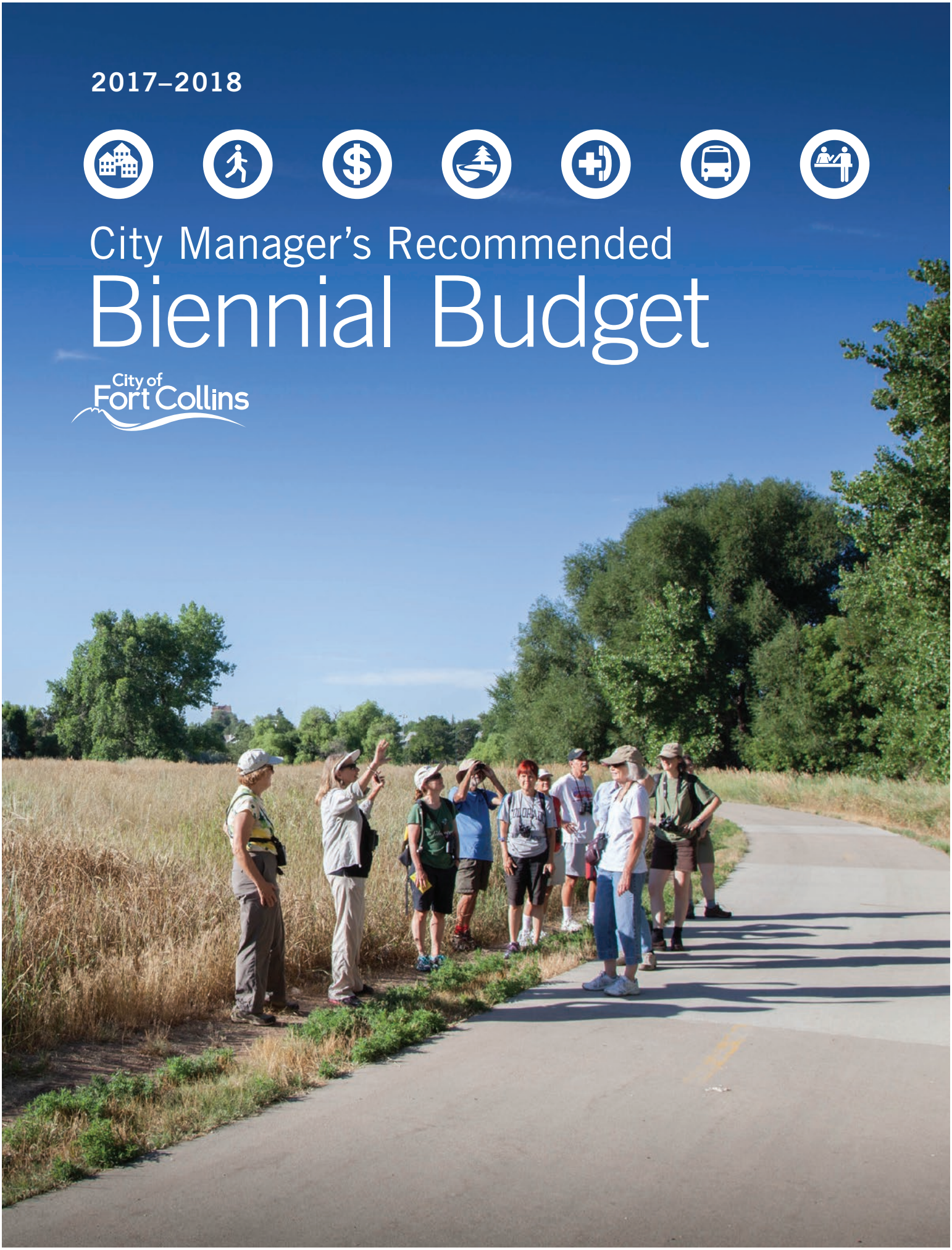
2017–2018

City Manager's Recommended Biennial Budget

City of Fort Collins



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September 1, 2016

To Mayor Troxell & City Council Members:

It is my pleasure to present to you the 2017–2018 City Manager's Recommended Budget. This is our seventh budget cycle using the Budgeting for Outcomes (BFO) process, which has a number of advantages over traditional budgeting approaches, including:

- Transparency with the programs and services that could be provided to the community
- Allocating revenue to the highest priorities citizens need and want
- Citizen input on which priorities should be funded, gathered through online tools, events and meetings held across the community
- Two citizen volunteers on each of the seven BFO Teams who bring the voice of community into the decision process
- Broad discussions among City staff resulting in greater accountability and improved understanding of City priorities

Strategic Outcomes and Results

The 2017-2018 Recommended Budget is reflective of, and responsive to, community needs and Council priorities, which are reflected in the 2016 City Strategic Plan. Each of the seven Strategic Outcomes within the Strategic Plan has multiple Strategic Objectives. Achieving these objectives was the basis for staff budget proposals and for determining which budget proposals are recommended for funding. A description of the Strategic Outcomes is provided below, and a list of the Strategic Objectives is summarized in each of the Outcome Overviews.

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

As a data-driven organization, offers include one or more metrics that will be used to evaluate its success in 2017 & 2018. These metrics can be accessed in the online budget documents. The quality of the metrics, combined with each offer's impact in achieving the Strategic Objectives, were a determining factor for the BFO Team funding recommendations.

Budget Highlights

The 2017-2018 City Manager's Recommended Budget aligns resources to provide quality ongoing services while maintaining a strong focus on efficiency and effectiveness. The Recommended Budget includes key projects and initiatives that further our vision of being a world-class community.

The Keep Fort Collins Great (KFCG) tax measure passed by voters in 2010 has had a significant impact, providing approximately $28 million of annual revenue to maintain services such as police, fire, streets, transportation, parks, recreation, and other community priorities. The Recommended Budget is consistent with the ballot language.

2016 has been a year of solid sales tax growth over 2015 with year-to-date revenues up 5.3%. Total 2016 sales tax receipts are expected to be 5.8% greater than 2015. An increase in Sales Tax of 4.3% in 2017 and 3.0% in 2018 is forecasted. It is staff's intent to provide a forecast with a high probability of achievement to avoid mid-year funded program cuts in the event tax revenue comes in lower than anticipated. As a precautionary measure for a possible recession, $4.4M of General Fund reserves have been set aside to minimize impact to 2017-18 programs and services if sales tax receipts would soften. Additional tax revenue realized above the forecast will be added to fund balance and be available in the next budget cycle.

Financial Highlights of the City Manager's Recommended Budget

- The City fiscal condition is healthy with adequate fund balances and strong Sales & Use Tax growth. All fund balances exceed the minimum reserve policies established by City Council and as required by State law.

- The total budget for all City funds for 2017 is $620.6M and for 2018 is $614.4M. This includes the appropriations for the Urban Renewal Authority and the General Improvement District #1.

- Staff has forecasted a softening in revenue growth for 2017-2018. Base economic growth in sales tax is projected to increase by 4.3% in 2017 and 3% in 2018. Use tax is projected at $22M for both years compared with a forecast of $25M in 2016.

- The use of General Fund reserves comes from 2015 fund balance and 2016 revenue greater than what was forecasted. Reserves are utilized within the 2017-2018 budget for one-time projects.

- Utility rates are proposed to increase as listed below. Aside from purchased power cost increases, rate increases are to fund capital infrastructure improvements.
  - Electric rates are proposed to increase 4.45% in 2017 and 3.2% in 2018. Of this increase, 3.2% in both years is due to anticipated increased purchased power supply costs from Platte River Power Authority (PRPA). The PRPA Board will finalize rate changes in late October 2016 and the final rates will be incorporated into the 2017-18 Biennial Budget.
  - Water rates are proposed to increase by 5.0% in both 2017 and 2018.
  - Wastewater rates are proposed to increase by 3.0% in both 2017 and 2018.
  - Stormwater rates are proposed to increase 5.0% in 2017 only.

- Salary pool adjustments are planned based on an average 2.5% increase in both years. Actual salary adjustments will vary based on performance and market. Staff will review market conditions and may propose adjustments to 2018 if market conditions change.

- The budget includes a 50.25 FTE increase in 2017 with an additional 5.0 FTE in 2018. The majority of that staffing occurs in Police Services (14.0 FTE), Utilities (11.0 FTE), Parks and Forestry (10.0 FTE) and Neighborhood Services (4.0 FTE). The remaining FTE increases support a broad spectrum of City services.

Operational Highlights of the City Manager's Recommended Budget

The 2017-2018 Recommended Budget invests in the high priority areas of:

- Supporting Council and community priorities
- Investing in neighborhood livability
- Supporting public safety and increased police staffing
- Maintaining commitments to the voters with funds raised from KFCG and Community Capital Improvement Program (CCIP), which is the renewal of Building on Basics
- Being good stewards of City assets by investing in infrastructure, buildings, trees, etc.
- Working toward resiliency with investments in select initiatives to make progress on environmental goals, as well as social sustainability and economic programs
- Updating significant community plans, including City Plan, the Transportation Master Plan, the Transit Master Plan, the Cultural Services Plan and the Historic Preservation Plan
- Investing in our workforce with training, leadership development and technology
- Implementing system improvements and continuing to foster transparency

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

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

Respectfully submitted,

Darin A. Atteberry
City Manager

2017-2018 Budget Overview

Economic Outlook

Fort Collins continues to attract new citizens and saw an increase of 11.7% between April 2010 and July 2015. In 2016 the population of the City is estimated to be 161,000 citizens. Nationally the average population growth in the same period was 4.1%.

Unemployment has continued to decrease in Fort Collins since the 2008 recession. Fort Collins has outpaced national and state trends for employment recovery; the City has remained at 2-3% unemployment throughout 2015 and 2016, well below the target of 5% (which is also the current national average) that's typically viewed as market equilibrium by economists. As indicated by 2-3% unemployment, Fort Collins is currently facing a tight labor market, with implications for labor mobility and wages.

Annual median household income is $53,775 (2014). Wage growth in Fort Collins mirrors the wage stagnation found across the United States. The 2015 average Fort Collins (includes Loveland) hourly wage is $22.85, similar to a national average of $23.23. However, wages locally are significantly lower than their respective national averages in 7 of 22 major occupational groups, including arts, design, business and financial operations and management. Occupational groups that had significantly higher wages included architecture and engineering, production and healthcare support.

New commercial construction in Fort Collins has also continued to rise in tandem with Fort Collins economic recovery. Housing prices (rent and homeownership) are each currently outpacing wage growth; affordable housing remains a critical issue for the Fort Collins community.

Jobs growth in Fort Collins was positive for 8 out of 9 major sectors with the highest growth in mining, logging and construction (1.5%), public sector and academia (4.9%), professional and business services (1.4%) and trade, transportation and utilities (1.3%). The only decrease was in education and health services (-1.9%). It is important to note that the recent decline in health and education and the increase in public sector and academia employment is skewed by a recent re-categorization of former health sector employees now considered state employees after a partial sale of a private hospital provider to a state healthcare (UC Health) system. Advanced industries (i.e., STEM-intensive occupations that include technology, research and development, data and computing, etc.) remain a strong economic force in Fort Collins. Growth in this sector represents more than 5.2% of Fort Collins' economic output, which is approximately double the national average (2.7%).

The 2017-2018 Recommended Budget includes modest assumptions for growth that reflect a cautiously positive outlook for the next two years, while being aware of concerns of national economists of when the next recession will occur. This proposed budget assumes conditions will not worsen significantly and moderate, but softening, growth in economic activity will continue during the two year budget period. This outlook is reflected in the assumptions used to estimate revenues as detailed below.

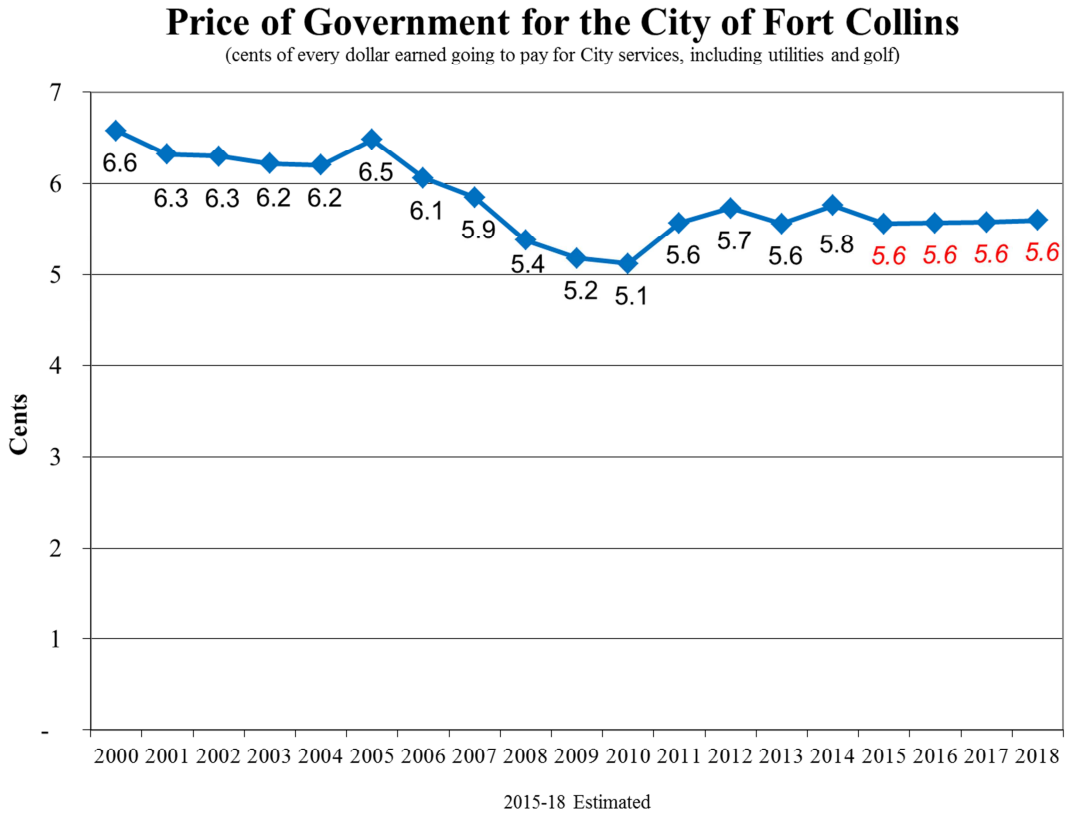
Price of Government

For the seventh time, the City has used a process known as Budgeting for Outcomes (BFO) to prepare the 2017-2018 City Manager's Recommended Budget (a detailed explanation of the BFO process can be found in the appendix of this document). By utilizing Budgeting for Outcomes the organization addresses the fundamental question, "How can citizens get the most value for the taxes and fees they pay?"

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

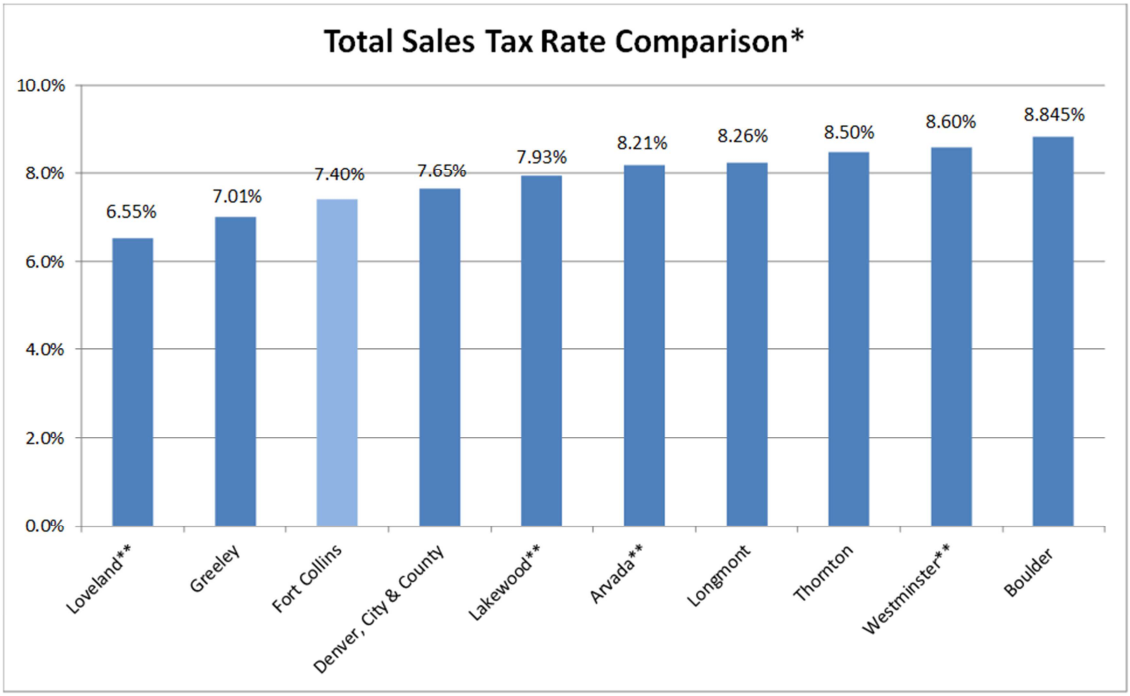
For over 50 years, Americans have historically spent approximately the equivalent of 35 cents of every dollar of annual personal income to buy services from their federal, state and local governments. Of the 35 cents, 20 cents has historically been allocated to services from the federal government, 8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

In Fort Collins, citizens are projected to continue spending approximately 5.6 cents of each dollar earned on City services in 2017-18. The City's focus on continuous improvement combined with prudent fiscal leadership has driven a 18-year trend where the price of government for our citizens has declined from a high of 6.6 cents and has flattened out at 5.6 cents.



Sales Tax Rate Comparison

Of the rates and fees that are part of the Price of Government calculation, the combined sales and use tax generates 45% of governmental revenue. Fort Collins voters approved a 0.85% increase in the City sales tax rate in 2010 under an initiative called Keep Fort Collins Great (KFCG). The City sales tax rate increased from 3.0% to 3.85%. The overall sales tax rate in Fort Collins is 7.40% including the county and state sales tax rates. The following table shows the total sales tax rate of the City compared with other Front Range cities.

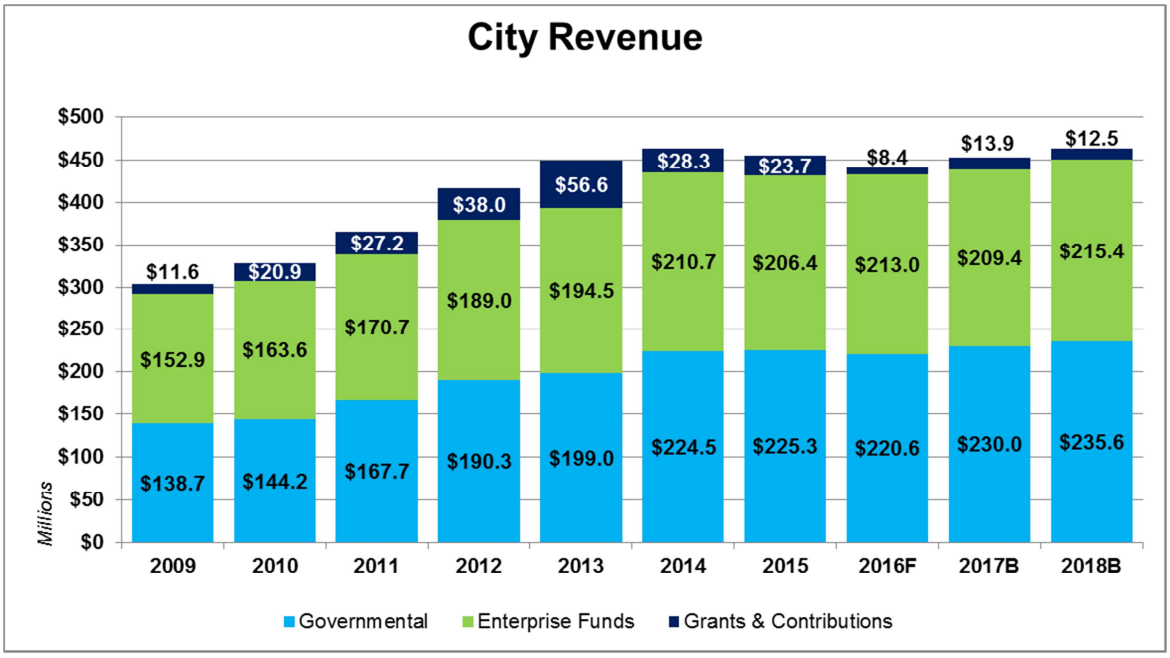


* Includes all city, county, state, and special district taxes with data as of June 30, 2016.

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

2017-2018 Revenue

The 2017-2018 Recommended Budget includes a wide variety of funding sources, many with restrictions and dedications that make allocating resources very complex. This section provides an overview of some of the key funds and revenue sources which make up the overall budget.



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

Governmental Revenue

Governmental revenue includes all revenue except those collected from rates that support enterprise operations such as utilities and golf. The General Fund accounts for 48% of all governmental revenue. Those General Fund revenues support a wide array of basic municipal services and the specific revenues supporting these municipal operations come from multiple sources. Revenue growth assumptions for each of the major revenue sources are described below.

- **Sales Tax:** In 2017 Sales Tax revenue accounts for about 50% of the General Fund revenue collected annually and 38% of total governmental revenues. The budget assumes an increase in economic activity in sales tax of 4.3% in 2017 and 3.0% in 2018.

- **Use Tax:** In 2017 Use Tax revenue accounts for about 9% of the General Fund revenue collected annually and 7% of total governmental revenues. The 2017-2018 Recommended Budget assumes a base collection of $14.5M in both years that funds ongoing programs and services. An additional $7.5M of Use Tax above the base is forecasted for both years. That more volatile revenue is restricted to one-time projects and initiatives.

- **Property Tax:** In 2017 Property Tax revenue accounts for about 15% of the General Fund revenue collected annually and 8% of total governmental revenue. Property Taxes for 2017 and 2018 are anticipated to increase in line with average inflation estimates of 2.0%.

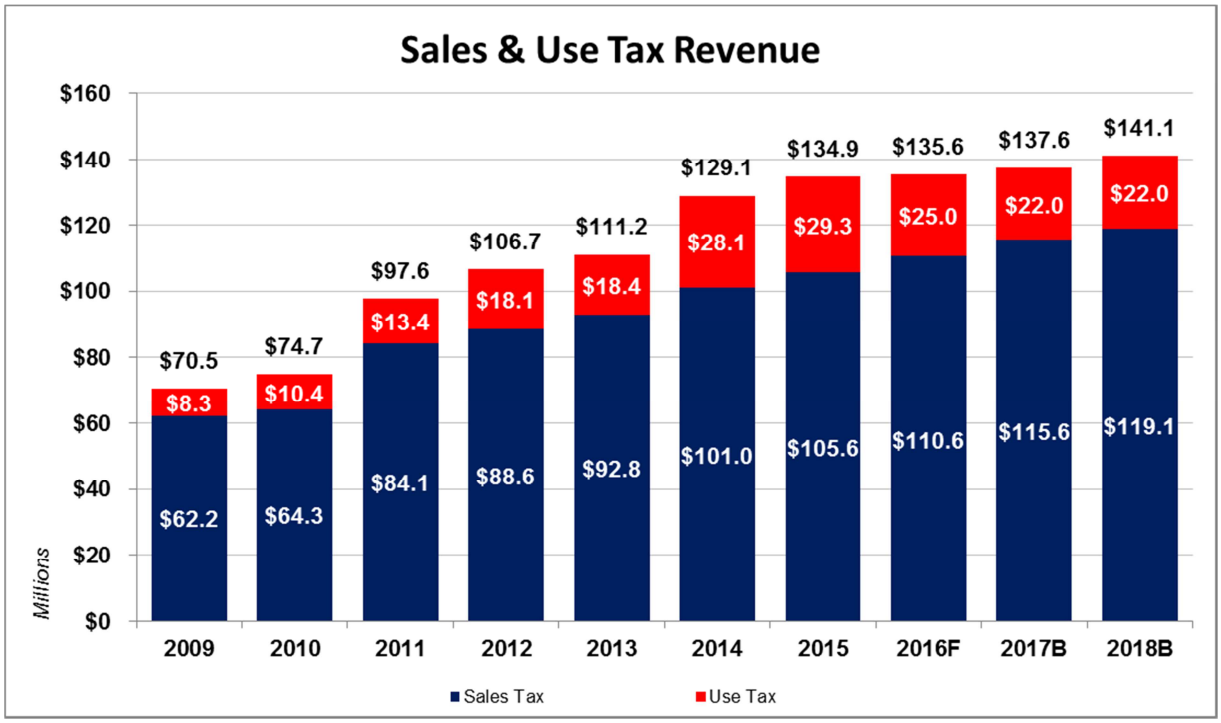
- **Payments in Lieu of Taxes (PILOT):** PILOTs are collected by all City-owned utilities except Stormwater. In 2017 these payments account for nearly 7% of the General Fund revenue. As a result of declining forecasted Utility sales partially offset by modest rate increases, this revenue stream is projected to decrease by 2.2% in 2017 and then increase 3.4% in 2018.

- **User Charges/Fees:** This category includes park fees, development fees, administrative charges, court costs, etc. This revenue source accounts for about 6% of the General Fund revenue collected annually and 9% of total governmental revenue. User charges and fees vary significantly by the type of charge or fee.

Sales and Use Tax Trends

Sales tax receipts increased 8.4% in 2014 and 4.9% in 2015. For business activity through June, 2016, year-to-date sales tax receipts are 5.3% greater than year to date 2015. Full year 2016 sales tax receipts are expected to be 5.8% greater than 2015. An increase in Sales Tax of 4.3% in 2017 and 3.0% in 2018 is forecasted.

Use tax receipts have historically been volatile and reflect the local community's investment in new equipment and buildings. Since the low mark of collections in 2009 of $8.3M, Use Tax increased as construction, vehicle purchases, audits, and investments in equipment resumed after the Great Recession. Since 2014 Use Tax collections have hit historic highs staying at or above $25.0M. Use Tax in both 2017 and 2018 is estimated at $22.0M.



Enterprise Funds & Proposed Utility Rates

The City's Enterprise Funds are those funds that provide services based on fees. These services include Electric, Water, Wastewater, and Stormwater. Proposed rate increases are explained below.

- **Electric**
  Electric rates are proposed to increase 4.45% in 2017 and 3.2% in 2018. Of this increase 3.2% in both years is due to anticipated increased power supply costs from Platte River Power Authority (PRPA). The City purchases power from PRPA and then distributes it to our customers. The PRPA Board will finalize rate changes in late October 2016 and the final rates will be incorporated into the 2017-2018 Biennial Budget. The additional 1.25% in 2017 is being driven by capital infrastructure needs. The 2017-2018 electric rate increases shown are system averages and will vary by rate class and customer.

- **Water**
  Water rates are proposed to increase 5.0% in both 2017 and 2018 due to capital infrastructure needs. The last increase in water rates was 4.0% in 2014.

- **Wastewater**
  Wastewater rates are proposed to increase 3.0% in both 2017 and 2018. Continued gradual increases are needed to fund future capital improvements necessary to meet regulatory requirements and maintain aging infrastructure.

- **Stormwater**
  Stormwater rates are proposed to increase 5.0% in 2017 with no additional rate increase in 2018. Capital infrastructure needs are also the driver behind this increase. The last increase in Stormwater rates was a 10.0% increase in 2004.

The following table is a summary of 2015-2016 actual average rate increases and the 2017-2018 proposed average rate increases:

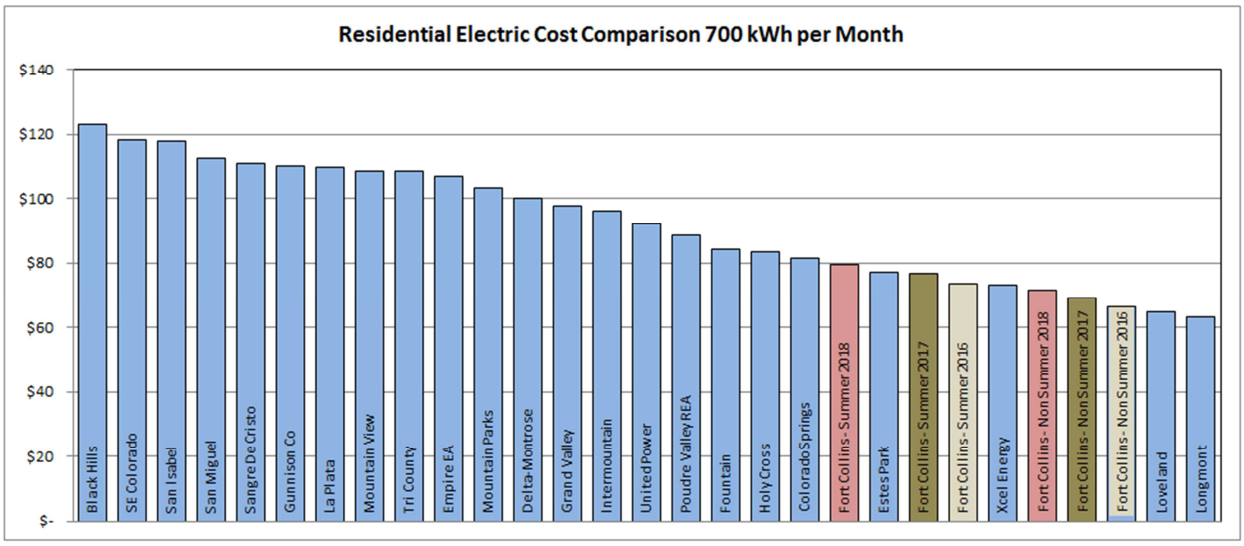
Proposed Utility Rates

	Actual 2015	Actual 2016	Budget 2017	Budget 2018
Electric	1.9%	1.9%	4.45% *	3.2% *
Water	0.0%	0.0%	5.0%	5.0%
Wastewater	3.0%	3.0%	3.0%	3.0%
Stormwater	0.0%	0.0%	5.0%	0.0%

* Final rate increases depend on the final energy costs approved by the Platte River Power Authority (PRPA) Board in October 2016

Residential Electric Cost Comparison

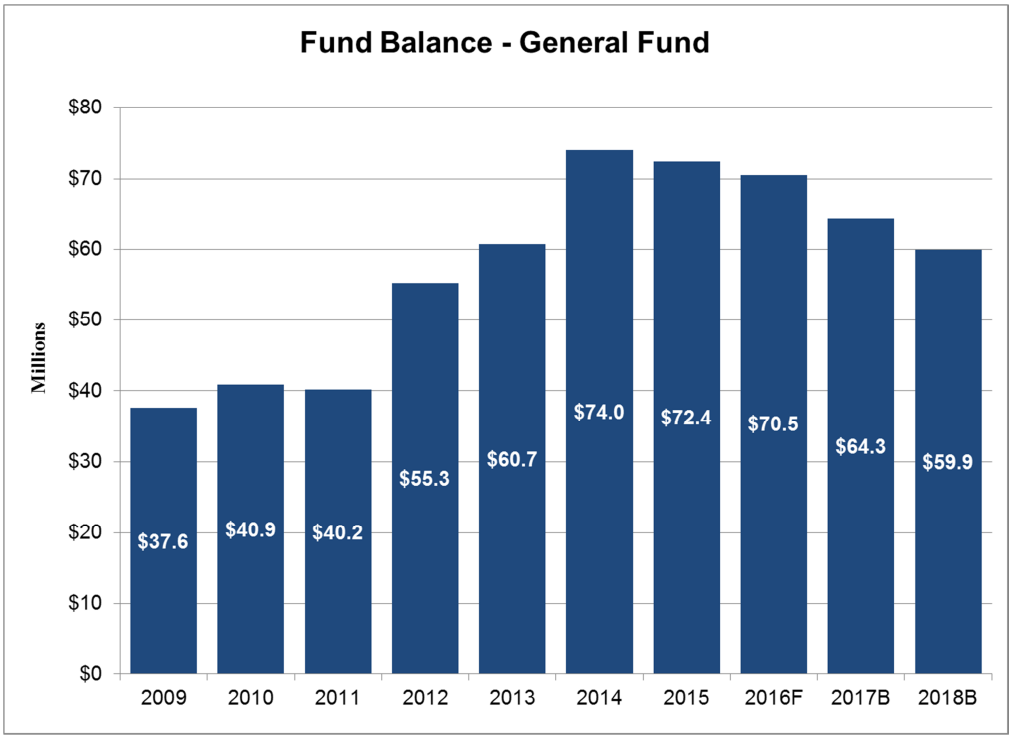
The following table shows comparable electric rates among Fort Collins and other electric utilities in the area for 700 kilowatt hours (kWh) of residential usage. Fort Collins continues to have one of the lowest electric rates in the state. Fort Collins' summer and non-summer rates are shown on the following graph. Many other utilities also have rates that vary by season, but only January rates are shown.



Colorado Utilities with more than 7500 residential meters
Source: Colorado Association of Municipal Utilities, January 2016 data

2017-2018 Reserve and Other One-Time Funding Sources

The General Fund continues to have a healthy fund balance. Growth in fund balance from 2011 to 2014 reflect 1) the consolidation of an existing Sales & Use Tax fund into the General Fund in 2013 that increased the fund balance by $5.9M, 2) an improving economy and 3) an intentional effort to retain a portion of each year's unanticipated revenue to minimize the impact of future economic downturns. The General Fund balance is expected to decline over the 2017-18 Budget from the use of existing reserves for planned projects and the use of the 2016 unanticipated revenue to support one-time projects. The ending fund balance in all years exceeds the City policy minimums.



Overall City fund balances remain healthy and above local and state requirements for minimum fund balances. The City closely monitors fund balance relative to economic conditions and forecasts. The chart below summarizes the change in major fund balances based on the impact of the 2017-2018 Recommended Budget.

FUND	Fund Balance 12/31/16	Fund Balance 12/31/17	Fund Balance 12/31/18
General Fund	$70.5	$64.3	$59.9
Keep Fort Collins Great	14.3	9.5	5.0
Transportation Fund	15.2	15.9	15.9
Capital Projects Fund	23.8	22.5	22.0
Other Governmental Funds	57.4	56.2	57.8
Light & Power Fund *	201.0	199.7	199.7
Water Fund *	294.2	299.8	306.2
Wastewater Fund *	167.5	170.5	173.8
Stormwater Fund *	123.2	129.9	136.6
Internal Service Funds	15.9	19.1	23.6
Other Funds	44.1	41.9	38.8
TOTAL	**$1,027.3**	**$1,029.2**	**$1,039.3**

Notes:

1) Dollars are show n in Millions

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

Total 2017-2018 Budget Summary

The 2017-2018 City Manager's Recommended Budget includes the revenue generated by the Keep Fort Collins Great (KFCG) 2010 ballot initiative. The rate for sales and use taxes earmarked for general operations remains at 2.25%; KFCG is 0.85% and the other three 0.25% voter approved tax initiatives are available for the various restricted purposes listed in the ballot language for a total City tax rate of 3.85%. The property tax rate remains unchanged since 1992 at 9.797 mills.

The total budget for all City funds for 2017 is $620.6M and for 2018 is $614.4M. The following table compares the adopted 2016 budget with the 2017 and 2018 proposed budgets, including the net operating budgets, capital improvement budgets, and debt service:

TOTAL BUDGET (in millions)

	Adopted 2016 **	2017	% Change	2018	% Change
Operating	$497.0	$540.8	8.8%	$546.7	1.1%
Debt	21.6	24.5	13.3%	21.8	-11.1%
Capital* **	48.0	55.3	15.2%	45.9	-17.0%
Total City Appropriations*	$566.6	$620.6	9.5%	$614.4	-1.0%
Less Internal Service Funds	(70.4)	(74.8)	6.3%	(77.2)	3.2%
Less Transfers to Other Funds	(44.6)	(53.4)	19.8%	(47.8)	-10.6%
Net City Budget	$451.6	$492.3	9.0%	$489.4	-0.6%

*** This includes GID and URA which are appropriated in separate ordinances.**
**** 2016 is the Amended budget.**
***** Capital dollars reflect non-lapsing capital project budgets.**

The Net City Budget (the budget excluding internal transfers and charges) for 2017 is proposed to increase 9.0% compared to the 2016 Net City Budget. For 2018, the budget will decrease 0.6% compared to the 2017 Net City Budget. There are several factors driving the increase in 2017 over 2016 as outlined in the table below. This includes a mix of increased ongoing expenses for things like salary, benefits, contributions to PFA and inflation. Additionally, more one-time revenue from 2015 and 2016 (use tax and 2016 property tax) was included in the 2017-2018 Recommended Budget to fund one-time enhancements. For the past few budget cycles we have a had history of revenue growth over forecast that goes into fund balance. That additional revenue then becomes reserves that are used in the next budget cycle. This creates an incremental 'stair step' in the budget where year one of the new budget has an increase over the previous year, while year two of the new budget cycle is typically flat or declining from year one.

2017 Cost Drivers

Staffing increases of 50.25 FTE	4.0
Salary and benefits for current staffing levels	5.8
PFA contribution per intergovernmental agreement	3.5
Increased debt payments	2.9
Increased transit services (including funding from CSU)	2.6
Capital Projects	7.3
Inflation on operational expenses (excluding personnel costs)	6.3
Contribution to I-25	1.1
Various other one-time and ongoing Enhancement Offers	7.2
Total:	**$40.7**

$ values in M

2017–2018 Budget Priorities and Highlights

The 2017-2018 Recommended Budget takes into account available resources and allocates revenues to the highest priorities, and seeks to fund the services and programs that are most likely to achieve the seven key Strategic Outcomes identified by Council:

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

Several key themes guided the development of the 2017-2018 Recommended Budget including:

1. Focus on Council & Community Priorities
This Recommended Budget is driven by the City's 2016 Strategic Plan and was developed based on an understanding of Council priorities and a significant amount of public outreach. Additionally, it continues to fulfill commitments made to voters in the Keep Fort Collins Great sales tax initiative, as well as other tax initiatives such as the Community Capital Improvement Program (CCIP) which is the renewal of the Building on Basics tax initiative which expired in 2015.

2. Investing in neighborhood livability
This budget continues to prioritize residential neighborhoods through offers for enhanced code compliance, the residential permit parking program and the neighborhood connections program.

3. Supporting public safety and increased police staffing
This budget includes additional staffing in patrol, detectives and dispatch to keep up with basic service levels as the community grows and changes. There is an investment in technology to help public safety through the use of body-worn cameras and needed improvements to computer aided dispatch systems, as well as funding for design of a police regional training facility that could benefit multiple regional public safety agencies.

4. Maintaining commitments to the voters with KFCG and Community Capital Improvement Program (Renewal of Building on Basics)
Fort Collins continues to invest in the services and amenities that make this such a special place to live, work and raise a family. A significant contributor to that is the revenue raised through the Keep Fort Collins Great tax initiative. A recap of the programs and services provided to the citizens of Fort Collins from this important funding source can be viewed at www.fcgov.com/kfcg (click on Reports and Documents).

5. Being good stewards of City assets
The Recommended Budget includes approximately $30M per year for capital and infrastructure repair and maintenance. This includes numerous road, bridge and utility projects, as well as investments in asset management software systems to enable the City to focus stewardship efforts on the highest priority maintenance needs. It also provides resources to maintain our City trees which are important to safety and overall community livability.

6. Working toward resiliency with investments in select initiatives to make progress on energy efficiency, as well as other environmental goals
This budget reflects the community's ongoing commitment to the environment by continuing investments in energy efficiency (municipal, residential and commercial), as well as increased commitments to renewable energy sources. Additionally, the importance of the Poudre River to the citizens of Fort Collins is highlighted through natural area investments, Nature in the City, and river health.

7. Updating significant community plans, including City Plan, the Transportation Master Plan, the Transit Master Plan, the Cultural Services Plan and the Historic Preservation Plan
Fort Collins has historically combined current and long-term planning with implementation of those plans. This budget continues that important combination with timely updates to a number of strategic city plans that will help focus City resources to the opportunities and challenges the future holds for our community.

8. Implementing system improvements and continuing to foster transparency
The budget furthers the City's commitment to operational excellence and transparency with efforts such as Open Data and a performance improvement analyst.

Capital Improvements

The City allocates revenues for a variety of capital improvement projects ranging from street projects and city facility improvements, to electric substations. The City's capital improvement program totals $55.3M and $45.9M for 2017 and 2018, respectively. This level of investment in the Recommended Budget is greater than the capital improvement level in the 2015-2016 Adopted Budget. It is important to note that the City Budget does not typically include grants which can be for significant capital projects. The grants go through individual appropriation ordinances as the grant details and amounts are finalized throughout the year.

The 2017-2018 Recommended Budget funds numerous large projects in Parks, Police, Transportation and Utilities. These projects include the Poudre River Downtown Project, neighborhood and community parks, trails, Police computer aided dispatch and training facility design, street and intersection improvements, the City Bridge Program, phase one of the new Utility billing system and system improvements to all four utilities, as well as many others.

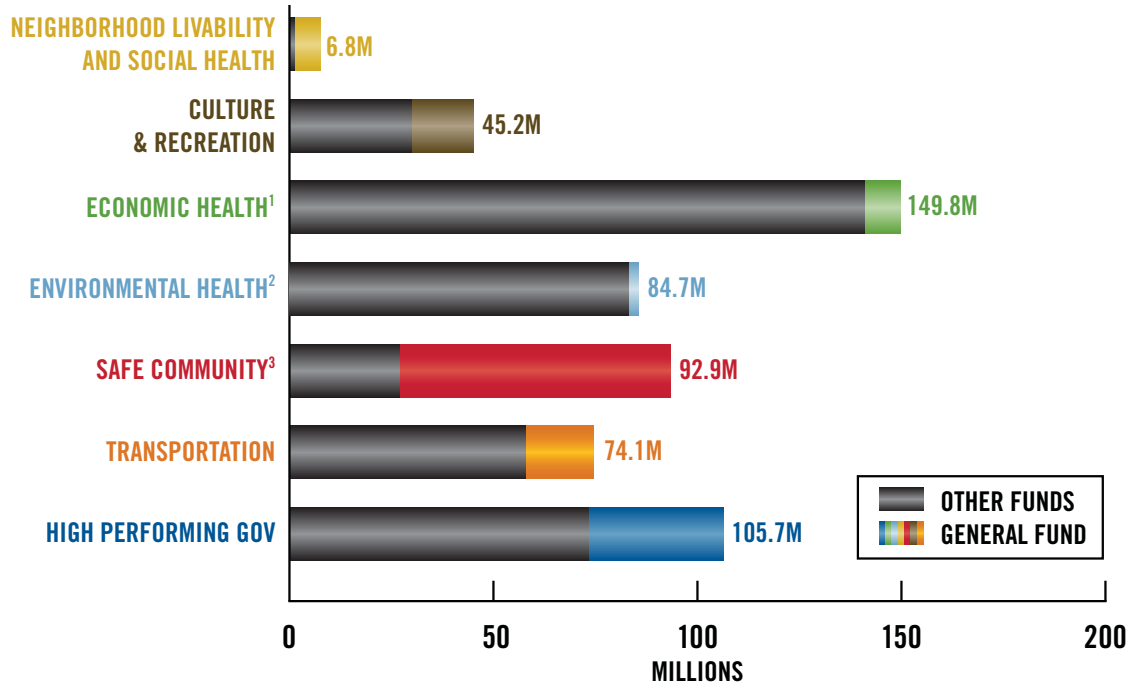
Community Capital Improvement Program (CCIP)
The second and third year capital projects in the Community Capital Improvement Program (CCIP), which is the voter approved renewal on the Building on Basics tax initiative, are included in the 2017-2018 Recommended Budget. The CCIP projects include inflation above the 2015 project cost estimates as follows (in millions of dollars):

Project	2017	2018
Affordable Housing	$250	$250
Arterial Intersection Improvements	350	400
Bicycle Infrastructure Improvements	350	350
Bus Stop Improvements	100	100
Poudre River Downtown Project	4,244	-
Gardens on Spring Creek Visitor's Center	-	2,185
Lincoln Ave. Bridge	2,811	-
Nature in the City	200	200
Pedestrian Sidewalk / ADA-Compliance	1,000	1,100
Transfort Bus Fleet Replacement	-	500
Willow Street Improvements	-	765
	$9,305	$5,850

A complete list of proposed capital projects can be found in the Appendix.

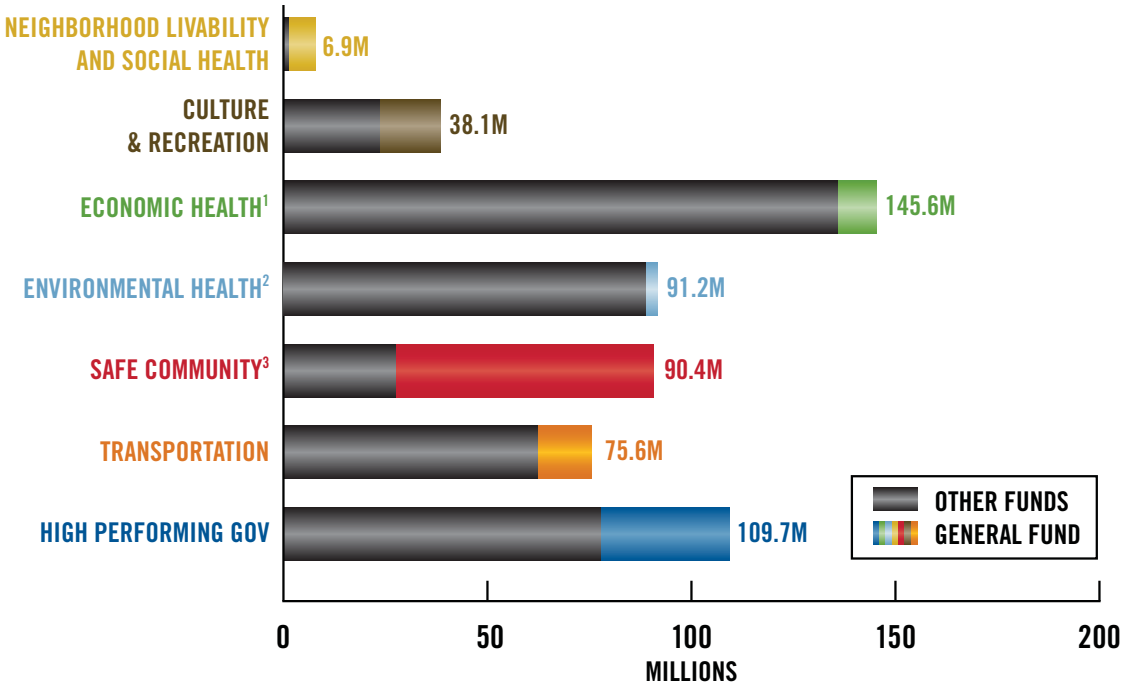
Total Allocation by Outcome: $620.6M*

General Fund & Other Funds: 2017



Total Allocation by Outcome: $614.4M*

General Fund & Other Funds: 2018



* In addition to the seven outcomes, the total allocation by results also includes $61.4M in 2017 and $56.9M in 2018 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

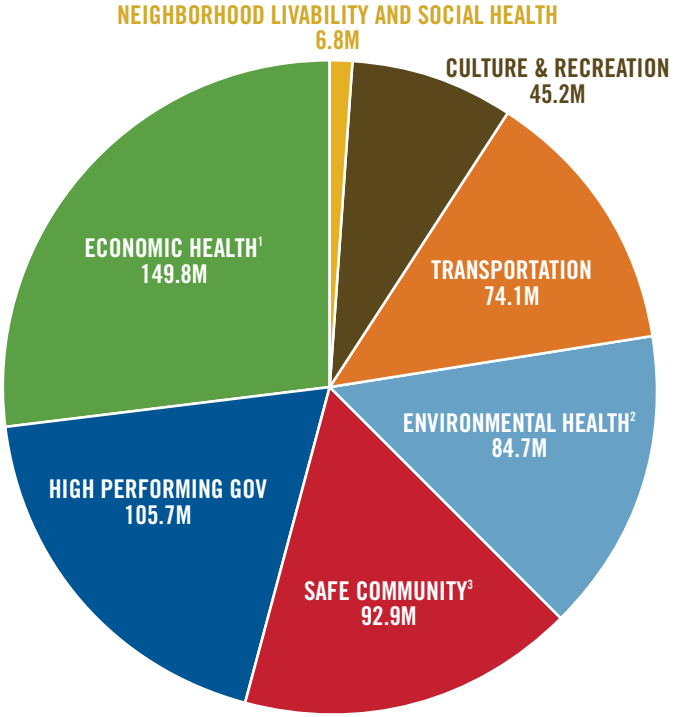
[1] Electric

[2] Natural Areas, Water, Wastewater

[3] Police, Fire, Stormwater

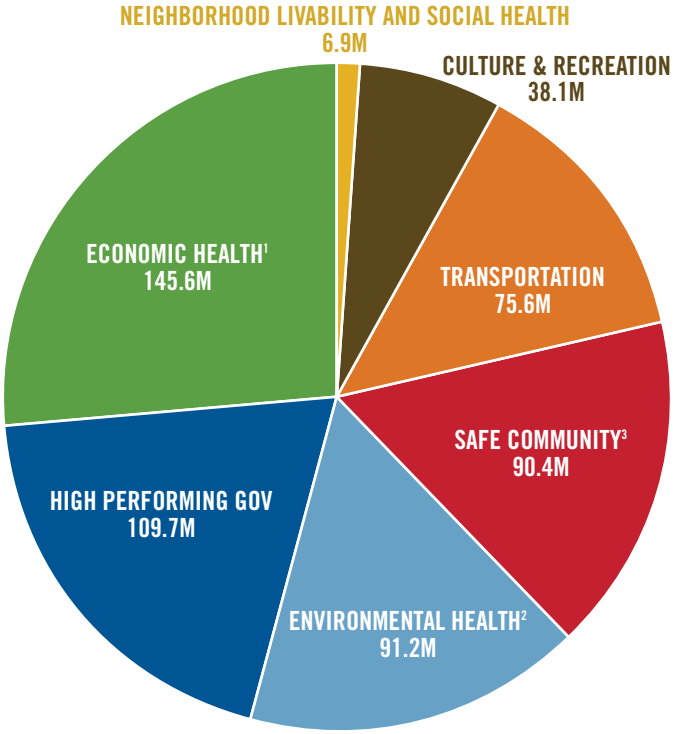
Total Allocation by Outcome: $620.6M*

General Fund & Other Funds: 2017



Total Allocation by Outcome: $614.4M*

General Fund & Other Funds: 2018



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[1] Electric

[2] Natural Areas, Water, Wastewater

[3] Police, Fire, Stormwater

OFFER RECAP

Offers In Outcomes	2017	2018
Culture and Recreation	45,162,050	38,085,662
Economic Health	149,824,009	145,603,641
Environmental Health	84,705,148	91,174,671
High Performing Government	105,678,972	109,730,901
Neighborhood Livability and Social Health	6,784,286	6,913,252
Safe Community	92,895,011	90,389,121
Transportation	74,112,706	75,540,316
Total Outcomes	**$559,162,182**	**$557,437,564**

Offers Not Included in Outcomes

Type	Offer		2017	2018
Other	38.2	Art in Public Places - Artwork Only	123,593	78,468
	39.1	General Fund Non-Departmental: GERP Supplemental	295,359	295,359
	39.2	General Fund Non-Departmental: Insurance	1,378,926	1,410,363
	39.3	General Fund Non-Departmental: Other	750,000	775,000
	39.4	GID #15 Budget	1,000	1,000
	43.1	Utilities Capital Projects: Art in Public Places	213,384	257,074
	49.1	Debt Service - Timberline/Prospect SID	116,000	-
	49.2	Debt Service - Capital Leasing	4,629,978	5,509,829
	49.5	Transfers to Capital Leasing - Natural Areas	1,236,875	1,274,853
	51.1	General Employees' Retirement Plan	5,227,750	5,647,750
Transfers	54.1	General Fund Support to Various Funds for Operations and Debt Service	26,074,623	25,046,653
	54.2	Capital Expansion Fund Transfers (Fire and Parkland)	1,876,754	318,827
	54.4	Sales & Use Tax Fund Transfers	8,775,678	8,456,128
	54.5	Capital Project Fund Transfer	1,108,707	1,687,500
	54.6	BOB O&M Transfer	162,000	131,000
	54.7	Community Capital Improvement Program O&M	-	86,000
	54.8	Police Capital Expansion Funds Transfer to Debt Service	375,000	375,000
	54.9	Community Capital Improvement Program (CCIP) - Transfer to Capital Projects	9,055,000	5,600,000
		Sub-total	**$61,400,627**	**$56,950,804**
		Total Appropriations	**$620,562,809**	**$614,388,368**

2017-2018 PROPOSED APPROPRIATIONS

	2017	2018
GENERAL FUND	**$151,784,590**	**$148,364,022**
ENTERPRISE FUNDS		
Golf	**$3,525,905**	**$3,586,000**
Light & Power		
Operating	$131,638,557	$134,309,876
Capital:		
Art in Public Places Projects	66,774	43,124
CIS Upgrade/Repl - L&P Parent	0	810,840
Dist. System Impr. & Replace.	1,767,000	1,810,000
Distribution Conversions	0	800,000
New Capacity-Circuits	3,952,992	1,287,440
New Capacity-Duct Banks	662,500	0
Operational Technology	2,490,000	90,000
Substation Cap Prj - Parent	445,000	590,000
System Purchases	140,000	15,000
Light & Power Capital Total	9,524,266	5,446,404
Total Light & Power	**$141,162,823**	**$139,756,280**
Water		
Operating	$26,418,162	$26,341,254
Capital:		
Art in Public Places	24,000	42,300
CIS Upgrade/Repl - Wtr Parent	0	636,638
CMMS–Maintenance Management	275,000	160,000
Cathodic Protection	0	2,280,000
Distribut'n Sys Replcmt	3,350,000	2,460,000
Treatment Fac Improvm't	650,000	650,000
Water Prod Replcmt Prgm	1,800,000	1,000,000
Water Qual Cap Replace	1,460,000	1,350,000
Watershed Protection	80,000	80,000
Wtr Meter Replacement	800,000	800,000
Water Capital Total	8,439,000	9,458,938
Total Water	**$34,857,162**	**$35,800,192**
Wastewater		
Operating	$18,507,467	$19,066,974
Capital:		
Art in Public Places Projects	68,610	114,650
2015-Bio Gas to CoGen	440,000	0
CIS Upgrd/Repl - Wstwtr Parent	0	507,023
CMMS–Maintenance Management	275,000	160,000
Collec System Replcmt	1,806,000	1,543,000
DWRF Improvement CIP	1,220,000	5,100,000
Polu Control Cap Repla	150,000	30,000
Water Recl Replcmt Prgm	3,135,000	5,235,000
Wastewater Capital Total	7,094,610	12,689,673
Total Wastewater	**$25,602,077**	**$31,756,647**
Stormwater		
Operating	$11,741,768	$10,980,183
Capital:		

2017-2018 PROPOSED APPROPRIATIONS

	2017	2018
Art in Public Places Projects	54,000	57,000
CIS Upgrd/Repl - Stmwtr Parent	0	345,499
CMMS–Maintenance Management	275,000	160,000
Stormwater Basin Improvements	6,700,000	6,950,000
Stormwater Capital Total	7,029,000	7,512,499
Total Stormwater	**$18,770,768**	**$18,492,682**
TOTAL ENTERPRISE FUNDS	**$223,918,735**	**$229,391,801**
INTERNAL SERVICE FUNDS		
Benefits	$30,002,793	$32,403,330
Data & Communications	11,175,948	10,245,596
Equipment	13,978,959	14,077,252
Self Insurance	4,815,491	4,918,900
Utility Customer Service & Administration	17,117,167	17,950,455
TOTAL INTERNAL SERVICE FUNDS	**$77,090,358**	**$79,595,533**
SPECIAL REVENUE FUNDS		
Capital Expansion Fund	$2,251,754	$693,827
Capital Leasing Corporation Fund	4,629,978	5,509,829
Cemeteries	650,254	1,065,890
Cultural Services & Facilities	.	
Operating	3,793,459	4,220,176
Art in Public Places Capital Project	123,593	78,468
Cultural Plan Update	75,000	75,000
Total Cultural Services & Facilities	$3,992,052	$4,373,644
General Employees' Retirement	$5,227,750	$5,647,750
Keep Fort Collins Great		
Operating	$26,248,501	$26,384,720
Capital:		
Capital Maintenace	1,783,928	1,806,716
City Bridge Program	534,558	290,925
City Bridge Program	1,700,000	1,700,000
Dar Operations	747,768	910,523
FCBikes Programs	50,000	250,000
West Nile Virus	341,510	346,632
Keep Fort Collins Great Capital	$5,157,764	$5,304,796
Total Keep Fort Collins Great	$31,406,265	$31,689,516
Museum	1,379,254	1,061,559
Natural Areas	12,720,679	14,039,920
Parking	2,659,014	2,844,048
Perpetual Care	23,828	28,211
Recreation	7,137,896	7,474,792
Sales and Use Tax	8,775,678	8,456,128
Street Oversizing	5,445,891	6,245,891
Timberline/Prospect SID #94	116,000	0
Transit Services	16,857,810	19,585,268
Transportation Services	24,340,127	24,921,649
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS	**$127,614,230**	**$133,637,922**

2017-2018 PROPOSED APPROPRIATIONS

	2017	2018
CAPITAL IMPROVEMENT FUNDS		
General City Capital		
Operating	$162,000	$131,000
Capital:		
Arterial Intersection Imprvmnt	350,000	400,000
Bicycle Infrastructure Imprvmt	350,000	350,000
Bus Stop Improvements	100,000	100,000
City Bridge Program	65,702	309,075
East Community Park	200,000	0
Gardens Visitor Ctr Expansion	0	2,185,000
Grandview Mausoleum Section 2	50,000	450,000
Horsetooth/College Intstn Impv	500,000	500,000
Lemay/Vine Grade Sep Crossing	1,000,000	0
Lincoln Ave Improvements	2,811,000	0
Lincoln Ave Impvmts-1st/Lemay	750,000	0
Lincoln Urb Desgn-1st/Lemay	558,707	0
Nature in the City	190,111	189,865
Northeast Community Park	1,360,000	0
Pedestrian Sidewalk - ADA	1,000,000	1,100,000
Poudre River Downtown Proj	6,332,456	0
Railroad Crossing Replacment	150,000	150,000
Riverside Bridge Rplcmt.	1,300,223	0
Sharp Point Connection	150,000	0
Suniga Impvmts-College/Blondel	300,000	1,500,000
Transfort Bus Replacements	0	500,000
Willow Street Improvements	0	765,000
Total General City Capital	**$17,680,199**	**$8,629,940**
Community Capital Improvement		
Affordable Housing Fund	$250,000	$250,000
Arterial Intersection Imprvmnt	350,000	400,000
Bicycle Infrastructure Imprvmt	350,000	350,000
Bus Stop Improvements	100,000	100,000
Poudre River Downtown Proj	4,244,000	50,000
Gardens Visitor Ctr Expansion	0	2,185,000
Lincoln Ave Improvements	2,811,000	36,000
Nature in the City	200,000	200,000
Pedestrian Sidewalk - ADA	1,000,000	1,100,000
Transfort Bus Replacements	0	500,000
Willow Street Improvements	0	765,000
Total Community Capital Improvement	**$9,305,000**	**$5,936,000**
Conservation Trust Fund		
Administration	$224,293	$231,149
Trail Acquisition/Development	1,336,000	1,069,000
Total Conservation Trust Fund	$1,560,293	$1,300,149
Neighborhood Parkland Fund		
Administration	$597,538	$612,686
Side Hill Neighborhood Park	1,835,000	443,000
Trailhead Park	779,000	0
Total Neighborhood Parkland Fund	$3,211,538	$1,055,686

2017-2018 PROPOSED APPROPRIATIONS

	2017	2018
TOTAL CITY PROPOSED APPROPRIATIONS	**$612,164,943**	**$607,911,053**

These funds are Included in the Total City Budget, but adopted on separate ordinances:

URA Debt Service Funds	$8,328,759	$6,058,208
General Improvement District #15 Skyview	1,000	1,000
General Improvement District #1	68,107	418,107
	$8,397,866	$6,477,315
GRAND TOTAL	**$620,562,809**	**$614,388,368**

Neighborhood Livability and Social Health

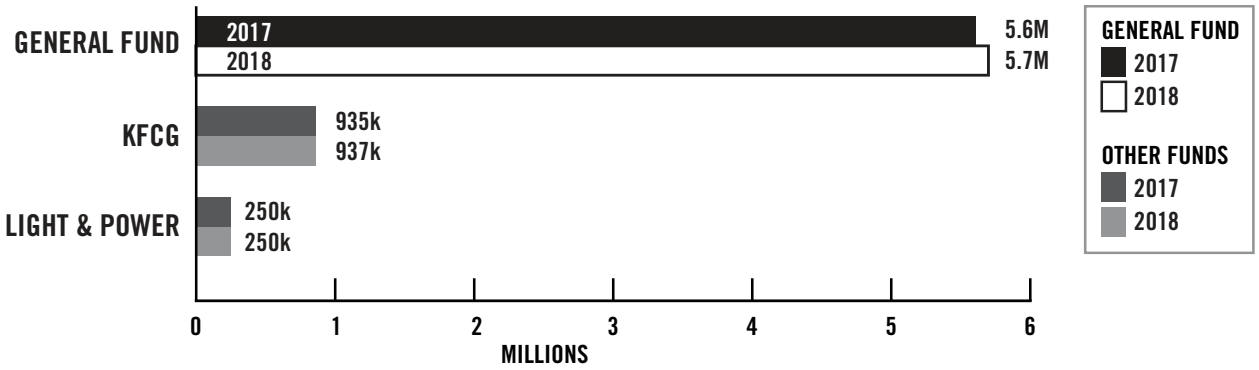
Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods

Neighborhood Livability and Social Health

2017 General Fund & Other Funds – 6.8M

2018 General Fund & Other Funds – 6.9M

- Code Enforcement
- Neighborhood Services
- Affordable Housing



OVERVIEW

Neighborhood Livability and Social Health funds a variety of services that support and help to maintain the high quality of life in Fort Collins. The strategic objectives for Neighborhood Livability and Social Health, as outlined in the 2016 Strategic Plan, are as follows:

1.1 Improve access to a broad range of quality housing that is safe, accessible and affordable.

1.2 Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs.

1.3 Promote a more inclusive and equitable community that embraces and celebrates diversity.

1.4 Protect and preserve the City's quality of life and neighborhoods.

1.5 Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes.

1.6 Improve neighborhood parking and traffic issues.

1.7 Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations.

1.8 Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution.

FUNDING SOURCES

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

KEY PURCHASES

- Neighborhood and Building Services programs, including code enforcement, mediation and restorative justice
- Social Sustainability programs including affordable housing and human services
- Low income, senior and disabled rebate programs
- Median and streetscape maintenance
- Community garden outreach programs
- Larimer Humane Society Contract
- Graffiti Abatement Program
- Residential Parking Permit Program

ENHANCEMENTS PURCHASED	2017	2018
Community Capital Improvement Program - Affordable Housing Capital Fund	250,000	250,000
Downtown Business Association Program Support	25,000	25,000
Homelessness Initiatives	224,132	224,132
Larimer Humane Society Contract	0	30,000
Low Income, Senior and Disabled Rebate Program Additional Funding	28,745	34,950
Neighborhood Improvement and Community Building Grant Fund (Previously Renewal of Neighborhoods in a State of Change)	300,000	300,000
Poudre School District After-School Programs for Title 1 Schools	75,000	75,000
Positions Added:		
- Classified Special Agency Session Resource Specialist - Connecting Homelessness Resources - 1.0 FTE	71,235	73,158
- Neighborhood Livability relative to City Code - 4.0 FTE	379,109	299,667
- Support for Social Sustainability Programs - 1.0 FTE	72,217	74,306
	1,425,438	**1,386,213**

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2017

			Offer Cost	Offer Funding			
				GENERAL FUND			
Rank	Offer		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	11.1	Low Income, Senior and Disabled Rebate Programs	303,335	0	303,335	0	0
2	27.1	Social Sustainability	1,628,421	0	1,060,374	568,047 *City of Fort Collins* *Keep Fort Collins Great*	0
3	83.1	Graffiti Abatement Program	138,632	0	138,632	0	0
4	87.1	ENHANCEMENT: Poudre School District After-School Programs for Title 1 Schools	75,000	75,000 *One-time Revenue*	0	0	0
5	75.1	Neighborhood Programs and Services	1,614,879	181,073 *Development Review* *One-time Revenue* *Special Assessments*	1,433,806	0	0
6	96.1	KFCG: Residential Parking Permit Program	46,346	0	0	46,346 *Keep Fort Collins Great*	0
7	17.1	Median and Streetscape Maintenance	628,575	9,242 *Park Fees*	619,333	0	0
8	55.1	Community Gardens Outreach Program	100,267	0	100,267	0	0
9	75.2	Larimer Humane Society Contract	898,393	0	898,393	0	0
10	27.10	KFCG ENHANCEMENT: Homelessness Initiatives	224,132	0	0	0	224,132 *Keep Fort Collins Great*
11	27.13	ENHANCEMENT: Support for Social Sustainability Programs	72,217	0	72,217	0	0

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2017

			Offer Cost	Offer Funding			
				GENERAL FUND			
Rank	Offer		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
12	27.17	ENHANCEMENT: Community Capital Improvement Program - Affordable Housing Capital Fund	250,000	0	0	250,000	0
					Community Capital Improvement		
13	75.7	ENHANCEMENT: Neighborhood Livability relative to City Code	379,109	89,025	290,084	0	0
				One-time Revenue			
14	27.6	KFCG ENHANCEMENT: 1.0 FTE Classified Special Agency Session Resource Specialist - Connecting Homelessness Resources	71,235	0	0	71,235	0
					Keep Fort Collins Great		
15	75.9	ENHANCEMENT: Neighborhood Improvement and Community Building Grant Fund (Previously Renewal of Neighborhoods in a State of Change)	300,000	300,000	0	0	0
				One-time Revenue			
16	69.2	KFCG ENHANCEMENT: Downtown Business Association Ambassador Program	25,000	0	0	0	25,000
							Keep Fort Collins Great
17	11.2	ENHANCEMENT: Low Income, Senior and Disabled Rebate Program Additional Funding	28,745	0	28,745	0	0
		Funded Offers	**6,784,286**	**654,340**	**4,945,186**	**935,628**	**249,132**
18	27.4	ENHANCEMENT: Human Services Program Grant Funding	500,000	500,000	0	0	0
				One-time Revenue			

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2017

			Offer Cost	Offer Funding			
				GENERAL FUND			
Rank	Offer		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
19	96.2	KFCG ENHANCEMENT: Parking Capital Equipment	120,000	0	0	0	120,000 *Keep Fort Collins Great*
20	17.5	ENHANCEMENT: Median Renovations	200,000	0	0	0	200,000 *General Fund*
21	27.7	KFCG ENHANCEMENT: Land Bank Acquisition for Affordable Housing	1,000,000	0	0	0	1,000,000 *Keep Fort Collins Great*
22	27.12	ENHANCEMENT: Change in Administrative Assistant Position Funding	21,955	0	21,955	0	0
23	17.4	ENHANCEMENT: .5 FTE - Horticulture Crew Chief	46,282	0	46,282	0	0
24	27.18	ENHANCEMENT: Utility Development Support for Land Bank Program	333,000	0	0	0	333,000 *General Fund*
25	75.5	ENHANCEMENT: FTE Changes for Restorative Justice and Mediation Employees	24,155	0	24,155	0	0
26	55.2	ENHANCEMENT: 0.5 FTE New Community Gardens	55,124	30,000 *One-time Revenue*	25,124	0	0
27	27.16	KFCG ENHANCEMENT: Childcare Needs Assessment	80,000	0	0	0	80,000 *Keep Fort Collins Great*
28	27.11	ENHANCEMENT: Predicted Gap in Salaries Due to Department Reorganization	10,486	0	10,486	0	0

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2017

			Offer Cost	Offer Funding			
				GENERAL FUND			
Rank	Offer		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
29	17.2	ENHANCEMENT: Parkway Renovations	203,000	0	203,000	0	0
30	27.8	ENHANCEMENT: 2.0 FTE Classified Office of Equity and Inclusion & Program Resources	210,906	0	210,906	0	0
31	4.1	ENHANCEMENT: Railroad Quiet Zone (Prospect to Trilby)	1,000,000	1,000,000 *One-time Revenue*	0	0	0
32	75.8	ENHANCEMENT: 2.0 FTE and Neighborhood Livability - Programs and Services	155,621	5,500 *One-time Revenue*	150,121	0	0
33	27.5	KFCG ENHANCEMENT: Mobile Home Park Revitalization	50,000	0	0	0	50,000 *Keep Fort Collins Great*
34	27.15	KFCG ENHANCEMENT: Affordable Housing Innovation Competition	130,000	0	0	0	130,000 *Keep Fort Collins Great*
35	69.3	KFCG ENHANCEMENT: Downtown Business Association Program Support	40,000	0	0	0	40,000 *Keep Fort Collins Great*
		Unfunded Offers	**4,180,529**	**1,535,500**	**692,029**	**0**	**1,953,000**
		Total Offers	**10,964,815**	**2,189,840**	**5,637,215**	**935,628**	**2,202,132**

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2018

		Offer Cost	Offer Funding			
			GENERAL FUND			
Rank	Offer	Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	11.1 Low Income, Senior and Disabled Rebate Programs	303,735	0	303,735	0	0
2	27.1 Social Sustainability	1,637,858	0	1,069,811	568,047 *City of Fort Collins* *Keep Fort Collins Great*	0
3	83.1 Graffiti Abatement Program	142,600	0	142,600	0	0
4	87.1 ENHANCEMENT: Poudre School District After-School Programs for Title 1 Schools	75,000	75,000 *One-time Revenue*	0	0	0
5	75.1 Neighborhood Programs and Services	1,656,475	183,408 *Development Review* *One-time Revenue* *Special Assessments*	1,473,067	0	0
6	96.1 KFCG: Residential Parking Permit Program	47,020	0	0	47,020 *Keep Fort Collins Great*	0
7	17.1 Median and Streetscape Maintenance	738,149	49,519 *One-time Revenue* *Park Fees*	688,630	0	0
8	55.1 Community Gardens Outreach Program	102,809	0	102,809	0	0
9	75.2 Larimer Humane Society Contract	898,393	500,000 *One-time Revenue*	398,393	0	0
10	75.10 ENHANCEMENT: Larimer Humane Society Contract	30,000	30,000 *One-time Revenue*	0	0	0
11	27.10 KFCG ENHANCEMENT: Homelessness Initiatives	224,132	0	0	0	224,132 *Keep Fort Collins Great*

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2018

			Offer Cost	Offer Funding			
				GENERAL FUND			
Rank	Offer		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
12	27.13	ENHANCEMENT: Support for Social Sustainability Programs	74,306	0	74,306	0	0
13	27.17	ENHANCEMENT: Community Capital Improvement Program - Affordable Housing Capital Fund	250,000	0	0	250,000	0
					Community Capital Improvement		
14	75.7	ENHANCEMENT: Neighborhood Livability relative to City Code	299,667	0	299,667	0	0
15	27.6	KFCG ENHANCEMENT: 1.0 FTE Classified Special Agency Session Resource Specialist - Connecting Homelessness Resources	73,158	0	0	73,158	0
					Keep Fort Collins Great		
16	75.9	ENHANCEMENT: Neighborhood Improvement and Community Building Grant Fund (Previously Renewal of Neighborhoods in a State of Change)	300,000	300,000	0	0	0
				One-time Revenue			
17	69.2	KFCG ENHANCEMENT: Downtown Business Association Ambassador Program	25,000	0	0	0	25,000
							Keep Fort Collins Great
18	11.2	ENHANCEMENT: Low Income, Senior and Disabled Rebate Program Additional Funding	34,950	0	34,950	0	0
		Funded Offers	**6,913,252**	**1,137,927**	**4,587,968**	**938,225**	**249,132**
19	27.4	ENHANCEMENT: Human Services Program Grant Funding	500,000	500,000	0	0	0
				One-time Revenue			

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2018

			Offer Cost	Offer Funding			
				GENERAL FUND			
Rank	Offer		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
20	17.5	ENHANCEMENT: Median Renovations	220,000	0	20,000	0	200,000 *General Fund*
21	27.12	ENHANCEMENT: Change in Administrative Assistant Position Funding	22,503	0	22,503	0	0
22	17.4	ENHANCEMENT: .5 FTE - Horticulture Crew Chief	47,506	0	47,506	0	0
23	75.5	ENHANCEMENT: FTE Changes for Restorative Justice and Mediation Employees	24,710	0	24,710	0	0
24	55.2	ENHANCEMENT: 0.5 FTE New Community Gardens	70,489	30,000 *One-time Revenue*	40,489	0	0
25	27.11	ENHANCEMENT: Predicted Gap in Salaries Due to Department Reorganization	10,748	0	10,748	0	0
26	27.9	KFCG ENHANCEMENT: City Role in Community Health and Wellness Study	60,000	0	0	0	60,000 *Keep Fort Collins Great*
27	17.2	ENHANCEMENT: Parkway Renovations	206,000	0	206,000	0	0
28	27.8	ENHANCEMENT: 2.0 FTE Classified Office of Equity and Inclusion & Program Resources	231,480	0	231,480	0	0
29	4.1	ENHANCEMENT: Railroad Quiet Zone (Prospect to Trilby)	1,000,000	1,000,000 *One-time Revenue*	0	0	0
30	75.8	ENHANCEMENT: 2.0 FTE and Neighborhood Livability - Programs and Services	154,312	0	154,312	0	0

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2018

		Offer Cost	Offer Funding			
			GENERAL FUND			
Rank	Offer	Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
31	27.5 KFCG ENHANCEMENT: Mobile Home Park Revitalization	500,000	0	0	0	500,000
						Keep Fort Collins Great
32	69.3 KFCG ENHANCEMENT: Downtown Business Association Program Support	40,000	0	0	0	40,000
						Keep Fort Collins Great
	Unfunded Offers	**3,087,748**	**1,530,000**	**757,748**	**0**	**800,000**
	Total Offers	**10,001,000**	**2,667,927**	**5,345,716**	**938,225**	**1,049,132**

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

4.1 ENHANCEMENT: Railroad Quiet Zone (Prospect to Trilby) - Unfunded

2017 - $1,000,000
2018 - $1,000,000

Funding this offer will implement improvements to establish a quiet zone along the Burlington Northern Santa Fe (BNSF) railroad between Prospect Road and Trilby Road.

Since 2005, the Federal Rail Administration (FRA) has required trains to “blast” their horns at least 15 seconds before physically entering a crossing area. Making specific safety improvements approved by the FRA allows communities to establish quiet zones—areas along railroad corridors at which the FRA no longer requires the train horn to be routinely sounded at crossings. Typical physical improvements required include a combination of curbing and crossing gates. To establish the quiet zone and meet the FRA requirements related to spacing between the end of a quiet zone and non-compliant (unimproved) crossings, improvements will be needed at eight crossings (Pitkin to Trilby).

Many residences and businesses are adjacent to the BNSF railroad tracks. Train horns, especially at night, have created a negative impact on the quality of life for residents and businesses and on economic growth. For example, residential property values typically decrease with higher noise exposure. In addition, people often don’t realize how loud the noise is until they move in; one developer has shared that tenants complain frequently and that some have tried to break leases over the noise.

Although the downtown section of the corridor is challenging for establishing a quiet zone, the southern section of the BNSF corridor is more straightforward and could be established through the standard approaches laid out by the FRA. Implementation in this area is fairly straightforward and would be cost-effective.

The Quiet Zone Phase 2 Study Final Report (2013) identifies the potential individual crossing improvements, which range from $150,000 to $400,000, depending upon the crossing configuration. The total package of improvements is estimated at $2M, and the offer can be scaled, as noted below.

This Offer supports the following Strategic Objectives:

- ECON 3.10 - Identify strategies to reduce train horn noise
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.5 - Foster sustainable infill and redevelopment

11.1 Low Income, Senior and Disabled Rebate Programs - Funded

2017 - $303,335
2018 - $303,735

Funding this offer continues the City's three rebate programs for low-income and disabled citizens. The program includes a property tax/rent rebate, a utility rebate and a sale tax on food rebate.

The Property Tax Rebate was established in 1972 for low income senior residents and expanded in 1980 to include low income disabled residents. Eligible property owners are entitled to a refund of all City property taxes paid the preceding year. Eligible renters are entitled to a rebate of 1.44% of renta payments for property on which City property taxes were paid. Eligibility levels have increased twice (1998 to 30% of the area median income (AMI)) and

are currently 50% of AMI (updated in 2012).

The Utility Tax Rebate was established in 1975 for low income senior residents and applies to applicants who hold an account with City of Fort Collins Utilities. The refund amount is based on average monthly residential consumption of water, wastewater, stormwater and electric service. The income eligibility is the same as the Property Tax Rebate.

The Sales Tax on Food Rebate was established in 1984 and set at $25 per person in eligible household; the rebate amount was increased to $40 per person in 1998. The income eligibility level raised to 50% of AMI in 2005 and the rebate amount per person updated to $58 dollars in 2015. It will be updated annually.

Applications are submitted by mail or in person, and staff is available to assist citizens with applications. Staff cover all functions of the program (verify income, residence, property values and check with Utilities on account status, hold payments for outstanding utility bills, issues checks, and file). In 2015, the City processed 1,540 applications with an average rebate of $183 issued per household. The total rebate money issued in 2015 for all three rebate programs was $281,673. The goal in 2016 is to grow participation in the program by 6%, resulting in approximately 92 more households in Fort Collins receiving assistance.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

11.2 ENHANCEMENT: Low Income, Senior and Disabled Rebate Program Additional Funding - Funded

2017 - $28,745
2018 - $34,950

This offer proposes to increase the funding of three rebate programs offered to low-income citizens, including a property tax/rent rebate and a utility rebate, both available to low-income senior and disabled residents and sales tax on food rebate available to all low-income residents by 9%. Staff has received direction from City Council to grow the program in an attempt to reach a larger portion of our low income, disabled and senior citizens. This offer is intended to expand the outreach and the actual dollars refunded by 9%.

The Property Tax Rebate was established in 1972 for low income senior residents and expanded in 1980 to include low income disabled residents. Eligible property owners are entitled to a refund of all City property taxes paid the preceding year. Eligible renters are entitled to a rebate of 1.44% of renta payments for property on which City property taxes were paid. Eligibility levels have increased twice (1998 to 30% of the area median income (AMI)) and are currently 50% of AMI (updated in 2012).

The Utility Tax Rebate was established in 1975 for low income senior residents and applies to applicants who hold an account with City of Fort Collins Utilities. The refund amount is based on average monthly residential consumption of water, wastewater, stormwater and electric service. The income eligibility is the same as the Property Tax Rebate.

The Sales Tax on Food Rebate was established in 1984 and set at $25 per person in eligible household; the rebate amount was increased to $40 per

person in 1998. The income eligibility level raised to 50% of AMI in 2005 and the rebate amount per person updated to $58 dollars in 2015. It will be updated annually.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

17.1 Median and Streetscape Maintenance - Funded

2017 - $628,575

2018 - $738,149

Funding this offer maintains more than 320 medians and streetscapes totaling 80 acres for nine months each year (March-November). Medians and streetscapes help provide safe, functional and visually appealing streets for the community.

The Parks Department assumes responsibility for new median and streetscape maintenance from the Engineering Department after a two-year, post-construction warranty period is complete. Basic maintenance for turf and low density planting areas is provided by a private contractor. Contractual duties included maintaining irrigation systems, mowing, trimming, weeding and cleaning. Outsourcing this maintenance operation has kept maintenance costs low for these areas that require routine basic maintenance. The Forestry Division provides tree care for all medians and parkways.

In 2013, new Fort Collins Streetscape Standards were implemented. These new standards require more in-depth maintenance with an emphasis on horticulture and plant survival. Horticulture expertise and a hands-on approach to maintenance are needed to successfully maintain these new median standards. Parks Department horticulture staff has assumed responsibility for 5 acres of new and renovated medians with high density plantings. This approach has been a success in keeping plant life alive and thriving under difficult conditions. The horticulture crew will continue to maintain all new medians developed under the new standards with high density planting to ensure the success of these locations.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

17.2 ENHANCEMENT: Parkway Renovations - Unfunded

2017 - $203,000

2018 - $206,000

Funding this offer would upgrade existing City parkways from non-irrigated parkways with natural grasses and invasive weeds to irrigated parkways with turf-type grasses. Parkways for this purpose are defined as greenspaces that border streets along major City arterials.

There is 889,430 sq. ft. of non-irrigated parkways that border main arterials and feeder streets. Through implementation of current Streetscape Standards, a more sustainable and aesthetic landscape would be implemented. The Parks Department has identified areas for improvement for 2017/2018, including: West Drake, from Overland Drive to Hampshire Drive, and West Horsetooth Road, from Shields Street to South College Avenue.

The offer is requesting renovation funding of $200,000 annually to renovate approximately 20,000 sq. ft. of parkways.

Benefits of converting to irrigated turf include less hand watering utilizing a water truck by the Forestry Division to establish trees and decrease tree mortality. Turf grass has a cooling effect on the environment, reduces herbicide use to kill weeds, and reduces dust. Parkways would be brought up to current Streetscape Standards and would enhance the visual appeal of the community.

The current median contractor would maintain these parkways.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

17.4 ENHANCEMENT: .5 FTE - Horticulture Crew Chief - Unfunded

2017 - $46,282

2018 - $47,506

Funding this offer will provide necessary supervision for an expanding horticultural program driven by the 2013 Streetscape Standards resulting in additional complex planting areas at parks and outdoor facility sites. Currently, this staffing resource is being provided by the Parks Project Manager in charge of the Parks Life Cycle program and a Parks Supervisor which is diverting resources away from several essential programs and is not sustainable. Major tasks that will be accomplished by this position include:

- Oversight of the Medians contract, which includes 75 acres of medians and parkways
- Oversight of the Enhanced Medians Horticultural program (implementation of the Streetscape Standards for medians with high density plantings) including coordination of traffic control, supervision of 1 Park Technician and maintenance of 5 acres increasing to 10.5 acres by 2018 of enhanced medians (89% already built).
- Supervision of hourly staff associated with the Parks Horticultural Program and the Enhanced Medians Horticultural Program (6-8 hourly positions)
- Water management of all contracted and enhanced median sites, includes 140 potable water taps and $170,000 of water costs and irrigation repairs
- Coordination with Engineering on enhanced median projects, work with Streetscape Standards team (5-6 projects per year)
- Assistance with median renovations that are managed through the Parks Life Cycle Program (1-2 projects per year)
- Maintenance of related technical resources (i.e., GIS mapping)
- Outreach and coordination with the CSU Horticultural Program

This offer is a shared position between the Parks Horticulture Program and the Medians Horticulture Program. Additional duties within the Parks Horticulture Program will include:

- Oversight of the Parks Horticultural Program and supervision of 1 Park Technician that supports planted areas in Parks, Facilities, Cemeteries, and Golf (approximately 465,00 square feet in 633 planting areas).

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems

17.5 ENHANCEMENT: Median Renovations - Unfunded

2017 - $200,000
2018 - $220,000

Funding this offer will provide financial resources of $200,000 per year for major median renovations. Medians for this purpose are defined as island separators in the middle of roads separating two-way traffic. Approximately 500,000 sq.ft. of medians on major arterials are in need of major renovations to bring them up to new median standards. This offer continues the program that began in 2013 to renovate these medians.

The goal of this next round of median renovations is to start completing corridors with patchwork compliance to the 2013 Streetscape Standards. Focus areas could include 7 medians along East Harmony (over 2 acres), 4 medians along JFK Blvd near the Foothills Mall (0.27 acres), 3 medians along Timberline near Harmony (0.57 acres), and 3 medians along West Harmony (0.3 acres).

These medians will be renovated to the 2013 Streetscape Standards which is requiring additional maintenance for a successful program. This median maintenance is being performed by Parks Division staff and requires a hands-on approach to maintenance in order to continue the ongoing look and appeal of these medians. As part of this offer an additional $.40 per sq.ft., or $20,000, is being requested in 2018 to maintain the medians renovated in 2017.

This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

27.1 Social Sustainability - Funded

2017 - $1,628,421
2018 - $1,637,858

Funding this offer continues the programs and services offered by the Social Sustainability Department (SSD) with the mission to support a diverse and equitable community that successfully meets the basic needs of all residents. SSD strives to achieve this through programs, policies and partnerships that provide access and opportunity for all.

SSD was formed in 2012 in an effort to continue existing functions and build the potential to impact and inform the City’s triple bottom line approach. The core role of SSD continues to be:
- Funding, policy and partnerships for community human service agencies, affordable housing, and poverty and homelessness prevention/reduction/mitigation

- Collaborating, consulting, and influencing internal City departments as well as external agencies/partners

Working in partnership with other organizations and the community as a whole is important when working on social issues, so an increasing amount of time is dedicated to connecting and collaborating with community partners.

Primary programs and services provided by SSD include:

- Both Federal and non-federal funding support and allocation – approximately $2.6 million per year to support affordable housing projects and human service agencies (including homelessness prevention and services, and enabling people to age in place)

- Manage $22 million invested in affordable housing inventory stock and more than $3.2 million in homebuyer loans

- Develop collaborative partnerships and long-term solutions to critical community-based issues and Council priorities (e.g. homelessness prevention and services, affordable housing planning and implementation, Land Bank, equity and inclusion, Multicultural Community Retreat, health and wellness, workforce development, etc.)

