004 Bond Principal Repayment	0	(1,160,000)	(1,160,000)	0
2007 Bond Principal Repayment	0	0	(1,085,000)	(2,270,000)
2004 Bond Interest Repayments	(247,430)	(247,430)	(247,430)	0
2007 Bond Interest Repayments	0	0	(238,109)	(453,360)
<b>Total Other Revenue (Expenses)</b>	<u>(1,971,154)</u>	<u>(1,689,254)</u>	<u>(2,847,958)</u>	<u>(3,005,439)</u>
<b><i>Ending Fund Balance</i></b>	<u>\$1,481,255</u>	<u>\$3,532,244</u>	<u>\$2,501,459</u>	<u>\$3,494,430</u>

# GENERAL IMPROVEMENT DISTRICT #1

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008
<b><i>Beginning Fund Balance</i></b>	\$986,817	\$717,149	\$717,149	\$954,372
<b>Revenue</b>				
Property Tax	198,765	197,883	198,291	240,000
Auto Specific Ownership Tax	29,898	30,000	30,189	30,000
Interest Earnings	37,932	12,117	53,356	30,000
Miscellaneous Revenue	0	0	0	0
<b>Total Revenue</b>	<b>266,595</b>	<b>240,000</b>	<b>281,836</b>	<b>300,000</b>
<b>Expenses</b>				
Administration				
Rebates	193	13,000	5,273	15,500
Maintenance/Repairs	0	8,000	0	8,000
Larimer County Treasurer's Fee	6,013	7,000	6,182	12,000
Other	250	0	125	39,355
Electricity & Water Total	2,176	1,500	1,428	1,500
<b>Projects</b>				
Transfer from capital projects fund	0	0	0	0
General	0	68,660	0	0
Oak Street Plaza Park	312,575	0	0	0
Transfer to Capital Leasing Corporation	143,280	141,840	31,605	145,120
Transfer to General Fund	71,776	0	0	78,525
<b>Total Expenses</b>	<b>536,262</b>	<b>240,000</b>	<b>44,613</b>	<b>300,000</b>
<b>Total Revenue Over (Under)</b>				
Expenses	(269,667)	0	237,223	0
<b><i>Ending Fund Balance</i></b>	<b>\$717,149</b>	<b>\$717,149</b>	<b>\$954,372</b>	<b>\$954,372</b>

# POUDRE FIRE AUTHORITY OPERATIONS & BUDGET STATEMENT

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008
<b><i>Beginning Fund Balance</i></b>	\$2,744,914	\$1,633,523	\$2,149,381	\$2,827,921
<b>Revenue</b>				
Contribution-City of Ft. Collins	14,193,964	14,634,410	14,637,932	15,449,360
Contribution-City of Ft. Collins Utilities	40,000	47,689	47,689	49,120
Contribution-District	3,779,864	3,970,864	3,970,864	4,109,844
Permits & Sprinkler Fees	168,555	97,344	182,345	109,960
Interest Earnings	67,597	44,816	129,272	47,057
Miscellaneous	149,276	52,448	171,981	54,070
Grant Revenue	42,690	0	9,478	0
NCRN - Radio Maintenance	90,567	70,000	95,667	70,000
Emergency Management	35,527	14,000	10,100	14,000
Plan Check Fees	364,535	238,129	441,007	279,840
Wildfire	201,641	0	222,501	0
Entry Systems	7,370	10,000	8,763	10,000
Net Increase (Decrease) in the fair value of Investments	23,122	0	29,792	0
<b>Total Revenues</b>	<b>19,164,708</b>	<b>19,179,700</b>	<b>19,957,392</b>	<b>20,193,251</b>
<b>Expenditures</b>				
Administration	1,670,953	1,872,315	1,694,842	1,963,704
Operations	15,438,555	16,250,826	16,503,480	17,077,128
Fire Prevention	983,057	1,060,075	1,061,081	1,152,419
<b>Total Expenditures</b>	<b>18,092,565</b>	<b>19,183,216</b>	<b>19,259,404</b>	<b>20,193,251</b>
<b>Grant Expenditures</b>				
DOJ Grant	0	0	0	0
FY03 Fire Ops & Firefighter Safety	0	0	0	0
CSFS Wildland Project	0	0	6,990	0
COLO Wildland Project	0	0	3,360	0
2005-06 Wildfire Plan	3,585	0	0	0
DOJ Grant - Compressor	53,131	0	0	0
Restoration - 1953 Pumper Eng	4,390	0	9,097	0
<b>Total Grant Expenditures</b>	<b>61,106</b>	<b>0</b>	<b>19,447</b>	<b>0</b>
<b>Other Financing Uses</b>				
<b>Transfer to Capital Projects Fund</b>	<b>1,606,571</b>	<b>0</b>	<b>0</b>	<b>1,300,000</b>
<b>Total Expenditures, Grants and Other Financing Uses</b>	<b>19,760,242</b>	<b>19,183,216</b>	<b>19,278,851</b>	<b>21,493,251</b>
<b>Net Change in Fund Balance</b>	<b>(595,534)</b>	<b>(3,516)</b>	<b>678,541</b>	<b>(1,300,000)</b>
<b><i>Ending Fund Balance</i></b>	<b>\$2,149,381</b>	<b>\$1,630,007</b>	<b>\$2,827,921</b>	<b>\$1,527,921</b>
<b>Reserves</b>				
Reserve for Operations	325,961	396,922	396,922	423,473
Undesignated Reserve	1,526,781	1,047,909	2,245,823	919,272
Reserve for NCRN	42,880	75,958	75,958	75,958
Reserve for Encumbrances	144,541	0	0	0
Workmens Comp Reserve	109,218	109,218	109,218	109,218
<b>Total Reserves</b>	<b>\$2,149,381</b>	<b>\$1,630,007</b>	<b>\$2,827,921</b>	<b>\$1,527,921</b>

# POUDRE FIRE AUTHORITY CAPITAL PROJECTS BUDGET STATEMENT

## Comparative Budget Statement

	ACTUAL 2006	BUDGET 2007	ESTIMATED 2007	ADOPTED 2008
<b><i>Beginning Fund Balance</i></b>	\$2,425,781	\$5,886,015	\$5,947,182	\$8,252,900
<b>Revenues</b>				
Contribution-City of Fort Collins	973,193	867,418	867,408	933,740
Contribution-City of Fort Collins/ExFees	1,400,176	0	0	0
Contribution-District	0	0	0	0
Transfer From PFA - O&M	1,606,571	0	0	1,300,000
Interest Earnings	160,729	43,652	283,364	89,159
Radio Tower Lease		19,200	0	19,200
Project Savings		0	0	0
Bond Proceeds	0	0	3,160,000	0
Miscellaneous	1,142,517	1,250	24,548	1,250
Net Increase (Decrease) in the fair value of Investments	10,232		58,728	0
<b>Total Revenues</b>	<b>5,293,418</b>	<b>931,520</b>	<b>4,394,047</b>	<b>2,343,349</b>
<b>Expenses</b>				
Apparatus Replacement	173,637	0	27,842	800,000
Burn Building	103	8,000	4,449	8,000
Station #4	1,434	0	60,317	0
Station #5 Remodel	357,693	0	0	0
Station #8	0	0	23	0
Station #9	0	0	0	0
Station #12	0	0	0	0
Station #14	0	0	0	0
Station #15	44,579	0	53	0
Training Building C	0	0	308	2,000,000
Multipurpose Building	157	0	0	0
Administration Building	179	0	1,968,055	0
Future Facilities	1,194,234	0	27,282	0
<b>Total Expenses</b>	<b>1,772,017</b>	<b>8,000</b>	<b>2,088,329</b>	<b>2,808,000</b>
<b><i>Ending Fund Balance</i></b>	<b>\$5,947,182</b>	<b>\$6,809,535</b>	<b>\$8,252,900</b>	<b>\$7,788,249</b>
<b><i>Combined O&amp;M and Capital</i></b>	<b>\$8,096,562</b>	<b>\$8,439,542</b>	<b>\$11,080,821</b>	<b>\$9,316,170</b>