SSD completed its first strategic plan which recognized four primary theme areas:

- Community Wellness – People Matter

- Equity & Inclusion – All Are Welcome

- Community Prosperity – Opportunities For All

- Housing – A Place To Call Home

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

27.4 ENHANCEMENT: Human Services Program Grant Funding - Unfunded

2017 - $500,000

2018 - $500,000

Funding this offer will increase available money to charitable Nonprofit Organizations (NPOs) providing services to low-income and special populations (disabled, homeless, victims of domestic violence/child abuse). NPOs contribute to the city's social, economic and community well-being by providing critical services and improving quality of life for low-moderate income citizens. NPO's budgets come from fundraisers, foundations, dues, fees, and government grants. As community funding is decreasing, the needs of low-income citizens remain high.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

The City allocates City and federal dollars yearly to NPOs through a competitive process using General Fund, Keep Fort Collins Great and a portion of Community Development Block Grant (CDBG) money. The funding gap continues to expand significantly. The CDBG Commission met with Councilmembers to discuss their concerns about this gap. At the urging of Council, the Commission requested staff submit a BFO Offer to increase funding. The Commission reviews applications and makes funding recommendations to Council. Total available funding in 2016 is $809,857; requests are $1,453,263. Grants provide a safety net and ladder to self-sufficiency.

Services provided include: Childcare scholarships; healthcare; nutritious food programs for children/seniors; housing counseling/rent assistance; homelessness prevention; services for disabled, at-risk youth, homeless persons, mental/behavioral health, sexual abuse/domestic violence victims; and those striving to achieve self-sufficiency. While the City invests millions of dollars to help alleviate the lack of affordable housing, additional money is needed for the NPOs who provide services that contribute to keeping people in their homes.

Lack of services adds additional costs to the community: emergency room visits, jailing, police services. Reduced access to needed care results in lost self-sufficiency, joblessness, homelessness, and often the risk of self-harm or harm to others.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable

27.5 KFCG ENHANCEMENT: Mobile Home Park Revitalization - Unfunded

2017 - $50,000

2018 - $500,000

Funding this offer will provide funds to invest in 1 or more mobile home parks (MHP) to improve the infrastructure and livability of the park in exchange for a restrictive covenant assuring the continued use of the property as affordable housing.

This offer requests $500,000 to invest in MHPs for improving the infrastructure needs of the park to preserve the affordable housing currently being offered, to improve the livability of the park, and to restrict the use of the property as a mobile home park for a specified period. An additional $50,000 is sought for consultant support to determine which infrastructure deficiencies the City should target.

Mobile homes are an important source of affordable housing for many of the City's residents. While these parks are privately owned, they provide a source of affordable housing. Because of the private nature of these communities, they can be sold for redevelopment which reduces the amount of affordable housing available in the City. It can be difficult for displaced residents to find replacement housing with comparable costs. Many residents of mobile home parks own their home, but cannot afford to pay for their home to be moved if displaced, even if they can find a new location willing to accept it. Often, substandard homes are left behind in parks and reused because the park owner does not want to spend the money to remove the unit and replace it with better housing stock. For these reasons, it is desirable to preserve and improve the City's existing mobile home parks while the community works to create more housing solutions. This funding could also enhance livability for the current residents of these parks by including projects such as hazardous materials pick-up days, community trash removal days, or by adding recycling opportunities to neighborhoods. Determining the needs of the

park first and then negotiating an agreement to resolve those needs in exchange for preserving the properties' use would be required.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

27.6 KFCG ENHANCEMENT: 1.0 FTE Classified Special Agency Session Resource Specialist - Connecting Homelessness Resources - Funded

2017 - $71,235
2018 - $73,158

Funding this offer will continue the ability to support the Municipal Court's Special Agency Sessions (SAS) by providing services to citizens without housing who have been charged with quality of life violations. This program balances compassion and resourcefulness with accountability and helps address public concerns by providing education, setting program goals, and providing assistance accessing services with social service agencies to Municipal Court defendants.

This position works closely with Municipal Court, the City Attorneys and Ft Collins Police Department, as well as positive working relationships with other service providers in our community. Since this position became a City-funded position in December 2015, numerous strides in resource information and availability have been discovered. Agency relationships and collaborations have been established and expanded upon. Part of the continued success of SAS will be the availability to accompany and assist participants with navigating various agencies.

This offer requests increasing the .75 hourly position to a 1 FTE classified position both to increase the ability to serve the participants and expand services to others experiencing homelessness. It will be a beneficial and obvious link to have additional employment hours to devote to the Outreach Fort Collins program as well as continuing to expand service to the SAS participants as that program grows. Part of the continued success of the SAS will be reaching out to participants in environments where they are located, and accompanying them to appointments in order to support their success. Both of these endeavors require additional time allotment during the scheduled work week. Additional work hours for participating in continuing education opportunities, attending seminars, webinars and trainings are important enhancements to the viability and success of both the SAS and Outreach Fort Collins.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable

27.7 KFCG ENHANCEMENT: Land Bank Acquisition for Affordable Housing - Unfunded

2017 - $1,000,000
2018 - $0

Funding this offer will provide acquisition and due diligence funds to add acreage to the Land Bank Program which will preserve land for future affordable

housing developments.

This offer requests $1M to acquire one or more land parcels for (re)development in the future as affordable housing. This includes costs of due diligence for assessing potential parcels such as: Environmental Impact Statements, surveys, phase I reports, appraisals and other information necessary to determine whether the program should purchase any specific land. Potential parcels could include land that is private property or land that is already held by the City. Depending on applicable zoning, land bank parcels will likely be developed at a density of at least 10 dwelling units (DU) per acre.

The Land Bank Program is the City's only long term affordable housing incentive. By purchasing land that has development impediments and holding the land for between five and fifteen years, the program can sell the land at an under market price to subsidize the development but still make back the initial investment to be reinvested into more land for the future. Having a pipeline of set aside land parcels assures that the City will have locations for at least some of our future affordable housing needs. The scarcity of land available has been cited as a challenge by the City's affordable housing development partners. The City is in a better position to hold land until any development impairments are cured by neighboring development increasing the value of the banked land, in part, because the City is tax exempt and is in a position to manage the property and any tenants until the time is right to sell. The Land Bank has historically held five parcels, however for the first time a parcel is in the process of being transferred to a development partner.

The Land Bank Program was designed to periodically add additional sites.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable

27.8 ENHANCEMENT: 2.0 FTE Classified Office of Equity and Inclusion & Program Resources - Unfunded

2017 - $210,906
2018 - $231,480

Funding this offer will increase the City's capacity to address issues of equity and inclusion, both internally as an organization and externally as a resource to the community. The City's Executive Leadership Team has adopted one new strategic priority for 2016—a focus on diversity, equity and inclusion. In addition, the vision of the Equity and Inclusion theme area of the Social Sustainability Strategic plan is to help ensure a welcoming, inclusive community where all residents and visitors feel valued, safe, and connected.

Equity is a condition of excellence. Our integrity and resiliency depend on the broadest community stakeholder engagement possible to co-create a future Fort Collins focused on prosperity for all. Successful equity and inclusion work develops social capital resources that strengthen and secure communities in many ways. (Specific examples included in additional info bullets.)

Fort Collins will face growth, change, challenges and opportunities in our near future, and we must equip ourselves with concrete tools, awareness and constructive relationships to serve all of our community. The positive synergy coalescing around equity in our community requires City engagement, resourcing and stewardship of this work. The City can serve to convene the community around diverse and intersecting equity issues, and more importantly, steward agendas and strategic processes to achieve positive change.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

The Office of Equity & Inclusion would reside within the Social Sustainability Department and include 2.0 FTE dedicated to ensure proper resourcing for this crucial and complex equity work within our organization and broader community, including additional support for key issues like homelessness. This offer also includes resources for equity and inclusion community-wide programming. The office would be modeled after best practices from other jurisdictions and help Fort Collins join a national social movement for cities to support these issues.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- HPG 7.1 - Provide world-class services that meet the needs of the community
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution

27.9 KFCG ENHANCEMENT: City Role in Community Health and Wellness Study - Unfunded

2017 - $0

2018 - $60,000

Funding this offer will provide the Social Sustainability Department (SSD) with a study/gap analysis to help determine the City's (SSD) role in the community's health and wellness programs and initiatives. This would include public health and wellness, access to local food and physical activity, involvement in mental and behavioral health, as well as the City's role with a community 24/7 Treatment Facility which may be on the ballot this year. This would include coordination with the County, identifying where the gaps exist, and where it makes the most sense for the City to take an active role.

The Social Sustainability Department Strategic Plan identifies Community Wellness as one of four primary theme areas. SSD is already involved in some activities in this theme area such as: grant funding that goes to non-profit providers, participation on collaborative community teams (Mental Health and Substance Abuse Partnership, Health Sector Partnership), and internal work to increase access to physical health and local food.

This offer requests funding in 2018 for the study to better inform SSD on its role as it becomes more involved in this area. Typically the City doesn't play a direct role in providing services related to health and wellness; however, it can reinforce opportunities for active living and support efforts of community partners in a significant way.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

27.10 KFCG ENHANCEMENT: Homelessness Initiatives - Funded

2017 - $224,132

2018 - $224,132

Funding this offer will provide collaborative homelessness initiatives for needed services where gaps currently exist & help meet the goal of making homelessness rare, short-lived and non-recurring. Fort Collins has recognized that addressing homelessness must be collaborative; no one organization can do it alone.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

1. Outreach Fort Collins - $80,000: Community-driven outreach to maintain Downtown as a safe and welcoming place for all, while connecting our community's most vulnerable to the services and supportive networks

2. Homeless Management Information System - $15,000: Ongoing technical support with running community data reports, seeking and consolidating other supplemental data sources, compiling data for public consumption and licensing for data visualization software

3. Community-Based Shelter Model coordination - $40,000: Assistance & coordination with current shelters with a new scattered-site model to provide additional shelter space + $4,132 for overflow shelter expansion

4. Murphy Center Operations - $50,000: With the new management change & collaborative model in place, the Murphy Center has increased the total number of guest visits and services provided while decreasing annual operational costs. The City is requested to join the collaborative group funding the annual operations. There will also be in-kind donation of 60,000 single-ride bus tickets annually

5. Coordinated Assessment and Housing Placement System - $15,000: Funding toward a position that would work with partners in Larimer & Weld Counties to maintain a by-name list of homeless households in need of housing, identify housing options and match each household to housing and ensure any necessary support services to help retain their housing

6. Landlord Risk Mitigation Fund - $20,000: Provide security and incentive to landlords to rent to voucher holders to cover potential damage to the unit or unpaid rent. Proven helpful in other communities, they report that it is rarely used but still needed

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

27.11 ENHANCEMENT: Predicted Gap in Salaries Due to Department Reorganization - Unfunded 2017 - $10,486 2018 - $10,748

Funding this offer will provide needed funds required to ensure Social Sustainability Department employees are paid at the appropriate pay grade after the departmental reorganization. The Social Sustainability Department (SSD) is the newest Department within the Sustainability Services Area and unique of its kind throughout the country. The SSD finalized its first strategic plan in early 2016 which identified four key theme areas: Community Wellness, Equity & Inclusion, Community Prosperity, and Housing. The departmental reorganization will ensure staff and resource alignment with the key theme areas. SSD addresses some of the most complex problems in our community (such as homelessness, affordable housing, and equity), so it is critical that the department and staffing/positions are effectively placed in order to successfully address these community issues.

The Social Sustainability Department is conducting a reorganization based on expanding workload and priorities. In doing this work, it is expected that 3-4

positions may need to be adjusted in the pay plan from AP03 to AP04. Two of these positions are paid with federal Housing and Urban Development funds, so these increases would not impact the City's general fund. However, it is likely that one or two other positions that are City-funded may also be identified as needing adjustment.

The City strives to appropriately place employees in the correct job title and pay at competitive and fair market rates. While reviewing positions within SSD, it is apparent that some positions are not adequately placed within appropriate job classifications and may require adjustments. This offer will provide the funding needed to make those adjustments.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

27.12 ENHANCEMENT: Change in Administrative Assistant Position Funding - Unfunded 2017 - $21,955 2018 - $22,503

Funding this offer will provide the Social Sustainability Department (SSD) with needed administrative assistance support. The Social Sustainability Department (SSD) is the newest Department within the Sustainability Services Area and unique of its kind throughout the country. The SSD finalized its first strategic plan in early 2016 which identified four key theme areas: Community Wellness, Equity & Inclusion, Community Prosperity, and Housing. SSD addresses some of the most complex problems in our community (such as homelessness, affordable housing, and equity), so it is critical that the department and staffing/positions are effectively placed in order to successfully address these community issues. Administrative support is critical for the director and team. This position also assists with weekly homeless shelter data reported to City Council.

The SSD Administrative Assistant Position (.8 FTE) has been funded .5 from SSD for administrative support and .3 from Environmental Services and Economic Health to support 7 Boards and Commissions (only 1 is a SSD Board). As workload increased, it has become apparent that SSD needs this position to be 100% dedicated to SSD administration and program coordination. Additional support that this position could provide if this offer is accepted includes assistance and updates with City's Discounts website, program coordination for low-income projects primarily working with Utilities, coordination for homelessness initiatives collaborations, scheduling assistance for the director, and more. This offer requests the .3 FTE funding needed to dedicate this employee to SSD 100% (still remaining as a .8 FTE). The other departments will utilize the .3 funding provided for this position to cover their on-going needs to support their boards and commissions.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

27.13 ENHANCEMENT: Support for Social Sustainability Programs - Funded

2017 - $72,217
2018 - $74,306

Funding this offer will provide the appropriate funds for the City-funded grants (Affordable Housing Fund and Human Service Program) administrative and financial coordination duties. This position will also support equity and inclusion programming and policy work including assisting with homelessness initiatives. This will include coordination of various projects and programming, help convening community stakeholders, serving as an internal resource to all organizational departments, convening the Internal Equity Team, bringing forward recommendations, researching national best practices, providing organizational updates and coordinating/implementing training.

This position was approved in the 2015-2016 BFO process using federal Housing and Urban Development (HUD) funding. A correction is now needed, as this position should be provided with City funds (coincides with reduction offer 27.14). The needed correction stems from the realization that “project income” funds are not an appropriate source for funding personnel. Additionally, it has been recognized that the majority of the work provided by this employee is for City-funded projects, not HUD-funded projects. Therefore, it needs to be funded with City dollars because HUD will only fund personnel primarily working on HUD projects.

This is a top-priority offer because it would continue needed work that is currently being done. It is essential to have this position in order to continue to provide the approx. $2 million in Competitive Process funds (Affordable Housing Fund and Human Service Program) to support the City’s top priority of affordable housing projects, rental assistance, childcare scholarships, etc.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

27.15 KFCG ENHANCEMENT: Affordable Housing Innovation Competition - Unfunded

2017 - $130,000
2018 - $0

Funding this offer will use $130,000 to develop the completion details, administer the competition, recruit competition sponsors, and for actual prize money. The prize money would likely be distributed in 2 phases. Three $10,000 prizes would be awarded to 3 finalists based on brief concept papers. These finalists would use the initial award to further research their proposal and develop an implementation plan. The winning proposal would be awarded up to $70,000 to implement the proposal. The remaining funds would be used to pay for consultant support in the development and administration of the competition.

The idea for this offer originated with City Council. Other communities, such as the State of Minnesota, have used competitions to spur cost reducing affordable housing ideas. Rewarding innovation is a good way to support new ideas that can change or improve systems. Often times, like-minded sponsors can be found to help pay for the competition and solicit applications. Possible sponsors are philanthropic foundations, the Urban Land Institute,

universities, and other governmental entities. The competition topic should stay broad enough to solicit a wide range of topics and still seek locally implementable ideas. Bonus points could be awarded for ideas that include age-friendly components.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

27.16 KFCG ENHANCEMENT: Childcare Needs Assessment - Unfunded

2017 - $80,000
2018 - $0

This offer funds $80,000 to study current and potential business models capable of expanding affordable childcare facilities in Fort Collins. Lack of affordable childcare options—due to escalating operational costs and an insufficient supply—generates a triple burden for economic growth and social health. It financially strains working families, reduces productivity in the workplace and sustains wage inequality between men and women. Staggeringly, working families pay roughly $1,200.00 per child, per month in Larimer County. The economic impacts ripple throughout the economy and include productivity related-losses due to absenteeism, punctuality and greater employee turnover. Moreover, the economic impacts disproportionately affect women as many are pushed to accept part-time work, lower-paying jobs with more flexible work schedules, or temporarily/permanently exit the workforce.

EHO and SSD have identified the need for a consultant study focusing on the current, emerging and potential business models useful for ensuring an adequate supply of appropriate, affordable childcare. The City's Childcare Business Model Study (CBMS) will consider:
1) Why the market is failing to provide adequate and affordable childcare centers,
2) If alternative business models can be pursued and, if so, how the City might support through targeted policies and strategic partnerships, and finally,
3) If there are opportunities for the City to alleviate the burden on local childcare facilities by offering an on-site City childcare facility for its more than 1,200 employees.

The CBMS will also:
- Develop an inventory of Fort Collins childcare options: including location and type (e.g., child-age appropriateness, open hours/days, etc).
- Estimate the economic impact of improved City workplace satisfaction, workforce talent attraction and productivity gains.
- Provide recommendations of City buildings that could potentially be leveraged to meet childcare gaps and identify promising partnerships.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

27.17 ENHANCEMENT: Community Capital Improvement Program - Affordable Housing Capital Fund - Funded

2017 - $250,000
2018 - $250,000

The Affordable Housing Capital Fund will be funded at $250,000 for both 2017 and 2018 as approved by the City's voters. This offer requests authority to commit the $250,000 allocated in each of those years to the acquisition, preservation or development of one or more affordable housing communities. One of the City's important identified housing needs is permanent supportive housing. This fund will accumulate funds until a permanent supportive housing or other affordable housing project meeting a high City priority is ready to apply for funding.

In passing the 2015 ballot referendum, the voters expressly directed the City to create the Affordable Housing Capital Fund. Because the entire allocation to this fund will take 10 years total, it is not clear when enough funds will be accumulated to actually fund a housing project. It is possible that this income stream could be used to collateralize a loan for affordable housing. Authority to use the funds as soon as they are available provides flexibility necessary when partnering for the provision of housing.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

27.18 ENHANCEMENT: Utility Development Support for Land Bank Program - Unfunded

2017 - $333,000
2018 - $0

Funding this offer will provide funds to reduce the cost of water development fees for affordable housing on one or more land bank properties located outside the City's service area. One property would be chosen to act as a pilot program to determine if this method of reducing development costs for affordable housing is a good model for the City moving forward. The purchase of North Poudre Irrigation Company (NPIC) shares would provide a firm supply of water. These include shares of Colorado-Big Thompson (CBT), which would be transferred to the water district.

This offer requests $333,000 to be added to funding from the City's Utilities Department to purchase enough water rights for developing the selected land bank parcel. The City's water development fees are much less than the water development fees charged by water districts that serve segments of the City. The cost of these water rights would be shared by the City's Social Sustainability Department, the City's Utilities Department and the developer of the parcel. This would allow water to be provided at a cost closer to the City's lower rates (the $333,000 is one-third of the total cost, so the amount is split three ways between SSD, Utilities, and the developer)

The cost for water outside the City service area has been cited as a barrier to the development of affordable housing. The City's fee structure for water development fees can be as much as $25,000 less a door. The cost of water rights is on the rise. Currently, shares of NPIC are about $90,000. Utilities would retain ownership of the NPIC water rights and thus the investment would be a benefit to Utilities ratepayers.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to a broad range of quality housing that is safe, accessible and affordable
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

55.1 Community Gardens Outreach Program - Funded

2017 - $100,267

2018 - $102,809

Funding this offer will continue the Community Garden Outreach Program (CGOP) to increase accessibility to community gardens in Fort Collins, educate residents to grow produce sustainably, and increase the amount of produce donated to the Food Bank for Larimer County. The CGOP includes the following programs:

- Garden of Eatin' Outreach and Education Program: a ¾ acre edible garden that demonstrates sustainable food production
- Plant it Forward: a public service campaign in collaboration with the Food Bank that encourages local gardeners to grow extra produce to donate
- Garden Network: The Gardens on Spring Creek hosts 5 meetings each year to increase communication and collaboration among those interested in growing food and food access
- Vegetable Plant Distribution: The Gardens, Front Range Community College, and Colorado State University grow and donate extra vegetable starts to community and school gardens serving low-income populations
- Technical Assistance: provided to those wishing to build a community garden in their neighborhood, church, school, workplace, or non-profit organization.
- Community Gardens in Parks: There are 107 plots at six locations available across Fort Collins. All gardens have waitlists for garden plots. Garden plot rental fees include a $25 fee and $25 deposit each year. If gardeners meet all requirements, including 4 hours of service maintaining the communal area of the garden, the deposit may be refunded or rolled over into the next year. Fees are low to allow for accessibility to all residents. Gardeners may participate in education/work days providing additional opportunities for learning while meeting their community garden requirements. These days allows staff to ensure that gardens are maintained to Parks Department standards.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

55.2 ENHANCEMENT: 0.5 FTE New Community Gardens - Unfunded

2017 - $55,124

2018 - $70,489

This Offer will fund the construction and operations and maintenance of one community garden in 2017 and another in 2018 each in a Fort Collins park and a 0.5 FTE Horticulture Technician to assist with the new Southeast Community Park and community gardens.

As part of the Community Garden Outreach Program (CGOP), Community Gardens in Parks has four community gardens at local parks (Buckingham,

Edora, English Ranch, and Rogers) and two facilities (Senior Center and The Gardens on Spring Creek). Another garden is under construction at Rollanc Moore Park after neighbors successfully completed the new Community Garden Application Process.

Upon completion of Rolland Moore, there will be 122 community garden plots available for gardeners across our community. Currently, there are over 75 people on waitlists for the garden plots.

To help meet community demand, funding is requested to add one new community garden each year in 2017 & 2018, utilizing the Community Garden Application Process. This process empowers neighbors to come together to request a garden in their park.

This offer includes $30,000 to build one garden and $5,000 in operations and maintenance funding per year. Operations and Maintenance funding will provide education for gardeners, ensure proper maintenance of the garden, and make any repairs necessary over time.

Additionally, this offer funds a .5 FTE Horticulture Technician position to be combined with a .5 FTE Horticulture Technician in Offer 15.6 Enhancement: Southeast Community Park. This position will be responsible for management of food crops in the new park, provide education programming and maintenance at community gardens around Fort Collins, and propagate crops for the CGOP and Parks Department. This position will report to the Community Garden Outreach Coordinator at The Gardens on Spring Creek.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

69.2 KFCG ENHANCEMENT: Downtown Business Association Ambassador Program - Funded 2017 - $25,000 2018 - $25,000

Funding this Offer will support the Downtown Business Association's (DBA) mission to advance the vitality and prosperity of Downtown Fort Collins. The Offer includes funding to support the DBA's Ambassador Program.

The Downtown district is anchored by substantial public and private investments. Since 1982, the DBA has focused on improving Downtown's growth and image as well as enhancing the vitality of Downtown through strategic public and private partnerships. In 2015, the DBA created a strategic plan focused on three areas of programming and improvements:

• Economy – initiatives to retain and support existing businesses, attract jobs, new businesses and investments into Downtown.
• Environment – initiatives to improve the public atmosphere and built environment of Downtown.
• Experience – initiatives to communicate, promote, celebrate and maintain Downtown.

During the strategic plan outreach, priorities emerged from Downtown stakeholders around business development, marketing, parking management solutions and safety. The DBA is requesting the following support:

• Downtown Fort Collins Hospitality Ambassador Program - $25,000. With a focus on hospitality, Ambassadors will serve the Downtown area as a friendly source of information and assistance. The Ambassador Program will work collaboratively with Outreach Fort Collins and the City (Police Services, Parking, etc.).

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.6 - Enhance the economic vitality of our community
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

69.3 KFCG ENHANCEMENT: Downtown Business Association Program Support - Unfunded 2017 - $40,000

2018 - $40,000

Funding this Offer will support the Downtown Business Association's (DBA) mission to advance the vitality and prosperity of Downtown Fort Collins. The Offer includes funding to support a Downtown Economic Trend Report and enhancement of Downtown parking communication, education and marketing.

The Downtown district is anchored by substantial public and private investments. Since 1982, the DBA has focused on improving Downtown's growth and image as well as enhancing the vitality of Downtown through strategic public and private partnerships. In 2015, the DBA created a strategic plan focused on three areas of programming and improvements:

• Economy – initiatives to retain and support existing businesses, attract jobs, new businesses and investments into Downtown.
• Environment – initiatives to improve the public atmosphere and built environment of Downtown.
• Experience – initiatives to communicate, promote, celebrate and maintain Downtown.

During the strategic plan outreach, priorities emerged from Downtown stakeholders around business development, marketing, parking management solutions and safety. The DBA is requesting the following support:

• Downtown Fort Collins Parking Communication, Education and Marketing $30,000. The DBA aims to enhance parking communication, education and related marketing efforts to complement the work of City staff. The goal is to educate and communicate clear parking policies, regulations and services, while alleviating perceptions of Downtown parking problems.
• Downtown Economic Trend Report $10,000. The report will identify key economic indicators, track progress and monitor the overall health of Downtown.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.6 - Enhance the economic vitality of our community
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

75.1 Neighborhood Programs and Services - Funded

2017 - $1,614,879
2018 - $1,656,475

This offer proposes to fund the City's Neighborhood Services Division which is made up of 3 work groups: Code Compliance & Enforcement, Neighborhood Outreach/Coordination/Education Programs, and Mediation and Restorative Justice Services.

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

This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

75.2 Larimer Humane Society Contract - Funded

2017 - $898,393
2018 - $898,393

This offer funds the City's contract with Larimer Humane Society (LHS) to provide sheltering and animal control services. These services have been provided by LHS for over twenty years which includes animal protection and control services seven days per week and emergency services 24 hours per

day. LHS maintains and operates an animal shelter to provide humane treatment of stray, found, surrendered, dangerous or injured animals. They enforce municipal ordinance related to domesticated and wild rabies vector animals with human or domestic contact. In 2015, LHS responded to 11,400 calls for service within Fort Collins. This included calls for 5,695 stray animals, 1,657 bite investigations, 653 noise disturbances, 718 welfare investigations. There were 784 owner surrendered animals for a total of 2,501 domestics impounded.

Larimer Humane Society Services:
- Enforce all Fort Collins animal codes (includes animals at large, animal welfare, bite investigations, cruelty allegations, dangerous/vicious animals, barking dogs, strays, dead animal pickup, assisting police regarding animal safety and welfare)
- Sheltering, licensing, record keeping; in 2015, 26,768 Fort Collins licenses were sold.
- Maintain and operate all physical facilities and equipment and provide all personnel necessary for the efficient, effective, and humane operation of an animal shelter
- Professional services of a doctor of veterinary medicine for emergency services 24 hours per day
- Maintain and provide all medical supplies, professional instruments, and equipment necessary
- Pick up dead animals from public areas, streets and parks

In 2015, Larimer Humane Society impounded 2,501 domestic animals for the city, and reunited approximately 82% of stray dogs and 25% of stray cats with their owners.

This Offer supports the following Strategic Objectives:
- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

75.5 ENHANCEMENT: FTE Changes for Restorative Justice and Mediation Employees - Unfunded

2017 - $24,155
2018 - $24,710

This offer requests funding to change the existing Restorative Justice (RJ) Case Manager position from contractual to classified, as well as moving the position from .8 FTE to 1 FTE. The offer also requests funding to change the existing hourly Administrative Assistant position from a .8 FTE to 1 FTE. The current RJ Case Manager has been with the City since April 2006, when originally hired as a part-time hourly employee. The position has been in existence for 13 years. The current employee is an experienced and essential part of the Mediation and RJ team. This position is critical to the delivery of RJ Services and helps manage a team of 40+ RJ volunteers. This employee is supervising an hourly employee who is part of a Citywide effort to change a number of hourly positions to classified as part of this budget process. This could create an equity issue if the hourly position were moved to classified, bu the contractual position were not. The requirements of the RJ Case Manager job have increased and the employee in the position is not able to effectivel do the job at .8 FTE.

Additional responsibilities include:
- Added grant-required responsibilities for DA referrals for data gathering/reporting and administering a mental health screening tool. Making

appropriate referrals for counseling and verifying it occurred are also required. (2015)
- Sharing coordination and attendance at the RESTORE program. (2016)
- Supervising the admin assistant; part of succession planning. (2016)

Increased hours are also needed for the Administrative Assistant position as it provides administrative and program support, as well as volunteer management support for both programs. This position provides file management, data entry, assistance with intakes, phone coverage, follow up on contract verifications and the creation of minutes and other documents. The position also assists with community and volunteer outreach and education and volunteer and merchant recruiting efforts.

This Offer supports the following Strategic Objectives:
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

75.7 ENHANCEMENT: Neighborhood Livability relative to City Code - Funded

2017 - $379,109
2018 - $299,667

Funding this Council priority will help maintain, enhance, and beautify neighborhoods within our community through added levels of proactive code enforcement. It provides additional convenience and access for residents by providing resources that will contribute to coverage at the proposed Campus West satellite office, an initiative that includes partnerships with Ft. Collins and CSU police, CSU Off-Campus Life and CSU Student Conduct Services. The offer also supports voluntary compliance goals through increased education and outreach efforts and to foster relationships with residents through engagement and added presence in the neighborhoods.

Currently, compliance inspectors work within assigned zones and perform proactive inspections on most of the nuisance codes we enforce. They are able to proactively inspect their respective areas within a 6-8 week timeframe. This offer would result in a redefinition of the inspection zones to ensure a higher level focus could be given to areas within the community that have the highest numbers of nuisance and occupancy complaints. Decreasing the size of the zones in these areas will enable staff to proactively inspect these areas within a 3-4 week period, or less, increasing our ability to more quickly see and resolve violations that are occurring. Added inspection staff also provides the ability to shift others as needed to address problematic times of the year, such as when large numbers of people have leases that are ending, are moving out, and leaving furniture and other debris behind that have to be removed.

Certain nuisance codes, as well as the occupancy code, are enforced primarily on a complaint basis. We are hearing increasing concern over this, especially as it relates to snow removal, sidewalk encroachments and occupancy. This offer will increase efforts in this regard.

This offer requests 3 FTE compliance inspectors and 1 FTE Admin that will be shared with Fort Collins Police to provide support services.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

75.8 ENHANCEMENT: 2.0 FTE and Neighborhood Livability - Programs and Services - Unfunded 2017 - $155,621

2018 - $154,312

Funding this offer will help enhance the quality of life for residents through increased connection, collaboration, and co-creation with the City. The added resources contained in this offer will support efforts underway for the Neighborhood Connections initiative which is intended to build unity within neighborhoods, cultivate leadership capacity in the community, provide systems of support, and ensure individuals have a voice and the ability to influence what happens in their neighborhoods. These resources will also provide much needed assistance with ongoing programs, public engagement, outreach, as well as technical resources to produce marketing and program materials, ensure websites are current and up to date, and provide data research and analysis as needed.

Key duties include:

- Taking the lead on existing programs such as Neighborhood Night Out and Community Welcome
- Sharing in education and outreach through various class and workshop presentations
- Taking an integral role in the development, design and implementation of Neighborhood Connections
- Participating as a liaison to neighborhoods
- Organizing and facilitating neighborhood meetings
- Leading special projects and assisting with implementation of identified action items
- Creating program materials, newspaper articles, press releases and coordinating related schedules and deadlines
- Providing technical assistance for residents that are part of the Neighborhood Connections project by providing templates for neighborhood websites, assisting with the Nextdoor platform, and similar functions
- Administering financial grant programs and related project compliance
- Problem-solving and assisting residents with concerns around infill development projects and the growing number of rental properties throughout the community
- Ensuring timely and accurate communication to residents on a variety of programs, services and initiatives through social media platforms (Facebook, Nextdoor, Twitter), and website updates

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

75.9 ENHANCEMENT: Neighborhood Improvement and Community Building Grant Fund (Previously Renewal of Neighborhoods in a State of Change) - Funded

2017 - $300,000
2018 - $300,000

Funding this offer will establish a Neighborhood Improvements and Community Building Grant Fund that is intended to foster co-creation between the City and residents and incentivize participation in the Neighborhood Connections program. It is intended to provide neighborhood groups with City resources for community-driven projects that enhance and strengthen their own neighborhoods. All projects will be initiated, planned, and implemented by community members in partnership with the City.

This offer builds on the successes of the 2015-2016 Offer 48.3 Renewal of Neighborhoods in a State of Change in supporting reinvestment in older neighborhoods to stabilize them, to initiate restoration processes and to leverage funding when capital improvement or other work is already occurring. An integral component of this new offer is a request for matching funds, labor or materials from applicants (encouraging donations and fundraising). Example activities and projects that could utilize this funding include:

• Sidewalk/bike path connections, off-street trails, and ADA accessibility
• New playground equipment and upgrades in neighborhood parks
• Planning/design/public art
• Traffic calming
• Race and social justice initiatives
• Energy efficiency upgrades
• Streetscape improvements and urban design
• Low- or no-cost loans for housing reinvestment in an effort to infuse private funds into neighborhood rehabilitation
• Neighborhood-organizing efforts to engage residents in their community
• Neighborhood cleanups and community events
• Incentive-based community contests focused on outcomes and solutions

Specific projects would be selected in collaboration with neighborhood residents. All efforts included in this offer would ensure inclusion of a full range of neighborhood stakeholders in developing and implementing the projects and plans identified to improve neighborhoods and engagement within our community.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

75.10 ENHANCEMENT: Larimer Humane Society Contract - Funded

2017 - $0
2018 - $30,000

This offer proposes to fund a 5% increase in the City's 2018 contract with Larimer Humane Society (LHS) to provide sheltering and animal control services for the Fort Collins' community. This increase is necessary to help cover projected increases in utilities, fuel, healthcare, and salaries, some of which are due to a transition to a new, larger facility. The contract amount for 2017 is anticipated to stay the same if an increase in animal board fees can be approved as part of the annual administrative fee updates. This will transfer some of the increased costs for 2017 to the pet owners who are using Larimer Humane Society services.

Larimer Humane Society has been providing these services to Fort Collins for more than 20 years. Their services include animal protection and control seven days per week and emergency services 24 hours per day. LHS maintains and operates an animal shelter to provide humane treatment of stray, found, surrendered, dangerous or injured animals. They enforce municipal ordinances related to domesticated and wild rabies vector animals with human or domestic contact. In 2015, LHS responded to 11,400 calls for service within Fort Collins. This included calls for 5,695 stray animals, 1,657 bite investigations, 653 noise disturbances, 718 welfare investigations. There were 784 owner surrendered animals for a total of 2,501 domestics impounded.

Larimer Humane Society is much more involved in the City of Fort Collins than any other community. This includes thousands of proactive patrols through City parks every year, and collaboration with City staff and others through efforts such as the Neighborhood Task Force, the Hoarding Task Force, the Fireworks Committee and participation in special events such as Neighborhood Night Out.

This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

83.1 Graffiti Abatement Program - Funded

2017 - $138,632
2018 - $142,600

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

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

Graffiti is sometimes connected with gangs who use it to communicate within their "organization", to intimidate neighborhoods, to mark territory they claim

and to control and recruit new members.

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

In 2015, the team addressed 1,764 issues with 76 percent of the graffiti being abated as a result of being pro-active. Graffiti information is received from three sources:

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

This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

87.1 ENHANCEMENT: Poudre School District After-School Programs for Title 1 Schools - Funded 2017 - $75,000

2018 - $75,000

Funding this Offer will provide after-school and summer academic enrichment programs to students at six Title I schools in Poudre School District (PSD) through a partnership with the City of Fort Collins, Colorado Health Foundation, Bohemian Foundation, BASE Camp, and Boys and Girls Club. Existing PSD dollars are inadequate to provide additional learning opportunities to all Title I students. Funded after-school programs will create safe, nurturing environment for a minimum of 600 students per year all located in high poverty areas of our community. PSD will offer after-school academic enrichment programming two days per week for 16 weeks during the school year, and summer programs for 4 days per week for 7 weeks. Programs will last 3 hours after school and 4 hours during summer. This program works in conjunction with other programs (e.g. BASE Camp and Boys and Girls Club) to fill gaps in programming for the target populations. The focus of this program is to provide educational enriching activities delivered in collaboration with other agencies. PSD seeks to gain these outcomes equitably for students who may have few opportunities.

- Title I Schools in PSD (their location and free-and-reduced lunch percentages): Bauder (west-central, 66%); Harris Bilingual (east-central, 58%); Irish (northwest, 83%); Laurel (east-central, 61%); Linton (southeast, 54%); Putnam (northwest, 88%).
- Title I Part A is the largest federal program supporting public education. Funding is allocated based on poverty rates of students enrolled in schools and districts.
- This Offer represents a 200% increase in the number of schools served from the previous BFO
- This Offer replaces the after school programs previously conducted at Northside Aztlan Community Center. These programs will now be operated directly by PSD at specific Title I schools.

- During the seven week summer program space will be provided at Northside to PSD at no charge. PSD will provide all staffing and supplies.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities

96.1 KFCG: Residential Parking Permit Program - Funded

2017 - $46,346

2018 - $47,020

This offer funds the Residential Parking Permit Program (RP3) and includes funding to maintain an existing level of service, which includes one part-time hourly position (0.5 FTE). The RP3 is needed to address the issue of residents not being able to park in their own neighborhoods because spaces are taken by neighborhood non-residents. City Council authorized and funded this program in 2013. The program currently has six active permit zones with four more under review.

This offer is important and provides core services of parking management to the City of Fort Collins.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Improve neighborhood parking and traffic issues

96.2 KFCG ENHANCEMENT: Parking Capital Equipment - Unfunded

2017 - $120,000

2018 - $0

This offer requests Capital Funding from KFCG Other Community Priorities to address high priority parking needs including two additional Nissan Leaf's to increase enforcement efficiency.

The Parking Services geographic area of enforcement responsibility has more than doubled over the last two years with the addition of the Residential Parking Permit Program. In order to provide the necessary coverage and enforcement without adding additional staff, Parking Services is requesting two additional Nissan Leaf's and two additional License Plate Recognition cameras so officers can transition from walking routes to driving routes thus expanding their coverage capabilities and efficiency.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Improve neighborhood parking and traffic issues

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Culture and Recreation

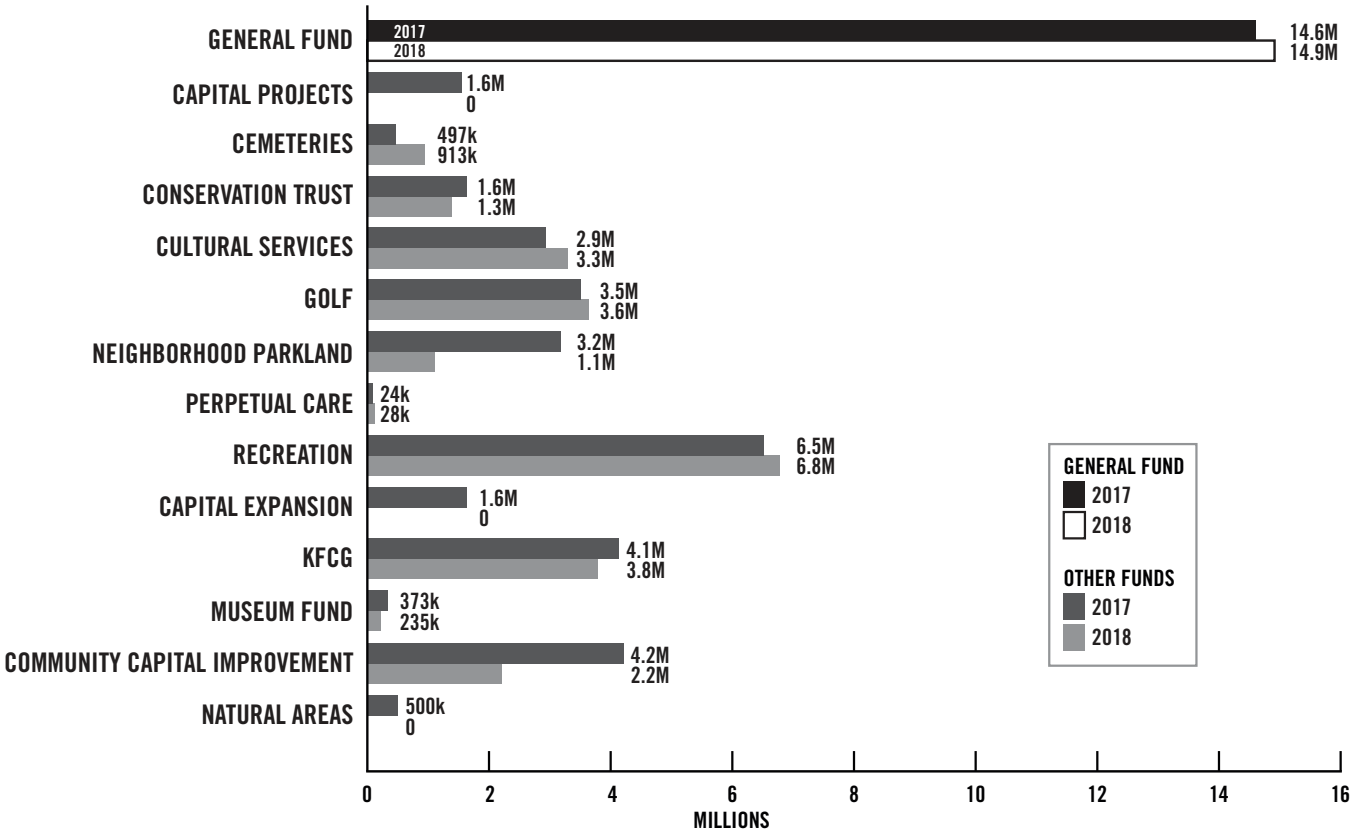
Fort Collins provides diverse cultural and recreational amenities

Culture & Recreation

2017 General Fund & Other Funds – 45.2M

2018 General Fund & Other Funds – 38.1M

- Recreation
- Parks
- Cultural Facilities
- Golf



OVERVIEW

The Cultural and Recreation Outcome includes programs such as Parks, Recreation, Cultural Services, Natural Areas, Trails and Memorial Parks, which are essential elements that distinguish Fort Collins from other communities and enhance our quality of life. The strategic objectives for Cultural and Recreation, as outlined in the 2016 Strategic Plan, are as follows:

2.1 Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems.

2.2 Improve low and moderate income citizen access to, and participation in, City programs and facilities.

2.3 Promote health and wellness within the community and provide sustainable access to nature.

2.4 Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery.

2.5 Plan, design and implement improvements to the citywide trail system.

2.6 Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations.

FUNDING SOURCES

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

KEY PURCHASES

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

ENHANCEMENTS PURCHASED	2017	2018
American Disability Act (ADA) Playground Compliance	84,000	59,500
Community Capital Improvement Program - Visitor Center Expansion - Gardens	0	2,185,000
Dehumidification System to Protect Artifacts and Exhibitions - Museum	300,000	0
Forestry Emerald Ash Borer Pre-Infestation	93,000	94,000
Gardens Equipment Purchase	58,000	0
Grandview Cemetery Mausoleum	50,000	450,000
Increased Contractual Pruning of Larger Trees (greater than 18 – inches in diameter) to Meet the Frequency Standard Set by The City Forester	288,474	190,016
New Cultural Plan	75,000	75,000
Poudre River Downtown Project	6,332,456	0
Poudre River Public Library District Partnership at Fort Collins Senior Center	0	45,000
Recreation Facility Improvements & Equipment Replacement	81,465	119,365
Recreation Vehicle Replacement & Facility Improvements	133,600	49,905
Replace Performance Hall Seats - Lincoln Center	0	375,000
Rolland Moore Ball Field Lights	440,000	290,000
Positions Added:		
- 1 Crew Chief, 2 Forestry Technicians and 1 Forestry Field Worker to Support Increased Pruning of Smaller Trees (less than 18 – inches in diameter) to Meet the Frequency Standard Set by the City Forester - 4.0 FTE	296,716	378,898
- Ice Program Leader - 1.0 FTE	55,587	57,257
- Landscape Architect - 1.0 FTE	113,060	115,873
- Maintenance of Southeast Community Park - 3.5 FTE	464,093	561,757
- Operations Manager at The Gardens on Spring Creek- 1.0 FTE	65,765	90,159
- Publicity/Marketing Tech - 1.0 FTE	65,706	67,632
- Senior Park Ranger - 1.0 FTE	144,588	125,622
	9,141,510	**5,329,984**

CULTURE AND RECREATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	93.3	Cultural Facility Utilities and Custodial	1,894,663	0	1,894,663	0	0
2	15.1	Parks, Trails and Facility Grounds Maintenance	6,768,142	457,162 *BOB O&M One-time Revenue Park Fees*	5,536,615	774,365 *Keep Fort Collins Great*	0
3	65.2	Recreation Activities and Programs	4,842,195	0	0	4,693,552 *Keep Fort Collins Great Recreation*	148,643 *Keep Fort Collins Great Recreation*
4	70.1	Paved Recreational Trail Development	1,560,293	0	0	1,300,293 *Conservation Trust*	260,000 *Conservation Trust*
5	65.1	Ice & Aquatics	2,350,383	0	0	2,325,383 *Keep Fort Collins Great Recreation*	25,000 *Recreation*
6	34.1	Urban Forest Management	1,527,668	0	1,263,321	164,347 *Keep Fort Collins Great*	100,000 *Keep Fort Collins Great*
7	56.3	Art in Public Places	168,308	0	0	81,803 *Cultural Services*	86,505 *Cultural Services*
8	20.1	Memorial Parks	774,082	0	153,273	570,809 *Keep Fort Collins Great Cemeteries Perpetual Care*	50,000 *Keep Fort Collins Great*
9	70.3	Community Park Development	1,560,000	0	0	1,560,000 *Capital Expansion*	0
10	56.6	ENHANCEMENT: 1 FTE - Operations Manager at The Gardens on Spring Creek	65,765	0	65,765	0	0

CULTURE AND RECREATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
11	15.4	Parks Life Cycle Program	550,000	0	0	550,000 *Keep Fort Collins Great*	0
12	14.1	Golf Courses	3,525,905	0	0	3,525,905 *Golf*	0
13	56.1	Cultural Services	5,799,462	717,497 *Gardens on Spring Creek* *Lodging Taxes*	1,994,722	2,854,243 *Keep Fort Collins Great* *Cultural Services* *Museum*	233,000 *General Fund* *Cultural Services* *Museum*
14	71.1	ENHANCEMENT: Poudre River Downtown Project	6,332,456	0	0	5,832,456 *Community Capital Improvement* *Capital Projects*	500,000 *Natural Areas*
15	65.3	Recreation Administration and Communication Services	1,262,624	0	516,344	526,805 *Keep Fort Collins Great* *Recreation*	219,475 *Recreation*
16	34.6	ENHANCEMENT: - Forestry Emerald Ash Borer Pre-Infestation	93,000	0	0	0	93,000 *General Fund*
17	15.7	ENHANCEMENT: Rolland Moore Ball Field Lights	440,000	0	0	0	440,000 *General Fund*
18	70.2	Neighborhood Park Development	3,098,478	0	0	998,478 *Neighborhood Parkland*	2,100,000 *Neighborhood Parkland*
19	36.1	Community Services Administration and Technology Support	338,337	0	289,315	49,022 *Keep Fort Collins Great*	0

CULTURE AND RECREATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
20	65.5	ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement	81,465	0	0	0	81,465 *Recreation*
21	56.13	ENHANCEMENT: Gardens Equipment Purchase	58,000	0	0	0	58,000 *General Fund*
22	65.8	ENHANCEMENT: 1.0 FTE - Ice Program Leader	55,587	0	0	55,587 *Recreation*	0
23	65.7	KFCG ENHANCEMENT: Recreation Vehicle Replacement & Facility Improvements	133,600	0	0	0	133,600 *Keep Fort Collins Great*
24	20.3	ENHANCEMENT: Grandview Cemetery Mausoleum	50,000	0	0	0	50,000 *Cemeteries*
25	34.4	ENHANCEMENT: 4.0 FTE – 1 Crew Chief, 2 Forestry Technicians and 1 Forestry Field Worker to Support Increased Pruning of Smaller Trees (less than 18 – inches in diameter) to Meet the Frequency Standard Set by the City Forester	296,716	0	252,674	0	44,042 *General Fund*
26	56.12	ENHANCEMENT: New Cultural Plan	75,000	75,000 *One-time Revenue*	0	0	0
27	56.5	ENHANCEMENT: Dehumidification System to Protect Artifacts and Exhibitions - Museum	300,000	200,000 *One-time Revenue*	0	0	100,000 *Museum*

CULTURE AND RECREATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
28	15.6	ENHANCEMENT: 3.5 FTE and Maintenance of Southeast Community Park	464,093	0	307,093	0	157,000 *General Fund*
29	34.5	KFCG ENHANCEMENT: – Increased Contractual Pruning of Larger Trees (greater than 18 – inches in diameter) to Meet the Frequency Standard Set by The City Forester	288,474	0	0	44,902 *Keep Fort Collins Great*	243,572 *Keep Fort Collins Great*
30	15.3	KFCG ENHANCEMENT: - 1.0 FTE Senior Park Ranger	144,588	0	0	0	144,588 *Keep Fort Collins Great*
31	65.10	ENHANCEMENT: 1.0 FTE - Publicity/Marketing Tech	65,706	32,853 *Park Fees*	0	32,853 *Recreation*	0
32	15.8	KFCG ENHANCEMENT: American Disability Act (ADA) Playground Compliance	84,000	0	0	0	84,000 *Keep Fort Collins Great*
33	70.4	ENHANCEMENT: 1 FTE Landscape Architect	113,060	0	0	113,060 *Neighborhood Parkland*	0
		Funded Offers	**45,162,050**	**1,482,512**	**12,273,785**	**26,053,863**	**5,351,890**
34	15.9	Parks Fleet Replacement	59,748	0	59,748	0	0
35	14.2	ENHANCEMENT: Golf Course Minor Capital Improvements	150,000	0	0	0	150,000 *Golf*
36	34.3	Forestry Fleet Replacement in 2017 and 2018	31,448	0	31,448	0	0

CULTURE AND RECREATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
37	15.5	ENHANCEMENT: 1.0 FTE Parks Life Cycle Program	500,000	0	500,000	0	0
38	56.10	ENHANCEMENT: Scholarship Fund for Low Income - Museum Families	50,000	0	50,000	0	0
39	14.3	ENHANCEMENT: SouthRidge Irrigation System Replacement	1,500,000	0	0	0	1,500,000 *General Fund*
40	15.11	KFCG ENHANCEMENT: 0.5 FTE Horticulture Crew Chief	77,783	0	0	1,228 *Keep Fort Collins Great*	76,555 *Keep Fort Collins Great*
41	56.7	ENHANCEMENT: Community Creative Center Operating	65,354	65,354 *One-time Revenue*	0	0	0
42	56.15	ENHANCEMENT: Traffic Signal Cabinet Art	15,000	15,000 *One-time Revenue*	0	0	0
43	65.12	ENHANCEMENT: Recreation Aquatic Safety Program	23,559	0	23,559	0	0
44	65.13	KFCG ENHANCEMENT: Recreation Aquatic Safety Program	34,856	0	0	0	34,856 *Keep Fort Collins Great*
45	93.1	ENHANCEMENT: Golf Clubhouse Maintenance	140,000	0	140,000	0	0
46	56.4	ENHANCEMENT: 1 FTE - Creative Industries Director	98,838	0	98,838	0	0
47	56.11	ENHANCEMENT: .5 FTE - Education Outreach at Lincoln Center	48,162	48,162 *One-time Revenue*	0	0	0

CULTURE AND RECREATION - 2017

		Offer Cost	Offer Funding			
			GENERAL FUND			
Rank	Offer	Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
	Unfunded Offers	2,794,748	128,516	903,593	1,228	1,761,411
	Total Offers	47,956,798	1,611,028	13,177,378	26,055,091	7,113,301

CULTURE AND RECREATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	93.3	Cultural Facility Utilities and Custodial	1,949,692	0	1,949,692	0	0
2	15.1	Parks, Trails and Facility Grounds Maintenance	7,044,636	524,452 *BOB O&M* *One-time Revenue* *Park Fees*	5,788,200	731,984 *Keep Fort Collins Great*	0
3	65.2	Recreation Activities and Programs	4,993,903	0	0	4,942,403 *Keep Fort Collins Great* *Recreation*	51,500 *Keep Fort Collins Great* *Recreation*
4	70.1	Paved Recreational Trail Development	1,300,149	0	0	1,300,149 *Conservation Trust*	0
5	65.1	Ice & Aquatics	2,392,234	0	0	2,367,234 *Keep Fort Collins Great* *Recreation*	25,000 *Recreation*
6	34.1	Urban Forest Management	1,551,306	0	1,282,850	168,456 *Keep Fort Collins Great*	100,000 *Keep Fort Collins Great*
7	56.3	Art in Public Places	178,430	0	0	78,688 *Cultural Services*	99,742 *Cultural Services*
8	20.1	Memorial Parks	798,239	0	153,273	594,966 *Keep Fort Collins Great* *Cemeteries* *Perpetual Care*	50,000 *Keep Fort Collins Great*
9	56.6	ENHANCEMENT: 1 FTE - Operations Manager at The Gardens on Spring Creek	90,159	0	90,159	0	0
10	15.4	Parks Life Cycle Program	550,000	0	0	550,000 *Keep Fort Collins Great*	0

CULTURE AND RECREATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
11	14.1	Golf Courses	3,586,000	0	0	3,562,000 *Golf*	24,000 *Golf*
12	56.14	ENHANCEMENT: Community Capital Improvement Program - Visitor Center Expansion - Gardens	2,185,000	0	0	2,185,000 *Community Capital Improvement*	0
13	56.1	Cultural Services	5,830,938	715,647 *Gardens on Spring Creek Lodging Taxes*	2,051,027	2,871,919 *Keep Fort Collins Great Cultural Services Museum*	192,345 *General Fund Cultural Services Museum*
14	65.3	Recreation Administration and Communication Services	1,293,285	0	623,162	442,068 *Keep Fort Collins Great Recreation*	228,055 *Recreation*
15	34.6	ENHANCEMENT: - Forestry Emerald Ash Borer Pre-Infestation	94,000	0	0	0	94,000 *General Fund*
16	15.7	ENHANCEMENT: Rolland Moore Ball Field Lights	290,000	0	0	0	290,000 *General Fund*
17	70.2	Neighborhood Park Development	939,813	0	0	939,813 *Neighborhood Parkland*	0
18	36.1	Community Services Administration and Technology Support	347,053	0	297,749	49,304 *Keep Fort Collins Great*	0
19	65.5	ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement	119,365	0	0	0	119,365 *Recreation*

CULTURE AND RECREATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
20	65.8	ENHANCEMENT: 1.0 FTE - Ice Program Leader	57,257	0	0	57,257 *Recreation*	0
21	65.11	ENHANCEMENT: Poudre River Public Library District Partnership at Fort Collins Senior Center	45,000	0	0	0	45,000 *Keep Fort Collins Great*
22	65.7	KFCG ENHANCEMENT: Recreation Vehicle Replacement & Facility Improvements	49,905	0	0	0	49,905 *Keep Fort Collins Great*
23	20.3	ENHANCEMENT: Grandview Cemetery Mausoleum	450,000	0	0	0	450,000 *Cemeteries*
24	34.4	ENHANCEMENT: 4.0 FTE – 1 Crew Chief, 2 Forestry Technicians and 1 Forestry Field Worker to Support Increased Pruning of Smaller Trees (less than 18 – inches in diameter) to Meet the Frequency Standard Set by the City Forester	378,898	0	300,814	0	78,084 *General Fund*
25	56.12	ENHANCEMENT: New Cultural Plan	75,000	75,000 *One-time Revenue*	0	0	0
26	15.6	ENHANCEMENT: 3.5 FTE and Maintenance of Southeast Community Park	561,757	0	561,757	0	0

CULTURE AND RECREATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
27	34.5	KFCG ENHANCEMENT: – Increased Contractual Pruning of Larger Trees (greater than 18 – inches in diameter) to Meet the Frequency Standard Set by The City Forester	190,016	0	0	16	190,000
						Keep Fort Collins Great	*Keep Fort Collins Great*
28	15.3	KFCG ENHANCEMENT: - 1.0 FTE Senior Park Ranger	125,622	0	0	83,981	41,641
						Keep Fort Collins Great	*Keep Fort Collins Great*
29	65.10	ENHANCEMENT: 1.0 FTE - Publicity/Marketing Tech	67,632	33,816	0	33,816	0
				Park Fees		*Recreation*	
30	15.8	KFCG ENHANCEMENT: American Disability Act (ADA) Playground Compliance	59,500	0	0	0	59,500
							Keep Fort Collins Great
31	70.4	ENHANCEMENT: 1 FTE Landscape Architect	115,873	0	0	115,873	0
						Neighborhood Parkland	
32	56.8	ENHANCEMENT: Replace Performance Hall Seats - Lincoln Center	375,000	0	0	0	375,000
							Cultural Services
		Funded Offers	**38,085,662**	**1,348,915**	**13,098,683**	**21,074,927**	**2,563,137**
33	15.9	Parks Fleet Replacement	142,268	0	142,268	0	0
34	14.2	ENHANCEMENT: Golf Course Minor Capital Improvements	150,000	0	0	0	150,000
							Golf
35	34.3	Forestry Fleet Replacement in 2017 and 2018	65,499	0	65,499	0	0

CULTURE AND RECREATION - 2018

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
36	15.5	ENHANCEMENT: 1.0 FTE Parks Life Cycle Program	500,000	0	500,000	0	0
37	56.10	ENHANCEMENT: Scholarship Fund for Low Income - Museum Families	60,000	0	60,000	0	0
38	56.9	ENHANCEMENT: One-time Funding for Special Exhibition Schedule - Museum	250,000	250,000 *One-time Revenue*	0	0	0
39	14.3	ENHANCEMENT: SouthRidge Irrigation System Replacement	1,000,000	0	0	0	1,000,000 *General Fund*
40	15.11	KFCG ENHANCEMENT: 0.5 FTE Horticulture Crew Chief	47,506	0	0	47,506 *Keep Fort Collins Great*	0
41	56.7	ENHANCEMENT: Community Creative Center Operating	62,165	62,165 *One-time Revenue*	0	0	0
42	56.15	ENHANCEMENT: Traffic Signal Cabinet Art	15,000	15,000 *One-time Revenue*	0	0	0
43	65.12	ENHANCEMENT: Recreation Aquatic Safety Program	23,559	0	23,559	0	0
44	65.13	KFCG ENHANCEMENT: Recreation Aquatic Safety Program	28,747	0	0	0	28,747 *Keep Fort Collins Great*
45	93.1	ENHANCEMENT: Golf Clubhouse Maintenance	145,000	0	145,000	0	0

CULTURE AND RECREATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
46	56.4	ENHANCEMENT: 1 FTE - Creative Industries Director	114,960	0	114,960	0	0
47	56.11	ENHANCEMENT: .5 FTE - Education Outreach at Lincoln Center	56,023	56,023 *One-time Revenue*	0	0	0
48	70.5	ENHANCEMENT: East Park District Maintenance Facility	2,760,000	0	0	1,680,000 *Capital Expansion*	1,080,000 *Capital Expansion*
		Unfunded Offers	**5,420,727**	**383,188**	**1,051,286**	**1,727,506**	**2,258,747**
		Total Offers	**43,506,389**	**1,732,103**	**14,149,969**	**22,802,433**	**4,821,884**

CULTURE AND RECREATION

14.1 Golf Courses - Funded

2017 - $3,525,905
2018 - $3,586,000

Funding this offer will provide for the operation, maintenance and administration of the City-owned municipal golf courses (City Park Nine, Collindale, and SouthRidge Golf Courses). The three municipal golf facilities provide high quality golfing amenities, including a variety of play options and pricing, quality grounds and infrastructure, and full-service pro shops and concessions. The golf course operations and maintenance are 100 percent self-supporting with no cost to the taxpayers.

The Golf Division uses a hybrid public/private staffing approach to operate the golf courses. This approach includes daily pro shop operations and services performed by three PGA Golf Professionals, and the food and beverages provided by Restaurant/Snack Bar Concessionaires. The golf professionals and concessionaires are independent contract vendors acquired through a public bid process. They hire their own staff to operate the pro shops and restaurants, reducing the need for additional City employees.

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

This Offer supports the following Strategic Objectives:

- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery

14.2 ENHANCEMENT: Golf Course Minor Capital Improvements - Unfunded

2017 - $150,000
2018 - $150,000

Funding this offer will continue to provide high quality golfing amenities and infrastructure to the golfing public with emphasis on safety and the environment for all 3 City golf courses.

This offer is a request to fund a backlog of infrastructure replacements and improvements for our golf courses. Equipment washing systems are needed at SouthRidge and Collindale golf courses. Cart paths need to be repaired and improved. A drinking water line at Collindale needs to be replaced, a rain shelter at City Park Nine needs to be built, the City Park Nine clubhouse needs new carpeting and the pond at Hole #9 needs to be dredged at SouthRidge Golf Course.

The golf course operations are 100% self-supporting with no cost to the taxpayers. However, the funds from revenue have not been sufficient to the extent needed to pay for large infrastructure projects. Priority has been placed on projects that provide safety to golfers and Fort Collins citizens.

This offer is requesting an exemption from the Enterprise Fund Reserve Policy which requires a reserve limit of 25% of expenses to be set aside. The Golf Fund current reserve balance is $700,000 and cannot be used for one time course improvements. The Golf Fund is requesting $150,000 per year for

CULTURE AND RECREATION

golf course improvements.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

14.3 ENHANCEMENT: SouthRidge Irrigation System Replacement - Unfunded

2017 - $1,500,000
2018 - $1,000,000

Funding this offer will replace a 33 year old inefficient irrigation system at SouthRidge Golf Course with a new efficient system.

The life expectancy of a typical irrigation system varies from 25-30 years. The 33 year old irrigation system breaks down frequently, resulting in costly repairs. A dedicated crew is necessary to keep the system running throughout the season which draws on resources needed for other duties. A new irrigation system will produce significant savings through better water application efficiency and flexibility, and reduces labor and repair costs. The High Density Polyethylene (HDPE) pipe used in new systems will last up to 100 years. Golf courses have documented 20 percent or more savings in labor anc repair costs and water use efficiency compared to previous irrigation systems. A new efficient system will save an estimated 7 million gallons of water annually, and improve turf and playing conditions. The condition of a golf course is the most important component in attracting repeat golfers to a course.

Per City Council's direction, staff has requested funding from General Fund resources to cover the replacement of the irrigation system at SouthRidge Golf Course. During the 2014/2015 budget process, $500,000 was set aside in the General Fund reserve to begin accumulating funds for this project. This offer appropriates these funds and requests an additional $1,000,000 in General Fund reserves for 2017 and 2018 to accumulate the $2,500,000 needed to replace this system.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature

15.1 Parks, Trails and Facility Grounds Maintenance - Funded

2017 - $6,768,142
2018 - $7,044,636

Funding this offer supports maintenance for 48 parks (878 acres), 36 miles of trails, 6 recreation facilities, 1 maintenance shop, 2 satellite shops and the 4th of July celebration.

Maintenance of park sites includes:
- irrigating and mowing turf
- trash/recycling collection

CULTURE AND RECREATION

- cleaning and maintaining flower and shrub beds
- maintaining, coordinating, and scheduling athletic fields, tournaments and park events
- maintaining tennis courts, horseshoes pits, volleyball courts, bike courses and skate parks
- cleaning and repairing restrooms, playgrounds, shelters and dog parks
- snow removal on parking lots and sidewalks
- cleaning and repairing graffiti and vandalism issues
- irrigation system repairs
- maintaining water features and fountains
- managing the annual 4th of July celebration

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

Grounds maintenance at Recreation facilities includes:
- irrigating and mowing turf
- trash collection
- cleaning and maintaining flower and shrub beds
- snow removal on sidewalks and parking lots

Shop operations and maintenance includes:
- tools, equipment, parts and supplies purchasing and inventory monitoring
- Repairs of equipment and small engines
- cleaning and maintaining shop area

This offer also includes funding for the Parks Ranger program. Park Rangers are ambassadors for the parks and trail system. Duties include education, enforcement, patrol and assisting staff with citizen issues. The Rangers work closely with police, Poudre School District and other agencies regarding homelessness and student issues in the park system.

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

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This Offer supports the following Strategic Objectives:
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

15.3 KFCG ENHANCEMENT: - 1.0 FTE Senior Park Ranger - Funded

2017 - $144,588
2018 - $125,622

Funding this offer will provide a Senior Park Ranger in 2017 and a Seasonal Park Ranger in 2018.

The Senior Park Ranger would provide supervision and direction to the Park Ranger staff and additional coverage for the parks and trail system. The Seasonal Park Ranger would provide additional coverage for the parks and trails system during the programming season - April through October.

The Parks Department currently employs two Parks Rangers. Currently a split schedule is used to provide 365 day a year coverage, but when time off occurs there is a gap in coverage. With the number of parks, facilities and trails to patrol along with special assignments currently the two Park Rangers are unable to routinely patrol the expanse of the system. In order to ensure the success of this program and provide adequate service to the community an additional Senior Park Ranger and a Seasonal Park Ranger will provide needed additional patrol coverage.

This Offer supports the following Strategic Objectives:
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

15.4 Parks Life Cycle Program - Funded

2017 - $550,000
2018 - $550,000

Funding this offer will provide ongoing support for the current Parks Life Cycle Program which repairs and renovates park assets throughout the existing park system. Initiated in 1993, this program supports repair, replacement and renovation of over 1,000 varied Park assets within many different component categories including: buildings, fields, trails, courts, structures, playgrounds, irrigation, sidewalks, parking lots, and water related park components. The program prioritizes projects based on health and safety concerns and regulatory related mandates (such as the Americans with Disabilities Act). The program also looks for opportunities to replace outdated resource intensive infrastructure with more sustainable infrastructure that meets current codes and best management practices. Typically, the Life Cycle Program completes 30-40 projects per year including items like playgrounc renovations, court asphalt repairs and replacement, minor irrigation renovations, walkway and bridge replacement, lighting upgrades, park roadway and parking lot repairs and renovations, building renovations and improvements, fencing replacement, etc.

This program is essential to keeping park facilities and infrastructure safe and in usable condition; this program will also enhance the infrastructure and

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support growing demand in the parks. The life cycle program is imperative to preserving equity within the City to ensure that every household, regardless of the age of the neighborhood, has access to high quality parks.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

15.5 ENHANCEMENT: 1.0 FTE Parks Life Cycle Program - Unfunded

2017 - $500,000
2018 - $500,000

Funding this offer will provide additional needed resources and support for the Parks Life Cycle Program which repairs and renovates park assets throughout the existing park system. The Parks Project Manager leads the Parks Life Cycle program, the median renovations and the newly created horticulture maintenance team. Capacity to absorb additional projects is unavailable without new personnel to manage them. Additional funding is necessary to preserve the Parks Life Cycle Program for three main reasons: life cycle funding has not kept pace with park land expansion; the average age of existing parks is impacting the program in that minor repairs make up a small portion of work and major replacements and renovations are more common; changes to safety guidelines, federal mandates such as Americans with Disabilities Act (ADA) and green building codes, have increased the cost of most projects. Exceeding replacement guidelines for park components typically leads to an increase in maintenance costs and liability.

Initiated in 1993, this program supports repair, renovation and replacement of over 1,000 varied Park assets within many different component categories including: hardscapes, buildings, fields, trails, courts, structures, playgrounds, irrigation, and water related park components. The program prioritizes projects based on health and safety concerns and regulatory related mandates (such as the ADA). The program also looks for opportunities to replace outdated resource intensive infrastructure with more sustainable infrastructure that meets current codes and best management practices. Typically, the Life Cycle Program completes 30-40 projects per year including items like playground renovations, court asphalt repairs, minor irrigation repairs, walkway and bridge repairs, park road and parking lot repairs, etc.

This offer also includes 1 FTE for a Park Project Manager. This position will work in conjunction with the other Parks Project Manager to complete projects.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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15.6 ENHANCEMENT: 3.5 FTE and Maintenance of Southeast Community Park - Funded

2017 - $464,093
2018 - $561,757

Funding this offer will provide maintenance of the new Southeast Community Park. This park is 53.65 acres and located next to Fossil Ridge High School. This is the first community park to be built since 2007.

Infrastructure in this park includes 2 lighted baseball/softball fields, 2 soccer fields, 1 basketball court, 2 restrooms, 1 playground, 1 reservable shelter, BMX bike course, dog park, community gardens, vertical gardens, harvest table, hops garden, orchard and a district maintenance facility. Landscaping includes 24 acres of irrigated planting areas including turf, trees and flower/shrub beds, and 26 acres of non-irrigated natural areas and a pond.

The park is scheduled to be completed in July 2017.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

15.7 ENHANCEMENT: Rolland Moore Ball Field Lights - Funded

2017 - $440,000
2018 - $290,000

Funding this offer replaces the Rolland Moore ball field complex lighting system and upgrades electrical infrastructure on two of the four fields at a cost of $440,000 in 2017 and $290,000 in 2018.

The ball field complex was built in 1983 and life cycle issues related with a 33 year old facility are becoming very evident. Currently the site has ADA compliance issues, concrete failures, lighting issues, drainage failures, undersized restrooms and an aging irrigation system. In 2016, Parks Life Cycle staff completed an internal guidance document to gain a holistic understanding of the issues and the scale of costs associated with needed repairs ($6.4 million). The document provides a conceptual plan, with associated costs, which recommends necessary repairs to the facility and seeks to improve the experience and aesthetics of the only four-plex ball field for users and spectators in Fort Collins.

The lighting system is becoming a safety issue. In 2010, one light pole in the park was significantly damaged during a wind event. The pole was repaired, but this event emphasizes the weakening of the current lighting infrastructure.

Also, efficiencies can be gained by replacing these lights. Lighting replacements provide energy savings over current lighting systems and approximately 50% less spill and glare light. Along with the product, a 25 year warranty and maintenance program eliminates 100% of maintenance costs over 25 years, including labor and materials. The control and monitoring system allows for programmable parameters (such as lighting that automatically turns off after 11 pm) and controls for the lights from any internet based device which helps reduce vehicle miles traveled and improves customer service.

Due to the age of the complex and the potential risk factors associated with light poles, it is the recommendation of the Parks Department that funding be

considered an immediate need. Funding for the remaining two fields will be requested in the next budget cycle.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature

15.8 KFCG ENHANCEMENT: American Disability Act (ADA) Playground Compliance - Funded 2017 - $84,000 2018 - $59,500

Funding this offer continues a program approved in 2015/2016 with a goal of bringing all playgrounds up to a basic minimum ADA compliance level. Funding is being requested for this special purpose because it is not possible to meet ADA standards with current Parks life cycle funding and still maintain other park assets. This proposal sets a goal of converting four non-compliant playgrounds within two years. All playgrounds within the City's parl system were evaluated based on current ADA guidelines. In most cases, a conversion of surface material from sand to engineered wood fiber (EWF) is the only change necessary. In other cases, surfacing material changes, entry ramps and playground equipment upgrades are necessary due to recent guidelines on play component ratios. The 2017 funding will convert three playgrounds to EWF surfacing. In 2018 an additional playground will be upgraded with playground equipment, as well as EWF surfacing.

This proposal seeks to fill the most basic needs of this core service that is currently not able to be met by an underfunded Parks life cycle program. Historically, 12% of the life cycle budget has been spent on playgrounds renovations and typically only one playground is renovated a year. Only major risks to health/safety are currently being addressed with the life cycle program. Additionally, new guidelines for ADA established in 2010 have created additional burdens to be met when renovating play areas.

Children’s play areas are a core service of the City’s park system. From pocket parks to large scale settings, play areas of all sizes give children across Fort Collins the opportunity to explore, engage and enjoy the world around them. The Parks Division developed this budget proposal in order to ensure that the City provides its residents with an accessible, equitable and sustainable network of play areas.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- HPG 7.1 - Provide world-class services that meet the needs of the community

15.9 Parks Fleet Replacement - Unfunded 2017 - $59,748 2018 - $142,268

This offer provides a dedicated funding source for equipment rent payments to Fleet Services for the Equipment Replacement Program. Fleet Services replaces equipment through a lease purchase process. The Parks Division then pays rental payments to Fleet Services. Vehicles and equipment are replaced when replacement criteria is met in accordance with the Fleet Services vehicle and equipment replacement program.

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The Equipment Replacement Program is foundational to the Parks Division providing and maintaining existing infrastructure.

This offer includes the replacement of vehicles, mowers, trailers, and heavy equipment. Replacing equipment when the replacement criteria are met is essential to providing employees with the necessary tools to efficiently and effectively perform their jobs.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems

15.11 KFCG ENHANCEMENT: 0.5 FTE Horticulture Crew Chief - Unfunded

2017 - $77,783

2018 - $47,506

Funding this offer will provide necessary supervision for an expanding horticultural program driven by the "2013 Streetscape Standards" resulting in additional complex planting areas at parks and outdoor facility sites. Currently, this staffing resource is being provided by the Parks Project Manager in charge of the Parks Life Cycle program and a Parks Supervisor which is diverting resources away from several essential programs and is not sustainable.

This offer focuses on Horticulture Program efforts in parks and at City recreation facilities to provide direction, leadership and guidance of staff to improve the look of botanical features at these sites. Major tasks that will be accomplished by this position include:

- Oversight of the Parks Horticultural Program and supervision of 1 Park Technician which supports planted areas in Parks, Facilities, Cemeteries, and Golf; approximately 465,000 square feet in 633 planting areas.
- Supervision of hourly staff associated with the Parks Horticultural Program and the Enhanced Medians Horticultural Program (6-8 hourly positions)
- Monitoring of showcase planting areas, i.e. rain gardens at Library Park, implemented through the City's new Low Impact Development (LID) standards
- Maintenance of related technical resources, i.e. GIS mapping
- Outreach and coordination with the CSU Horticultural Program

The other .5 FTE of this position will focus on the Medians Horticulture Program. Major tasks that will be accomplished by this position include:

- Oversight of the Medians contract which includes 75 acres of medians and parkways
- Oversight of the Enhanced Medians Horticultural program (implementation of the Streetscape Standards for medians with high density plantings) including coordination of traffic control, supervision of 1 Park Technician and maintenance of 5 acres of enhanced medians.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- HPG 7.1 - Provide world-class services that meet the needs of the community

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20.1 Memorial Parks - Funded

2017 - $774,082
2018 - $798,239

Funding this offer will provide for operation and maintenance of the City's Cemeteries Division within the Parks Department. This division operates and maintains the two City-owned cemeteries, Grandview and Roselawn. Operations include office functions, site maintenance, historical record keeping and sales of burial spaces and memorializing services. Maintenance of grounds includes preparing memorial sites for interments, setting headstone foundations, irrigation, mowing, trimming and overall care of the grounds.

This offer also includes the Perpetual Care Fund. A portion of each sales fee is collected for the Perpetual Care Fund. Interest earnings from these fees are used to fund, in perpetuity, a portion of the ongoing maintenance of the cemetery grounds.

This Offer supports the following Strategic Objectives:

- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery
- HPG 7.1 - Provide world-class services that meet the needs of the community
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature

20.3 ENHANCEMENT: Grandview Cemetery Mausoleum - Funded

2017 - $50,000
2018 - $450,000

Funding this offer will provide resources to build the second of three planned mausoleum buildings at Grandview Cemetery per the long range master plar for the Cemetery Division. Cemetery Fund reserves of $500,000 are being requested for this offer.

Mausoleums provide the community above ground options while making their decision for a final resting place. The building holds single and companion niches for the inurnment of cremated remains, as well as single and companion crypts, which allows for the entombment of one or two caskets.

Mausoleum Building “A”, in the Four Seasons Mausoleum Complex at Grandview Cemetery, is over 20 years old and is nearly at capacity. Building “A” has only 30 available spaces (2 companion crypts, 2 single crypts, 13 single niches and 13 companion niches) remaining from its original 177 spaces available.

The proposed Mausoleum Building “B” will provide approximately 308 interment options. Its proposed layout will have: 10 single crypts, 10 companion crypts, 96 single niches and 192 companion niches. At 2016 pricing model, including Rights of Interment and Open & Close fees, this enhancement woulc generate $1,018,708 in future revenue for the Cemetery Division

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery
- HPG 7.1 - Provide world-class services that meet the needs of the community

34.1 Urban Forest Management - Funded

2017 - $1,527,668

2018 - $1,551,306

This offer is to fund the management of the Fort Collins municipal urban forest by the Forestry Division. The offer provides for the maintenance of 48,715 trees on developed City property (urban forest) as well as some services that impact private property trees. The Fort Collins municipal urban forest includes 31,009 street trees and 17,706 park trees. Street trees are located on City right of way along the edge of streets and in medians. Park trees are located in parks, golf courses, cemeteries, and recreational and cultural facilities and on other City property. The appraised value of the urban forest is more than $40 million. The planting, care, maintenance and perpetuation of City trees provide citizens a safe, attractive and environmentally beneficial municipal urban forest.

Urban Forest Management Services:

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

This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

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34.3 Forestry Fleet Replacement in 2017 and 2018 - Unfunded

2017 - $31,448
2018 - $65,499

This offer includes the replacement of a grapple truck, two pick up tucks and a skid steer. The grapple truck is critical to Forestry operations. It is used on a daily basis for loading and handling logs and brush. It is also used in tree planting operations. The skid steer is utilized at the park maintenance shop by Parks and Forestry staff for loading in restricted areas and also at the Forestry wood lot for mulch loading. The pick-up trucks are necessary to transport crews, tools and smaller materials to the job site.

This offer provides a dedicated funding source for Forestry equipment rent payments to Fleet Services for the Equipment Replacement Program.

In the last budget cycle the cost to replace equipment was budgeted by Fleet Services. Lease purchase cost of equipment is now included in department ongoing budget offers.

Fleet Services replaces equipment through a lease purchase process. The Forestry Division then pays Fleet Services, in the form of rent, for the annual lease purchase payments. Vehicles and equipment are replaced when replacement criteria is met in accordance with the Fleet Services vehicle and equipment replacement program.

Replacing equipment when the replacement criteria are met is essential to providing employees with the necessary equipment to efficiently and effectively perform their jobs. Using the criteria for equipment replacement provides a second layer of scrutiny by Forestry and Fleet Services. Only equipment that is agreed upon by both departments is replaced.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature

34.4 ENHANCEMENT: 4.0 FTE – 1 Crew Chief, 2 Forestry Technicians and 1 Forestry Field Worker to Support Increased Pruning of Smaller Trees (less than 18 – inches in diameter) to Meet the Frequency Standard Set by the City Forester – Funded

2017 - $296,716
2018 - $378,898

This offer is for additional staff to prune smaller broadleaf trees (less than 18 – inches in diameter) to meet the pruning frequency standard set by the City Forester. At the current level of funding the Forestry Division is pruning on average just 9.2% of broadleaf trees less than 18 – inches in diameter per year, while the standard is to prune 20% of this size class each year. This target equates to pruning all smaller City broadleaf trees every 5 years, but the current pruning cycle is 11.2 years. Based on a 6 year average the City's smaller broadleaf trees are being pruned at a frequency well below the standard, which is in the red zone of the metric. This is causing significant problems with public safety, reduced tree health and diminished benefits. Carbon sequestration benefits are also being lost with the long pruning cycle. The frequency standard is based on an assessment of the City's public tree inventory, published research and review of cycles of some other cities that provide quality tree care.

A new Forestry field crew is added with this offer to close the gap and meet the City Forester's pruning frequency standard for smaller broadleaf trees.

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The new Forestry crew includes 1 Crew Chief, 2 Forestry Technicians, 1 Forestry Field Worker II, an aerial lift with a height extension of 40 feet, a wood chipper and a chip truck. Forestry field work is accomplished by individual crews that each includes 3-4 staff with supporting equipment. This offer requests adding a third Forestry field crew that increases pruning to meet the frequency standard for the smaller broadleaf trees. The last new classified Forestry field staff position was added in 1997.

City broadleaf trees need to be pruned on a regular cycle to improve health, reduce risk and to enhance benefits.

A separate offer (34.5) has been submitted to increase contractual pruning of larger broadleaf trees (greater than 18 – inches in diameter) to meet the frequency standard for that size class.

This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

34.5 KFCG ENHANCEMENT: – Increased Contractual Pruning of Larger Trees (greater than 18 – inches in diameter) to Meet the Frequency Standard Set by The City Forester - Funded

2017 - $288,474
2018 - $190,016

This offer is to fund increased contractual pruning of larger City broadleaf trees (greater than 18 – inches in diameter) to meet the pruning frequency standard set by the City Forester. At the current level of funding the Forestry Division is pruning on average just 9.4% of broadleaf trees greater than 18 – inches in diameter per year, while the standard is to prune 14% of this size class each year. This target equates to pruning all larger City broadleaf trees every 7 years, but the current pruning cycle is 10.8 years. Based on a 6 year average the City's larger broadleaf trees are being pruned at a frequency we below the standard, which is in the red zone of the metric. This is causing significant problems with public safety, reduced tree health and diminished benefits. Carbon sequestration benefits are also being lost with the long pruning cycle. The frequency standard is based on an assessment of the City's public tree inventory, published research and review of cycles of some other cities that provide quality tree care.

Increased contractual pruning is added with this offer to close the gap in 2017 and meet the City Forester's pruning frequency standard, which is to prune 14% of the larger broadleaf trees annually. In 2018, this offer was reduced by the Budget Lead Team (BLT) by $100,000 which reduces the pruning frequency to 11.7% of the larger broadleaf trees annually. The current level of funding provides for a City crew and contracting that combined is pruning on average 9.4% of the larger trees each year

City broadleaf trees need to be pruned on a regular cycle to improve health, reduce risk and to enhance benefits.

A separate offer (34.4) has been submitted to increase pruning of smaller broadleaf trees (less than 18 – inches in diameter) to meet the frequency standard for that size class by adding a new City pruning crew.

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This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

34.6 ENHANCEMENT: - Forestry Emerald Ash Borer Pre-Infestation - Funded

2017 - $93,000

2018 - $94,000

This offer funds actions prior to the detection of Emerald Ash Borer (EAB) in Fort Collins. Ash trees make up 15% of the tree species and 28.6% of the total leaf surface area in Fort Collins. EAB is capable of killing all untreated ash in the city. EAB has not been detected outside of Boulder yet. Implementing management strategies prior to the detection of EAB is a component of Forestry's overall EAB management plan and will help mitigate some impacts to our urban forest.

The request is for onetime funding of the following items in the 2017/2018 budget cycle: 1) replace 150 small ash under 8 inch diameter in poor or declining condition; 2) shadow plant 50 locations; 3) support monitoring efforts; and 4) provide relevant information to the public.

Replace 150 small ash trees in poor condition:
- This is an important management step to begin during the pre-infestation phase
- There are 4,129 ash trees on City property that are 8 inches or smaller in diameter
- Under the EAB management plan, ash trees less than 10 inches in diameter will not receive chemical treatments
- Ash trees that are 8 inches or less in diameter that are in poor or declining health will be targeted for removal and replacement

Shadow plant 50 trees:
- Strategically plant new trees near existing ash in anticipation of the eventual need to remove

Monitoring:
- Monitoring ash trees for the presence of EAB is critical for early detection and management of this pest
- Early detection may help us slow down or spread out ash mortality

Public Information:
- The public needs to be informed regarding the the progression of EAB in Colorado
- The information to be provided would aid citizens and help them make informed management choices for ash trees on their properties

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This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

36.1 Community Services Administration and Technology Support - Funded

2017 - $338,337

2018 - $347,053

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

The Assistant City Manager manages over 300 FTE's and a budget of over 30 million dollars, overseeing Cultural Services (Lincoln Center, Museum, Art in Public Places, Fort Fund), Recreation, Parks (including Parks, Cemeteries, Forestry, and Golf), Park Planning and Development, and Natural Areas.

The Community Services Technology Team currently consists of one Systems Analyst, one Systems Specialist, and centralized PC hardware/software support through the IT department's HelpDesk. This team supports the infrastructure and technologies that are business-critical to the departments of Community Services. Departmental information systems include RecTrac, WebTrac, GolfTrac, Altru (Cultural Management systems), EMS (Event Management System), ShoWare Venue Ticketing, IriSBG, Stone Orchard Cemetery Management, Integrated and Standalone Credit Card Processing, and numerous specialized systems for Museum exhibits and controls, irrigation systems controls, Video Security, Digital Signage, Theatrical Systems, Electronic Time Keeping, Point of Sales, and Free Public Wi-Fi.

This Offer supports the following Strategic Objectives:

- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery
- HPG 7.1 - Provide world-class services that meet the needs of the community

56.1 Cultural Services - Funded

2017 - $5,799,462

2018 - $5,830,938

Funding this Offer will support the Cultural Services Department's on-going services including Lincoln Center, Gardens on Spring Creek, Community Creative Center, Fort Fund, and Fort Collins Museum of Discovery (FCMOD).

Lincoln Center is one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts, and children's programs. It offers high-level customer service, visual and performing arts programs, rental spaces, and ticketing services.

FCMOD provides hands-on, interactive learning exploration for all ages, abilities and with diverse interests, through exhibitions, educational programs, rentals, and collections/archives care. The Museum offers free/reduced admission through the Opportunity Scholarship Program.

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The Gardens on Spring Creek, our community botanic garden, improves lives of people and fosters environmental stewardship through horticulture by providing beautiful gardens, educational programs, special events, volunteer opportunities, and community garden programs.

The Community Creative Center (CCC) provides flexible space for the community to rent to support their creative endeavors. The usage of the Carnegie Building meets recommendations in the 2008 Cultural Plan and Plan Fort Collins.

The Cultural Resources Board disburses grants from the City's Cultural Development and Program Account and the Visitor Events Account, in accordance with City Code, to provide cultural event support to local non-profits. The CRB will work with a marketing company to establish a marketing campaign to promote the community's arts and culture offerings, thus furthering the overarching goal of the Board promoting awareness, understanding, and appreciation of cultural resources in the community.

Overall participation was more than 355,000 in 2015. Cultural Services engages the community with high quality offerings while identifying efficiencies to enhance attendance, provide access to all citizens, and leverage partnerships.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery

56.3 Art in Public Places - Funded

2017 - $168,308

2018 - $178,430

Funding this Offer will support the Art in Public Places (APP) program. The funding source is through the 1% for art assessed on City government capital projects over $250,000 in accordance with City Ordinance NO. 20, and enacted in City Code Chapter 23, Article IX

APP began in April 1995. 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. The City Council appointed APP Board along with representatives from each project team selects artists and artwork, and makes recommendations to City Council for approval. Art donations are also handled through the APP Board, ensuring the City's collection meets the highest standards. Upcoming projects could include the Poudre River Downtown Project, Horsetooth and College Ave. Intersection, Willow Street, the Gardens on Spring Creek Visitor Center Expansion, and neighborhood park projects.