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# DEBT POSITION

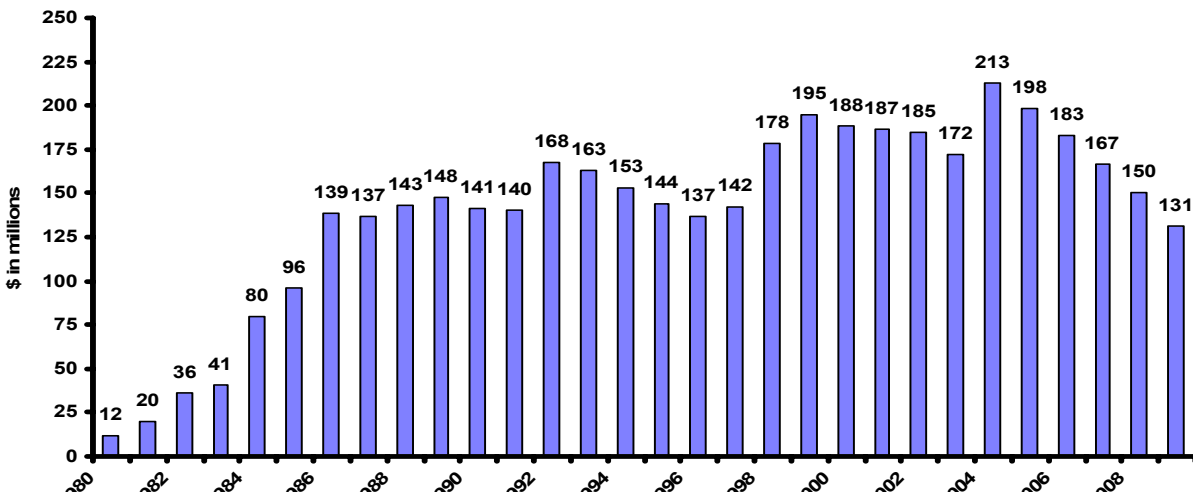
## OVERVIEW AND DEBT FINANCING PRINCIPLES

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 2.8 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. Outstanding Debt at Year-end 1980-2009



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.

**Table 1. Outstanding Debt at Year-end: Actual 2007; Projected 2008 & 2009**

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.

	<b>Actual 2007</b>	<b>Projected 2008</b>	<b>Projected 2009</b>
<b>Government Debt</b>			
Sales Tax Revenue Bonds	\$ 1,900,000	\$ 965,000	\$ 0
Downtown Development Authority Tax Increment	5,075,000	3,880,000	1,610,000
Highway Users Tax Revenue	1,441,863	1,285,000	985,000
Total-Government	<u>\$ 8,416,863</u>	<u>\$ 6,130,000</u>	<u>\$ 2,595,000</u>
<b>Enterprise Fund Debt</b>			
Colorado Drinking Water Loan	\$ 8,901,113	\$ 8,142,313	\$ 7,364,331
Water Revenue Bonds*	22,370,391	20,647,282	18,850,157
General Obligation Water Bonds	5,000,000	2,535,000	0
Sewer Revenue Bonds	11,105,000	8,390,000	5,560,000
Colorado Clean-Water Loan	8,960,986	7,594,864	6,188,329
Storm Drainage Revenue Bonds	32,000,000	29,925,000	27,705,000
Colorado Water Pollution Loan	7,265,000	6,830,000	6,382,500
Total-Enterprise	<u>\$95,602,490</u>	<u>\$83,964,459</u>	<u>\$72,050,317</u>
Total Outstanding Debt	<u>\$104,019,353</u>	<u>\$90,094,459</u>	<u>\$74,645,317</u>
<b>Other Obligations</b>			
Capital Lease Obligations	<u>\$ 63,116,000</u>	<u>\$ 59,838,000</u>	<u>\$ 56,438,000</u>
Grand Total Debt and Other Obligations	<u>\$167,135,353</u>	<u>\$149,932,459</u>	<u>\$131,083,317</u>