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

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations

56.4 ENHANCEMENT: 1 FTE - Creative Industries Director - Unfunded

2017 - $98,838
2018 - $114,960

ENHANCEMENT: Funding this offer will establish a Creative Industries Director position and centralized resource implementing the Downtown Plan, Cultural Plan, Downtown Creative District project and the Emerging BFO Council Priority for arts district visioning and innovation. It will be housed at the Community Creative Center at the Carnegie (CCC).

The position will be in service to the creative industry, develop a centralized resource at the CCC, and convene creatives/artists on a regular basis to facilitate communication, collaboration, innovation, and strategy to move the industry forward. He/she will connect business opportunities and creatives and act as a hub to connect the creative community. This model follows the economic sector partnership model, welcoming anyone who feels connected to the creative/artistic industry to participate while being supported by a stable staff position. This model has been successful in other sectors in Larimer and Weld Counties and is held up as a model program for economic development.

Twenty-five percent of this position will support the Downtown Creative District (DCD) which will be formed as a committee under this model and any future creative districts. DCD is applying for certification from the State's Office of Economic Development and International Trade (OEDIT) in April 2016.

This intentional work will catalyze the creative community and support the creative ecosystem, workforce development and retention, and creative start-ups and entrepreneurs. Our community has had a long-standing goal of creating an arts council or arts coordinator as recommended in the Cultural Plan (2008), UniverCity Connections (2010) and Plan Fort Collins (2011). The Downtown Plan, Downtown Creative District, and CCC project reinvigorated this dialogue and are converging in this request for a Creative Industries Director and centralized resource, which currently do not exist and have been identified as critical foundational elements for success.

This Offer supports the following Strategic Objectives:

- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city
- ECON 3.6 - Enhance the economic vitality of our community

56.5 ENHANCEMENT: Dehumidification System to Protect Artifacts and Exhibitions - Museum - Funded

2017 - $300,000
2018 - $0

Funding this Offer will install a dehumidification system at the Fort Collins Museum of Discovery to augment its existing HVAC system. Two critical areas

in the museum require strict environmental control: Collections Storage and the Travelling Exhibition Gallery. Both areas are designed to meet environmental standards required to protect the long-term health of historic and often one-of-a-kind artifacts. However, with the current system, both areas are unable to consistently meet stable humidity standards.

The new system will:
- Protect Northern Colorado's important historical collections.
- Enhance the museum's capability to host world-class travelling exhibitions.

In 2010, when the museum was designed, engineers were concerned with ensuring that humidity could be raised to the levels required to care for artifacts in our arid climate. The HVAC system installed was designed to raise humidity levels and thus meet this challenge. However, the installed system has failed to maintain consistent environmental levels, and has not adequately responded to Colorado's increasing episodes of high humidity.

As a result:
- The building is using a cooling system to lower humidity, resulting in unnecessarily cold temperatures and inconsistent success in lowering humidity.
- Increased humidity jeopardizes the preservation of Northern Colorado's historical collections for future generations.
- Inconsistent humidity disqualifies FCMoD from hosting the robust schedule of artifact-based travelling exhibits designated as a core function of its sustainable business model.

FCMoD needs to protect Northern Colorado's historical collections and host artifact-rich travelling exhibits from around the world. While FCMoD's building is 65% City-funded/35% Nonprofit-funded and its content is 35% City/65% Nonprofit, the museum is a partnership. As such, the Nonprofit Partner is raising $750,000 for the travelling exhibit, while the City Partner seeks $300,000 for the dehumidification system.

This Offer supports the following Strategic Objectives:
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ECON 3.6 - Enhance the economic vitality of our community
- HPG 7.1 - Provide world-class services that meet the needs of the community

56.6 ENHANCEMENT: 1 FTE - Operations Manager at The Gardens on Spring Creek - Funded 2017 - $65,765 2018 - $90,159

Funding this Offer will create an Operations Manager position at the Gardens on Spring Creek.

In 2017, The Gardens will complete its largest expansion to date which will add five acres of new gardens and in 2018, the completion of the Visitor's Center. This expansion will complete The Gardens Master Plan and double the acreage of the current facility with projected increases in attendance, programming, and volunteer capacity.

The Operations Manager position is needed to effectively manage the upcoming growth while establishing an organizational structure that will sustain The Gardens into the future. The Operations Manager responsibilities will include:

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- Oversight of all horticulture operations for 12 acres of public gardens
- Identify, organize, and schedule garden and structure installation and maintenance
- Selection and management of contractors for garden related projects and structures
- Recruits, hires, trains, directs and oversees horticulture staff, interns and volunteers
- Oversight of The Gardens plant collections and data base
- Collaborate on interpretation and educational materials and classes
- Coordination of butterfly house contract and operations
- Manage the venue and oversee operations for rentals, special events, and classes
- Participation in strategic planning, budgeting, and development of policies for The Gardens

This position will report to The Gardens Director who will continue to have 7 direct reports and oversee community outreach, fundraising, marketing, volunteer programs, education programs, and the Community Garden Outreach Program.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems

56.7 ENHANCEMENT: Community Creative Center Operating - Unfunded

2017 - $65,354
2018 - $62,165

Funding this Offer will provide operating dollars to run the Community Creative Center at the Carnegie (CCC).

Launched in 2013, the CCC is a creative reuse of the historic 1904 Carnegie building in Library Park and provides flexible, inexpensive spaces for the community to support their creative endeavors. The space currently includes galleries and performance space, classrooms, idea lab, open-studio, and meeting space. The building also serves as home to Fort Collins Public Media and is intended to be the home of the Downtown Creative District and the Creative Industries Director. This mix of activities will create a vital and collaborative sense of place with synergy that can be leveraged into economic impact and build capacity for a growing creative industry.

This offer requests baseline funding for the following:

- Hourly staff salaries to keep the facility open more hours each week. Currently the building is open Wednesday – Saturday, noon – 6. This offer would afford morning and evening hours to accommodate demand for classroom space, performances, meetings, and open-studio time.
- Produce marketing materials, expand and maintain webpage and social media
- Supplies and equipment to manage the building and programs

In 2015, the gallery was rented for 36 weeks by 172 local artists, plus 200+ school kids. This usage meets recommendations in the 2008 Cultural Plan and Plan Fort Collins. Additional funding is needed to keep the rental rates affordable for artists and community members and the building free and accessible to all citizens and visitors. The revenue generated helps cover some costs, but isn't meeting the full need of running this growing program. It was originally

anticipated that Beet Street would provide a portion of the staffing requirement and pay rent, but the organization is now defunct.

This Offer supports the following Strategic Objectives:

- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction

56.8 ENHANCEMENT: Replace Performance Hall Seats - Lincoln Center - Funded

2017 - $0

2018 - $375,000

Funding this offer will replace the seats in the Lincoln Center performance hall with one-time funding. The 1,180 seats are original to when the theater opened in 1978.

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

The existing seats are well-used, and showing their age. The seats need regular maintenance and repair to keep them functioning, and patron surveys indicate the seats are wearing out and uncomfortable. The 806 central seats were refurbished with new covers approximately 20 years ago. The 374 seats in the upper operas have not had any improvements since they were installed. During the 2010-2011 renovation of the Lincoln Center, there was no enough funding to replace the seats, especially when unexpected, more immediate structural issues came to light.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery
- HPG 7.1 - Provide world-class services that meet the needs of the community

56.9 ENHANCEMENT: One-time Funding for Special Exhibition Schedule - Museum - Unfunded

2017 - $0

2018 - $250,000

This offer will establish the Fort Collins Museum of Discovery's (FCMoD) special exhibition schedule by enabling the museum to book national travelling exhibitions with the years-in-advance deposit these selective exhibitions require. Revenue generated from these initial exhibitions will then support FCMoD's following exhibitions, thereby launching the museum's repeating exhibition schedule through this one-time investment.

Funding this offer will establish a robust exhibition schedule at FCMoD. This schedule will draw national-caliber travelling exhibitions from prestigious museums to Fort Collins every 2-3 years, as well as smaller community-focused exhibitions in between these larger events. With an economic impact upwards of $2.2 million per national travelling exhibition, alongside increased visitation to Fort Collins and its local businesses, this one-time offer will generate significant City-wide economic and cultural rewards.

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FCMoD is one of only 4 museums in Colorado that can support major travelling exhibitions, and our museum is the only such cornerstone institution in Northern Colorado. As a result, FCMoD has an opportunity to capitalize on this facility and deliver high-quality cultural experiences to our community. Means to host a robust special exhibition schedule at FCMoD will increase awareness of our City's value as a premier cultural center and tourist destination.

A robust special exhibition schedule is integral to FCMoD's sustainable business plan. It will utilize the 5,000 square foot gallery specially designated for this purpose to:

- Capitalize on FCMoD's status as a cornerstone museum for Colorado.
- Share local stories through community-focused exhibitions.
- Strengthen a comprehensive professional and community partnership network.
- Infuse upwards of $2.2 million into our economy with each major travelling exhibition.

This Offer supports the following Strategic Objectives:

- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations
- ECON 3.6 - Enhance the economic vitality of our community
- HPG 7.1 - Provide world-class services that meet the needs of the community

56.10 ENHANCEMENT: Scholarship Fund for Low Income - Museum Families - Unfunded 2017 - $50,000 2018 - $60,000

Funding this offer will support the Scholarship Fund to ensure that low-income families in Larimer County have access to hands-on learning experiences at Fort Collins Museum of Discovery (FCMoD).

Historically, FCMoD's Nonprofit Partner has secured some funding for the scholarships through donations. However, the demand for the scholarships exceeds funding. In 2015, 28 grants requests were submitted ($241,500 asked), and only 5 were approved ($29,000 received). Due to this insufficient support, scholarship requests were denied in 2015.The total program budget for 2017 is $114,000 and $120,000 in 2018. FCMoD asks the City to support $50,000 in 2017 and $60,000 in 2018. The remaining balance is included in FCMoD's Nonprofit Partner fundraising efforts. This offer provides a secure foundation to sustain the Fund by leveraging a match from the Nonprofit Partner. Together, we will provide consistent world-class service to our community's families.

FCMoD's Scholarship Fund provides:

- Head Start Family Memberships for Poudre and Thompson School District families
- Explorer Admission Passes for partners and participants
- Free/Reduced-Price Lunch Program (FRPL) Student Admissions for field trips
- Summer Program Scholarships for week-long camps
- Special Events for partners and participants to explore the museum and build community over a hot meal

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With the poverty rate in Fort Collins at 19%, numerous agencies assist low-income families, but FCMoD is uniquely a cultural learning center. The Fund has identified 10,000 eligible low-income family members for 2016, and predicts increased need in 2017 and 2018, proving the increase in low-income youth who long to engage with our innovative museum. However, FCMoD's ability to meet these rising needs comes at a cost.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

56.11 ENHANCEMENT: .5 FTE - Education Outreach at Lincoln Center - Unfunded 2017 - $48,162

2018 - $56,023

Funding this offer will support arts and culture community and educational outreach initiatives by the Lincoln Center, and develop new revenue streams in the form of grants and sponsorships.

This offer requests a 0.5 FTE Outreach Coordinator, and associated activity costs for opportunities such as:

- Artists going into the schools to perform and actively engage students, connecting with children who do not have access to arts and culture
- Hosting children and their families at the Lincoln Center for performances for nominal or no fee
- Teacher workshops and trainings on incorporating arts across academic disciplines
- Working with local artists to enable them to work with at-risk communities
- Enabling the Lincoln Center to act as a "Cultural Ambassador" for the City of Fort Collins, producing pop-up events for local businesses, healthcare providers, and other community groups

As the regional leader in cultural programming, the Lincoln Center is uniquely positioned to increase the accessibility of arts and culture to our community. The Lincoln Center brings dozens of experiences each season with incredibly talented performing and visual artists who are often trained to provide outreach activities that our community may not have access to otherwise. Research shows that exposure to and participation in cultural experiences results in increased confidence and self-esteem, greater problem solving skillsets, and increased testing scores in children. By hiring a coordinator we car build the relationships as well as acquire grants and other funding to sustain these activities. The Lincoln Center has no development staff to mine the wealth of grants, sponsorships, and other funds that exist to support these types of activities. It is projected that funding this offer at 0.5 FTE will result in an influx of revenue in these forms that will more than offset the investment, with a preliminary revenue projection of $40,000 in year one.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

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56.12 ENHANCEMENT: New Cultural Plan - Funded

2017 - $75,000
2018 - $75,000

Funding this offer will replace the 2008 Cultural Plan with a new plan envisioning the next 10 years. It will also update the cultural facilities plan, specificall the feasibility of a new 1800 – 2000 seat performing arts center. The new Cultural Plan will support the Emerging BFO Council Priority for arts district visioning and innovation as part of the planning process.

The new Cultural Plan will be completed through consultant services, staff support, and significant community engagement. Consultants will add specialized expertise in creative, economic, and cultural analysis; facilitate community engagement; use artistic illustration to capture and convey key concepts; understand best practices; expand production capacity; and bring an objective outside perspective. Community engagement will be crucial to the process. A wide spectrum of stakeholders will be included as well as staff from Cultural Services, Economic Health, and, if funded, the Creative Industries Director.

The 2008 Cultural Plan was the first cultural plan for our community and scheduled to be renewed after 10 years. The new plan is expected to take 12-18 months to complete over 2017 and 2018. Since the first plan was written, the community has grown and new amenities and venues have come on-line. The economic impact of arts and culture has been touted and quantified and the creative industry identified as the 5th largest sector in the state. These transformative changes have led to new issues and opportunities, from creative workforce development and start-ups to a new performing arts center. The new Cultural Plan is needed to address challenges and opportunities, and provide a road map for supporting and promoting arts and culture in our community.

Because we had a plan, other planning efforts incorporated arts and culture, including City Plan and the Downtown Plan.

This Offer supports the following Strategic Objectives:

- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ECON 3.6 - Enhance the economic vitality of our community

56.13 ENHANCEMENT: Gardens Equipment Purchase - Funded

2017 - $58,000
2018 - $0

Funding this Offer will purchase a Bobcat 5600 Toolcat with attachments for long-term maintenance of The Gardens on Spring Creek.

In 2017, The Gardens will complete its largest expansion to date which will add five acres of new gardens and in 2018, the completion of the Visitor's Center. This expansion will complete The Gardens Master Plan and double the acreage of the current facility. The multi-use Toolcat will be used to transport materials around the 12-acre site, safely lift heavy items onsite, and remove snow from major pathways around the facility.

We plan to purchase the bucket, forklift, and broom attachments. Parks owns several of the Toolcats and we will be able to share attachments, if

necessary.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

56.14 ENHANCEMENT: Community Capital Improvement Program - Visitor Center Expansion - Gardens - Funded

2017 - $0
2018 - $2,185,000

Funding this Offer will complete the Visitor's Center at the Gardens on Spring Creek through the Building on Basics Capital Tax Renewal (BOB II).

The Visitor's Center currently contains a production greenhouse, Evelyn Clark Classroom, a lobby and offices. The envisioned building adds a conservatory, community meeting room, and expanded lobby and gift shop. These additions will double the square footage of the facility.

Conservatory
The conservatory will feature a year-round green space -- something not found in Northern Colorado. Having year-round green space will expand our educational opportunities, broaden our appeal, and promote our mission while enhancing our community's quality of life. The Gardens is currently in negotiations with the Butterfly Pavilion in Westminster to create a partnership for the North American Butterfly House to be operated in the conservatory. This partnership will be the first of it's kind between a Denver-Metro cultural facility and a northern Colorado cultural facility.

Community Meeting Room
A large meeting room will allow for more lecture classes to happen simultaneously with hands on classes in the Evelyn Clark Classroom. The meeting room will seat up to 100 and can be divided into two rooms. It will also generate revenue as an affordable rental space for community groups.

Lobby & Gift Shop
The expanded lobby and gift shop will enhance customer service with engaging educational displays, customized services, and a multitude of gardening resources and naturally inspired gift-items for visitors.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems

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56.15 ENHANCEMENT: Traffic Signal Cabinet Art - Unfunded

2017 - $15,000
2018 - $15,000

Funding this offer will provide resources for selected local artists to paint traffic signal cabinets in the downtown area. Traffic signal cabinets are located at every signalized intersection in Fort Collins. Cabinets in the downtown area have been noted as eyesores that stand out in the downtown streetscape. In 2015, the traffic signal cabinet at College/Mountain was selected and painted through the Art in Public Places (APP) program and funded as a one-time project through Transportation. This offer would provide funding to paint other cabinets in the downtown area.

In discussions with APP staff, it would be possible to paint about 10 cabinet murals per year. This proposed two-year program would thus result in painted murals on 20 cabinets in the downtown area. That would cover all of the signalized intersections on College from Mulberry to Jefferson (6), on Mason from Laurel to Laporte (6), on Howes from Laurel to Laporte (7) and the cabinet at Walnut/Mountain.

This offer supports the following Strategic Objectives:
CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations.

This Offer supports the following Strategic Objectives:

- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations

65.1 Ice & Aquatics - Funded

2017 - $2,350,383
2018 - $2,392,234

Funding this Offer will support Recreation’s Ice and Aquatic programs, facilities, operations and staff. The Ice and Aquatics service area includes the operation of the following facilities: EPIC, Mulberry Pool, City Park Pool, and the Senior Center Pool. This area also manages and coordinates recreational programming including: swimming lessons, lifeguard training, public swimming, Poudre School District swim team practices/meets, therapy swimming, ice skating classes, figure skating practice and competitions, ice hockey club practices and competitions, speed skating, curling and adaptive skating programs. In 2015 Ice and Aquatics recorded 235,000 program participants with more than 850 classes offered. The Ice and Aquatics area provides several local and regional organizations access to pools and ice rinks. Partners include: PSD, Colorado State University, regional swim teams, Figure Skating Club, Ice Hockey Clubs and more.

Recreation staff in Ice and Aquatics provide the following services:
- Management and maintenance of widely used Recreation facilities: EPIC, Mulberry Pool, City Park Pool, and Senior Center pool.
- Recruiting, hiring and training lifeguards who provide citizens and visitors a safe experience at pools.
- Providing the community safe, positive and beneficial recreational opportunities.
- Addressing Climate Action Plan goals through implementation of policies regarding Air Quality Procedures and Extreme Heat.
- Encouraging healthy lifestyles by providing access to high quality recreational programs and facilities.

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This Offer supports the following Strategic Objectives:

- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems

65.2 Recreation Activities and Programs - Funded

2017 - $4,842,195

2018 - $4,993,903

Funding this Offer will provide for Recreation programs, operations, and staff. Recreation provides a variety of programs that helps the community lead enriched and healthy lives. Recreation directly influences the amount of programs offered by determining the recreational needs of the community and developing programs that appeal to the community. Offering a wide range of popular programs is a hallmark of successful recreational operation. Recreation programs influence the community's health and wellness by providing opportunities such as: youth and adult sports, teen activities, fitness programs for all ages, early childhood activities, art, dance, adult/seniors programs and social activities, and outdoor recreation. The Farm, Northside Aztlan Community Center, Senior Center, Pottery Studio, Rolland Moore Racquet Facility, Foothills Activity Center (formerly Youth Activity Center), and Club Tico comprise the facility locations where these programs are held. This area provided recreational opportunities to 403,000 participants in 2015 and over 4,600 classes were offered. Over 890,000 visits were recorded at these facilities in 2015.
This Offer provides:
- Management and maintenance of Recreation facilities: The Farm, Northside Aztlan Community Center, Senior Center, Pottery Studio, Rolland Moore Racquet Facility, Foothills Activity Center, Club Tico.
- Partnering with community organizations to provide recreational opportunities, facilities, and programs.
- Providing safe, positive and life-enriching recreational opportunities.
- Addressing Climate Action Plan goals through implementation of policies regarding Air Quality Procedures and Extreme Heat.
- Encouraging healthy lifestyles by providing access to high quality recreational programs and facilities.
- Recruiting, hiring and training high quality recreation employees who provide excellent recreational opportunities to all community members regardless o age or abilities.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- HPG 7.1 - Provide world-class services that meet the needs of the community

65.3 Recreation Administration and Communication Services - Funded

2017 - $1,262,624

2018 - $1,293,285

Funding this Offer supports the Recreation Department's administration, finance, customer service and communications services and resources. Recreation Administration includes the Recreation Director, Financial Analyst, customer service supervisor and communications staff. This offer contains

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key staff members that manage critical aspects of the department's operations. Administration, finance, customer service and communications provide the department important direction that assures stability and sustainability. Administration provides direction and implements necessary changes to verify the department is responsive, sustainable and remains a positive, life enriching resource for the community. Finance ensures that all accounting and financial information and entries are accurate, timely and follow all City of Fort Collins requirements. Communications, marketing and community relations initiate community engagement, increase participation and coordinate outreach efforts. Customer service provides a vital component to Recreation's operational strategy and is a priority for the department moving forward.

- Manages all operational aspects of the department.
- Develops, manages, and implements department-wide changes, identifies areas for improvement.
- Identifies and investigates Recreation community partnerships.
- Oversees Recreation's financial programs, customer database, and services.
- Manages all aspects of customer service throughout the entire department.
- Manages all communications, marketing, outreach and public relations.
- Publishes the department's "Recreator" publication of the departments programs, facilities and resources.
- Provides the community safe, positive and life enriching recreational opportunities.
- Encourages citizens to live and practice a healthy lifestyle.
- Recruits, hires and trains high quality recreation employees that provide recreational opportunities to all community members regardless of age or abilities

This Offer supports the following Strategic Objectives:

- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- HPG 7.1 - Provide world-class services that meet the needs of the community

65.5 ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement - Funded 2017 - $81,465 2018 - $119,365

Funding this Offer will enable needed facility improvements and replacement of aging amenities and equipment throughout the Recreation Department. EPIC Ice will receive equipment replacement and safety improvements; new fitness equipment replacements for EPIC and Northside Aztlan Community Center; sound system, AV equipment, and furniture for Club Tico; kiln and equipment replacement at the Pottery Studio.

Also included in this Offer is $25,095 to complete vehicle purchases included in 65.7 after lowering projected available KFCG funding in 2018. Funding for these improvements will come from Recreation Reserves.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.1 - Provide world-class services that meet the needs of the community

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65.7 KFCG ENHANCEMENT: Recreation Vehicle Replacement & Facility Improvements - Funded 2017 - $133,600

2018 - $49,905

Funding this Offer will utilize KFCG Reserves to make improvements to EPIC aquatic locker rooms and replace three 15 passenger vans used for recreational programs. EPIC aquatic locker rooms receive heavy use and have not been updated in 20 years. Two of the replacement vans will be locatec at Northside Aztlan Community Center, one van will replace the current vehicle used for Adaptive Recreation Opportunities which requires an adaptive wheelchair lift and interior safety equipment. Recreation provides many programs that utilize passenger vans to transport participants for youth day camps, social and activity excursions in the local area, and teen camps. These vans are over 10 years old and in need of replacement due to repair costs, safety, and reliability.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.1 - Provide world-class services that meet the needs of the community

65.8 ENHANCEMENT: 1.0 FTE - Ice Program Leader - Funded 2017 - $55,587

2018 - $57,257

Funding this offer will enhance the capabilities and efficiencies of Recreation's highly used ice skating programs at EPIC. The Ice program has been operating with two full-time positions for more than 20 years. Although the program has grown in revenue and participation, the staff size has remained the same. Current staffing structure includes a Recreation Supervisor and a Recreation Coordinator; both employees require additional support to create higher quality programs, increase the level of customer service, and create stronger relationships with outside organizations. In 2003 Recreation added a second sheet of ice to EPIC; this new sheet of ice has increased programming and usage by almost 50%, however staffing levels have not increased.

Additional staff will allow Recreation’s Ice program to substantially increase participation and revenue. The position will help manage increased expectations and assist with long-term recreation and ice goals. Additional revenue will be generated by this position through focusing on participant retention strategies, implementing the new US Figure Skating "Skate USA" Basic Skills program, and assisting with tracking and selling available ice time.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.1 - Provide world-class services that meet the needs of the community

65.10 ENHANCEMENT: 1.0 FTE - Publicity/Marketing Tech - Funded 2017 - $65,706

2018 - $67,632

This Offer will support the publicity and marketing needs of three areas within Community Services: Parks, Recreation, and Park Planning & Development (PPD). In past years, Recreation marketing staff (2) provided marketing and communication support solely for the Recreation department. Recently, Recreation staff has officially absorbed communications and marketing responsibilities for two additional areas (Parks & PPD) Now, Recreation staff

manages communications, publicity, and marketing for all three areas even though staff size has remained the same as before. Increased projects, responsibilities and expectations from these new areas require additional support to manage workloads effectively.

Parks, Recreation, Park Planning & Development Publicity/Marketing Technician (Shared)
- Supports important communication needs of three key areas in Community Services.
- Helps the organization manage increased expectations and needs from two new departments.
- Balances workloads to reduce comp time and overtime expenses from current Recreation staff.
- This position affects community outreach, public engagement, communications and marketing needs for Parks, PPD, Recreation, Golf, Forestry and Cemeteries.
- Ensures projects from all three departments are managed effectively and on time.
- Helps maintain billing and invoicing for marketing related projects such as “Recreator”.
- Supports sponsorship and other revenue generation projects.
- Supports community research/evaluation to ensure all three departments continuously improve.

Parks, Recreation, and PPD represent three key areas in Community Services. Each area requires increased focus to better serve the community. Projects such as public outreach and engagement, media relations, marketing, and general communications are valuable to our organization as they help to positively represent services and resources to the community.

This Offer supports the following Strategic Objectives:
- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.1 - Provide world-class services that meet the needs of the community

65.11 ENHANCEMENT: Poudre River Public Library District Partnership at Fort Collins Senior Center - Funded

2017 - $0
2018 - $45,000

Funding this Offer will support a community partnership between the Recreation Department and Poudre River Library District (PRLD). The partnership will provide library services within the Fort Collins Senior Center. The Senior Center’s library book drop-off is the most utilized drop-off in the Library’s system. The Senior Center’s current library, a small section within the center, includes used books that are donated by community members. A new system within the Senior Center will increase customer service and provide visitors an opportunity to access new books supplied by the PRLD. The partnership will utilize an innovative approach to provide books to visitors of the Senior Center. A book “kiosk” will be purchased and stock will be rotated by PRLD staff. A visitor can access the books with a library card. This innovative partnership will serve a unique demographic and increase customer service.
Initial cost for the kiosk and set-up is $45,000, on-going cost of approximately $3,800 for annual maintenance service.

This Offer supports the following Strategic Objectives:
- HPG 7.1 - Provide world-class services that meet the needs of the community

CULTURE AND RECREATION

65.12 ENHANCEMENT: Recreation Aquatic Safety Program - Unfunded

2017 - $23,559
2018 - $23,559

Funding this Offer will increase staffing and training for the Recreation Department's Aquatic Safety program at EPIC and City Park Pool. To effectively maintain a well-trained and well-managed aquatic safety program that meets national safety standards additional staff is required. A well-trained aquatic safety staff will provide our participants a safer aquatic environment. The additional staff must be properly trained to American Red Cross (ARC) and City of Fort Collins Recreation safety standards. Staff will learn to effectively prevent and respond to water emergencies with ARC lifeguard training. Increased staff numbers will enable lifeguards to effectively practice ARC's "10/20" technique, a lifeguarding standard which requires scanning from one side of the pool to the other in 10 seconds, with the lifeguard no further than 20 seconds away from any swimmer. Recreation lifeguards will receive monthly training that will provide them with updated safety information while reviewing and practicing important skills needed to perform their jobs.

Aquatics and Public Safety
- The safety of our patrons is a priority for Recreation and the City of Fort Collins.
- A well trained staff will be more prepared to effectively prevent and respond to water emergencies.
- Increased staff will enable lifeguards to more effectively practice standardized safety procedures.
- A standardized safety training program for staff is needed to better prepare staff for water emergencies and general pool safety.

This Offer supports the following Strategic Objectives:
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- HPG 7.1 - Provide world-class services that meet the needs of the community

65.13 KFCG ENHANCEMENT: Recreation Aquatic Safety Program - Unfunded

2017 - $34,856
2018 - $28,747

Funding this Offer will increase staffing and training for the Recreation Department's Aquatic Safety program at Mulberry Pool and Senior Center Pool. To effectively maintain a well-trained and well-managed aquatic safety program that meets national safety standards additional staff is required. A well-trained aquatic safety staff will provide our participants a safer aquatic environment. The additional staff must be properly trained to American Red Cross (ARC) and City of Fort Collins Recreation safety standards. Staff will learn to effectively prevent and respond to water emergencies with ARC lifeguard training. Increased staff numbers will enable lifeguards to effectively practice ARC's "10/20" technique, a lifeguarding standard which requires scanning from one side of the pool to the other in 10 seconds, with the lifeguard no further than 20 seconds away from any swimmer. Recreation lifeguards will receive monthly trainings that will provide them with updated safety information while reviewing and practicing important skills needed to perform their jobs.

Aquatics and Public Safety
- The safety of our patrons is a priority for Recreation and the City of Fort Collins.
- A well trained staff will be more prepared to effectively prevent and respond to water emergencies.
- Increased staff will enable lifeguards to more effectively practice standardized safety procedures.

CULTURE AND RECREATION

- A standardized safety training program for additional staff is needed to better prepare staff for water emergencies and general pool safety.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- HPG 7.1 - Provide world-class services that meet the needs of the community

70.1 Paved Recreational Trail Development - Funded

2017 - $1,560,293

2018 - $1,300,149

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

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

Continued buildout of the City's paved trail system ensures the performance measure of two miles of trail per 10,000 residents is maintained as the city grows, and supports an increase in the cumulative number of trail visits by providing additional trails for the community to enjoy.

This Offer supports the following Strategic Objectives:

- CR 2.5 - Plan, design and implement improvements to the citywide trail system
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature

70.2 Neighborhood Park Development - Funded

2017 - $3,098,478

2018 - $939,813

Funding this offer continues the development of the City's neighborhood park system per the Council adopted 2008 Parks and Recreation Policy Plan. Neighborhood Parks are smaller parks, typically 5-10 acres in size designed primarily to serve the needs of neighbors within approximately 1 square mile.

Staff will work with landowners and developers for the acquisition of park sites, acquire raw water sources for irrigation when available, develop park master plans, develop detailed construction drawings and specifications for park development, and oversee construction of new parks. Neighborhood parks are funded by a one-time impact fee on new residential units within the City.

Providing new neighborhood parks supports the performance measure to provide adequate park land as the population grows, and supports the performance measure related to citizen satisfaction with parks in the City.

CULTURE AND RECREATION

Development of neighborhood parks includes land purchase, acquisition of raw water for irrigation (if available), park design and construction. Trailhead Park, located near Vine & Timberline, is anticipated to be fully developed during this budget cycle. Development of Sidehill Park, located near the intersection of Drake & Ziegler, is anticipated to begin during this budget cycle.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities

70.3 Community Park Development - Funded

2017 - $1,560,000

2018 - $0

Funding this offer continues the development of the City's community park system per the Council adopted 2008 Parks and Recreation Policy Plan. Community parks are larger parks, typically 50+ acres in size, and serve residents within approximately 4 square miles.

Staff will work with landowners and developers for the acquisition of park sites, acquire raw water sources for irrigation when available, develop park master plans, develop detailed construction drawings and specifications for park development, and oversee construction of new parks. Community parks are funded by a one-time impact fee on new residential units within the City.

Providing new community parks supports the performance measure to provide adequate park land as the population grows, and supports the performance measure related to citizen satisfaction with parks in the City.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities

70.4 ENHANCEMENT: 1 FTE Landscape Architect - Funded

2017 - $113,060

2018 - $115,873

The Park Planning & Development Department currently employs three landscape architects and one civil engineer, whose primary role is the development of new parks and trails in the City. Currently, these 4 project managers are responsible for over 50 projects, many in support or in partnership with other departments. Projects currently underway include the Poudre River Downtown Project, Avery Park Neighborhood Enhancements, Southeast Community Park, 9/11 Memorial, Streets Facility Park, Veterans Plaza improvements, the Fossil Creek trail/ BNSF underpass, the Longview Trail and the design and construction of 1-2 community gardens in parks each year.

CULTURE AND RECREATION

Many departmental projects are complex and time consuming, requiring significant time and attention. One example is the Poudre River Downtown project, which requires weekly meetings and coordination with a large consultant team, regular coordination with stakeholders such as the local kayak group, coordination with Stormwater and Natural Areas Departments who are partners in the project, and management of multiple funding sources including 1.5M of donations secured from numerous grants and private funding sources. Another significant project underway is the Southeast Community Park project, a new community park in southeast Fort Collins currently under construction. A Park Planning project manager attends weekly construction meetings, approves contractor progress and payments, reviews and approves project progress, responds to contractor RFI's (Request for Information), reviews and responds to construction submittals, and coordinates multiple consultants. These two projects alone require nearly full time commitment by two of the four staff project managers.

The volume of projects currently being managed is not sustainable without additional support. Projects such as Maple Hill Park have been delayed due to department work load.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities

70.5 ENHANCEMENT: East Park District Maintenance Facility - Unfunded

2017 - $0

2018 - $2,760,000

Funding this offer continues the development of the City's community and neighborhood park system per the Council adopted 2008 Parks and Recreation Policy Plan.

This offer will provide for design and construction of a park maintenance facility in the East Park District. Maintenance for parks is provided through a satellite system of facilities strategically located across the city, providing an efficient and cost effective delivery of park maintenance services. There are four maintenance facilities in existence today, all of which are at capacity. A new maintenance facility is proposed to serve the East Park District, which includes Radiant, English Ranch, Stew Case, Eastside, Archery Range and Twin Silo Park. In addition, Rendezvous and Vermont Trails and the Police Services landscape will be maintained from this facility. Several sites are under consideration for the maintenance facility, including the East Community Park site, a new park proposed near the intersection of Ziegler and Drake.

Maintenance facilities are funded by a one-time impact fee on new residential units within the City.

Providing new maintenance facilities supports the performance measure to provide adequate park land as the population grows, and supports the performance measure related to citizen satisfaction with parks in the City.

CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature

71.1 ENHANCEMENT: Poudre River Downtown Project - Funded

2017 - $6,332,456
2018 - $0

Funding this offer will provide for the appropriation of funds necessary for the construction of phase I of the Poudre River Downtown project through the Community Capital Improvement Program Tax Initiative. The project is currently in the design phase and is scheduled for completion in Spring 2018. The phase I project was identified in the Poudre River Downtown Master Plan, approved by Council in 2014.

This offer will begin to transform one of the least attractive reaches of the Poudre River into a beautiful community amenity. Acquisition of key properties will contribute to, and catalyze, the overall effort to greatly improve this section of the Poudre River. River recreation will be greatly enhanced by added parking, trail improvements, restroom, new river access points, viewing areas, picnic areas and a whitewater park. The project will also help protect life and property by improving stormwater management.

Construction of Phase I of the Poudre River Downtown project supports the performance measure related to citizen satisfaction with parks in the City.

This Offer supports the following Strategic Objectives:
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

93.1 ENHANCEMENT: Golf Clubhouse Maintenance - Unfunded

2017 - $140,000
2018 - $145,000

Funding this offer will provide resources to maintain the City-owned clubhouses to the same level of other City facilities. Historically, the golf fund has not been able to adequately perform facility maintenance because of lack of funds available. These facilities are used frequently and open year-around. This offer will restore funding to provide a high level of maintenance. Some of these facilities are also in need of HVAC replacements, roof repairs, and parking lot repairs. Industry standards are to budget 3% of the current replacement value of the facility for annual maintenance.

The clubhouses that are a part of this offer include:
Southridge Greens
Collindale
City Park Nine

CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

93.3 Cultural Facility Utilities and Custodial - Funded

2017 - $1,894,663
2018 - $1,949,692

Purchasing this offer will provide funding for Utilities (electrical, Natural gas, water, wastewater and storm drainage) and custodial costs for the following 19 facilities:
Grandview Shop
Grandview Office
Lincoln Center
Carnegie Museum
Museum of Discovery
Gardens on Spring Creek
Park Shop
Fossil Creek Park Shop
Spring Canyon Maintenance Shop
EPIC
Civic Center Park Fountain Pump
City Park Center
City Park Pool/ Bathhouse
Lee Martinez Farm Office/Community Room
Mulberry Pool
Northside Aztlan Community Center
Pottery Studio
Senior Center
Foothills Activity Center

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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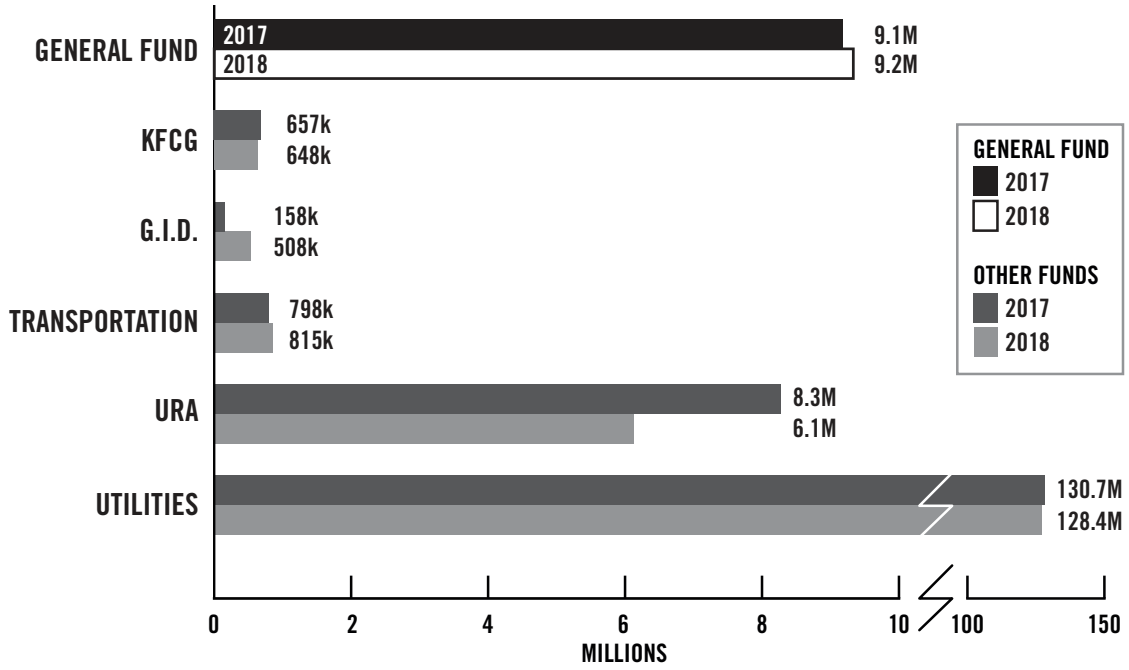
Economic Health

Fort Collins promotes a healthy, sustainable economy reflecting community values

Economic Health

2017 General Fund & Other Funds – 149.8M
2018 General Fund & Other Funds – 145.6M

- Development Review
- Economic Program
- District One
- Electric



OVERVIEW

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

3.1 Improve effectiveness of economic health initiatives through collaboration with regional partners.

3.2 Enhance employment opportunities through business retention, expansion, incubation and attraction.

3.3 Support workforce development and provide community amenities that support citizens and employers within the city.

3.4 Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.

3.5 Foster sustainable infill and redevelopment.

3.6 Enhance the economic vitality of our community.

3.7 Sustain high water quality to support the community and water-dependent businesses.

3.8 Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates.

3.9 Encourage the development of reliable, high speed internet services throughout the community.

3.10 Identify strategies to reduce train horn noise.

FUNDING SOURCES

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

Electric rates are planned to increase 4.45% in 2017 and 3.2% 2018. Of this increase 3.2% in both years is due to anticipated increased power supply costs from Platte River Power Authority (PRPA). The City purchases power from PRPA and then distributes it to our customers. The PRPA Board will finalize rate changes in late October 2016 and the final rates will be incorporated into the 2017-18 Biennial Budget.

The additional 1.25% in 2017 is being driven by capital infrastructure needs. The 2017-2018 electric rate increases shown are system averages and will vary by rate class and customer.

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

KEY PURCHASES

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

ENHANCEMENTS PURCHASED	2017	2018
Additional Ongoing Support for the Northern Colorado Regional Airport (FNL)	92,500	92,500
City Plan, Transportation Master Plan and Transit Operating Plan	532,903	550,000
Expansion of Downtown Maintenance	35,000	105,900
Historic Preservation Ordinance Review	49,180	0
Implement New Northern Colorado Regional Airport (FNL) Strategic Plan	82,500	65,000
North College Plan Area - Strategic Investment Plan	60,000	0
Sign Code Amendments	60,000	0
Use Tax and Business Personal Property Tax Rebates	418,107	406,450
Utilities: Light & Power - Electric Distributed Battery Pilot Program	100,000	100,000
Utilities: Light & Power - Electric Distribution System Corrosion Mitigation	150,000	175,000
Utilities: Light & Power - Operational Technology	2,490,000	90,000
Utilities: Light & Power - Stray Voltage Testing	250,000	0
Positions Added:		
- Utilities: Light & Power - Operational Technology - 1.0 FTE	89,927	92,457
	4,410,117	**1,677,307**

ECONOMIC HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	5.2	Utilities: Light & Power - Core Operations	9,847,223	0	0	9,847,223 *Light & Power*	0
2	25.1	Economic Health Office	1,032,605	0	720,705	291,900 *Keep Fort Collins Great*	20,000 *Keep Fort Collins Great*
3	5.5	Utilities: Light & Power - Ongoing Capital System Additions	4,951,214	0	0	4,951,214 *Light & Power*	0
4	5.6	Utilities: Light & Power - Purchase Power	87,300,000	0	0	87,300,000 *Light & Power*	0
5	5.1	Utilities: Light & Power - Payments and Transfers	18,112,429	0	0	18,112,429 *Light & Power*	0
6	28.1	Urban Renewal Authority (URA) Administration	195,755	0	0	195,755 *URA - N. College District*	0
7	78.1	Development Review Programs and Services	5,685,699	4,527,720 *Development Review One-time Revenue*	408,499	749,480 *Keep Fort Collins Great Transportation*	0
8	28.4	Urban Renewal Authority Commitments & Debt Payments	8,073,004	0	0	8,073,004 *URA - N. College District* *URA - Prospect South TIF Dist* *URA - MALL*	0
9	80.1	Downtown General Improvement District (GID) Core Offer	68,107	0	0	68,107 *General Improvement District 1*	0

ECONOMIC HEALTH - 2017

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
10	16.1	Downtown Landscaping and Maintenance	1,807,544	339,674 *DDA Contributions* *One-time Revenue* *Park Fees*	1,134,121	333,749 *General Improvement District 1* *Keep Fort Collins Great*	0
11	5.12	Capital Replacement - Utilities: Light & Power - System Improvements & Replacements	2,062,000	0	0	2,062,000 *Light & Power*	0
12	5.7	Equipment Replacement - Utilities: Light & Power - Vehicles and Equipment	625,000	0	0	625,000 *Light & Power*	0
13	78.5	ENHANCEMENT: City Plan, Transportation Master Plan and Transit Operating Plan	532,903	282,903 *One-time Revenue*	0	0	250,000 *General Fund Transportation*
14	28.3	ENHANCEMENT: North College Plan Area - Strategic Investment Plan	60,000	0	0	60,000 *URA - N. College District*	0
15	16.4	ENHANCEMENT: Expansion of Downtown Maintenance	35,000	25,000 *Park Fees*	10,000	0	0
16	5.8	Capital Replacement - Utilities: Light & Power - New Feeder Capacity	4,615,492	0	0	2,308,112 *Light & Power*	2,307,380 *Light & Power*
17	5.9	Capital Replacement - Utilities: Light & Power - System Purchases	140,000	0	0	0	140,000 *Light & Power*
18	5.23	ENHANCEMENT CAPITAL - 1.0 FTE - Utilities: Light & Power - Operational Technology	2,579,927	0	0	0	2,579,927 *Light & Power*

ECONOMIC HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
19	72.1	Convention and Visitor Services	897,820	897,820 *Lodging Taxes*	0	0	0
20	25.13	ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates	418,107	0	0	0	418,107 *General Fund*
21	78.7	ENHANCEMENT: Sign Code Amendments	60,000	0	0	0	60,000 *General Fund*
22	78.10	ENHANCEMENT: Historic Preservation Ordinance Review	49,180	49,180 *One-time Revenue*	0	0	0
23	5.27	ENHANCEMENT - Utilities: Light & Power - Electric Distribution System Corrosion Mitigation	150,000	0	0	0	150,000 *Light & Power*
24	25.9	ENHANCEMENT: Additional Ongoing Support for the Northern Colorado Regional Airport (FNL)	92,500	92,500 *One-time Revenue*	0	0	0
25	25.6	ENHANCEMENT: Implement New Northern Colorado Regional Airport (FNL) Strategic Plan	82,500	82,500 *One-time Revenue*	0	0	0
26	5.25	ENHANCEMENT - Utilities: Light & Power - Stray Voltage Testing	250,000	0	0	0	250,000 *Light & Power*
27	5.26	CAP ENHANCEMENT - Utilities: Light & Power - Electric Distributed Battery Pilot Program	100,000	0	0	0	100,000 *Light & Power*

ECONOMIC HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
		Funded Offers	**149,824,009**	**6,297,297**	**2,273,325**	**134,977,973**	**6,275,414**
28	78.11	KFCG ENHANCEMENT: City Plan - OCP	17,097	0	0	17,097 *Keep Fort Collins Great*	0
29	5.21	ENHANCEMENT CAPITAL - Utilities: Light & Power - LED Street Light Conversion	500,000	0	0	0	500,000 *Light & Power*
30	5.24	ENHANCEMENT - 1.0 FTE - Utilities: Light & Power - Planner Scheduler	116,038	0	0	116,038 *Light & Power*	0
31	5.22	ENHANCEMENT CAPITAL - Utilities: Light & Power - Cut to Length Cable Program	900,000	0	0	0	900,000 *Light & Power*
32	16.5	Downtown Fleet Replacement	23,952	0	23,952	0	0
33	25.8	ENHANCEMENT: 1.0 FTE Increase – Small Business Specialist	80,357	0	80,357	0	0
34	25.7	KFCG ENHANCEMENT: Small Business Support Program	460,000	0	0	210,000 *Keep Fort Collins Great*	250,000 *Keep Fort Collins Great*
35	16.6	ENHANCEMENT: Downtown Parks Shop	100,000	0	0	0	100,000 *General Fund*
36	28.2	ENHANCEMENT: Planning and Implementation of Next Urban Renewal Plan Area	85,000	85,000 *One-time Revenue*	0	0	0
37	78.8	ENHANCEMENT: Historic Preservation Interactive Website and Digitization Project	43,600	43,600 *One-time Revenue*	0	0	0

ECONOMIC HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Offer Funding GENERAL FUND Ongoing	Offer Funding OTHER FUNDS	Offer Funding RESERVES
38	25.3	ENHANCEMENT: 0.5 FTE - Administrative Support II	36,528	0	36,528	0	0
39	78.3	ENHANCEMENT: Nature in the City Land Use Code Changes	70,000	70,000	0	0	0
				One-time Revenue			
40	16.3	KFCG ENHANCEMENT: Expansion of Downtown Holiday Lights	30,000	0	0	30,000	0
						Keep Fort Collins Great	
41	25.15	ENHANCEMENT: Northern Colorado Regional Airport Commission Contingency Funding	335,000	0	335,000	0	0
42	78.9	ENHANCEMENT: Two-Year Contract for Historic Property Survey	72,000	72,000	0	0	0
				One-time Revenue			
43	25.11	KFCG ENHANCEMENT: Innovation Community Program	255,500	0	0	255,500	0
						Keep Fort Collins Great	
44	25.2	KFCG ENHANCEMENT: Enhanced Innosphere Support	50,000	0	0	50,000	0
						Keep Fort Collins Great	
45	25.5	KFCG ENHANCEMENT: Talent & Workforce Development Program	70,000	0	0	0	70,000
							Keep Fort Collins Great
46	25.10	KFCG ENHANCEMENT: Idea2Product 3D Community Innovation Center	150,000	0	0	0	150,000
							Keep Fort Collins Great
47	25.4	ENHANCEMENT: Car Barn Refurbishment	950,000	0	0	0	950,000
							General Fund

ECONOMIC HEALTH - 2017

Rank	Offer	Offer Cost	Offer Funding			
			GENERAL FUND			
		Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
	Unfunded Offers	4,345,072	270,600	475,837	678,635	2,920,000
	Total Offers	154,169,081	6,567,897	2,749,162	135,656,608	9,195,414

ECONOMIC HEALTH - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	5.2	Utilities: Light & Power - Core Operations	10,031,766	0	0	10,031,766 *Light & Power*	0
2	25.1	Economic Health Office	1,026,314	0	734,414	291,900 *Keep Fort Collins Great*	0
3	5.5	Utilities: Light & Power - Ongoing Capital System Additions	5,003,777	0	0	5,003,777 *Light & Power*	0
4	5.6	Utilities: Light & Power - Purchase Power	89,500,000	0	0	89,500,000 *Light & Power*	0
5	5.1	Utilities: Light & Power - Payments and Transfers	18,579,026	0	0	18,579,026 *Light & Power*	0
6	28.1	Urban Renewal Authority (URA) Administration	198,786	0	0	198,786 *URA - N. College District*	0
7	78.1	Development Review Programs and Services	5,802,394	4,618,034 *Development Review One-time Revenue*	418,168	766,192 *Keep Fort Collins Great Transportation*	0
8	28.4	Urban Renewal Authority Commitments & Debt Payments	5,859,422	0	0	5,859,422 *URA - N. College District* *URA - Prospect South TIF Dist* *URA - MALL*	0
9	80.1	Downtown General Improvement District (GID) Core Offer	418,107	0	0	350,563 *General Improvement District 1*	67,544 *General Improvement District 1*

ECONOMIC HEALTH - 2018

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
10	16.1	Downtown Landscaping and Maintenance	1,842,292	342,245 *DDA Contributions* *One-time Revenue* *Park Fees*	1,154,567	255,480 *Keep Fort Collins Great*	90,000 *General Improvement District 1*
11	5.12	Capital Replacement - Utilities: Light & Power - System Improvements & Replacements	2,225,000	0	0	2,225,000 *Light & Power*	0
12	5.7	Equipment Replacement - Utilities: Light & Power - Vehicles and Equipment	480,000	0	0	480,000 *Light & Power*	0
13	78.5	ENHANCEMENT: City Plan, Transportation Master Plan and Transit Operating Plan	550,000	334,474 *One-time Revenue*	0	0	215,526 *General Fund Transportation*
14	16.4	ENHANCEMENT: Expansion of Downtown Maintenance	105,900	95,900 *CCIP O&M* *DDA Contributions* *Park Fees*	10,000	0	0
15	5.11	Capital Replacement - Utilities: Light & Power - Distribution System Conversions	800,000	0	0	800,000 *Light & Power*	0
16	5.8	Capital Replacement - Utilities: Light & Power - New Feeder Capacity	1,287,440	0	0	255,962 *Light & Power*	1,031,478 *Light & Power*
17	5.9	Capital Replacement - Utilities: Light & Power - System Purchases	15,000	0	0	15,000 *Light & Power*	0

ECONOMIC HEALTH - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
18	5.23	ENHANCEMENT CAPITAL - 1.0 FTE - Utilities: Light & Power - Operational Technology	182,457	0	0	0	182,457 *Light & Power*
19	72.1	Convention and Visitor Services	857,010	857,010 *Lodging Taxes*	0	0	0
20	25.13	ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates	406,450	0	0	0	406,450 *General Fund*
21	5.27	ENHANCEMENT - Utilities: Light & Power - Electric Distribution System Corrosion Mitigation	175,000	0	0	0	175,000 *Light & Power*
22	25.9	ENHANCEMENT: Additional Ongoing Support for the Northern Colorado Regional Airport (FNL)	92,500	92,500 *One-time Revenue*	0	0	0
23	25.6	ENHANCEMENT: Implement New Northern Colorado Regional Airport (FNL) Strategic Plan	65,000	65,000 *One-time Revenue*	0	0	0
24	5.26	CAP ENHANCEMENT - Utilities: Light & Power - Electric Distributed Battery Pilot Program	100,000	0	0	0	100,000 *Light & Power*
		Funded Offers	**145,603,641**	**6,405,163**	**2,317,149**	**134,612,874**	**2,268,455**
25	78.11	KFCG ENHANCEMENT: City Plan - OCP	300,000	0	0	0	300,000 *Keep Fort Collins Great*

ECONOMIC HEALTH - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
26	5.21	ENHANCEMENT CAPITAL - Utilities: Light & Power - LED Street Light Conversion	950,000	0	0	0	950,000 *Light & Power*
27	5.10	Capital Replacement - Utilities: Light & Power - Mulberry System Infrastructure Investment	500,000	0	0	500,000 *Light & Power*	0
28	5.24	ENHANCEMENT - 1.0 FTE - Utilities: Light & Power - Planner Scheduler	119,221	0	0	119,221 *Light & Power*	0
29	16.5	Downtown Fleet Replacement	56,156	0	56,156	0	0
30	25.8	ENHANCEMENT: 1.0 FTE Increase – Small Business Specialist	87,578	0	87,578	0	0
31	25.7	KFCG ENHANCEMENT: Small Business Support Program	210,000	0	0	210,000 *Keep Fort Collins Great*	0
32	16.6	ENHANCEMENT: Downtown Parks Shop	500,000	0	0	0	500,000 *General Fund*
33	25.3	ENHANCEMENT: 0.5 FTE - Administrative Support II	29,378	0	29,378	0	0
34	16.3	KFCG ENHANCEMENT: Expansion of Downtown Holiday Lights	30,000	0	0	30,000 *Keep Fort Collins Great*	0
35	25.15	ENHANCEMENT: Northern Colorado Regional Airport Commission Contingency Funding	335,000	0	335,000	0	0

ECONOMIC HEALTH - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
36	78.9	ENHANCEMENT: Two-Year Contract for Historic Property Survey	72,000	72,000 *One-time Revenue*	0	0	0
37	25.11	KFCG ENHANCEMENT: Innovation Community Program	255,500	0	0 *Keep Fort Collins Great*	255,500	0
38	25.2	KFCG ENHANCEMENT: Enhanced Innosphere Support	50,000	0	0 *Keep Fort Collins Great*	50,000	0
39	25.10	KFCG ENHANCEMENT: Idea2Product 3D Community Innovation Center	150,000	0	0	0	150,000 *Keep Fort Collins Great*
40	25.4	ENHANCEMENT: Car Barn Refurbishment	2,250,000	0	0	0	2,250,000 *General Fund*
		Unfunded Offers	**5,894,833**	**72,000**	**508,112**	**1,164,721**	**4,150,000**
		Total Offers	**151,498,474**	**6,477,163**	**2,825,261**	**135,777,595**	**6,418,455**

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5.1 Utilities: Light & Power - Payments and Transfers - Funded

2017 - $18,112,429
2018 - $18,579,026

Funding this offer will allow the required payments and transfers in the Light & Power Fund to be made including:
* Payment in lieu of taxes (PILOTs)
* Transfer to the General Fund for administrative services, risk management, debt service
* Light & Power's portion of shared services provided by the Utilities Customer & Administrative Services Fund (CS&A).

Other, smaller transfers include annual payments to the Office of Emergency Management, supplemental payment to the General Employees Retirement Plan, payment for investment services, and bad debt expense.

PILOTs are mandated and set by City Council by ordinance at an amount equal to 6% of the Utilities' operating revenues from the sale of electricity. The payment compensates the General Fund for the revenue it would receive if the Utility were privately owned. In addition to this cash payment, the Utility operates and maintains the City's street lighting system at no cost to the City General Fund. This is a non cash contribution equating to approximately $1.4 million per year.

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

Payments to the self-insurance fund include charges for employee liability, automobile liability, and comprehensive, collision and physical property insurance.

Utilities customer service and administration is provided to all four utilities by the CS&A Fund, an internal service fund. A wide range of services are provided by the employees and programs of CS&A including: customer service, billing, collection, limited meter reading, customer and employee relations the executive director's office, 21st Century Utility, safety and security, utilities finance and budget, asset management, information technology, regulatory and government affairs, and building and grounds maintenance. The Light & Power Fund is allocated 41.6% of the fund's expenses.

This Offer supports the following Strategic Objectives:
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- HPG 7.1 - Provide world-class services that meet the needs of the community

5.2 Utilities: Light & Power - Core Operations - Funded

2017 - $9,847,223
2018 - $10,031,766

Funding this offer will allow the ongoing operation of the Administration and General Operations (A&G), Electric Standards Engineering, Electric System Substations and Control, Electric Field Services and Electric Systems Engineering departments for the City's Light & Power (L&P) electric utility.

The offer consists of personnel and associated overhead costs supporting management of the L&P organization, as well as the design, planning and

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construction related to installing and replacing electrical infrastructure and operating the City's substation and electric system controls. Additionally, vehicles and tools related to design and construction practices are included.

A safe, reliable and cost effective electric system is a foundation to economic health, public safety and virtually every activity in the community. To ensure system integrity, City electric facilities are designed, constructed, operated and maintained by qualified personnel only.

The Utility has installed more than 99.2% of the electric distribution system underground, which has contributed to a high level of reliability and a clean, attractive community. The high reliability of the electric system, which exceeds national and regional averages, contributes to the economic health of the community by keeping businesses operating and minimizing production losses.

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

5.5 Utilities: Light & Power - Ongoing Capital System Additions - Funded

2017 - $4,951,214

2018 - $5,003,777

Funding this offer will provide labor, construction materials and equipment to efficiently and reliably extend electric infrastructure to new developments.

The efforts supported by this offer include new customer connections, new subdivision construction, system improvements and certain reliability improvements. The offer focuses on three areas: labor, construction materials and equipment.

Projects within this offer are limited to specific and unique new developments. These projects are differentiated from New Capacity projects as:
* they benefit only the parcel owner as the infrastructure is associated with the owner's property
* they are initiated at the request of the developer
* the costs are recovered by payment of Electric Capacity Fees assessed at the time of development

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

5.6 Utilities: Light & Power - Purchase Power - Funded

2017 - $87,300,000

2018 - $89,500,000

This offer funds the purchase of wholesale electric power in 2017 and 2018 from Platte River Power Authority (PRPA). The power is purchased through PRPA Tariff 1. Continuing from 2015, the energy purchased through Tariff 1 will be a blend of conventional and renewable sources. The wholesale energy purchased is then delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

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This Offer supports the following Strategic Objectives:
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

5.7 Equipment Replacement - Utilities: Light & Power - Vehicles and Equipment - Funded

2017 - $625,000
2018 - $480,000

Funding this Offer will provide for the purchase or replacement of Minor Capital Light & Power enterprise related assets.

This offer includes bucket trucks, service trucks, backhoes, pulling equipment, and vehicles used in the design, construction, operation, maintenance, and repair of the electric system. Light and Power follows guidelines set by Operations Services on the replacement schedules for vehicles and equipment. The amount requested increased this cycle, as we will be working toward upgrading some of the fleet following new replacement guidelines set forth by Operations Services. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles.

Light and Power is also combining the offer for all of its sub-ledgers for the 2017-2018 cycle.

This Offer supports the following Strategic Objectives:
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

5.8 Capital Replacement - Utilities: Light & Power - New Feeder Capacity - Funded

2017 - $4,615,492
2018 - $1,287,440

Funding this offer provides for capital projects based on the Twenty-Year Electrical Distribution System Plan (2016-2036). The long range system plan is essential to provide for an orderly development of the Fort Collins Utilities (FCU) electric system, such that the new investment in facilities aligns with projected load growth and revenue and results in adequate and reliable service at the lowest cost to customers.

The 2017-2018 projects will:
• Promote improved quality of customer service
• Make additions to electrical distribution system to meet anticipated long term load growth
• Ensure existing and future reliability of the electrical distribution system.

This Offer supports the following Strategic Objectives:
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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5.9 Capital Replacement - Utilities: Light & Power - System Purchases - Funded

2017 - $140,000
2018 - $15,000

Funding this offer will provide labor, construction materials and one-time system purchase costs to efficiently provide affordable, safe and reliable electric service to areas annexed into the City of Fort Collins. The efforts supported by this offer include new customer connections, replacing aging infrastructure, reliability improvements, advanced metering infrastructure, system purchases, and service rights fees paid to Poudre Valley Rural Electric Association (REA).

This offer focuses on four areas: Labor, materials, system purchases and service rights fees.

This offer is dependent on offer 5.8 "Capital Replacement - Utilities: Light & Power - New Capacity" to provide the necessary system capacity to serve these current and anticipated annexations.

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

5.10 Capital Replacement - Utilities: Light & Power - Mulberry System Infrastructure Investment - Unfunded

2017 - $0
2018 - $500,000

Funding this offer will provide labor, construction materials and equipment to efficiently provide affordable, safe and reliable electric service to areas within the Mulberry Annexation. The efforts supported by this offer include new customer connections, replacing aging infrastructure, reliability improvements, advanced metering infrastructure, system purchases, and service rights fees paid to Poudre Valley Rural Electric Association (REA). The Mulberry Annexation is expected to span several budget cycles and will be supported in future years by additional BFO offers.

While the annexation is not anticipated to be completed in 2018, Fort Collins Utilities (FCU) has an agreement with Xcel and REA allowing FCU to make improvements to aging assets when an annexation is imminent. This allows for the assets to meet FCU standards in the most cost effective way.

This offer focuses on four areas: Labor, materials, system purchases and service rights fees.

This offer is dependent on offer 5.8 "Capital Replacement - Utilities: Light & Power - New Capacity" to provide the necessary system capacity to serve the anticipated Mulberry Annexation.

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

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5.11 Capital Replacement - Utilities: Light & Power - Distribution System Conversions - Funded

2017 - $0
2018 - $800,000

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

Efforts in this offer will focus on upgrading older rear-lot and overhead electric infrastructure in areas already annexed into our service territory to current standard front lot facilities. Customers in areas served by rear lot and overhead electric systems typically experience more frequent outages due to exposure to weather and wildlife events. Replacing and upgrading electric systems improves safety, reduces outage frequency and improves aesthetics.

There are approximately 900 existing lots in the service territory that have remaining overhead distribution lines or legacy rear lot underground distribution lines. This offer represents a four year plan to convert the remaining lots to our standard front of lot underground distribution systems. There is $900k in the current non-lapsing capital budget. This offer will add $800k to the existing balance. An additional $1.9M will be required in the next budget cycle to complete this project within our four year plan. This offer could be scaled up or down to accelerate and reduce the pace of the remaining conversions based on funding availability.

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

5.12 Capital Replacement - Utilities: Light & Power - System Improvements & Replacements - Funded

2017 - $2,062,000
2018 - $2,225,000

Funding this offer will provide labor and construction materials to efficiently provide affordable, safe and reliable electric service.

The efforts supported by this offer include system improvements, replacing infrastructure nearing end-of-life, and reliability improvements. Specifically, these efforts comprise substation equipment improvements, replacements, and additions, distribution feeder automation and load control, ongoing distribution transformer replacement and upgrade projects, streetlight improvements, cable replacement projects, fiber optic cable and connection panel replacements, as well as diagnostic equipment to provide timely information to guide these replacement projects.

The work accomplished through these efforts supports secure, reliable and efficient operation of the electric substations and distribution system. Proposed capacitor bank installations improve the quality of the electrical supply and the efficient operation of the distribution system. Assessments of existing substation battery banks, distribution cable systems, and distribution transformers, inform and guide replacement projects that help to ensure that the distribution equipment with higher probabilities of failure are addressed and failure risk is mitigated.

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

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5.21 ENHANCEMENT CAPITAL - Utilities: Light & Power - LED Street Light Conversion - Unfunded

2017 - $500,000
2018 - $950,000

Funding this offer will facilitate a pilot replacement of primarily 150 Watt high pressure sodium (HPS) streetlights and provide research results that will inform the project design for future LED streetlight replacement programs. Funding will also support research to assess lighting levels on the streets in Fort Collins and determine appropriate replacements for other wattage classifications.

Prices for longer lasting LED streetlights have now fallen to the point where the upfront investment to convert from traditional lights to LEDs can be recovered in about 8 years through energy savings and reduced maintenance costs. However, LEDs can have different color hues and coverage patterns than our current street lights. This study will help Light and Power gather data and experience to better understand which kinds of LED lights might be the best fit for our community. This study will be coordinated with the Night Skies Initiative currently underway.

LED streetlights are expected to last three times longer than HPS streetlights. This is the primary economic mechanism by which LED replacements are justified. Lighting technologies using light emitting diodes (LEDs) can also:
* improve energy efficiency
* reduce maintenance costs through increased life cycle performance
* reduce light trespass and glare issues when correctly implemented

Additionally, this offer will fund a pilot advanced street lighting control system that would allow for remote control and supervision of street lighting.

This Offer supports the following Strategic Objectives:
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

5.22 ENHANCEMENT CAPITAL - Utilities: Light & Power - Cut to Length Cable Program - Unfunded

2017 - $900,000
2018 - $0

This offer will fund the purchase of equipment, and the construction of a space which will be used to issue medium and low voltage power cable in lengths specific to each job where it is needed. This offer will add operational efficiency and flexibility to inventory control practices to allow cable to be issued by means other than using sequential footage numbers to track remaining cable on a reel. This transition to an amount-issued approach will make any transition to new materials management software much easier in the future and also presents an opportunity to reduce losses related to scrap amounts of cable left on our reels and reduce waste related to non-returnable reels.
Cable is currently purchased on reels with standardized lengths that are selected to meet maximum cable pulling distances. These lengths are also balanced with the need to reduce losses related to unusable lengths. Because the lengths of cable used in the field can vary so much, however, losses related to scrap cable can be between 18-20%. As an example, the average annual cable inventory losses between 2010 and 2014 are valued at $138,179.00. Waste can be mitigated by purchasing cable on much larger "master reels" from our manufacturers, and issuing a carefully measured amount, tailored to each particular job, rather than issuing a reel with a standardized length. This will require equipment and facilities for dispensing cable from the larger reels. Once cut-to-length cable issuance is implemented, the expected losses will initially drop to annual losses of 5-7% and can reach

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losses as low as 2% over time. Based on a reasonable assessment of current losses, the internal rate of return analysis suggests a break-even between 7 and 9 years. This program will better utilize materials and resources, reduce environmental impact from transportation-related carbon emissions and material waste, reduce potential safety risks related to space congestion, and promote efficiency in construction.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

5.23 ENHANCEMENT CAPITAL - 1.0 FTE - Utilities: Light & Power - Operational Technology - Funded

2017 - $2,579,927
2018 - $182,457

Funding this offer will provide operational technological improvements via a suite of new hardware and software solutions. The ultimate goal of this multi-year effort is to provide an Advanced Distribution Management System (ADMS) in our System Control and Operations (SCO) center that will better enable the community to achieve environmental goals. This goal will be realized over multiple budget cycles. This budget cycle addresses the first steps in that project by upgrading and converting core mapping systems in Light & Power to a Geographical Information System (GIS) platform.

This offer will fund the following core and supporting components of a future AMDS system:
1. Replacement and upgrade of the existing Light and Power mapping systems to a fully capable Geographic Information System (GIS) system platform compatible with the City's enterprise GIS system.
2. Installation of a fiber optic cable infrastructure management system (FMS) built on the new GIS platform.
3. Installation of a data analytics platform that can pull information from multiple data sources into a single repository.

This offer will also add a supporting position for the GIS mapping platform. Light & Power currently has one operational GIS resource to support legacy mapping systems. As Light & Power transitions to an enterprise mapping solution, additional resources will be necessary to support the expanded effort necessary to maintain accurate mapping data.

This offer is also precedent to Offer 7.29 ENHANCEMENT - Utilities Capital Project: Asset Register and Work Order Management System. Light & Power must have a functional GIS platform before the Asset Register and Work Order Management System can be implemented in Light & Power.

The investment in these core systems will support the Light & Power Department's operational daily functions relating to engineering, planning, project management, telecommunications, and field operations that rely on analysis and visualization.

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

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5.24 ENHANCEMENT - 1.0 FTE - Utilities: Light & Power - Planner Scheduler - Unfunded

2017 - $116,038
2018 - $119,221

Funding this offer will create the position planner/scheduler to work very closely with our maintenance crews in relation to our new Computer Maintenance Management System (CMMS). They will insure accurate data entry, provide system training/support, and act as a central dispatcher for taking and distributing all calls for Light & Power Operations (LPO). This role will support equipment and inventory maintenance, provide high-level metric reporting and act as a stop gap for the many clerical duties within the department. Without the establishment of this position, these duties will fall on our current staff, leading to a decrease in time in the field performing work.

Fort Collins Utilities (FCU) is currently undergoing a large-scale, enterprise CMMS implementation. This undertaking was set forth in an effort to streamline asset/work management and provide a single source for metric reporting, asset replacement/maintenance planning, and system condition monitoring. This new initiative and coinciding increase in workload on our staff has highlighted the necessity to establish the role of a planner/scheduler/dispatcher within LPO.

This robust CMMS is designed to support the work of roughly 80 field crew and 35 office personnel within the LPO division, as well as being the system of records for all of our hundreds of thousands of assets throughout the City. In an effort to fully leverage the skills and knowledge of our maintenance operators, engineers and management team, it is essential that we do not burden them with excessive clerical, data entry, and dispatch duties. In recent years there has been an increase in the demand for high-level system reporting capabilities, thorough asset condition monitoring, streamlined maintenance planning/scheduling, and improved customer service.

This offer is dependent on offer 7.29 and should not be funded if 7.29 is not funded or scaled to delay LPO implementation.

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

5.25 ENHANCEMENT - Utilities: Light & Power - Stray Voltage Testing - Funded

2017 - $250,000
2018 - $0

Funding this offer will provide the services needed to complete a City-wide stray voltage testing effort.

In underground distribution systems, degraded low voltage cable can cause electrical faults which energize street-level surfaces. This phenomenon is known as contact voltage. These faults generally draw only a few amps and, therefore, are not detectable by automatic protective devices such as fuses. Without proactive detection and mitigation these faults can persist indefinitely, placing the public at risk.

Stray voltage faults also contribute to system losses since they can be impossible to find by manual testing and continuously lose power to the earth.

Finding and repairing contact voltage faults reduces the possibility of injury to the general public and utility workers as well as eliminating system losses.

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This Offer supports the following Strategic Objectives:
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

5.26 CAP ENHANCEMENT - Utilities: Light & Power - Electric Distributed Battery Pilot Program - Funded

2017 - $100,000
2018 - $100,000

This offer will provide funding for a feasibility and pilot study that will examine how to incorporate distributed storage (batteries) into the electric distribution grid.

The goal of this study is to:
1. Determine what utility scale storage technology is available
2. Work through the engineering details of incorporating the storage on the grid
3. Install a pilot battery on the grid
4. Analyze the costs and benefits realized from the pilot

This study is needed because the energy plan and the Climate Action Plan (CAP) call for dramatically increasing the amount of distributed renewable on the electric grid. Batteries will need to be incorporated into the grid in order to manage these levels of distributed generation, i.e. match when renewable energy is supplied to when energy is demanded by customers. The data from this analysis will also be used to update the capital expenditure model which shows how customer demand can be met at the lowest capital costs. Thus this study will allow for the integration of CAP modeling with long range capital planning.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

5.27 ENHANCEMENT - Utilities: Light & Power - Electric Distribution System Corrosion Mitigation - Funded

2017 - $150,000
2018 - $175,000

Funding this offer will provide labor, construction materials and equipment to replace transformers and equipment in in the Waterglen Subdivision which has been identified to have corrosive soil and groundwater conditions. Generally alkaline soil conditions have resulted in significant corrosion on electric distribution equipment such as switching cabinets and transformers in the area.

Light & Power intends to replace the affected equipment with equipment that is more resistant to corrosion. Mild steel cabinets will be replaced with

fiberglass cabinets, and mild steel transformers will be replaced with stainless steel transformers.

This replacement project will prevent transformer and distribution equipment failures due to corrosion. Corrosion on distribution equipment significantly shortens the operating life of the equipment and leads to failures if not addressed. Funding this project will support electric system reliability and public safety.

This Offer supports the following Strategic Objectives:

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

16.1 Downtown Landscaping and Maintenance - Funded

2017 - $1,807,544

2018 - $1,842,292

Funding this offer provides support for the Parks Department's outside grounds maintenance for City-owned facilities and infrastructure within the Downtown core area. The Downtown core is a unique attribute to the inventory of businesses in the City. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This area is defined as College Avenue between Cherry and Mulberry Streets, and three blocks east and west of College Avenue. Maintenance areas include street corners, tree grates, medians, Old Town Square, Oak Street Plaza, parks (Washington, Library, Civic Center, Jefferson), City facilities, Linden Street north to the Poudre River, and Downtown Development Authority (DDA) renovated alleys. This offer also includes funding for the holiday lights along College Avenue and Old Town Square.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; power washing sidewalks, alleys, plaza areas and College Avenue corners; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians. Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintenance of 9,292 square feet of flower beds, 207 hanging baskets and 323 pots. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

Parks partners with the DDA and the Downtown Business Association (DBA) to provide holiday lights Downtown. The DDA contributes $35,000 annually to this program. The DBA has committed to raise funds to match DDA's $35,000 annually. The DDA also partners with Parks to maintain Old Town Square and three renovated alleys in the Downtown area.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Enhance the economic vitality of our community
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

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16.3 KFCG ENHANCEMENT: Expansion of Downtown Holiday Lights - Unfunded

2017 - $30,000
2018 - $30,000

Funding this enhancement will allow the expansion of the downtown holiday light footprint. The expansion would extend into three separate gateways of the downtown core. These three areas include (in order of priority):

- 100 block of Remington Street - Remington Street south to Oak Street - East and West sides of block
- Laporte Median – 100 block of Laporte Avenue - College Avenue to Mason Street
- 400 block of South College Avenue - Magnolia Street to Mulberry Street

The expansion into each of these areas would enhance the holiday light experience. They would better define the gateways into the downtown district, letting visitors know they have arrived. There would also be a positive economic impact to the adjacent businesses. Many business owners, citizens and civic leaders have requested the expansion into these areas.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ECON 3.6 - Enhance the economic vitality of our community

16.4 ENHANCEMENT: Expansion of Downtown Maintenance - Funded

2017 - $35,000
2018 - $105,900

Funding this offer will provide resources for the Parks Division to maintain new areas of downtown Fort Collins.

In 2017, the maintenance responsibilities will include the property surrounding the Utilities Administration Building (UAB) at 222 Laporte Avenue and the living wall that will be attached to the UAB. The living wall is an outdoor hydroponic plant system. It will require intense daily plant maintenance. The maintenance responsibilities around the UAB will include plant maintenance and replacement, irrigation, trash removal, snow removal, power washing and miscellaneous repairs.

In 2018, additional maintenance responsibilities will include two additional Downtown Development Authority (DDA) owned renovated alleys and the river front kayak park. The alleys (alley by Walrus Ice Cream Shop and extension of Firehouse Alley connecting to the new hotel) will be maintained to the same level as previously renovated downtown alleys. Each alley will have annual flowers, trash removal, contracted pressure washing, snow removal and vandalism removal. The river front kayak park will require the same level of maintenance as other parks. These responsibilities include restroom cleaning, shelter maintenance, green space, horticulture maintenance, trash removal, kayak amenities, snow removal and bridge parking area maintenance.

The Parks Division has been asked to maintain these areas as designed. This offer is requesting On-going General Fund support ($10,000) for Operation Services' share of the UAB grounds maintenance. The other entities and programs (Utilities, Nature in the City and DDA) requesting maintenance will be billed by the Parks Department for these services. Maintenance funding for the riverfront kayak park will be provided by Community Capital Improvement Program (CCIP) maintenance funding.

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This Offer supports the following Strategic Objectives:
- ECON 3.6 - Enhance the economic vitality of our community
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

16.5 Downtown Fleet Replacement - Unfunded

2017 - $23,952
2018 - $56,156

This offer provides a dedicated funding source for equipment rent payments to Fleet Services for the Equipment Replacement Program. Fleet Services replaces equipment through a lease purchase process. The Parks Division then pays Fleet Services, in the form of rent, for the annual lease purchase payments. Vehicles and equipment are replaced when replacement criteria is met in accordance with the Fleet Services vehicle and equipment replacement program.

This offer includes the replacement of vehicles, mowers, trailers, and heavy equipment. Replacing equipment when the replacement criteria are met is essential to providing employees with the necessary tools to efficiently and effectively perform their jobs and meet expectation of the City and community in the downtown core.

This Offer supports the following Strategic Objectives:
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.1 - Provide world-class services that meet the needs of the community

16.6 ENHANCEMENT: Downtown Parks Shop - Unfunded

2017 - $100,000
2018 - $500,000

Funding this offer will allow the City to design ($100,000) and set aside $500,000 towards construction for a new Downtown Park Maintenance Shop. The preliminary estimate for this shop is $2.5 million. Setting aside $500,000 annually in a reserve account for the next five years will accumulate the required funds. The Civic Center Master Plan on block 32 does not include a Parks Maintenance Shop on that site. The present shop is located at 220 N. Howes St. The new location is planned at the Streets Facility at 625 9th St. The strategic placement of the Downtown shop is essential to ensure prompt service, and to maintain a safe work environment with efficiency and sustainability to address many concerns including reducing carbon emissions.

The current facility is not designed for maintenance shop use. This results in poor working conditions for the Parks Maintenance Staff. Challenges include an inadequate HVAC, undersized restrooms, lack of office space, storage, recycling area and parking. In addition, a poor ventilation system coupled with the operation of several pieces of equipment results in poor air quality for the employees. The lack of a secure facility has resulted in an increase of vandalism and theft at the existing site. The current facility is past carrying capacity for the existing maintenance operation and inhibits the ability to expand services in an efficient manner.

ECONOMIC HEALTH

Many of the goals for the economic vitality of the Downtown core depend on providing a safe and clean environment for individuals and families. The close proximity of the Downtown shop is essential to the productivity and timeliness of maintenance for the Downtown core. Using this approach to maintenance ensures that citizens regularly see the area in the best possible condition. Closely coordinated efforts, beginning with the location for employees to perform the maintenance activities, contribute to the appearance.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ECON 3.6 - Enhance the economic vitality of our community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

25.1 Economic Health Office - Funded

2017 - $1,032,605
2018 - $1,026,314

Funding this offer will support the City's Economic Health Office (EHO).

The EHO supports the Sustainability Service Area (SSA) by managing the day-to-day economic health activities for the City and implementing the 2015 Economic Health Strategic Plan (EHSP), adopted unanimously by City Council. The EHSP identified five key thematic areas of focus: Community Prosperity, Grow Our Own, Place Matters, Climate Economy, and Think Regionally. This offer includes funding for 5.0 FTE and programmatic dollars (Business Retention and Expansion, Small Business Support, Innovation, Industry Clusters, and Climate Economy).

The EHO was formed in 2005/6 as a reaction to the Economic Sustainability and Vitality Action Group, a grassroots citizens' initiative that identified numerous economic challenges facing the community. The EHO has continued to evolve. The EHO is now a part of the Sustainability Service Area. It is the objective of the SSA to develop and deliver triple bottom line analysis, policy and projects on behalf of the City.

In 2017/2018, EHO will focus on deeper integration within SSA. The EHO will achieve this objective by working on a number of key initiatives and intentionally evolving its services to a programmatic and sustainable level in some cases dependent on additional enhancement offers. The key areas of focus will include:

Collaborate on Workforce Development: (a) work with regional partners to identify gaps and (b) develop an action plan to address gaps (dependent on an enhancement offer)

Maintain Business Relationships: (a) provide Business Retention and Expansion support as ombudsman for primary employers, (b) arrange and coordinate peer-to-peer networking and exchange opportunities, and (c) facilitate meetings between City leadership and major employers

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners
- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city

25.2 KFCG ENHANCEMENT: Enhanced Innosphere Support - Unfunded

2017 - $50,000
2018 - $50,000

Funding this offer will enhance the City's support of the Innosphere and recognize historic funding of the Innosphere as a strategic co-creation partner.

In 2015, the City adopted the Economic Health Strategic Plan (EHSP), which includes a number of thematic areas. The Innosphere specifically address the "Grow Our Own" theme, which emphasizes support of start-ups and entrepreneurs. The funds in this offer will be used to support activities historically funded elsewhere within the budget as well as increase the funding for new activities.

The Innosphere has been a partner in delivering on the "Grow Our Own" thematic area since its inception as a virtual business incubator in 1998. Specifically, the Innosphere supports the following EHSP goals:

B.1 – Increase Economic Activity through Innovation and Entrepreneurism
B.2 – Increase the Number of New Start-Ups and Entrepreneurs
B.4 – Increase Capital to Support Start-Up Companies and Entrepreneurs

Historically, the Innosphere has received funds from the City in a number of ways, including:

Operational Support – The Innosphere receives operational support in the amount of approximately $80,000 annually from the City. These funds come from two sources: (a) General Fund $60,000 (currently in the EHO Core Offer 25.1), and (b) the Platte River Power Authority (PRPA) community economic development funds approximately $20,000.

Innovation After Hours Sponsorship – The Innosphere receives $10,000 annually from Industry Cluster funds to support monthly gatherings of start-ups and entrepreneurs hosted at the Innosphere Building. Annually more than 1,000 Fort Collins residents and business people attend this event.

By consolidating the support of the Innosphere into one offer, the support of this strategic partner becomes more transparent.

This offer provides an additional $20,000 to support scouting by Innosphere for new businesses and entrepreneurs that are developing technologies complimentary to the City's CAP and GHG reduction goals.

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:
- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners
- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

25.3 ENHANCEMENT: 0.5 FTE - Administrative Support II - Unfunded

2017 - $36,528
2018 - $29,378

Funding this offer will increase funding for the City's Economic Health Office (EHO) support by adding a 0.5 FTE Administrative Support II position.

Funds will backfill previous administrative support transferred to the Sustainability Service Area administration.

This personnel request supports the continued success of the EHO, and provide executive support to the Economic Health and Redevelopment Director, backfilling the support transferred to the Chief Sustainability Officer. Additionally, this position will support the rest of the EHO team, including interfacing with the business community to route questions and scheduling employer visits.

This position will also help the EHO achieve deeper integration within SSA and maintain business relationships by providing business retention and expansion support, arranging and coordinating peer-to-peer networking and exchange opportunities, and coordinating meetings between City leadership and major employers.

This Offer supports the following Strategic Objectives:
- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners
- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction

25.4 ENHANCEMENT: Car Barn Refurbishment - Unfunded

2017 - $950,000
2018 - $2,250,000

Funding this offer will refurbish the Car Barn, located at the southeast corner of Cherry and Howes Streets for use as a community marketplace and other complementary uses.

These one-time funds will refurbish the historic structure, built in 1919, to a basic level sufficient for it to be leased or provided for use to a private or non-profit entity. The cost to refurbish is currently estimated at $3.25 million. Refurbishment will include:
- New mechanical – Heating & Air Conditioning, Hot Water, etc.
- Additional structural improvements
- New roof
- Functioning windows
- Subfloor – a great portion of the facility has a soil floor

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- Environmental mitigation (if needed – Phase II Environmental Assessment underway)

Over the past several years, the City has been approached by numerous potential tenants of the Car Barn facility. These external parties have considered operating everything from a food co-op to a charter school or a brewery tap room. Early in 2015 City Council requested that staff consider leasing the building to the local food co-op. Prior to considering any potential use of the building, staff conducted outreach, which supports a public private partnership to preserve the historic character of the building and deliver on a broader community objective (e.g., a community marketplace).

During the outreach, staff also conducted some high-level due diligence on the building. This work identified a number of challenges to its enhanced use, including: needed upgrades and repairs to the building, potential need for environmental mitigation, and numerous other refurbishment costs. This offer funds the refurbishment of the facility enabling it to be leased to a tenant or offered to a partner without the added burden of these costs. Based on staff's discussion with tenants and partners this would be essential to any successful use of the building and would enable a broader range of users.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.5 - Foster sustainable infill and redevelopment
- ECON 3.6 - Enhance the economic vitality of our community

25.5 KFCG ENHANCEMENT: Talent & Workforce Development Program - Unfunded

2017 - $70,000
2018 - $0

Funding for this offer will support the development and implementation of Talent 2.0, an action plan to address skills gaps, workforce challenges and strengthening the talent pipeline in support of the region.

A city's ability to demonstrate the availability and presence of a talented work force has become an increasingly essential component of a successful business retention and expansion program. As business retention and expansion remain the City's top priority for economic health, supporting the development, maintenance, and accessibility of a talented workforce needs to become a greater focus of the City. In addition, aligning the workforce and training institutions with employer needs supports greater economic opportunity in a community.

Workforce issues continue to rise as a priority due to the rapidly changing needs of industry. In 2014, the City of Fort Collins completed the Labor Force Study of Larimer County. The study provided insight into the general characteristics of the region, including labor shed, employment trends and commuting patterns. The 2014 study also took a detailed look at the local occupational structure (top occupations, hard-to-fill occupations, strengths and projections), and how these skills align with industry were reviewed. The study indicates a number of areas for improvement. This study will become the foundation of the Talent 2.0 action plan.

Talent development is a team sport that requires public, private and educational institutions to work collaboratively to be successful. Numerous barriers keep existing residents from fully participating in the labor force. These barriers can range from access to transportation and child care, to increased commute times and traffic congestion. The City has sponsored and participated in a number of activities related to workforce development. However, increased coordination and key gaps need to be filled to fully address the challenges; specifically the skills gap and talent misalignment.

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This Offer supports the following Strategic Objectives:

- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners
- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

25.6 ENHANCEMENT: Implement New Northern Colorado Regional Airport (FNL) Strategic Plan - Funded

2017 - $82,500
2018 - $65,000

Funding this offer provides both one-time (2017: $17,500) and on-going ($65,000) support for the operations of the Northern Colorado Regional Airport (FNL); specifically, to address the implementation of the new strategic plan approved by City Council in 2015.