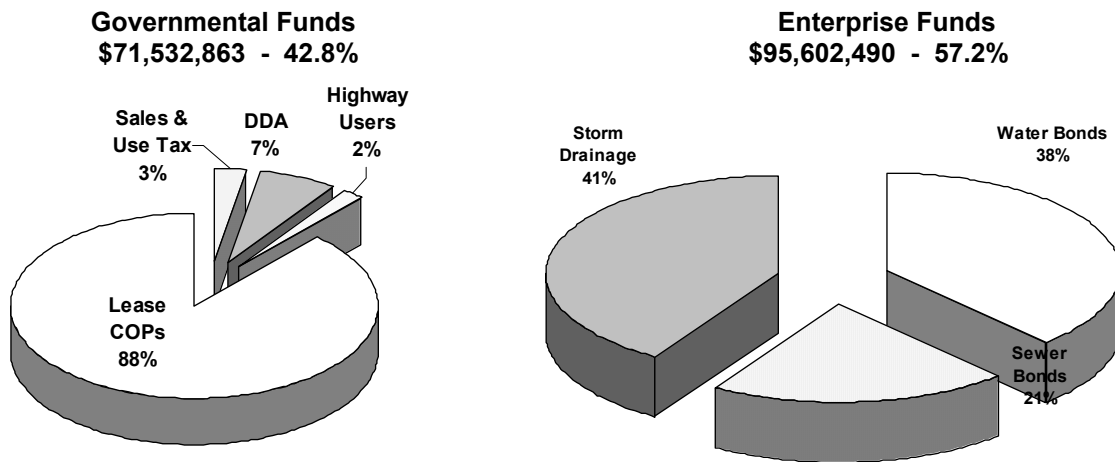
*\*Includes Subordinate Water Revenue bond dated 12/01/03 issued January 2004.*

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. Total City Debt By Category 2007 Debt & Capital Lease Obligations at Year-end = \$167,135,353**



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 large 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 2008, 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 \$775,000 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 &amp; 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 &amp; Poor's</u>
General Obligation Water Bonds	Aa1	AA
Sales & Use Tax- Revenue Bonds*	Aa2	No rating
Sewer Revenue Bonds*	A1	No rating
Storm Drainage Revenue Bonds	A1	AA-
Water Revenue Bonds	A2	AA-
Highway Users Tax Revenue Bonds	Aa2	No rating
Lease Certificates of Participation	Aa2	No rating

\*Fitch has rated the City's Sales & Use Tax Revenue Bonds "AA" and the City's Sewer Revenue Bonds "AA-".

## MOST RECENT BOND ISSUES

From 1995 to 1998, a total of \$33 million of new money bonds and loans, \$25 million of refunding bonds, and \$17.2 million of lease purchase certificates of participation were issued. From 1999 to 2003, a total of \$41.1 million of new money bonds and loans, \$31.4 million of refunding bonds, and \$7.1 million of lease purchase certificates of participation were issued. In 2004 and 2005 the City, its utilities, and the Downtown Development Authority issued \$8.6 million of new bonded debt, \$11.4 million of refunded debt and \$48.6 million of lease purchase certificates of participation. In 2007, the City refunded \$33.9 million in debt.

## 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 2007:

2007 Fort Collins Leasing Corporation Lease Certificates of Participation. On May 3, 2007, the Fort Collins Leasing Corporation completed a refunding of its 1998 and 1999 Certificates of Participation. The amount of bonds refunded totaled \$14,595,000. The refunding lowered the interest rate to 3.86%.

2007 Stormwater Revenue Refunding Bonds. On August 3 and September 4, 2007, the City's Stormwater Utility Enterprise completed a refunding of its 1997 Stormwater Revenue Refunding Bonds and 1999 Revenue Bonds. The amount of bonds refunded totaled \$21,800,000. The refunding lowered the interest rate to 4.086%.

## 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:

2002	5,575,006
2003	5,386,787
2004	4,883,575
2005	3,725,968
2006	3,115,284

Lease purchase activity in 2007 included the acquisition of equipment for the Police Department, and Golf operations. The total amount of the 2007 lease is \$1,067,585 and maximum annual lease payments will be \$238,194.

For the equipment currently on lease purchase at year-end 2007, the City anticipates the following payment schedule for the period 2008 through 2012:

2008	930,763
2009	844,323
2010	652,750
2011	546,385
2012	117,221

In 2008, the Finance Department anticipates that two equipment leases will be completed, approximately \$1.1 million of additional lease obligation principal.