In 2015, the City Council adopted a revised and updated Strategic Plan for the Airport. This Strategic Plan calls for a number of new activities at the Airport, including:

-Development of a sustainable business model that will enhance operational and capital revenue streams for the Airport
-Actively market the Airport to create an enhanced regional identity
-Encourage private investment into the Airport through leasing of property, investing in leasehold improvements and the continued pursuit of commercial air service

These new activities will support the on-going success of FNL and expand its economic reach in both Fort Collins and Loveland. However, these new activities cannot be performed by the current staff and require additional refinement. This offer provides the one-time funds necessary to develop action plans and operating plans for these new activities and on-going support for existing and new staff positions. This offer will also leverage matching funding (50%) from the City of Loveland, and future Federal and State grant resources.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction

25.7 KFCG ENHANCEMENT: Small Business Support Program - Unfunded

2017 - $460,000
2018 - $210,000

This offer funds $460,000 for the Economic Health Office (EHO) to create a Small Business Support Program in Fort Collins. Existing small businesses form the backbone of a thriving economy. In Fort Collins, 95% of businesses have 50 or less employees (the Small Business Administration defines small- to mid-size businesses as companies with fewer than 500 employees). Small businesses typically represent the best opportunity for increasing jobs and the tax base, and the greatest economic threat if they close or relocate. Small businesses with fewer resources can be disproportionately impacted by the costs associated with growing or moving. This program would expand outreach, resources, and access opportunities for businesses to be more effective, no matter their size.

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In 2015, the new Economic Health Strategic Plan identified Community Prosperity as a key goal area. Small businesses provide a substantial number of jobs in our community with no support from the City. The funds will be used in the following ways to support them:

- Small Business Support Fund – A cash fund for small businesses that would be used for hard cost gap/storefront improvement grants, backfill waivers for Capital Expansion and/or Development Review fees, and matching training dollars (initial funding of $300,000 in 2017 with $150,000 in 2018 and ongoing).

- Fort Collins Microloan Fund – Creation of a microloan fund to provide access to capital for small businesses and startups that would otherwise not be able to secure funds through traditional means (initial funding of $150,000 in 2017 with $50,000 in 2018 and ongoing).

- Additional support for the Larimer County Small Business Development Center (SBDC) – An additional $10,000 in on-going support to increase the City's total support of the SBDC to $50,000 annually.

EHO does not currently have the staff resources to enhance Small Business support. Funding this offer must also include funding the Small Business Specialist enhancement offer 25.8.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners
- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city

25.8 ENHANCEMENT: 1.0 FTE Increase – Small Business Specialist - Unfunded

2017 - $80,357

2018 - $87,578

Funding this Offer will fund a Small Business Specialist (SBS) 1.0 FTE to support small businesses and act in an overseer role, connecting small businesses to resources and assisting in the navigation of the City organization during all stages of business. In addition, the SBS would manage the Small Business Support Fund and Fort Collins Microloan Fund and work collaboratively with partners for business outreach and retention visits.

For a program to be successful, the program needs support and oversight from staff. Currently, the Economic Health Office has three classified employees: Economic Health Director, Economic Health Manager, and the Redevelopment Coordinator. Based on the City of Fort Collins Personnel Policies and Procedures this position will be part of the regular workforce and should be contractual. Under the guidance of the Economic Health Manager, SBS will oversee, manage and support special projects in the implementation of the Economic Health Strategic Plan (EHSP). In addition, this position is essential to the success of the Small Business Support Fund and Microloan Fund listed in Offer 25.7. Not funding this position will result in the withdrawal of 25.8. Key successes will include - outreach to 50 plus small business annually and support of policy development.

In 2015, the Economic Health Office identified five key thematic areas of focus: Community Prosperity, Grow Our Own, Place Matters, Climate Economy, and Think Regionally. Staff works to promote the concept of a local economy through support of emerging clusters, ensuring the alignment of resources across the community to incubate new businesses and support entrepreneurs. Dedicated, constant staff improves efficiency and effectiveness of the

implementation of the EHSP through institutional knowledge, work history and relationship development. An understanding of regional economic issues to enhance collaboration opportunities is another example of the work of the current staff.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

25.9 ENHANCEMENT: Additional Ongoing Support for the Northern Colorado Regional Airport (FNL) - Funded

2017 - $92,500
2018 - $92,500

Funding this offer provides additional on-going support for operations at the Northern Colorado Regional Airport (FNL).

In 2015, the annual operating budget for the airport totaled $783,750 and was funded from airport operating revenues, contributions from the Cities of Fort Collins and Loveland ($177,500 from each city), and interest earnings. Historically, the City of Fort Collins' required contribution (50% of the local match) has been $85,000 and funded from General Fund ongoing revenue. Between 2013 and 2016, an additional $92,500 was funded from General Fund reserves. The increase was necessitated by the change in air service and the resulting decrease in federal funding of operations and capital/maintenance projects.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction

25.10 KFCG ENHANCEMENT: Idea2Product 3D Community Innovation Center - Unfunded

2017 - $150,000
2018 - $150,000

This funding will accelerate innovation, commercialization and entrepreneurship in Fort Collins by expanding City support for Colorado State University's (CSU) current Idea2Product Lab (I2P).

This offer will broaden the lab's reach to more local companies and entrepreneurs, enhance educational and workforce training programs, and advance fabrication capabilities, while providing matching funds for a large Office of Economic Development and International Trade grant proposal in October.

Reasons to support this offer include:
- Small companies create the most jobs but lack the resources to build their products.
- "Maker" groups are spurring economic vitally across many economic sectors and regions. FoCO maker group lacks meeting space and equipment.
- Local "clubs" like STEM robotics teams and art guilds have no place to meet.
- Dozens of Fort Collins companies, entrepreneurs and (non-CSU) individuals have used I2P, but it's over capacity, and people can't use it when they want due to parking constraints.

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Three years ago CSU created the I2P lab with the intention of providing support for these innovators and it has been a huge success. Funding this offer would expand I2P to its next phase – I2P II - which would:
- Expand I2P's community, directly enabling the "grow your own" theme adopted by the City of the 2015 Economic Health Strategic Plan
- Expand workforce development and business incubation, and enhance Downtown economic viability.

Fort Collins maker group is eager to use I2P II. I2P II would host STEM groups, artist guilds, and any other groups. Funds from this offer would enable marketing and would allow I2P to:
- Move off-campus (TBD) to Downtown, close to public transportation, while maintaining a strong CSU connection and remaining a CSU entity
- Add new fabrication capabilities for corporate and entrepreneurial users through donations and acquisition, e.g., more advanced 3D printing and mold-making
- Expand training programs for the community

This Offer supports the following Strategic Objectives:
- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city
- ECON 3.6 - Enhance the economic vitality of our community

25.11 KFCG ENHANCEMENT: Innovation Community Program - Unfunded

2017 - $255,500
2018 - $255,500

Funding this Offer will support the Innovation Community Program. Fort Collins has numerous sources of innovation, intellectual property and inventions within the city limits. Entrepreneurship can be a powerful economic engine that helps diversify the economic base of a community. Fort Collins has one of the highest rates of innovation in the United States, producing 10 patents per 10,000 residents annually. However, the City's role in the innovation community has not been clearly defined.

In 2015, the Economic Health Office identified five key thematic areas of focus: Community Prosperity, Grow Our Own, Place Matters, Climate Economy, and Think Regionally. City Staff will be proposing an Innovation Plan this August, stemming from 9-months of industry and community engagement conducted in partnership with CSU. The plan will outline enhancements to the Innovation Community Program to include:

- Funding the Community Innovation Program ($225,000 annually): These funds will be used for sponsorships, engagement opportunities, pilot projects and matching training dollars. The Program will explore policies and procedures necessary to utilize the City as a platform for demonstration projects to foster and support innovation.
- Reserved desk and membership at Galvanize ($5,500 annually)
- Support SpokesBuzz Incubator Program ($25,000 annually): SpokesBuzz is a nonprofit organization whose mission is to develop the professionalism of artists through an incubator program focusing on talent development and marketing.

The City can be a platform supporting the innovative community to create and demonstrate value-added products and ideas. Fort Collins is a community of co-creators that strive for out-of-the-box thinking and continuous process improvements. Creation of the Innovation Community Program helps

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catalyze, convene and communicate the City's role in the innovation ecosystem, as well as encourage design thinking opportunities.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city
- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

25.13 ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates - Funded 2017 - $418,107 2018 - $406,450

Funding this offer will support existing Business Assistance Packages providing use and business personal property tax rebates to two companies: Avago and Custom Blending. These assistance packages were previously approved by City Council and require annual appropriation of the applicable rebates. Each rebate is described below:

Avago Phase I Building 4 Retrofit: Provided use and business personal property (BPP) tax rebates for the retrofit of a portion of Building 4 and the additior of 92 new jobs. All use tax rebates have been paid out on this project. The remaining payments provide BPP tax rebates:

2017 BPP Tax Rebate: $26,036; and
2018 BPP Tax Rebate: $26,063

Avago Phase II Building 4 Retrofit – FBar Facility: Provided use and BPP tax rebates for the retrofit of a portion of Building 4 and the addition of 135 jobs. All use tax payments were spread across 7 years for this project. In addition, the BPP rebate extends for 10 years. The payments in this budget cycle include:

2017 Use and BPP Tax Rebate: $379,530; and
2018 Use and BPP Tax Rebate: $378,616

Custom Blending – Vanilla Extract Expansion: Provided use and BPP tax rebates for the expansion of the facility to include Vanilla Extract distillation on-site and the addition of 16 jobs. The payments in this budget cycle include:

2017 Use and BPP Tax Rebate: $12,541; and
2018 BPP Tax Rebate: $1,771

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction

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25.15 ENHANCEMENT: Northern Colorado Regional Airport Commission Contingency Funding - Unfunded

2017 - $335,000
2018 - $335,000

Funding this offer provides on-going ($335,000) support for the joint operation of the Northern Colorado Regional Airport (FNL). The airport functions as a transportation resource to the region and supports Fort Collins based businesses. The economic impact of the airport has been calculated by the Colorado Department of Transportation to create $129 million in regional annual impact supporting 826 jobs and $25 million in employee earnings annually.

The funding request is being sought after as a result of the approved Amended Intergovernmental Agreement (IGA) between the cities of Fort Collins and Loveland. Funding for this offer will be from Airport reserves and is directly linked to language found within Section 4E of the IGA. The amount is to be either 25% of the annual budget approved by Council or 50% of the unassigned balances of the Airport Fund including Operating Reserves and the Airport Capital Fund, whichever is less. The proposed 2017 Airport budget is $1,351,030 and $335,000 is approximately 25% of this amount.

The Cities have delegated the Airport Commission certain powers and responsibilities in order to provide more efficient Airport management and operation. This funding will be contingent upon approval by the Northern Colorado Regional Airport Commission to be used in accordance with the approved IGA.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction

28.1 Urban Renewal Authority (URA) Administration - Funded

2017 - $195,755
2018 - $198,786

Funding this offer supports the continued operations of the Urban Renewal Authority (URA). The URA was created in 1982, the boundaries of which are the municipal limits of the City of Fort Collins. The URA currently contains two planning areas: the North College Plan Area, and the Midtown Plan Area. Although a separate legal entity, the URA is supported by the City from within the Economic Health Office. The purpose of the URA is to eliminate blight by stimulating and leveraging private investment through the use of tax increment financing (TIF).

Administrative funding comes from tax increment generated by the increase in property tax in the plan areas. The URA is not dependent on the General Fund. The offer consists of $394,541 for expenses associated with personnel and consulting services. This amount will be apportioned out between the three TIF districts according to the total project investments made to date in each respective district.

The URA's focus is on remediating blight in key areas identified within City Plan, and working with the private sector to create great community places. Key efforts to advance these outcomes include the following:

1. Continued support of URA plan area implementation, both the North College and Midtown plans, including support and staffing of URA applications, developer solicitations, and other City/URA initiatives.
2. Proactive technical assistance and problem solving in areas where infrastructure deficiencies and/or challenges exist.

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3. Identification of creative solutions with Development Review that recognizes the inherent differences between redevelopment and Greenfield development.
4. Developing and enhancing partnerships with community groups, stakeholders, and partner taxing entities.
5. General URA support and administration, including budgeting, evolving URA policy and procedures, following and participating in state legal changes, and other administrative functions.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.5 - Foster sustainable infill and redevelopment

28.2 ENHANCEMENT: Planning and Implementation of Next Urban Renewal Plan Area - Unfunded

2017 - $85,000
2018 - $0

Funding this Offer will invest City funds to advance the goals and objectives of the Urban Renewal Authority (URA), specifically for the purpose of strategically planning and implementing a potential next URA plan area. Once formed, and upon the creation of tax increment, the City could potentially be reimbursed for these funds.

Since its creation in 1982, the URA has established two Urban Renewal Plan Areas: the North College Plan Area, and the Midtown Plan Area. Last year the City greatly reduced the size of the Midtown Plan Area in response to the Urban Renewal Reform bill. This action placed a majority of the Midtown district outside of the current Midtown Plan Area. Addressing remaining blight conditions within Midtown will require the creation of a new plan area allowing the URA to conduct activities and investment in this area. URA staff believes this need will arise within Midtown, or another targeted infill area within the City.

In forming a new URA plan area, the URA will follow its new more strategic approach: smaller targeted plan areas formed around anticipated projects and/or specific blight conditions, such as deficient infrastructure. In creating new plan areas, the URA will rely on an economic planning consultant for analysis, strategic planning efforts, and several aspects of formation (e.g., existing conditions study). A budgetary estimate of these services indicates a cost of $85,000. As stated above, these funds may be paid back to the City as tax increment becomes available.

The URA’s fundamental purpose is the renewal of blighted areas through the creation, enhancement, and/or acceleration of redevelopment. In investing and facilitating redevelopment, the URA mirrors the community’s values in supporting the type of redevelopment that achieves economic, social and environmental outcomes. Funding this enhancement offer provides the URA an opportunity to achieve these goals in a new plan area where blight/redevelopment challenges exist.

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.5 - Foster sustainable infill and redevelopment

28.3 ENHANCEMENT: North College Plan Area - Strategic Investment Plan - Funded

2017 - $60,000
2018 - $0

Funding this Offer will allow the Urban Renewal Authority (URA) to engage with an economic development / planning consultant to develop a strategic investment plan for the URA North College Plan Area. Since its creation in 1982, the Urban Renewal Authority (URA) has established two Urban Renewa Plan Areas: the North College Plan Area, and the Midtown Plan Area. The North College Plan Area was established in 2005 and will terminate in 2030. At nearly half term, the value of the Tax Increment Financing (TIF) revenue stream is diminishing, making significant investment in renewal projects more challenging. As such, the URA wants to optimize the use of TIF during the remaining life of the plan area to address remaining blight conditions and redevelopment opportunities.

Generally this involves creating a strategic plan for delivering outcomes consistent with the North College URA plan. Some of the inputs to this plan include development constraints and available TIF funding / anticipated project revenue. This effort will be undertaken with the involvement of a consulting firm with expertise in this type of planning and analysis. Stakeholders (community groups and ultimately the URA Board) will be engaged to evaluate and rank options to determine the URA's investment priorities. Finally, an implementation plan will be developed to fund/implement supported projects and efforts.

The URA's fundamental purpose is the renewal of blighted areas through the creation, enhancement, and/or acceleration of redevelopment. The North College Plan Area has seen a number of successful URA projects which have helped to renew the area (e.g., the North College Marketplace and investment in the Northeast College Corridor Outfall Project). However, with the plan area nearing its half-life, now is an opportune moment to develop a final plan/investment strategy that will guide the URA's work to deliver on the City Council adopted plan through the plan area's termination in 2030.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.5 - Foster sustainable infill and redevelopment

28.4 Urban Renewal Authority Commitments & Debt Payments - Funded

2017 - $8,073,004
2018 - $5,859,422

Funding this Offer will allow for Urban Renewal Authority (URA) debt and obligation payments by the URA. The URA was created in 1982 and currently contains three tax increment financing (TIF) districts (North College, Prospect South, and Foothills) within two plan areas (North College and Midtown).

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

2017 Principal $575,000 2018 Principal $595,000
2017 Interest $369,063 2018 Interest $351,813

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

Summit:

2017 Principal $145,659 2018 Principal $155,049
2017 Interest $128,666 2018 Interest $124,762

Prospect Station:

2017 Principal $6,927 2018 Principal $7,239
2018 Principal $10,531 2018 Interest $10,220

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

2017 Committment $11,762 2018 Committment $11,762

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

2017 Revenue Sharing $77,767 2018 Revenue Sharing $79,953

Foothills TIF District Commitments: The URA agreed to contribute 100% of future Property and Sales TIF revenue toward the debt service on the bonds issued by the Foothills Mall Metro District. Per the Foothills Agreement, property tax remitted is net of the County administrative fee of 2% and the URA collection fee of 1.5%.

2017 Property Tax Increment $1,242,559 2018 Property Tax Increment $1,588,173
2017 Sales Tax Increment $1,629,867 2018 Property Tax Increment $1,680,965

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.5 - Foster sustainable infill and redevelopment

72.1 Convention and Visitor Services - Funded

2017 - $897,820
2018 - $857,010

This offer funds the City of Fort Collins contracts with Visit Fort Collins (VFC) to provide convention and visitor services.

Since 2006, the contract has been based on a funding model whereby VFC receives 70% of the 3% lodging tax dollars; the Cultural Resources Board receives the remaining 30% to distribute as Fort Fund grants.

Visit Fort Collins' convention sales and marketing efforts focus on three major markets; sports (youth and amateur), religious and associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Library, area brewers, the Downtown Business Association, the Downtown Development Authority, North and South Business Associations, Shop Fort Collins and multiple City departments.

VFC produces numerous marketing tools including: a website that includes a popular events calendar to make visitors and citizens aware of events and cultural activities, a section for residents, and a mobile site; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and parents, and local residents. With a limited advertising budget, VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. This offer also includes research projects including conversion studies to measure marketing effectiveness, convention and meeting marketing intelligence platforms, and visitor profiles.

VFC will use the operation of two visitor information centers (Downtown & the Colorado Welcome Center) to inform visitors and residents of the many recreational and cultural activities in Fort Collins. The Certified Tourism Ambassador program will engage all aspects of the community in tourism. Since the program's introduction in December 2014, more than 300 individuals have become certified. Classes are offered every month to accommodate a variety of schedules and encourage participation.

This Offer supports the following Strategic Objectives:
- CR 2.4 - Develop effective marketing and pricing strategies and programs that drive value, attendance and cost recovery
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners

ECONOMIC HEALTH

78.1 Development Review Programs and Services - Funded

2017 - $5,685,699
2018 - $5,802,394

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

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

A robust local economy and continued growth in the overall area served by the DRC have resulted in a steady increase in service requests. As of December 2015, development submittals (excluding County referrals) increased 51% over 2014 and 24% over 2013. New commercial construction in 2015 was comparable to 2014 levels but showed a 73% increase over 2013. While conceptual reviews had a modest increase in 2015, the DRC is currently seeing a new surge (50% increase over 2015). The DRC is also requesting $101,000 per year in KFCG funds for continued programming.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Foster sustainable infill and redevelopment
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes

78.3 ENHANCEMENT: Nature in the City Land Use Code Changes - Unfunded

2017 - $70,000
2018 - $0

Funding this Offer will result in updated Land Use Code requirements for development projects to support the priorities of the Nature in the City Strategic Plan, as well as a highly interactive website that provides targeted resources and educational materials to developers, residents, contractors and other audiences.

The Nature in the City Strategic Plan identifies a suite of implementation actions related to land use and development. Sites poised for development or redevelopment present opportunities to add new pockets of nature and improve access to existing natural spaces throughout the City. The Land Use Code, which guides new development and redevelopment, contains a number of standards and requirements related to environmental protection and landscaping. However, those requirements alone do not always ensure that wildlife habitat and access to nature are a high priority on development sites.

ECONOMIC HEALTH

Consultant assistance is needed to (1) evaluate the effectiveness of existing code standards in promoting Nature in the City goals; (2) draft new or updated code language that better reflects the community's current priorities for habitat protection and access to nature; (3) ensure that all options are properly vetted and all relevant stakeholders are adequately engaged prior to any regulatory changes; and (4) provide a suite of online resources and educational materials to help developers and community members implement Nature in the City projects on their properties.

The Building on Basics 2.0 funding for Nature in the City is intended for capital projects only. This offer will supplement the voter-approved funding to significantly advance the Nature in the City vision by updating development regulations and creating a website that provides technical assistance to property owners and developers to assist with the implementation of new Nature in the City code requirements.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

78.5 ENHANCEMENT: City Plan, Transportation Master Plan and Transit Operating Plan - Funded 2017 - $532,903 2018 - $550,000

Funding this offer will enable the development of a new City Plan, Transportation Master Plan, and Transit Operating Plan that will integrate land use and transportation, identify and address critical community issues, maintain Fort Collins' high quality of life, and prepare for the expected build-out of the Fort Collins Growth Management Area over the next 15-20 years.

Fort Collins' comprehensive planning documents are intended to be updated every five years, with the last update occurring in 2011. Since 2011 the City added over 5,500 new housing units, implemented the MAX Bus Rapid Transit system and bike share, and welcomed nearly 15,000 new residents. This offer will re-confirm shared community values and provide a clear, implementation-oriented and adaptable action framework to address the most pressing needs identified by Fort Collins citizens, including:

- Housing attainability and affordability
- Climate Action Plan implementation, resilience and adaptation
- Community character and neighborhood livability
- Neighborhood commercial centers
- Transit supportive land uses
- Multimodal transportation
- Safety
- Jobs/housing balance
- Social equity
- Growth management

ECONOMIC HEALTH

- Infill and redevelopment
- Regional impact

This process will reevaluate the Structure Plan and Master Street Plan to bring greater focus to the unique character, features, services and amenities tha define Fort Collins' various neighborhoods and districts, with an emphasis on livability and accessibility in all areas of the community. Intensive, iterative land use and transportation modeling will chart pathways to achieving community GHG reduction targets while protecting the community's high quality of life.

The 2017 Plan will seek to build on previous engagement efforts and further involve neighborhoods, businesses and employers, service providers, students, key partners and typically under-represented populations through a range of technological, participatory and capacity-building methods.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Foster sustainable infill and redevelopment
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks

78.7 ENHANCEMENT: Sign Code Amendments - Funded

2017 - $60,000
2018 - $0

Funding this Offer will result in updated Land Use Code requirements for private signs.

The City's sign regulations restrict the size, type and manner that signs may be installed on private property and are designed to maintain community aesthetic values, ensure individual rights to commercial and noncommercial expression, and minimize effects on traffic safety.

Consultant assistance is needed to (1) audit the existing Sign Code standards related to the color, intensity, and size of electronic signs, and develop new standards to address existing issues and anticipated changes in technology; (2) evaluate the Code for consistency with the recent Supreme Court decision Reed v. Town of Gilbert; (3) draft new or updated code language that better reflects the desire for pedestrian-oriented signs as described in the Downtown Plan; (4) draft new code language allowing the re-creation of historic signs; and (5) ensure that all options are properly vetted and all relevant stakeholders are adequately engaged prior to any regulatory changes.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes
- ECON 3.5 - Foster sustainable infill and redevelopment

ECONOMIC HEALTH

78.8 ENHANCEMENT: Historic Preservation Interactive Website and Digitization Project - Unfunded

2017 - $43,600
2018 - $0

Funding this offer will result in the development of a long overdue interactive Historic Preservation website and electronic records digitization project. The funds will be used by Information Technology (IT) to purchase consultant services to design and develop a robust integrated system for gathering, storing, and sharing information related to historic properties in the Fort Collins Urban Growth Area.

City Council has directed the Historic Preservation Division to prioritize and accelerate its ongoing efforts to provide accessible, accurate, predictable information about historic resources to the public. In order to achieve this worthy goal in a reasonable time frame, additional resources are required. An integrated information system will streamline historic review and approvals, provide predictability to historic preservation processes, and enhance opportunities for new projects that balance our city's healthy growth with its unique character and sense of place.

Specifically, the offer will result in:
- Development of comprehensive, customized databases for the Historic Preservation division
- Faster transition to electronic survey data capture in the field with a mobile application and two mobile devices
- Digitization of existing records
- An interactive, GIS-based website including features that will provide accurate and timely information about historic resources
- Integration of all relevant Historic Preservation review activities

Citizens and potential developers will see significant improvement in their ability to access accurate and timely information and source material, including i a property is eligible for historic designation and will provide City staff with aggregate back end data and records management to assist with broader planning efforts. As the City works towards a more developed open records plan, the information and documents managed and created by the Historic Preservation Division will be ready for seamless integration with Open City.

This Offer supports the following Strategic Objectives:
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.1 - Provide world-class services that meet the needs of the community

78.9 ENHANCEMENT: Two-Year Contract for Historic Property Survey - Unfunded

2017 - $72,000
2018 - $72,000

Funding this offer will allow the City to contract with a qualified consulting firm to prioritize and document approx. 2,500 historic and older buildings and structures over two years, thereby doubling the number of Fort Collins properties surveyed. The professional survey of 50+ year old buildings and structures is a requirement for maintaining the City's federal Certified Local Government standing. City Council has directed that the Historic Preservation Division accelerate the documentation of older and historic properties in Fort Collins, to identify the most significant properties and provide citizens with transparent and predictable data.

ECONOMIC HEALTH

Since 1994, Fort Collins has had a review process to protect architecturally, historically or geographically important buildings and structures that meet set criteria for significance and age. Accurate and timely information on 50+ year old properties is critically important: it differentiates significant properties from the merely old; it saves money by reducing the approval time for building plans by one-third; and it provides predictability to property owners, developers and citizens, increasing successful outcomes. Fort Collins has more than 18,000 older properties, of which just 2,500 or 14% have been documented. With current resources, approx. 100 properties are surveyed each year.

The City has survey information on 2,500 or 13% of historic properties, most of which is between 15 and 25 years old. Comparatively, Boulder has recorded nearly all of its older buildings, and Denver is currently undertaking a comprehensive survey. Each year the number of buildings turning 50 increases, adding to the urgency to gather data with a proactive approach.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes

78.10 ENHANCEMENT: Historic Preservation Ordinance Review - Funded

2017 - $49,180

2018 - $0

Funding this offer will enable the City to purchase consulting services to conduct a review of the Preservation Ordinance, to identify improvements, and to prepare language for Council's consideration. Fort Collins has long been known as one of the most successful historic preservation programs in the state. This review will build upon earlier work, taking an already strong ordinance to the next level and providing critical analysis that will support the division's continuous improvement efforts.

Historic Preservation has traditionally been an important priority for Fort Collins, contributing to the city's overall quality of life, aesthetic image, and downtown and neighborhood vitality. An audit of the Fort Collins Preservation Ordinance was completed in 2010 and resulted in several major and minor updates. While the structure and direction of the City's preservation program are solid, recent high-profile preservation-related projects, combined with the additional challenge of keeping pace with a fast-growing urban environment, have highlighted the need to fine-tune the ordinance for clarity, enforceability and best practices.

Specifically, this offer will fund:

- Community workshops and meetings with staff and stakeholders to identify areas of improvement and topics to research
- Comprehensive review of the existing Historic Preservation Ordinance, including a comparison with other communities' adopted codes and standards
- Recommendations for improvement
- Preparation of ordinance revisions for Council consideration

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

78.11 KFCG ENHANCEMENT: City Plan - OCP - Unfunded

2017 - $17,097

2018 - $300,000

Funding this offer will enable the development of a new City Plan, Transportation Master Plan, and Transit Operating Plan that will integrate land use and transportation, identify and address critical community issues, maintain Fort Collins' high quality of life, and prepare for the expected build-out of the Fort Collins Growth Management Area over the next 15-20 years.

Fort Collins' comprehensive planning documents are intended to be updated every five years, with the last update occurring in 2011. Since 2011 the City added over 5,500 new housing units, implemented the MAX Bus Rapid Transit system and bike share, and welcomed nearly 15,000 new residents. This offer will re-confirm shared community values and provide a clear, implementation-oriented and adaptable action framework to address the most pressing needs identified by Fort Collins citizens, including:

- Housing attainability and affordability
- Climate Action Plan (CAP) implementation, resilience and adaptation
- Community character and neighborhood livability
- Neighborhood commercial centers
- Transit supportive land uses
- Multimodal transportation
- Safety
- Jobs/housing balance
- Social equity
- Growth management
- Infill and redevelopment
- Regional impact

This process will reevaluate the Structure Plan and Master Street Plan to bring greater focus to the unique character, features, services and amenities tha define Fort Collins' various neighborhoods and districts, with an emphasis on livability and accessibility in all areas of the community. Intensive, iterative land use and transportation modeling will chart pathways to achieving community GHG reduction targets while protecting the community's high quality of life.

The 2017 Plan will seek to build on previous engagement efforts and further involve neighborhoods, businesses and employers, service providers,

students, key partners and typically under-represented populations through a range of technological, participatory and capacity-building methods.

This Offer supports the following Strategic Objectives:
- ECON 3.5 - Foster sustainable infill and redevelopment
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks

80.1 Downtown General Improvement District (GID) Core Offer - Funded

2017 - $68,107
2018 - $418,107

This offer provides annual funding for the following routine and ongoing expenses of the Downtown General Improvement District #1 (GID):

- $37,107 for fixed, routine costs including residential rebates, Larimer County Treasurer's services, and water and electric bills
- $20,000 for sidewalk/curb/gutter replacement program
- $6,000 for sign system maintenance/improvements program
- $5,000 for any repairs and renovations to existing improvements

This offer also allocates $350,000 for a contribution to a Downtown Development Authority (DDA) alley enhancement project planned for 2018 construction, which implements the guiding Capital Improvements Plan (CIP).

The GID anticipates revenues of about $314,000 per year in 2017-18. Surplus revenues accumulate in a fund balance for projects listed in the CIP. Most projects are done on a pay-as-you-go basis, avoiding debt financing. In 2017-18, the fund balance is anticipated to grow to the $700-800,000 range. To determine the next projects to be funded, staff will continue to pursue the projects in the 2011 Capital Improvements Plan.

Background:
The GID was formed in 1976 by Downtown property owners and City Council. It is a permanent mill levy taxing district to fund public parking, pedestrian and beautification improvements to enhance the Downtown as a commercial area. Expenses can include design, construction, maintenance and operation of improvements including routine administrative expenses.

Past examples include streetscapes, medians, plazas, the Remington parking lot, sidewalk replacements and a special sign system. The GID is a major factor in the look and feel of Downtown's public spaces.

Planning Services maintains a list of potential capital projects and seeks opportunities to leverage resources and move projects to construction. Actions are determined in collaboration with property owners, Parks, Engineering, the City Manager's Office, the DDA, and others as appropriate. City Council serves as the governing Board of the GID.

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.6 - Enhance the economic vitality of our community
- TRAN 6.7 - Develop plans that address adequate infrastructure within the northeast area of Fort Collins

Environmental Health

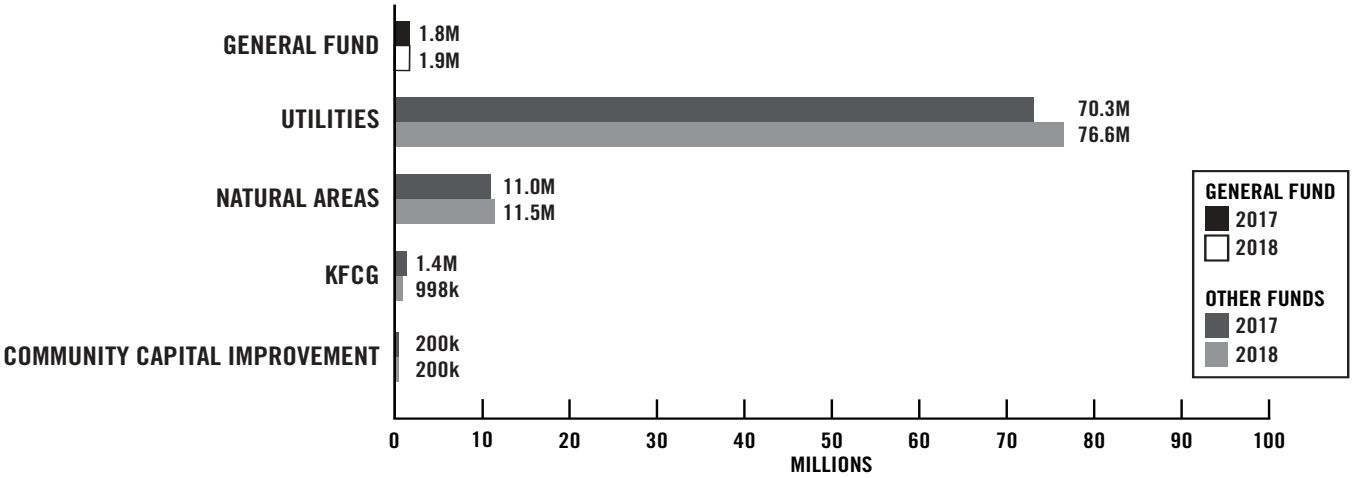
Fort Collins promotes, protects, and enhances a healthy and sustainable environment

Environmental Health

2017 General Fund & Other Funds – 84.7M

2018 General Fund & Other Funds – 91.2M

- Water
- Wastewater
- Natural Areas
- Environmental Services



OVERVIEW

The Environmental Health Outcome funds a variety of programs that are a high priority for our community and City Council, including air quality and waste reduction. The majority of this budget funds efficiency and conservation programs in the water and electric utilities, as well as the Utilities Light and Power renewable energy purchase. These efforts support the City's Road to 2020 efficiency goals. The Environmental Health Outcome also includes offers funded by the dedicated .25% sales tax for natural areas. The strategic objectives for Environmental Health, as outlined in the 2016 Strategic Plan, are as follows:

4.1 Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs).

4.2 Protect and provide a high-quality water supply and implement appropriate conservation efforts and long-term water storage capability.

4.3 Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices.

4.4 Implement indoor and outdoor air quality improvement initiatives.

4.5 Work towards long term net zero energy goals within the community and the City organization using a systems approach.

4.6 Work towards long term zero waste goals within the community and the City organization.

4.7 Increase the community's preparedness and resiliency for changes in climate, weather and resource availability.

4.8 Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other urban ecosystems.

4.9 Meet all regulatory requirements while supporting programs that go beyond compliance.

FUNDING SOURCES

The Environmental Health Outcome encompasses $84.7 million in 2017 and $91.2 million in 2018. The bulk of the funding in the Outcome comes from fees and charges for water and wastewater services; the budget anticipates a 5% increase for water and a 3% increase in wastewater for 2017 and 2018. There is also funding from the Natural Areas and General Fund. The second most significant revenue stream is the quarter-cent sales tax dedicated exclusively to Natural Areas programs.

KEY PURCHASES

- Water operations and distribution
- Water conservation
- Wastewater operations
- Energy efficiency programs & renewable energy purchases
- Air quality & waste reduction
- Natural Areas program & visitor services
- Nature in the City
- West Nile Virus Management program

ENHANCEMENTS PURCHASED	2017	2018
1.0 FTE Conversion from Contractual to Classified to support Nature in the City Implementation Capacity	9,889	10,135
Alternative Fuel Municipal Lawn and Garden Equipment Fund	50,000	50,000
Biogas to Co-Gen Update	440,000	0
City Energy Project - Matching Funds for Fort Collins Participation	50,000	50,000
Community and Municipal Electric Vehicle Readiness Roadmap	40,000	0
Community Capital Improvement Program - Nature in the City Capital Projects Implementation	190,111	189,865
Efficiency Pilot Projects and Innovation Fund	382,000	53,000
Expand Downtown Recycling	58,000	32,000
Expanded Municipal Innovation Fund	50,000	50,000
Indoor Air Quality- Evaluating and Enhancing Existing Programs to Reach More Residents and Improve Program Outcomes	54,000	0
Municipal Resiliency and Adaptation Planning	0	50,000
Natural Areas - Shop Expansion	125,000	1,250,000
Nature in the City Programmatic Funding	20,000	20,000
River Health	80,000	80,000
Utilities: Light & Power - Energy Services	950,000	950,000
Utilities: Light & Power - Renewable Community Shared Solar	250,000	250,000
Utilities: Light & Power - Renewable Non-Residential Solar Power Purchases	72,500	282,500
Utilities: Light & Power - Renewable Non-Residential Solar Rebates	500,000	500,000
Utilities: Wastewater - Anaerobic Digester Lid Replacement	0	2,100,000
Utilities: Wastewater - Dewatering Improvements	2,135,000	2,135,000
Utilities: Wastewater - Facility Sludge Strain Press Redundancy	720,000	800,000
Utilities: Wastewater - Inflow-Infiltration Study	200,000	0
Utilities: Wastewater - Sidestream Treatment	0	4,300,000
Utilities: Wastewater - Water Reclamation and Biosolids Master Plan	500,000	0
Utilities: Water - Azalea Waterline Replacement	450,000	0
Utilities: Water - Cathodic Protection	0	2,280,000
Utilities: Water - Poudre Canyon Raw Water Line Improvements	800,000	0
Utilities: Water - Supply Vulnerability Assessment	250,000	100,000
Utilities: Water - Underground Electrical Power Supply	650,000	650,000
Utilities: Water - Water Quality Lab Infrastructure Replacement	1,300,000	1,300,000
Utilities: Water - Water Quality/Pollution Control Master Plan	210,000	0
Utilities: Water - Watershed Protection	80,000	80,000

Positions Added		
- Climate Action Plan Program Assistant - 1.0 FTE, Contractual	48,501	49,961
- Conversion from Contractual to Classified to support Nature in the City Implementation Capacity - 1.0 FTE	9,889	10,135
- Road to Zero Waste Support - 0.5 FTE	47,318	48,741
- Utilities: Inspector - 1.0 FTE	84,842	87,228
- Utilities: Light & Power - Energy Services Engineer - 1.0 FTE	101,260	104,073
- Utilities: Wastewater - Resource Recovery Specialist - 1.0 FTE	62,453	77,065
- Utilities: Water - Conservation Coordinator - 1.0 FTE	70,724	75,394
- Utilities: Water - Conservation Specialist, Contractual - 1.0 FTE	72,596	77,541
- Utilities: Water - Contractual Maintenance Specialist (Production) - 1.0 FTE	67,747	83,576
- Utilities: Water - Planner Scheduler Dispatcher (Field Operations) - 1.0 FTE	95,236	98,058
	11,277,066	**18,274,272**

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	6.5	Capital Replacement - Utilities: Water - Treatment and Source of Supply	1,000,000	0	0	1,000,000 *Water*	0
2	6.1	Utilities: Water - Core Operations	12,939,691	0	0	12,939,691 *Water*	0
3	6.65	Utilities: Light & Power - Energy Services	4,234,054	0	0	4,234,054 *Light & Power*	0
4	26.2	Timberline Recycling Center	337,600	0	0	337,600 *Keep Fort Collins Great*	0
5	6.6	Capital Replacement - Utilities: Water - Distribution Master Plan Priority Projects	1,900,000	0	0	1,900,000 *Water*	0
6	6.40	Utilities: Wastewater - Core Operations	8,710,177	0	0	8,710,177 *Wastewater*	0
7	6.41	Capital Replacement - Utilities: Wastewater - Collection System Master Plan Priority Projects	450,000	0	0	450,000 *Wastewater*	0
8	6.42	Capital Replacement - Utilities: Wastewater - Collection System Small Projects	706,000	0	0	706,000 *Wastewater*	0
9	6.43	Capital Replacement - Utilities: Wastewater - Cured in Place Pipe Lining	450,000	0	0	450,000 *Wastewater*	0
10	6.46	Utilities: Wastewater - Payments and Transfers	8,994,375	0	0	8,994,375 *Wastewater*	0

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
11	86.1	Natural Areas Stewardship	2,716,125	0	27,445	2,688,680 *Natural Areas*	0
12	6.67	Utilities: Light & Power - Residential & Commercial Solar Rebates	500,000	0	0	500,000 *Light & Power*	0
13	6.68	Utilities: Light & Power - Core Renewable Energy	2,960,000	0	0	786,306 *Light & Power*	2,173,694 *Light & Power*
14	6.45	Capital Replacement - Utilities: Wastewater - Pollution Control Lab Instrumentation	50,000	0	0	50,000 *Wastewater*	0
15	86.3	Natural Areas Visitor Services	3,392,138	0	0	3,392,138 *Natural Areas*	0
16	6.86	Utilities: Stormwater - Household Hazardous Waste Collection and Spill Response Services	139,060	0	0	139,060 *Stormwater*	0
17	6.11	Capital Replacement: Utilities: Water - Water Quality Instrumentation	50,000	0	0	50,000 *Water*	0
18	86.5	Natural Areas - Department Management and Land Conservation	4,749,343	0	51,357	4,697,986 *Natural Areas*	0
19	6.7	Capital Replacement - Utilities: Water - Distribution Small Projects	1,000,000	0	0	1,000,000 *Water*	0

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
20	6.8	Capital Replacement - Utilities: Water - Meter Replacement	800,000	0	0	800,000 *Water*	0
21	26.1	Environmental Services Department	1,568,917	10,000 *One-time Revenue*	1,429,124	129,793 *Keep Fort Collins Great*	0
22	6.10	Utilities: Water - Payments & Transfers	10,154,995	0	0	10,154,995 *Water*	0
23	6.44	Capital Replacement - Utilities: Wastewater - Water Reclamation and Biosolids	1,000,000	0	0	1,000,000 *Wastewater*	0
24	6.3	Utilities: Water - Conservation	877,549	0	0	877,549 *Water*	0
25	6.69	Utilities: Light & Power - Demand Response	794,950	0	0	794,950 *Light & Power*	0
26	6.76	ENHANCEMENT - Utilities: Light & Power - Energy Services	950,000	0	0	0	950,000 *Light & Power*
27	84.4	ENHANCEMENT: Community Capital Improvement Program - Nature in the City Capital Projects Implementation	190,111	0	0 *Community Capital Improvement*	190,111	0
28	85.1	West Nile Virus Management Program	341,510	0	0 *Keep Fort Collins Great*	341,510	0
29	84.1	Nature in the City Implementation Capacity	76,243	0	0 *Keep Fort Collins Great*	76,243	0

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
30	61.1	KFCG ENHANCEMENT: Expand Downtown Recycling	58,000	0	0	0	58,000 *Keep Fort Collins Great*
31	6.80	ENHANCEMENT - Utilities: Light & Power - Renewable Community Shared Solar	250,000	0	0	0	250,000 *Light & Power*
32	6.54	ENHANCEMENT CAPITAL - Utilities: Wastewater - Water Reclamation and Biosolids Master Plan	500,000	0	0	0	500,000 *Wastewater*
33	6.9	Capital Replacement - Utilities: Water - Minor Capital	1,852,400	0	0	1,852,400 *Water*	0
34	6.31	ENHANCEMENT CAPITAL - Utilities: Water - Poudre Canyon Raw Water Line Improvements	800,000	0	0	0	800,000 *Water*
35	6.21	ENHANCEMENT - 1.0 FTE Utilities: Water - Planner Scheduler Dispatcher (Field Operations)	95,236	0	0	95,236 *Water Wastewater*	0
36	6.20	ENHANCEMENT - 1.0 FTE Utilities: Water - Conservation Specialist, Contractual	72,596	0	0	72,596 *Water*	0
37	6.22	ENHANCEMENT - 1.0 FTE Utilities: Water - Contractual Maintenance Specialist (Production)	67,747	0	0	67,747 *Water*	0

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
38	6.16	ENHANCEMENT CAPITAL - Utilities: Water - Water Quality Lab Infrastructure Replacement	1,300,000	0	0	1,300,000 *Water*	0
39	6.27	ENHANCEMENT - Utilities: Water - Watershed Protection	80,000	0	0	80,000 *Water*	0
40	6.30	ENHANCEMENT CAPITAL - Utilities: Water - Azalea Waterline Replacement	450,000	0	0	450,000 *Water*	0
41	6.17	ENHANCEMENT CAPITAL - Utilities: Water - Water Quality/Pollution Control Master Plan	210,000	0	0	110,000 *Water*	100,000 *Wastewater*
42	6.26	ENHANCEMENT CAPITAL- Utilities: Water - Underground Electrical Power Supply	650,000	0	0	650,000 *Water*	0
43	6.28	ENHANCEMENT - Utilities: Water - Supply Vulnerability Assessment	250,000	0	0	250,000 *Water*	0
44	6.23	ENHANCEMENT - 1.0 FTE Utilities: Inspector	84,842	0	0	84,842 *Water*	0
45	6.19	ENHANCEMENT - 1.0 FTE Utilities: Water - Conservation Coordinator	70,724	0	0	70,724 *Water*	0
46	6.47	Capital Replacement - Utilities: Wastewater - Minor Capital	692,844	0	0	692,844 *Wastewater*	0

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
47	6.52	ENHANCEMENT CAPITAL - Utilities: Wastewater - Dewatering Improvements	2,135,000	0	0	2,135,000 *Wastewater*	0
48	6.77	ENHANCEMENT - 1.0 FTE - Utilities: Light & Power - Energy Services Engineer	101,260	0	0	101,260 *Light & Power*	0
49	86.6	ENHANCEMENT: Natural Areas - Shop Expansion	125,000	0	0	0	125,000 *Natural Areas*
50	26.17	ENHANCEMENT: City Energy Project - Matching Funds for Fort Collins Participation	50,000	50,000 *One-time Revenue*	0	0	0
51	84.3	KFCG ENHANCEMENT: Nature in the City Programmatic Funding	20,000	0	0	20,000 *Keep Fort Collins Great*	0
52	26.10	KFCG ENHANCEMENT: Community and Municipal Electric Vehicle Readiness Roadmap	40,000	0	0	0	40,000 *Keep Fort Collins Great*
53	26.16	ENHANCEMENT: Alternative Fuel Municipal Lawn and Garden Equipment Fund	50,000	50,000 *One-time Revenue*	0	0	0
54	6.79	ENHANCEMENT - Utilities: Light & Power - Renewable Non-Residential Solar Rebates	500,000	0	0	0	500,000 *Light & Power*
55	6.55	ENHANCEMENT 1.0 FTE - Utilities: Wastewater - Resource Recovery Specialist	62,453	0	0	62,453 *Wastewater*	0

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
56	6.50	ENHANCEMENT CAPITAL - Utilities: Wastewater - Inflow-Infiltration Study	200,000	0	0	200,000 *Wastewater*	0
57	84.2	ENHANCEMENT: 1.0 FTE Conversion from Contractual to Classified to support Nature in the City Implementation Capacity	9,889	0	0 *Community Capital Improvement*	9,889	0
58	6.78	ENHANCEMENT - Utilities: Light & Power - Renewable Non-Residential Solar Power Purchases	72,500	0	0	0	72,500 *Light & Power*
59	26.8	KFCG ENHANCEMENT: Efficiency Pilot Projects and Innovation Fund	382,000	0	0	0	382,000 *Keep Fort Collins Great*
60	89.1	ENHANCEMENT: River Health	80,000	0	0	80,000 *Natural Areas*	0
61	26.12	ENHANCEMENT: Indoor Air Quality- Evaluating and Enhancing Existing Programs to Reach More Residents and Improve Program Outcomes	54,000	54,000 *One-time Revenue*	0	0	0
62	26.7	ENHANCEMENT: Expanded Municipal Innovation Fund	50,000	50,000 *One-time Revenue*	0	0	0
63	26.15	ENHANCEMENT: 1.0 Contractual FTE: Climate Action Plan Program Assistant	48,501	48,501 *One-time Revenue*	0	0	0

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
64	26.11	ENHANCEMENT: 0.5 FTE Road to Zero Waste Support	47,318	0	47,318	0	0
65	6.53	ENHANCEMENT CAPITAL - Utilities: Wastewater - Facility Sludge Strain Press Redundancy	720,000	0	0	720,000 *Wastewater*	0
66	6.87	ENHANCEMENT: Biogas to Co-Gen Update	440,000	0	0	0	440,000 *Wastewater*
		Funded Offers	**84,705,148**	**262,501**	**1,555,244**	**76,496,209**	**6,391,194**
67	6.75	ENHANCEMENT - Utilities: Light & Power - Distributed Energy Resource Management System	179,400	0	0	0	179,400 *Light & Power*
68	94.1	ENHANCEMENT: Wind and Solar Energy for Municipal Operations	951,037	0	351,850	599,187 *Light & Power*	0
69	6.25	ENHANCEMENT CAPITAL- Utilities: Water - Water Treatment Solids Drying Pad	1,350,000	0	0	0	1,350,000 *Water*
70	30.2	ENHANCEMENT: Police Solar Panels/Covered Parking	480,000	0	0	0	480,000 *General Fund*
71	26.18	ENHANCEMENT: Climate Action Plan Support	1,500,000	0	0	0	1,500,000 *General Fund*

ENVIRONMENTAL HEALTH - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
72	26.13	KFCG ENHANCEMENT: Leading By Example: Municipal Strategic Initiatives	270,250	0	0	21,800 *Keep Fort Collins Great*	248,450 *Keep Fort Collins Great*
73	6.18	ENHANCEMENT - 1.0 FTE Utilities: Water - Database Analyst	95,914	0	0	95,914 *Water Wastewater*	0
74	26.14	ENHANCEMENT: 1.0 FTE Local Food Coordinator & Local Food Systems Program	225,456	67,194 *One-time Revenue*	158,262	0	0
		Unfunded Offers	**5,052,057**	**67,194**	**510,112**	**716,901**	**3,757,850**
		Total Offers	**89,757,205**	**329,695**	**2,065,356**	**77,213,110**	**10,149,044**

ENVIRONMENTAL HEALTH - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	6.5	Capital Replacement - Utilities: Water - Treatment and Source of Supply	1,000,000	0	0	1,000,000 *Water*	0
2	6.1	Utilities: Water - Core Operations	13,240,204	0	0	13,240,204 *Water*	0
3	6.65	Utilities: Light & Power - Energy Services	4,263,877	0	0	4,263,877 *Light & Power*	0
4	26.2	Timberline Recycling Center	337,600	0	0	337,600 *Keep Fort Collins Great*	0
5	6.6	Capital Replacement - Utilities: Water - Distribution Master Plan Priority Projects	1,350,000	0	0	1,350,000 *Water*	0
6	6.40	Utilities: Wastewater - Core Operations	8,856,228	0	0	8,856,228 *Wastewater*	0
7	6.41	Capital Replacement - Utilities: Wastewater - Collection System Master Plan Priority Projects	350,000	0	0	350,000 *Wastewater*	0
8	6.42	Capital Replacement - Utilities: Wastewater - Collection System Small Projects	743,000	0	0	743,000 *Wastewater*	0
9	6.43	Capital Replacement - Utilities: Wastewater - Cured in Place Pipe Lining	450,000	0	0	450,000 *Wastewater*	0
10	6.46	Utilities: Wastewater - Payments and Transfers	9,171,152	0	0	9,171,152 *Wastewater*	0

ENVIRONMENTAL HEALTH - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
11	86.1	Natural Areas Stewardship	2,452,693	0	28,242	2,424,451 *Natural Areas*	0
12	6.67	Utilities: Light & Power - Residential & Commercial Solar Rebates	500,000	0	0	500,000 *Light & Power*	0
13	6.68	Utilities: Light & Power - Core Renewable Energy	3,052,000	0	0	1,996,936 *Light & Power*	1,055,064 *Light & Power*
14	6.45	Capital Replacement - Utilities: Wastewater - Pollution Control Lab Instrumentation	30,000	0	0	30,000 *Wastewater*	0
15	86.3	Natural Areas Visitor Services	3,532,141	0	0	3,532,141 *Natural Areas*	0
16	6.86	Utilities: Stormwater - Household Hazardous Waste Collection and Spill Response Services	139,060	0	0	139,060 *Stormwater*	0
17	6.11	Capital Replacement: Utilities: Water - Water Quality Instrumentation	50,000	0	0	50,000 *Water*	0
18	6.51	ENHANCEMENT CAPITAL - Utilities: Wastewater - Anaerobic Digester Lid Replacement	2,100,000	0	0	0	2,100,000 *Wastewater*
19	86.5	Natural Areas - Department Management and Land Conservation	4,293,265	0	52,290	4,240,975 *Natural Areas*	0

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Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
20	6.7	Capital Replacement - Utilities: Water - Distribution Small Projects	1,110,000	0	0	1,110,000 *Water*	0
21	6.8	Capital Replacement - Utilities: Water - Meter Replacement	800,000	0	0	800,000 *Water*	0
22	26.1	Environmental Services Department	1,602,028	10,000 *One-time Revenue*	1,461,507 *Keep Fort Collins Great*	130,521	0
23	6.10	Utilities: Water - Payments & Transfers	10,055,108	0	0	10,055,108 *Water*	0
24	6.44	Capital Replacement - Utilities: Wastewater - Water Reclamation and Biosolids	1,000,000	0	0	1,000,000 *Wastewater*	0
25	6.3	Utilities: Water - Conservation	891,974	0	0	891,974 *Water*	0
26	6.69	Utilities: Light & Power - Demand Response	620,400	0	0	620,400 *Light & Power*	0
27	6.76	ENHANCEMENT - Utilities: Light & Power - Energy Services	950,000	0	0	0	950,000 *Light & Power*
28	84.4	ENHANCEMENT: Community Capital Improvement Program - Nature in the City Capital Projects Implementation	189,865	0	0 *Community Capital Improvement*	189,865	0
29	85.1	West Nile Virus Management Program	346,632	0	0 *Keep Fort Collins Great*	346,632	0

ENVIRONMENTAL HEALTH - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
30	84.1	Nature in the City Implementation Capacity	78,472	0	0	78,472 *Keep Fort Collins Great*	0
31	61.1	KFCG ENHANCEMENT: Expand Downtown Recycling	32,000	0	0	0	32,000 *Keep Fort Collins Great*
32	6.80	ENHANCEMENT - Utilities: Light & Power - Renewable Community Shared Solar	250,000	0	0	0	250,000 *Light & Power*
33	6.56	ENHANCEMENT CAPITAL - Utilities: Wastewater - Sidestream Treatment	4,300,000	0	0	0	4,300,000 *Wastewater*
34	6.9	Capital Replacement - Utilities: Water - Minor Capital	1,681,200	0	0	1,681,200 *Water*	0
35	6.21	ENHANCEMENT - 1.0 FTE Utilities: Water - Planner Scheduler Dispatcher (Field Operations)	98,058	0	0	98,058 *Water* *Wastewater*	0
36	6.20	ENHANCEMENT - 1.0 FTE Utilities: Water - Conservation Specialist, Contractual	77,541	0	0	77,541 *Water*	0
37	6.22	ENHANCEMENT - 1.0 FTE Utilities: Water - Contractual Maintenance Specialist (Production)	83,576	0	0	83,576 *Water*	0

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Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
38	6.16	ENHANCEMENT CAPITAL - Utilities: Water - Water Quality Lab Infrastructure Replacement	1,300,000	0	0	1,300,000 *Water*	0
39	6.27	ENHANCEMENT - Utilities: Water - Watershed Protection	80,000	0	0	80,000 *Water*	0
40	6.26	ENHANCEMENT CAPITAL- Utilities: Water - Underground Electrical Power Supply	650,000	0	0	650,000 *Water*	0
41	6.28	ENHANCEMENT - Utilities: Water - Supply Vulnerability Assessment	100,000	0	0	100,000 *Water*	0
42	6.23	ENHANCEMENT - 1.0 FTE Utilities: Inspector	87,228	0	0	87,228 *Water*	0
43	6.19	ENHANCEMENT - 1.0 FTE Utilities: Water - Conservation Coordinator	75,394	0	0	75,394 *Water*	0
44	6.29	ENHANCEMENT CAPITAL - Utilities: Water - Cathodic Protection	2,280,000	0	0	2,146,989 *Water*	133,011 *Water*
45	6.47	Capital Replacement - Utilities: Wastewater - Minor Capital	913,500	0	0	892,657 *Wastewater*	20,843 *Wastewater*
46	6.52	ENHANCEMENT CAPITAL - Utilities: Wastewater - Dewatering Improvements	2,135,000	0	0	2,135,000 *Wastewater*	0

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Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
47	6.77	ENHANCEMENT - 1.0 FTE - Utilities: Light & Power - Energy Services Engineer	104,073	0	0	104,073 *Light & Power*	0
48	86.6	ENHANCEMENT: Natural Areas - Shop Expansion	1,250,000	0	0	0	1,250,000 *Natural Areas*
49	26.17	ENHANCEMENT: City Energy Project - Matching Funds for Fort Collins Participation	50,000	50,000 *One-time Revenue*	0	0	0
50	84.3	KFCG ENHANCEMENT: Nature in the City Programmatic Funding	20,000	0	0	20,000 *Keep Fort Collins Great*	0
51	26.16	ENHANCEMENT: Alternative Fuel Municipal Lawn and Garden Equipment Fund	50,000	50,000 *One-time Revenue*	0	0	0
52	6.79	ENHANCEMENT - Utilities: Light & Power - Renewable Non-Residential Solar Rebates	500,000	0	0	0	500,000 *Light & Power*
53	6.55	ENHANCEMENT 1.0 FTE - Utilities: Wastewater - Resource Recovery Specialist	77,065	0	0	77,065 *Wastewater*	0
54	84.2	ENHANCEMENT: 1.0 FTE Conversion from Contractual to Classified to support Nature in the City Implementation Capacity	10,135	0	0 *Community Capital Improvement*	10,135	0

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Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
55	6.78	ENHANCEMENT - Utilities: Light & Power - Renewable Non-Residential Solar Power Purchases	282,500	0	0	0	282,500 *Light & Power*
56	26.8	KFCG ENHANCEMENT: Efficiency Pilot Projects and Innovation Fund	53,000	0	0	0	53,000 *Keep Fort Collins Great*
57	89.1	ENHANCEMENT: River Health	80,000	0	0	80,000 *Natural Areas*	0
58	26.7	ENHANCEMENT: Expanded Municipal Innovation Fund	50,000	50,000 *One-time Revenue*	0	0	0
59	26.4	ENHANCEMENT: Municipal Resiliency and Adaptation Planning	50,000	50,000 *One-time Revenue*	0	0	0
60	26.15	ENHANCEMENT: 1.0 Contractual FTE: Climate Action Plan Program Assistant	49,961	49,961 *One-time Revenue*	0	0	0
61	26.11	ENHANCEMENT: 0.5 FTE Road to Zero Waste Support	48,741	0	48,741	0	0
62	6.53	ENHANCEMENT CAPITAL - Utilities: Wastewater - Facility Sludge Strain Press Redundancy	800,000	0	0	800,000 *Wastewater*	0
		Funded Offers	**91,174,671**	**259,961**	**1,590,780**	**78,397,512**	**10,926,418**

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Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
63	6.75	ENHANCEMENT - Utilities: Light & Power - Distributed Energy Resource Management System	50,712	0	0	0	50,712 *Light & Power*
64	94.1	ENHANCEMENT: Wind and Solar Energy for Municipal Operations	1,022,851	0	368,738	654,113 *Light & Power*	0
65	26.18	ENHANCEMENT: Climate Action Plan Support	1,500,000	0	0	0	1,500,000 *General Fund*
66	6.24	ENHANCEMENT CAPITAL- Utilities: Water - Water Treatment Solar Energy System	1,883,000	0	0	1,883,000 *Water*	0
67	26.13	KFCG ENHANCEMENT: Leading By Example: Municipal Strategic Initiatives	21,800	0	0	21,800 *Keep Fort Collins Great*	0
68	6.18	ENHANCEMENT - 1.0 FTE Utilities: Water - Database Analyst	118,452	0	0	118,452 *Water Wastewater*	0
69	26.5	KFCG ENHANCEMENT: Community Resiliency and Adaptation Planning	100,000	0	0	0	100,000 *Keep Fort Collins Great*
70	26.14	ENHANCEMENT: 1.0 FTE Local Food Coordinator & Local Food Systems Program	158,262	0	158,262	0	0
		Unfunded Offers	**4,855,077**	**0**	**527,000**	**2,677,365**	**1,650,712**
		Total Offers	**96,029,748**	**259,961**	**2,117,780**	**81,074,877**	**12,577,130**

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6.1 Utilities: Water - Core Operations - Funded

2017 - $12,939,691
2018 - $13,240,204

Funding this Offer will provide for all Water Fund operations core services, including the management, operations and maintenance of the following services:

Water Resources: manages water resources planning and protects and develops the Utilities' water rights, which are valued at $1.2 billion. The Division manages the City's raw water supply and plans for future water supply needs for Utilities water customers.

Water Production: operates and maintains the City's source of supply, watershed monitoring, treatment facilities and storage reservoirs to meet water needs of the community while ensuring a reliable water supply for future generations.

Water Quality Lab: provides laboratory services to make decisions and meet regulatory requirements for provision of a safe and aesthetically pleasing treated water supply.

Supervisory Control Systems: manages systems used to control and monitor processes at the Water Treatment Facility.

Water Engineering: provides engineering services including facility design, project management, and engineering consultation for water capital projects.

Water Metering: ensures that customers receive accurate, efficient and reliable metered water service and supports and provides an accountability service-cost recovery method for the Water Utilities.

Water Transmission & Distribution: Inventories, maps, installs, and maintains water mains, valves, taps, hydrants for the City and Utilities customers. Responds to customer calls and implements the backflow prevention program.

The Divisions listed above collaborate to provide adequate, safe, healthy and sustainable drinking water for our community through efficient and innovative approaches to resource management, customer service, and sustainability.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

6.3 Utilities: Water - Conservation - Funded

2017 - $877,549
2018 - $891,974

Funding this Offer will sustain the Utilities' Water Conservation programs that delivered nearly 50 million gallons of savings in 2015. This Offer includes the resources and staffing for high-efficiency consumer product rebates, sprinkler system audits, landscape/irrigation assistance and rebates, home water

reports, leak detection outreach, public information and educational programs, low income direct-install programs, new development assistance and more. This Offer also supports conservation opportunities for City residents beyond the Utilities water service area; better collaboration among water providers is a priority for 2017-18.
A new Water Efficiency Plan was approved by City Council and continued conservation efforts are required to meet the new goal of reducing use to 130 gallons per capita per day (GPCD) by the year 2030, which is an 11% reduction from the 2010-15 average of 146 GPCD.
Water savings from conservation programs cost less than a penny per gallon saved. This scales up to about $700 per acre-foot (AF) saved. For comparison, a new share of Colorado-Big Thompson water conservatively costs about $25,000; a share only results in about 0.5 AF of water, which means that a full AF of new supply would cost $50,000. Water Conservation is the most cost-effective water resource and is foundational to environmenta health and a sustainable water future. Conservation also supports economic health and social sustainability by lowering utility bills, creating jobs, training and skills in water-related industries, and improving the productivity of homes and businesses.
Climate change is coming. If we do not take action water demands will increase from hotter, drier conditions while water availability becomes less reliable. By improving irrigation efficiency and creating water-wise landscapes we can build a more resilient, prepared community. Conservation programs will ease the physical and monetary effects on individuals, businesses, and landscapes.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices

6.5 Capital Replacement - Utilities: Water - Treatment and Source of Supply - Funded

2017 - $1,000,000
2018 - $1,000,000

This offer funds the capital replacement program for the City's Water Treatment Facility, several water storage tanks in the Source of Supply (SOS) system, and the Poudre River Intake Facility. Capital replacement projects include the major maintenance, repair and replacement of aging infrastructure at these facilities.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to our water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program anc of an effectively managed utility.

Replacement projects are included in the Utilities Capital Improvement Planning and Prioritization process and are ranked as the No. 1 priority.

Replacement program priorities are determined through established levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) and the assessment of the condition of assets (through capital master planning), drive the priorities of the capital replacement program and the projects outlined in this offer. Proposed projects include, but are not limited to:

1. Replacement of sand and anthracite in dual media filters.

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2. Replacement of electrical components such as Motor Control Centers (MCCs), switches, and Programmable Logic Controllers (PLCs)
3. Replacement of solar panels with a permanent electrical power supply at the Goat Hill storage tank in Laporte.
4. Replacement of aging, leaking valves
5. Repair of aging equipment and facilities on Treatment trains 3, 4, 5, and 6
6. Repair and replacement of Backwash Pump Station equipment
7. Repair and replacement of High Service Pump Station equipment
8. Address electric code violations identified in the Master Plan

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.6 Capital Replacement - Utilities: Water - Distribution Master Plan Priority Projects - Funded 2017 - $1,900,000

2018 - $1,350,000

Funding this offer will provide for design, project management, and construction of the replacement of water mains in our highest-priority areas based on an Asset Management approach to Master Planning. These projects are entirely coordinated with Wastewater and other infrastructure system replacements in the same geographic areas.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) as well as organizational objectives, drive the priorities of the Utilities Capital Improvement Plan.

The Water Distribution System Replacement Master Plan Priority Projects were evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #4 and #5 in priority.

The City faces the challenge of replacing this aging infrastructure in a timely and cost effective manner. As this infrastructure approaches a century old, concerns over performance and reliability have developed. The ability to fight fires is also diminished due to undersized pipes and tuberculation within the pipes. Ultimately, these systems need to be replaced to maintain a safe, reliable water service for the community. There are more than 500 miles of water lines with more than 40 miles ranked as high priority for replacement. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The Asset Management approach to the Master Planning process contains five phases that contribute toward the overall purpose: condition assessment, hydraulic modeling, improvement recommendations, project prioritization, plus implementation. Each phase is described in the Highlights section below.

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This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.7 Capital Replacement - Utilities: Water - Distribution Small Projects - Funded

2017 - $1,000,000
2018 - $1,110,000

Funding this offer will provide for design and construction of smaller, high-priority water main replacement projects. This offer allows the Utility to adapt as conditions, and therefore priorities, change by performing these projects using in house resources.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Water Distribution System Replacement Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #6 in priority.

The City faces the challenge of replacing this aging infrastructure in a timely and cost effective manner that maintains a safe, reliable water service for the community. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The current estimated plan for 2017 2018 construction is as follows:
2017

- Fauborough Ct. - Oxborough to CdS.
- Silverwood - Ivy to Brookwood
- Pepperwood Ln. - Springwood to CdS.
- Warbler - Larkbunting to Goldeneye
- Hummingbird - Larkbunting to Troutman
- Goshawk - Larkbunting to Towhee
- Bitterbush - Hollybock to Starflower
- Beaver Creek - Troutman to Starflower
- Wilshire - Dean to CdS.

2018

- Rolling Green Dr. - Horsetooth to Mansfield
- Bent Tree Ct. - Rolling Green to CdS.
- Collindale Condos - Rolling Green to Rolling Green

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- Tuckaway Ct. - Rolling Green to CdS.
- Green Gables - Rolling Green to CdS.
- Sunningdale Pl. - Mansfield to CdS.
- Pinehurst Pl. - Mansfield to CdS.
- Hickory - College to RR
- Sombrero Ln. - Pecos to Sagebrush

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.8 Capital Replacement - Utilities: Water - Meter Replacement - Funded

2017 - $800,000
2018 - $800,000

Funding this offer will provide ongoing replacements of water metering infrastructure, both meters and communication modules, as the system ages or problems are identified.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Water Meter Replacement Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked No. 7 in priority.

Meters are a very important part of the Water Utility infrastructure. Water meters have been required for commercial and multi family water customers for over 60 years and for single-family residential water customers since 1990. The Utility has more than 34,000 meters in the distribution system. Under typical conditions, meters must be repaired or replaced approximately every 15 years. Inaccurate water meters results in lost revenue and customer confidence. As meters wear out, the Metering Division replaces them and rebuilds the old meter for future use.

Meters are also the most essential element of our water conservation program. When combined with appropriate rate structures as approved by City Council, water meters send a clear and direct conservation message that promotes sustainability of the Water Utility and encourages customers to be environmentally conscientious.

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This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

6.9 Capital Replacement - Utilities: Water - Minor Capital - Funded

2017 - $1,852,400

2018 - $1,681,200

Funding this offer will pay for the purchase or replacement of minor capital water enterprise related assets. Minor capital may be used for small projects that involve replacement or improvement to current assets, to purchase and/or replace fleet vehicles, to make computer hardware purchases, and to purchase water rights.

A large majority of the Minor Capital expenditure is for fleet replacement. Fleet Services uses an asset management program that takes into consideration age, mileage, repairs costs, and purchase cost to determine when to replace a vehicle. Each vehicle also is reviewed for how it is used and whether the business need has evolved over time. This allows the department to 'right size' the vehicle for its most efficient and effective use into the future.

Minor capital water enterprise expenditures also include the design and construction of small-scale, minor capital projects at the Water Treatment Facility and in the Source of Supply system. Projects for 2017 and 2018 include but are not limited to:

- Addition of camera and controls for remote operations of gates at the Poudre Intake Facility
- Improvements to the pre-sedimentation basins in the raw water pipelines
- Recoating of raw water pipelines in the Water Treatment Facility
- Replacement of water treatment filters and filter media

Minor capital funds are also used to purchase water rights to further develop the Utilities water supply portfolio in alignment with the City's Water Supply and Demand Management Policy.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.10 Utilities: Water - Payments & Transfers - Funded

2017 - $10,154,995

2018 - $10,055,108

This offer includes the payments and transfers made from the Water Fund including: Payment in Lieu of Taxes (PILOT) to the General Fund, payment for

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General Fund services, Risk Management expenses, debt service, the Water Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services.

Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Water Fund.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

6.11 Capital Replacement: Utilities: Water - Water Quality Instrumentation - Funded 2017 - $50,000 2018 - $50,000

Funding this offer will provide non lapsing capital replacement dollars to replace critical instrumentation used at the Water Quality Lab (WQL) to test the public health safety, quality and regulatory compliance of the City's raw and treated drinking water.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high-quality service to our water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program anc of an effectively managed Utility.

Replacement program priorities are determined through established levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) and the assessment of the condition of assets (through capital master planning), drive the priorities of the capital replacement program.

The WQL Instrumentation Replacement Program is included in the Utilities Capital Improvement Planning and Prioritization process and has been ranked as the No. 9 (out of 38) priority for the Water Fund. The priority is high because Utilities depends on the WQL to provide required analytical testing and is certified by the Colorado Department of Public Health & Environment to do so. Staff performs daily and weekly tests on the City's drinking water supply and ensures that our citizens' drinking water is of the highest quality and is in full compliance with all state and federal regulations.

Instrumentation to be replaced include those that have a significant dollar cost.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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6.16 ENHANCEMENT CAPITAL - Utilities: Water - Water Quality Lab Infrastructure Replacement - Funded

2017 - $1,300,000
2018 - $1,300,000

This offer funds replacement of critical building infrastructure within the Water Quality Lab (WQL).

As part of its Asset Management Program, the Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high-quality service to our water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and of an effectively managed Utility.

Replacement program priorities are determined through established levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) and the assessment of the condition of assets (through capital master planning), drive the priorities of the capital replacement program.

The Water Quality Lab Capital Replacement Project is included in the Utilities Capital Improvement Planning and Prioritization process and has been ranked as the No. 2 priority for the Water Fund. This building was not included in the Asset Management Program and project prioritization in the past and was added for the first time in 2016. Consequently, substantial repair and replacement is needed. Replacement needs to be addressed include:

- Electrical, heating, cooling, and plumbing systems for the building have reached the end of their useful life and need to be replaced
- Deterioration of the building systems also is a potential safety hazard, as portions of the electrical system are in violation of the current electrical code and several electrical panels are past their useful life
- The HVAC system, including the boiler, is past the end of its planned life span and is difficult and costly to repair and maintain

The cost estimate for this project is based on a conceptual design. A complete design may result in an increase or decrease in the cost to meet the project deliverables.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.17 ENHANCEMENT CAPITAL - Utilities: Water - Water Quality/Pollution Control Master Plan - Funded

2017 - $210,000
2018 - $0

Funding this offer will prepare a long term Capital Project Master Plan for the Water Quality (WQL) and Pollution Control Lab (PCL). Both labs provide analytical services for water and wastewater treatment, analysis of drinking water, and monitoring of local mountain watersheds and surface waters.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high-quality service to our water customers. Capital master planning is a key attribute of the Utilities Asset Management Program and of an effectively

managed Utility.

The WQL Capital Project Master Plan will provide a long-term strategy for addressing current and future capital investment needs. Master plans provide an assessment of the condition of current assets, consider future regulatory requirements and technologies, and evaluate future capital investment alternatives. This ensures that the Utilities bases its capital investments on defined levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety and that any investment contribute to meeting established performance targets.

Specifically, the master plan will include the following:

- Evaluation of continued use of two separate labs, or the consolidation of the two labs into a single regional lab
- A cost-of-service analysis for the services provided by both labs. This analysis will identify means to maximize the financial efficiency of both facilities.
- The identification of new revenue streams by offering additional fee based testing, analysis and reporting services to nearby entities
- A long-term vision for the labs that will allow the City to quickly respond to future changes in water quality regulations and technologies
- Planning for upgraded LIMS database software that will be used to store and organize the large amounts of data collected daily by both labs

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.18 ENHANCEMENT - 1.0 FTE Utilities: Water - Database Analyst - Unfunded 2017 - $95,914 2018 - $118,452

This offer funds a full time classified Database Analyst in the Process and Supervisory Control (PSC) Division. The PSC Division supports and maintains the Supervisory Control and Data Acquisition (SCADA) systems that monitor and control water and wastewater treatment processes and collect and store data in associated databases.

A Database Analyst in the PSC Division was reassigned to support of the implementation of the Maximo Enterprise Asset Management System. The PSC Division needs to replace this position in order to meet current and future workload demands. The Database Analysts perform duties that would normally be identified by separate positions for database administrator, systems administrator, network administrator, application developer and support technician

The Division manages five Oracle databases and application servers containing eight databases, as well as six Microsoft SQL Server database servers containing six databases. The primary function of these systems is the collection and reporting of 1 million SCADA data records per day from the City's three water and wastewater treatment facilities. Server management tasks include everything from procurement of hardware to end user customer support. This includes installation and configuration of operating systems; backups, installation and configuration of database software; designing databases; setting user access permissions and security; patching, upgrades and troubleshooting.

SCADA systems are separated from typical IT systems due to the criticality of ensuring those systems are functioning properly and protected 24/7 to mee

regulatory requirements and to ensure the safety of the public. In addition, operation and maintenance of SCADA systems is a specialized skill and is unique compared with other systems and databases maintained by the Utility and the City.

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance

6.19 ENHANCEMENT - 1.0 FTE Utilities: Water - Conservation Coordinator - Funded 2017 - $70,724

2018 - $75,394

Funding this offer will deliver savings and efficiencies in outdoor water use, which accounts for up to 60% of treated water use (and waste) in the summer months. This offer will provide:

- An improved and expanded water wise landscape program
- New, innovative outdoor efficiency education efforts
- Improved landscape standards for new development
- A landscape volunteer organization
- Better integration of water efficiency into land use planning – a key initiative in the Colorado Water Plan

This offer is needed to achieve the new goal adopted by City Council to reduce community water use to 130 gallons per capita per day (GPCD) by the year 2030, an 11% reduction from current use. This offer helps ensure a sustainable water future. Utilities will be seen as a reliable resource for the community, which increasingly demands credible, unbiased information and programs on how to be more efficient outdoors. A 1.0 FTE with specific skills and professional horticulture/landscape experience is needed to deliver these services and savings.

Traditional landscapes use up to 80% more water than water wise landscapes. Since 40% of all treated water is used outdoors each year, we need to significantly reduce wasted water while keeping Fort Collins beautiful. This offer is timely as both the City Land Use Code and plant list will benefit from this expertise as they are slated to be updated in 2017.

Climate change will impact water supplies and our ability to thrive socially and economically in a semi arid climate. This offer provides the needed resource to achieve water savings and an environment that is adapted and more resilient to the anticipated hot, dry summers.

This offer will allow the Water Conservation Manager more time for strategic planning, regional water collaboration on conservation with water districts in the Growth Management Area, improvement of the team's work life balance, employee training, collaboration with other departments, etc.

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This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices

6.20 ENHANCEMENT - 1.0 FTE Utilities: Water - Conservation Specialist, Contractual - Funded 2017 - $72,596 2018 - $77,541

Funding this offer will create a formal commercial and industrial (C&I) water efficiency strategy, which was identified as a key opportunity in the Water Efficiency Plan adopted in March by City Council. The offer will deliver:

- Targeted, customized C&I efficiency programs
- Build relationships with customers
- Conduct research, analysis and evaluation
- Promote market transformation toward innovative water efficient technologies and practices

This offer will deliver similar programs for City facilities; all departments will reduce their use and save on water costs. This offer will also support ClimateWise and other commercial sector efforts.

This offer is needed to achieve the new goal adopted by City Council to reduce community water use to 130 gallons per capita per day (GPCD) by the year 2030, which requires an 11% reduction from current use. This offer will provide environmental and economic health by helping businesses reduce their needs for natural resources, lower their costs, and reduce vulnerability to the effects of climate change. This is paramount to ensure that the business community can thrive in a semi arid climate. This offer will create and foster partnerships within the water innovation sector to support prosperity while ensuring sustainable, long term water supplies.

Unlike the Energy Conservation team, Water Conservation does not have staff dedicated solely to commercial efforts and therefore cannot meet the need and the interest of the commercial sector without causing other programs to suffer. With this offer, there will no longer be a gap in service.

This offer will allow the Water Conservation Manager more time for strategic planning, regional water collaboration on conservation with water districts in the Growth Management Area, improvement of the team’s work life balance, employee training, collaboration with other departments, etc.

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

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6.21 ENHANCEMENT - 1.0 FTE Utilities: Water - Planner Scheduler Dispatcher (Field Operations) - Funded

2017 - $95,236
2018 - $98,058

Funding this offer will create the position planner/scheduler/dispatcher to work very closely with our maintenance crews in relation to our new Computer Maintenance Management System (CMMS). They will ensure accurate data entry, provide system training/support, and act as a central dispatcher for taking and distributing all calls for Water Engineering and Field Services. This role will support equipment and inventory maintenance, provide high level metric reporting and act as a stopgap for the many clerical duties within the department. Without the establishment of this position, these duties will fall on current staff, leading to a decrease in time working in the field.

Fort Collins Utilities is undergoing a large scale, enterprise CMMS implementation. This will streamline asset/work management and provide a single source for metric reporting, asset replacement/maintenance planning, and system condition monitoring. This new initiative and coinciding increase in workload on staff has highlighted the need to establish the role of a planner/scheduler/dispatcher.

This robust CMMS is designed to support the work of roughly 50 field crew and 40 office personnel within the division, and serve as the system of records for hundreds of thousands of assets throughout the City. To fully leverage the skills and knowledge of our maintenance operators, engineers and management team, it is essential that we do not burden them with excessive clerical, data entry and dispatch duties. In recent years there has been an increase in the demand for high level system reporting capabilities, thorough asset condition monitoring, streamlined maintenance planning/scheduling and improved customer service. Leveraging an advanced CMMS solution to facilitate these demands is not unique to the City – it is an industry standard.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

6.22 ENHANCEMENT - 1.0 FTE Utilities: Water - Contractual Maintenance Specialist (Production) - Funded

2017 - $67,747
2018 - $83,576

This offer funds a contractual Maintenance Specialist to assist in the implementation of a Utility-wide Computerized Maintenance Management System (CMMS) at the Water Treatment Facility. The proposed contractual period is 2 years.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high-quality service to our water customers. To support this effort, Utilities is implementing an enterprise wide computer management system that streamlines asset/work management and provides a single source for metric reporting, asset replacement/maintenance planning, and system condition monitoring.

System implementation is a multi year effort that requires additional staff resources to document over 3,500 facility assets and to ensure the system is populated with accurate maintenance and job safety plans and other information critical to operations and effective asset management.

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Facility staff proposes to temporarily assign a current Maintenance Specialist to fully support new system implementation. The Maintenance Specialist will be responsible for issuing work orders, scheduling work, documenting inventory, generating life-cycle reports, and planning for all preventive and corrective maintenance work throughout the water facility and at off-site infrastructure.

The contractual position will backfill for the temporarily reassigned Maintenance Specialist and will be responsible for performing maintenance tasks throughout the facility and supporting the Maximo implementation effort.

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.23 ENHANCEMENT - 1.0 FTE Utilities: Inspector - Funded

2017 - $84,842
2018 - $87,228

Funding this offer will create a new position to perform inspection on utility infrastructure installed by developers or through capital projects.

Any water, wastewater or stormwater utility installation inspection currently is being managed by the Engineering inspectors for the Fort Collins Utilities service areas only. This staff is already grossly overloaded and cannot provide a sufficient level of attention to ensure the quality of installation of buried assets. This inspection at time of construction is the only time personnel can have a visual record of installation locations and quality. Unlike other infrastructure assets, it is not possible to check the condition of the assets after they have been constructed. Therefore it is critical to have sufficient personnel to check assets during the actual installation process. This level of quality assurance cannot be achieved with the current staffing levels.

This inspection for utility installation in the surrounding District service providers is being done by utility inspectors by those agencies. By creating a Utility-specific inspector, we can leverage internal expertise and achieve the necessary level of quality needed for the future.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.24 ENHANCEMENT CAPITAL- Utilities: Water - Water Treatment Solar Energy System - Unfunded

2017 - $0
2018 - $1,883,000

This offer funds the construction of a photovoltaic power array capable of producing up to 500 kilowatts (kW) of electricity at the Water Treatment Facility. This array will add to the existing 100 kW solar array currently operating at the facility.

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The Water Treatment Facility currently consumes about 3 million kilowatt hours (kWh) of electricity at a cost of ~ $250,000 per year. The proposed 500 kW solar array will offset current power supply needs, will reduce GHG emissions by 1,163 metric tons of CO2, and will result in a cost savings of ~$81,000 per year.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The proposed 500 kW solar project was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked No. 29 out of 38 projects. The relatively low rating was driven by comparing this project to other capital projects that contribute significantly to safety, regulatory compliance and/or reliability. The solar array project, while rating low for its contribution to safety, compliance and reliability, ranked high for sustainability for its contribution to the City's 2020 goals. The installation of the solar array will eliminate the annual burning of about 1.0 million pounds of coal while providing power to the City's drinking water treatment process.

The project will pay for itself in 18 years, which is close to the expected life of the solar panels in the array. It should be noted that the project cost estimate is based upon a conceptual design level that was developed during the Water Treatment Facility Master Plan process.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

6.25 ENHANCEMENT CAPITAL- Utilities: Water - Water Treatment Solids Drying Pad - Unfunded 2017 - $1,350,000 2018 - $0

This offer funds the construction of a 54,000-square-foot concrete solids drying pad and drainage system at the Water Treatment Facility. Installation of the drying pad and drainage system will decrease solids drying time and improve solids handling operations.

The City's water treatment process removes solids from the water supply and stores it in eight open ponds where the solids are dried over a long period of time. The solids are then transported to Larimer County Landfill, where the material is used as daily cover. The solids do not have organic value and cannot be recycled.

The solids take up to two years to dry. The drying pad will accelerate the solids drying and handling process and will allow the solids to be turned and drie more frequently. The pad will also include a drainage system to dewater the solids. A faster solids drying time will free up room in the drying ponds which have the potential to limit the water treatment capacity of the facility.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality and availability, reliability, compliance, customer satisfaction and safety. Performance and targets for established levels of service and

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organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

The proposed solids drying pad and drainage system was evaluated in the Utilities CIP and Prioritization process and ranked No. 25 out of 38 projects within the Water Fund. The project ranked high for reliability and regulatory compliance as it improves operations and assists in meeting regulations.

It should be noted that the project cost estimate is based upon a conceptual design developed during the Water Treatment Facility Master Plan process. The project budget contains a 20% contingency; however a complete design may result in an increase or decrease in the cost to meet the project deliverables.

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.26 ENHANCEMENT CAPITAL- Utilities: Water - Underground Electrical Power Supply - Funded 2017 - $650,000
2018 - $650,000

Funding this offer will annex the Water Treatment Facility (Facility) into Utilities Light & Power service area and construct a reliable underground electric power supply to the Facility.

The Facility currently consumes approximately 3 million kilowatt hours of electricity to produce 8 billion gallons of clean, safe drinking water per year for the citizens of Fort Collins. Due to the Facility's location outside the City limits, electric power supply is provided by Xcel Energy, not by Fort Collins Utilities Light and Power. Xcel's distribution system is an above-ground system that is susceptible to frequent outages due to high wind, snowstorms, and downed power poles in traffic accidents. About 98% of the Fort Collins Utilities Light and Power system is located underground and therefore experiences significantly fewer outages than Xcel's system. These frequent outages in the Facility's Xcel-provided power supply can cause serious disruption to the water treatment process and frequently cause the Facility to run for extended periods of time on diesel-powered generators. The outages also have caused disruptions to the point where the Facility has experienced unplanned emergency shutdowns which severely affect the supply and the quality of the City's drinking water.

To increase the reliability of the Facility's power supply, this offer proposes to annex the Facility into Light & Power's service area, and install a 1.6 mile buried electric line from the Utilities substation at Mulberry and Overland to the Facility. This buried power line will be installed and maintained by L&P and will greatly increase the reliability of the Facility's power supply. The elimination of outages also will reduce greenhouse gas emission from the Facility's diesel-powered generators. The buried line will ensure a continued supply of safe, clean drinking water to Fort Collins citizens.

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This Offer supports the following Strategic Objectives:
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

6.27 ENHANCEMENT - Utilities: Water - Watershed Protection - Funded

2017 - $80,000
2018 - $80,000

Funding this offer will protect the City's source drinking water supplies through investment in watershed and forest health management projects in collaboration with local and regional partners such as the Coalition for the Poudre River Watershed (CPRW), the U.S. Forest Service and other key stakeholders.

The types of projects proposed include: 1) forest treatments that reduce hazardous fuels loads and encourage beneficial forest growth to reduce risks associated with large catastrophic wildfires; and 2) stream channel and riparian area improvements to reduce or prevent sediment erosion.

Nearly 50,000 acres of the Poudre watershed burned in 2012, resulting in prolonged, severe and expensive impacts on the City's water quality, supply availability and water treatment operations. The remaining 260,000 unburned acres are considered "functioning at risk" with specific concerns related to "fire regime" and "forest health" conditions according to the USFS Watershed Condition Framework (2011).