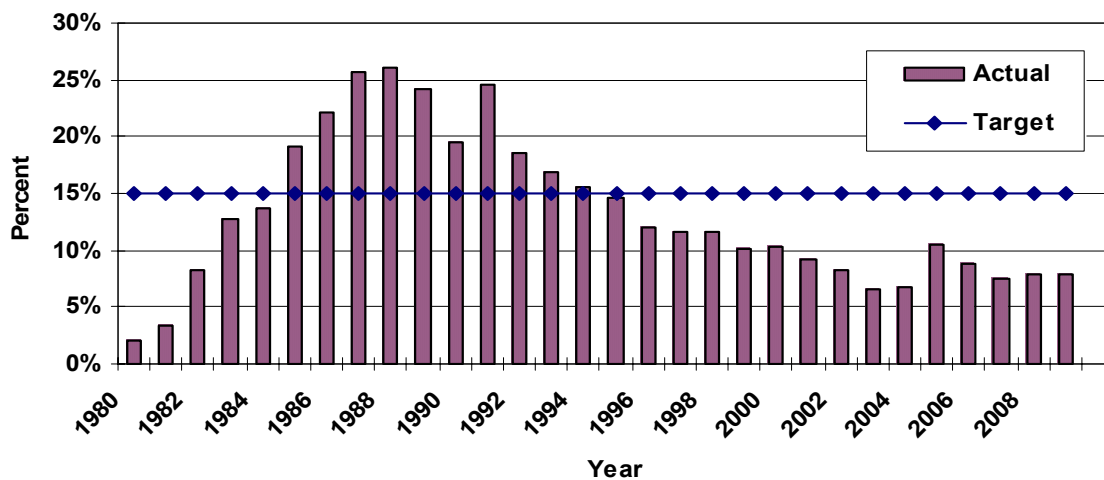
Unless users decide equipment associated with the lease payment schedule is no longer necessary, future lease payments will be appropriated as part of the budget. Council treats lease purchase obligations like debt service obligations. To date, all City lease purchase transactions have been done with leasing firms. Credit ratings for equipment lease transactions would not provide any economic benefit because the transactions are too small. If the size of the transactions continues to increase, future lease purchasing obligations may be done with a credit rating. City Council most recently reaffirmed its lease purchase policy as part of the Financial and Management Policies for the 2008-2009 Budget.

## 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. When the Council adopted the 2008-2009 Budget, it reaffirmed the limit of 15%.

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. General Government Debt as a Percent of Annual Operating Expense, 1980 - 2009**



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 two 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 chart also shows the City now has 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 long-range capital plans of the enterprise funds contemplate significant debt financing activity at the Mulberry Water Treatment Facility.

The wastewater fund revised its capital needs during the 2008-2009 budget process. In the upcoming five-year period, the wastewater utility has identified one \$30 million dollar issue in 2009. The proceeds will be used to design and construct new secondary treatment for the failing trickling filter and provide odor control for the preliminary and primary treatment processes at the Mulberry Water Treatment Facility.

The water utility revised its capital needs in the 2008-2009 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 be financed on a pay-as-you-go basis. In the five-year budget period the utility has not included any debt. Long-term capital plans may include debt for capital infrastructure replacement.

## 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.

## OUTSTANDING DEBT AND LEASE OBLIGATIONS

The following schedule summarizes the financial obligations of the City as of December 31, 2005 and projected 2008 and 2009 year-end obligations based on current repayment schedules:

	<u>2007</u>	Projected <u>2008</u>	Projected <u>2009</u>
<b>Bonds Serviced by Sales and Use Tax Fund,</b> secured by sales and use tax revenue and reserves:			
<u>Sales and Use Tax Revenue Refunding</u> Issued in 2003, maturing in 2009	\$ 1,900,000	\$ 965,000	\$ -
<b>Bonds Serviced by Downtown Development Authority,</b> secured by tax increment property taxes:			
<u>Property Tax Increment</u> Issued in 2004, maturing 2011	5,075,000	3,880,000	1,610,000
<b>Bonds Serviced by Streets Fund,</b> secured by Highway Users Tax Revenues:			
<u>Highway Users Tax Revenue Refunding Bonds,</u> Issued 1992, maturing 2012 (includes Capital Appreciation Bond premium)	1,441,863	1,285,000	985,000
<b>General Government Debt Total</b>	<b>\$ 8,416,863</b>	<b>\$ 6,130,000</b>	<b>\$ 2,595,000</b>
<b>Bonds Serviced by the Water Fund,</b> secured by Water Fund Revenues, general obligation water bonds are secured by the full faith and credit of the City:			
<u>General Obligation Water Bonds</u> Issued in 2002, maturing in 2009	\$ 5,000,000	\$2,535,000	\$ -
<u>Colorado Water Resources &amp; Power Development Authority</u> Issued in 1999, maturing in 2019	3,200,822	2,964,228	2,722,195
<u>Water Revenue Bonds</u> Issued in 1998, maturing in 2018	20,170,000	18,525,000	16,810,000
<u>Colorado Water Resources &amp; Power Development Authority</u> Issued in 1997, maturing in 2017	5,700,291	5,178,085	4,642,137
<u>Subordinate Water Revenue Bond</u> Issued in 2004 (dated 12/01/03), maturing in 2030	2,200,391	2,122,282	2,040,157