Water utilities like Denver Water and Colorado Springs Utilities and others across the western U.S. are partnering with watershed coalitions, the U.S. Forest Service and other agencies to mitigate the imminent threats that wildfires pose to drinking water supplies. It serves the City's many economic, social and environmental interests to lead by example and adopt similar best practices for protecting our source water supplies. By leveraging partnerships with CPRW and others, the City can work across land management jurisdictions to protect our water supplies, with the direct benefits of minimizing water quality impacts, avoiding increased treatment costs, preventing negative impacts to our local economy, and maintaining the continuity of water supplies.

The City's Strategic Plan states that "... monitoring and protecting our watershed is critical", and "... protecting watershed and resources ensure long term water availability". This offer directly supports these objectives.

This Offer supports the following Strategic Objectives:
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

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6.28 ENHANCEMENT - Utilities: Water - Supply Vulnerability Assessment - Funded

2017 - $250,000
2018 - $100,000

This offer funds the completion of a water supply vulnerability assessment for the Utilities, which will be used to better plan, develop and manage the City's water supply assets. The offer will fund a consulting firm to perform the vulnerability assessment.

To ensure customers have an adequate and reliable water supply, Fort Collins must develop water sources today to balance tomorrow's water demands. Like other water providers across the West, the City faces an uncertain future. Aging infrastructure, increasing competition for water resources, and an evolving regulatory and legal landscape are some of the challenges. A study of the City's vulnerabilities, and the opportunities that exist to address vulnerabilities and help Utilities be a better steward of the City's water resources is needed to better plan the future of the City's water supply.

This assessment will clarify future water uncertainties, specifically investigating hydrologic changes resulting from a warming climate, risks of water supply disruptions such as wildfires and infrastructure failures, and changes in water usage resulting from shifts in population and water demand patterns. The study will develop risk based scenarios and tools to test the response and resiliency of the City's water system to future water supply disruptions and demand changes. Identifying and quantifying such risks will provide valuable input that can be used when updating City policy related to water supply, water conservation, and water restriction planning. It also will be useful in allocating future budgets and capital improvements. Similar risk based studies are being developed for several Front Range water providers, including Denver, Aurora and Colorado Springs.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

6.29 ENHANCEMENT CAPITAL - Utilities: Water - Cathodic Protection - Funded

2017 - $0
2018 - $2,280,000

Funding this Offer will add a Cathodic Protection System to our most critical potable water transmission line across the north side of the City. This transmission line is also the primary source supplying the Utility's single largest customer.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Cathodic Protection Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #17 in priority.

Cathodic protection is a program to reduce electrochemical corrosion of underground pipelines. Electrochemical corrosion of pipelines occurs as a result of the small electric current created by contact between metal surfaces, water, and the chemicals present in soils and water. Cathodic protection counteracts the corrosion of the pipeline by supplying a 'sacrificial' material which will corrode via this electrochemical reaction before the steel of the

water line.

Cathodic protection systems are vital in maintaining the integrity of the water transmission system. The mains they protect are very expensive to design and build. A failure of a transmission main can result in the loss of a large volume of water, and would be costly to repair and could potentially affect water service to customers for several days. As a result, Cathodic Protection systems are an important aspect of preserving and conserving the City's water resource as well as maintaining reliable, uninterrupted water service for Utility customers.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.30 ENHANCEMENT CAPITAL - Utilities: Water - Azalea Waterline Replacement - Funded

2017 - $450,000
2018 - $0

Funding this offer will provide a final design, project management and construction of the water line replacement in Azalea Drive. The project is located at the 3200 Azalea Drive townhome complex. The existing 1,700 foot water main has experienced multiple failures over the last several years.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Azalea Waterline Replacement Project was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #3 in priority.

The Utilities Capital Projects group has conducted geotechnical investigation, preliminary design, and alternative analysis to select the best replacement methodology. A phased project approach has been selected to minimize impact to residents in the area.

The Asset Management approach to Master Planning process contains five phases that contribute towards the overall purpose: condition assessment, hydraulic modeling, improvement recommendations, project prioritization and implementation.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance

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6.31 ENHANCEMENT CAPITAL - Utilities: Water - Poudre Canyon Raw Water Line Improvements - Funded

2017 - $800,000
2018 - $0

Funding this offer will provide for the investigation, condition assessment and creation of design alternatives for the City's 24 inch Poudre River raw water supply pipeline that runs from Gateway Park in the Poudre Canyon to Bellevue. This is one of three pipelines used to divert raw water from the Poudre River to the Water Treatment Facility.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Poudre Canyon Raw Waterline Project was evaluated in the Utilities Capital Improvement process and ranked #11 (out of 38) in priority.

The Poudre pipeline was constructed in 1924. Originally built to supply treated water from Plant #1 at Gateway Park, the pipeline was converted to a raw water supply pipeline in 1987 with the construction of the new Water Treatment Facility.

The pipeline has experienced several leaks since its construction. All of the known pipeline leaks have been fixed; however, several sections of the pipe are located either under State Highway 14 or in inaccessible locations in the Poudre Canyon that make evaluation and repairs very difficult and dangerous. This evaluation of the pipeline will use non invasive techniques, which allows an evaluation of the pipeline in locations previously inaccessible.

The evaluation will provide recommendations on the most cost-effective, feasible methods in which to line the pipeline and prolong its useful life. If the pipeline were to fail and be out of service for a considerable time, the City could potentially face drinking water supply shortages. These shortages could be exacerbated if the pipe would fail during a drought.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

6.40 Utilities: Wastewater - Core Operations - Funded

2017 - $8,710,177
2018 - $8,856,228

Funding this offer will provide for all Wastewater Fund operations core services, including the management, operation and maintenance of the following services:

Water Reclamation and Biosolids Division: includes operation of two wastewater treatment facilities treating an average of over 13 million gallons of wastewater per day which is discharged to the Poudre River and Fossil Creek Reservoir or is reused at Rawhide Power Plant. The Division also manages a 26,600 acre ranch where biosolids are beneficially applied. Other services include the industrial pretreatment, grease trap inspection and management

of septage handling facilities.

Supervisory Control Systems: manages systems used to control and monitor processes at the wastewater treatment facilities.

Pollution Control Lab: provides laboratory services to ensure all wastewater facilities meet regulatory requirements. The lab also implements a comprehensive surface water monitoring program of the Poudre River and urban creeks.

Wastewater Trunk & Collection: operates and maintains a 430-mile wastewater collection system that includes maintenance of more than 10,000 manholes, mainline televising, sewer cleaning, root removal, lining and rehabilitation, infiltration/inflow control and customer service.

Wastewater Engineering: provides engineering services including facility design, project management and engineering consultation for wastewater capital projects.

Wastewater Development Review: reviews plans for new wastewater improvements within the City and ensures proposed improvements will work with existing and proposed infrastructure. This Division works collaboratively with developers, engineers and planning consultants to assist in planning for service to new development projects in a manner that will meet adopted master plans and design standards.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

6.41 Capital Replacement - Utilities: Wastewater - Collection System Master Plan Priority Projects - Funded

2017 - $450,000
2018 - $350,000

Funding this offer will provide for design, project management, and construction of sewer infrastructure replacement projects in our highest priority areas based upon an Asset Management approach to Master Planning. These projects are entirely coordinated with Water Distribution System Replacements ir the same geographic area.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction, and safety. Performance and targets for established levels of service (see performance measures) as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Wastewater Collection System Replacement Master Plan Priority Projects were evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked No. 10 and No. 13 in priority.

Portions of the wastewater collection system are approaching the end of their useful life. When this happens, the deterioration of the pipe and manholes causes sewer line breaks and failures, which causes infiltration of groundwater into the collection system resulting in higher treatment costs, possible

contamination of groundwater and causes damage to streets and private property. Each year, the Wastewater Utility designs and constructs sewer lines and infrastructure replacement projects to correct deficiencies in the system and upgrade facilities. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The Asset Management approach to Master Planning process contains five phases that contribute toward the overall purpose: condition assessment, hydraulic modeling, improvement recommendations, project prioritization and implementation. Each phase is described in the Highlights section below.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

6.42 Capital Replacement - Utilities: Wastewater - Collection System Small Projects - Funded 2017 - $706,000 2018 - $743,000

Funding this offer will provide for design and construction of smaller, high priority wastewater sewer main replacement projects. This offer allows the Utility to adapt as conditions, and therefore priorities, change by performing these projects using in house resources.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Wastewater Collection System Replacement Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #8 in priority.

The current estimated plan for 2017 2018 construction is as follows:

2017
- Cypress Dr. 1001 Cypress to Clearview
- Poplar Dr. 2436 Poplar to Ponderosa
- Tamarac Dr. 2432 Tamarac to Ponderosa
- Crabtree Dr. Cypress to 2420 Crabtree to Ponderosa
- Ponderosa Dr. Elizabeth to 1024 Ponderosa
- Hillcrest Dr. 1001 Hillcrest to 1021 Hillcrest
- Briarwood Dr. 1032 Briarwood to Clearview
- S. Shields St. 415 S. Shields to Olive
- N. Shields St. 403 N Shields to 345 N Shields

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2018
- Yale Way Yale to 220 Yale Way
- Dartmouth Tr. 404 Dartmouth to Stover
- Dartmouth Cir. Dartmouth to 125 Dartmouth Cir
- Garfield 302 Garfield to 336 Garfield, Smith to Church Parking Lot
- Edwards 300 Edwards to 336 Edwards, Smith to 615 Edwards
- Morgan 1320 Morgan to Pitkin
- Fairview 1109 Fairview to Springfield to 1352 Fairview
- City Park 1129 City Park to Springfield to 1309 City Park

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

6.43 Capital Replacement - Utilities: Wastewater - Cured in Place Pipe Lining - Funded 2017 - $450,000

2018 - $450,000

Funding this offer will improve the integrity of several thousand lineal feet of sanitary sewer main through the installation of Cured In Place Pipe (CIPP) lining.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Wastewater Collection System CIPP Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked No. 9 in priority.

CIPP lining is considered a trenchless rehabilitation method meaning it does not require excavating in the street. CIPP is a jointless, seamless, pipe within a pipe to rehabilitate pipes. A resin saturated felt tube made of polyester, fiberglass cloth or a number of other materials suitable for resin impregnation, is inverted or pulled into a damaged pipe. It is usually done from the upstream access manhole. Lateral connections (services) are also restored without excavation via a remote controlled device that drills a hole in the liner at the point of the lateral connection.

Portions of the wastewater collection system are approaching the end of their useful life. The deterioration of the pipes causes sewer line breaks and failures, infiltration of groundwater into the collection system resulting in higher treatment costs, possible contamination of groundwater, and causes damage to streets and private property.

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This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

6.44 Capital Replacement - Utilities: Wastewater - Water Reclamation and Biosolids - Funded 2017 - $1,000,000 2018 - $1,000,000

This offer funds the capital replacement program for the Drake Water Reclamation Facility (DWRF), Mulberry Water Reclamation Facility (MWRF), Meadow Springs Ranch (MSR), and the Pollution Control Lab (PCL). Capital replacement projects include the major maintenance, repair, and replacement of aging infrastructure at these facilities.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high-quality service to our water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and of an effectively managed Utility.

Replacement projects for Water Reclamation are included in the Utilities Capital Improvement Planning and Prioritization process and are ranked as the No. 12 priority (out of 46 projects).

Replacement program priorities are determined through established levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) and the assessment of the condition of assets (through capital master planning), drive the priorities of the capital replacement program and the projects outlined in this offer. Proposed projects include but are not limited to:

1. South Blower Building HVAC Modifications
2. Food Waste Receiving Modifications
3. Digester Building HVAC Replacement
4. Belt Press Removal
5. Primary Odor Control Fan Replacement
6. 2016 Programmable Logic Controller Replacements
7. Mulberry House Deconstruction
8. Replacement of Digester Recirculation Pumps
9. North Tunnel NPW Strainer
10. Influent Pump Station Modification

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This Offer supports the following Strategic Objectives:
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.45 Capital Replacement - Utilities: Wastewater - Pollution Control Lab Instrumentation - Funded

2017 - $50,000
2018 - $30,000

Funding this offer will provide non lapsing capital replacement dollars to replace critical instrumentation used at the Pollution Control Lab (PQL) to test the public health safety, quality and regulatory compliance of the City's wastewater treatment processes and discharges.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high-quality service to our water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and of an effectively managed Utility.

Replacement program priorities are determined through established levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures) and the assessment of the condition of assets (through capital master planning), drive the priorities of the capital replacement program.

The Pollution Control Lab Instrumentation Replacement Program is included in the Utilities Capital Improvement Planning and Prioritization process and has been ranked as the #2 priority for the Wastewater Fund. The priority is high because the wastewater treatment facilities rely on the PCL to perform process monitoring and state required testing of its processes and discharges. The Lab also performs specialized tests on Poudre River samples for nearby regional agencies as part of a formal cooperative monitoring program approved by CDPHE. Thereby, the PCL generates revenue for the City by performing fee based testing and reporting for those water reclamation agencies.

Instrumentation to be replaced include those that have a significant dollar cost.

This Offer supports the following Strategic Objectives:
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.46 Utilities: Wastewater - Payments and Transfers - Funded

2017 - $8,994,375
2018 - $9,171,152

This package includes the payments and transfers made from the Wastewater Fund including:

- Payment in Lieu of Taxes (PILOT) to the General Fund

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- Payment for General Fund services
- Risk Management expenses
- Debt service
- Wastewater Fund's share of Utilities Customer Service and Administrative Services Fund
- Payments to other City funds for miscellaneous services

Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney and information technology services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Wastewater Fund.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

6.47 Capital Replacement - Utilities: Wastewater - Minor Capital - Funded

2017 - $692,844

2018 - $913,500

Funding this offer will pay for the purchase or replacement of minor capital wastewater enterprise related assets. Minor capital may be used for small projects that involve replacement or improvement to current assets, to purchase and/or replace fleet vehicles, and to make computer hardware purchases.

A large majority of the Minor Capital expenditure is for fleet replacement. Fleet Services used an asset management program that considers age, mileage, repair costs, and purchase cost to determine when to replace a vehicle. Each vehicle is also reviewed for how it is used and whether the business need has evolved over time. This allows the department to 'right size' the vehicle for its most efficient and effective use into the future.

Minor capital wastewater enterprise expenditures also include the design and construction of small-scale, minor capital wastewater facility projects. Projects for 2017 and 2018 include but are not limited to:

- Replacement of a 6-inch non potable water line
- North Process Train Aeration Line Repair
- North Process Train Glycol Line and Radiant Heater Replacements

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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6.50 ENHANCEMENT CAPITAL - Utilities: Wastewater - Inflow-Infiltration Study - Funded

2017 - $200,000
2018 - $0

Funding this offer will provide additional consulting help to assist the Utility in determining locations of excess water inflow and infiltration (I&I) to the sanitary sewer system and determine the best alternative for reducing or eliminating such occurrences.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Collection System I&I Study was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #11 in priority.

I&I is excess water that is essentially clean runoff or groundwater entering the sanitary sewer system. In 2011 2012, the Utility performed studies using flow monitors to determine which areas of the city contributed higher than acceptable levels of I&I to the sanitary sewer collection system. This methodology eliminated over 77% of the system as areas of concern. This project will focus on the remaining areas to pinpoint specific locations of excess I&I and determine the best approach to eliminate it. Methods for locating sources of I&I will include public communication and 'smoke testing' where a nontoxic colored smoke is blown into the sewers to see where it seeps out.

I&I increases the volume of flow to the wastewater treatment plant resulting in increased use of energy, chemicals and plant capacity. Reducing I&I results in lower costs to the customer.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

6.51 ENHANCEMENT CAPITAL - Utilities: Wastewater - Anaerobic Digester Lid Replacement - Funded

2017 - $0
2018 - $2,100,000

This offer funds replacement of one anaerobic digester lid at the Drake Water Reclamation Facility (DWRF). Anaerobic digesters treat the organic solid matter from the wastewater treatment process by reducing the organic matter from a smelly mixture to a relatively odor-free dewaterable substance that can be put to beneficial reuse (biosolids). In the digestion process, biogas is produced and can be put to beneficial reuse as heat and power. Digesters are critical to an effective wastewater treatment process.

This digester lid was originally installed in the 1960s and is beyond its useful life. Replacement is necessary to ensure regulatory compliance with water quality and biosolids regulations, to ensure the operational safety of staff and the public, and to improve anaerobic digestion efficiency and biogas storage capacity.

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As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality and availability, reliability, compliance, customer satisfaction and safety. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

The proposed digester lid replacement was evaluated in the Utilities CIP and Prioritization process and ranked No. 1 project out of 46 within the Wastewater Fund. The project ranked high for safety and reliability due to the hazards associated with the generation of biogas stored under pressure by the digester lid and the importance of the digesters in meeting regulatory requirements.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.52 ENHANCEMENT CAPITAL - Utilities: Wastewater - Dewatering Improvements - Funded 2017 - $2,135,000

2018 - $2,135,000

This offer funds the replacement and addition of sludge dewatering equipment at the Drake Water Reclamation Facility (DWRF). The dewatering process is needed to remove water, stabilize, transport, and apply biosolids at Meadow Springs Ranch. This offer includes the addition of two centrifuges to the dewatering process. The old centrifuges will serve as back up equipment and provide redundancy during equipment down times.

The dewatering equipment currently in use is outdated, energy inefficient, frequently out of service, and requires a significant amount of staff time to maintain. Vendors no longer are available to help troubleshoot in a timely manner when one or both of the centrifuges go down. In addition, we have very limited on site storage which increases the necessity to have functioning, dependable dewatering equipment.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality and availability, reliability, compliance, customer satisfaction and safety. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

The proposed dewatering improvements were evaluated in the Utilities CIP and Prioritization process and ranked #7 out of 46 projects within the Wastewater Fund. The project ranked high for compliance, safety, and reliability due to the importance of dewatering in meeting regulatory requirements and ensuring that biosolids can be consistently dewatered and transported offsite.

The majority of unscheduled overtime and pay at DWRF is due to weekend work required to dewater solids when equipment has been down for repairs.

The cost estimate for this project is based on a conceptual design. A complete design may result in an increase or decrease in the cost to meet the project deliverables.

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This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.53 ENHANCEMENT CAPITAL - Utilities: Wastewater - Facility Sludge Strain Press Redundancy - Funded

2017 - $720,000
2018 - $800,000

This offer funds one additional sludge strain press for the Drake Water Reclamation Facility's sludge handling process. The sludge straining press process prevents small inorganic particles from entering the primary clarifiers and the anaerobic digesters, reducing the need for significant maintenance and improving the wastewater treatment process.

An additional strain press will provide redundancy and operational flexibility for the facility’s existing strain press, which is 16 years old.

Prior to the installation of the current sludge strain press, the majority of the inorganic particles that accumulated in the digesters had to be removed regularly to maintain digester capacity. The sludge strain process removes the sludge and presses it out in a dry mat that can be dropped into a dumpster and landfilled. Removing the inorganics prior to digestion improves digestion efficiency, generates increased volume and quality of biogas, reduces O&M costs, and provides redundancy for existing equipment.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality and availability, reliability, compliance, customer satisfaction and safety. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

The proposed additional sludge strain press was evaluated in the Utilities CIP and Prioritization process and ranked #22 out of 46 projects within the Wastewater Fund. The project ranked high for reliability and compliance as it provides redundancy for current equipment and assists in meeting regulatory requirements. The project ranked relatively low for safety and customer satisfaction.

The cost estimate for this project is based on a conceptual design. A complete design may result in an increase or decrease in the cost to meet the project deliverables.

This Offer supports the following Strategic Objectives:
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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6.54 ENHANCEMENT CAPITAL - Utilities: Wastewater - Water Reclamation and Biosolids Master Plan - Funded

2017 - $500,000
2018 - $0

This offer funds the completion of a Capital Project Master Plan for the Water Reclamation and Biosolids (WRB) Division of Utilities. The WRB Division is responsible for treating wastewater in compliance with all requirements and returning clean water to local waterbodies, including the Poudre River. In addition, WRB manages and beneficially reuses biosolids generated by the treatment process.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high-quality service to our water customers. Capital master planning is a key attribute of the Utilities Asset Management Program and of an effectively managed Utility.

Master plans provide an assessment of the condition of current assets, consider future regulatory requirements and technologies, and evaluate future capital investment alternatives. This ensures that Utilities bases its capital investments on defined levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety and that any investment contributes to meeting established performance targets.

Master plans are typically completed every five years. WRB's last Master Plan (MP) was completed in 2009.

The WRB Master Plan will include an analysis of the following:

- Assessment of current assets
- Future regulatory requirements
- Wastewater as a community resource recovery facility
- Collection system impacts to WW treatment (I&I)
- Waste to Energy options and action items
- Alternative financing strategies
- Pretreatment footprint in the community
- Solids management
- Meadow Springs Ranch management and opportunities
- Emergency preparedness and employee safety

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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6.55 ENHANCEMENT 1.0 FTE - Utilities: Wastewater - Resource Recovery Specialist - Funded 2017 - $62,453 2018 - $77,065

This offer will provide funding for an additional Resource Recovery (RR) Specialist at Meadow Springs Ranch (MSR). MSR is a 26,600-acre property managed by the Water Reclamation and Biosolids Division. The primary function and purpose of MSR is for biosolids land application, cattle grazing and environmental stewardship of rangeland ecology.

RR Specialists perform daily operational activities on MSR, located 30 miles north of Fort Collins. Currently two dedicated FTEs perform all operations on the property. Because of this current lack of FTEs, staff must work alone, which presents a safety risk and limits the efficiency of work completed on such a large property. In addition, because of this lack of redundancy, staff has limited opportunities for training and development. Maintaining an acceptable work/life balance is also a challenge when scheduling vacations and ensuring adequate coverage.

Since 1994, biosolids production has increased 40% with early months of 2016 indicating this increase will continue. Because of the increase, the need to maintain one dedicated biosolids hauler/driver (Resource Recovery Specialist) has further limited the staff available for day-to-day field operations and maintenance activities on Meadow Springs Ranch.

Meadow Springs Ranch is an industry-recognized best management example of successful regulatory compliant biosolids application, cattle operations, endangered species protection, neighbor relationships and environmental stewardship. All of the above have been validated by third-party accreditation through the EPA National Biosolids Management Program (ISO 14001 based), EPA 503 Regulations, revenue generation from cattle grazing operation, and numerous scientific studies with U.S. Environmental Protection Agency (EPA), Colorado State University (CSU), Colorado Fish and Game, Natural Areas and many more.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

6.56 ENHANCEMENT CAPITAL - Utilities: Wastewater - Sidestream Treatment - Funded 2017 - $0 2018 - $4,300,000

This offer funds the design and installation of a wastewater side stream treatment system to meet future nutrient (nitrogen and phosphorus) regulations. The recycle stream from biosolids dewatering carries high nutrient concentrations back to the main stream treatment system. Side stream treatment will remove nutrients from the recycle stream, which can potentially be turned into fertilizer and reused.

The offer funds the design and installation of the side stream treatment system, a building to house the equipment; and ancillary piping, structural, and electrical improvements. Depending on equipment chosen, the equipment manufacturers also assist with handling and selling of the fertilizer to the marketplace.

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As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality and availability, reliability, compliance, customer satisfaction and safety. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

The proposed dewatering improvements were evaluated in the Utilities CIP and Prioritization process and ranked No. 4 out of 46 projects within the Wastewater Fund. The project ranked high for compliance and sustainability due to the importance of side stream treatment in meeting regulatory requirements and the opportunity to beneficially reuse the solids produced for fertilizer.

The cost estimate for this project is based on a conceptual design. A complete design may result in an increase or decrease in the cost to meet the project deliverables.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

6.65 Utilities: Light & Power - Energy Services - Funded

2017 - $4,234,054

2018 - $4,263,877

This offer funds energy services programs, including the staffing and resources to deliver annual efficiency and conservation program savings at an ongoing level from 2015 and 2016. Together with offers 76 and 77 (Energy Services Enhancement and FTE), this offer will achieve the Energy Policy annual portfolio savings targets in 2017 and 2018 (1.75% and 2.0% of community electricity use respectively). Program planning, administration and funding are coordinated with Platte River Power Authority.

This offer funds:

- Efficiency Works Business incentives and technical assistance
- Efficiency Works Home incentives, technical assistance and program management
- Consumer product incentives
- Home energy reports
- Staff implementation and coordination for the Energy Policy, Journey to 2020, FortZED, ClimateWise, On Bill Financing, Green Building, Renewable Energy and Demand Response initiatives

Savings also result in annual carbon emissions reductions of more than 20,000 metric tons annually. Efficiency program savings are generated at an average cost of 3.5 cents per kilowatt hour, 40% lower than the cost of wholesale electricity. Approximately 75% of the funding in this offer provides direct rebates or services to customers.

The City's efficiency and conservation programs are important pieces to the Journey to 2020 plan, comprising over 50% of the required savings to reach the 2020 goals. Efficiency and conservation are widely acknowledged as the most cost-effective path toward carbon emissions reductions. These

programs directly address the triple bottom line by generating savings through lower utility bills; creating jobs by providing services to customers; reducing criteria pollutants and greenhouse gas emissions; and improving the comfort, safety and productivity of homes and businesses. Utilities reports on progress related to these outcomes with an annual update to City Council.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

6.67 Utilities: Light & Power - Residential & Commercial Solar Rebates - Funded

2017 - $500,000

2018 - $500,000

This offer supports small scale solar rebates for residential and commercial customers. This offer supports the Fort Collins Energy Policy goal of 2% local distributed renewable generation by 2020, the Climate Action Plan (CAP) 2020 Strategic Plan and community targets for the Colorado Renewable Energy Standard (RES).

This offer funds:
• Solar rebates for small scale solar systems for residential and business customers ($500,000 annually)
• The solar photovoltaic (PV) rebate program, which offers a $0.50 per Watt incentive for residential and commercial projects - the rebate and funding amount are expected to be able to provide a year-round rebate program for customers
• This supports the installation of 150 to 200 projects and 1,000 kW annually
• Rebate amounts may be adjusted in response to market conditions

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

6.68 Utilities: Light & Power - Core Renewable Energy - Funded

2017 - $2,960,000

2018 - $3,052,000

This offer supports ongoing renewable energy power purchase needs from multiple sources. It supports the Fort Collins Energy Policy goal of 2% local distributed renewable generation by 2020, the Climate Action Plan (CAP) 2020 Strategic Plan and community targets for the Colorado Renewable Energy Standard (RES).

This offer provides:
• Funding to purchase 76,000,000 kilowatt hours of renewable energy under Platte River Power Authority wholesale Tariff 7 ($1,824,000 annually).

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Tariff 7 is comprised of wind energy and wind energy credits, and meets a portion of the RES and voluntary purchases of renewable energy through Utilities' Green Energy Program. The cost of the voluntary portion of the purchases is offset by customer revenue (approximately $350,000).

- Funding for solar power purchase agreements (PPA) for the Solar Power Purchase Program (SP3, $850,000 annually). The basis of the SP3 is a fixed-price, 20-year PPA between Fort Collins Utilities and commercial customers for solar energy generation. This arrangement is commonly known as a "feed in tariff."
- Funding for the virtual net metering solar payments to subscribers of the Riverside Community Solar project ($70,000 annually).
- Funding for the net production payments for residential and commercial net metered customers ($140,000 annually).

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

6.69 Utilities: Light & Power - Demand Response - Funded

2017 - $794,950

2018 - $620,400

This offer supports ongoing operations of Utilities Demand Response Management System (DRMS). The current demand response system, known as the Peak Partners Program, has over 4,500 enrolled households with thermostats and electric water heaters, along with a loan program for home energy monitors with the library.

This offer includes:
- DRMS software, hosting and maintenance
- Call center customer support
- Field service technicians to support maintenance and installation. 2018 field services to be provided by a subcontractor, reducing costs by $70,000
- Program management services for all of the above, provided by Comverge
- Incentives for residential participants (2017 only) and for multi-family property management companies

The DRMS forecasts, dispatches and controls air conditioning systems and electric water heaters, and commercial facilities in order to reduce consumption at peak times. The DRMS also provides inventory management and work orders for installation and maintenance, and supports two way, real time communications with devices, providing a forecast of available and verification of load reduction.
Currently the program delivers avoided power purchases of approximately $300,000 per year by reducing wholesale demand charges. However, the DRMS is evolving to become a Distributed Energy Resource Management System. This will be an innovative and flexible platform to control, manage and dispatch grid resources with a focus on resources that are located in customers' homes and businesses (e.g., behind the meter). Various resources that could be integrated include thermostats from multiple manufacturers, electric vehicle charging stations, smart solar inverters and battery storage systems. Over time, it is expected that this system will be able to deliver additional value to the electric system beyond the simple reduction of peak demand.
The Peak Partners Program was established with ARRA funds and partial Utilities funding in 2015/16.

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This Offer supports the following Strategic Objectives:
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

6.75 ENHANCEMENT - Utilities: Light & Power - Distributed Energy Resource Management System - Unfunded

2017 - $179,400
2018 - $50,712

Funding this offer supports the evolution of the current Demand Response Management System into a Distributed Energy Resource Management System (DERMS). DERMS is an innovative and flexible platform to control, manage and dispatch grid resources located in customers' homes and businesses (e.g. behind the meter). This offer is related to L&P offer 5.23, Operational Technology, which is related to distribution system DER management. Resources that could be integrated include thermostats, electric vehicle chargers, smart solar inverters and battery storage systems. Over time, it is expected that this system will be able to deliver additional value to the electric system beyond the simple reduction of peak demand.

This offer includes:
- Adding 500 homes to the thermostat program in 2017 and 'Bring your own Device' (BYOD) to enable selected thermostats from third party manufacturers to be enrolled in the program
- Adding 500 homes to the program will continue to build the peak resource by approximately 500 kW, with additional avoided power purchases of approximately $25,000 annually. Additional capacity supports demonstration with Platte River Power Authority for managing demand response for overall system benefits. It should be noted that the base offer already includes the installation costs of these 500 homes (a $55,000 value) –even if no installations are performed as the vendor technicians will be doing maintenance service during 2017.

While it would likely add a limited number of customers during this two year period, BYOD is an enhancement to develop experience with new technologies to prepare for upcoming Internet of Things technologies and provide exceptional customer service through choice.

This Offer supports the following Strategic Objectives:
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

6.76 ENHANCEMENT - Utilities: Light & Power - Energy Services - Funded

2017 - $950,000
2018 - $950,000

This offer provides incremental funding to achieve the increased goals of the Energy Policy and Climate Action Plan. The Energy Policy annual portfolio savings targets increase in 2017 and 2018 to 1.75% and 2.0% of community electricity use respectively.

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This offer funds:
•Continuing the pilot Efficiency Works Neighborhoods program on an ongoing basis. The pilot of this new program model already shows great promise in reaching higher project savings and increased participation levels for existing home efficiency projects. The program accomplishes this through streamlined customer and contractor processes for home improvement packages tailored to specific neighborhoods and enhanced targeted outreach ($250,000).
•Additional incentives to support increased participation in the Efficiency Works Business program ($600,000)
•Additional incentives to support increased participation in the Integrated Design Assistance Program ($100,000)

This offer is also related to offer 77, which would provide one Energy Services Engineer FTE. This incremental staff position will enable the Energy Services team to both plan and develop new programs and services while continuing to serve a growing level of participation in efficiency programs. Savings also result in annual carbon emissions reductions of more than 5,000 metric tons. Efficiency program savings are generated at an average cost of 3.5 cents per kilowatt hour, 40% lower than the cost of wholesale electricity. 100% of the funding in this offer provides direct rebates or services to customers.

The City's efficiency and conservation programs are important parts of the Climate Action Plan (CAP), comprising over 50% of the required savings to reach the 2020 goals. Efficiency and conservation are widely acknowledged as the most cost-effective path toward carbon emissions reductions.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

6.77 ENHANCEMENT - 1.0 FTE - Utilities: Light & Power - Energy Services Engineer - Funded 2017 - $101,260 2018 - $104,073

This offer provides incremental funding to support one new Energy Services Engineer FTE. This incremental staff position will enable the Energy Services team to both plan and develop new programs and services while continuing to serve a growing level of participation in efficiency programs.

This offer is related to offers 65 (Energy Services Ongoing) and 76 (Energy Services Enhancement).

The Energy Policy annual portfolio savings targets in increase in 2017 and 2018 to 1.75% and 2.0% of community electricity use respectively. This position, along with the Energy Services offers, provides the resources necessary to meet these increasing goals.

The City's efficiency and conservation programs are important parts to the Climate Action Plan (CAP), comprising over 50% of the required savings to reach the 2020 goal. Efficiency and conservation are widely acknowledged as the most cost effective path toward carbon emissions reductions.

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This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

6.78 ENHANCEMENT - Utilities: Light & Power - Renewable Non-Residential Solar Power Purchases - Funded

2017 - $72,500
2018 - $282,500

This offer supports the expansion of midsize non residential solar projects through twenty year power purchase agreements. Projects of this type are generally located on large commercial rooftops or may be ground mounted, and are “in front of meter” resource purchases which benefit all rate payers. These projects are comparable to utility owned generation except that it is distributed over multiple roofs and/or sites and purchased under long term contract with the site owner and/or developer. These local solar resources increase the renewable energy portion of the community's electricity mix.

This offer addresses goals of the Climate Action Plan (CAP) and the Fort Collins Energy Policy goal of 2% local distributed renewable and 20% overall renewable generation by 2020. As proposed this offer, over the 2017 18 period, has the potential add 2.0 megawatts of new local solar capacity.

This offer funds:
• First and second year payments for power purchase agreements for midsize solar systems in the non residential sector
• The expanded solar program will support up to 1000 kilowatts installed annually for two years at a target rate of $0.095 per kilowatt hour

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

6.79 ENHANCEMENT - Utilities: Light & Power - Renewable Non-Residential Solar Rebates - Funded

2017 - $500,000
2018 - $500,000

This offer supports expansion of midsize non residential solar projects through up front rebates. Utilities currently does not offer rebates for projects greater than 20 kilowatts. Projects of this type are generally located on large commercial rooftops and are “net metered” to benefit the project owner through reduction in on site utility bills. These projects increase the amount of local solar resources.

This offer addresses goals of the Climate Action Plan (CAP) and the Fort Collins Energy Policy goal of 2% local distributed renewable and 20% overall renewable generation by 2020. As proposed this offer, over the 2017-18 period, has the potential to add 2.0 megawatts of new local solar capacity.

This offer funds rebates for midsize non residential solar projects. An expanded solar photovoltaic rebate program would serve five to ten projects at a

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100 to 200 kilowatt scale (total of up to 1,000 kilowatts for each year) with a rebate incentive in the range of $0.50 per Watt.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

6.80 ENHANCEMENT - Utilities: Light & Power - Renewable Community Shared Solar - Funded 2017 - $250,000 2018 - $250,000

This offer supports expansion of community shared solar projects by providing customer rebate funding which can be applied to shared solar developments. This offer addresses goals of the Climate Action Plan (CAP) and the Fort Collins Energy Policy goal of 2% local distributed renewable and 20% overall renewable generation by 2020.

This offer funds rebates for Fort Collins customers to participate in a planned Platte River Power Authority community shared solar project (2017) and additional local community solar projects (2018). Over the two year period, this offer has the potential to add 1.0 megawatts of shared solar capacity.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

6.86 Utilities: Stormwater - Household Hazardous Waste Collection and Spill Response Services - Funded 2017 - $139,060 2018 - $139,060

Funding this offer will provide resources for two Household Hazardous Waste (HHW) collection events as well as 24/7 response to hazardous materials spills to the stormwater system. Both of these programs provide citizens with services that enhance environmental stewardship, regulatory compliance, and a safe and resilient community.

Household Hazardous Waste Collection Events

Two HHW collection events will be provided for Fort Collins residents. The single-day collection events provide residents with the opportunity to dispose o a variety of household hazardous waste free of cost. The collected waste is either recycled or disposed of according to local, state and federal regulations

Current staff provides project management, event support, and regulatory compliance services for both events. The requested budget includes funding for recycling and disposal services, event support and supplies, and extra staffing for the event. In the near future, it is anticipated that these one day events will be held at the new City of Fort Collins Community Recycling Center (CRC).

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Community Spill Response Services

A 24/7 City staff response team will be funded to respond to hazardous spills to the stormwater system and to conduct remediation of small scale spills to protect the quality of our urban watersheds and reduce pollution from stormwater runoff. Current Utilities staff provides on call support for this offer. Staff responds to between 40 60 illicit discharges of pollutants to the stormwater system annually, often coordinating the response with Poudre Fire Authority and Larimer County Health Department personnel.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high quality fire and emergency services
- HPG 7.1 - Provide world-class services that meet the needs of the community

6.87 ENHANCEMENT: Biogas to Co-Gen Update - Funded

2017 - $440,000

2018 - $0

This budget revision request for 2017 is for the recently updated scope for the design/build of a cogeneration and gas conditioning system at the Drake Water Reclamation Facility (DWRF). The updated scope is in partnership with Woodward and will better align this project with current and future CAP opportunities.

This request is for additional funding needed to deliver on re scoped cogeneration and gas conditioning system project that better aligns with operational needs and CAP implementation strategies. The purpose of these offers is to develop or expand City programs that will aid in or directly affect the reduction of the community's greenhouse gas emissions.

Biogas generated from the wastewater treatment process through anaerobic digestion can be fed to a cogeneration system to generate energy and waste heat. With our partnership with Woodward, four 220 kW engines will be installed at substantial savings to the City. In order to optimize anaerobic digester biogas, one 220 scfm gas conditioning system will be installed. This is larger than the previous project and will enable growth potential in the system if needed for food waste digestion. This new configuration will enable the cogeneration project to increase efficiency of biogas capture and use. In working with Woodward, the City will gain engineering and operational support and Woodward will gain an international showcase site for similar engine and control applications. Woodward is also strongly committed and motivated to contribute to the Fort Collins community.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability

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26.1 Environmental Services Department - Funded

2017 - $1,568,917
2018 - $1,602,028

Funding this offer will support the Environmental Services Dept. (ESD) to provide programs & services to the community & municipal organization to efficiently pursue Council policies on sustainability, air, climate, waste reduction, citizen engagement, & performance measurement. It will deliver reductions in indoor & outdoor air pollution including ozone, increase waste diversion & recycling, reduce the environmental footprint of the community and municipal organization, and provide rigorous environmental data tracking & reporting.

ESD supports a healthy, sustainable environment through:

- Planning and implementation of Climate Action Plan; leads City and community involvement
- Increased resiliency through climate preparedness planning
- Innovation and partnerships through FortZED
- Raising awareness of multiple benefits of green building and developing financing mechanisms
- Empowering citizens to reduce air pollution & address complaints
- sustainable materials management to find highest & best use of materials instead of discarding
- Programs and regional/state planning to reduce ozone emissions
- Healthy Homes program, radon program & zero interest loans to lessen air emissions
- business assistance & rebates to increase recycling
- Mindful Movies, challenges and classes
- Maintaining the City as a PLATINUM Climate Wise partner
- Helping the City lead by example through campaigns, innovation funding, & technical assistance to reduce environmental impact
- Expertise on local oil and gas issues
- Robust carbon accounting, data management & reporting

These programs are needed to help meet City Council's carbon reduction goals and zero waste goal. Fort Collins is out of compliance for ground level ozone and 25% of homes have a citizen with respiratory problems. Programs are needed that improve air quality, reduce environmental impact, enhance innovation, & support a high quality of life. Effective citizen engagement is critical to sustaining a healthy environment.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

26.2 Timberline Recycling Center - Funded

2017 - $337,600
2018 - $337,600

Funding this offer will support operational costs at the new Timberline Recycling Center (TRC).

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As a 14 year old service to citizens, Fort Collins provides a recycling drop off site that accepts conventional recyclable materials such as paper, cardboard bottles and cans, at no charge to users, and which operates as an unstaffed facility. A yearly budget of about $83,000 has typically been used to operate the drop off site, including $16,500 for lease payments to the property owner, Rivendell School. In 2016, the facility is being relocated from Riverside Avenue to property owned by the City on Timberline. This budget offer of $67,100 continues normal operations, minus the lease payment.

At the Timberline Recycling Center, basic activities will continue unchanged, in conjunction with a unique new service, in a separate area of the site, to accept less conventional, “hard to recycle” materials. The “old” services offered by the City for conventional materials will be managed separately, at least initially, because operating the hard to recycle materials program will require regular and possibly frequent adjustments in the first year or two.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

26.4 ENHANCEMENT: Municipal Resiliency and Adaptation Planning - Funded

2017 - $0

2018 - $50,000

Funding this offer will provide support for development of a municipal resiliency and adaptation plan as required by the City’s commitment in the Compact of Mayors, signed by Mayor Troxell in 2015. Participating cities across the world have committed to reducing their greenhouse gas emissions and adapting to a changing climate. As a participant, the City must complete a plan by the end of 2018 that addresses climate change impacts to City operations, services and resources.

Funding would provide support to develop a cross-departmental resiliency and adaptation plan with goals, strategies and identified actionable measures for the City organization. Additionally, a small portion of the funds will support ongoing participation in the Western Adaptation Alliance, a regional collaboration with 12 intermountain/southwest communities. Since 2009, the Alliance has provided an opportunity for dialogue about best practices in creating solutions to shared regional challenges, such as water availability, floods and wildfires.

Climate change has the potential to threaten many of our cherished Northern Colorado attributes. Projected impacts include exacerbated conditions already experienced including: diminished clean water supplies, wildfire and smoke, increased hot and very hot summer days, intense storms, flooding events and others.

While the City has completed risk and vulnerability assessments and developed mitigation actions to key hazards such as flooding, the organization has not yet completed a formal integrated plan with identified goals, strategies and tactics. This Plan will increase the organization’s focus and inclusion of climate change considerations, improving organizational disaster preparedness, resiliency and business continuity.

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This Offer supports the following Strategic Objectives:

- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

26.5 KFCG ENHANCEMENT: Community Resiliency and Adaptation Planning - Unfunded

2017 - $0

2018 - $100,000

Funding this offer will provide support and outreach assistance to develop a community wide resiliency and adaptation plan. Built upon a municipal resiliency/adaptation plan and other regional planning efforts, this plan will expand focus and engagement to include external partners, stakeholders and citizens. Funding will be used to facilitate community engagement activities, gather expertise and research best practices, and develop a public summary report.

Over time, a changing climate with extreme weather events, economic downturns and other stressors and shocks can negatively impact the community. Observed data shows that Fort Collins already is experiencing increased warming. Projected climate change impacts include: diminished water supply/quality, increased wildfire and smoke, increased hot/very hot days, intense storms and flooding. Managing these impacts will be especially challenging for vulnerable/sensitive populations such as children, elderly, homeless, outdoor workers and small businesses. To address these impacts, the City has limited control and influence in areas such as community health services, regional watersheds, public land management, and air quality. An expanded planning process that develops community wide goals, strategies, and responsibilities on shared impacts will help reduce risk, increase resiliency and identify collaborative opportunities for the community. Many adaptation strategies and actions complement and will strengthen current activities, programs and projects in the community. These include: Nature in the City, water/energy efficiency, local food initiatives, FortZED, housing, and other efforts.

Without this type of integrated planning, there are likely larger community costs such as: disruption of core services, displaced populations, health impacts, increased utility rates, and loss of key industries such as craft brewing, technology, natural resource based businesses and tourism.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

26.7 ENHANCEMENT: Expanded Municipal Innovation Fund - Funded

2017 - $50,000

2018 - $50,000

Funding this offer will support innovative, sustainability focused improvements to the City's property, buildings and operational procedures and build upon past success. In 2015, the Innovation Fund financed the City’s first Innovation Workshop, FC Innovates, which received stellar evaluations from participants. FC Innovates, planned again in 2016, is an opportunity for staff to form cross-functional groups to discuss key ideas in an open forum and identify resources and opportunities to pilot ideas. Projects developed through this Fund have been replicated across the organization and have leveraged and engaged non profits, academic partners, HOAs, businesses and community members.

Over the past five years, more than $500,000 was invested in projects through the Innovation Fund. The investments yielded $3,160,365 in cumulative savings and carbon emissions reductions of 58,590 metric tons. These projects also reduced energy, water use and transportation emissions. Projects

are evaluated by an interdepartmental team using a triple bottom line approach in a weighted database scoring tool. To support intelligent risk taking and promote innovation, funding is needed for projects that are experimental in nature and should be piloted first. Additionally, the program has undergone an annual evaluation.

In 2016, the Innovation Fund Team awarded 10 grants to employees who are building on the credibility of the City as a leader, using the concept of continuous improvement, and enhancing innovation, Road to 2020 goals and sustainability efforts. 10 awards were funded to 7 departments; 2 awards are projects serving all departments.

More than $130,000 in requests were considered for 2016. This is the third year that proposal requests were 3X the available funds. Additional funding wil facilitate greater savings and GHG reduction.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

26.8 KFCG ENHANCEMENT: Efficiency Pilot Projects and Innovation Fund - Funded

2017 - $382,000

2018 - $53,000

Funding this offer will establish Efficiency Innovation/Pilot Projects Fund to foster locally innovative and relevant approaches to goals outlined in the City's 2020 goals. The goal is to leverage and engage the world class expertise that exists in Fort Collins to achieve the goals. In addition, the fund will allow the City to act nimbly when presented with related opportunities (i.e., cash match for grants) and to test focused concepts that might be replicated throughout the city and the nation.

Building on the 2016 CAP Pilot Projects and Innovation Fund (funded by City Council in April 2016), this fund would be open to projects developed within City departments, collaborations with community organizations, and projects from neighborhoods, businesses, and academia. Funding at this level could include implementing the following initiatives:

• Incentive based competition focused on outcomes and solutions ("reverse RFP"), e.g., how would you or your business eliminate 200,000 metric tons of carbon from our community or how would you engage 10,000 residents to reach the 2020 goals.

• Do it Yourself Workshops for the private sector to implement initiatives, e.g., workshops for landlords/tenants, for energy efficiency upgrades or to support shifts toward more sustainable living practices.

• Waste to Energy solutions at scale.

• A "hackathon" to identify messages to engage the public or to reduce policy barriers to achieving 2020 goals.

• Incorporate 2020 initiatives into existing efforts, e.g., neighborhood connections or social equity initiatives.

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• Emerging demonstration projects that advance goals and explore and measure new models to connect energy, financial and behavioral systems.

Other cities have incorporated similar funding tools into their Climate Action Plans. Portland, OR, for example, uses a Clean Energy Fund focused on making GHG reducing efforts accessible to households and building owners throughout the community.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- ECON 3.2 - Enhance employment opportunities through business retention, expansion, incubation and attraction

26.10 KFCG ENHANCEMENT: Community and Municipal Electric Vehicle Readiness Roadmap - Funded

2017 - $40,000
2018 - $0

Funding this offer will create a strategic plan for the community & City government to advance electric vehicle (EV) use in Fort Collins. Deployment of EV's is a major component of the 2015 Climate Action Plan Framework, with an objective of achieving over 17,000 electric vehicles cumulatively in Fort Collins between 2015 and 2030.

The City organization strives to lead by example with a goal to reduce traditional fuel use and has 67 EV’s in its own fleet. In 2013, Fort Collins partnered with Loveland, Colorado State University, and the Electrification Coalition on the Drive Electric Northern Colorado (DENC) initiative that offers opportunities for the public and City staff to test drive and learn about EVs, thus reducing barriers to EV use.

While many efforts are underway, the City and community need a coordinated strategic plan to increase EV usage and align internal/external resources. The offer will fund outside expertise to develop the readiness plan in close cooperation with City staff from several departments, DENC and other key partners. The proposed EV Readiness Plan will seek to address the following elements:

• Infrastructure needs & placement locally and regionally
• Education, outreach & incentives
• Policies, codes, permitting & enforcement
• State & federal regulations/legislation
• Timeframes to optimize progress in alignment with the greening of Fort Collins electric supply
• Electric rate structures to shift peak load and incent EV use
• Bidirectional charging issues
• City fleet & transit opportunities
• Roles & responsibilities of the public sector (multiple City departments) & the private sector

The EV Readiness Plan will provide the clarity and alignment needed to advance Fort Collins to the next level of EV adoption. It can inform City Plan and the Transportation Master Plan update and the upcoming analyses of the electric grid distribution system planned by Fort Collins Utilities.

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This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks

26.11 ENHANCEMENT: 0.5 FTE Road to Zero Waste Support - Funded

2017 - $47,318
2018 - $48,741

Funding this offer will allow the City to continue important systems based, long term planning & enhance targeted education and support for business and resident recycling undertakings that are critical for the Fort Collins community to reach adopted Zero Waste and Climate Action goals.

What we typically think of as “waste” is a material that has energy embodied in it and may have economic value. Finding better uses for these resources than landfilling them is at the heart of “Sustainable Materials Management” concept. Sustainable Materials Management is an innovative and effective method for comprehensively addressing the products, materials and food coming into the community, as well the waste going out, and examining their full life-cycle impacts rather than only disposal impacts.

This offer creates 0.5 FTE to expand the existing 0.5 FTE planner working to foster the innovations and transitions necessary to build a comprehensive materials management framework in the municipal organization and community. It funds a targeted analysis of community solid waste by Colorado State University that will provide critical information for strategies and policies designed to curb waste. Implementing the materials management approach, within a collaborative, regional context, will support our local economy, reduce greenhouse gas emissions, inform purchasing decisions and reduce inefficiencies.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

26.12 ENHANCEMENT: Indoor Air Quality- Evaluating and Enhancing Existing Programs to Reach More Residents and Improve Program Outcomes - Funded

2017 - $54,000
2018 - $0

Funding this offer will allow the Indoor Air Quality programs to improve and expand services to residents. This offer supports a Healthy Homes program evaluation, the development of a Do It Yourself assessment tool, and program materials in Spanish. Healthy Homes is a volunteer-driven program that provides training for Master Home Educators, who offer residents information and tools to improve the indoor air quality of their homes. The need for this program is two fold:

First, indoor air quality is a national and local priority - it is something residents and businesses can easily improve. The EPA considers poor indoor air

quality among its top 5 concerns and notes that indoor air quality is typically 5 times worse than outdoor air. Fort Collins' air quality surveys show 1 in 4 homes has a family member with respiratory problems. Additionally, 3 in 4 Fort Collins' households report high levels of radon, a naturally occurring radioactive gas.

Second, residents want to improve their indoor air quality, as evidenced by the demand for Healthy Homes assessments. Since its inception in 2011, the program has trained more than 125 volunteers and assessed more than 500 homes, with more than 84% of participants implementing recommendations made by staff and volunteers. In the first three months of 2016, almost 100 assessments were requested and more than 400 radon kits were issued to residents to test their radon levels.

Meeting residents' needs with indoor air quality programs is a challenge with current staffing, and this offer will allow staff to accomplish the following (In order of priority):

1.) Program evaluation, 2.) Development assessment & 3.) Spanish translation of program materials

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

26.13 KFCG ENHANCEMENT: Leading By Example: Municipal Strategic Initiatives - Unfunded 2017 - $270,250 2018 - $21,800

This offer will enhance the organization and community ability to achieve the 2020, and accelerated 2030 carbon reduction goals and Road to Zero Waste goals. As the City adds buildings and services, meeting the new and existing goals (i.e., peak demand, on site distributed energy, alternative fuels, biodiversity, water reductions, health and wellness) has become a challenge. This offer includes using internal expertise to mentor managers, staff, and community members about projects that optimize operations through resource conservation.

To "Lead by Example," funding this offer will support the following projects (cost estimates in parentheses):
1. Electric Vehicle Charging Stations: to increase adoption rates. Current adoption rate is less than 1 %. CAP Framework plan calls for 50% by 2030. ($46,000)
2. Sustainability Home Tour: to showcase homes that incorporate energy efficiency and renewable energy. ($2,500)
3. Solar Showmobile: to replace coal generated electricity with solar as a demonstration project. ($26,000)
4. Pet waste Composting Structure: to enclose and expand pilot composting bins. Estimated 30 MT carbon reductions. ($27,000)
5. Recycling Containers at Golf Courses: to increase municipal diversion rate. ($3,500)
6. Electric Zamboni: to replace the 11-year-old Zamboni with a cleaner fuel source to improve indoor air quality. Estimated savings: $20,000 and 59 MT of carbon. ($145,300)
7. Electric Cart: to be used at the Senior Center to enhance EV/LEV Program. ($ 8,950)
8. Water Bottle Dispensers: to reduce use of single serving plastic bottles. The dispensers are more energy efficient than the water fountains at the

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Northside Aztlan Center. ($10,500)

Funds are needed to:
- Implement and model potential strategies, support tracking and progress reporting.
- Replicate successful programs across the organization and community.
- Respond to and provide leadership on emerging CAP strategies.

This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

26.14 ENHANCEMENT: 1.0 FTE Local Food Coordinator & Local Food Systems Program - Unfunded

2017 - $225,456
2018 - $158,262

This offer proposes to fund Local Food System Coordination through a 1) a manager, 2) a market feasibility study and 3) an enhanced community educational campaign. Several City departments and Councilmembers have been involved in economic, regulatory and engagement activities that promote local food consumption, production and distribution, such as the Let's Move program and local food cluster. Coordination of existing projects and pilot programs will build upon and strengthen these efforts.

As outlined in the Climate Action Plan, the importance of promoting a vibrant local food system has become increasingly evident in addressing a number of prevalent issues including public health, zero waste, food insecurity, and sustainable economic development. Food Resiliency programs integrate the City's triple bottom line principles by supporting economic (increased sales tax, diversified economy, agricultural innovation), environmental (biodiversity, reduced carbon footprint) and social (community health, food equity) values. Most of our food comes from sources thousands of miles away via a highly industrialized and fossil fuel based supply chain. Our food system is the 3rd highest emitter of greenhouse gasses in the United States. Increasing local food production is a practical way to mitigate this.

To "Lead By Example," the manager will also help the City organization meet its local food goal adopted in 2013, which states 20% of food purchased by staff for City functions will be grown within 50 miles or prepared by a local business. By buying local, the City helps to save agricultural land, reduce truck traffic and carbon emissions from transport, and reduce packaging production and refrigeration.

There is great community interest in the local food movement. Coordination will advance urban agriculture and organic farming by identifying and addressing gaps, aligning resources and fostering partnerships.

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This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

26.15 ENHANCEMENT: 1.0 Contractual FTE: Climate Action Plan Program Assistant - Funded 2017 - $48,501 2018 - $49,961

Funding this offer will establish a permanent contractual position within Environmental Services to provide program support to the City's Journey to 2020 efforts. This position has been supported by a full time hourly position, and due to the changes in City policy, staff is seeking to provide these services via a contractual position. The vision is to provide a two year opportunity to recent graduates or those with a strong passion for sustainability issues to develop and hone their communication, research, and logistics skills while providing key support for the City's efforts to reach its goals. The framing of this position as a two year opportunity is why staff is seeking a contractual FTE.

The City is on a 34 year journey to achieve carbon neutrality, and this journey requires dedicated resources to assist in the coordination of the 11 Strategic Initiative Teams, the Executive Team, and the Community Advisory Committee – all of which include almost 80 City staff members and 45 citizens. Providing this entry level position not only supports the community's goals, it also provides recent graduates with a critical learning opportunity to learn about the municipal government organization and interaction with sustainability leadership at all levels.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

26.16 ENHANCEMENT: Alternative Fuel Municipal Lawn and Garden Equipment Fund - Funded 2017 - $50,000 2018 - $50,000

Funding this offer will accelerate the turnover of municipally owned gasoline and diesel lawn and garden equipment, in favor of alternatives such as compressed natural gas (CNG) and electric powered engines.

Reduction of these emissions is important as they contribute to ozone pollution and greenhouse gas (GHG) concentrations. Currently, the City is part of the Denver Metro/North Front Range Ozone Non Attainment Area, which means our highest measured ozone levels exceed the EPA health-based standards. Additionally, the City has adopted ambitious carbon reduction goals which will require significant reductions in fossil fuel consumption.

Although this is relatively new technology, the City already trends toward purchasing alternative fuel heavy equipment during equipment turnover, and currently owns one large liquid propane gas mid sized turf mower and a number of electric hand blowers, chain saws and hedge trimmers. These additional funds would help Parks, Cemetery, Natural Areas and Operations Services accelerate turnover of smaller municipally owned gas powered lawn & garden equipment (e.g., hand blowers, hedgers, weed whips, chain saws, push mowers, small roto tillers, etc.) and larger conventionally fueled

equipment (e.g., riding lawn mowers). This would also demonstrate and promote the feasibility of alternatively fueled commercial lawn and garden equipment for the private sector.

Specific purchases with these funds will be informed by leveraging market research from the Regional Air Quality Council (RAQC), an organization that leads regional planning efforts to reduce emissions that contribute to ozone formation. The RAQC is conducting market research on current technologies and impacts of alternatively fueled lawn and garden equipment, with a report expected in summer 2016. These funds will enable purchase of equipment as information from the RAQC becomes available, and leading by example will help the RAQC promote these strategies in other communities.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives

26.17 ENHANCEMENT: City Energy Project - Matching Funds for Fort Collins Participation - Funded

2017 - $50,000
2018 - $50,000

Funding this offer will allow the City to compete in the City Energy Project (CEP), which is a national initiative run jointly by the Institute for Market Transformation (IMT) and Natural Resources Defense Council (NRDC). An initial 10 cities are just finishing their two-year projects, and IMT and NRDC are searching for the next 10 cities to participate in 2017 2018. CEP works in collaboration with participating cities to develop innovative solutions to energy efficiency in existing buildings. While CEP cities can prioritize the initiatives they ultimately pursue, they all share three primary goals, which are aligned with the City's Road to 2020: (1) substantially reducing citywide energy use and carbon pollution; (2) improving the local economy by investing in skilled local jobs; and (3) expanding market opportunities for private sector investment in energy efficiency.

This offer provides $50,000 in 2017 and $50,000 in 2018 to match CEP funds, which will be provided on at least a 1:1 basis. For this match, the City receives the following:

• A full time staff person hired by IMT and NRDC for two and a half years and staffed at the City to assist us in implementing our energy efficiency goals;
• A position of national leadership and recognition as one of the participating cities;
• Additional assistance from IMT and NRDC, including access to hub staff at their main offices, communications and technical support, and network access to other participating cities.
• Some limited additional funding may be available from IMT and NRDC for contracting with local consultants and conference travel.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- HPG 7.7 - Address long-term funding requirements by diversifying the revenue base and finding new revenue sources

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26.18 ENHANCEMENT: Climate Action Plan Support - Unfunded

2017 - $1,500,000
2018 - $1,500,000

Funding this offer will establish a Climate Action Plan (CAP) Reserve account. This Fund will allow the City to respond nimbly to opportunities and initiatives as they arise. Meeting the CAP goals will require significant public/private partnerships and these opportunities will not always align with a two year cycle.

Why fund this offer? There are only two budget cycles (including this cycle) until 2020, which is the City's first goal around the Climate Action Plan – to achieve a 20% reduction in greenhouse gas emissions below 2005 levels. The most recent inventory puts the community's emissions 9% below 2005 levels. Significant work remains to achieve the 2020 goal and engage the community in these efforts both for this interim goal and as the community moves toward the 2030 goal (80% reduction) and being carbon neutral by 2050.

The establishment of a CAP Fund was discussed with City Council in a Work Session, and Councilmembers recommended establishing this fund to support new projects as they come online, new opportunities emerge, or new technology becomes available.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

30.2 ENHANCEMENT: Police Solar Panels/Covered Parking - Unfunded

2017 - $480,000
2018 - $0

This offer will fund approximately 120 kilowatts of solar power generation using photovoltaic panels at the Police Services building. This commitment to alternative energy also provides convenient parking awnings for on duty patrol officers. The original building design for Police Services included covered close in parking for multiple shifts of on duty patrol officers that make hundreds of trips a day into and out of the building.

In the winter, snow and ice accumulate in the edges and corners of the parking lot where it is difficult to plow. Police employees have suffered significant injuries, to include broken bones, falling on ice within 15 feet of the entry door. During snowstorms, officers are delayed, sometimes significantly, when clearing their police cars of snow and windshield ice while also needing to respond to an emergency. To generate 120 kilowatts of solar power, about 35 covered parking spaces would be created. On a typical weekend night, as many as 40 patrol officers are on duty in Fort Collins. Police Services has already taken steps to mitigate the pooling of water and ice by re engineering the parking lot drainage to move standing water away from the entry doors. PV parking awnings would complete a corrective plan to reduce injuries in the parking lot.

In the summer, the south side of the Police Services building provides an excellent platform for PV panels. While collecting power, the panels would shade the on duty patrol cars when officers are working in the building, making their vehicles more comfortable and reducing the need for excessive air conditioning in the vehicle.

Currently, Police Services does not have on site alternative energy generation capabilities. This project would provide benefits to the community by

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reducing employee injuries, reducing greenhouse gasses, and increasing the City's alternative energy portfolio.

This project includes 1% going to Art in Public places.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

61.1 KFCG ENHANCEMENT: Expand Downtown Recycling - Funded

2017 - $58,000
2018 - $32,000

Funding this offer will enhance the capabilities of the Parks Department to meet the City's Road to Zero Waste Plan by providing increased recycling opportunities downtown. The Parks Department proposes to purchase 58 new recycling receptacles. Each recycling receptacle will be placed next to existing matching trash receptacles throughout the downtown core at City facilities and parks. This offer includes metal signage that will be attached to the recycling receptacles educating the public about recycling standards.

In 2015, the Parks Department successfully increased recycling opportunities by developing standards and instituting new guidelines to achieve a 1:1 recycling/trash ratio throughout our developed park properties. These new standards helped increase the Parks Department's waste diversion by 19% in one year. The second phase of the project focuses on the downtown core. The core area has the highest visitation by the general public of any venue or park in the City. Providing more recycling opportunities in the downtown area reinforces the waste diversion efforts in all venues. The Parks Department will also be better equipped to meet the aggressive goals set by City Council when it adopted the" Road to Zero Waste" plan.

This Offer supports the following Strategic Objectives:
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization
- HPG 7.1 - Provide world-class services that meet the needs of the community

84.1 Nature in the City Implementation Capacity - Funded

2017 - $76,243
2018 - $78,472

The purpose of this offer is to continue support for a one FTE contractual Environmental Planner to assist in the implementation of Nature in the City.

The Nature in the City (NIC) strategic plan was unanimously adopted by City Council in March 2015 after identifying the program as one of its Priority Items for the 2014 2015 year. NIC is part of the Community Capital Improvement Program (CCIP) tax initiative and will receive $3 million in capital projects funding through 2026.

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Implementation of NIC began in 2016 and is supported by a one year contractual Environmental Planner approved in the mid cycle budget process. The CCIP funding for Nature in the City provides $3M over 10 years for capital projects, but provides no funds for staffing.

Examples of NIC projects currently underway that will be supported by this position include: continuation and enhancement of a tree planting program; working with Poudre School District to create outdoor classrooms and nature areas near schools; a nature play area in the new southeast community park; installation of pollinator gardens; completion of a living wall; monitoring the ability of citizens' ability to access nature within a 10 minute walk; and, wildlife connectivity analysis.

NIC is adequately staffed and implementing a number of pilot projects and other Strategic Plan policies in 2016. Continued funding for the contractual Environmental Planner for the 2017 2018 budgets is critical to the City's ability to continue implementing current project and to allow NIC to expand into new opportunities in future years.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

84.2 ENHANCEMENT: 1.0 FTE Conversion from Contractual to Classified to support Nature in the City Implementation Capacity - Funded

2017 - $9,889
2018 - $10,135

The purpose of this offer is to convert a contractual Environmental Planner to a permanent classified position. The contractual Environmental Planner was approved in a mid budget process to assist in the implementation of Nature in the City (NIC) in 2016. The Community Capital Improvement Program (CCIP) tax funding for NIC provides $3M over 10 years for capital projects, and limited staff funding for operation and maintenance of capital projects.

Many identified NIC projects will require long-range planning and relationship building, often over months and at times, years of effort. Funding this position in two year increments limits the opportunity for staff continuity that is important to plan longer range projects and build the relationships that are critical to success. The public recently made a 10 year commitment to NIC with the passage of the CCIP tax. Converting this position to a classified status allows the City to match that level of commitment. The City Attorney's Office recently approved funding this offer using CCIP funds to reflect the estimated portion of staff time spent on the operation and maintenance of NIC capital projects.

Examples of long-term (2017 2021 and beyond) NIC strategic plan initiatives linked to this position include: operation and maintenance of existing NIC capital projects; acquisition of key parcels in partnership with Natural Areas; long term biodiversity monitoring through citizen science programs; creation of design guidelines and training resources for developers, contractors, and homeowners; partnerships with other city departments to streamline wayfinding to nature; implementation of night sky policies and regulatory structure to create a darker night sky; partnerships with small farmers to support urban agriculture; assessing the value of ecosystem services and carbon sequestration provided by the City's "green" infrastructure; and, partnering with the Stormwater Utility to update stormwater basin guidelines.

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This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

84.3 KFCG ENHANCEMENT: Nature in the City Programmatic Funding - Funded

2017 - $20,000
2018 - $20,000

This offer is to provide programmatic funding to assist in the implementation of Nature in the City.

The Nature in the City (NIC) strategic plan was unanimously adopted by City Council in March 2015 after identifying the program as one of its priority items for the 2014 2015 year. NIC is part of the Community Capital Improvement Program (CCIP) tax initiative and will receive $3M in capital projects funding through 2026.

Approved by voters in 2015, the CCIP sales tax provides $3M over 10 years for capital projects related to NIC and restricts funds for program needs to costs that are tied directly to a capital project. A programmatic budget is an essential component needed to implement the non capital components outlined in the NIC strategic plan.

Examples of NIC program components that would be funded by this offer include:
- Communication and outreach materials for the NIC program
- Program management (e.g. phone, computer, mileage, clothing and safety materials, food, etc.)
- Outreach and training efforts for developers, contractors and homeowners on NIC principals and techniques

While many NIC staff engagement efforts will relate to a specific capital project, others will be more general in nature and are not within the allowable use of CCIP funds. The general funds in this offer will help leverage $200k per year of the CCIP funds.

This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

84.4 ENHANCEMENT: Community Capital Improvement Program - Nature in the City Capital Projects Implementation - Funded

2017 - $190,111
2018 - $189,865

This offer is to provide capital project funding to assist in the implementation of Nature in the City.

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The Nature in the City (NIC) strategic plan was unanimously adopted by City Council in March 2015 after identifying the program as one of its priority items for the 2014 2015 year. The City Manager and Executive Leadership Team supported NIC during the development of the Strategic Plan, and NIC was included in the Community Capital Improvement Program (CCIP) tax initiative and will receive $3M in capital projects funding through 2026.

Approved by voters in 2015, the CCIP sales tax provides $3M in dedicated funding over 10 years for capital projects related to NIC. Examples of NIC capital projects that would be funded by this offer may include: installation of nature play facilities on private and City lands, acquire access easements and construct trail connections, assist in the funding of outdoor classrooms at Poudre School District schools, assist in acquisition of key parcels in partnership with Natural Areas, restoration of sites for wildlife habitat, installation of pollinator gardens, partner in small and large scale tree planting projects, among many other opportunities to be identified later in the 10 year life of the CCIP funding life cycle.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

85.1 West Nile Virus Management Program - Funded

2017 - $341,510

2018 - $346,632

Funding this offer will mitigate the public health risks of West Nile virus (WNV) via a contract to control the number of WNV carrying mosquitoes throughout the City. Since 2003, Colorado has experienced 5,335 human cases of WNV with 904 occurring in Larimer County.

City Council adopted resolutions in 2003, 2004, 2008, and 2014 directing City staff to implement actions aimed at reducing citizens' risk of contracting WNV. Using a Technical Advisory Committee, composed of experts from Centers for Disease Control, Larimer County Department of Health and Environment and Colorado State University as well as advocates for reduced pesticide use, the WNV program is improved annually. This offer funds proactive measures to reduce the frequency and geographic extent of adulticide fogging applications recommended by the Larimer County Health Directo and conducted under the authority of a declared local public health emergency. Funded measures include; the most comprehensive municipal monitoring network in the country, mosquito larvae control with state of the art environmentally friendly products, site mapping, dip testing, identification, mosquito eating fish distribution, information hotline services, a comprehensive public engagement and communication program, and quality control and virus testing services provided by CSU.

This program has no funds dedicated to mosquito insecticide fogging applications in Fort Collins.

WNV is an endemic mosquito borne disease that historically has a higher prevalence of risk to the northern Colorado area than most other areas of the country. Health impacts can include severe fever, neuro encephaly, and sometimes fatalities (13 in Larimer County since 2003).

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This Offer supports the following Strategic Objectives:

- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

86.1 Natural Areas Stewardship - Funded

2017 - $2,716,125
2018 - $2,452,693

The purpose of this offer is to support resource stewardship services related to vegetation, soils, wetlands, wildlife, cultural, water resources, and scenic values on the City's natural areas. This offer supports two distinct management units in the Natural Areas Department: Resource Management and Land and Water Management.

Resource Management has three primary functions: general ecological restoration, resource management planning, and vegetation and wildlife management. Land and Water Management functions consist of property management, management of agricultural activities, management of the Conservation Easement stewardship program, water and water rights administration, instream flow and river connectivity, cultural resource management, mined land restoration, mineral resource management, and management of Soapstone Prairie Natural Area.

Many of the Environmental Health principles and policies in 2011 Plan Fort Collins under "Open Lands" encompass the work to be performed via this offer. Specifically Policy ENV 2.5 – Provide Land Conservation and Stewardship, Policy ENV 2.3 – "Partner, Collaborate, and Coordinate on Open Lands" and Policy 4.2 – "Enhance and Restore Streams."

This Offer supports the following Strategic Objectives:

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

86.3 Natural Areas Visitor Services - Funded

2017 - $3,392,138
2018 - $3,532,141

This offer finances the public improvements (infrastructure), ranger services, facility operations, education, and volunteer management functions of the Natural Areas Department; all supported with dedicated City and County sales taxes (Open Space Yes!, Help Preserve Open Space). Providing citizens access to natural areas and providing opportunities to recreate, as well as to develop a deeper understanding, appreciation, and connection to natural areas, is an important component of maintaining Fort Collins' quality of life.

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Educational programming and activities include: the involvement of over 1,800 citizen volunteers; development of materials for the community such as maps and brochures as well as interpretive signs; technology and free activities; and, events and classes. In 2015, 18,000 citizens took advantage of public programs provided by this offer (it is estimated that approximately 3 million visitors a year access natural areas).

In addition to outreach activities, this offer supports the operation, maintenance, and improvement of recreational amenities and operational facilities. The City manages 48 natural areas encompassing nearly 36,000 acres. Public improvements (trails, parking lots, fences, restrooms, signage, etc.) enrich recreational opportunities on the 40 natural areas currently open to the public. Facility operations maintain essential equipment, field supplies, and buildings (e.g., offices, shops, regional ranger residences, Primrose Studio rental facility).

Rangers and associated staff work seven days a week to provide consistent coverage throughout the 36,000 acre natural areas system. Rangers and Gate Attendants are crucial front line customer service representatives for the City's natural area and trail system.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature

86.5 Natural Areas - Department Management and Land Conservation - Funded

2017 - $4,749,343

2018 - $4,293,265

This offer provides funding for the Department Management and Land Conservation work groups of the Natural Areas Department (NAD) with designated city and county sales tax revenues.

The offer includes all costs associated with department management: staff (4.35 FTE's), office supplies for the entire program, and the Administrative and IT charges to the program. Management activities include: personnel management; budgeting; long range planning; development and administration of general management guidelines and policies; and the development of site management plans. Natural Areas, now in its 24th year, has evolved from focusing primarily on land conservation to become a multi faceted department which includes the following work groups: department management; education, outreach and volunteer coordination; visitor services/enforcement; resource management; public improvements; land conservation; facility operations; and land and water management.

The offer includes all costs associated with land conservation: staff (1.1 FTE's), legal advice, real estate services support, consulting costs, appraisals, and surveys. Land conservation activities include: acquisition of land or interests in land (conservation easements and leases) and the acquisition of water rights in accordance with the Natural Areas Master Plan and City Plan. While some conservation services are contracted outside the City, most of the services are provided internally by Real Estate Services and the City Attorney's Office who are compensated by the NAD.

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This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

86.6 ENHANCEMENT: Natural Areas - Shop Expansion - Funded

2017 - $125,000
2018 - $1,250,000

Funding this offer will expand the existing Natural Areas field operations shop and equipment yard area at Nix Farm, which is the primary hub for all field operations staff.

The expansion will include a 5,000 SF vehicle storage building for storing vehicles, materials and equipment that require indoor winterized storage; expansion of the equipment yard to accommodate parking and storage for vehicles, materials and equipment that can be parked outside; and enlarging the restroom, shower, locker, break room areas in the existing shop.

The existing Natural Areas Shop was constructed in 2002. At that time, there were fewer than 10 field staff managing 5,000 acres and now there are more than 30 field staff managing 36,000 acres and still growing. Simply put, Natural Areas has outgrown its shop and yard and needs more room for current operations plus room for growth. This expansion should meet the field operations needs for the next 15 years; it will allow the field operations to remain efficient and productive and will greatly improve the flexibility of the existing shop and shop yard.

This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

89.1 ENHANCEMENT: River Health - Funded

2017 - $80,000
2018 - $80,000

The purpose of this offer is to support a suite of efforts to further the City's vision for a healthy and resilient Poudre River. It includes: fish passage, in stream flow and the State of the Poudre Assessment and Report.

Specifically this offer will support:

1.Modifications to one of several existing water diversion structures to increase habitat connectivity for fish and other aquatic species.
2.Ongoing pursuit and support of a various initiatives to achieve environmentally beneficial Poudre River flows.
3.Follow-up efforts to the 2016 State of the Poudre Assessment and Report (SOPAR) such as methods improvements, filling of data gaps, staff training, and ongoing communication and outreach.

The efforts supported through this offer individually strengthen critical parts of the ecosystem and collectively can have a landscape level impact on the

river's condition. Moreover, these efforts increase the resilience of the river to future pressures such as climate change.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems

94.1 ENHANCEMENT: Wind and Solar Energy for Municipal Operations - Unfunded

2017 - $951,037

2018 - $1,022,851

Purchasing this offer will allow the City of Fort Collins to buy 40,800 MWh of wind and solar energy for municipal purposes. This amount is 100% of the City's municipal energy use. (Excluding street lights). If the City were to acquire this energy through Platte River's Renewable Energy Service (known as Tariff 7), the estimated cost would be $979,250 in 2017 and $1,069,042 in 2018. The following is a breakdown of usage by department and cost.

	2015 Electricity Use (kWh)	2017 Cost	2018 Cost
General Fund			
COMMUNITY SERVICES	7,820,859	$195,521	$204,907
SAFER COMMUNITY	111,504	$2,788	$2,921
HIGH PERF. GOV.	2,461,917	$61,548	$64,502
FLEET	145,800	$3,645	$3,820
GOLF	676,766	$16,919	$17,731
LIBRARY	4,263	$107	$112
PARKING	1,441,069	$36,027	$37,756
STREETS	512,840	$12,821	$13,436
TRAFFIC OP'S	149,920	$3,748	$3,928
TRANSFORT	749,048	$18,726	$19,625
SUB TOTAL	14,073,986	$351,850	$414,929
Utilities Fund			
UTILITIES	21,942,464	$526,619	$574,892
LAPORTE WATER TRMT (Xcel)	3,023,674	$72,568	$79,220
SUB TOTAL	24,966,138	$599,187	$654,113
TOTAL	39,040,124	$951,037	$1,022,851

ENVIRONMENTAL HEALTH

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance

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Safe Community

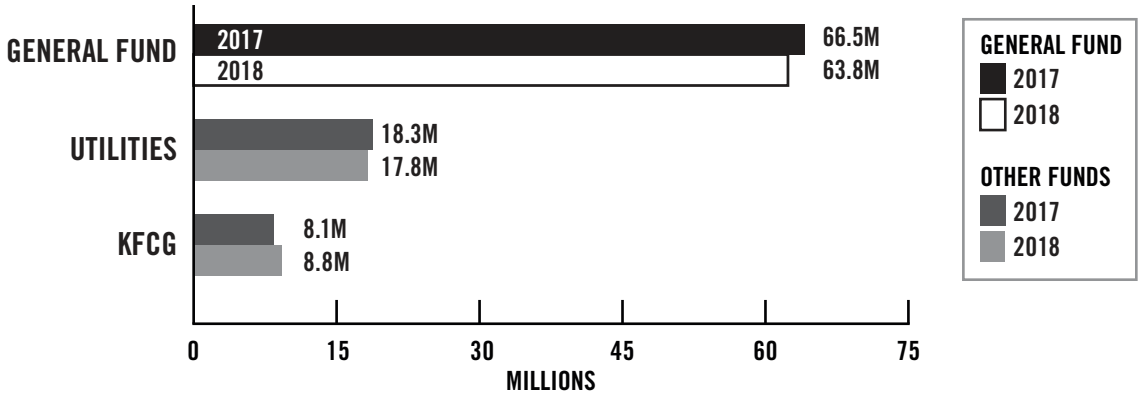
Fort Collins provides a safe place to live, work, learn, and play

Safe Community

2017 General Fund & Other Funds – 92.9M

2018 General Fund & Other Funds – 90.4M

- Police
- Fire
- Stormwater



OVERVIEW

Public safety services are foundational to a healthy, vibrant community. This budget maintains the level of police and fire services that were supported by the voters in the 2010 Keep Fort Collins Great initiative. In addition, it funds stormwater capital and operations that work to protect people and structures from flooding and to protect the quality of stream, rivers and other vital water resources. The strategic objectives for the Safe Community Outcome, as outlined in the 2016 Strategic Plan, are as follows:

5.1. Improve community involvement, education and regional partnerships to make our community safer and stronger.

5.2. Enhance our Police Services capability to foster public trust and create a safer community.

5.3. Partner with Poudre Fire Authority to provide high quality fire and emergency services.

5.4. Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts. 5.5. Protect life and property with natural and attractive flood mitigation facilities.

5.6. Optimize the use of data and technology to improve service and protect mission critical infrastructure.

FUNDING SOURCES

The Safe Community Outcome encompasses programs which have multiple funding sources. Utility rate revenues fund Stormwater programs. The budget anticipates a 5.0% increase in Stormwater rates for 2017 with no increase in 2018. General Fund revenues fund Police Services and Poudre Fire Authority. Additionally, this Outcome contains $4 million of reserves previously dedicated by Council for design of the police training facility and Computer Aided Dispatch (CAD) equipment.

KEY PURCHASES

- Police patrol, detectives and special units
- Police information, dispatch, records & support services
- Poudre Fire Authority operations
- Municipal court
- Emergency management services
- Stormwater operations
- Stormwater capital programs

ENHANCEMENTS PURCHASED	2017	2018
Existing Range Safety Repairs	232,700	0
Mental Disorders Case Coordinator	35,820	33,395
Police Body Camera and Taser Program	177,151	201,897
Police CAD and RMS Replacement CRISP (Council Reserve Assignments)	2,980,000	0
Police Campus West Substation	75,000	75,000
Police Personal Protective Equipment	130,621	0
Police Property & Evidence Storage Upgrade	245,000	0
Police Transcription Service	68,000	68,000
Proposed Police Training Facility (Council Reserve Assignments)	1,080,000	0
SWAT Equipment	0	41,000
SWAT replacement Negotiator's Console	32,000	0
Utilities: Stormwater - Buckingham and Lincoln Outfall	200,000	0
Utilities: Stormwater - Magnolia Street Outfall Phase 1	300,000	1,200,000
Utilities: Stormwater - Mulberry & Riverside Storm Sewer	800,000	0
Utilities: Stormwater - NECCO Phase 3: Lemay to Redwood	1,600,000	1,700,000
Utilities: Stormwater - Poudre River at Oxbow Levee	850,000	0
Utilities: Stormwater - Prospect and College Storm Sewer	750,000	0
Utilities: Stormwater - Remington Street Storm Sewer	100,000	800,000
Positions Added		
- Criminal Investigations Division (CID) Detectives - 1.0 FTE	168,124	145,964
- Deputy Court Administrator; 0.5 FTE Hourly Conversion to Classified - Court Support Specialist; Contingent 0.5 FTE Increase - Hourly Deputy Court Clerk I - 1.0 FTE	98,329	93,553
- FC911 Dispatchers - 1.0 FTE (PFA Funded)	17,212	69,506
- Police Patrol Resources for a Growing Community - 9.0 FTE	681,798	1,231,966
- Police Property & Evidence Technician (Patrol Taser) - 1.0 FTE	74,668	74,018
- Police Services Technician - Records Release - 1.0 FTE	77,489	79,589
- Police Services Technician - Support - 1.0 FTE	77,489	79,589
- Utilities: Conversion of Contractual Special Project Manager to Classified - 1.0 FTE	6,608	6,774
- Utilities: Stormwater Construction Inspector - 1.0 FTE	77,774	87,228
	10,935,783	**5,987,479**

SAFE COMMUNITY - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	29.6	Police Portion of Regional Crime Lab Operating Costs	75,000	0	75,000	0	0
2	29.4	Police Criminal Investigation Division Programs and Services	6,741,787	0	5,228,885	1,495,423	17,479
						Keep Fort Collins Great	*General Fund*
3	29.10	Police Patrol Services	14,087,221	0	13,341,619	745,602	0
						Keep Fort Collins Great	
4	37.1	Municipal Court Services	747,696	56,950	690,746	0	0
				Camera Radar			
5	29.1	Police Information Services	7,366,105	455,935	6,341,521	568,649	0
				Ambulance Contract		*Keep Fort Collins Great*	
6	29.14	North Range Behavioral Health Contract	105,910	105,910	0	0	0
				One-time Revenue			
7	29.8	Police Office of the Chief and Administration	2,616,487	0	2,575,931	40,556	0
						Keep Fort Collins Great	
8	52.3	Office of Emergency Management	184,101	0	184,101	0	0
9	92.1	Police Facilities Utilities and Building Operations	420,796	0	420,796	0	0
10	52.2	KFCG: Poudre Fire Authority Operation, Maintenance and Capital	2,804,685	0	0	2,804,685	0
						Keep Fort Collins Great	
11	29.13	Police Juvenile Transport Contract	90,000	90,000	0	0	0
				One-time Revenue			

SAFE COMMUNITY - 2017

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
12	29.11	Police Red Light & Camera Radar Program	644,306	563,787 *Camera Radar*	0	0	80,519 *General Fund*
13	29.2	Police Regional CRISP Project	653,302	653,302 *CAD System* *One-time Revenue*	0	0	0
14	29.5	Police Criminal Investigations Fleet Fuel, Lease Purchase and Maintenance	344,191	0	314,899 *Keep Fort Collins Great*	29,292	0
15	29.15	Police Patrol Fleet Fuel and Maintenance	1,107,832	31,180 *Traffic Calming Surcharge*	963,312 *Keep Fort Collins Great*	113,340	0
16	29.23	Police Vehicle Replacement	72,102	72,102 *One-time Revenue* *Traffic Calming Surcharge*	0	0	0
17	52.1	Poudre Fire Operation, Maintenance & Capital (General Fund)	23,828,348	0	23,828,348	0	0
18	29.24	Police Vehicle Debt Service	1,012,624	16,899 *Camera Radar* *Traffic Calming Surcharge*	883,320 *Keep Fort Collins Great*	112,405	0
19	29.12	Patrol Division Specialized Units	5,438,409	827,756 *PSD Revenue for SRO* *Traffic Calming Surcharge*	2,750,522 *Keep Fort Collins Great*	1,370,212	489,919 *General Fund* *Keep Fort Collins Great*
20	29.53	ENHANCEMENT: SWAT replacement Negotiator's Console	32,000	32,000 *One-time Revenue*	0	0	0
21	29.44	ENHANCEMENT: Police Services Technician - Records Release 1.0 FTE	77,489	0	77,489	0	0

SAFE COMMUNITY - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
22	29.29	ENHANCEMENT: Police Patrol Resources for a Growing Community 9.0 FTE	681,798	0	681,798	0	0
23	37.2	ENHANCEMENT: 1.0 FTE Increase - Deputy Court Administrator; 0.5 FTE Hourly Conversion to Classified - Court Support Specialist; Contingent 0.5 FTE Increase - Hourly Deputy Court Clerk I	98,329	0	98,329	0	0
24	29.47	ENHANCEMENT: Police Transcription Service	68,000	68,000 *One-time Revenue*	0	0	0
25	29.27	ENHANCEMENT: Police Personal Protective Equipment	130,621	0	0	0	130,621 *General Fund*
26	29.43	ENHANCEMENT: Police Property & Evidence Storage Upgrade	245,000	245,000 *One-time Revenue*	0	0	0
27	29.38	ENHANCEMENT: Mental Disorders Case Coordinator	35,820	14,065 *One-time Revenue*	0	0	21,755 *General Fund*
28	29.36	ENHANCEMENT: Proposed Police Training Facility (Council Reserve Assignments)	1,080,000	0	0	0	1,080,000 *General Fund*
29	29.45	KFCG ENHANCEMENT: Police Services Technician - Support 1.0 FTE	77,489	0	0	0	77,489 *Keep Fort Collins Great*
30	29.48	KFCG ENHANCEMENT: Police Property & Evidence Technician (Patrol Taser) 1.0 FTE	74,668	0	0	0	74,668 *Keep Fort Collins Great*

SAFE COMMUNITY - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
31	29.16	KFCG ENHANCEMENT: Police Body Camera and Taser Program	177,151	0	0	0	177,151 *Keep Fort Collins Great*
32	29.39	ENHANCEMENT: Police CAD and RMS Replacement CRISP (Council Reserve Assignments)	2,980,000	1,990,000 *CAD System*	0	0	990,000 *General Fund*
33	29.33	ENHANCEMENT: Criminal Investigations Division (CID) Detectives 1.0 FTE	168,124	0	168,124	0	0
34	29.40	KFCG ENHANCEMENT: FC911 Dispatchers 1.0 FTE (PFA Funded)	17,212	0	0 *Keep Fort Collins Great*	17,212	0
35	29.37	ENHANCEMENT: Existing Range Safety Repairs	232,700	0	0	0	232,700 *General Fund*
36	31.2	KFCG ENHANCEMENT: Police Campus West Substation	75,000	0	0	0	75,000 *Keep Fort Collins Great*
37	8.1	Utilities: Stormwater - Core Operations	3,283,300	0	0	3,283,300 *Stormwater*	0
38	8.8	Utilities: Stormwater - Payments and Transfers	8,355,026	0	0	8,355,026 *Stormwater*	0
39	8.30	ENHANCEMENT - 1.0 FTE Utilities: Conversion of Contractual Special Project Manager to Classified	6,608	0	0	6,608 *Stormwater*	0

SAFE COMMUNITY - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
40	8.31	ENHANCEMENT - 1.0 FTE Utilities: Stormwater Construction Inspector	77,774	0	0	77,774 *Stormwater*	0
41	8.16	ENHANCEMENT: Capital - Utilities: Stormwater - Poudre River at Oxbow Levee	850,000	0	0	850,000 *Stormwater*	0
42	8.21	ENHANCEMENT: Capital - Utilities: Stormwater - NECCO Phase 3: Lemay to Redwood	1,600,000	0	0	949,646 *Stormwater*	650,354 *Stormwater*
43	8.19	ENHANCEMENT: Capital - Utilities: Stormwater - Magnolia Street Outfall Phase 1	300,000	0	0	300,000 *Stormwater*	0
44	8.7	Capital Replacement - Utilities: Stormwater - Minor Capital	230,000	0	0	230,000 *Stormwater*	0
45	8.9	Capital Replacement - Utilities: Stormwater - Collection System Replacement - Small Capital Projects	1,400,000	0	0	1,400,000 *Stormwater*	0
46	8.15	ENHANCEMENT: Capital - Utilities: Stormwater - Buckingham and Lincoln Outfall	200,000	0	0	200,000 *Stormwater*	0
47	8.17	ENHANCEMENT: Capital - Utilities: Stormwater - Prospect and College Storm Sewer	750,000	0	0	750,000 *Stormwater*	0
48	8.20	ENHANCEMENT: Capital - Utilities: Stormwater - Mulberry & Riverside Storm Sewer	800,000	0	0	400,000 *Stormwater*	400,000 *Stormwater*

SAFE COMMUNITY - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
49	8.18	ENHANCEMENT: Capital - Utilities: Stormwater - Remington Street Storm Sewer	100,000	0	0	100,000 *Stormwater*	0
50	8.6	Capital Replacement - Utilities: Stormwater - Stream Rehabilitation Program	350,000	0	0	350,000 *Stormwater*	0
		Funded Offers	**92,895,011**	**5,222,886**	**58,624,740**	**24,549,730**	**4,497,655**
51	29.54	ENHANCEMENT: 0.3 FTE shift from grant funding to the General Fund	77,235	0	77,235	0	0
52	29.28	ENHANCEMENT: Police School Resource Officer Corporal 1.0 FTE	173,210	71,087 *PSD Revenue for SRO*	102,123	0	0
53	29.25	KFCG ENHANCEMENT: Police Emergency Management and Preparedness Lieutenant 1.0 FTE	213,078	0	0	0	213,078 *Keep Fort Collins Great*
54	52.4	ENHANCEMENT: 1.0 FTE Additional Office of Emergency Management (OEM) Personnel	103,917	0	103,917	0	0
55	29.35	ENHANCEMENT: Expansion of Police Services Training Unit 2.0 FTE	360,266	0	360,266	0	0
56	29.51	ENHANCEMENT: Police Portion of Regional Crime Lab Director Position	38,000	0	38,000	0	0
57	29.7	ENHANCEMENT: Police Services Front Desk Security	86,347	0	86,347	0	0

SAFE COMMUNITY - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
58	29.34	ENHANCEMENT: 3-D (Three-Dimensional) Laser Scanner	40,805	0	40,805	0	0
59	29.41	ENHANCEMENT: FC911 Dispatch Supervisor 1.0 FTE	107,892	0	107,892	0	0
60	29.42	ENHANCEMENT: Police Systems Analysis 1.0 FTE	113,316	0	113,316	0	0
61	29.19	ENHANCEMENT: Police Accreditation and Performance Manager 1.0 FTE	110,966	0	110,966	0	0
62	29.49	ENHANCEMENT: Police Technology Replacement - Tech Services	218,000	218,000 *One-time Revenue*	0	0	0
63	29.17	ENHANCEMENT: Police Campus West Police Officers 3.0 FTE	470,968	0	470,968	0	0
64	29.20	ENHANCEMENT: 911 Center Replacement Furniture Consoles	325,000	325,000 *One-time Revenue*	0	0	0
65	29.26	ENHANCEMENT: Police District Investigative Aide 1.0 FTE	82,224	0	82,224	0	0
66	29.46	ENHANCEMENT: Police Services Technician - Campus West 1.0 FTE	77,489	0	77,489	0	0
67	8.4	Capital Replacement - Utilities: Stormwater - Basin Master Plan Updates	250,000	0	0	250,000 *Stormwater*	0
68	8.22	ENHANCEMENT - Utilities: Stormwater - New Equipment Purchase	160,000	0	0	160,000 *Stormwater*	0

SAFE COMMUNITY - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
69	8.5	Capital Replacement - Utilities: Stormwater - Developer Repayments	150,000	0	0	150,000 *Stormwater*	0
70	95.1	ENHANCEMENT: Fort Collins Marijuana Impact Analysis	50,000	0	0	0	50,000 *Keep Fort Collins Great*
		Unfunded Offers	**3,208,713**	**614,087**	**1,771,548**	**560,000**	**263,078**
		Total Offers	**96,103,724**	**5,836,973**	**60,396,288**	**25,109,730**	**4,760,733**

SAFE COMMUNITY - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Offer Funding GENERAL FUND Ongoing	Offer Funding OTHER FUNDS	Offer Funding RESERVES
1	29.6	Police Portion of Regional Crime Lab Operating Costs	75,000	0	75,000	0	0
2	29.4	Police Criminal Investigation Division Programs and Services	6,920,199	0	5,366,377	1,535,836	17,986
						Keep Fort Collins Great	*General Fund*
3	29.10	Police Patrol Services	14,514,172	0	13,330,283	798,792	385,097
						Keep Fort Collins Great	*Keep Fort Collins Great*
4	37.1	Municipal Court Services	764,099	58,526	705,573	0	0
				Camera Radar			
5	29.1	Police Information Services	7,574,192	459,353	6,532,093	582,746	0
				Ambulance Contract		*Keep Fort Collins Great*	
6	29.14	North Range Behavioral Health Contract	108,346	108,346	0	0	0
				One-time Revenue			
7	29.8	Police Office of the Chief and Administration	2,684,213	0	2,642,723	41,490	0
						Keep Fort Collins Great	
8	52.3	Office of Emergency Management	188,769	0	188,769	0	0
9	92.1	Police Facilities Utilities and Building Operations	433,388	0	433,388	0	0
10	52.2	KFCG: Poudre Fire Authority Operation, Maintenance and Capital	2,856,680	0	0	2,856,680	0
						Keep Fort Collins Great	
11	29.13	Police Juvenile Transport Contract	92,000	92,000	0	0	0
				One-time Revenue			

SAFE COMMUNITY - 2018

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
12	29.11	Police Red Light & Camera Radar Program	658,824	562,211 *Camera Radar*	0	0	96,613 *General Fund*
13	29.2	Police Regional CRISP Project	529,990	529,990 *CAD System* *One-time Revenue*	0	0	0
14	29.5	Police Criminal Investigations Fleet Fuel, Lease Purchase and Maintenance	359,413	0	328,758	30,655 *Keep Fort Collins Great*	0
15	29.15	Police Patrol Fleet Fuel and Maintenance	1,171,195	32,934 *Traffic Calming Surcharge*	1,018,215	120,046 *Keep Fort Collins Great*	0
16	29.23	Police Vehicle Replacement	214,923	214,923 *One-time Revenue* *Traffic Calming Surcharge*	0	0	0
17	52.1	Poudre Fire Operation, Maintenance & Capital (General Fund)	24,820,871	0	24,820,871	0	0
18	29.24	Police Vehicle Debt Service	853,444	16,899 *Camera Radar* *Traffic Calming Surcharge*	740,054	96,491 *Keep Fort Collins Great*	0
19	29.12	Patrol Division Specialized Units	5,584,803	834,058 *PSD Revenue for SRO* *Traffic Calming Surcharge*	2,830,783	1,382,226 *Keep Fort Collins Great*	537,736 *General Fund* *Keep Fort Collins Great*
20	29.52	ENHANCEMENT: SWAT Equipment	41,000	41,000 *One-time Revenue*	0	0	0
21	29.44	ENHANCEMENT: Police Services Technician - Records Release 1.0 FTE	79,589	0	79,589	0	0

SAFE COMMUNITY - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
22	29.29	ENHANCEMENT: Police Patrol Resources for a Growing Community 9.0 FTE	1,231,966	0	1,231,966	0	0
23	37.2	ENHANCEMENT: 1.0 FTE Increase - Deputy Court Administrator; 0.5 FTE Hourly Conversion to Classified - Court Support Specialist; Contingent 0.5 FTE Increase - Hourly Deputy Court Clerk I	93,553	0	93,553	0	0
24	29.47	ENHANCEMENT: Police Transcription Service	68,000	0	0	0	68,000 *General Fund*
25	29.38	ENHANCEMENT: Mental Disorders Case Coordinator	33,395	27,654 *One-time Revenue*	0	0	5,741 *General Fund*
26	29.45	KFCG ENHANCEMENT: Police Services Technician - Support 1.0 FTE	79,589	0	0	0	79,589 *Keep Fort Collins Great*
27	29.48	KFCG ENHANCEMENT: Police Property & Evidence Technician (Patrol Taser) 1.0 FTE	74,018	0	0	0	74,018 *Keep Fort Collins Great*
28	29.16	KFCG ENHANCEMENT: Police Body Camera and Taser Program	201,897	0	0	0	201,897 *Keep Fort Collins Great*
29	29.33	ENHANCEMENT: Criminal Investigations Division (CID) Detectives 1.0 FTE	145,964	0	145,964	0	0
30	29.40	KFCG ENHANCEMENT: FC911 Dispatchers 1.0 FTE (PFA Funded)	69,506	0	0 *Keep Fort Collins Great*	69,506	0

SAFE COMMUNITY - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
31	31.2	KFCG ENHANCEMENT: Police Campus West Substation	75,000	0	0	0	75,000 *Keep Fort Collins Great*
32	8.1	Utilities: Stormwater - Core Operations	3,367,278	0	0	3,367,278 *Stormwater*	0
33	8.8	Utilities: Stormwater - Payments and Transfers	7,574,843	0	0	7,574,843 *Stormwater*	0
34	8.30	ENHANCEMENT - 1.0 FTE Utilities: Conversion of Contractual Special Project Manager to Classified	6,774	0	0	6,774 *Stormwater*	0
35	8.31	ENHANCEMENT - 1.0 FTE Utilities: Stormwater Construction Inspector	87,228	0	0	87,228 *Stormwater*	0
36	8.21	ENHANCEMENT: Capital - Utilities: Stormwater - NECCO Phase 3: Lemay to Redwood	1,700,000	0	0	1,138,122 *Stormwater*	561,878 *Stormwater*
37	8.19	ENHANCEMENT: Capital - Utilities: Stormwater - Magnolia Street Outfall Phase 1	1,200,000	0	0	1,200,000 *Stormwater*	0
38	8.7	Capital Replacement - Utilities: Stormwater - Minor Capital	155,000	0	0	155,000 *Stormwater*	0
39	8.9	Capital Replacement - Utilities: Stormwater - Collection System Replacement - Small Capital Projects	1,500,000	0	0	1,500,000 *Stormwater*	0

SAFE COMMUNITY - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
40	8.18	ENHANCEMENT: Capital - Utilities: Stormwater - Remington Street Storm Sewer	800,000	0	0	800,000 *Stormwater*	0
41	8.6	Capital Replacement - Utilities: Stormwater - Stream Rehabilitation Program	1,400,000	0	0	1,400,000 *Stormwater*	0
		Funded Offers	**90,389,121**	**2,977,894**	**60,563,959**	**24,743,713**	**2,103,555**
42	29.54	ENHANCEMENT: 0.3 FTE shift from grant funding to the General Fund	79,446	0	79,446	0	0
43	29.28	ENHANCEMENT: Police School Resource Officer Corporal 1.0 FTE	143,251	58,035 *PSD Revenue for SRO*	85,216	0	0
44	29.25	KFCG ENHANCEMENT: Police Emergency Management and Preparedness Lieutenant 1.0 FTE	183,267	0	0	0	183,267 *Keep Fort Collins Great*
45	52.4	ENHANCEMENT: 1.0 FTE Additional Office of Emergency Management (OEM) Personnel	107,141	0	107,141	0	0
46	29.35	ENHANCEMENT: Expansion of Police Services Training Unit 2.0 FTE	299,523	0	299,523	0	0
47	29.51	ENHANCEMENT: Police Portion of Regional Crime Lab Director Position	38,000	0	38,000	0	0
48	29.7	ENHANCEMENT: Police Services Front Desk Security	88,937	0	88,937	0	0

SAFE COMMUNITY - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
49	29.34	ENHANCEMENT: 3-D (Three-Dimensional) Laser Scanner	43,805	0	43,805	0	0
50	29.41	ENHANCEMENT: FC911 Dispatch Supervisor 1.0 FTE	108,075	0	108,075	0	0
51	29.42	ENHANCEMENT: Police Systems Analysis 1.0 FTE	112,303	0	112,303	0	0
52	29.19	ENHANCEMENT: Police Accreditation and Performance Manager 1.0 FTE	111,225	0	111,225	0	0
53	29.17	ENHANCEMENT: Police Campus West Police Officers 3.0 FTE	392,204	0	392,204	0	0
54	29.26	ENHANCEMENT: Police District Investigative Aide 1.0 FTE	81,708	0	81,708	0	0
55	29.46	ENHANCEMENT: Police Services Technician - Campus West 1.0 FTE	79,589	0	79,589	0	0
56	8.4	Capital Replacement - Utilities: Stormwater - Basin Master Plan Updates	250,000	0	0	250,000 *Stormwater*	0
57	8.5	Capital Replacement - Utilities: Stormwater - Developer Repayments	150,000	0	0	150,000 *Stormwater*	0
		Unfunded Offers	**2,268,474**	**58,035**	**1,627,172**	**400,000**	**183,267**
		Total Offers	**92,657,595**	**3,035,929**	**62,191,131**	**25,143,713**	**2,286,822**

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8.1 Utilities: Stormwater - Core Operations - Funded

2017 - $3,283,300
2018 - $3,367,278

Funding this offer will provide for all Stormwater Fund operations core services, including maintenance operations, stormwater quality programs, development review stormwater engineering, master planning/modeling, floodplain management and the flood warning system.

The offer includes key program components as described below:
• Stormwater maintenance ensures the drainage system is functioning properly and extends the design life, serviceability and efficiency of the system through repair and rehabilitation of existing stormwater infrastructure.
• Stormwater quality programs provide technical assistance and support along with the testing and monitoring of specific Best Management Practice (BMP) improvements to enhance stormwater quality and reduce the impacts of runoff from existing and new development on City streams, creeks and the Cache la Poudre River.
• Master planning guides stormwater infrastructure for new development and identifies cost effective flood mitigation and control, stream restoration and BMP projects that mitigate flooding risks and enhance water quality.
• Floodplain administration provides assistance, support and regulatory oversight for proposed construction in the FEMA and City designed floodplains and promotes flood awareness through education.
• The flood warning system provides real time data to assist stormwater and emergency response personnel in addressing stormwater runoff events and flooding. Emergency preparedness services improve life safety and reduce flood damage.

Stormwater staff work to implement the updated Stormwater Master Plans, providing dedicated funding to design and construct stream restoration and flood mitigation and control Capital Improvement Projects (both with associated BMP retrofits), and by enhancing stormwater quality through an emphasis on Low Impact Development policies and constructed improvement.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance

8.4 Capital Replacement - Utilities: Stormwater - Basin Master Plan Updates - Unfunded

2017 - $250,000
2018 - $250,000

Funding this offer will complete updates to five (5) Stormwater Drainage Basin plans resulting in more accurate identification of 100 year stormwater flows and water surface elevations and the corresponding delineation of 100 year floodplain and floodway boundaries. The plans also identify major Capital Improvement Projects (CIP) for each basin.

In the early 2000s, the City of Fort Collins updated its 12 Stormwater Master Drainage Basins to identify flood mitigation and control project needs and 10(year floodplain limits. The MODSWMM computer model (proprietary software) was used for the hydrologic and hydraulic modelling. This model is outdated, has no customer support, and is not the nationally accepted standard (EPASWMM). In fact, only a few engineering consultants and City staff

are experienced with its use and interpretation of results. New EPASWMM models will be easier to administer and will more accurately represent the 100 year discharges throughout each basin. In 2013, the Stormwater Division began an effort to convert all current MODSWMM models to EPASWMM.

In addition, Stormwater staff plans to complete in house the Drainage Basin plans for Stone Creek (a tributary of Fossil Creek) and McClellands Creek in 2017 and 2018. Below is a summary of the proposed funding for the 2017 18 Drainage Basin Plan updates:

DRAINAGE BASIN	2017	2018
Old Town	$150,000	
West Vine	$50,000	
Mail Creek	$50,000	
Dry Creek		$100,000
Spring Creek		$150,000
TOTAL	$250,000	$250,000

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- ENV 4.7 - Increase the community's preparedness and resiliency for changes in climate, weather and resource availability

8.5 Capital Replacement - Utilities: Stormwater - Developer Repayments - Unfunded 2017 - $150,000 2018 - $150,000

Funding this offer will reimburse development projects that have paid for the design and construction of specific regional stormwater improvements required by the City's approved master drainage basin plans that are not fully attributable to the respective development. These improvements are typically flood control or management projects, stream rehabilitation projects, stormwater detention facilities and/or stormwater quality best management practices (BMP) projects.

The City can require that developers construct regional master planned stormwater projects if the proposed development is in the same or adjacent location as the proposed improvement. The City then reimburses developers for costs above their required participation. This saves the City money due to economies of scale and avoids disturbing an area with construction activities after a neighborhood is established. Because the timing of projects funded by this offer is dependent on others, there are no specific projects associated with this offer. Instead, this funding represents a pool of money available to address developer agreements (DA) and associated repayments. The level of funding for this offer is adjusted annually depending on the pace, location and relationship of new development with stormwater master plan improvements.

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners

8.6 Capital Replacement - Utilities: Stormwater - Stream Rehabilitation Program - Funded

2017 - $350,000
2018 - $1,400,000

Funding this offer will rehabilitate the following two stream segments:
1. Spring Creek College Avenue to Burlington Northern Santa Fe (BNSF) Railroad Embankment
2. Mail Creek Palmer Drive to upstream of Passway Drive

In late 2012, City Council approved an update to the City of Fort Collins' Stormwater Master Plan in accordance with Stormwater repurposing goals to incorporate environmentally focused projects such as stream rehabilitation and water quality best management practice (BMP) regional projects and retrofits. The Stormwater Master Plan is a layered compilation of various studies, modeling results and engineering assessments. Each stormwater basin (11 basins) across Fort Collins has its own individual Basin Plan, which includes Flood Protection and Mitigation Plans, newly incorporated stream rehabilitation projects and regional water quality BMP retrofit projects.

The stream projects were prioritized in mid- to late 2012 using a Multi Criterion Decision Analysis (MCDA) tool created to provide a flexible, rational and transparent means to rank and prioritize projects. CDOT's efforts to stabilize and protect the College Avenue bridge at Spring Creek resulted in a City/CDOT partnership elevating that project's priority in 2015. The Spring Creek reach will begin design in 2016. Approximately $350,000 of 2017 funds will be needed for final design and construction of the Spring Creek reach. The 2018 project is proposed to be constructed on Mail Creek south of Palmer Drive. This is not the highest ranked project but has received considerable attention due to complaints from the neighborhood. Final design and construction is proposed for 2018.

Improvements will include stabilizing the creek beds and banks through a combination of bio engineered designs, re grading and re vegetation. The Mail Creek reach will require dedication of easements from property owners to construct and maintain the improvements.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities

8.7 Capital Replacement - Utilities: Stormwater - Minor Capital - Funded

2017 - $230,000
2018 - $155,000

Funding this Offer will pay for the purchase or replacement of minor capital stormwater enterprise related assets.

A large majority of the Minor Capital expenditure is for fleet replacement. Fleet Services used an asset management program that takes into consideratior

age, mileage, repairs costs and purchase cost to determine when best to replace a vehicle. Each vehicle also is reviewed for how it is used and whether the business need has evolved over time. This allows the department to 'right size' the vehicle for its most efficient and effective use into the future.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

8.8 Utilities: Stormwater - Payments and Transfers - Funded

2017 - $8,355,026

2018 - $7,574,843

This offer includes payments and transfers in the Stormwater Fund, including: transfer to the General Fund for administrative services, risk management anddebt service; transfer to Transportation for residential street sweeping; payment to Boxelder Basin Regional Stormwater Authority (BBRSA) for service and system development; and Stormwater's portion of shared services provided by the Utilities Customer & Administrative Services Fund (CS&A). Other smaller transfers include annual payments to the Office of Emergency Management; supplemental payment to the General Employees Retirement Plan; payment for investment services; supplemental transfers to the General Fund for the City Attorney's office; and bad debt expense. Since there are not-for-profit taxable utilities that provide stormwater services, the Stormwater Utility does not make payments in lieu of taxes (PILOT).

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

Payments to the self-insurance fund include charges for employee liability insurance and comprehensive and collision automobile liability insurance.

BBRSA payment is in compliance with the intergovernmental agreement (IGA) and funds the design, construction and maintenance of regional stormwater improvements to address flood mitigation and protection within the Boxelder and Cooper Slough drainage basins.

Utilities Customer Service & Administration is provided to all four utilities by the CS&A Fund, an internal service fund. A wide range of services are provided by the employees and programs of CS&A, including customer service, billing, collection, customer connections, the executive director's office, workforce culture, utilities finance and budget, asset management, information technology, environmental regulatory affairs and building and grounds maintenance. The Stormwater Fund is allocated about 18% of the fund's expenses.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities

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8.9 Capital Replacement - Utilities: Stormwater - Collection System Replacement - Small Capital Projects - Funded

2017 - $1,400,000
2018 - $1,500,000

Funding this offer will provide for design and construction of smaller high priority stormwater improvement projects. This offer allows the Utility to adapt as conditions, and therefore priorities, change by performing these projects using in house forces.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Stormwater Collection System Improvement Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #1 in priority.

Each year, the Stormwater Utility designs and constructs storm sewer lines and infrastructure replacement projects to correct deficiencies in the system, upgrade facilities and extend into under served areas. Replacing these facilities brings them up to current standards, lowers long term maintenance needs, and protects habitat and public and private property.

The current estimated plan for 2017 2018 construction is as follows:
2017
Coy Ditch Outfall
Laporte/Shields Intersection Improvement
Peterson/Parker/Stuart Storm System Ph. I
Stanton Creek Drop Structure

2018
Peterson/Parker/Stuart Storm System Ph. II
Parker St. Mathews to Alley and north on alley
Southmoor Village Ponds
Pluto Outfall @ Sundown
Peterson/Parker/Stuart Storm System Ph. III
Crest Rd. and Hinsdale Dr. Culverts

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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8.15 ENHANCEMENT: Capital - Utilities: Stormwater - Buckingham and Lincoln Outfall - Funded 2017 - $200,000 2018 - $0

Funding from this offer will be combined with funding from the Lincoln Corridor Improvements Project to construct a new stormwater drainage outfall to convey stormwater runoff from the Buckingham neighborhood and proposed new Lincoln Avenue to the Poudre River.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Buckingham Outfall project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #31 priority.

A 2015 study identified numerous drainage problem areas subject to frequent flooding primarily caused by inadequate and missing stormwater drainage infrastructure within the neighborhood. The most critical identified need was the limited capacity of the existing outfall storm sewer in the Buckingham area storm sewer system.
As part of the upcoming Lincoln Corridor Improvements Project, a new stormwater outfall will be constructed to serve the western portion of Lincoln Avenue. Stormwater staff is proposing to partner with the Lincoln Corridor Improvements Project and connect the Buckingham neighborhood storm sewer system into the new outfall. By utilizing this outfall for the Buckingham area, the need for a separate future outfall will be eliminated and result in a significant cost savings to the City. In addition, this improvement will provide for immediate relief of frequent flooding within portions of the neighborhood and establish an adequate outfall that can be used by future stormwater system improvements.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities

8.16 ENHANCEMENT: Capital - Utilities: Stormwater - Poudre River at Oxbow Levee - Funded 2017 - $850,000 2018 - $0

Funding this offer will keep properties in the Buckingham neighborhood area from being remapped into the Poudre River 100 year floodplain by the final design, permitting, and construction of required improvements, including excavation for additional flow conveyance of the Poudre River, raising sections o the trail, coordinating with the U.S. Army Corps of Engineers, FEMA permitting and map revisions.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Oxbow Levee Improvement project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #10 priority.

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It was determined during FEMA's Poudre River RiskMAP project that the existing 100 year water surface elevations between Lincoln Avenue and Linden Street may be higher than regulatory base flood elevations. Several locations along the Oxbow Levee do not meet FEMA regulatory freeboard requirements. This could result in decertification of the Oxbow Levee and potential inclusion of existing Buckingham neighborhood properties back in the 100 year floodplain. An alternative analysis was completed to identify potential solutions to increase freeboard at all necessary locations along the levee. A preliminary design approach was selected and preliminary design will be completed in 2016.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems

8.17 ENHANCEMENT: Capital - Utilities: Stormwater - Prospect and College Storm Sewer - Funded

2017 - $750,000
2018 - $0

Funding this offer will reduce flooding and replace failing and undersized stormwater drainage infrastructure at and near the intersection of College Avenue and Prospect Road. This intersection and downstream area floods during minor storm events.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The College/Prospect Storm Sewer project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #23 priority.

Construction of the new CSU stadium and nearby medical center triggered the need for improvements to the intersection of Prospect Road and College Avenue. The City of Fort Collins' Engineering Department secured funding to improve traffic flow at the intersection by adding turn lanes, improved signaling for bike and pedestrian traffic, and adding landscaping to improve aesthetics. Stormwater identified flooding and inadequate infrastructure concerns and is partnering with City Engineering on this project.

This offer funds the final design and construction of required improvements in 2017, which includes installation of new inlets, manholes and storm sewer near Prospect Road from west of College Avenue to Remington Street. The entire storm sewer system in Prospect will be upgraded to meet current drainage standards for arterial streets and also will include water quality treatment. The ultimate outfall for this storm sewer is down Remington Street to the south and into Spring Creek.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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8.18 ENHANCEMENT: Capital - Utilities: Stormwater - Remington Street Storm Sewer - Funded 2017 - $100,000 2018 - $800,000

Funding this offer will reduce flooding and replace failing and undersized stormwater drainage infrastructure on Remington Street downstream (south) of its intersection with Prospect Road.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Remington Street Storm Sewer project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #34 priority.

Construction of the new CSU stadium and nearby medical center triggered the need for improvements to the intersection of Prospect Road and College Avenue. Those improvements are proposed for BFO funding and construction in 2017. The Remington Street Storm Sewer will provide an adequate outfall for the Prospect and College stormwater improvements.

Stormwater staff has performed a conceptual design to estimate project costs. This offer funds the final design (2017) and construction (2018) of required improvements which include, but are not limited to, installation of new inlets, manholes and storm sewer from the intersection of Prospect Road and Remington Street southward to the intersection of Remington Street and Stuart Street. The storm sewer system in Remington Street will be sized to convey the 10 year storm event in accordance with the adopted Spring Creek Master Plan (ACE, 2003). This project also will include construction and installation of stormwater quality treatment facilities. The ultimate outfall for this storm sewer system already is constructed and empties into Spring Creek just north of Spring Park Drive.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

8.19 ENHANCEMENT: Capital - Utilities: Stormwater - Magnolia Street Outfall Phase 1 - Funded 2017 - $300,000 2018 - $1,200,000

Funding this offer will complete the initial components of the highest ranked Stormwater Capital Improvement Project. The full project will construct a storm sewer system to serve the heart of the Old Town area, extending from an outfall to the Poudre River upstream to College Avenue along the Magnolia Street alignment.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

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The Magnolia Outfall project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #1 priority.

2017 funding will be used for data collection for the larger overall storm system. This includes survey, underground utility conflicts and hydraulic analysis. Various alternatives will be evaluated to select the most cost effective option while providing the expected level of service. 2018 funding will be used for outreach to the community and preliminary design of the system.

Flooding in the Old Town Basin is primarily the result of encroachment and urbanization of the natural drainage corridors. Flood hazards throughout the basin are caused by the inability of the existing system of streets and sewers to adequately convey storm runoff from moderate to large storm events and are exacerbated by the heavy reliance on streets to convey storm flows.

The Master Plan estimates that 259 structures would be damaged within the Magnolia/Mulberry Street corridor in the event of a 100-year storm event. This equates to nearly $25 million in damages based on standard FEMA estimations.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

8.20 ENHANCEMENT: Capital - Utilities: Stormwater - Mulberry & Riverside Storm Sewer - Funded

2017 - $800,000
2018 - $0

Funding this offer will provide the local match to state and federal grant funds that will pay for the design and construction of a new storm sewer system to protect the area around Mulberry Street and Riverside Avenue. The design, permitting and construction cost for the project is estimated to be $2.5 million, with the project scheduled to be completed by the spring 2018 when the grant funding expires.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Mulberry/Riverside project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #5 priority.

The project will protect 45 existing residential and commercial structures from future damage in flood events up to a 100 year event. In addition to the reduction in flood damages, the new stormwater system would prevent the current overtopping of Mulberry Street and Riverside Avenue.

The project consists of 1,350 feet of new 54 inch diameter reinforced concrete pipe (RCP) in Cowan Street from Mulberry Street south to Myrtle Street. The pipe system would turn 90 degrees and flow east under Myrtle Street from Cowan street to Riverside Avenue. A new 260 foot, 60 inch diameter steel outfall pipe would be bored under Riverside Avenue and the adjacent railroad tracks to an outfall location at the City owned Locust Street Storm Sewer

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Water Quality Pond. New stormwater inlets would be installed along the length of the pipe system to safely capture and convey the 100 year flows from streets and surrounding lots.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

8.21 ENHANCEMENT: Capital - Utilities: Stormwater - NECCO Phase 3: Lemay to Redwood - Funded

2017 - $1,600,000
2018 - $1,700,000

Funding this offer will construct the next phase of the Northeast College Corridor Outfall (NECCO) project, consisting of the main collection system backbone from Lemay Avenue to the regional pond on the east side of Redwood Street. The project provides a vital public safety component by providing a route to remove stormwater from the area and mitigate flooding. This phase of the NECCO project will connect the area to the Dry Creek Outfall. The NECCO project was master planned to provide a regional solution to stormwater drainage needs.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The NECCO project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #6 priority.

The northeast College Avenue area does not currently have a stormwater outfall. This lack of adequate public facilities is preventing the renewal and redevelopment of the parcels in the area. The North College Drainage Improvement Design report was completed by Ayres Associates in February 2006. Downstream improvements were funded for construction in 2015 2016.

Renewal of the northeast College area will be assisted by the North Fort Collins Urban Renewal Authority (URA) through tax increment financing (TIF). Ar important consideration of tax increment financing is to have sufficient time to collect funds that can assist properties to pay for improvements. The URA has been in place for several years and the time to pay back and ability for return on investment is being reduced each year this project is delayed.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ECON 3.5 - Foster sustainable infill and redevelopment

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8.22 ENHANCEMENT - Utilities: Stormwater - New Equipment Purchase - Unfunded

2017 - $160,000
2018 - $0

Funding this offer will pay for the purchase of additional stormwater enterprise related equipment.

Staff has identified an operational need for the purchase of a skid steer loader and a mini excavator. Similar pieces of equipment currently are rented on an as-needed basis. With the improved focus on infrastructure replacement and planning performed with our asset management program, we are able to plan out the work and determine that equipment purchase will be more economical than on going rental costs.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

8.30 ENHANCEMENT - 1.0 FTE Utilities: Conversion of Contractual Special Project Manager to Classified - Funded

2017 - $6,608
2018 - $6,774

Funding this offer will convert a contractual Special Project Manager in the Water Utilities Capital Project division to a classified position.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

This Asset Management planning also has highlighted our need for resources to manage the large volume of projects. The program has identified over 150 projects over the next four years (two budget cycles). The longer term planning outlook shows that this level of project load continues for several budget cycles beyond that. Our current staffing level will allow us to manage approximately one half to 2/3 of this amount.
Not funding this position means we continue to defer infrastructure replacement at a reduced level. Emergency repairs will become more common and more costly. As these emergencies occur, we will not be in a position to sufficiently staff and will need to rely on emergency consulting staff.

The local consulting firms are extremely competent at what they do. However, the management costs will be 2.5 to 3 times higher than using staff that is on boarded and integrated into our operations. In addition, consultant staff will not be able to provide the public outreach and interaction at the level expected by our public.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

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8.31 ENHANCEMENT - 1.0 FTE Utilities: Stormwater Construction Inspector - Funded

2017 - $77,774
2018 - $87,228

Funding this offer will add a full time, classified Construction Inspector to the Environmental Regulatory Affairs Stormwater inspection team.

This position will support the Stormwater Construction, Low Impact Development (LID) and Post construction Programs, ensuring the City maintains compliance with the Municipal Separate Storm Sewer System (MS4) permit, and make process and program improvements. In addition, this position will provide support to a current 1.0 FTE to conduct erosion control inspections in compliance with the City's MS4 permit and will incorporate new stormwater facilities into the inspection program.

1. Since June 2012, active construction projects requiring Stormwater erosion control inspections have increased by over 40%.
2. Growth in the local economy, particularly the construction and development sector, has had a cumulative effect on the work load of Environmental Regulatory Affairs (ERA) staff charged with implementation of the MS4 permit.
3. With more than 120 active construction sites and over 900 post construction sites, ERA staff currently is experiencing challenges in meeting program goals. There is a legal requirement for inspections of every site at least once in a 14 day period and the current work load to staff ration is unsustainable.
4. New development and re development projects are required to design, install and maintain permanent stormwater control facilities using LID type design that must be inspected during installation and at routine intervals thereafter to ensure continued functionality.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- HPG 7.1 - Provide world-class services that meet the needs of the community

29.1 Police Information Services - Funded

2017 - $7,366,105
2018 - $7,574,192

This offer funds the Fort Collins Police Services (FCPS) Information Services Division, which is made up of six units: Administration, Police Records, Property & Evidence, Fort Collins 911 Dispatch Center and Police Information Technology (IT) and Technical Services. These services are essential criminal justice activities that protect citizens. The activities provide property and evidence intake, maintenance and release; police call entry and dispatch services (911 and non emergency) for police, fire, and ambulance; record production, maintenance and release; and broad technology and communications support.

Administration manages all aspects of the Information Services Division, including personnel, projects and administrative services.

Police Records handles all records produced and managed by FCPS. This includes data entry and management of all the paperwork generated by officers, as well as record release to the court and public.

Fort Collins 911 (FC911) provides critical call taking and dispatch services for FCPS, Poudre Fire Authority (PFA), University of Colorado Health (UCH)

ambulance, Wellington/Waverly Fire Department, Platte River Fire Department, Natural Areas Rangers, City Park Rangers, and at times, Transit Safety Officers.

Property & Evidence (P&E) safely intakes, maintains and releases evidence and recovered property that gets returned to citizens. This includes digital evidence like body worn camera video. P&E also handles a daily drug drop off kiosk and disposal of those substances during the DEA's Prescription Drug Take Back events.

Police IT and Technical Services Units research, install, maintain, and support a range of traditional IT tools, as well as FCPS' diverse technological tools like cameras (body worn, in car, and in building), in car laptop computers, audio/visual devices, iPads, iPhones, and more.

This offer provides the majority of support services to further FCPS' mission of ensuring public safety for all in Fort Collins.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high quality fire and emergency services

29.2 Police Regional CRISP Project - Funded

2017 - $653,302

2018 - $529,990

Funding this offer will continue the regional shared Computer Aided Dispatch (CAD), Records Management System (RMS), Corrections Management System (CMS), and Mobile Data System (laptop connectivity for officers' vehicles). This offer funds software, hardware, and maintenance.

As a member of the Colorado Regional Information Sharing Project (CRISP), Fort Collins Police Services (FCPS) partnered with other public safety agencies to share one computerized public safety system. This system enables Larimer County agencies to share accurate and timely information, which assists in developing and sustaining a safe community. FCPS is a leader in using computer technology to enhance public safety and provides high quality law enforcement services to citizens. The continued funding of this offer will enable FCPS to perform more efficiently and effectively than ever before.

FCPS, the Larimer County Sheriff's Office, Colorado State University Police, Estes Park Police, Timnath Police, Poudre Fire Authority, and University of Colorado Health ambulance service began this collaboration in 2004. All components of the CAD/RMS/CMS/Mobile Data System operate on Windows servers interconnected via a fiber-optic network among the agencies and have a microwave back-up to provide a highly-reliable system that is required for public safety needs. This is a critical system ensuring citizens' safety.

CRISP agencies, as a whole, have been able to improve service to the citizens of Larimer County through more timely and accurate shared information. The participating agencies continue to build alliances that enhance interoperability, and the shared benefits such as instantaneous information sharing and emergency response coordination are obvious. Half of this funding will be reimbursed by the Larimer County Sheriff's Office per an existing agreement causing any additional funds to be reinvested in the CAD/RMS project.

SAFE COMMUNITY

This Offer supports the following Strategic Objectives:
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

29.4 Police Criminal Investigation Division Programs and Services - Funded

2017 - $6,741,787

2018 - $6,920,199

This offer funds Fort Collins Police Services' (FCPS) Criminal Investigations Division (CID), composed of eight subunits: CID Administration, the Northern Colorado Drug Task Force, Criminal Impact, Property Crimes, Victim Services, Financial Crimes, Crimes Against Persons and Forensic Services. The CID investigates felony crimes with meticulous efficiency, accuracy, timeliness and respect for all persons. Subunits each concentrate on a specific crime category.

The services provided by the CID are essential to provide for a safe community. The CID relies on one other program to provide quality service to Fort Collins citizens. The Crime Scene Investigator (CSI) program is a collateral assignment where CSIs receive special training and equipment to proficiently process crime scenes. This program funds basic crime scene supplies for CSIs. Twelve KFCG positions reside within the CID: one sergeant, seven detectives and four civilian investigative aides. $1,446,177 in 2015 and $1,476,313 in 2016 is provided by KFCG.

CID Investigates most Part I Felony Crimes:
* Homicide
* Rape
* Robbery
* Aggravated Assault
* Burglary
* Larceny/Theft
* Motor Vehicle Theft
* Arson

Financial Crimes Fraud, including:
* Property & Services
* Deceptive Sales & Business Practices
* Financial Transaction Device Crimes
* Skimming
* Identity Theft
* Forgery, Simulation and Impersonation

Crimes Impacting the Community:

SAFE COMMUNITY

* Gang crimes
* Repeat Offenders and Fugitives
* Registered sex offenders
* Prescription Fraud

Crimes Relating to:
* Second hand dealers
* Loss of construction materials
* Crimes relating to personal and business computing devices

CID Provides for:
* Services to victims of crime
* Comprehensive crime scene investigation

CID partners with the Northern Colorado Regional Lab (NCRL) by contributing 2.5 FTEs to their operation, and financially supports The Child Advocacy Center, a non profit organization whose forensic interviewers conduct child interviews in cases of crimes against children.

This Offer supports the following Strategic Objectives:
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.5 Police Criminal Investigations Fleet Fuel, Lease Purchase and Maintenance - Funded

2017 - $344,191
2018 - $359,413

This offer covers fleet fuel and maintenance costs for vehicles assigned to Fort Collins Police Services' (FCPS) Criminal Investigations Division (CID), including KFCG and vehicles operated by FCPS officers and civilians of the Northern Colorado Drug Task Force (NCDTF). These vehicles are managed by the CID Lieutenant.

The CID investigates felony crimes with meticulous efficiency, accuracy, timeliness, and respect for all people. It is subdivided into six crime specific subordinate units. The services provided to the community by the Criminal Investigations Division are unique and necessary to provide for a safe and secure community environment. FCPS has operated under a One to One Car Plan model for nearly 40 years, which assigns cars to every police officer in the agency. Assigning vehicles to each officer greatly decreases the response time to incidents. The existing vehicle plan allows detectives to respond to criminal incidents, major crime scenes, and emergency situations in a timely fashion. It also ensures that they have the equipment needed to perform their assignments upon arrival (instead of responding to the police department first to retrieve a vehicle and equipment). The flexibility to respond directly to an incident allows CID to provide higher levels of service to internal and external customers and to citizens in a more timely fashion with the right equipment.

CID also provides continuous coverage in the form of assigned on call detectives. On call detectives respond at once to calls for their assistance. The One to One Car Program enables detectives to respond quickly with full access the equipment necessary to do their job. On call detectives frequently

require assistance, and this program makes it possible for other detectives to respond directly to the location where their services are required. On Call Detectives are deployed very frequently.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

29.6 Police Portion of Regional Crime Lab Operating Costs - Funded

2017 - $75,000

2018 - $75,000

This offer funds Fort Collins Police Services' (FCPS) annual portion of the operations and maintenance (O&M) costs for the Northern Colorado Regional Forensics Laboratory (NCRFL). As per City Council Resolution 2012 045, dated June 5, 2012, an Intergovernmental Agreement was entered into by the City of Fort Collins, on behalf of FCPS, with four other law enforcement agencies in Northern Colorado (Greeley and Loveland Police Departments, Weld and Larimer County Sheriff's Offices) in conjunction with the 8th and 19th Judicial District Attorney's Offices to build, fund, and operate a regional forensics laboratory. Each agency, minus the DA's Offices, agreed to pay equal shares of the cost for annual operation and maintenance of the NCRFL.

The FCPS share of the O&M costs were paid by grant money until 2016. A 2016 budget offer was funded to meet the FCPS obligation that was approved by City Council in Resolution 2012 045. The estimated O&M cost at the time of the agreement (2012) was $75,000 to cover facility maintenance, utilities, insurance and an agreed upon set amount of $20,000 to a long term maintenance fund.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.7 ENHANCEMENT: Police Services Front Desk Security - Unfunded

2017 - $86,347

2018 - $88,937

Funding this offer supplies security officers at the front desk of Police Services. This area provides both security and customer service in the lobby area of the Police Services building. This offer would fund the contract for an armed guard to staff the front desk during normal business hours that the building is open to the public, which is currently from 8:00 a.m. to 8:00 p.m. Monday Friday and 8:00 a.m. to 6:00 p.m. Saturday and Sunday.
Front Desk security officers:
• Screen visitors and control access to the Police Services building
• Serve as customer service representatives, assisting in all types of police related questions
• Assist in the in take of prescription drugs for the daily drug drop off program
• Monitor building surveillance cameras and report suspicious activity directly to Dispatch
• Serve as nearby aide for FCPS' designated Exchange Zones for citizen transactions

SAFE COMMUNITY

• Provide security to civilian employees working in the front lobby of the Police Department
- Civilians staff the front lobby area and are the first point of contact for the public
- Evidence technicians meet citizens and are often faced with difficult situations

This contract has been in place, but unfunded since 2007. There is a dire need to ensure safety for citizens and police employees working in/near the uncontrolled areas of the building. Staffing the front desk with a police officer is not cost effective, nor is it a good use of hours for level of service. A security officer saves taxpayer money while meeting the general security needs. This offer will allow for the continuation of this contract and meets a need identified by City staff.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.8 Police Office of the Chief and Administration - Funded

2017 - $2,616,487
2018 - $2,684,213

This offer provides funding for the central leadership, accountability, financial management, public outreach and human resource functions for Police Services.

The Office of the Chief includes the positions of Chief of Police, Assistant Chief, Public Relations Manager, an Executive Administrative Assistant and an Administrative Assistant.

The Chief of Police is the Chief Executive Officer of the Police Service Area. The Assistant Chief oversees the Administration Division and serves as the Chief of Staff. The Public Relations Manager is the department representative to the media and is responsible for public outreach, internal and external communications and other special projects.

The Professional Standards Unit consists of the Training Unit, Internal Affairs and policy development and maintenance.

The Training Unit is responsible for recruiting, hiring and training of all personnel for Police Services. The unit consists of one sergeant, four officers, an administrative assistant and three part time hourly employees.

Internal Affairs investigates allegations of misconduct by Police Services employees. The office is staffed by one police sergeant.

Finance personnel are responsible for budget development, accounts payable, revenue tracking, grant management and reporting, and financial planning for the agency and the Northern Colorado Drug Task Force. These functions are performed by one financial analyst and one financial technician.

A strategic Crime Analyst produces and analyzes data for the purpose of performance management, benchmarking, reporting to the community and resource allocation.

SAFE COMMUNITY

A part time hourly Accreditation Manager has been added to the Administrative Division to achieve the goal of accreditation through the Commission for Law Enforcement Accreditation (CALEA). At this point, this is an unbudgeted position being paid by productivity savings from other divisions. An enhancement offer has been submitted to fund this position in the budget.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.10 Police Patrol Services - Funded

2017 - $14,087,221

2018 - $14,514,172

This offer provides ongoing funding for the Police Services Patrol Division shifts. The offer funds all of the necessary elements for the response to calls for service, proactive enforcement and quality of life enhancing activities for the community. This offer includes funding for one deputy chief, five lieutenants, 10 sergeants, 88 police officers, eight community service officers, two administrative assistants, one civilian crime analyst and one ¾ time supply technician.

The Patrol Division provides 24/7/365 public safety for this community. The funding in this offer staffs 10 shifts of police and community service officers that respond to all types of incidents from minor municipal violations and service requests to disturbances, traffic collisions, and serious felony crimes. In 2015, the Patrol Division responded to 64,263 citizen calls for service and made 17,751 traffic stops.

The Law Enforcement Personnel Allocation Model is used to determine the number of officers and community service officers necessary to respond to calls for service. The Model recommends that 30 minutes in the average hour should be devoted to reactive police activities (those called in by citizens). This allows officers time to conduct proactive activities such as traffic enforcement, patrolling neighborhoods, walking or biking through areas, and focusing on crime trends in their assigned areas. In 2015, officers were able to spend about 30 minutes per hour on proactive policing.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

29.11 Police Red Light & Camera Radar Program - Funded

2017 - $644,306

2018 - $658,824

This offer maintains funding for the Police Services Camera Radar/Red Light (CRRL) enforcement system. This program consists of two Camera Radar speed vans and two Camera Red Light systems, and it helps address citizen safety concerns through an effective use of technology.

SAFE COMMUNITY

Camera radar technology serves to effectively extend traffic enforcement in the community. The Camera Radar program is self funded and provides the revenue necessary to maintain operations. This innovative program also provides for other operational and administrative needs created by traffic issues for the Municipal Court and City Attorney's Office. This funding saves thousands of dollars from the General Fund, furthering traffic safety without the inherent trade offs of using General Fund dollars.

The civilian Camera Radar operators work daytime and evening hours. They are dedicated solely to the operation of the Camera Radar vans for speed enforcement. Camera Red Light systems are self sufficient and require no personnel from the department for their operation. This offer maintains the same services that are currently provided.

This program also funds the cost of traffic safety equipment such as portable and car mounted citation printers, Radar and LIDAR units, Passive Alcohol Sensors and Portable Breath Testing devices. Additionally, Traffic Engineering uses portions of the revenues generated to fund the Neighborhood Traffic Mitigation Program.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle

29.12 Patrol Division Specialized Units - Funded

2017 - $5,438,409

2018 - $5,584,803

This offer provides funding to maintain the existing specialized units within the Patrol Division that exist for not only patrol coverage, but also to impact specific enforcement priorities. This offer includes 1 Police Lieutenant, 6 specialized unit Police Sergeants, 39 Police officers and one civilian within the following units:

District 1: D1 is dedicated to issues related to the Old Town area. The team is a critical component of the Patrol Division and partners with other City and community agencies to protect the vibrancy of Old Town. In 2015, dedicated officers were added to D1 to manage liquor and recreational marijuana issues using a balanced approach between enforcement and outreach/education. Two additional officers were added for daytime enforcement.

Neighborhood Enforcement Team: NET addresses crime related issues driven by citizen concerns, crime data and agency referrals. NET creates long term solutions using resources including enforcement, other City partners and community agencies with complementary missions.

School Resource Officer: The SRO Program is a partnership with Poudre School District (PSD) to place officers in schools. The primary mission is to ensure the safety of the students and staff, but officers also deal with all enforcement issues, as well as welfare and family issues. By contract, PSD and the City share equally the cost of this program.

Traffic Enforcement Unit: The Traffic Unit is tasked with dedicated enforcement of traffic laws and increasing traffic safety for all modes of travel. This team of six officers issues more than half of the traffic citations within the City annually, with the remaining 193 sworn officers accounting for the other half

SAFE COMMUNITY

SWAT Team: The SWAT Team resolves high risk incidents and provides substantial tactical training to police officers.

This offer includes KFCG funding in the amount of $1,796,928 in 2017 and $1,844,633 in 2018. This offer includes $499,523 in both years from the Traffic Surcharge Fund.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.6 - Enhance the economic vitality of our community
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.13 Police Juvenile Transport Contract - Funded

2017 - $90,000

2018 - $92,000

This offer provides funding to maintain the existing contract with the Larimer County HUB for screening and housing of juvenile offenders. It also provides funding to pay Larimer County Community Corrections to transport juvenile offenders to and from Platte Valley Youth Services Center in Greeley to appear in Fort Collins for court.

The purpose of the HUB is to provide coordinated multi-agency programs that contribute to the safety of youth, families, and the community through rapid and thorough assessment, early intervention, and improved access to appropriate services. Services include detention screening, comprehensive family and child assessment for at-risk youth, and early intervention and referral to appropriate community services.

Per an Intergovernmental Agreement, Fort Collins pays Larimer County Human Services for a proportional amount of the HUB's operational expenses based on the prior year's referral percentage. Larimer County Community Corrections applies actual juvenile transport charges to and from Platte Valley Youth Services Center in Greeley.

The parties to this Intergovernmental Agreement have historically agreed that the HUB is the appropriate entity to screen and coordinate intervention for at-risk youth within Larimer County. The parties recognize the efficiency of a centralized facility, as well as the consistency and value this provides in terms of service delivery. This agreement reflects the parties' desire to cooperate and contract with one another to fund the operations and maintenance of the HUB, and if warranted, transport at-risk juveniles and juveniles in the custody of law enforcement to an appropriate facility after screening.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

SAFE COMMUNITY

29.14 North Range Behavioral Health Contract - Funded

2017 - $105,910
2018 - $108,346

This offer provides funding to maintain the existing contract with North Range Behavioral Health for transport and treatment of citizens requiring alcohol detoxification. North Range Behavioral Health (NRBH) is an independent service provider that offers inpatient substance abuse detoxification care, pursuant to state statute, for individuals referred to NRBH by Police Services and from the community. NRBH provides transportation for all accepted patients, housing, and counseling for those patients who are admitted to the program.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

29.15 Police Patrol Fleet Fuel and Maintenance - Funded

2017 - $1,107,832
2018 - $1,171,195

This offer covers all of the fleet operational and maintenance costs for vehicles assigned to the Patrol Division.

The Patrol Division has 196 vehicles and related equipment in its fleet. This offer supports all of the operation and maintenance (O&M) expenses for all marked and unmarked patrol vehicles. Additionally, this offer supports O&M on police motorcycles, vehicles allocated to volunteer and civilian staff pool usage, specialized support vehicles and trailers used for riot response, scene command, SWAT team response, Bomb Squad response, collision investigation, and nine pool cars that officers can use while their patrol car is being serviced or is otherwise unavailable.

Police Services has utilized the One to One Car Plan for more than 35 years. The plan assigns a car to every police officer in the agency. By assigning vehicles to sworn officers, the agency is able to call upon a highly scalable number of officers to respond to any situation, with all of the required equipment needed. Additionally, the One to One concept acts as a deterrent to potential traffic violations and criminal acts by increasing police visibility throughout the community, lending to a greater police presence than on duty vehicles could achieve alone. Officers are required to carry all necessary equipment for the performance of their duties in their patrol cars. In the event of an emergency, officers can respond from home to the scene fully equipped.

Officers are required to carry all equipment necessary for the following:
• Traffic direction
• Accident investigation
• Mobile Field Force/riot response
• Basic crime scene evidence processing
• Traffic enforcement tools (radar)

If officers have a collateral assignment that requires additional equipment, they must carry that in addition to what was previously listed. These teams

include:
• Crime Scene Investigators
• SWAT
• K 9
• Hazardous Devices Team
• Emergency Preparedness Team
• Bicycle Unit

This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.16 KFCG ENHANCEMENT: Police Body Camera and Taser Program - Funded

2017 - $177,151
2018 - $201,897

This offer funds full deployment of the existing Taser and body camera program to all officers in the Patrol Division. In 2012, ahead of the national trend, Police Services initiated a pilot program for body cameras with District 1 officers. The program was successful and expanded in limited numbers to other patrol officers in 2013, with a total of 30 officers having cameras. In 2014, the program was doubled to 60 body cameras.

A new contract was negotiated with TASER Corporation (which provides both body cameras and Taser handheld less-lethal control devices) to include handheld Tasers for each officer with a body camera. Police Services was the last agency of almost 30 police departments in the Benchmark City Survey to deploy Tasers to patrol officers.

This offer allows all patrol officers, including District 1, NET, and the Traffic Unit, to be issued body cameras and Tasers. It requires a new contract for five years that includes new body camera and Taser upgrades. Costs listed also include yearly training and recertification. First year costs of a new five-year contract are close $285,000 but are offset by credits from the existing contract ($76,000) and bundling incentives offered by Taser in the form of grants ($42,000).

Tasers have been a proven tool and industry standard for most of the last decade. Police Services was a very late adopter of this tool. Body cameras are becoming an industry standard since the events in Ferguson, MO. Police Services was a leader in this area, and many of the current national standards for body cameras were informed by the Police Services model.

In order to sustain the administrative responsibilities of increasing the number of body-worn cameras in use, support staff outlined in 29.48 and 29.44 must be added.

SAFE COMMUNITY

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

29.17 ENHANCEMENT: Police Campus West Police Officers 3.0 FTE - Unfunded

2017 - $470,968
2018 - $392,204

This offer will fund two new Police Officers and a Police Sergeant to staff the Campus West area, including Patrol District 3 which includes the Avery Park neighborhood.

These positions will augment Offers 29.46 and 29.22 that request funding for a Police Services Technician and a Campus West Substation to be shared with Neighborhood Services, Colorado State University (CSU) Off-Campus Life, CSU Student Conduct and Affairs, CSU Police Department, and the Fort Collins/CSU Community Liaison. The two offers, combined with existing staffing, provide the necessary resources to address Campus West staffing and community service/engagement space needs.

For the 2013-2014 cycle, supporting budget offers were submitted for a Campus West Substation and staffing consisting of six Police Officers and a Police Sergeant. The KFCG offer for four officers was funded. However, the General Fund offer for the substation, the remaining two officers, and the supervisor was not funded. Because there is no space in Campus West for the officers to work out of and no dedicated supervisor, two of the new officers were assigned to the Neighborhood Enforcement Team. Those officers work from police headquarters and focus on problem solving and community policing efforts in the Campus West area. The remaining two new officers were placed on the weekend night patrol shifts to assist with calls for service. With this offer, those four officers would be reassigned to serve on a team with the two new officers and the new supervisor. The team would work out of the new Campus West Substation.

This offer is dependent on Offer 29.22 and 29.46 because it will complete the team of officers and a Police Services Technician dedicated to the Campus West Substation.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.19 ENHANCEMENT: Police Accreditation and Performance Manager 1.0 FTE - Unfunded

2017 - $110,966
2018 - $111,225

This offer funds a position necessary for the agency to achieve and maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This civilian position will also carry other duties in policy maintenance, performance measurement, and maintaining professional standards. Maintaining up to date policies and procedures, and ensuring that employees are properly trained in these areas is essential.

SAFE COMMUNITY

The accreditation process requires a thorough review of written directives and practices to ensure that the agency is operating within current best practices. Completing the process usually takes about three years. After initial accreditation, agencies must maintain ongoing proof of compliance with standards. FCPS made significant progress in this direction over the past five years, performing a complete policy manual rewrite. In 2014, FCPS achieved accreditation through the Colorado Association of Chiefs of Police. The next step in this continuous improvement process is national CALEA accreditation.

In 2015, Police Services entered into a contract with CALEA to pursue accreditation. A light duty officer worked on this project for several months, and a part time employee was hired to complete it. This unfunded part time position is paid by productivity savings from other divisions' vacancies.
Only about 4% of police agencies carry CALEA accreditation, though about 25% of police officers work for accredited agencies. This means accredited agencies are usually larger, and many quality mid sized agencies are accredited. Most accredited agencies have specific resources dedicated to this effort, typically designated as an accreditation manager.

CALEA's goals:
• Strengthen crime prevention and control capabilities
• Formalize essential management procedures
• Establish fair and nondiscriminatory personnel practices
• Improve service delivery
• Solidify interagency cooperation and coordination
• Increase community and staff confidence in the agency

This Offer supports the following Strategic Objectives:
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust

29.20 ENHANCEMENT: 911 Center Replacement Furniture Consoles - Unfunded

2017 - $325,000
2018 - $0

Funding this offer will allow Police Services to purchase 16 new furniture workstations for the 911 Emergency Dispatch Center (FC911). FC911 is a 24/7 operation and receives incoming 911 calls, non emergency calls, and administrative telephone calls for the City of Fort Collins Police, Poudre Fire Authority, and University of Colorado Health. Dispatchers are responsible for triaging incoming calls for service and dispatching the calls to first responders. The workstations suffer accelerated wear and tear that is exacerbated by the pace of continued operations.

The current workstations are aging, with some over 17 years old. The vendor is unable to find comparable parts, and some workstations are unable to raise or lower as needed. Components are failing and mechanisms do not work because cables are inadvertently pulled out of worn plugs. Comfort controls at workstations do not function properly, prompting employees to use portable heaters.

SAFE COMMUNITY

The cable management is extremely limited. Each workstation has over 50 cables. These cables do not fit into the original track system and therefore stick out from underneath and behind the workstations. This causes troubleshooting concerns for vendors and safety concerns for employees.

The workstations have limitations to the number of computers and monitors which can be placed at each console. Currently, there are three computers for the following applications: Computer Aided Dispatch (CAD), Radio system and our 9 1 1 telephone system. Six monitors should be at each console, and with changes in technology and expanding responsibilities, the requests to do more continue.

Funding this request would replace the existing furniture with workstations capable of housing at least six monitors, a robust cable management system for the various pieces of equipment and components, and provide for an updated ergonomics landscape that brings dispatchers closer to the various screens and controls during 10 12 hours shifts.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

29.23 Police Vehicle Replacement - Funded

2017 - $72,102

2018 - $214,923

This offer provides a dedicated funding source for fleet vehicle replacement in Police Services, in accordance with the vehicle replacement program for 2017 and 2018. This offer includes the replacement of cars, vans, trailers and trucks for the following divisions:
* Police Patrol
* Police Investigations
* Police Administration

The replacement criteria are established using the City's fleet management program, FASTER. Evaluation criteria include vehicle age, mileage and lifetime maintenance cost. Generally, police vehicles are driven 85,000 miles before rotation. Physical condition and anticipated repair cost is also a consideration. Trailers are evaluated after 10 years.

Unless there is an identified operational need, gas vehicles are replaced with alternative fuel vehicles. In the 2015 2016 budget cycle, in addition to smaller sized gas powered patrol cars, Police Services purchased the following types of hybrid or fuel efficient vehicles:
* Toyota: Prius Hybrid, Camry Hybrid, Rav4 Hybrid
* Ford: Fusion, EcoBoost engines were ordered in several light duty trucks
* Nissan: Leaf

SAFE COMMUNITY

This Offer supports the following Strategic Objectives:
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

29.24 Police Vehicle Debt Service - Funded

2017 - $1,012,624
2018 - $853,444

This offer funds the debt service on existing Police Service vehicles previously acquired.

This Offer supports the following Strategic Objectives:
- ECON 3.6 - Enhance the economic vitality of our community

29.25 KFCG ENHANCEMENT: Police Emergency Management and Preparedness Lieutenant 1.0 FTE - Unfunded

2017 - $213,078
2018 - $183,267

This offer funds a Police Lieutenant position and the ability for Police Services to prepare for and manage critical incidents and emergencies, whether natural or man made. The City has a full time PFA Battalion Chief that operates as the Emergency Manager for the City. His role is not focused on deploying emergency operations but on supporting emergency operations and readiness. Emergency operations deployment has always been a function of Police Services and PFA working through incidents using a Unified Command Model. Incidents and special events consistently necessitate that Police Services be the operational lead and commit significant operational and ongoing planning resources. This position would allocate a police resource to bring Police Services up to national standards and incorporate Emergency Preparedness as a deliberate function rather than a “catch as catch can” approach which is outdated based on capacity and national standards. Areas impacted include:

• Evaluation and response to potential criminal and terrorist threats
• Critical incident response and management with uniform operational plans
• Coordination with other public safety, community partners and jurisdictions through formal MOUs
• Formal multi agency training and coordination that builds off foundation of current tactics and practices related to operations
• Formalized Incident Command Structure programming and training to bring Police Services up to industry standards
• Standardized Community Education and Response programs (PSD, Front Range, CSU, private sector, etc.)

Police Services has made several attempts to have these responsibilities covered as an ancillary duty for a Patrol Lieutenant. The results have been predictably spotty with revolving personnel being asked to perform multiple functions as ancillary duties that need dedicated focus and time. This new position would also take on related administrative, community outreach, and budgetary management related to the areas above.

SAFE COMMUNITY

This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high quality fire and emergency services
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

29.26 ENHANCEMENT: Police District Investigative Aide 1.0 FTE - Unfunded

2017 - $82,224
2018 - $81,708

This offer funds an Investigative Aide to conduct a range of ongoing administrative duties associated with marijuana and liquor regulation and enforcement in Fort Collins.

The 2015-2016 budget funded a marijuana regulation/enforcement officer and liquor regulation/enforcement officer. These positions were needed because of the legalization of medical and recreational marijuana and the resulting dispensaries and grow operations (including commercial, residential, and illegal grow operations) and the lack of a dedicated liquor officer. In November 2015, marijuana and liquor regulation and enforcement functions were taken over by two officers assigned to District 1. Previously, these functions were conducted as collateral duties by several detectives in the Criminal Impact Unit. That unit also had an Investigative Aide who performed most of the associated administrative duties. When District 1 officers took over these responsibilities, they did not have administrative support to assist with the significant regulatory monitoring. This has resulted in both of these officers spending approximately half of their time performing administrative duties. This time spent on administrative tasks reduces their ability to actively monitor marijuana and liquor establishments, conduct compliance checks, observe and identify violations, investigate and follow up on violation complaints (in both commercial and residential areas), and identify and investigate illegal marijuana and liquor production and distribution operations.

The Investigative Aide will conduct a range of administrative and investigative functions, including legally-required background investigations on all marijuana and liquor establishment owners and managers (including every time there is a new owner or manager), process applications, prepare investigations for show cause and summary suspension hearings, conduct fake ID investigations, and maintain legal records on all marijuana and liquor establishments.

This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.27 ENHANCEMENT: Police Personal Protective Equipment - Funded

2017 - $130,621
2018 - $0

This offer funds needed replacement of two pieces of issued Personal Protection Equipment (PPE) for officers gas masks and chemical, biological, radiological, and nuclear (CBRN) officer protection suits. The gas masks protect police officers in response to typical incidents such as civil disturbances

and barricaded subjects when chemical agents might be deployed, as well as in atypical environments such as those created through fire, industrial catastrophe and criminal or terroristic events.

Much of our current PPE was issued to police officers in 2002. Since that time, officers have been issued additional equipment that is not compatible with the fit or form of the older PPE. For instance, the gas mask does not allow for proper aiming of the patrol rifles which were purchased subsequent to the gas masks. Newer gas masks have smaller filters which can be placed on both sides of the mask and allow for proper aiming of the rifles. The newer gas masks are also capable of filtering toxins related to large scale marijuana grows, which are present in Fort Collins.

Another issue has been the inability of supervisors to communicate through the gas mask with officers during incidents. A supervisor literally yells into the radio while wearing a gas mask, producing common failures in communication. Many supervisors just remove the mask and work in the gas environment, causing discomfort and creating liability. Part of this request is for 30 communication units that attach to the masks, allowing supervisors to communicate safely and effectively during incidents.

The CBRN suits previously issued had a shelf life of five years. In 2014, all of the old equipment was destroyed because it was no longer effective. Instead of issuing new advanced CBRN suits to every police officer, a supply of 50 will be stored and deployed as needed. These suits have a ten year shelf life if properly stored and require no ongoing training to meet industry standards.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts

29.28 ENHANCEMENT: Police School Resource Officer Corporal 1.0 FTE - Unfunded

2017 - $173,210

2018 - $143,251

This offer funds the City's share (approximately half) of a School Resource Officer (SRO) Corporal, beginning in August 2017 for the 2017-2018 school year and beyond. This offer is contingent upon Poudre School District (PSD) funding the other half.

The SRO program began in 1995 as a partnership between Police Services and PSD to assign specially-trained officers to each school to use problem-solving approaches to accomplishing three primary goals:

- Provide a safe learning environment and help reduce school violence
- Improve school/law enforcement collaboration
- Improve perceptions and relations between students, staff, and law enforcement officials.

SROs have successfully worked on traffic issues, litter complaints, drug sales, and safety in nearby parks and business areas. They have found that most problems can be solved or minimized by establishing partnerships with students, staff, parents, and other members of the community. SROs are responsible for citizen calls for service in all of the non-charter public schools, provide police presence during school events, and coordinate a week-long summer Youth Police Academy.

SAFE COMMUNITY

As new schools have been added, the program has continued to grow. Eleven SROs now cover 37 schools with 23,823 students across the city. They are supervised by one Police Sergeant. An additional SRO at the new rank of Police Corporal is needed to assist with supervisor responsibilities, reduce the span of control, provide assistance to existing SROs, and fill in at schools when SROs are absent. There are currently only enough SROs to staff one at each middle and high school, with no additional SROs available to fill in when one is absent (due to training, sick or extended injury leave, vacation, or being busy on a school related call.)

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle

29.29 ENHANCEMENT: Police Patrol Resources for a Growing Community 9.0 FTE - Funded 2017 - $681,798

2018 - $1,231,966

This offer will add five shift based police officers to the Patrol Division in 2017, and four additional officers in 2018 in order to maintain existing levels of service. This additional staffing is based on a data driven resource allocation model that is widely used to determine police staffing.

The Law Enforcement Personnel Allocation Model is used to determine the number of Officers necessary to respond to calls for service and meet the other expectations of our community. Rather than relying on comparisons in the number of officers or the workload in other cities, it is based on the actual demand for service in our community.

In 2014 an in depth study was conducted to evaluate the staffing and operational efficiencies of the Patrol Division. The study addressed three areas: (1) How many police officers we need to provide the expected level of service in the community; (2) Are the officers deployed efficiently; and (3) Are the officers scheduled efficiently. This data driven method determined that the number of officers was sufficient, but improvements could be made in their deployment. We made changes to our patrol districts and our schedule to better utilize our staffing. Staff time was more closely aligned with the work load which added several additional officers to the schedule at busy times without adding to the overall number of officers. This effort also had the benefit of reducing the Patrol Division shift related overtime 17% from 2014 to 2015.

This methodology distinguishes between work that is required and work that is desired. Reactive time is the time spent doing activities such as responding to calls for service. Proactive time is time that officers have to perform traffic enforcement, foot patrol, bike patrol, etc. In order to meet our community's expectations in those discretionary areas we need to build sufficient time in the officers' schedule. The amount of time devoted to reactive work is recommended to be 30 minutes in the average hour.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

SAFE COMMUNITY

29.33 ENHANCEMENT: Criminal Investigations Division (CID) Detectives 1.0 FTE - Funded

2017 - $168,124
2018 - $145,964

Funding this offer will add one detective to the Criminal Investigations Division. These positions will allow for further investigation of property crimes occurring in Fort Collins. The table below shows the average number of property crimes that occurred in the last three years (2013, 2014, and 2015), as well as the actual number of property crimes that occurred in 2015.

Property Crime	3 Year Average	2015 Actual
Arson	15	11
Burglary	525	524
Robbery	37	37
Theft	2,340	2,483
Vehicle Theft	170	236
Vehicle Trespass	914	1,041
Criminal Mischief	1,030	1,034

Three categories of property crimes show significant increase: Theft, Vehicle Theft, and Vehicle Trespass. Many of the vehicle trespasses and vehicle thefts committed involved the theft of firearms. This increases the impact of those crimes, as they contribute to the number of guns in the hands of criminals throughout the region.

The seven detectives assigned to the Property Crimes Unit (PCU) are working to capacity. Due to their current workload, property crimes cases are often delayed for weeks or months in starting the investigation. This delay leads to less-than-desirable service for victims and a significantly reduced chance of solving those crimes. The heavy workload affords no opportunity for proactive investigative work, such as deploying a bait vehicle or property, which can help decrease vehicle and property theft.

Internal cross-leveling of personnel assets to PCU has already occurred, reducing the number of detectives assigned to the Crimes Against Persons Unit. Even with this added capacity in PCU, the workload within the unit remains extremely heavy. In order to address the ever-increasing trends in Theft, Vehicle Theft, and Vehicle Trespass, PCU requires additional resources. With the addition of another detective to PCU, the unit can investigate more cases and reduce investigative wait time.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.34 ENHANCEMENT: 3-D (Three-Dimensional) Laser Scanner - Unfunded

2017 - $40,805
2018 - $43,805

Funding this offer will allow Police Services to objectively, accurately and permanently preserve crime scenes in significantly less time and with infinitely greater detail.

SAFE COMMUNITY

The Leica 3 D image scanner sends out a laser beam to collect millions of reference points per second while simultaneously collecting digital photos. The end product is a permanent 3 D image which shows and preserves every detail, including measurements, angles of objects, bullet holes and trajectories, bloodstains and other critical evidence.

Current methods require taking digital photos, a video recording, manually collected measurements, completing a hand drawn diagram, and entering that information into a computer for a computer generated diagram. This decades old technology has become extremely insufficient for documenting criminal scenes in the digital age. Absolute accuracy in crime scene documentation is essential in both identification of critical evidence in the justifiable prosecution of a defendant and in preventing the wrongful conviction. 3 D scanner technology eliminates the need to rely on these outdated methods of crime scene documentation. This will save significant time and vastly improve the quality and detail in the final product.

For example, the current practice involves collecting dimensions of involved rooms, the placement of furniture, and known items of evidence for diagramming. Using 3 D scanning technology, the entire inside and outside of a residence can be scanned to compute exact measurements of every room, as well as exact identification and placement of every object (including known items of evidence and items that may not be identified as evidence until after the scene is released). 3 D images allow viewers to examine the scene as though they were walking through it. These images can also provide viewers with the exact distance between any two points visible in the scene.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.35 ENHANCEMENT: Expansion of Police Services Training Unit 2.0 FTE - Unfunded

2017 - $360,266
2018 - $299,523

This offer funds the expansion of the Police Services Training Unit. By adding one sergeant and one officer to the unit, capacity is created to maintain and enhance the level of training in the department. Currently, the agency firearms program is being managed by two detective sergeants who take time away from their investigative responsibilities to manage the program. The responsibilities in the firearms program have grown significantly over the past 10 years, and this offer will create dedicated time for this purpose. The training officer will add capacity in the recruiting, hiring, and training responsibilities of the unit—all essential for the continued success of the agency.

There is currently one sergeant, four police officers, one full-time administrative assistant and three part-time hourly employees in the unit. This full-time team is assisted by dozens of other officers who instruct police topics. This offer will continue to move more of these responsibilities to the Training Unit staff and reduce the time spent by collateral instructors. This offer will also allow the Agency to continue to hire quality people who can be trusted with the responsibilities of police employees. In addition, the offer enhances the ability to utilize citizen volunteers and interns in the department by adding capacity to manage those functions.
Fort Collins is expected to continue to grow in the coming years. Over the next 20 to 25 years, it is expected that the population will grow by about 100,000 more citizens. This growth will need to be met by continued growth in the core services, including hiring over 100 police officers, dispatchers, and support personnel serving the City.

SAFE COMMUNITY

High-quality training is essential to prepare police officers and other employees to provide professional and compassionate service to the community.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

29.36 ENHANCEMENT: Proposed Police Training Facility (Council Reserve Assignments) - Funded

2017 - $1,080,000
2018 - $0

This offer funds the preliminary costs to design a police training facility in 2017. The offer assumes that a financial partner will be found to share the cost. There is a current plan to build a training facility on the grounds of the Fort Collins Loveland Airport. Extensive work was done planning this project; however, other options are being considered since the project has not been approved. The offer also funds the debt service in 2018 on funds used to build the proposed facility.
Over the next 20 to 25 years, it is expected that the population of Fort Collins will grow by about 100,000. This anticipated growth will need to be met by continued growth in the core services, including a significant increase in the number of police officers, dispatchers, and support personnel serving the City

Police training is essential to prepare officers and other employees to provide professional and compassionate service to the community. Fort Collins has a strong history of providing excellent training for our employees. This needs to remain at the top of our local priorities.

There is a lack of facilities available for police training, especially in high liability areas such as firearms and driving. It is absolutely essential that officers be trained at the highest levels in these important areas so the risk to citizens and officers during police operations can be reduced.

Over the past several years, there have been encouraging discussions about the possibility of constructing a training facility with the help of a regional partner. The estimated cost of this facility is $18.5 million if built on property already available to the City.

Revenue from renting excess capacity of the driving track and shooting range will offset the operating and maintenance costs. The amount of this revenue opportunity is uncertain at this time and is based on availability of other facilities and market factors. Police Services is committed to maximizing the revenue potential of this facility.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

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29.37 ENHANCEMENT: Existing Range Safety Repairs - Funded

2017 - $232,700
2018 - $0

This offer funds critical safety repairs to the indoor police shooting range. The range was originally a private shooting facility that was purchased by the City in the 1980s. Police officers use the indoor shooting range for both classroom and firearms training. Currently Police Services conducts approximately 100 classes in the range per year. Approximately 250,000 rounds of ammunition are fired at the indoor range on an annual basis. Additionally, the range houses an inventory of ammunition and weapons needed for police operations.

There were some improvements made to the facility in 2002. The lead was removed and cleaned from the range, and the target retrieval system was replaced. The shooting range has not had any upgrades since that time. The primary concerns are the backstop that the bullets hit when shooting, baffles to avoid bullets hitting the ceiling and walls and ventilation system. The ventilation system will be replaced by Operations Services as part of another building maintenance budget offer.

There has been a continuing discussion with other area law enforcement agencies about developing a partnership to construct a new police training facility that will include a shooting range. In part because of these conversations, critical maintenance on the existing shooting facility has been delayed. The plan for a new facility has not been established, and regardless, we will be using the existing range for at least 2 3 more years. These safety improvements need to be made immediately to ensure a safe location for officers to train in this important, high liability area.

Once the repairs have been made, the facility will be useful for many years. Should a new shooting range be built, we will have the option to continue some operations at the current facility (weapon maintenance, weapon/ammunition storage, and small classes) or it will be in good shape to sell for a higher price than it is worth today.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.38 ENHANCEMENT: Mental Disorders Case Coordinator - Funded

2017 - $35,820
2018 - $33,395

This offer will fund a Mental Disorders Case Coordinator whose role would be to provide more timely and comprehensive help to officers and dispatchers in dealing with the mentally ill. This includes gathering information on callers, creating a caseload to be followed, and helping to design interventions in collaboration with department staff and community agencies. The goal is to both limit frequency of repeat contacts, to help callers get appropriate assistance, and to collect data to measure intervention effectiveness.

Fort Collins Police Services assists community members who have mental disorders, as well as their families and neighbors, on a daily basis. In 2015 there were 863 suicide and suicide threat calls to 911 averaging 2.5 per day. This does not include the many welfare checks, addiction responses and general welfare check mental health calls. Often, Dispatch receives multiple calls from the same mentally disordered person tying up the 911 line when no real emergency exists. For officers, these calls can be very difficult and dangerous to handle as evidenced by accounts from police departments here and around the country.

SAFE COMMUNITY

Police departments including Colorado Springs, Denver, Boulder and Longmont have added mental health services to assist officers and dispatchers. The FCPS Police Psychologist currently fields inquiries from department personnel, transmits information both to and from FCPS and other agencies, tracks the outcomes of these calls, and collaborates with community agencies on case management. This is not the most efficient use of his time but, more importantly, it is not having the needed impact on the desired constituencies partly because consistent follow up on cases is not possible

In addition, discussions are currently taking place with the goal that this position, while still dedicated solely to FCPS, will become part of a 1.5 FTE mobile assessment position jointly funded by FCPS, UC Health, and SummitStone Mental Health Partners.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- HPG 7.1 - Provide world-class services that meet the needs of the community

29.39 ENHANCEMENT: Police CAD and RMS Replacement CRISP (Council Reserve Assignments) - Funded

2017 - $2,980,000
2018 - $0

Funding this offer will allow for replacement of the existing and expiring Colorado Regional Information Sharing Project (CRISP) software and applications The CRISP system is a regional software system shared by Fort Collins Police, Larimer County Sheriff's Office, Poudre Fire Authority, University of Colorado Health ambulance, Estes Park Police, Timnath Police and Colorado State University Police. The system allows for partner agencies to utilize the same software system for entering police, fire, and EMS calls for service, maintaining police and fire records, field reporting for first responders and a jail management system.

In April 2014, the CRISP agencies migrated to the Tiburon Windows platform. Today, we are addressing issues and problems from that migration. In January 2015, Tiburon was purchased by TriTech Software Systems, a leader in the public safety software industry. In February 2016, TriTech advised CRISP that our current Tiburon product will no longer be enhanced and only break/fix issues will be addressed. The lack of solid operability of the current system has created extensive work for local IT staff and significant expenses. The current system cannot continue. Moving to a new software solution will provide CRISP agencies a more stable product with necessary support and engineering help while providing a more robust platform for our critical public safety needs.

In February 2016, we met with executives at TriTech to discuss options and were offered a discount to move to the TriTech solution. This product line offers the same software applications as Tiburon and offers a more robust and updated solution. The cost of this upgrade is $2,980,000 and will be shared with our partner agencies. Larimer County will split the cost with Fort Collins while smaller agencies will pay for the licensing and software interfaces directly related to their needs.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

29.40 KFCG ENHANCEMENT: FC911 Dispatchers 1.0 FTE (PFA Funded) - Funded

2017 - $17,212
2018 - $69,506

Funding this offer will add one additional Emergency Services Dispatcher positions at Police Services. Dispatchers provide 24/7 emergency services to the community. In addition to radio duties, dispatchers are responsible for handling 911, non emergency and administrative telephone calls. In 2015, over 200,000 telephone calls were taken (64,200 of which were 911 calls). These positions also dispatch police, fire and EMS personnel. Fort Collins 911 (FC911) dispatchers are nationally certified Emergency Medical Dispatchers and provide life saving medical instructions to callers prior to EMS arrival.

The offer meets two demands: it will provide additional phone coverage, allowing radio dispatchers to avoid dividing attention, and it will build towards the demands of the City's expected population growth. In 2015, two officer involved incidents occurred and raised concerns about dispatchers who were busy with phone calls when officers needed radio assistance. Recommendations from both shooting review boards outlined the need for dispatchers to remain focused on the radio and to not be expected to answer calls which may divide their attention. Current staffing levels don't allow for this separation of duties.

An increase of 10 dispatchers is needed, under current demands, to eliminate the need for channel 1 and 2 dispatchers to answer phone calls. This offer takes a measured approach of adding two dispatchers per year for each year of the budget to begin to address this first responder safety need. There is also demand on dispatchers during high volume times and the pending increase in call volume that will come with population increases. Training new dispatchers takes at least one year, so we must begin to fill these positions and provide greater service to emergency personnel and our citizens while preparing to handle the demands of increased call volumes.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high quality fire and emergency services

29.41 ENHANCEMENT: FC911 Dispatch Supervisor 1.0 FTE - Unfunded

2017 - $107,892
2018 - $108,075

Funding this offer will add 1.0 FTE Emergency Dispatch Supervisor at Police Services Fort Collins 911 (FC911). The Dispatch Supervisor is responsible for the supervision, delegation and coordination of operations of the FC911 Emergency Communications Center. Supervisors are primarily responsible for managing, scheduling, training, mentoring, and evaluating Dispatchers. Supervisors are trained to perform the duties of a dispatcher as needed.

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Numerous additional duties rest on the supervisors' shoulders. They manage quality improvement audits, payroll/leave software, new hire hiring/training, continual education, training and accreditation of the Emergency Medical Dispatching (EMD) system. Supervisors also are tasked with equipment monitoring, Computer Aided Dispatch (CAD) system administration, and authoring of procedures and guidelines. These other tasks are required to meet business needs, retain accreditation and provide expected service levels, but they diminish supervisors' ability to engage and assist personnel. The six current supervisors are near their optimal level for span of control if administrative duties are transferred elsewhere. Background growth planning and a separate BFO offer (Offer #29.40) for four additional dispatchers will push existing supervisors past that ideal span of control without this increase.

Funding this offer will add a supervisory position to manage the variety of administrative responsibilities held by current supervisors and allow them to focus on the needs and guidance of dispatchers and call takers. This supervisor will be responsible for handling the administrative tasks of the existing supervisors, while also assisting with projects such as CAD management, radio management, Next Generation 911, contract work and other projects the Emergency Communications Manager is overseeing. This provides the additional benefit of creating a succession role that would prepare a supervisor for the manager position.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high quality fire and emergency services
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts

29.42 ENHANCEMENT: Police Systems Analysis 1.0 FTE - Unfunded

2017 - $113,316

2018 - $112,303

Funding this offer adds 1.0 FTE for the Information Technology Unit at Police Services known as PD Systems (PDS). The Police Systems Analyst is responsible for a number of critical services to the community. This offer proposes 1.0 FTE that will support the City's multi agency 911 and Computer Aided Dispatch/Records Management System (CAD/RMS) and will support the various units and applications within Police Services. Support of the CAD system is a 24/7/365 responsibility. PDS is currently staffed with one manager and two analysts who maintain the applications for over 300 Police Services employees.
This CAD system is part of the inter jurisdictional CAD/RMS system that has over 900 users from Fort Collins Police Services, Larimer County Sheriff's Office, Poudre Fire Authority, University of Colorado Health ambulance, Wellington/Waverly Fire Department, Natural Areas Rangers, City Park Rangers, Estes Park Police, and CSU Police.

FCPS has a number of groups/teams within the agency that frequently require specific line of business technical support on a variety of technological items. Some of the technology includes workflow systems, mobile support, custom software and audio/visual support reporting systems and technical training.
PDS has been greatly challenged in providing technical support to the listed systems and Police Services' inventory of specialized technology. Over the last two years, the Internal Services Survey showed that police personnel are not receiving adequate technical support for their diverse needs. This position will provide better customer service and critical technical support to Police Services and the community.

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This Offer supports the following Strategic Objectives:
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high quality fire and emergency services
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community

29.43 ENHANCEMENT: Police Property & Evidence Storage Upgrade - Funded

2017 - $245,000
2018 - $0

Funding this offer purchases high density shelving as an upgrade to the storage capacity of Police Services Property and Evidence Unit (P&E). Police Services is required to collect and securely store items of evidence and property related to criminal prosecution of offenses. Currently, P&E has nearly 85,000 items of property or evidence in storage. That is a 37% increase over the past two years and has caused us to exceed our current storage capacity. The Evidence Unit currently rents storage units from a private facility to meet large item storage needs. This comes at a cost of $600 per month that may increase without the funding of this offer. The off site facility also decreases our security oversight of the items stored there and would not be permissible for some items.
The high density storage shelves will maximize the use of our existing space in the Police Services building. It is anticipated that this effort will increase the capacity to meet needs for the next five years. The shelving also will mitigate the safety hazard to employees when items cannot be properly stored. High density storage will keep the walkways and common areas free from clutter.

High Density Storage has the following characteristics:
- Utilizes available floor space with a customized mobile design
- Mobility allows for aisles to be smaller and more storage space
- Storage is multi functional with different sizes of storage and diverse packaging needs

This Offer supports the following Strategic Objectives:
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

29.44 ENHANCEMENT: Police Services Technician - Records Release 1.0 FTE - Funded

2017 - $77,489
2018 - $79,589

Funding this offer adds 1.0 FTE for a Police Services Technician (PST) to handle the numerous and varied records requests received by Police Services on a weekly basis. Currently, 150 200 criminal justice records requests per month are handled by the Records Unit, the Property and Evidence Unit, Dispatch and the Records Manager, who has the ultimate responsibility as the records custodian. This PST would handle all these requests and report directly to the Records Manager.

Law and policy require the requests to be fulfilled within a specified time period. These requests come in from other criminal justice agencies (including

the District Attorney's Office and the City Attorney's Office), as well as from the public, private organizations, and defense attorneys. Colorado Open Records Act/Colorado Criminal Justice Records Act (CORA/CCJRA) requests received on a regular basis can be time consuming and often require legal counsel prior to release.

The current system results in inconsistencies in what is released, lack of proper reporting to the manager and is in addition to personnel's existing duties. Release personnel must be trained (up to one year), pay great attention to detail and adhere to strict rules for release or denial. The deployment of body worn cameras caused an increase in requests for body worn camera videos. There are over 60 in use now and the program will double by the end of 2017. Each of the videos must be reviewed and occasionally redacted, prior to release. This will create an additional workload that cannot be met with current staffing. Improper release or denial can jeopardize criminal cases or an individual's right to privacy and there are possible legal consequences for improper release. A dedicated PST focused on this important task will protect citizens' information and ensure the legal and appropriate handling of sensitive information.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.45 KFCG ENHANCEMENT: Police Services Technician - Support 1.0 FTE - Funded

2017 - $77,489
2018 - $79,589

Funding this offer adds 1.0 FTE for a Police Services Technician (PST) to supplement two existing PSTs, to assist in preparing filing documents for the prosecutors' offices and to provide quality assurance for the body worn camera program.