**Bonds Serviced by the Sewer Fund,**  
secured by Sewer Fund Revenues:

<u>Sewer Revenue Bonds</u> Issued in 2005, maturing in 2010	6,800,000	4,320,000	1,740,000
<u>Sewer Revenue Bonds</u> Issued in 2000, maturing in 2020	4,305,000	4,070,000	3,820,000
<u>Colorado Water Resources &amp; Power Development Authority Loan</u> Issued in 1992, maturing in 2014	8,960,986	7,594,864	6,188,329

**Bonds Serviced by the Storm Drainage Fund,**  
secured by Storm Drainage Fund revenues:

<u>Storm Drainage Revenue Bonds</u> Issued in 2002, maturing in 2022	10,135,000	9,655,000	9,155,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2002, maturing in 2008	860,000	-	-
<u>Colorado Water Resources &amp; Power Development Authority Loan</u> Issued in 2001, maturing in 2021	7,265,000	6,830,000	6,382,000
<u>Storm Drainage Revenue Bonds</u> Issued in 1999, maturing in 2009	1,700,000	935,000	-
<u>Storm Drainage Revenue Bonds</u> Issued in 2007, maturing in 2019	15,945,000	15,875,000	15,505,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2007, maturing in 2017	3,360,000	3,360,000	3,045,000
<b>Enterprise Fund Debt Total</b>	<b><u>\$95,602,490</u></b>	<b><u>\$83,964,459</u></b>	<b><u>\$72,050,317</u></b>

	<u>2007</u>	<u>Projected 2008</u>	<u>Projected 2009</u>
<b>Other Obligations</b>			
<u>Assignment of Lease Payments (Public Safety and Recreational Improvements)</u> executed and delivered in 2001, maturing in 2021	\$2,936,000	\$2,783,000	\$2,623,000
<u>Lease Certificates of Participation (Police Building and Open Space Acquisition Projects)</u> executed and delivered in 2004, maturing in 2026	45,465,000	43,545,000	41,560,000
<u>Lease Certificates of Participation (Golf Course and Civic Center Project)</u> executed and delivered in 2007, maturing in 2018	14,205,000	13,120,000	11,995,000
<u>Lease Certificates of Participation (General Improvement District)</u> executed and delivered in 2007, maturing in 2010	390,000	270,000	140,000
<u>Equipment Leases</u> executed various years, maximum maturity in 2012	1,256,901	1,069,539	940,805
<b>Other Obligations Total</b>	<b><u>\$ 64,252,901</u></b>	<b><u>\$ 60,787,539</u></b>	<b><u>\$ 57,258,805</u></b>
<b>TOTAL LONG-TERM DEBT &amp; LEASE PAYMENTS</b>	<b><u>\$168,272,254</u></b>	<b><u>\$150,881,998</u></b>	<b><u>\$131,904,122</u></b>



## 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.

### 2008-2009 Lease Purchase Schedule

	<u>2008 Payment Obligation</u>	<u>2009 Payment Obligation</u>	<u>Future Payments</u>	<u>Maximum Payment Liability Over Term of Lease</u>
<b><u>Personal Property</u></b>				
General Fund	\$ 823,952	\$ 714,147	\$1,057,455	\$ 3,608,027
Transportation Services Fund	76,020	72,956	104,271	322,283
Cemetery Fund	12,406	9,304	-	34,116
Golf Fund	151,211	139,935	243,647	689,476
Equipment Fund	5,950	4,463	-	18,716
Total	<u>\$1,069,539</u>	<u>\$ 940,805</u>	<u>\$1,405,373</u>	<u>\$4,672,618</u>
<b><u>Real Property</u></b>				
	0	0	0	0
Grand Total	<u>\$ 1,069,539</u>	<u>\$ 940,805</u>	<u>\$ 1,405,373</u>	<u>\$4,672,618</u>

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## 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

## CITY PROPERTY TAX LEVIES AND COLLECTIONS

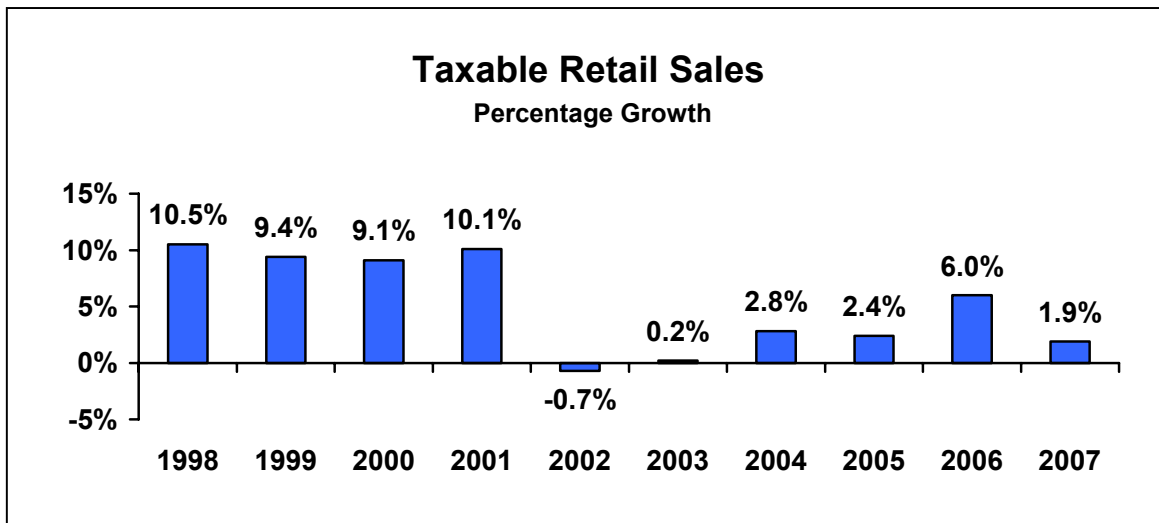
Levy Year (1)	Total Tax Levy (2)(3)	Total Actual Tax Collection Versus Levy (4)	Collections As a Percent Of Tax Levy
1997	\$7,766,667	\$7,578,215	97.57%
1998	\$8,485,942	\$8,287,162	97.66%
1999	\$8,788,552	\$8,579,040	97.62%
2000	\$10,325,033	\$10,172,098	98.52%
2001	\$10,661,031	\$10,354,190	97.12%
2002	\$12,004,184	\$11,943,303	99.49%
2003	\$12,365,206	\$12,313,458	99.58%
2004	\$13,064,545	\$12,848,799	98.35%
2005	\$13,327,746	\$13,290,376	99.72%
2006	\$14,302,198	\$14,572,672	98.14%
2007	\$14,261,191	\$14,533,176	98.13%

- (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

(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 (%)

Year	Sales and Use Tax (1)	Capital Improvements (2)	Total City Sales and Use Tax	Larimer County Tax	State Tax	Total All Taxes
1998	2.25	0.75	3.00	0.65	3.00	6.65
1999	2.25	0.75	3.00	0.75	3.00	6.75
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

- (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.

# 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.

## **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**

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.

## **Commodities**

Basic or useful items necessary to conduct operations. Supplies for office operations, vehicles, copy machines, computers, or janitorial are some items in this category.

## **Contingency**

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

# BUDGET TERMS

## **Contractual 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.

## **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, streetlighting, 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.

## **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.

# BUDGET TERMS

## **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.

## **Personal 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.

## **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.



# BUDGET TERMS

## **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.

## **Revised Budget**

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

## **Seasonal Employee**

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

## **Special Assessment**

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

## **Special Assessment Fund**

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

## **Special Revenue Fund**

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

## **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.

## **Target Budget**

Desirable expenditure levels provided to departments in developing the coming years' recommended budget. Based on prior year's adopted budget, projected revenues, and reserve requirements.

## **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.