Police Services employs two PSTs who staff the front desks of the main police building and the District One office. When either has time off, the District One office is not staffed. This new position will supplement the existing staff during those times to provide continual availability and service to our community. With the potential opening of a Campus West office, there will be a third PST that works its front desk, which will make this new position even more important to supplement our three outreach offices for the community. PSTs handle a variety of "cold" police reports, VIN verifications and motor vehicle accident reports. These PST duties free officers to handle more urgent matters.

Secondly, this position will ensure that reports and all pieces of media are released to the prosecutors' offices. The number of filed cases increases significantly each year. 2015 saw a 25% increase from 2014, and the Records Unit processes an average of 125 filings per month. It's imperative that Police Services be thorough in its records release to assist proper prosecution. This PST will be a point of contact with the prosecutors' offices to help ensure the necessary tasks are done.

Finally, this PST will provide quality assurance for the documentation and release of video from the body worn camera program. There are over 60 cameras in use with another 60 to be deployed by the end of 2017. In the first quarter of 2016, officers recorded over 9,000 videos. Police Services must verify that those records are properly documented in the digital storage tool and in our Records Management System. This position is vital to various functions of the police department.

SAFE COMMUNITY

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

29.46 ENHANCEMENT: Police Services Technician - Campus West 1.0 FTE - Unfunded

2017 - $77,489

2018 - $79,589

Funding this offer adds 1.0 FTE for a Police Services Technician (PST) to staff the proposed Campus West office. Police Services employs two PSTs who staff the front desks of the main police building and the District One office. Both positions have proven to be very valuable for our community outreach locations. If the Campus West office is approved, a PST will be essential as the first point of contact for Police Services and as a constant presence when officers are patrolling. If the front desk is not manned with a PST, the police portion of the proposed office will not be responsive to citizens when officers are out. That would require community members to travel either to the D1 office or the main building on Timberline Road for service.

A PST can handle most walk in situations so that officers are free to deal with more urgent police matters. PST service includes motor vehicle accident counter reports, thefts, burglaries, harassment, VIN verifications, entering calls for service and other cold crime reports. The PST also is granted a limited commission so they have the ability to issue summonses for certain driving infractions. When not directly busy with Campus West needs, the PST is fully trained and will assist the Records Unit with reports, citations and other duties.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.47 ENHANCEMENT: Police Transcription Service - Funded

2017 - $68,000

2018 - $68,000

Funding this offer provides transcription services from an outside vendor to transcribe officers' dictated police reports or to use a technological solution. Currently, officers dictate their police reports. Records personnel are tasked with transcribing those reports and putting them into the Records Management System. Records staff receives an average of 40 reports a day and over 50% are priority that require transcription within 24 hours. To keep up with the volume, at least four FTEs had been devoted strictly to transcribing police reports, which then created backlogs in other areas due to staffing levels within Records. Typing back logged reports were addressed with overtime shifts, employing typists every week.

In October 2015, Records reached a back log of 500+ reports that required transcription. Beyond the negative effects on citizens, investigators and the prosecutors' offices, this created deficiencies in timely crime analysis, officer deployment and staffing decisions. A pilot program began in November 2015 and continues now. Utilizing salary savings to contract a transcription service, the program has shown that the turnaround on typing narratives can be accomplished within 72 hours.

SAFE COMMUNITY

Using the service allows Records staff to focus on other documentation tasks that are equally as important to the community and agency. This has already made a significant difference in the report turnaround, and the plan is to continue this service while conducting a report process review and renovation for future success.
Another potential solution, Dragon dictation, will require funding. A pilot began in June and utilizes specialized recording hardware and software. Officers directly dictate their reports and the software types them so that officers can immediately make corrections and forward the documents for approval. If proven viable, this option would have an added benefit of decreasing the approval and routing time delays for more efficient service to the citizens.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

29.48 KFCG ENHANCEMENT: Police Property & Evidence Technician (Patrol Taser) 1.0 FTE - Funded

2017 - $74,668
2018 - $74,018

Funding this offer adds 1.0 FTE Property and Evidence Unit (P&E) Technician at Police Services with additional responsibilities dedicated to the processing of digital media. The Technician is responsible for the intake, safe keeping, audits and return or destruction of all items collected by Police Services. This includes the transfer of items for labs, other agencies and the courts. This position is a highly responsible position of trust that requires quality work and attention to detail.

P&E is currently responsible for nearly 85,000 items. In 2014, the unit took in approximately 23,000 items for evidence or safekeeping and disposed of approximately 13,000 items. In 2015, the unit took in approximately 22,000 items and disposed of only 13,000 items.

This Technician will additionally collect, manage, store, redact and release digital evidence, largely in response to the deployment of body worn cameras. There are more than 60 cameras in operation and the program will double by the end of 2017. In the first quarter of 2016, officers recorded over 9,000 videos with most related to criminal cases. Every video related to a filed case must be copied to DVD and turned over to the District Attorney or Municipal prosecutor’s office to be used in court proceedings.

Police Services has seen a large increase of requests from the public, attorneys, insurance companies and the news media. Each video must be reviewed, and at times redacted, prior to release. The review time is minute for minute, not including the time it takes to utilize the redaction tools. Though a mid budget request fulfilled the need for a Technician to copy current videos for release, existing staff levels cannot support the current redaction needs or the expansion of the camera program.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

SAFE COMMUNITY

29.49 ENHANCEMENT: Police Technology Replacement - Tech Services - Unfunded 2017 - $218,000

2018 - $0

This offer funds two technology projects that will need to be completed in this budget cycle. The scope of these projects will be above the general technology replacement budget contained in offer 29.1.

Audio/Visual equipment in the police facility is 10 years old and in need of replacement. Audio/Visual equipment is used in the Community Room, classrooms, the Emergency Operations Center and meeting rooms throughout the facility. Dispatch also has a video wall to monitor FCPS security cameras and cameras on the MAX platforms. The monitors are frequently used to observe severe weather updates and other breaking news. The cost of these upgrades is anticipated to by approximately $100,000.

Radio GPS technology is now available on portable radios to assist in locating radios and the personnel using them. Police Services and Utilities personnel would like to utilize the technology as a safety feature. Officers and Utilities personnel are frequently out of their vehicles. This technology would be valuable for general safety, deployment of personnel, as well as for locating users in emergency situations. The cost of this technology upgrade will be split between Utilities and Police Services. Utilities will pay $85,000. The cost for Police will be approximately $118,000.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

29.51 ENHANCEMENT: Police Portion of Regional Crime Lab Director Position - Unfunded 2017 - $38,000

2018 - $38,000

Funding this Offer will allow Fort Collins Police Services to meet a financial obligation outlined in a pending Intergovernmental Agreement (IGA). The pending IGA is a revision of the initial IGA which was authorized by City Council in Resolution 2012 045. In the initial IGA, the participating law enforcement agencies agreed to equally share the cost of operating and maintaining the NCRFL, which at that time did not include the cost of the compensation package and other expenses associated with the Director's position. At the time the existing IGA was written, the costs associated with the Director's position were covered by a grant which will expire at the end of 2016. In the spirit of the initial Agreement where all costs associated with operating and maintaining the NCRFL were split equally between the member entities, the pending IGA will formalize this intent by including the Director's position as an expense shared equally by the member entities.

The NCRFL Director serves a critical role at the NCRFL. The Director supervises the work of technicians assigned to the lab and is responsible for ensuring the interests of the member agencies are met while also ensuring that the NCRFL is in compliance with all accreditation standards. It is imperative to the ongoing success of the NCRFL to have a Director to manage and oversee the day to day operation of the lab, manage the stringent requirements for accreditation by the American Society of Crime Lab Directors (ASCLAD), and serve as a liaison with the various entities including member agencies, CBI and the NCRFL Board.

SAFE COMMUNITY

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

29.52 ENHANCEMENT: SWAT Equipment - Funded

2017 - $0

2018 - $41,000

This offer funds Fort Collins Police Special Weapons and Tactics (SWAT) equipment. The SWAT team currently uses three different types of precision rifles for the agency snipers. These rifles consist of four HS Precision, one Remington and one DPMS rifle. The HS Precision rifles were obtained in 2007 2008. To facilitate training consistency, maintenance and operational requirements, the agency needs a single sniper rifle system that will be capable of serving in this specialized role. The original intent was to move entirely to HS Precision rifles. However, those systems have had noted deficiencies in magazine reliability, ejection problems, and most importantly light primer strikes resulting in a failure to fire. The current optics have been in use since the late 1990s and have been used on several rifles. The industry standard for useable barrel life for precision rifles is approximately 5,000 rounds. Each of the systems has fired over 4,000 rounds. The recommendation to include suppressors is based on the current availability of suppressor devices that are able to function on precision rifles. Prior suppressors were not reliable enough to be used in that role, but they are today. Suppressors provide a significan increase in overall safety for the sniper and any bystanders, which at times include citizens in interior locations. The attached proposal is a bid from Mile High Shooting that details the quotes for six systems that will satisfy this specialized role. Overall cost is $41,070.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts

29.53 ENHANCEMENT: SWAT replacement Negotiator's Console - Funded

2017 - $32,000

2018 - $0

This offer will fund a new command console to replace outdated technology. The Crisis Negotiations Team (CNT) talks with suspects during SWAT calls to de-escalate situations and limit the need for force. This is done by calling the suspect's cell phone or by deploying a "throw phone". It is imperative for the criminal investigation and the mitigation of civil lawsuits that these police communications are audio and video recorded. The command console is the electronic piece of equipment that negotiators plug into to hear, see and record calls made to a cell or throw phone.

The current command console was designed ten years ago. Since then, cell phone technology has changed dramatically and cell phones have become the primary communication device. The CNT has made modifications to the current system to make it compatible with present technology, but the audio quality on cell phone calls remains substandard. A new command console is the only option to improve audio quality. Another problem with the current system is cable connectivity. The throw phone cables connect in multiple places and due to the poor quality of the connectors; there is often a loss of connectivity. When that happens, someone must manually check the connectors, potentially exposing them to a lethal threat. It is not cost effective to replace the current cables and connectors given the outdated technology of command console.

SAFE COMMUNITY

The CNT has researched systems from the two primary manufactures, ETGI and Rescue Phone. The purchase price is approximately $32,000 from either company; however, these two companies build their systems to be deployed for two distinctly different operational and tactical philosophies. The ETGI system is the best match for our team's philosophy and needs. The ETGI system will provide clear cell phone reception and recording, clear visual observation and recording, and the cables have military grade connectors to prevent wires from disconnecting during deployment.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts

29.54 ENHANCEMENT: 0.3 FTE shift from grant funding to the General Fund - Unfunded

2017 - $77,235

2018 - $79,446

Funding this offer will provide additional services to the victims of crimes in the City of Fort Collins. The Victim Services Unit (VSU) has two paid staff members and a team of volunteer victim advocates. VSU provides advocacy to victims of crime, as well as services to family members and friends of victims of crime. As mandated by C.R.S. 24 4.1 301 through 24 4.1 304, advocates ensure that Victim Rights Amendment crime victims are treated with fairness, respect and dignity, are given referrals to community services, and are notified of the status of the investigation and any ultimate arrest. Advocates help traumatized people understand the criminal justice system. They are also the liaison between officers/detectives and the victims. Advocates work with families and friends of those who are affected by suicide, sudden death, motor vehicle accidents, and many other circumstances that are not deemed a "crime". In 2014 the VSU handled 798 crime victims and 818 in 2015.

As Fort Collins grows, so does the number of crimes FCPS handles. Staffing for officers and detectives and Records and Dispatch also has increased. The size of VSU has remained the same since 2004, staffed by one full time supervisor and one full time victim advocate.

The VSU Supervisor position is fully funded by the City of Fort Collins. The Victim Advocate position is paid for with a 70% City/30% Victim and Law Enforcement (VALE) grant fund split. We propose that the Victim Advocate position be fully funded by the City of Fort Collins rather than relying on the VALE grant for supplementation. 30% of the position currently paid by the VALE grant equates to $25,000.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

31.2 KFCG ENHANCEMENT: Police Campus West Substation - Funded

2017 - $75,000

2018 - $75,000

This offer reflects a Council priority to establish a police/community substation in the Campus West area. Police Services is partnering with Neighborhood Services, Code Compliance, Colorado State University (CSU) Off Campus Life, CSU Student Affairs, CSU Police Department and the City/CSU Community Liaison to staff the office and offer a broad range of services and visibility to students, renters, long term residents and businesses in the area. The office will provide a more permanent police, City and CSU presence; impact crime; address quality of life issues such as loud parties; provide better

customer service; and augment current patrol staffing.

The costs for initial start up of the substation with the first year's costs include initial renovation, rent, furnishing, etc. and would be paid in 2016 with off cycle funding.

This offer is dependent on Offer 29.17 that requests funding for two additional officers and a supervisor. It also relies on Offer 29.46, which requests a Police Services Technician in order to provide the necessary resources to address Campus West staffing and community service/engagement needs.

For the 2013 2014 cycle, supporting budget offers were submitted for a Campus West Substation with a staff of six Police Officers and a Police Sergeant. The KFCG offer for four officers was accepted, but the General Fund offer for the substation, the remaining two officers and the supervisor was not accepted. Because there is no Campus West Substation for the officers to work out of and no dedicated supervisor, two of the new officers were assigned to the Neighborhood Enforcement Team to focus on problem solving and community policing efforts in the Campus West area. The remaining two new officers were placed on the weekend night patrol shifts to assist with response to service calls in the Campus West area. Those four officers would be reassigned with the Records Services Technician, the two new officers and the new supervisor to the substation.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- NLSH 1.7 - Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques and voluntary compliance with City codes and regulations
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

37.1 Municipal Court Services - Funded

2017 - $747,696

2018 - $764,099

Funding this offer will allow for the continued operation of the Fort Collins Municipal Court which processes infraction and misdemeanor cases arising out of the City Code and Charter. The offer includes the judicial and administrative expense of handling the general and camera radar/red light caseloads as well as the Municipal Judge’s duties as the local Liquor Licensing Authority. Cases are filed in the Court by Fort Collins and Colorado State University Police Officers, PFA Fire Prevention Bureau personnel, Animal Control Officers, Parking Enforcement Officers, Parks and Natural Areas Rangers, and Code Compliance Officers. Court staff will continue to handle each case with integrity, treating each individual with courtesy and respect.

Camera Radar/Red Light (CR/RL) cases – In 2015, the Court processed and closed 14,003 CR/RL cases, a 3% increase over 2014 due to increased filings. While the caseload may continue to increase modestly, our experienced staff, efficient processes and an effective computer system will allow us to continue to handle these cases in an appropriate and timely manner.

General cases – In 2015, the Court processed and closed 14,456 infraction and misdemeanor cases (in addition to CR/RL cases), maintaining the 2014 level due to steady filings. This caseload is likely to remain steady or increase modestly through 2018. In addition to technology and procedural enhancements and experienced staff, the Court is requesting the addition of a new position of Deputy Court Administrator in order to handle this more time consuming caseload in an appropriate and timely manner.

SAFE COMMUNITY

Case processing includes such activities as data entry; processing payments, letters, and motions; creating payment plans; scheduling hearings; reporting traffic violations to the state; addressing failures to appear, pay and comply; and assisting customers in person, by phone and email. Regular deposits are made to the General Fund and the Court's bond (trust) account.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- NLSH 1.2 - Leverage and improve collaboration with other agencies to address homelessness, poverty issues and other high priority human service needs

37.2 ENHANCEMENT: 1.0 FTE Increase - Deputy Court Administrator; 0.5 FTE Hourly Conversion to Classified - Court Support Specialist; Contingent 0.5 FTE Increase - Hourly Deputy Court Clerk I - Funded

2017 - $98,329
2018 - $93,553

Funding this offer will fund the new position of Deputy Court Administrator in order to put the Municipal Court department back on track for providing world class services. The department is struggling to handle its workload with existing staff levels. Without this new position, we risk providing insufficient service to our customers and the community and losing experienced staff members due to burn out.

In the last few years, the job duties and demands on the Court Administrator have increased in a number of ways:
1. Complexity of caseload – developing and implementing three new Court sessions each month (Special Agency Sessions and for Underage Possession of Alcohol and Marijuana)
2. Staff levels – developing and hiring for the Court Security Officer position; hiring and training volunteers interns (Larimer County Workforce Center)
3. Security issues – increasing number of incidents, requiring time during and after each one to assess and improve procedures
4. Technology issues – careful testing and implementation of software updates as well as scanning process and reviewing new technologies to improve future processing
5. Demands from the public for records and reports – information relating to cases or procedures has been requested more often by other City departments, City Council, University groups, the ACLU, etc. and requires considerably more response time
6. Delegation of duties from Municipal Judge (so that position can remain 0.8 FTE) – handling weekly bond account reconciliation and deposit, preparing monthly reports, leading staff meetings and attending Leadership Link meetings
7. Participation in interdepartmental teams and outside organizations this benefits the department and organization as a whole but is very time consuming.

The need for a Deputy Court Administrator is clear. This offer also will improve internal equity by converting an existing 0.5 FTE hourly position to classified.

SAFE COMMUNITY

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust

52.1 Poudre Fire Operation, Maintenance & Capital (General Fund) - Funded

2017 - $23,828,348
2018 - $24,820,871

This offer is the City's General Fund contribution to fund Poudre Fire Authority's (PFA) maintenance, capital and operations costs in accordance with a revenue allocation formula (RAF) set forth in an intergovernmental agreement between the City and PFA. Funds will be used for coordinated Office of Emergency Management services, human resources, financial services, operations, information technology and community education programs.

This Offer supports the following Strategic Objectives:

- SAFE 5.3 - Partner with Poudre Fire Authority to provide high quality fire and emergency services

52.2 KFCG: Poudre Fire Authority Operation, Maintenance and Capital - Funded

2017 - $2,804,685
2018 - $2,856,680

This offer is the City's Keep Fort Collins Great (KFCG) contribution to Poudre Fire Authority's (PFA) operations, maintenance and capital costs. This allocation represents 11% of the projected KFCG sales and use taxes. Funds from this offer help fund the same PFA services as outlined in Offer 52.1.

This Offer supports the following Strategic Objectives:

- SAFE 5.3 - Partner with Poudre Fire Authority to provide high quality fire and emergency services

52.3 Office of Emergency Management - Funded

2017 - $184,101
2018 - $188,769

The benefit to citizens, visitors and employees of Fort Collins from the Office of Emergency Management (OEM) offer is the preservation of life safety, property conservation and environmental protection to the Fort Collins community in pre disaster, disaster and post disaster periods. The Office of Emergency Management is responsible for coordinating and providing internal and external services in the area of prevention, preparedness, mitigation, response and recovery as related to natural, technological and man made hazards and disasters in the community.

The City of Fort Collins Office of Emergency Management is a joint partnership of the City of Fort Collins, Fort Collins Utilities and Poudre Fire Authority. Poudre Fire Authority provides a Battalion Chief/Emergency Manager and an Emergency Operations Center (EOC). All of the partners provide funding for Emergency Management with the City providing 61%, Utilities 20%, PFA 14% and FEMA 5%.

SAFE COMMUNITY

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

52.4 ENHANCEMENT: 1.0 FTE Additional Office of Emergency Management (OEM) Personnel - Unfunded

2017 - $103,917
2018 - $107,141

This offer will fund an additional 1.0 FTE: Assistant Emergency Manager. The Office of Emergency Management for the City of Fort Collins (FCOEM) struggles to maintain its current level of service due to demand by growth, government mandates and preparation for natural disasters, technological disasters and human caused threats. The National Incident Management System requires compliancy with the five major doctrines within the document. This includes City personnel to be trained in Incident Command system, develop response and recovery plans utilizing the Comprehensive Preparedness Guide 101, 201 along with Emergency Support Functions, Recovery Support Functions, train on the plans, exercise the plans, and resource type personnel and equipment. These requirements take time, support and personnel that are currently an identified gap within FCOEM. Grants have been used in the past to meet these requirements but cannot be depended upon to support these activities in the future.

As population grows, federal, state and local mandates increase, additional local duties are added, community risks and local disasters become more numerous, The current staff at OEM (two FTEs, one grant-funded - 40 hours) is finding it difficult to achieve the level of performance needed to meet these obligations.

OEM staffing increase and continued professional development will positively and directly impact the following program areas: planning, training, exercises, grant procurement, public education/preparedness, mitigation, and disaster response and recovery coordination.

This position is not fire-related, rather it is a 100% City function. This offer only asks for personnel costs, all support costs such as vehicle, office, equipment, training, and travel are funded by either FEMA Emergency Management Performance Grant or PFA, or a combination thereof.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts

92.1 Police Facilities Utilities and Building Operations - Funded

2017 - $420,796
2018 - $433,388

Funding this offer will provide building utilities (electric, natural gas, water, wastewater and storm drainage), custodial, landscaping and snow removal for five City buildings that are used by the Police Department:

SAFE COMMUNITY

• Police Services Headquarters
• Northern Colorado Drug Task Force
• Indoor Shooting Range
• District 1 Downtown Substation
• District 2 Campus West Substation

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

95.1 ENHANCEMENT: Fort Collins Marijuana Impact Analysis - Unfunded

2017 - $50,000
2018 - $0

The City of Fort Collins has been working with City Council and the community to address medical and recreational marijuana regulations for over five years. Spring 2015 saw the one year mark of having 12 operational medical centers and 10 retail stores. With some licenses still pending, Council has suggested researching and compiling relative data to better gauge what, if any, impacts marijuana is having on our community.

If funded, this offer would result in an RFP seeking research consultants to design, compile and report on research in the following areas:

- Local usage or change in use among all age groups
- Change in crime related to marijuana
- Local health impacts
- Specific impacts to student populations including Poudre School District, Colorado State University and Front Range Community College
- Local economic impact of marijuana businesses
- Other community impacts

Analysis from this type of study would be used as baseline data for comparative information in the future and to guide any necessary or desired policy changes.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

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Transportation

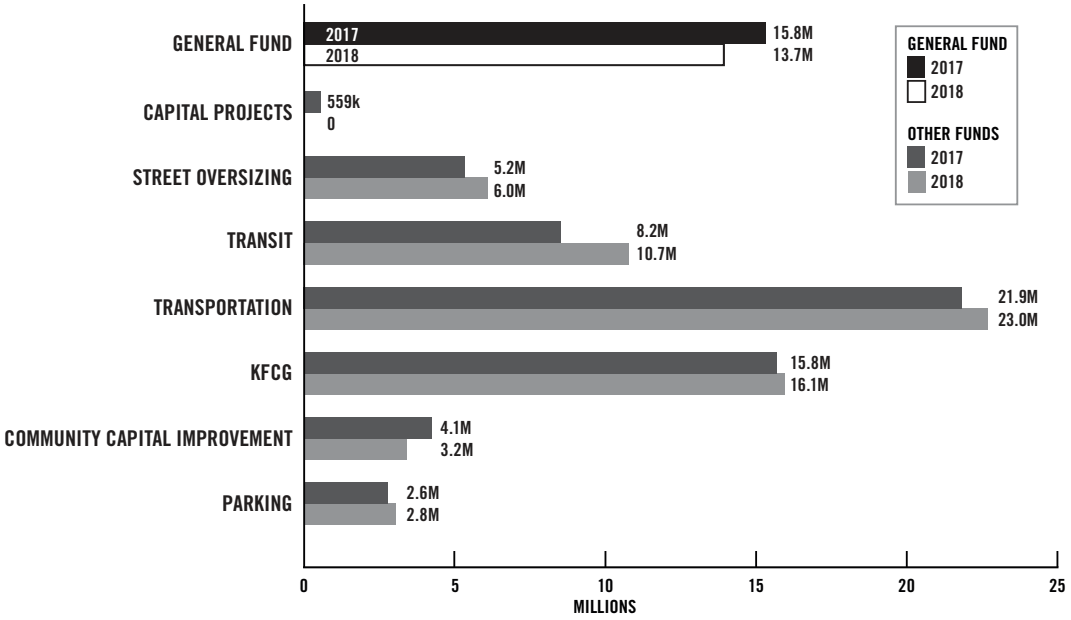
Fort Collins provides safe and reliable multi-modal travel to, from and throughout the city

Transportation

2017 General Fund & Other Funds – 74.1M

2018 General Fund & Other Funds – 75.6M

- Operations
- Transfort
- Street Maintenance
- Capital Improvements



OVERVIEW

This budget maintains high-priority transportation services such as snow removal, street sweeping and traffic management, as well as Dial-A-Ride, MAX and other public transit services. The strategic objectives for the Transportation Outcome, as outlined in the 2016 Strategic Plan, are as follows:

6.1 Improve safety for all modes of travel including vehicular, pedestrian and bicycle.

6.2 Improve traffic flow to benefit both individuals and the business community.

6.3 Identify strategies to reduce motorist delays due to trains.

6.4 Improve transit availability, grow ridership and address MAX parking concerns.

6.5 Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment.

6.6 Develop long-term transportation plans that improve local and regional transportation networks.

6.7 Develop plans that address adequate infrastructure within the northeast area of Fort Collins.

FUNDING SOURCES

Transportation funding comes from a variety of sources, including the federal and state governments which are comprised of highway users' tax, motor vehicle registration fees, road and bridge levy, etc.

The Pavement Management Program is primarily support through voter approved sales tax funds and General Fund resources. Many capital projects are funded through dedicated sales tax revenue from the Community Capital Improvement Program (CCIP) tax initiative. Street oversizing is also funded by dedicated funds collected from development fees. Grants such as those from the federal Congestion Mitigation and Air Quality (CMAQ) Improvement Program provide a key revenue source for a number of projects.

Additionally, this Outcome contains $2.25M of reserves previously dedicated by Council for a local funding match for I-25 improvements.

KEY PURCHASES

- Street maintenance
- Traffic operations
- Snow & ice removal
- Street sweeping
- Transfort, MAX and Dial-A-Ride services
- Parking services
- Engineering & capital projects
- Bridge repair
- Safe Routes to Everywhere

ENHANCEMENTS PURCHASED	2017	2018
Adaptive Signal System for Harmony Road and Timberline Road	200,000	180,000
All Kids Need Safe Routes to School	64,000	64,000
City Bridge Program	534,558	290,925
City Bridge Program	65,702	309,075
Colorado State University Football Game-Day Parking Management	10,000	10,000
Colorado State University Football Game-Day Transit Service	106,101	108,225
Community Capital Improvement Program - Arterial Intersections Improvements	350,000	400,000
Community Capital Improvement Program - Bicycle Infrastructure	350,000	350,000
Community Capital Improvement Program - Pedestrian Sidewalk / ADA	1,000,000	1,100,000
Community Capital Improvement Program - Lincoln Avenue Improvements - Phase II	2,811,000	0
Community Capital Improvement Program - Willow Street River District Construction – Final Design	0	765,000
Fire House Alley Parking Structure Operating and Maintenance	151,000	309,550
Horsetooth Road and College Avenue Intersection Improvements	500,000	500,000
I-25 Improvements Local Funding Match (Council Reserve Assignments)	1,125,000	1,125,000
Lemay Realignment and Railroad Crossing Improvements Project	1,000,000	0
Lincoln Avenue Improvements-1st Street to Lemay Pedestrian and Landscape Enhancements	750,000	0
Low Stress Bike Route Design and Construction	0	209,740
Parking Capital Equipment	84,692	90,083
Parking Capital Repair and Maintenance - Civic Center Parking Structure	250,000	250,000
Parking Capital Repair and Maintenance - Old Town Parking Structure	100,000	100,000
Protected Bike Lane Pilot Project	50,000	250,000
Railroad Crossing Maintenance	150,000	150,000
Riverside Bridge at Spring Creek Replacement	1,300,223	0
Sharp Point Drive Connection and Railroad Crossing	150,000	0
Signal Pole Inspection	100,000	100,000
Suniga Road Improvements – College Ave to Blondel Street	300,000	1,500,000
Travel Behavior Survey	100,000	50,000
Positions Added:		
- ADA-Safe Routes to Everywhere Compliance - 1.0 FTE	2,000,000	2,000,000
- Streets Field Operations Manager - 1.0 FTE	0	0
- Traffic Engineering Technician - 1.0 FTE	66,067	90,083
	13,668,343	**10,301,681**

TRANSPORTATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	2.1	ENHANCEMENT: I-25 Improvements Local Funding Match (Council Reserve Assignments)	1,125,000	1,125,000	0	0	0
				One-time Revenue			
2	60.3	Essential Street Operations	2,814,832	0	525,367	2,289,465	0
						Keep Fort Collins Great Transportation	
3	60.2	Snow and Ice Removal	1,393,415	0	0	1,393,415	0
						Transportation	
4	60.1	Street Maintenance Program	16,465,362	0	1,734,566	14,730,796	0
						Keep Fort Collins Great Transportation	
5	1.1	Engineering Core Offer	2,082,113	0	642,679	1,439,434	0
						Transportation	
6	33.1	Traffic Operations	3,141,096	0	0	3,141,096	0
						Keep Fort Collins Great Transportation	
7	3.2	Ongoing: Transportation Planning Services	597,159	0	0	597,159	0
						Keep Fort Collins Great Transportation	
8	73.1	Parking Services	2,063,322	0	0	1,975,038	0
						Parking	
9	67.1	Transit Local Fixed Route Network	15,798,357	0	7,775,575	7,958,682	64,100
						Keep Fort Collins Great Transit Services	*Transit Services*
10	1.2	KFCG City Bridge Program	1,700,000	0	0	1,700,000	0
						Keep Fort Collins Great	

TRANSPORTATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
11	3.18	KFCG: Safe Routes to School Program	78,641	0	0	78,641 *Keep Fort Collins Great*	0
12	3.20	KFCG: FC Bikes	461,672	0	0	461,672 *Keep Fort Collins Great*	0
13	67.5	Dial-A-Ride Service	1,722,467	0	894,699	827,768 *Keep Fort Collins Great* *Transit Services*	0
14	67.6	Transfort Capital Repair and Replacement including CCIP Bus Replacement & Bus Stop Improvements	1,862,581	0	0	1,570,825 *Keep Fort Collins Great* *Community Capital Improvement* *Transit Services*	291,756 *Transit Services*
15	60.12	Capital Equipment Replacement	210,000	0	0	0	210,000 *Transportation*
16	1.5	ENHANCEMENT: Community Capital Improvement Program - Arterial Intersections Improvements	350,000	0	0	350,000 *Community Capital Improvement*	0
17	35.1	Harmony Road Maintenance	242,784	0	0	0	242,784 *Transportation*
18	60.5	Planning, Development & Transportation (PDT) Work for Others	3,186,680	0	0	3,186,680 *Transportation*	0
19	60.4	Street Sweeping	691,741	0	0	691,741 *Transportation*	0

TRANSPORTATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
20	33.3	KFCG: Traffic Operations Equipment	241,900	0	0	241,900	0
					Keep Fort Collins Great		
21	1.3	Transportation Capital Expansion (Street Oversizing) Program	5,445,891	0	219,919	4,348,336	877,636
						Street Oversizing	*Street Oversizing*
22	3.21	KFCG: School Crossing Guard Program	94,350	0	0	94,350	0
					Keep Fort Collins Great		
23	63.1	Neighborhood Traffic Mitigation Program	150,000	100,000	0	50,000	0
			Traffic Calming Surcharge		*Keep Fort Collins Great*		
24	67.7	ENHANCEMENT: Colorado State University Football Game-Day Transit Service	106,101	0	0	106,101	0
						Transit Services	
25	73.2	ENHANCEMENT: Fire House Alley Parking Structure Operating and Maintenance	151,000	0	0	151,000	0
						Parking	
26	73.5	ENHANCEMENT: Colorado State University Football Game-Day Parking Management	10,000	0	0	10,000	0
						Parking	
27	3.4	ENHANCEMENT: Community Capital Improvement Program - Bicycle Infrastructure	350,000	0	0	350,000	0
					Community Capital Improvement		
28	1.9	ENHANCEMENT: Community Capital Improvement Program - Lincoln Avenue Improvements - Phase II	2,811,000	0	0	2,252,293	558,707
					Community Capital Improvement		*Capital Projects*

TRANSPORTATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
29	1.7	ENHANCEMENT: Community Capital Improvement Program - Pedestrian Sidewalk/ADA	1,000,000	0	0	1,000,000	0
					Community Capital Improvement		
30	3.19	KFCG ENHANCEMENT: All Kids Need Safe Routes to School	64,000	0	0	64,000	0
					Keep Fort Collins Great		
31	60.10	KFCG ENHANCEMENT: ADA-Safe Routes to Everywhere Compliance (1.0 FTE)	2,000,000	0	0	0	2,000,000
							Keep Fort Collins Great
32	73.6	ENHANCEMENT: Parking Capital Repair and Maintenance - Civic Center Parking Structure	250,000	0	0	0	250,000
							Parking
33	73.7	ENHANCEMENT: Parking Capital Repair and Maintenance - Old Town Parking Structure	100,000	0	0	0	100,000
							Parking
34	1.6	ENHANCEMENT: Lemay Realignment and Railroad Crossing Improvements Project	1,000,000	1,000,000	0	0	0
				One-time Revenue			
35	1.21	ENHANCEMENT: City Bridge Program	65,702	0	0	0	65,702
							General Fund
36	1.18	KFCG ENHANCEMENT: City Bridge Program	534,558	0	0	0	534,558
							Keep Fort Collins Great
37	60.11	ENHANCEMENT: Streets Field Operations Manager (1.0 FTE)	0	0	0	0	0
						City of Fort Collins	

TRANSPORTATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
38	33.4	ENHANCEMENT: 1.0 FTE - Traffic Engineering Technician	66,067	0	0	66,067 *Transportation*	0
39	1.11	ENHANCEMENT: Railroad Crossing Maintenance	150,000	0	0	0	150,000 *General Fund*
40	1.4	ENHANCEMENT: Riverside Bridge at Spring Creek Replacement	1,300,223	837,235 *One-time Revenue*	0	0	462,988 *General Fund*
41	1.10	ENHANCEMENT: Horsetooth Road and College Avenue Intersection Improvements	500,000	0	0	0	500,000 *Transportation*
42	33.5	KFCG ENHANCEMENT: Adaptive Signal System for Harmony Road and Timberline Road	200,000	0	0 *Keep Fort Collins Great*	200,000	0
43	33.6	KFCG ENHANCEMENT: Signal Pole Inspection	100,000	0	0 *Keep Fort Collins Great*	34,298	65,702 *Keep Fort Collins Great*
44	73.3	ENHANCEMENT: Parking Capital Equipment	84,692	0	0	84,692 *Parking*	0
45	1.19	ENHANCEMENT: Lincoln Avenue Improvements - 1st Street to Lemay Pedestrian and Landscape Enhancements	750,000	0	0	529,194 *Transportation*	220,806 *General Fund*
46	3.23	ENHANCEMENT: Travel Behavior Survey	100,000	0	0	100,000 *Transportation*	0

TRANSPORTATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
47	1.15	ENHANCEMENT: Sharp Point Drive Connection and Railroad Crossing	150,000	0	0	150,000 *Transportation*	0
48	1.12	ENHANCEMENT: Suniga Road Improvements – College Ave to Blondel Street	300,000	0	0	0	300,000 *Transportation*
49	3.9	ENHANCEMENT: Protected Bike Lane Pilot Project	50,000	0	0	0	50,000 *Keep Fort Collins Great*
		Funded Offers	**74,112,706**	**3,062,235**	**11,792,805**	**52,224,643**	**6,944,739**
50	67.11	KFCG ENHANCEMENT: Transfort Sunday Service and 7.5 FTE Support Staff for the Service	1,358,805	0	0	1,358,805 *Keep Fort Collins Great*	0
51	60.13	ENHANCEMENT: Streets Satellite Facility (SE Park Shop Location)	972,641	0	0	0	972,641 *Transportation*
52	60.8	ENHANCEMENT: Snow Removal	800,000	0	0	0	800,000 *Transportation*
53	60.7	ENHANCEMENT: Streets Sweeping (1.0 FTE)	370,345	0	0	70,345 *Transportation*	300,000 *Transportation*
54	3.22	ENHANCEMENT: Bicycle Safety and Promotion Programs	80,000	0	0	80,000 *Transportation*	0

TRANSPORTATION - 2017

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
55	67.10	KFCG ENHANCEMENT: North College Corridor Transit and 0.5 FTE Bus Operator	195,627	0	0	195,627 *Keep Fort Collins Great*	0
56	67.8	KFCG ENHANCEMENT: Downtown Transit Shuttle Linking the Lincoln Corridor, Downtown and CSU's Main Campus and 2.0 FTE Bus Operators	518,993	0	0	518,993 *Keep Fort Collins Great*	0
57	67.12	KFCG ENHANCEMENT: Year-Round Bi-Directional Transit Service on W. Elizabeth St. and Prospect Rd (W Elizabeth ETC Phase 1 Implementation)	312,031	0	0	312,031 *Keep Fort Collins Great*	0
58	3.6	ENHANCEMENT: West Elizabeth Enhanced Travel Corridor (ETC) Implementation	2,000,000	2,000,000 *One-time Revenue*	0	0	0
59	1.16	ENHANCEMENT: Transportation Capital Expansion Fee (Street Oversizing) Program City Portion	992,000	0	992,000	0	0
60	3.17	ENHANCEMENT: Trip Reduction and Efficiency Program	250,000	0	0	250,000 *Transportation*	0
61	3.11	ENHANCEMENT: Bicycle Infrastructure	75,000	0	0	75,000 *Transportation*	0
62	63.2	ENHANCEMENT: Traffic Calming Program Expansion (1.0 FTE)	188,383	0	188,383	0	0

TRANSPORTATION - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
63	3.10	ENHANCEMENT: Protected Intersection Pilot Project	50,000	0	0	50,000 *Transportation*	0
64	1.13	ENHANCEMENT: Railroad Riverside Corridor Implementation	300,000	300,000 *One-time Revenue*	0	0	0
65	1.14	ENHANCEMENT: Engineering Capital Project transition to Paperless Project Management	10,000	10,000 *One-time Revenue*	0	0	0
66	3.12	ENHANCEMENT: 1.0 FTE - FC Walks Program	90,000	0	0	90,000 *Transportation*	0
67	68.1	KFCG ENHANCEMENT: Train Horn Noise Prize Competition	40,000	0	0	0	40,000 *Keep Fort Collins Great*
68	60.15	KFCG ENHANCEMENT: Alley Maintenance	125,000	0	0	125,000 *Keep Fort Collins Great*	0
69	3.3	KFCG ENHANCEMENT: Skateboard Rack Pilot Project - KFCG OT	7,500	0	0	7,500 *Keep Fort Collins Great*	0
		Unfunded Offers	**8,736,325**	**2,310,000**	**1,180,383**	**3,133,301**	**2,112,641**
		Total Offers	**82,849,031**	**5,372,235**	**12,973,188**	**55,357,944**	**9,057,380**

TRANSPORTATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	2.1	ENHANCEMENT: I-25 Improvements Local Funding Match (Council Reserve Assignments)	1,125,000	1,125,000	0	0	0
				One-time Revenue			
2	60.3	Essential Street Operations	2,754,474	0	511,854	2,242,620	0
						Keep Fort Collins Great Transportation	
3	60.2	Snow and Ice Removal	1,424,245	0	0	1,424,245	0
						Transportation	
4	60.1	Street Maintenance Program	16,749,262	0	1,604,396	15,144,866	0
						Keep Fort Collins Great Transportation	
5	1.1	Engineering Core Offer	2,128,495	0	700,961	1,427,534	0
						Transportation	
6	33.1	Traffic Operations	3,134,051	0	0	3,134,051	0
						Keep Fort Collins Great Transportation	
7	3.2	Ongoing: Transportation Planning Services	610,839	0	0	610,839	0
						Keep Fort Collins Great Transportation	
8	73.1	Parking Services	2,084,415	0	0	1,993,657	0
						Parking	
9	67.1	Transit Local Fixed Route Network	16,268,108	0	8,106,173	8,096,524	65,411
						Keep Fort Collins Great Transit Services	*Transit Services*
10	1.2	KFCG City Bridge Program	1,700,000	0	0	1,700,000	0
						Keep Fort Collins Great	

TRANSPORTATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
11	3.18	KFCG: Safe Routes to School Program	80,284	0	0	80,284	0
					Keep Fort Collins Great		
12	3.20	KFCG: FC Bikes	468,838	0	0	468,838	0
					Keep Fort Collins Great		
13	67.5	Dial-A-Ride Service	1,722,692	0	732,169	990,523	0
					Keep Fort Collins Great	*Transit Services*	
14	67.6	Transfort Capital Repair and Replacement including CCIP Bus Replacement & Bus Stop Improvements	4,803,482	0	0	4,584,001	219,481
					Keep Fort Collins Great *Community Capital Improvement*	*Transit Services*	*Transit Services*
15	60.12	Capital Equipment Replacement	430,000	0	0	0	430,000
							Transportation
16	1.5	ENHANCEMENT: Community Capital Improvement Program - Arterial Intersections Improvements	400,000	0	0	400,000	0
					Community Capital Improvement		
17	35.1	Harmony Road Maintenance	247,062	0	0	0	247,062
							Transportation
18	60.5	Planning, Development & Transportation (PDT) Work for Others	3,188,059	0	0	3,188,059	0
						Transportation	
19	60.4	Street Sweeping	712,188	0	0	712,188	0
						Transportation	

TRANSPORTATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
20	33.3	KFCG: Traffic Operations Equipment	241,900	0	0	241,900	0
					Keep Fort Collins Great		
21	1.3	Transportation Capital Expansion (Street Oversizing) Program	6,245,891	0	219,919	4,894,324	1,131,648
						Street Oversizing	*Street Oversizing*
22	3.21	KFCG: School Crossing Guard Program	94,350	0	0	94,350	0
					Keep Fort Collins Great		
23	63.1	Neighborhood Traffic Mitigation Program	150,000	100,000	0	50,000	0
			Traffic Calming Surcharge		*Keep Fort Collins Great*		
24	67.7	ENHANCEMENT: Colorado State University Football Game-Day Transit Service	108,225	0	0	108,225	0
						Transit Services	
25	73.2	ENHANCEMENT: Fire House Alley Parking Structure Operating and Maintenance	309,550	0	0	309,550	0
						Parking	
26	73.5	ENHANCEMENT: Colorado State University Football Game-Day Parking Management	10,000	0	0	10,000	0
						Parking	
27	3.4	ENHANCEMENT: Community Capital Improvement Program - Bicycle Infrastructure	350,000	0	0	350,000	0
					Community Capital Improvement		
28	1.8	ENHANCEMENT: Community Capital Improvement Program - Willow Street River District Construction – Final Design	765,000	0	0	765,000	0
					Community Capital Improvement		

TRANSPORTATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
29	1.7	ENHANCEMENT: Community Capital Improvement Program - Pedestrian Sidewalk/ADA	1,100,000	0	0	1,100,000	0
					Community Capital Improvement		
30	3.19	KFCG ENHANCEMENT: All Kids Need Safe Routes to School	64,000	0	0	64,000	0
						Keep Fort Collins Great	
31	3.7	ENHANCEMENT: Low Stress Bike Route Design and Construction	209,740	0	0	209,740	0
						Transportation	
32	60.10	KFCG ENHANCEMENT: ADA-Safe Routes to Everywhere Compliance (1.0 FTE)	2,000,000	0	0	0	2,000,000
							Keep Fort Collins Great
33	73.6	ENHANCEMENT: Parking Capital Repair and Maintenance - Civic Center Parking Structure	250,000	0	0	0	250,000
							Parking
34	73.7	ENHANCEMENT: Parking Capital Repair and Maintenance - Old Town Parking Structure	100,000	0	0	0	100,000
							Parking
35	1.21	ENHANCEMENT: City Bridge Program	309,075	0	0	0	309,075
							General Fund
36	1.18	KFCG ENHANCEMENT: City Bridge Program	290,925	0	0	0	290,925
							Keep Fort Collins Great
37	60.11	ENHANCEMENT: Streets Field Operations Manager (1.0 FTE)	0	0	0	0	0
						City of Fort Collins	

TRANSPORTATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
38	33.4	ENHANCEMENT: 1.0 FTE - Traffic Engineering Technician	90,083	0	0	90,083 *Transportation*	0
39	1.11	ENHANCEMENT: Railroad Crossing Maintenance	150,000	0	0	0	150,000 *General Fund*
40	1.10	ENHANCEMENT: Horsetooth Road and College Avenue Intersection Improvements	500,000	0	0	0	500,000 *Transportation*
41	33.5	KFCG ENHANCEMENT: Adaptive Signal System for Harmony Road and Timberline Road	180,000	0	0 *Keep Fort Collins Great*	180,000	0
42	33.6	KFCG ENHANCEMENT: Signal Pole Inspection	100,000	0	0 *Keep Fort Collins Great*	27,937	72,063 *Keep Fort Collins Great*
43	73.3	ENHANCEMENT: Parking Capital Equipment	90,083	0	0	90,083 *Parking*	0
44	3.23	ENHANCEMENT: Travel Behavior Survey	50,000	0	0	50,000 *Transportation*	0
45	1.12	ENHANCEMENT: Suniga Road Improvements – College Ave to Blondel Street	1,500,000	0	0	0	1,500,000 *Transportation*
46	3.9	ENHANCEMENT: Protected Bike Lane Pilot Project	250,000	0	0	0	250,000 *Keep Fort Collins Great*
		Funded Offers	**75,540,316**	**1,225,000**	**11,875,472**	**54,833,421**	**7,515,665**

TRANSPORTATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
47	67.11	KFCG ENHANCEMENT: Transfort Sunday Service and 7.5 FTE Support Staff for the Service	1,390,638	0	0	1,390,638 *Keep Fort Collins Great*	0
48	3.14	ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Plan	325,000	0	0	0	325,000 *Keep Fort Collins Great*
49	60.8	ENHANCEMENT: Snow Removal	800,000	0	0	0	800,000 *Transportation*
50	60.7	ENHANCEMENT: Streets Sweeping (1.0 FTE)	72,323	0	0	72,323 *Transportation*	0
51	3.22	ENHANCEMENT: Bicycle Safety and Promotion Programs	80,000	0	0	80,000 *Transportation*	0
52	67.10	KFCG ENHANCEMENT: North College Corridor Transit and 0.5 FTE Bus Operator	199,928	0	0	199,928 *Keep Fort Collins Great*	0
53	67.8	KFCG ENHANCEMENT: Downtown Transit Shuttle Linking the Lincoln Corridor, Downtown and CSU's Main Campus and 2.0 FTE Bus Operators	530,756	0	0	530,756 *Keep Fort Collins Great*	0
54	67.12	KFCG ENHANCEMENT: Year-Round Bi-Directional Transit Service on W. Elizabeth St. and Prospect Rd (W Elizabeth ETC Phase 1 Implementation)	318,271	0	0	318,271 *Keep Fort Collins Great*	0

TRANSPORTATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
55	3.6	ENHANCEMENT: West Elizabeth Enhanced Travel Corridor (ETC) Implementation	300,000	300,000 *One-time Revenue*	0	0	0
56	1.16	ENHANCEMENT: Transportation Capital Expansion Fee (Street Oversizing) Program City Portion	992,000	0	992,000	0	0
57	3.17	ENHANCEMENT: Trip Reduction and Efficiency Program	250,000	0	0	250,000 *Transportation*	0
58	3.11	ENHANCEMENT: Bicycle Infrastructure	75,000	0	0	75,000 *Transportation*	0
59	63.2	ENHANCEMENT: Traffic Calming Program Expansion (1.0 FTE)	499,086	0	499,086	0	0
60	3.10	ENHANCEMENT: Protected Intersection Pilot Project	250,000	0	0	250,000 *Transportation*	0
61	3.13	KFCG ENHANCEMENT: Prospect Road Enhanced Travel Corridor Plan	325,000	0	0	0	325,000 *Keep Fort Collins Great*
62	1.14	ENHANCEMENT: Engineering Capital Project transition to Paperless Project Management	40,000	40,000 *One-time Revenue*	0	0	0
63	3.12	ENHANCEMENT: 1.0 FTE - FC Walks Program	97,000	0	0	97,000 *Transportation*	0
64	60.15	KFCG ENHANCEMENT: Alley Maintenance	125,000	0	0	125,000 *Keep Fort Collins Great*	0

TRANSPORTATION - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
65	3.3	KFCG ENHANCEMENT: Skateboard Rack Pilot Project - KFCG OT	7,500	0	0	7,500	0
					Keep Fort Collins Great		
		Unfunded Offers	**6,677,502**	**340,000**	**1,491,086**	**3,396,416**	**1,450,000**
		Total Offers	**82,217,818**	**1,565,000**	**13,366,558**	**58,229,837**	**8,965,665**

TRANSPORTATION

1.1 Engineering Core Offer - Funded

2017 - $2,082,113
2018 - $2,128,495

Funding this offer will maintain the City's Engineering Department which is made up of four divisions: Engineering Administration, Surveying, Capital Projects, and Right of Way (ROW) and Development Inspection. The Engineering Department also provides services for Traffic Operations, Streets Dept., Community Development and Neighborhood Service, Planning Development and Transportation Administration, FC Moves, Parks, Utilities, Police Services, Operation Services, Transfort, CAO, City Manager's Office, and Communications.

Engineering provides:

- Executive oversight and coordination of all infrastructure activities within the 580 lineal miles of City ROW (Utilities both public and private), Development issues (i.e. Downtown Hotel, Midtown redevelopment, etc.)
- Quality assurance of all improvements within the ROW which reduces long term maintenance costs
- Surveying services to multiple City departments
- Development review coordination to identify conflicts and opportunities with private and public projects
- Technical engineering support to multiple City departments as it relates to improvement costs and benefits
- Administration of the development capital expansion fee program (Street Oversizing)
- Citywide project coordination efforts with all City departments, private utilities, major private developments, and partner agencies which helps reduce project conflicts and traffic impacts
- Coordination with the three railroads that interface with the City's transportation system.
- A new addition to this offer is the cost of vehicle replacement. The Engineering Department has 22 vehicles in its fleet. We are now programming the replacement of three vehicles in this two year budget.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

1.2 KFCG City Bridge Program - Funded

2017 - $1,700,000
2018 - $1,700,000

Funding this offer will continue the City's Bridge Program, which includes ongoing bridge inspection, emergency repair, minor maintenance, and bridge reconstruction for the City's network of 287 bridges in its inventory. Of these, more than 50 are older than their design life, meaning the likelihood of their needing to be replaced is high. Bridge age is a very high-level evaluation; actual planning of bridge replacements is based on many detailed factors which comprises the specific condition of each bridge.

Data from bridge inspections and a customized asset management tool are used to create a bridge maintenance and replacement optimization schedule. As a result of this analysis, a funding level necessary to design and replace an average of two bridges per year ($2M) plus $300,000 for inspection and records maintenance is recommended. This level of funding could be used for repairs and/or replacement of bridges throughout the city network. It may

be that within any given year, one bridge needs to be replaced, and two would need significant repair. Or, replacement of one larger, higher-cost bridge may use an entire year's allocation.

This offer includes $1.4M for repairs and replacements, and $300,000 for inspections. In the 2015-2016 budget cycle bridges were funded through two offers totaling $2.3M. This offer is the base offer; two additional enhancement offers (1.18 [KFCG] and 1.21 [General Fund Reserves]) would together continue bridge funding at the same level in 2017-2018.

Creating long-term, ongoing funding will add flexibility and predictability to the program. This will allow the City to coordinate with other projects in Utilities, Street Maintenance, Parks, Larimer County, Colorado Department of Transportation and other City Projects.

Bridge projects in this budget cycle will be prioritized based on:
- Bridge condition and safety
- Partnership and collaboration opportunities
- Grant availability (leveraging of bridge funds)

This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

1.3 Transportation Capital Expansion (Street Oversizing) Program - Funded

2017 - $5,445,891
2018 - $6,245,891

Funding this offer will operationalize the City's Transportation Capital Expansion (TCE) Fee (Street Oversizing) Program.

The Transportation Capital Expansion Fee (also widely known as the Street Oversizing) program is the primary mechanism that the City uses to ensure that new growth pays for its proportional impact on the City's transportation system.

The program:
- implements Council's policy of growth paying its fair share of transportation infrastructure
- determines and collects impact fees for new development projects
- provides funding for the "oversized" portion of arterial streets, and provides project oversight and management, including review, construction and inspection
- funds the construction of new arterial and collector roadways in conjunction with the adjacent property's local street obligation

To clarify, this is a fee collected upon development. This offer appropriates these funds and authorizes staff to administer the program.

TRANSPORTATION

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks

1.4 ENHANCEMENT: Riverside Bridge at Spring Creek Replacement - Funded

2017 - $1,300,223
2018 - $0

This offer will add additional funding to the Design, Right of Way and Construction to replace the Riverside Avenue Bridge over Spring Creek (near Edora Park).

This bridge is rated as Structurally Deficient and has been a top priority for replacement. The City has applied for and received two grants totaling approximately $1.1M.

These grants are based on the cost to replace the existing bridge as-is. However, replacement of the bridge presents an opportunity to solve multiple problems simultaneously. These include: (1) raising the bridge height to provide additional capacity in flood events, (2) increasing the low clearance and raising the elevation of the frequently-flooded Spring Creek Trail, and (3) adding sidewalk on the bridge.

Since these additional benefits are enhancements above and beyond the structural integrity of the bridge, this offer is being presented separately from the Bridge Program.

This Offer supports the following Strategic Objectives:

- CR 2.5 - Plan, design and implement improvements to the citywide trail system
- SAFE 5.5 - Protect life and property with natural and attractive flood mitigation facilities
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

1.5 ENHANCEMENT: Community Capital Improvement Program - Arterial Intersections Improvements - Funded

2017 - $350,000
2018 - $400,000

Funding this offer will deliver ballot-mandated improvements to arterial intersections throughout the City. This is one of the programs specifically funded through the Community Capital Improvement Program ¼-cent sales tax passed in the spring of 2015. The goal of this program is to make prioritized safety and operational improvements to arterial intersections throughout the City.

The 2017 and 2018 funds will be used as matching funds for a $2.9M grant funding improvements to the intersection of Horsetooth and College and could contribute to other high priority arterial intersection projects.

TRANSPORTATION

This is a continuation of a 10-year program funded through the Building on Basics tax program that ended in 2015. The projects are prioritized based on the Arterial Intersection Prioritization Study (the Study) which included a wide variety of data to develop recommendations including traffic volume, accident rates, intersection delay, pedestrian/bicycle safety, and transit operations. The results of the Study are aligned with Key Strategic Outcome areas and focus on providing safe and reliable multi-modal travel throughout the City. The Study is being updated in 2016.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

1.6 ENHANCEMENT: Lemay Realignment and Railroad Crossing Improvements Project - Funded

2017 - $1,000,000
2018 - $0

Funding this offer will complete the next critical steps in planning, design and right of way work for the Lemay Realignment and Railroad Crossing Improvement Project.

This project includes the following elements: (1) Realignment of Lemay Avenue from Lincoln Avenue to Conifer Street; (2) A new crossing of the Burlington Northern Railroad (currently proposed as an overpass); and (3) A new arterial-arterial intersection of Lemay Avenue and Suniga Road (formerly known as New Vine) northeast of the current Vine Drive and Lemay Avenue intersection.

The project provides a wide range of benefits, and three important ones are: (1) A solution to congestion, access (including emergency access) and livability problems for neighborhoods in the vicinity of Lemay Avenue and Vine Drive; (2) Improvements to traffic/train delays and safety for the traveling public; and (3) Key improvements to deficient and lacking infrastructure including sidewalks, bike lanes, bridges and pavement.

This high priority transportation capital project is ranked in the top ten on the Capital Improvement Projects (CIP) list within the adopted Transportation Master Plan. This offer includes only partial funding of the project, but will complete key tasks to make the project shovel-ready and attractive to funding partnerships.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.7 - Develop plans that address adequate infrastructure within the northeast area of Fort Collins

1.7 ENHANCEMENT: Community Capital Improvement Program - Pedestrian Sidewalk/ADA - Funded

2017 - $1,000,000
2018 - $1,100,000

Funding this offer will maintain the Pedestrian Sidewalk and Americans with Disabilities Act (ADA) Compliance Program. To date, the sidewalk program

has been funded by the 2005 Building on Basics (BOB) and Keep Fort Collins Great (KFCG). In 2015, the Community Capital Improvement Program ballot initiative Safe Routes to Everywhere was approved to continue this program for installation of pedestrian improvements citywide. The program will eliminate hazards and remove obstacles, as well as make improvements to bus stops and the bicycle network.

With the $130 million Pedestrian Sidewalk and ADA Compliance Program needs, a sustainable and predictable revenue source is recommended to implement the overall cost of construction - current and proposed funding levels target a 35 year compliance program.

This offer:
- Supports the recently updated Transportation Master Plan. Approximately $1,000,000 per year through 2025 has been allocated for pedestrian improvement projects.
- Seeks to implement the recommendations from the pedestrian needs assessment completed in 2013 which identifies missing or substandard sidewalks and ramps that need to be brought up to 2010 ADA standards.
- Seeks to incorporate the pedestrian improvement program transition plan into the citywide transition plan discussed in High Performing Government Offer 22.7.
- Provides Level of Service compliance.
- Supports prioritization of infrastructure management software.

This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- TRAN 6.7 - Develop plans that address adequate infrastructure within the northeast area of Fort Collins

1.8 ENHANCEMENT: Community Capital Improvement Program - Willow Street River District Construction – Final Design - Funded

2017 - $0
2018 - $765,000

Funding this offer will result in improvements to Willow Street between College Avenue and Linden Street as identified in the River District Infrastructure Plan. This project is identified in the Community Capital Improvement Program ¼-cent sales tax passed in the spring of 2015. These funds are generally intended for final design, and additional funds in 2019 will be needed for the construction.

The project will complement recently constructed improvements along Linden Street, with the goal of enhancing Willow Street in a similar manner. In addition, the project will maximize on street parking recognizing the need for additional parking in the area.

Project opportunities include: (1) Potential for Low Impact Development solutions, (2) Emphasis on enhancements to pedestrian and bicycle mobility, (3) Significant urban design enhancements with features focusing on the historic and cultural significance of the River District, and (4) Addition of substantial on-street parking.

TRANSPORTATION

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

1.9 ENHANCEMENT: Community Capital Improvement Program - Lincoln Avenue Improvements - Phase II - Funded

2017 - $2,811,000
2018 - $0

Funding this offer will provide the rest of the previously approved Community Capital Improvement Program funding for construction of the Lincoln Avenue bridge (over the Poudre River), and for roadway improvements between the bridge and 1st Street. Community Capital Improvement Program funding was approved in 2015 for construction of the Lincoln Avenue corridor between, and including, the bridge to 1st Street in order to provide continuity of construction with the funded phase I portion between 1st Street and Lemay Avenue, which was also approved in 2015. The Community Capital Improvement Program funding was distributed as $2.73M in 2016, and $2.811M in 2017. This offer is for the 2017 distribution which will complete this phase of the overall project.

Corridor Vision
The new Lincoln will be recognized as a great street: an active and vibrant destination and connection that celebrates our history and is a model for sustainability.

The Lincoln Corridor Plan completed a thorough, community-engaged planning process evaluating alternatives for the improvements and recommending a preferred alternative.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- TRAN 6.7 - Develop plans that address adequate infrastructure within the northeast area of Fort Collins

1.10 ENHANCEMENT: Horsetooth Road and College Avenue Intersection Improvements - Funded

2017 - $500,000
2018 - $500,000

Funding this offer will complete design, right of way acquisition (above and beyond basic grant-funded operational changes) to the Horsetooth Road and College Avenue Intersection in midtown Fort Collins. The funds from this offer could be used as matching funds if new grant opportunities are identified. If no additional grant funds are received, $1.5M of additional funds will be needed in 2019 in order to begin construction of the improvements.

The City has applied for and received approximately $2.9M for safety and operational improvements for this intersection. The matching funds for the grant (approximately $490,000) are designated in the Arterial Intersection Improvements portion of the Building on Basics 2.0 (BOB2.0) ¼-cent sales tax.

This offer proposes capitalizing on these grant funds and adding additional funds to complete other necessary and desired improvements. These

additional improvements could include concepts identified in the Midtown in Motion plan such as bicycle and pedestrian improvements, and urban design and landscaping improvements. Other opportunities include completing infrastructure upgrades to utilities, the Horsetooth Bridge, and the pavement condition.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

1.11 ENHANCEMENT: Railroad Crossing Maintenance - Funded

2017 - $150,000

2018 - $150,000

This offer supports safe, quality infrastructure and smooth traffic flow across the City's transportation system by replacing broken, dangerous railroad crossings and maintaining adjacent roadway infrastructure. The Colorado Public Utilities Commission requires that the street owner, not the railroad, pay for crossing materials and related roadway infrastructure. Damaged railroad crossings pose a significant safety risk to motorists, bicyclists, and pedestrians, as well as the potential for liability claims against the City.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.3 - Identify strategies to reduce motorist delays due to trains
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

1.12 ENHANCEMENT: Suniga Road Improvements – College Ave to Blondel Street - Funded

2017 - $300,000

2018 - $1,500,000

Funding this offer will complete the design, right of way acquisition and construction of Suniga Road (previously known as New Vine Drive) from College Avenue to Blondel Street.

This project would complete a small gap in the transportation network, and have significant connectivity and mobility benefits for pedestrians, bicycles and vehicles. This offer will also support the extension of a needed transit route between N. College and Redwood Street.

Suniga Road (New Vine) has recently been constructed from Redwood Street to Blondel Street. The remainder of Suniga Road from Blondel Street to North College Avenue is approximately 1,300 feet long. This project would include some major utility construction including a new 12" waterline and a 54" regional Storm Sewer line.

A total construction cost for this section of Suniga Road is estimated at $3.8M. Of that cost, $1.6M is eligible for funding through the Street Oversizing Program. Of the remaining $2.2M, the water main cost of $400,000 could be funded as a system upgrade from Utilities. The remaining $1.8M would need

to be fronted through a capital project, but $950,000 could be repaid over time if and when development occurs.

This project is a tier 1 priority in the Transportation Capital Improvement Plan - Roadway CIP List. This was one of the many projects that were on the early Community Capital Improvement Program list but did not make the final list.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- TRAN 6.7 - Develop plans that address adequate infrastructure within the northeast area of Fort Collins

1.13 ENHANCEMENT: Railroad Riverside Corridor Implementation - Unfunded

2017 - $300,000

2018 - $0

This offer supports safe, quality infrastructure and smooth traffic flow across the City's transportation system by implementing the recommendations provided in the Final Report for the Riverside Corridor Study completed in December, 2015. The study suggests a pilot program to install variable message signs (VMS) at key locations to alert drivers to blocked crossings in time to choose another route to reach their destinations.

VMS could be activated by City Traffic Operations staff based on any of three triggering events including:

- Observed preemption greater than a specified number of minutes
- Notification by railroad personnel to the Emergency Services Dispatch that the railroad anticipates a delay exceeding a specified threshold of minutes
- Observation and report of a blockage causing backups by City employees (Police, Engineering, Traffic)

The traffic signal system can communicate with a VMS when railroad preemption occurs so that messages can be placed on these signs which can be installed at varying locations when approaching a blocked crossing. The proposed intersection locations are:

- Lemay Avenue/Lincoln Avenue
- Mulberry Street/Timberline Road
- Lemay Avenue/Prospect Road
- Summit View Drive/Prospect Road
- Lemay Avenue/Drake Road
- Drake Road/Timberline Road

Each sign is estimated at $25k to procure, install, test, and troubleshoot. More than one sign may be installed at an intersection depending on the number of approaches to the crossing.

TRANSPORTATION

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.3 - Identify strategies to reduce motorist delays due to trains

1.14 ENHANCEMENT: Engineering Capital Project transition to Paperless Project Management - Unfunded

2017 - $10,000
2018 - $40,000

Funding this offer will support new technology (hardware and software), training and research to begin a transition to paperless Project Management and Construction Management for the Capital Projects Group in the Engineering Department.

In 2017 this offer would support the addition of tablets for Project Engineers and Inspectors with the goal of replacing paper plan sets, meeting minutes, pay applications and other project documentation. A trial year in 2017 would determine the hardware, software and training necessary to make the transition to paperless.

In 2018 this offer would support additional implementation particularly in the area of new workstations that support complex review of construction drawings, cloud computing software to manage electronic documents across many physical sites, and training for personnel to learn the new hardware and software.

The Capital Projects Group manages a workload of 20-30 active projects in any given year. Plan sets for larger projects can exceed 200 11”x17” pages and it is not uncommon to print a dozen plan sets at multiple stages in the process. Reducing paper use aligns with City sustainability goals, and cloud technology can add additional High Performing Government benefits of efficiency, quality control, and good communication.

This Offer supports the following Strategic Objectives:

- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

1.15 ENHANCEMENT: Sharp Point Drive Connection and Railroad Crossing - Funded

2017 - $150,000
2018 - $0

Funding this offer will pay for a small remaining portion of the project to connect Sharp Point Drive across the Great Western Railroad generally located northeast of the Timberline Road and Drake Road intersection.

This connection has long been shown on the City’s Master Street Plan. It will provide a critical connection between the rapidly developing area northeast of Drake/Timberline, and existing services and destinations on the north side of the railroad. The project is funded primarily by Transportation Capital Expansion (Street Oversizing) Fees, but two of the property frontages are the responsibility of the City. This offer represents that additional amount of $150,000. Total project cost is approximately $1.2M.

TRANSPORTATION

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

1.16 ENHANCEMENT: Transportation Capital Expansion Fee (Street Oversizing) Program City Portion - Unfunded

2017 - $992,000
2018 - $992,000

Funding this offer will fulfill the City's General Fund obligation for the Transportation Capital Expansion (TCE) Fee (Street Oversizing) Program of $992,000 per year. These funds will be combined with the TCE Fees and used to reimburse developers for eligible arterial and collector street projects, and as contributions to eligible City transportation infrastructure capital projects.

The TCE Program is an impact fee program that collects fees from new developments specifically to mitigate traffic impacts from growth. There are vehicle trips that come from regional growth, and changing travel patterns of existing residents, that cannot be attributed to new development and cannot be collected in fees.

Since these background and regional growth trips cannot be attributed to development, they are funded through an annual General Fund contribution into the Street Oversizing Fund. This contribution is calculated to be $992,000/year for 2017 and 2018. If funded, this General Fund portion represents about 15% of the program (with the remaining 85% coming from the Development Fees).

This obligation has not been funded through previous budget cycles. The full contribution is crucial to the financial stability of the TCE (Street Oversizing) Fund. Because the City has reduced its General Fund contribution there is an increasing risk that the fund may not be able to meet a reimbursement obligation in the future.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- TRAN 6.7 - Develop plans that address adequate infrastructure within the northeast area of Fort Collins

1.18 KFCG ENHANCEMENT: City Bridge Program - Funded

2017 - $534,558
2018 - $290,925

Funding this offer, along with the base Bridge Offer (1.2) and Enhancement Offer (1.21), will continue the City's Bridge Program, which includes ongoing bridge inspection, emergency repair, minor maintenance, and bridge reconstruction for the City's network of 287 bridges.

Of those 287 bridges, more than 50 are older than their design life, meaning the likelihood of their needing to be replaced is high. Bridge ages is a very high-level evaluation; actual planning of bridge replacements is based on many detailed factors and the specific condition of each bridge.

TRANSPORTATION

Data from bridge inspections and a customized asset management tool are used to create a bridge maintenance and replacement optimization schedule. As a result of this analysis, a funding level necessary to design and replace an average of two bridges per year ($2M) plus $300,000 for inspection and records maintenance is recommended. This level of funding could be used for repairs and/or replacement of bridges throughout the city network. It may be that within any given year, one bridge needs to be replaced, and two would need significant repair. Or, replacement of one larger, higher-cost bridge may use an entire year's allocation.

This offer includes $535,000 in 2017 and $291,000 in 2018 for repairs and replacements. This Enhancement Offer, together with the base Bridge Offer (1.2) and Enhancement Offer (1.21), will continue bridge funding at the same level in 2017-2018.

Creating long-term, ongoing funding will add flexibility and predictability to the program. This will allow the City to coordinate with other projects in Utilities, Street Maintenance, Parks, Larimer County, Colorado Department of Transportation and other City Transportation Capital Projects.

Bridge projects in this budget cycle will be prioritized based on:
- Bridge condition and safety
- Partnership and collaboration opportunities
- Grant availability (leveraging of bridge funds)

This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

1.19 ENHANCEMENT: Lincoln Avenue Improvements - 1st Street to Lemay Pedestrian and Landscape Enhancements - Funded

2017 - $750,000
2018 - $0

Funding this offer provides a 50% match to fund pedestrian and landscaping enhancements to Lincoln Avenue between 1st Street and Lemay Avenue.

A total of $1.5M in funding is needed to provide enhanced urban design features such as pedestrian plazas, pedestrian lighting, medians/parkways, and landscaping, in order to meet the original intent of the Lincoln Corridor Plan. This $750,000 will be used as a match for private fundraising or grant opportunities.

In June of 2015, City Council approved the $6.5M "reduced" budget, which allows for the basic infrastructure only without the landscaping and urban design amenities that were part of the original $8M cost estimate for the preferred alternative included in the approved Lincoln Corridor Plan. In a meeting with City Leadership in February of this year, staff illustrated the difference between what is included in the $8M budget and the current $6.5M budget, and the direction as a result of the meeting was to pursue the additional funding through a 2017 offer.

Corridor Vision
The new Lincoln will be recognized as a great street: an active and vibrant destination and connection that celebrates our history and is a model for

sustainability. This additional funding would enable the Lincoln Corridor project to meet this vision by including the streetscape amenities such as pedestrian gathering areas and plazas, street furnishings, pedestrian lighting, and landscaped medians.

The Lincoln Corridor Plan completed a thorough, community-engaged planning process evaluating alternatives for the improvements and recommending a preferred alternative.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- TRAN 6.7 - Develop plans that address adequate infrastructure within the northeast area of Fort Collins

1.21 ENHANCEMENT: City Bridge Program - Funded

2017 - $65,702

2018 - $309,075

Funding this offer, along with the base Bridge Offer (1.2) and KFCG Enhancement Offer (1.18), will continue the City's Bridge Program which includes ongoing bridge inspection, emergency repair, minor maintenance, and bridge reconstruction for the City's network of 287 bridges.

Of those 287 bridges, more than 50 are older than their design life, meaning the likelihood of their needing to be replaced is high. Bridge age is a very high-level evaluation; actual planning of bridge replacements is based on many detailed factors and the specific condition of each bridge.

Data from bridge inspections and a customized asset management tool are used to create a bridge maintenance and replacement optimization schedule. As a result of this analysis, a funding level necessary to design and replace an average of two bridges per year ($2M) plus $300,000 for inspection and records maintenance is recommended. This level of funding could be used for repairs and/or replacement of bridges throughout the city network. It may be that within any given year, one bridge needs to be replaced, and two would need significant repair. Or, replacement of one larger, higher-cost bridge may use an entire year's allocation.

This offer includes about $66,000 in 2017 and $309,000 in 2018 for repairs and replacements. This Enhancement Offer, together with the base Bridge Offer (1.2) and KFCG Enhancement Offer (1.18) will continue bridge funding at the same level in 2017-2018.

Creating long-term, ongoing funding will add flexibility and predictability to the program. This will allow the City to coordinate with other projects in Utilities, Street Maintenance, Parks, Larimer County, Colorado Department of Transportation and other City Transportation Capital Projects.

Bridge projects will be prioritized based on:
- Bridge condition and safety
- Partnership and collaboration opportunities
- Grant availability (leveraging of bridge funds)

TRANSPORTATION

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

2.1 ENHANCEMENT: I-25 Improvements Local Funding Match (Council Reserve Assignments) - Funded

2017 - $1,125,000
2018 - $1,125,000

This offer provides a $2.25 million local match contribution to necessary improvements of the Interstate 25 (I-25) Corridor in Northern Colorado. Improvements will be made by the Colorado Department of Transportation and Federal Highway Administration. Local agencies in the Northern Colorado region including Loveland, Larimer County, and Windsor are contributing funds in hopes of matching federal grant opportunities including TIGER and FASTLANE applications submitted spring of 2016. The region's goal is to raise $23 million in local matching funds in 2016 and 2017 to help accelerate needed improvements to infrastructure to improve safety and reduce congestion.

This is a one-time offer requested by the City Manager and City Council. This Offer is fully funded by a General Fund reserve 'assignment' for this intended purpose which is now being used to fund this Offer.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks

3.2 Ongoing: Transportation Planning Services - Funded

2017 - $597,159
2018 - $610,839

Funding this offer will continue the delivery of transportation planning services managed by the FC Moves Department in the Planning, Development, and Transportation Service Area. Services include: corridor plans, Master Street Plan, pedestrian planning, capital improvement planning, travel demand modeling, bicycle planning, street standards, and development review. These plans, policies, and services guide and inform how the City's transportation systems are built, operated and maintained. Transportation Planning is a key component of a healthy, efficient, innovative, safe, and sustainable community and economy. The other functions within FC Moves are the Safe Routes to School Program and FC Bikes; those functions are funded through separate offers and grants.

This offer includes annual membership in the North Front Range Metropolitan Planning Organization (NFRMPO). Fort Collins has been a member of the NFRMPO since its inception in 1988. Membership in the NFRMPO is required in order to secure regional, state, and federal transportation funds, and for ensuring consistency between local and regional plans.

The 2017-2018 Transportation Planning work plan may include:

•Development of a new Transportation Master Plan in conjunction with City Plan.

TRANSPORTATION

•Enhanced Travel Corridor Master Plans for the North College/Mountain Vista and Prospect Road corridors.
•Development of local, regional, federal, and state grant applications for funding multimodal transportation plans, programs, and projects.
•Travel demand model maintenance, updates, and support.
•On-going management and updates to the City's Master Street Plan and multimodal Capital Improvement Plan.
•Development review services to support implementation of City's transportation plans.
•Supporting the City's energy, climate action, and sustainability goals.
•Program management for FC Bikes and Safe Routes to School.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

3.3 KFCG ENHANCEMENT: Skateboard Rack Pilot Project - KFCG OT - Unfunded 2017 - $7,500 2018 - $7,500

Funding this offer will implement a pilot program to place skateboard racks in locations with high levels of skateboard use. The racks will provide a designated, secured space for boards in an effort to encourage active transportation while minimizing the potential for creating trip hazards or incidents of theft.

Skateboarding is a popular form of active transportation, particularly among CSU students. While the City provides dedicated bike racks in locations with high bicycle usage, there are no dedicated facilities for skateboards. People choosing to travel by skateboard have the option to leave their boards outside their destination or bring it inside. Both of these options present potential problems and challenges. Boards left unattended and unsecured in the open are subject to being stolen, and boards both inside and outside can clutter public walkways, hallways, and pedestrian areas leading to the potential for tripping or slipping on the board. Installation of racks designed to hold skateboards will provide a safe, organized, and aesthetically pleasing way for people to store their boards.

This program will place an estimated 10 racks around the city over the next two years. It is likely that racks will be concentrated in downtown and near the CSU campus; however, racks may be placed in other areas based on observations of skateboard use and rack utilization. Staff will seek opportunities to co-locate skateboard racks with transit and bicycle facilities to improve connectivity between modes.

The Downtown Development Authority is in the process of installing two racks in the vicinity of Old Town Square. Staff will consult with the DDA and evaluate the effectiveness and lessons learned from the placement of these two racks in order to determine the best distribution and location of additional racks.

This Offer supports the following Strategic Objectives:

- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

TRANSPORTATION

3.4 ENHANCEMENT: Community Capital Improvement Program - Bicycle Infrastructure - Funded

2017 - $350,000
2018 - $350,000

Funding this offer will apply the 2015 Community Capital Improvement Program (CCIP) annual funding allocated for bicycle improvement projects for 2017-2018. The approved CCIP tax package includes $350,000 in 2017 and $350,000 in 2018 for bicycle improvement projects to implement the adopted 2014 Bicycle Master Plan. This provides funding for capital projects such as on-street bike lanes, connections between on and off street facilities, wayfinding signage, bicycle parking, and improved street crossings to promote cycling and safety.

The voter approved CCIP Bicycle Plan implementation ballot initiative set aside $5 million over 10 years to be spent on capital expenditures (infrastructure design, construction and matching grants). Projects using the CCIP Bicycle Plan funds implement the Bicycle Plan and are important elements of realizing the goals that are set forth in City Council policies as articulated in City Plan, the Climate Action Plan, and the Transportation Master Plan.

The CCIP Bicycle Plan funds are used to increase the capacity and safety of the city's bicycle network. Examples of projects that will be considered as part of the 2017-2018 project selection process:

- Low Stress Network Implementation: The primary infrastructure recommendation from the 2014 Bicycle Master Plan is the development of a low stress network of bikeways across the city. These routes use existing streets and trails, and improvements are focused on busy intersections and segments considered unsafe or uncomfortable.
- Intersection improvements: Possible improvements at signalized and unsignalized intersections to proactively address needs throughout the City.
- Bicycle Parking: An effort to improve City provided bicycle parking in high-use areas.
- Bicycle Counters and data collection equipment: Permanent and mobile counters to deploy as needed to assess usage and effectiveness of the bicycle system.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

3.6 ENHANCEMENT: West Elizabeth Enhanced Travel Corridor (ETC) Implementation - Unfunded

2017 - $2,000,000
2018 - $300,000

Funding this offer will implement the high-priority, near-term capital improvements identified in the West Elizabeth Enhanced Travel Corridor (ETC) Plan and the more detailed planning and design for the future longer-term improvements from the Plan.

The near-term capital improvements include:

- Continuous sidewalk network that meets Americans with Disabilities (ADA) standards (detached sidewalk where right-of-way allows)
- Complete bike lanes with enhanced intersection markings that increase visibility and predictability

TRANSPORTATION

- Signal upgrades that improve transit vehicle reliability and efficiency
- Additional bus stop amenities

These improvements would be designed and constructed to align with the long-term vision to ensure funding is used wisely.

The longer-term vision builds upon the near-term capital improvements and calls for:
- High-frequency transit on West Elizabeth with premium transit stations
- Buffered and/or protected bike lanes
- Detached sidewalks where right-of-way allows
- Intersection improvements, including a roundabout at Overland and West Elizabeth and a pilot protected intersection at City Park and West Elizabeth

The near-term capital improvements help address existing issues in the corridor, such as higher than expected bike crashes, inaccessible bus stops, and an incomplete sidewalk network that is not fully ADA compliant. Preparing the longer-term preliminary design will make it easier to pursue outside grant funding, like the federal grant that funded MAX. In addition, the corridor is redeveloping in areas and will continue to change. Having a plan and design in place can help support and guide redevelopment to create the desired sense of place while providing safe multi-modal options.

The near-term capital improvements (design and construction) would cost $2M, and the preliminary design for longer-term improvements would cost $300,000, for a total package of $2.3M.

This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

3.7 ENHANCEMENT: Low Stress Bike Route Design and Construction - Funded

2017 - $0
2018 - $209,740

Funding from this offer will supplement and leverage grant dollars and Community Capital Improvement Program funds to implement the 2020 low-stress bike network per the 2014 Bicycle Master Plan. This offer relates to the FC Bikes Enhancement Offer (3.11), which supports smaller projects such as adding buffered bike lanes through street maintenance, or adding green paint at intersections. This offer supports the implementation of complete bike corridor projects along the low-stress network.

The Bike Plan recommends a low-stress bike network to strategically advance safe and comfortable bicycling opportunities across the community. This network leverages existing low-traffic and low-speed streets, and identifies key arterial crossing improvements to help people safely navigate the network. This network is comprised of more than 50 corridors; each corridor includes recommended projects related to improving intersection crossings, striping, and wayfinding signage. The Remington Greenway and Pitkin Corridor Project are examples of the types of corridor projects that will be supported through this funding. Examples of future projects include:

TRANSPORTATION

-Hampshire/Ponderosa N/S corridor improvements, including wayfinding and arterial intersection improvements
-Stover N/S corridor improvements, including wayfinding and an improved crossing at Prospect
-Columbia E/W corridor improvements, including wayfinding and an improved crossing at Lemay

The City's arterial street system provides direct connections for people bicycling; however, research shows that the majority of people do not feel comfortable bicycling on streets with high traffic volumes and speeds. Establishing accessible bicycling routes by enhancing the local and collector street system holds significant potential to achieve the City's goals of a 20% bicycle mode share, zero bicycle fatalities, and fewer annual bicycle-related injuries while offering other environmental, economic and social sustainability benefits.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

3.9 ENHANCEMENT: Protected Bike Lane Pilot Project - Funded

2017 - $50,000
2018 - $250,000

Funding this offer will support the implementation of a protected bike lane pilot project, a primary recommendation from the 2014 Bicycle Master Plan (2014 Plan). Funds will support project selection, public outreach, engineering, construction and post-evaluation. In 2015, the City installed its first protected bike lane pilot project on Laurel Street; preliminary evaluation of this project has shown positive results and will inform future protected bike lane projects.

The 2014 Plan recommends a 2020 low-stress bike network and identifies bicycle infrastructure improvements to advance safe bicycling opportunities across the community. This network leverages low-traffic and low-speed streets where possible, and recommends protected bike lanes on arterials where additional separation between motor vehicles and bicycles is warranted. A protected bike lane offers physical separation from motor vehicle traffic, providing a higher level of comfort for existing and potential cyclists. Protected bike lanes have been successfully implemented in cities around the U.S., and have resulted in ridership increases, safety improvements, and other benefits. The 2014 Plan recommended the implementation of protected bike lanes as pilot projects to support the City in developing best practices for design, installation and maintenance of this new infrastructure in Fort Collins.

This project will allow the City to continue to test and research best practice designs and maintenance strategies for protected bike lanes, while supporting future implementation of similar facilities along other corridors. Project selection will be based on recommendations from recent planning efforts, such as the 2014 Plan and West Elizabeth Enhanced Travel Corridor (ETC) Plan. Ongoing annual maintenance costs are estimated at $2,000-2,500 per mile for paint and posts. Snow removal and sweeping costs will vary depending on the type of infrastructure and number of snow events.

TRANSPORTATION

This Offer supports the following Strategic Objectives:
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

3.10 ENHANCEMENT: Protected Intersection Pilot Project - Unfunded

2017 - $50,000
2018 - $250,000

This offer will fund a protected intersection pilot project to allow the City to evaluate this innovative design, measure its impact on bicycle ridership and transportation safety, and determine best practices for other intersections in Fort Collins.

In Fort Collins, 80% of reported bicycle-vehicle crashes occur at intersections or driveways. A protected intersection provides enhanced separation and protection for pedestrians and cyclists from vehicular traffic. The benefits of protected intersections align with the City's goals to promote healthy and sustainable modes of transportation, create a low-stress bicycle network, and significantly improve the safety and comfort of cycling for people of all ages and abilities. The 2014 Bicycle Master Plan highlights protected intersections as a design strategy to use with protected bike lanes. The currently underway West Elizabeth Enhanced Travel Corridor Plan (ETC) is considering this approach at City Park and Elizabeth. Through a West Elizabeth ETC online survey, nearly 80% of respondents indicated that the City Park and West Elizabeth intersection would benefit from a protected intersection design.

Protected intersections are a standard design in cycling mecca countries, like the Netherlands and Denmark, where the percentage of people who bike ranges up to 50%. While protected intersections are relatively new to United States cities, peer cities like Salt Lake City; Davis, CA; Chicago; and Austin, TX have completed protected intersection projects, and the Massachusetts DOT has adopted design guidelines endorsing protected bike lanes and intersections. Key features of a protected intersection include:

- Corner safety islands (for bicycles and pedestrians)
- Advanced stop bars
- Setback bicycle crossing
- Bicycle signal optimization

Specifically, this funding will support location selection, design, installation, education and evaluation of a protected intersection pilot project to improve safety and increase cycling.

This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

TRANSPORTATION

3.11 ENHANCEMENT: Bicycle Infrastructure - Unfunded

2017 - $75,000
2018 - $75,000

Funding this offer will build improved bicycle infrastructure as recommended in the City's 2014 Bicycle Master Plan (Bike Plan). Improved bicycle facilities can significantly increase bicycle ridership, increase safety and achieve a connected low-stress bicycle network, accessible to people of all ages and abilities.

In 2015 and 2016, funding from the Bicycle Infrastructure Enhancements Offer supported the following key initiatives:

- Remington Greenway
- Laurel Street and Mason Street intersection improvements
- Protected bike lane improvements on Laurel Street
- Buffered bike lanes on McMurry, Columbia and Taft Hill
- Green bike box at Swallow and Shields
- Eco Totem bicycle counter

In 2017 and 2018, this funding will be used to supplement Community Capital Improvement Program dollars, to implement key projects identified in the City's Bike Plan and 2020 low-stress network, and to support smaller bicycle infrastructure projects that are not part of larger capital projects. Project examples include:

-Low-stress bicycle corridor spot improvements
-Striping improvements for bicycles (e.g., buffered bike lanes) implemented through the Street Maintenance Program
-Bicycle intersection enhancements
-Implementation of the Bicycle Wayfinding System Plan
-High-quality bicycle parking

Funding will also support ongoing maintenance of bicycle facilities, such as bike lane restriping and sign replacement.

Research has shown that safe, comfortable and connected bicycle infrastructure is essential to increasing the number of people who choose to bike. Through increased strategic investment in bicycle infrastructure, the City can reach its goals of a 20% bicycle mode share, zero bicycle fatalities, and fewer annual bicycle-related injuries. Improving the bicycle network and increasing the bicycle mode share offers environmental, health, economic and social benefits across the community.

This Offer supports the following Strategic Objectives:

- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

TRANSPORTATION

3.12 ENHANCEMENT: 1.0 FTE - FC Walks Program - Unfunded

2017 - $90,000
2018 - $97,000

This offer will fund the development of a new program called FC Walks, focused on walking and mobility issues in accordance with the City Council–adopted Pedestrian Plan. FC Walks is modeled after successful walking programs in cities such as San Francisco (Walk San Francisco), Minneapolis (Minneapolis Pedestrian Program) and Boulder (Boulder Walks Program). FC Walks builds on, and will work closely with, the success of the well-known FC Bikes program. The purpose of the program is to elevate the emphasis on walking and pedestrian needs for people of all ages and abilities, with a special emphasis on children and seniors.

The program will be led by an FC Walks Coordinator (a new 1.0 FTE is being requested), allowing the City to be a leader in promoting walking, addressing safety issues and advancing healthy living. This program will help Fort Collins move toward a higher designation of Walk Friendly City (currently Bronze). The types of programs or initiatives include:

- Guidance and promotion for the development of walk-to-work programs
- Coordination of various pedestrian functions throughout the City, ensuring that infrastructure planning, engineering, construction, maintenance, and programming are consistent
- Development of walking maps
- Marketing campaign promoting walking
- Special events such as Car-Free Days and International Walk to School Day
- Educational and historical walks
- Further strengthening of partnerships with organizations such as the Coalition for Activity and Nutrition to Defeat Obesity (CanDo), Healthier Communities Coalition, Poudre Valley Health System's Aspen Club "Wellness Walkers," Northern Front Range Wanderers, Fort Collins Conventions and Visitors Bureau, and Downtown Business Association
- Implementation of the City's Pedestrian Plan
- Data collection and assessment of pedestrian safety issues as well as mode split (to establish baseline numbers for comparison with future goals related to walking)

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

3.13 KFCG ENHANCEMENT: Prospect Road Enhanced Travel Corridor Plan - Unfunded

2017 - $0
2018 - $325,000

This offer will fund a consultant contract to develop a Prospect Road Enhanced Travel Corridor Plan. This planning project is a specific action item from the Transportation Master Plan (TMP) and will cover Prospect Road from College Avenue to I-25 (about four miles). Enhanced Travel Corridors (ETCs) are uniquely designed streets that are intended to have enhanced infrastructure for high-quality transit, bicycling, and walking, with the recognition that

corridors like Prospect Road are heavily traveled and require focused planning and investment.

Prospect Road is one of the city's most challenging and diverse east/west arterial streets. Prospect serves as a gateway to the community and to CSU. It is one of the city's few connections to I-25 and provides vital access to CSU and the new stadium. Prospect Road west of College Avenue was studied in 2015 as part of the West Central Area Plan. This planning effort identified many of the strengths and constraints associated with this corridor, including: constrained roadways, diverse land use, sensitive natural areas, and the importance of the corridor as a major connection within the city and to the region The West Central Area Plan strongly recommended continued study of Prospect heading east to I-25.

This planning effort will help answer key questions for this section of Prospect Road including:

- Can enhanced sidewalks, bike lanes, and transit facilities be built within the existing right-of-way, and if not, what are the impacts?
- How can we implement bicycle and pedestrian improvements consistently throughout the corridor, in particular in highly constrained residential sections?
- What are the appropriate transit improvements that can be incorporated into the corridor?
- Which intersections are congested and what are the needed improvements?
- What are the gateway features and elements that need to be developed as part of the Colorado Department of Transportation I-25 interchange project?

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

3.14 ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Plan - Unfunded 2017 - $0

2018 - $325,000

This offer will fund a consultant contract to conduct the North College/Mountain Vista Enhanced Travel Corridor (ETC) Plan. The North College/Mountain Vista corridor runs north along College Avenue from the Downtown Transit Center, east along Suniga Drive, and connects into Timberline Road/Mountain Vista Drive heading east to I-25. This plan is an action item identified in City Plan, the Transportation Master Plan (TMP) as well as the Mountain Vista Subarea Plan. ETCs are uniquely designed corridors that are planned for high-frequency transit, bicycling, and walking. Enhancements to these corridors may include improved vehicular and transit operations and improved infrastructure, such as dedicated bike lanes, transit, pedestrian or bike priority signalization at intersections, under/overpasses, and multi-use sidewalks.

Residents and businesses have long called for better mobility for northeast Fort Collins and improved connections to the rest of Fort Collins. With the success of the MAX bus service, serving Downtown, Midtown and south Fort Collins, advocates in north Fort Collins have called for similar high-frequency transit to serve their needs.

The North College/Mountain Vista corridor is projected to accommodate a significant portion of Fort Collins' future local and regional development, which will notably increase travel demand within the corridor, from I-25 to the west.

TRANSPORTATION

This study will be a comprehensive corridor plan that will include a corridor vision, alternative context-sensitive designs, costs, and a phasing and implementation plan. The goal is to enhance mobility and economic health within northeast Fort Collins and provide connections to existing and future businesses, residences, and major employment centers. This offer will help support high-quality economic development opportunities for mixed-use, transit-oriented development and support Fort Collins' active lifestyles and environmental goals.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks
- TRAN 6.7 - Develop plans that address adequate infrastructure within the northeast area of Fort Collins
- ECON 3.6 - Enhance the economic vitality of our community

3.17 ENHANCEMENT: Trip Reduction and Efficiency Program - Unfunded

2017 - $250,000

2018 - $250,000

This offer will fund a contract for a consultant to develop and run a new program to deploy innovative trip and parking demand reduction and trip efficiency solutions across Fort Collins. A major focus of this program will be to work with downtown employers to create transportation efficiency for employees. The City currently tackles congestion through intersection improvements (better turn lanes), a state of the art traffic management system (where all the traffic lights are controlled), traveler information on FC Trips, and programs like FC Bikes and ClimateWise.

Reducing the demand on roads and parking infrastructure (in particular from single-occupancy automobiles) is a proven strategy to address congestion. Trip reduction strategies apply a number of approaches involving coordination across departments, including:
- Parking management strategies such as parking planning and priority parking programs
- Improved access to and coordination of transportation options such as biking, walking, transit and ride sharing
- Incentive programming for telework and flex schedules, congestion pricing, road space allocation and access to transit passes
- Technology applications including programming for mobile devices and intelligent transportation systems

Transition to EVs is an important part of the City's strategy to improve efficiency and air quality, while reducing greenhouse gas emissions as called for in the Climate Action Plan. Promoting and ensuring the right policies and infrastructure are in place to accommodate the expected growth in EVs is a critical part of this proposed program.

This new program will focus first on the Downtown, as recommended in the Downtown Plan, and will grow over time to include the entire city. Downtown, the program will coordinate parking planning and management solutions that help integrate on- and off-street parking with transit, bike and pedestrian facilities.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ECON 3.5 - Foster sustainable infill and redevelopment
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community

TRANSPORTATION

3.18 KFCG: Safe Routes to School Program - Funded

2017 - $78,641
2018 - $80,284

Funding this offer will continue the City's Safe Routes to School (SRTS) program housed within FC Moves. The SRTS program is part of a nationwide effort encouraging more children to walk and bike to school, benefiting their health, academic achievement and the environment. A long-term goal of the local program is to get 50 percent of K-12 schoolchildren safely biking or walking to school.

SRTS is considered a best practice by top transportation, mobility and health organizations — from the American Planning Association, to the Federal Highway Administration, to the Centers for Disease Control and Prevention. SRTS emphasizes the Five Es of transportation and mobility services: Education, Encouragement, Engineering, Enforcement, and Evaluation. SRTS leads education, encouragement and evaluation activities while collaborating with other City departments to address engineering and enforcement issues.

The SRTS program is highly collaborative and supports key City departments and programs including Traffic Operations, Engineering, Police Services, Recreation, Parks, Sustainability and FC Bikes. Non-City partners include the Colorado Deptartment of Transportation, Poudre and Thompson school districts, Bike Fort Collins, UCHealth, Kaiser Permanente, Safe Kids, Bicycle and Pedestrian Education Coalition, BaseCamp, Team Wellness & Prevention, Boy Scouts and Girl Scouts, Boys and Girls Clubs, and bike shops and other businesses.

The program is administered by an SRTS Coordinator (0.8 FTE). A local nonprofit is contracted to help deliver the safety-education component.

Funding associated with this offer will provide office supplies, equipment, bike helmets for low-income students, educational giveaways, equipment maintenance, contractor services and other operating expenses. Funding will also cover coordinator salary/benefits.

Grant funding provides funding for core programming (as needed) and seed money for new equipment and initiatives in response to community requests.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

3.19 KFCG ENHANCEMENT: All Kids Need Safe Routes to School - Funded

2017 - $64,000
2018 - $64,000

This offer will enable Safe Routes to School (SRTS) to implement a strategy for systematic, equitable and sustainable educational programming to all K-12 students in Fort Collins. The additional staff and contract hours will guarantee that 6,500 additional students will receive bike-pedestrian safety educational annually. Without funding, only 1,500 students can be guaranteed (through a less equitable first-come, first-served model).

The program began in 2007 through a grant from the Colorado Department of Transportation, reaching 2,000 students at five schools. Since then, the

program has steadily grown, now reaching 8,000 students annually with formal, grant-funded bike-pedestrian safety education. The program uses adaptive equipment and techniques so all students may participate, including those with disabilities.

Saturating the community with youth-focused SRTS education helps students, parents and teachers understand the benefits of biking and walking and how to safely navigate the City's built environment.

The SRTS program is highly collaborative, supporting key City departments and programs including Traffic Operations, Engineering, Police Services, Recreation, Parks, Sustainability and FC Bikes. Non-City partners include the Colorado Department of Transportation, Poudre School District, Thompson School District, Bike Fort Collins, UCHealth, Kaiser Permanente, Safe Kids, Bicycle and Pedestrian Education Coalition, BaseCamp, Team Wellness & Prevention, Boy Scouts and Girl Scouts, Boys and Girls Clubs, and bike shops and other businesses.

Funding will provide contractual assistance to implement the School Rotation Schedule. This plan takes bike-pedestrian education to nearly 20,000 students on a rotating three-year schedule (6,500 students annually), a model of equitable program delivery. Funding will also support a new program specialist to perform critical functions such as scheduling, equipment management, outreach, data collection and volunteer management.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle

3.20 KFCG: FC Bikes - Funded

2017 - $461,672

2018 - $468,838

Funding this offer will maintain the current staffing and services of the City's FC Bikes Program. FC Bikes implements a comprehensive set of strategies to improve safety and education for all transportation system users, while enhancing the accessibility of bicycling for people of all backgrounds across the community. The work of FC Bikes has contributed to Fort Collins' designation as a Platinum Bicycle Friendly Community, one of only five in the country, an upward trend in bicycle ridership, and a decrease in bicycle crashes (2014 and 2015).

Specific FC Bikes services include:

- Coordination with City departments and the community to implement the 2014 Bicycle Master Plan, low-stress bike network and other bike infrastructure improvements
- Bike parking management
- Bike safety initiatives including bike and motorist education
- Bicycle Ambassador Program
- Enforcement initiatives with Police Services
- Business outreach
- Bike Share
- Bike to Work Days and Open Streets

TRANSPORTATION

- Fort Collins Bike Map

This offer also provides resources to support the Fort Collins Bike Share system. The Fort Collins Bike Share program seeks to increase the accessibility of bicycling and public transit by providing bikes available for checkout 24/7 at convenient stations around town (owned and operated by Zagster). This automated bike share program, combined with a community cycling hub at the Downtown Transit Center (operated by Bike Fort Collins), offers a unique service to Fort Collins residents and visitors, and makes the option to travel by bike and transit even more viable. Funding will support local staffing at the Downtown Transit Center, community ambassadors, as well as bike share station sponsorships.

The Bike Plan sets a 20% bicycle ridership goal and a goal to reduce bicycle injuries and eliminate fatalities. Maintaining a comprehensive set of bicycle programs designed to reach new riders and improve safety supports the City's various sustainability goals.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

3.21 KFCG: School Crossing Guard Program - Funded

2017 - $94,350

2018 - $94,350

Funding this offer will continue the School Crossing Guard Program, operated through an intergovernmental agreement (IGA) with Poudre School District (PSD). Per the IGA, PSD assumes all responsibility for the establishment, operation and administration of the School Crossing Guard Program. The City's contribution to the program is an annual payment to PSD of $94,350. PSD pays directly for the balance of program costs (up to an additional $94,350).

The School Crossing Guard Program provides safe student crossings at major roadways located near elementary schools. These roadways have a high volume of traffic and higher speeds, resulting in the need for crossing guards. The physical presence of the crossing guards is essential for the students to feel confident and safe in crossing busy streets to and from school. When surveyed, many parents have indicated they would not allow their students to bike or walk to school without the presence of crossing guards.

Providing for the safety of our elementary-school students crossing these roadways is essential and supports the City's goals as stated in:

• Bicycle and pedestrian safety as part of the City's Safe Routes to School program
• Council-adopted Bicycle Master Plan and Pedestrian Plan

Currently there are 15 staffed crossings. Most are staffed twice a day, but some justify additional midday staffing for half-day kindergarten students. Because of the close interaction among crossing guards, students and school staff, the program is most efficiently administered by PSD. PSD provides all training, uniforms, scheduling, supervision and personnel for this program.

The City's contribution to the program is an annual payment to the school district in the amount of $94,350. Estimated costs for the program were

approximately $117,200 per year for 2015-16. This program is a cost-effective way to support a vital community safety program serving thousands of children daily.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

3.22 ENHANCEMENT: Bicycle Safety and Promotion Programs - Unfunded

2017 - $80,000
2018 - $80,000

Funding this offer will support the continuation of bicycle programming initiatives, including education, encouragement, enforcement, and evaluation as recommended in the City's 2014 Bicycle Master Plan. These programs, in combination with bicycle infrastructure investments, create a comprehensive set of strategies to increase bicycle ridership and improve safety.

Currently, substantial funding for FC Bikes' programs is provided through a Congestion, Mitigation and Air Quality grant, which expires in March 2017. This offer will ensure the continuation of the following programs in 2017 and 2018 at the current level of operation until other grant dollars are available; in the absence of future supplemental grant funding, ongoing programming costs are expected to maintain the current level of service offered by FC Bikes:

-Bicycle Ambassador Program
-Bicycle Friendly Driver Program
-Bike to Work Days
-Open Streets events
-Bike Map updates
-Bicycle enforcement initiatives
-Bicycle count technology
-Bike light giveaways
-Helmet distribution

Previously funded FC Bikes programs have produced positive results. In 2015, FC Bikes increased the number of Bicycle Ambassadors from 44 to 90, offered 40 bicycle education classes, and reached more than 3,500 people with bicycle safety education. Also, in four months after FC Bikes launched the Bicycle Friendly Driver program, 525 people were trained as Bicycle Friendly Drivers. Bicycle promotion events, like Open Streets and Bike to Work Day, have also grown each year; in 2015 these events alone reached nearly 19,000 participants. In 2014 and 2015, bicycle crashes decreased by 20% indicating positive results from the City's comprehensive bike safety programs.

Promoting bicycling through a comprehensive set of bicycle programs can help the City achieve its sustainability goals by increasing the number of people who choose to bicycle for transportation and utilitarian trips, while offering health, economic and social benefits.

TRANSPORTATION

This Offer supports the following Strategic Objectives:
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

3.23 ENHANCEMENT: Travel Behavior Survey - Funded

2017 - $100,000
2018 - $50,000

Funding this offer will provide the development of an annual community-wide travel behavior survey program that collects comprehensive and accurate data on resident and employee multimodal travel.

Establishing this program will help the City know if transportation projects and programs are having the desired impacts and will support data analysis of key transportation indicators such as Vehicle Miles Traveled (VMT), which is a critical input for greenhouse gas calculations. The data will provide a more comprehensive way of tracking mode shift, which the City uses in reporting metrics.

The program will include the development of an app and companion hard-copy survey that could collect the following:

- Trips by mode (biking, walking, transit, driving, etc.) and purpose (work, shopping, school, etc.)
- Telecommuting trends
- Trip characteristics by mode
- Vehicle occupancy
- Vehicle ownership and availability
- Trip distance
- Trip start times
- Traveler demographics (age, occupation, gender, etc.)

The current method of estimating mode share and other travel behavior relies upon regional or census surveys that are infrequent, not always statistically valid, and lacking in critical areas, such as non-work trips. This yields less confidence in the data and its use in decision-making. Establishing this program to collect transportation data will directly benefit the City's sustainability goals, as well as other long-term planning efforts, such as the Transportation Master Plan.

This funding will kick off the program, which includes survey and app development, distribution of the survey, and analysis of the results. The survey would then be conducted on an ongoing basis (e.g., annually).

TRANSPORTATION

This Offer supports the following Strategic Objectives:
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.6 - Develop long-term transportation plans that improve local and regional transportation networks

33.1 Traffic Operations - Funded

2017 - $3,141,096
2018 - $3,134,051

This offer provides ongoing management, maintenance, repair, and improvement of the City's traffic infrastructure. Approval of this offer helps ensure a safe and efficient transportation system for all users.

There are three areas of focus: Traffic Signal Maintenance; Signs/Pavement Markings; and Traffic Engineering.

Traffic Signal Maintenance: Includes the continued maintenance, repair, and upgrade of the traffic signal system. This includes the signal infrastructure, hardware, software, and the traffic signal communication system. Operation and maintenance of the City's signal system is an essential safety service as well as an important element of minimizing travel delays, fuel consumption and air pollution.
2017: $821,272; KFCG: $0
2018: $834,680; KFCG: $0

Signs and Pavement Markings: Includes the fabrication, installation, repair and maintenance of traffic signs and pavement markings on the public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn and regulate all modes of travel. Proper signing/marking maintenance is critical for public safety and the efficiency of the transportation system.
2017: $1,011,053; KFCG: $61,046
2018: $1,033,430; KFCG: $61,829

Traffic Engineering: Includes traffic signal timing, staffing of the Traffic Operations Center, traffic data collection, traffic safety data management and analysis, work area traffic control, neighborhood traffic mitigation, development review and department administration. Traffic Engineering provides support to City Council, the Planning and Zoning Board, Transportation Board and the North Front Range Metropolitan Planning Organization. Lastly, Traffic Engineering provides support for other City departments including but not limited to FC Moves, Engineering, Streets, Parking, Police Services, Community Development & Neighborhood Services, and the City Manager's Office.
2017: $1,280,181
2018: $1,236,741

Total KFCG requested:
2017: $61,046
2018: $61,829

TRANSPORTATION

This Offer supports the following Strategic Objectives:
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

33.3 KFCG: Traffic Operations Equipment - Funded

2017 - $241,900

2018 - $241,900

In 2011 funds were allocated to Traffic Operations for equipment replacement/upgrade through both the Transportation Fund and KFCG funds. This offer continues that funding. In past budget cycles, the KFCG funding was used to replace failing traffic signal infrastructure including conduit, wiring, signal poles, etc., and to upgrade signals to improve performance. Transportation Fund money has been used to replace aging traffic signal infrastructure; upgrade the video wall in the Traffic Operations Center, replace communication servers and desktop workstations in the Traffic Operations Center; replace vehicles that were past their service life; and purchase/upgrade other needed equipment to provide our basic core services. It is anticipated that these funds would be used for the same types of upgrades in 2017-2018 including replacement of traffic signal poles identified through the Traffic Signal Pole Inspection offer (33.6).

Without this funding, most of these maintenance activities will go back to a less cost-effective reactionary mode where items are only replaced when they fail. This tends to be less cost effective in the long run. It is also less strategic as decisions about equipment replacement are driven by immediate needs versus long-term goals.

The City's total investment in traffic signal infrastructure is estimated to be approximately $28M. Much of this infrastructure was installed as long ago as the 1970s and 1980s, and is in need of replacement or upgrade. By maintaining this funding for equipment replacement, Traffic Operations will be able to continue the proactive maintenance approach created with this funding.

This Offer supports the following Strategic Objectives:
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

33.4 ENHANCEMENT: 1.0 FTE - Traffic Engineering Technician - Funded

2017 - $66,067

2018 - $90,083

Funding this offer will provide a Traffic Engineering Technician II position to work in the Traffic Signal Division in the Traffic Operations Department.

Traffic signal related workload continues to increase. Total overtime hours in the traffic signal shop averaged 847 hours per year in 2009-2011. In 2012-2014 that number increased to 1,204 hours per year. In 2015 1,332 hours of overtime were used. This reflects general increased workload as well

as work related to the MAX BRT project, Engineering Capital Projects, Street Maintenance projects, FCMoves Bike Plan Implementation projects and Safe Routes to School projects. Staff are not anticipating a reduced work load in 2017-2018.

The traffic signal system is growing and becoming more complex. For example, more sophisticated control algorithms are being implemented in 2016 that rely more on vehicle detection technologies; additional innovative signal timing solutions are planned for implementation in 2017 (see Offer 33.5, Adaptive Signal Control). The City has also deployed a new technology that allows staff to measure congestion and travel times 24/7/365. Traffic Operations is also moving to a more sophisticated maintenance management system to help identify the best use of the limited equipment replacement budget (see Offer 33.6). This system requires technical expertise to implement effectively.

The work load related to other City projects, along with the planned signal enhancements, requires additional staffing. This offer is for a traffic engineering technician who will primarily work in the office on the maintenance management system, vehicle detection configuration, asset management software and GIS data inventory. These are important services in need of assistance in order to continue moving forward to achieve department goals.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

33.5 KFCG ENHANCEMENT: Adaptive Signal System for Harmony Road and Timberline Road - Funded

2017 - $200,000
2018 - $180,000

Funding this offer will implement an adaptive traffic signal control system on Harmony Road from College Avenue east to Lady Moon Drive in 2017, and on Timberline Road from Harmony to Prospect in 2018. Adaptive signal control is a state-of-the-art signal timing strategy intended to minimize stops, delays, air pollution and fuel consumption along a travel corridor. Currently, the City uses pre-programmed signal timing plans that run by time of day. Those plans are developed based on past traffic counts. They work well where traffic volumes and patterns remain relatively consistent from day to day. Where patterns are less consistent, adaptive signal control uses vehicle detectors placed strategically to allow the signal system to collect data in near real-time and adapt the signal timing automatically to account for changing traffic patterns.

Harmony Road east of College Avenue is one of the highest volume arterial streets in Fort Collins, carrying more than 40,000 vehicles per day. The high traffic volume along with inconsistent signal spacing, heavy left turn movements, pedestrian activity and adjacent commercial activity make it a challenging corridor to time using traditional time of day plans. This makes it a good candidate for adaptive signal control. Some of the vehicle detection equipment required to deploy adaptive control has already been placed, making this a cost-effective implementation.

Timberline north of Harmony is another high volume arterial where adaptive signal control could improve operations. This is particularly true at the Timberline/Drake and Timberline/Prospect intersections where travel patterns vary considerably from day to day. Real-time travel monitoring on both corridors will allow staff to monitor travel times to quickly evaluate the benefits of these systems. Staff envision these as pilot projects as a "proof of concept" and, if successful, would plan to install this technology on additional streets in the future.

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This Offer supports the following Strategic Objectives:
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

33.6 KFCG ENHANCEMENT: Signal Pole Inspection - Funded

2017 - $100,000
2018 - $100,000

Funding this offer will provide for a signal pole inspection program including contracting with a structural engineering firm to evaluate each signal pole for stress, cracks, failed welds or other points of potential failure and to develop a prioritized project list for repairs/replacement. With about 200 signalized locations (including pedestrian signals) in Fort Collins, the City has approximately 700 signal poles of various ages located throughout the community. Some of these signal poles were installed as long ago as the 1970s. Some poles have been struck by vehicles, rusted, corroded or subject to higher than normal loads. While traffic signal technicians perform visual inspections of poles annually, they are not trained to identify defects that are not obvious or could lead to failure. Without inspection by a certified inspector, it is not possible to prioritize signal pole replacement needs. This is a critical part of an effective asset management program.

This offer is solely to contract for professional services for signal pole inspections. Signal pole replacement as a result of the inspections would be funded through the existing equipment replacement offer (33.3). The funding in this offer allows for the inspection of 50 intersections per year with the intent that this becomes an ongoing program.

This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

35.1 Harmony Road Maintenance - Funded

2017 - $242,784
2018 - $247,062

Funding this offer will support ongoing maintenance and operation of a key city arterial to ensure quality infrastructure and smooth traffic flow.

Harmony Road is a major arterial road that links I-25 to U.S. Highway 287. In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to own and maintain Harmony Road. The funding is currently part of the 292 fund and is identified as the Harmony Road Maintenance Fund. This is a joint offer between the Streets Department and Traffic Department to provide the routine maintenance such as sweeping, snow and ice removal, pothole repair, traffic signs and signal repairs, pavement markings, and mowing the road shoulders and medians. The expenditures for these activities are drawn directly from the Harmony Road Reserve.

This offer also includes the landscaping, maintenance and utility costs for the Harmony Transfer Center, also known as the Harmony Park and Ride, and

the Harmony/I-25 interchange. This facility serves a variety of multi-modes and socio-economic groups: carpoolers, shuttle riders to and from Denver International Airport, and bicyclists. Located on East Harmony Road near I-25, the Harmony Transfer Center serves as a primary hub for carpoolers and shuttle services to and from Denver International Airport. The Streets Department provides sweeping, mowing, patching, striping, signage, trash removal, snow and ice removal and other maintenance activities at the Transfer Center. The Streets Department also maintains an information kiosk and leases covered bike lockers at the facility. Beyond the Harmony Transfer Center, this offer also includes regular landscaping, mowing, trash removal and other maintenance activities throughout the entire Harmony/I-25 interchange, and adjoining medians and right-of-way areas.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

60.1 Street Maintenance Program - Funded

2017 - $16,465,362

2018 - $16,749,262

Funding this offer provides roadway maintenance functions for 557 centerline miles of roads. A pavement management system has been implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment at the right time on the right street, for maximum benefit and protection of our ever-increasing infrastructure investment. Maintaining the existing infrastructure must always be our number-one focus.

Pavement conditions deteriorate over time. The cost of maintenance also increases with the age of the pavement. The Street Maintenance Program (SMP) takes advantage of this simple principle and uses pavement preservation techniques to distribute available funding on routine and preventative maintenance treatments before pavement deterioration requires rehabilitation treatments that cost up to six-to-eight times as much.

The SMP manages a variety of projects including asphalt repairs, overlays, surface treatments and concrete repairs. Project coordination is a vital component of the program, requiring collaboration with internal City departments and external utility agencies, schools and special interest groups.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

60.2 Snow and Ice Removal - Funded

2017 - $1,393,415

2018 - $1,424,245

Funding this offer will provide high quality snow and ice removal services for all modes of transportation through the Snow and Ice Removal Program. A well planned and executed winter operations plan is imperative. This plan strives to maximize services while minimizing the impact to the environment as

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well as being cost efficient. The goal is to remove snow and ice from streets, bike lanes, sidewalks and pedestrian access ramps as rapidly as is practically possible. While the severity of each winter storm is unpredictable, the Streets Department will continue to work within its resources to maintain the highest level of customer service possible while balancing efficiency in snow and ice control.

When a storm starts in Fort Collins, City crews and contractors are readied and equipment can be mobilized quickly to plow and de-ice streets and sidewalks. No two storms are identical, and weather conditions can vary significantly during the winter months. Different conditions require different tactics and corresponding strategies.

During the snow season, crews are assigned to shifts to be able to respond 24/7 to weather events. Plow teams are assigned routes. First they concentrate on major arterial streets, then collector streets and school routes. If deemed necessary, residential streets are next, but only if snow depth warrants plowing. In some cases, the first response to a winter snow and ice storm may be de-icing treatments before full plowing operations begin. After the storm, in the cleanup phase, crews go back to finish bike lanes, and clear sidewalks and pedestrian access ramps. Downtown snow removal is an intensive process and is performed as needed according to conditions. It is generally done at night to minimize the impact to traffic. It requires multiple pieces of heavy equipment, and snow must be picked up and hauled to a designated snow dump site.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- HPG 7.1 - Provide world-class services that meet the needs of the community

60.3 Essential Street Operations - Funded

2017 - $2,814,832

2018 - $2,754,474

Funding this offer will provide key elements to manage and provide services to the Streets Department operations. Maintenance programs include: mowing, barrow ditches, unpaved roads, alleys, potholes, crack sealing, road shoulders, guard rails, asphalt patching, and concrete repairs. The support functions are Administration and Information Technology. The support functions are vital to maintain a diverse department that represents 60+ staff encompassing seven work crews: Street Maintenance Program, Graffiti, Sweeping, Alleys/Mowing/Crushing/Recycling, Traffic Control, Rehab Crew, and Patch crew.

The administration group provides leadership, coordination and support for all Streets programs. Support services include work planning, billing and budget management, public outreach, personnel safety and training, world-class customer service, environmental compliance, technology innovation and building maintenance. This team is also integral in coordinating the work of hired contractors, managing service requests from the public, and processing Human Resources documentation for hiring, disciplinary actions, and separations.

Ongoing debt service for capital purchases made through lease payments are being funded from Keep Fort Collins Great (KFCG) Other Transportation Revenues in the amount of $496,617 (2017) and $402,818 (2018).

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This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.1 - Provide world-class services that meet the needs of the community

60.4 Street Sweeping - Funded

2017 - $691,741
2018 - $712,188

Funding this offer will pay for the strategic sweeping operations on streets and bike lanes throughout the City. Components of the sweeping program include: compliance with the new Fugitive Dust Policy; residential, collector and arterial street sweeping; bike lane sweeping; Max/BRT sweeping; Mason Trail sweeping; Downtown streets and alley sweeping; and 24-hour emergency response for street and bike lane hazards. Regular street sweeping is important for safety and overall air and water quality by removing debris. Aesthetics is also an important part of the consideration. Street sweeping has always been a demand from citizens and will continue to escalate as the street network expands with added lane miles and new residential areas. Anothe benefit of sweeping is that it promotes the City as a bicycle-friendly community by providing safe traveling surfaces for bicycle commuters. Without regular bike lane sweeping, debris such as dirt and glass from the roadway is forced into the bike lanes and road shoulders.

This Offer supports the following Strategic Objectives:
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle

60.5 Planning, Development & Transportation (PDT) Work for Others - Funded

2017 - $3,186,680
2018 - $3,188,059

This collaborative offer allows an opportunity for City departments, Colorado State University, Poudre School District, developers and public agencies to purchase high quality goods and services at competitive prices from the Streets, Traffic and Engineering departments. This program pays for itself through revenue generated from the following services:

-Street Patching
-Traffic Control
-Snow Removal
-Road Construction
-Crushing Operation
-Contract Sweeping
-Signs and Pavement Marking Installation
-Inspection Services

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-Traffic Signal Construction

This program provides Fort Collins' citizens with a quality product at a reduced cost while utilizing city equipment and employee expertise. Through this program, the Streets Department provides street patching services for the Water, Wastewater, and Light & Power, and maintenance and construction of new roads for Natural Areas and Wastewater. The program also provides sweeping and snow removal services for the Civic Center Parking Structure, the Old Town Parking Structure, Police Services parking lots and various other City parking lots.

Traffic Operations typically builds or upgrades about four traffic signals per year for development or the City's Capital Improvement Projects. In addition, numerous signing and marking projects occur through this program. Funding for these projects comes from other jurisdictions, developers and other City departments.

Engineering provides inspection services for development projects on weekends and evenings. These are overtime hours and are billed directly to the developer.

Also included in this offer is the operation of the crushing/recycling facility. Through the crushing facility, the City avoids landfill fees by recycling material from street projects. The crushing facility accepts clean material from contractors and the public for free.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- HPG 7.1 - Provide world-class services that meet the needs of the community

60.7 ENHANCEMENT: Streets Sweeping (1.0 FTE) - Unfunded

2017 - $370,345

2018 - $72,323

This offer funds a new street sweeper to be purchased in 2017 and an additional 1.0 FTE employee. Street sweeping is one of the most visible aspects of the Streets Department, for the citizens and the traveling public. Clean streets and gutters not only give the City an overall clean appearance, but aid in helping reduce traffic accidents and air pollution caused by fine dust particles. This offer will help the City comply with the new Fugitive Dust Policy, to maintain the established sweeping schedule and keep debris off the street and out of gutters which prevents debris from entering and plugging the storm drainage system.

The current scheduled level of surface sweeping collaboratively uses budget dollars sourced from the Streets Department and the Stormwater Division. In comparing the 2000 budget to existing levels, the funding level was $65,000 more in 2000 than our forecasted 2017-2018 budget. In 2000, there were 415 centerline miles of roads, 5.0 FTEs and three seasonal employees. Currently, there are 557 centerline miles which is an increase of 32.8%, with only 4.0 FTEs and one seasonal employee.

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This Offer supports the following Strategic Objectives:

- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle

60.8 ENHANCEMENT: Snow Removal - Unfunded

2017 - $800,000
2018 - $800,000

Funding this offer will allow snow and ice control services to be funded at the current level of service. Effective and efficient snow and ice removal is a challenge to many cities and Fort Collins is no exception. The City is responsible for providing snow and ice removal services for its citizens at a reasonable cost. High quality snow and ice control service is critical to preserving safety for all modes of transportation, access for emergency vehicles, maintaining city commerce and allowing residents access to schools and medical facilities; however, quality services can be expensive. Equipment maintenance, employee wages, and deicing products are among the many costs associated with effective snow and ice removal. The amount of money the City spends each year varies with the severity of the winter, which makes budgeting accurately for this service very difficult.

As a result of increases in services over the past five years for clearing sidewalks, pedestrian access ramps, additional streets, bike lanes and connectors in neighborhoods, the City has exceeded its annual snow and ice operations budget by an average of $600,000 or 47%. Funding at the current level of service will only cover costs for an “average” winter where the average response is based on 14 storms. In the past, there was an established snow contingency fund which would include enough money each year to assist snow and ice operations during harsher winters. This contingency fund was eliminated and the Streets Department has gone to Council every year for the past four years to request funding out of undesignated reserves. This enhancement offer would eliminate the need to go to Council for additional funding for an above average winter.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts

60.10 KFCG ENHANCEMENT: ADA-Safe Routes to Everywhere Compliance (1.0 FTE) - Funded

2017 - $2,000,000
2018 - $2,000,000

Funding this offer will provide the ability to modify or rebuild existing concrete pedestrian access ramps on Street Maintenance Program (SMP) projects in order to meet Americans with Disabilities Act (ADA) requirements. It is a legal requirement to make city right-of-way sidewalk corners ADA compliant along streets scheduled for resurfacing. SMP staff estimates ADA corner ramp compliance will require $2M per year above current spending levels for 15 years. Without the funding, it will take an estimated 60 years to achieve compliance. During the 2016 construction season, this additional monetary requirement was taken from the resurfacing budget, reducing the maintenance of our road system by 20 lane miles. This represents 12 percent of the SMP budget. This reduced spending on resurfacing will drive the Level of Service (LOS) down from LOS B (70 or greater Pavement Condition Index

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[PCI]) to LOS C (below 70 PCI) over a period of time for the roadway network. The stated goal of the SMP is to maintain the road network to LOS B. This additional concrete construction will require one additional FTE to direct the work.

This offer:
• Will restore resurfacing efforts to the 2015 levels necessary to maintain LOS B.
• ADA requires a transition plan be in place that provides for the removal of pedestrian barriers.
• Supports prioritization of infrastructure maintenance.

This Offer supports the following Strategic Objectives:
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

60.11 ENHANCEMENT: Streets Field Operations Manager (1.0 FTE) - Funded 2017 - $0

2018 - $0

Funding this offer will reinstate a critical exempt supervisory position back into the Streets Department. In 2009, the Streets Supervisor position was eliminated during the Reduction in Forces (RIF'd) process. However since 2009, the Streets budget has grown from $11M to $25M which is a 128 % increase but the position has never been reinstated. This position is needed to provide daily coordination of Streets programs and services to sustain and enhance service levels to the public. Collaboration and coordination with other City departments, county and state government agencies, and outside utility agencies will ensure higher quality work and cost efficiencies and improve overall productivity.

This position will allow the Streets Department to continue to provide excellent customer service to the citizens of the City. The Streets Department is very lean with supervisory and management staff. We continue to meet the needs of the community; however we have to use non-exempt staff which requires significant overtime. In 2015, the interim crew supervisor incurred more than $20,000 in overtime to meet these increased duties and responsibilities.

The position will assist with the management and supervision of Streets field operations staff. The role of this individual will be to place emphasis on bringing Streets field operations in harmony with the administrative side of Streets. This position will determine and recommend equipment, materials, and staffing needs for assigned maintenance projects and prepare detailed cost estimates with appropriate justifications as required. This position will oversee all Streets crew chiefs and report to the Streets Superintendent.

This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

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60.12 Capital Equipment Replacement - Funded

2017 - $210,000
2018 - $430,000

Funding this offer will allow the Streets Department to replace aging equipment. Several years of greatly reduced or zero replacement dollars has resulted in a backlog of needed replacements in the Streets Department fleet which has a total estimated replacement value of $17.4M. Examples of critical needs include a generator, a new truck for graffiti abatement, loaders and snow plow trucks. The current generator at the Streets facility was purchased in 1978 and is currently not operational. In the case of emergency operations, the Streets facility would not be fully operational if there was no power. A new generator is approximately $150,000. A fully equipped snow plow truck costs approximately $350,000 compared to $115,000 twenty years ago. The downtime of older equipment affects productivity, efficiencies, and response time in emergency situations. Older equipment requires significantly more repairs and corresponding costs, affecting our overall service and operating costs. Newer equipment is manufactured based on higher emission standards and green technology.

This offer is funding for new lease purchase payments. The 2017 budgeted amount is for two payments. The 2018 budgeted amount is four payments of 2017 obligations and two payments of a new lease purchase obligation starting mid-year.

Consistent transportation for commerce and the traveling public is not only a convenience but also contributes to safer conditions and economic viability.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.1 - Provide world-class services that meet the needs of the community

60.13 ENHANCEMENT: Streets Satellite Facility (SE Park Shop Location) - Unfunded

2017 - $972,641
2018 - $0

Funding this offer will plan, design and construct a satellite Streets Department facility in southern Fort Collins. This project is in partnership with the Parks Department and Poudre School District.

The new facility would allow the Streets Department to store additional plow trucks, equipment and material at a location on the south end of town. The facility would include storage for up to five snow plows and storage space for granular and liquid de-icing product.

The southern location of this project would allow the Streets Department to decentralize emergency snow operations by reducing travel time to/from the Streets Department (Lemay & Vine). Currently, it can take up to 40-60 minutes round trip for plow truck operators to travel to and from the Streets Department to the most southern plow routes to fill up on de-icing material.

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This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- SAFE 5.4 - Develop and implement emergency preparation and resiliency plans in collaboration with other regional efforts
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

60.15 KFCG ENHANCEMENT: Alley Maintenance - Unfunded

2017 - $125,000
2018 - $125,000

Restore the Alley Maintenance program to 2001 level of funding at $250,000. The alley maintenance portion of the budget was eliminated in 2009. The Streets Department has taken a hands-off approach to alley maintenance for the last six years by eliminating routine maintenance in the 241 blocks of alleys, most of which are unpaved. This offer would allow once-a-year blading in every unpaved alley, as well as the reconstruction of a select few alleys to improve drainage, cure problematic locations, and restore the aggregate surface. This offer may also allow a very limited amount of asphalt repair work in paved alleys.

This Offer supports the following Strategic Objectives:
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle

63.1 Neighborhood Traffic Mitigation Program - Funded

2017 - $150,000
2018 - $150,000

Funding this offer will continue the City's Neighborhood Traffic Mitigation Program at current funding levels. The program is coordinated through the City's Traffic Operations Department.

Speeding and cut-through traffic in residential neighborhoods are common concerns expressed by Fort Collins residents. Prior to 2010, the City's Neighborhood Traffic Mitigation Program was limited in scope ($20,000) -- providing portable radar speed trailers, yard signs and radio advertisements reminding drivers to slow down in neighborhoods, school areas etc. In 2010, City Council authorized a one-time expenditure of an additional $100,000 of General Fund money for implementation of physical traffic calming devices based on specific evaluation criteria. In 2011-2012, funds from the Traffic Calming Surcharge were used to continue the program. In 2013, an additional $30,000 of Traffic Calming Surcharge funding was provided bringing the total annual program funding to $150,000.

Since 2010, traffic mitigation projects have been completed on about 33 residential streets (5-6 streets per year). Projects have included road diets (converting a street from four lanes to three lanes, including a center turn lane), radar speed displays, dynamic school speed limit signs and speed humps. These devices are applied based on a screening criteria along with an extensive consensus building process within each neighborhood. This offer proposes to continue the Neighborhood Traffic Mitigation Program at current funding levels, using $100,000/year from the Traffic Calming Surcharge and $50,000/year from KFCG: Other Transportation fund, as there are no longer adequate funds in the Surcharge reserves alone to cover the entire cost.

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Total KFCG requested:
2017: $50,000
2018: $50,000

This Offer supports the following Strategic Objectives:
- NLSH 1.6 - Improve neighborhood parking and traffic issues
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

63.2 ENHANCEMENT: Traffic Calming Program Expansion (1.0 FTE) - Unfunded

2017 - $188,383
2018 - $499,086

Funding this offer will allow for expansion of the City's Neighborhood Traffic Mitigation Program. Whereas the existing traffic mitigation program (offer 63.1) is used primarily to mitigate speeding and cut-through traffic, it is envisioned that this enhanced program would consider measures such as medians and/or pedestrian refuge islands, sidewalk curb extensions, traffic diverters, pedestrian crossing enhancements, and bicycle facility improvements in order to achieve a more "complete streets" approach to traffic calming. The funding requested for the expanded program includes an additional Civil Engineer I position to administer the program. It also includes funding for professional (consulting) services and funding for the construction of traffic mitigation devices on neighborhood streets.

Additional staff is required to administer this expanded program as current staff in Engineering or Traffic Operations does not have the bandwidth to take on an additional program.

This Offer supports the following Strategic Objectives:
- NLSH 1.6 - Improve neighborhood parking and traffic issues
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods

67.1 Transit Local Fixed Route Network - Funded

2017 - $15,798,357
2018 - $16,268,108

This offer proposes to fund fixed route transit service within the City of Fort Collins. This offer is a request for Transfort to continue to provide the following transportation options for the City's residents; transit service throughout the City along 23 routes, that include the MAX, FLEX, Around the Horn, Green and Gold, and 18 local routes.

Specifically, this proposal will pay for bus operator salaries & benefits, fleet maintenance expenses, fuel (bio-diesel and Compressed Natural Gas [CNG]), insurance, operator uniforms and support services.
This offer will fund 126,000 hours of revenue service for each of the budget cycle's two years. Anticipated levels of ridership are in excess of 3.2 million trips per year. Over the last year, fixed route ridership has increased by 25% and over the last 10 years, ridership has increased by 120%. This offer also addresses support services such as: road supervision, dispatching/scheduling, customer service, facility maintenance, utility costs, service development and public outreach, administrative staffing, communication expenses (telephone, wireless etc.), passenger safety and code enforcement, supplies, and

liability insurance.

Funding for this offer will come from a variety of sources: Federal funding in the form of FTA Section 5307 grants, State funding from FASTER, advertising fees from the buses and bus shelters along the routes, fare revenue, grant funding from the Bohemian Foundation (that allows the youth population to travel free of charge on all routes), a new Agreement with Colorado State University and the Associated Students of Colorado State University to provide enhanced transit services to campus and surrounding areas, revenue from the utilization of Transfort's bus wash facility on Trilby Road, and finally, from the General Fund.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Improve neighborhood parking and traffic issues
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns

67.5 Dial-A-Ride Service - Funded

2017 - $1,722,467

2018 - $1,722,692

This offer includes federally-mandated "complementary" Dial-A-Ride paratransit service to Americans with Disabilities Act eligible riders that reside within a 3/4-mile radius of an existing transit fixed route, Dial-A-Taxi service that provides taxi vouchers to Dial-A-Ride clients, and specialized shuttle service for individuals with a disability accessing Foothills Gateway, Inc.

The Americans with Disabilities Act of 1990 stipulates that any transit agency offering fixed route service, must also provide paratransit service to eligible passengers that reside within 3/4 of a mile of the fixed route service area, during the same hours of service, and that the paratransit fare must not be more than twice the fixed route regular fare. Passengers are pre-certified for this door-to-door, on-demand service based upon their inability to access fixed route bus services due to a disability.

Dial-A-Ride is the name used for Transfort’s paratransit service and 100% of the service is provided by a third party vendor and budget amounts referenced in this offer are a sum of the vendor's contracted per-passenger rates plus a monthly stipend for a dispatch function.

This offer will specifically pay for contract-provider expenses, based on a per-passenger charge and inclusive of a dispatch function, and for the Transfort staff that are employed to manage the Dial-A-Ride program. Funding for this offer is anticipated from three major sources: federal funding (Federal Transit Administration Section 5307 and Section 5310 grant funding), passenger fares ($2.50 per trip), and City General Fund.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities

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67.6 Transfort Capital Repair and Replacement including CCIP Bus Replacement & Bus Stop Improvements - Funded

2017 - $1,862,581
2018 - $4,803,482

Funding this offer will provide Transfort the ability to repair and replace its capital equipment and facilities in 2017 and 2018. This offer is requesting appropriations totaling $1,864,189 in 2017 and $4,805,090 in 2018.This offer provides funding for capital repair, technology, bus/vehicle and equipment replacement items. This offer will also provide the necessary resources to continue upgrading Bus Stops to be accessible and meet Americans with Disabilities Act (ADA) design standards. Transfort estimates an average of 20 bus stops to be upgraded each budget year.

For 2017, Transit reserve funds of $291,756 of local matching funds are requested to match $1,167,024 of 2014, 2015, and 2016 federal grant awards for eligible capital expenditures. For 2018, Transit reserve funds of $219,481 will be used to match $877,925 of 2017 and 2018 federal grant awards for eligible capital expenditures. KFCG funding of $405,409 and $407,684 will be used for ongoing bus stop enhancements to meet ADA standards, concrete repair/maintenance, and a construction inspector. Community Capital Improvement Program (CCIP) Bus replacement funds in the amount of $500,000 will match a Congestion Mitigation and Air Quality (CMAQ) grant of $2,800,000 to procure seven buses that will have reached their useful life per federal capital guidelines.

Transfort annually receives federal grant funding for the repair and replacement of its capital equipment and facilities. Over time, federal funding has allowed Transfort to replace its aging fleet, repair and renovate its existing maintenance facility, bus stops, transit centers, and implement new technology that benefits Transfort and its customers. However, the trend in recent years has seen much of this federal capital funding to be directed towards the procurement of fleet vehicles. As a result, City Council has supplemented Transfort with KFCG funding to address bus stop accessibility deficiencies for our disabled population.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

67.7 ENHANCEMENT: Colorado State University Football Game-Day Transit Service - Funded

2017 - $106,101
2018 - $108,225

Funding this offer will provide fixed route transit service to the Colorado State University (CSU) on-campus stadium for all six (6) home football games planned for 2017 and 2018. The $106,101 and $108,225 that would fund this offer over 2017 and 2018 will be covered entirely by a CSU contribution under an intergovernmental agreement with the City of Fort Collins. If this offer is not purchased, the Transit restricted revenue will be decreased by these same amounts.

The City and CSU have estimated that approximately 7,000 football game attendees will utilize transit to get to the on-campus stadium and this offer is designed to support that estimate. Maximizing transit usage is key to managing the City’s transportation network during game-days and providing robust service will encourage attendees to choose this mode vs. driving and parking in adjacent neighborhoods, etc.

TRANSPORTATION

Specifically, this proposal will pay for the operations of six (6) bus routes and the associated bus operator salaries, benefits, fleet maintenance expenses, fuel (bio-diesel and Compressed Natural Gas [CNG]), insurance, and operator uniforms. The transit service includes increased frequencies on existing routes as well as new route alignments linking park-n-ride locations.

The funding for this offer will come directly from CSU under an intergovernmental agreement with the City of Fort Collins. This offer will fund 1,065 hours of additional revenue service and is expected to be an ongoing offer for each of the budget cycle's two years.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns
- NLSH 1.6 - Improve neighborhood parking and traffic issues

67.8 KFCG ENHANCEMENT: Downtown Transit Shuttle Linking the Lincoln Corridor, Downtown and CSU's Main Campus and 2.0 FTE Bus Operators - Unfunded

2017 - $518,993
2018 - $530,756

Funding this offer will pay for the Downtown Circulator transit route that has been identified in the Downtown Plan, the Lincoln Corridor Plan and the Transfort Strategic Operating Plan.The new transit route that will serve the Lincoln Corridor, Downtown and the Lory Student Center (LSC) on CSU's mair campus. These are three of the City's major activity centers and together boast over 35,000 jobs. In addition, the downtown area has over 14,000 residents, the majority of which are age groups (millennials and baby boomers) that trends have shown are more likely to use alternative modes of transportation (Fort Collins Market Assessment Downtown Plan, 2015).

The Downtown shuttle would operate every 30 minutes Monday through Thursday from 7 a.m.-8:30 p.m., Fridays from 7 a.m.-12:30 a.m., and Saturdays from 10 a.m.-12:30 a.m. The route is designed to serve:
• Lincoln Corridor (Woodward Governor, Capstone Development-Lincoln/Lemay, Brewery District)
• Downtown (High density housing, retail, shopping, offices, government building and parking lots)
• CSU's main campus (Lory Student Center, high density housing on and nearby campus)

These transit supportive land uses suggest the route would have high ridership expected to start at 111,125 annual passengers or 25 passengers/hour. This route will also support the West Elizabeth Enhanced Travel Corridor (ETC) Plan's phase 2 implementation, by creating a one-seat ride between the CSU transit center and Downtown.

The Downtown shuttle was first identified as a need in the 2009 Transfort Strategic Operating Plan update and has been carried forward in subsequent planning efforts including the Lincoln Corridor Plan and most recently the Downtown Plan.

TRANSPORTATION

This Offer supports the following Strategic Objectives:
- NLSH 1.6 - Improve neighborhood parking and traffic issues
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns

67.10 KFCG ENHANCEMENT: North College Corridor Transit and 0.5 FTE Bus Operator - Unfunded

2017 - $195,627
2018 - $199,928

Funding this offer will provide enhanced fixed-route transit service in the North College Corridor. The offer includes extended hours and Saturday service for Route 81 to match existing Route 8, which will create combined 15-minute frequencies from 6:30 a.m.-10:30 p.m., Monday-Saturday.

As part of the operating costs, this proposal will pay for bus operator salaries and benefits, fleet maintenance expenses, fuel (bio-diesel and Compressed Natural Gas [CNG]), insurance and operator uniforms.

Existing service along the North College Corridor includes two bi-directional loops for a combined 15-minute service (30 minutes each direction). A portion of North College, from Downtown to Conifer, is designated as a future Enhanced Travel Corridor (ETC). The North College ETC has been submitted separately (Offer 3.14). While acknowledging the ETC and related service enhancements, the 2009 Transfort Strategic Operating Plan identifies a realigned route on North College with 30-minute peak frequencies.

This offer funds approximately 2,133 additional hours of revenue service for each of the budget cycle's two years. Ridership is projected to increase by 35,000 bringing Route 81 annual ridership to 100,000.

This Offer supports the following Strategic Objectives:
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns

67.11 KFCG ENHANCEMENT: Transfort Sunday Service and 7.5 FTE Support Staff for the Service - Unfunded

2017 - $1,358,805
2018 - $1,390,638

This offer provides fixed route service for MAX bus rapid transit (BRT), key transit routes and ADA-mandated complementary paratransit service on Sundays.

Currently, Transfort provides service Monday-Saturday, except for holidays and some special events. The demand for Sunday service has been growing and is one of the top citizen requested service enhancements. While Sunday service on MAX is recognized as a critical need by the community particularly Downtown businesses and area innkeepers, this offer proposes a broader, more cohesive approach by providing service on key connecting

transit routes in addition to MAX. These routes are essential as they extend the reach of transit providing an important source of ridership linking into the MAX service.

One of the positive economic outcomes of this offer is that it enhances the access to commercial and retail locations on Sunday. Many businesses in Fort Collins see the majority of their customers on Saturdays and Sundays. Providing easy mobility and access to these locations on Sunday will enhance loca business and sales tax generation. In addition Sunday transit service will enhance the attractiveness of Fort Collins to visitors. Many visitors, particularly those traveling internationally and attending conferences at CSU, would choose to use public transportation if available on Sundays. The service could also help to address parking and congestion concerns generated by large events.

Another positive outcome is the benefit to people who depend on transit for their daily mobility needs. Currently our transit dependent populations of seniors, disabled and low income individuals have little to no mobility options on Sundays, leaving many stranded in their own homes. These are people who want to shop, go to work, attend church or visit friends and family.

Annual ridership is estimated to be 173,722, which has the potential to reduce Greenhouse Gas CO2 emissions by 50,655 pounds per year.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Improve neighborhood parking and traffic issues
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns

67.12 KFCG ENHANCEMENT: Year-Round Bi-Directional Transit Service on W. Elizabeth St. and Prospect Rd (W Elizabeth ETC Phase 1 Implementation) - Unfunded

2017 - $312,031
2018 - $318,271

Funding this offer will provide year-round (Monday-Saturday) bi-directional transit service on Prospect Road and West Elizabeth Street between Overland Trail and CSU's main campus. Currently, Transfort operates bi-directional service when CSU is in-session, but on Saturdays and during CSU off-session periods (summer, Thanksgiving, Christmas and Spring breaks) service is reduced to a counter-clockwise loop route. This change will help simplify the transit network in the West Elizabeth and West Prospect Road areas for all users, specifically populations with disabilities and seniors.

This offer provides one additional bus on Saturdays and during CSU off-session times, which will cost $306,127 per year. This offer will produce consistent 30-minute bi-directional transit service Monday-Saturday from 6:30 a.m.10 p.m. year-round on West Elizabeth Street and Prospect Road from Overland Trail to the CSU main campus. This increases service levels to this area during CSU off-session periods.

The existing transit service in this area is primarily funded by a CSU student fee and CSU administrative contributions. CSU's funding has enabled Transfort to provide quality service during CSU in-session periods, but it has made mobility challenging on Saturdays and when CSU is off-session. This offer will remedy the mobility challenges related to the differing service levels which are confusing to customers.

These transit service enhancements have been identified as a priority by the public in the West Elizabeth Enhanced Travel Corridor (ETC) Plan. In addition, this offer supports strategies of the West Central Area Plan as well as the phased improvements identified in the West Elizabeth Enhanced

TRANSPORTATION

Travel Corridor Plan.

This Offer supports the following Strategic Objectives:
- NLSH 1.6 - Improve neighborhood parking and traffic issues
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns

68.1 KFCG ENHANCEMENT: Train Horn Noise Prize Competition - Unfunded

2017 - $40,000
2018 - $0

Funding this offer will create an engineering prize competition seeking solutions to train horn noise in Downtown Fort Collins. A national prize competition would develop creative solutions to the train noise that could be applied to Mason Street as a pilot under Federal Railroad Administration (FRA) rules. This competition would be executed cooperatively with the FRA to ensure its success.

A prize competition would work on addressing the engineering challenge from fresh perspectives. FRA regulations provide limited flexibility, but do allow for pilots of innovative approaches. The City has sought to address noise without installing gates and other infrastructure that would clutter Downtown. A competition would seek the best solutions from engineering students within these constraints and provide students with a practical application of their academic work.

Addressing train horn noise in Downtown has been a Council priority for many years and a source of community complaints for more than a decade. A competition would be structured to achieve an acceptable outcome for Downtown and to develop warning options outside of sounding a horn. To achieve these two outcomes it seems helpful to offer prize money for first, second and third place teams.

This offer is about developing options for Downtown Fort Collins and testing ideas for improving the train horn noise rule. The Rule has been opened for comments on a series of questions ahead of a new draft rule. City leaders have implored the FRA to use innovative approaches but FRA does not have resources to develop new solutions. This offer would benefit both FRA and Fort Collins by working closely on evaluating ideas for Downtown intersections and alternative warning systems to the horn.

Prize competitions have shown effective in innovative problem solving and raising the profile of the underlying topic. These are two outcomes important to Fort Collins and the FRA.

This Offer supports the following Strategic Objectives:
- TRAN 6.1 - Improve safety for all modes of travel including vehicular, pedestrian and bicycle
- TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns

TRANSPORTATION

73.1 Parking Services - Funded 2017 - $2,063,322 2018 - $2,084,415

This offer provides funding for the core functions and mission of Parking Services, including: management of public parking; creation of on-street parking space turnover; provision of parking for those with long-term parking needs; contribution to safe and orderly traffic flow; and enhancement of neighborhood quality through the enforcement of parking regulations. This offer is 100% funded from ongoing Parking revenues.

Parking Services has four primary divisions: customer service, enforcement, Residential Parking Permit Program (funded under Offer 96.1) and facility operations.

• Customer Service has two customer service representatives, two full-time booth attendants, 13 part-time attendants, and a supervisor. Staff takes payments for citations, sells permits, responds to customer questions, forwards unpaid accounts to collections, makes bank deposits, sets hearings, works in booths in the garages to take payments, and many other duties.

• The Enforcement Division has six enforcement officers and a supervisor. Staff enforces the parking component of the City Traffic Code in and around the downtown area, within Residential Parking Permit zones and select parking lots throughout the City.

• Facility Maintenance consists of one Parking equipment maintenance technician. This division manages the security contract, ensures that equipment remains functional, repairs signs and striping, prepares deposits, and other duties.

This offer provides core parking management services for the City of Fort Collins.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- NLSH 1.6 - Improve neighborhood parking and traffic issues

73.2 ENHANCEMENT: Fire House Alley Parking Structure Operating and Maintenance - Funded 2017 - $151,000 2018 - $309,550

Funding this offer will provide the necessary Operations and Maintenance funding to manage the new Fire House Alley Parking Structure. The operations and maintenance expenses requested in this offer reflect partial year expenses in 2017 and full year expenses in 2018. This new parking facility is planned to open in August 2017. This facility's fees and contractual agreement between the City and Downtown hotel will generate the necessary revenue to cover the expenses described in this offer (net zero impact to the City). The parking structure is proposing 323 parking stalls, 200 of which will be available to the public, spread throughout three decks of parking.

Parking Services is responsible for all operations and maintenance of this facility which includes cleaning, repair, maintenance (building and technology), enforcement, sweeping, snow removal, security, and various service contracts associated with daily operations and technology.

TRANSPORTATION

This offer is necessary to properly manage and maintain this vital City asset that is critical to the long term sustainability of our Downtown, and is consistent with the Parking Plan and Downtown Plan by facilitating infill and redevelopment. The City's Economic Health Office is working with the developer on the legal documentation that outlines the City's responsibilities for the facility.

This Offer supports the following Strategic Objectives:

- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment
- ECON 3.5 - Foster sustainable infill and redevelopment

73.3 ENHANCEMENT: Parking Capital Equipment - Funded

2017 - $84,692
2018 - $90,083

This offer addresses high priority parking needs including security cameras and pay stations for the Old Town Parking and Civic Center Parking Structures.

Funding is requested to add self-serve pay stations in the Civic Center and Old Town Parking Structures. This transition to self-service pay stations will be consistent with the new Fire House Alley Parking Structure and allow for improved ingress and egress of each structure as the access control gates will be removed (these gates require on-call repair and maintenance currently). These pay stations will allow Parking Services to transition away from staffed access control at each garage.

Ongoing maintenance costs will be determined upon implementation of equipment, but are not projected to be significant.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

73.5 ENHANCEMENT: Colorado State University Football Game-Day Parking Management - Funded

2017 - $10,000
2018 - $10,000

Funding this offer will provide community parking management solutions to address Colorado State University's (CSU) on-campus stadium for all six home football games scheduled each year. The $10,000 requested is covered entirely by CSU under an intergovernmental agreement with the City of For Collins (net zero impact to the City).

Parking management provided in this offer will include a neighborhood and business towing program at vehicle owner's expense and enforcement of the Fort Collins Traffic Code as it relates to parking.

Specifically, this proposal will pay for six Parking Service Officers and one Supervisor to manage parking issues around the community for six Colorado State University home football games per year.

TRANSPORTATION

This Offer supports the following Strategic Objectives:
- NLSH 1.6 - Improve neighborhood parking and traffic issues

73.6 ENHANCEMENT: Parking Capital Repair and Maintenance - Civic Center Parking Structure - Funded

2017 - $250,000
2018 - $250,000

This offer provides Capital Funding from Parking Reserves to address high priority parking needs of continued maintenance and repair at the Civic Center Parking Structure.

In 2013, Parking Services hired a structural engineering firm to develop a three year capital maintenance and repair plan for the two existing parking structures. Approximately one-third of this plan has been completed at each structure, leaving two-thirds yet to complete. Repair and maintenance items include brick façade repair, concrete reinforcement, corrosion mitigation and crack sealing/caulking. Once this maintenance and repair plan has been completed the two structures will return to a more routine maintenance schedule with lower expenses. These repairs and maintenance are necessary to prevent more costly repairs by keeping the structures in a state of good repair and ensuring the safety of citizens who use these structures. Furthermore, this plan will allow for the structures to remain visually appealing and complementary to Downtown Fort Collins.

This Offer supports the following Strategic Objectives:
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- NLSH 1.6 - Improve neighborhood parking and traffic issues

73.7 ENHANCEMENT: Parking Capital Repair and Maintenance - Old Town Parking Structure - Funded

2017 - $100,000
2018 - $100,000

This offer provides Capital Funding from Parking Reserves to address high priority parking needs of continued maintenance and repair at the Old Town Parking Structure. In 2013, Parking Services hired a structural engineering firm to develop a three year capital maintenance and repair plan for the two existing parking structures downtown. Approximately one-third of this plan has been completed at each structure, leaving two-thirds yet to complete. Once this maintenance and repair plan has been completed the two structures will return to a more routine maintenance schedule with lower expenses. These repairs and maintenance are necessary to prevent more costly repairs and extend the life of the structures.

This Offer supports the following Strategic Objectives:
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- NLSH 1.6 - Improve neighborhood parking and traffic issues

High Performing Government

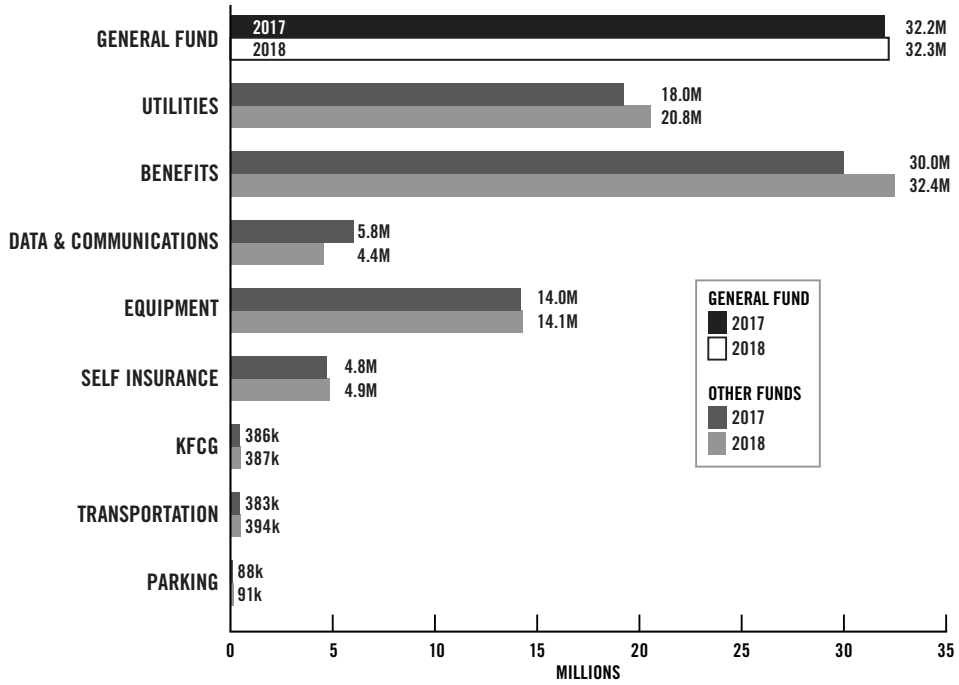
Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government

High Performing Government

2017 General Fund & Other Funds – 105.7M

2018 General Fund & Other Funds – 109.7M

- Administrative, Legal & Municipal Services
- City Council
- Internal Services
- Utility Customer Service



OVERVIEW

The majority of offers in the High Performing Government Outcome are for internal services which provide essential support systems for City operations, including City Council, City Attorney, City Manager, City Clerk, Communications and Public Involvement, Finance, Human Resources, Information Technology and Operation Services (Fleet, Facilities and Real Estate), as well as employee benefits and insurance. Core Utility support services, such as customer service and administration, commercial accounts and communication, finance and grounds maintenance are also included in this section, as well as administration for areas that cover multiple outcomes, such as Sustainability Services & Planning, Development & Transportation. The strategic objectives for High Performing Government, as outlined in the 2016 Strategic Plan, are as follows:

7.1 Provide world-class services that meet the needs of the community.

7.2 Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.

7.3 Improve core Human Resource systems, develop a total reward system and address workforce planning and career development.

7.4 Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness.

7.5 Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs.

7.6 Enhance the use of performance metrics and benchmark data to assess results and program effectiveness.

7.7 Address long-term funding requirements by diversifying the revenue base and finding new revenue sources.

7.8 Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management.

7.9 Proactively influence policy and legislative development at all levels of government regulation.

FUNDING SOURCES

The High Performing Government Outcome is funded by a wide variety of revenue sources including General Fund resources. Internal Service Funds such as the Communication, Benefits and Self-Insurance Funds collect revenue from all departments to provide support services. Replacement funds for facilities and equipment are also key components of this revenue stream. This Outcome also includes the portion of user fees and charges from Fort Collins Utilities that fund Utility Customer Services and Administration.

KEY PURCHASES

- City Council core services, City Manager's Office, City Clerk's Office, and City Attorney's Office
- Internal support functions: Information Technology, Telecommunications, Finance, Purchasing, Human Resources, Safety, Security, Risk Management and Operations Services (Fleet, Facilities and Real Estate)
- Citizen connections: Communications and Public Involvement Office, FCTV services and E-Government
- Utility Customer Services and Administration, Sustainability Services Administration & Planning, Development & Transportation Administration
- Building, vehicle and equipment maintenance
- Benefits & Wellness program
- Special events and volunteer coordination

ENHANCEMENTS PURCHASED	2017	2018
Budget Analysis Reporting Tool (BART) Assessment and Upgrade	300,000	0
City Facility Roof and HVAC Major Maintenance	775,000	0
City Procurement and Vendor Payment Modernization Program	242,000	153,500
Compressed Natural Gas Fueling Site	500,000	0
Employee Engagement/Recognition Week/Ethics Hotline	87,700	73,000
Enterprise Document Management System and Electronic Record Search	833,840	103,000
Facility Maintenance for Utilities Buildings	500,000	500,000
Financial Planning & Analysis Organization Training	25,000	25,000
Job Architecture and Enhanced Career Management Programs	300,000	250,000
Leadership Development - Maintain Level of Service	100,000	100,000
Managed Print Services	50,000	50,000
Messaging and Engagement Priorities	90,000	90,000
Microsoft Office 365	-495,212	420,147
Payment Card Industry (PCI) Audit	85,000	0
Required Building Modifications	600,000	600,000
Safety, Security & Risk Management Information System	20,000	30,000
State Government Advocacy	55,000	55,000
Utilities: Asset Register and Work Order Management System	825,000	480,000
Utilities: Customer Information Billing System	0	2,300,000
Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)	30,000	30,000
Positions Added:		
- Enhanced Legal Services - 0.75 FTE	86,860	89,195
- Human Resources Partner - 1.0 FTE	90,847	102,791
- Process Analysts supporting new Continuous Improvement Program - 1.0 FTE	137,249	130,563
- Program Performance Evaluation Analyst - 1.0 FTE	79,291	104,202
- Purchasing Buyer - 1.0 FTE	66,158	85,683
- Systems Analyst for Open Data Portal - Second Phase Implementation	0	130,327
- Utilities: Customer Service & Administration - GIS Programmer Analyst - 1.0 FTE	70,446	92,457
	5,454,179	**5,994,865**

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	57.4	ENHANCEMENT: Microsoft Office 365	(495,212)	0	0	(128,603) *Data & Communications*	(366,609) *General Fund*
2	10.1	Financial Programs and Services	3,770,640	0	3,745,640	0	25,000 *General Fund*
3	13.2	Elections	257,808	257,808 *One-time Revenue*	0	0	0
4	19.4	Vehicle and Equipment Replacements - Existing Payments	2,704,599	0	0	2,704,599 *Equipment*	0
5	42.3	Benefits and Wellness	30,002,793	0	0	30,002,793 *Benefits*	0
6	10.4	Safety, Security & Risk Management Programs & Services	4,795,491	0	0	4,795,491 *Self Insurance*	0
7	19.1	Fleet Maintenance, Fueling and Rentals	10,386,998	0	0	10,386,998 *Equipment*	0
8	40.1	PDT Administration	1,035,485	0	563,720	471,765 *Transportation Parking*	0
9	7.5	Utilities: Customer Service & Administration - Information Technology Services	4,182,470	0	0	4,182,470 *Utility CS&A*	0
10	19.18	Facilities Vehicle and Equipment Rental - Existing Commitments	16,222	0	16,222	0	0

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
11	13.1	City Clerk Administration	771,447	0	771,447	0	0
12	22.1	City Council	175,437	0	159,437	16,000	0
						Keep Fort Collins Great	
13	22.2	City Manager's Office	2,010,886	0	2,010,886	0	0
14	57.1	Information Technology Infrastructure Services	4,402,846	0	2,329,727	2,073,119	0
						Data & Communications	
15	57.3	Information Technology Infrastructure	2,497,897	0	0	459,592	2,038,305
						Data & Communications	*General Fund Data & Communications*
16	58.1	Information Technology Administration Services	507,904	0	332,860	175,044	0
						Data & Communications	
17	9.1	Information Technology Application Services	3,023,673	0	1,596,657	1,360,016	67,000
						Data & Communications	*Keep Fort Collins Great Data & Communications*
18	62.1	General Legal Services	2,205,273	0	2,205,273	0	0
19	7.1	Utilities: Customer Service & Administration - Customer Connections Programs and Services	6,360,448	0	0	6,360,448	0
						Utility CS&A	
20	7.3	Utilities: Customer Service & Administration - Administration & General Operations	5,946,132	0	0	5,946,132	0
						Utility CS&A	
21	42.1	HR Core and Learning & Organizational Development	2,325,104	343,000	1,982,104	0	0
				One-time Revenue			

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
22	19.2	Facilities Operations	9,187,698	2,434,540	6,753,158	0	0
				Facilities Work for Others			
23	23.1	Communications and Public Involvement (CPIO)	1,819,256	231,262	1,553,962	34,032	0
				Cable PEG Fees		*Keep Fort Collins Great*	
24	41.2	Special Event Coordinator	108,688	0	108,688	0	0
25	7.8	Utilities: Customer Service & Administration - Information Technology Minor Capital	372,671	0	0	372,671	0
						Utility CS&A	
26	24.1	Sustainability Services Area Admin	473,115	0	418,115	55,000	0
						Keep Fort Collins Great	
27	7.7	Utilities: Customer Service & Administration - Minor Capital	185,000	0	0	185,000	0
						Utility CS&A	
28	19.7	Municipal Facility Efficiency Fund	150,000	150,000	0	0	0
				One-time Revenue			
29	42.5	KFCG: Volunteer Services	161,450	0	0	161,450	0
						Keep Fort Collins Great	
30	19.3	Vehicle and Equipment Replacements - New Payments	387,362	0	0	387,362	0
						Equipment	
31	10.5	ENHANCEMENT: 1.0 FTE - Purchasing Buyer	66,158	0	33,079	33,079	0
						Utility CS&A	

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
32	19.5	ENHANCEMENT: City Facility Roof and HVAC Major Maintenance	775,000	775,000 *One-time Revenue*	0	0	0
33	10.7	ENHANCEMENT: City Procurement and Vendor Payment Modernization Program	242,000	0	0	60,500 *Utility CS&A*	181,500 *General Fund*
34	10.6	ENHANCEMENT: Financial Planning & Analysis Organization Training	25,000	25,000 *One-time Revenue*	0	0	0
35	9.3	ENHANCEMENT: Enterprise Document Management System and Electronic Record Search	833,840	0	0	0	833,840 *Data & Communications*
36	9.5	ENHANCEMENT: Budget Analysis Reporting Tool (BART) Assessment and Upgrade	300,000	228,000 *One-time Revenue*	0 *Data & Communications*	72,000	0
37	7.29	ENHANCEMENT Capital - Utilities: Asset Register and Work Order Management System	825,000	0	0	0	825,000 *Water* *Wastewater* *Stormwater*
38	22.5	ENHANCEMENT: State Government Advocacy	55,000	55,000 *One-time Revenue*	0	0	0
39	42.8	ENHANCEMENT: 1.0 FTE - Human Resources Partner	90,847	0	90,847	0	0
40	19.23	ENHANCEMENT: Facility Maintenance for Utilities Buildings	500,000 *Facilities Work for Others*	500,000	0	0	0

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
41	42.6	ENHANCEMENT: Job Architecture and Enhanced Career Management Programs	300,000	0	0	0	300,000 *General Fund*
42	58.2	ENHANCEMENT: Managed Print Services	50,000	0	0	50,000 *Data & Communications*	0
43	22.4	ENHANCEMENT: Employee Engagement/Recognition Week/Ethics Hotline	87,700	87,700 *One-time Revenue*	0	0	0
44	19.6	ENHANCEMENT: Required Building Modifications	600,000	600,000 *One-time Revenue*	0	0	0
45	19.9	ENHANCEMENT: Compressed Natural Gas Fueling Site	500,000	0	0	0	500,000 *Equipment*
46	7.16	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - GIS Programmer Analyst	70,446	0	0	70,446 *Utility CS&A*	0
47	9.7	ENHANCEMENT: Payment Card Industry (PCI) Audit	85,000	85,000 *One-time Revenue*	0	0	0
48	10.9	ENHANCEMENT: Safety, Security & Risk Management Information System	20,000	0	0	20,000 *Self Insurance*	0
49	10.2	ENHANCEMENT: 1.0 FTE - Program Performance Evaluation Analyst	79,291	0	79,291	0	0

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
50	23.6	KFCG ENHANCEMENT: Messaging and Engagement Priorities	90,000	0	0	0	90,000
							Keep Fort Collins Great
51	42.12	ENHANCEMENT: Leadership Development - Maintain Level of Service	100,000	100,000	0	0	0
				One-time Revenue			
52	10.8	ENHANCEMENT: 1.0 FTE - Process Analysts supporting new Continuous Improvement Program	137,249	0	137,249	0	0
53	23.4	ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)	30,000	30,000	0	0	0
				One-time Revenue			
54	62.2	ENHANCEMENT 0.75 FTE - Enhanced Legal Services	86,860	0	86,860	0	0
		Funded Offers	**105,678,972**	**5,902,310**	**24,975,222**	**70,307,404**	**4,494,036**
55	19.17	Facilities Vehicle and Equipment Replacements	5,562	0	5,562	0	0
56	57.5	ENHANCEMENT: 1.0 FTE - IT Network Engineer	108,140	0	85,125	23,015	0
						Data & Communications	
57	22.7	ENHANCEMENT: Creating an Accessible Community Program: Beyond the Americans with Disabilities Act (ADA)	150,000	150,000	0	0	0
				One-time Revenue			
58	7.15	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Analyst	84,105	0	0	84,105	0
						Utility CS&A	

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
59	23.3	KFCG ENHANCEMENT: Enhanced Public Engagement	40,000	0	0	0	40,000
							Keep Fort Collins Great
60	40.2	ENHANCEMENT: FC Trips 2.0/21st Century Communications	75,000	0	0	0	75,000
							Transportation
61	57.8	ENHANCEMENT: 0.5 FTE - PC Hardware/Software Specialist	42,108	0	31,160	10,948	0
					Data & Communications		
62	9.4	ENHANCEMENT: 1.0 FTE - ERP Systems Analyst Position	108,140	0	85,125	23,015	0
					Data & Communications		
63	9.6	ENHANCEMENT: Licensing for the Business Intelligence Suite for Web Intelligence	183,702	138,327	0	45,375	0
				One-time Revenue	*Data & Communications*		
64	19.10	ENHANCEMENT: Access Control System Consolidation	100,000	0	0	0	100,000
							Equipment
65	57.7	ENHANCEMENT: 1.0 FTE - PC Hardware/Software Specialist	74,003	0	55,725	18,278	0
					Data & Communications		
66	7.26	ENHANCEMENT - Utilities: Customer Service & Administration - Customer Relationship Management System Execution	125,000	0	0	125,000	0
						Utility CS&A	

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
67	42.7	ENHANCEMENT: 1.0 FTE - Recruitment Specialist - Talent Acquisition - Recruitment and Staffing	75,751	0	69,751	0	6,000 *General Fund*
68	7.23	ENHANCEMENT - Utilities: Customer Service & Administration - Cyber Security - Continuous Improvement	100,000	0	0	100,000 *Utility CS&A*	0
69	42.11	ENHANCEMENT: Web-Based Learning Library	21,000	0	21,000	0	0
70	41.3	ENHANCEMENT: Special Event Permit On-line Application Software	27,500	0	27,500	0	0
71	7.32	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Specialist	77,485	0	0	77,485 *Utility CS&A*	0
72	10.10	ENHANCEMENT: Safety, Security & Risk Management Programs	248,600	0	0	0	248,600 *Self Insurance*
73	7.22	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Utility Data Scientist	95,743	0	0	95,743 *Utility CS&A*	0
74	7.20	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Technician	70,149	0	0	70,149 *Utility CS&A*	0

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
75	7.21	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Specialist	102,394	0	0	102,394 *Utility CS&A*	0
76	19.8	ENHANCEMENT: Municipal Fleet Efficiency Fund	100,000	0	0	0	100,000 *General Fund*
77	42.10	KFCG ENHANCEMENT: Volunteer Database Adjustments	57,500	0	0	0	57,500 *Keep Fort Collins Great*
78	7.28	ENHANCEMENT - Utilities: Customer Service & Administration - Regulatory Compliance Software	60,000	0	0	60,000 *Utility CS&A*	0
79	7.30	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Web Programmer Analyst	84,410	0	0	84,410 *Utility CS&A*	0
80	7.31	CAP ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Publicity Marketing Technician	66,054	0	0	66,054 *Utility CS&A*	0
81	7.19	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Program Coordinator Supervisor	80,380	0	0	80,380 *Utility CS&A*	0

HIGH PERFORMING GOVERNMENT - 2017

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
82	7.17	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Strategic Account Specialist	66,263	0	0	66,263 *Utility CS&A*	0
83	24.2	ENHANCEMENT: 1.0 FTE Sustainability Integration and Impact & Program Incidentals	228,423	37,694 *One-time Revenue*	190,729	0	0
		Unfunded Offers	**2,657,412**	**326,021**	**571,677**	**1,132,614**	**627,100**
		Total Offers	**108,336,384**	**6,228,331**	**25,546,899**	**71,440,018**	**5,121,136**

HIGH PERFORMING GOVERNMENT - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1	57.4	ENHANCEMENT: Microsoft Office 365	420,147	0	125,691	105,331	189,125
						Data & Communications	*General Fund*
2	10.1	Financial Programs and Services	3,869,420	0	3,841,743	0	27,677
							General Fund
3	13.2	Elections	214,400	44,326	0	0	170,074
				One-time Revenue			*General Fund*
4	19.4	Vehicle and Equipment Replacements - Existing Payments	2,311,469	0	0	2,311,469	0
						Equipment	
5	42.3	Benefits and Wellness	32,403,330	0	0	32,403,330	0
						Benefits	
6	10.4	Safety, Security & Risk Management Programs & Services	4,888,900	0	0	4,888,900	0
						Self Insurance	
7	19.1	Fleet Maintenance, Fueling and Rentals	10,862,449	0	0	10,862,449	0
						Equipment	
8	40.1	PDT Administration	1,061,392	0	576,362	485,030	0
						Transportation Parking	
9	7.5	Utilities: Customer Service & Administration - Information Technology Services	4,220,529	0	0	4,220,529	0
						Utility CS&A	
10	19.18	Facilities Vehicle and Equipment Rental - Existing Commitments	10,924	0	10,924	0	0

HIGH PERFORMING GOVERNMENT - 2018

		Offer Cost	Offer Funding			
			GENERAL FUND			
Rank	Offer	Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
11	13.1 City Clerk Administration	792,166	0	792,166	0	0
12	22.1 City Council	176,416	0	160,416	16,000	0
					Keep Fort Collins Great	
13	22.2 City Manager's Office	2,057,716	0	2,057,716	0	0
14	57.1 Information Technology Infrastructure Services	4,544,289	0	2,422,468	2,121,821	0
					Data & Communications	
15	57.3 Information Technology Infrastructure	1,415,768	0	0	433,339	982,429
					Data & Communications	*General Fund Data & Communications*
16	58.1 Information Technology Administration Services	520,023	0	342,126	177,897	0
					Data & Communications	
17	9.1 Information Technology Application Services	3,092,042	0	1,784,473	1,277,569	30,000
					Data & Communications	*Keep Fort Collins Great*
18	62.1 General Legal Services	2,278,475	0	2,278,475	0	0
19	7.1 Utilities: Customer Service & Administration - Customer Connections Programs and Services	6,455,643	0	0	6,455,643	0
					Utility CS&A	
20	7.3 Utilities: Customer Service & Administration - Administration & General Operations	6,373,031	0	0	6,373,031	0
					Utility CS&A	
21	42.1 HR Core and Learning & Organizational Development	2,370,802	343,000	2,027,802	0	0
			One-time Revenue			

HIGH PERFORMING GOVERNMENT - 2018

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
22	19.2	Facilities Operations	9,345,360	2,457,540	6,887,820	0	0
				Facilities Work for Others			
23	23.1	Communications and Public Involvement (CPIO)	1,854,117	231,262	1,588,296	34,559	0
				Cable PEG Fees		*Keep Fort Collins Great*	
24	41.2	Special Event Coordinator	111,339	0	111,339	0	0
25	7.8	Utilities: Customer Service & Administration - Information Technology Minor Capital	626,795	0	0	626,795	0
						Utility CS&A	
26	24.1	Sustainability Services Area Admin	482,457	0	427,457	55,000	0
						Keep Fort Collins Great	
27	7.7	Utilities: Customer Service & Administration - Minor Capital	182,000	0	0	182,000	0
						Utility CS&A	
28	19.7	Municipal Facility Efficiency Fund	150,000	150,000	0	0	0
				One-time Revenue			
29	42.5	KFCG: Volunteer Services	161,450	0	0	161,450	0
						Keep Fort Collins Great	
30	19.3	Vehicle and Equipment Replacements - New Payments	903,334	0	0	903,334	0
						Equipment	
31	10.5	ENHANCEMENT: 1.0 FTE - Purchasing Buyer	85,683	0	42,842	42,841	0
						Utility CS&A	

HIGH PERFORMING GOVERNMENT - 2018

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
32	10.7	ENHANCEMENT: City Procurement and Vendor Payment Modernization Program	153,500	0	0	38,375 *Utility CS&A*	115,125 *General Fund*
33	10.6	ENHANCEMENT: Financial Planning & Analysis Organization Training	25,000	25,000 *One-time Revenue*	0	0	0
34	9.3	ENHANCEMENT: Enterprise Document Management System and Electronic Record Search	103,000	0	0	0	103,000 *Data & Communications*
35	9.9	ENHANCEMENT: 1.0 FTE - Systems Analyst for Open Data Portal - Second Phase Implementation	130,327	0	130,327	0	0
36	7.29	ENHANCEMENT Capital - Utilities: Asset Register and Work Order Management System	480,000	0	0	0	480,000 *Water* *Wastewater* *Stormwater*
37	22.5	ENHANCEMENT: State Government Advocacy	55,000	55,000 *One-time Revenue*	0	0	0
38	7.24	ENHANCEMENT Capital - Utilities: Customer Information Billing System	2,300,000	0	0	1,444,160 *Light & Power* *Water* *Wastewater*	855,840 *Water* *Wastewater* *Stormwater*
39	42.8	ENHANCEMENT: 1.0 FTE - Human Resources Partner	102,791	0	102,791	0	0

HIGH PERFORMING GOVERNMENT - 2018

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
40	19.23	ENHANCEMENT: Facility Maintenance for Utilities Buildings	500,000	500,000	0	0	0
			Facilities Work for Others				
41	42.6	ENHANCEMENT: Job Architecture and Enhanced Career Management Programs	250,000	0	0	0	250,000
							General Fund
42	58.2	ENHANCEMENT: Managed Print Services	50,000	0	0	50,000	0
						Data & Communications	
43	22.4	ENHANCEMENT: Employee Engagement/Recognition Week/Ethics Hotline	73,000	73,000	0	0	0
				One-time Revenue			
44	19.6	ENHANCEMENT: Required Building Modifications	600,000	600,000	0	0	0
				One-time Revenue			
45	7.16	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - GIS Programmer Analyst	92,457	0	0	92,457	0
						Utility CS&A	
46	10.9	ENHANCEMENT: Safety, Security & Risk Management Information System	30,000	0	0	30,000	0
						Self Insurance	
47	10.2	ENHANCEMENT: 1.0 FTE - Program Performance Evaluation Analyst	104,202	0	104,202	0	0
48	23.6	KFCG ENHANCEMENT: Messaging and Engagement Priorities	90,000	0	0	90,000	0
						Keep Fort Collins Great	

HIGH PERFORMING GOVERNMENT - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
49	42.12	ENHANCEMENT: Leadership Development - Maintain Level of Service	100,000	100,000	0	0	0
				One-time Revenue			
50	10.8	ENHANCEMENT: 1.0 FTE - Process Analysts supporting new Continuous Improvement Program	130,563	0	130,563	0	0
51	23.4	ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)	30,000	30,000	0	0	0
				One-time Revenue			
52	62.2	ENHANCEMENT 0.75 FTE - Enhanced Legal Services	89,195	0	89,195	0	0
		Funded Offers	**109,730,901**	**4,609,128**	**26,035,194**	**75,883,309**	**3,203,270**
53	19.17	Facilities Vehicle and Equipment Replacements	16,982	0	16,982	0	0
54	57.5	ENHANCEMENT: 1.0 FTE - IT Network Engineer	111,127	0	87,476	23,651	0
					Data & Communications		
55	7.15	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Analyst	111,127	0	0	111,127	0
						Utility CS&A	
56	23.3	KFCG ENHANCEMENT: Enhanced Public Engagement	40,000	0	0	0	40,000
							Keep Fort Collins Great
57	57.8	ENHANCEMENT: 0.5 FTE - PC Hardware/Software Specialist	43,401	0	32,117	11,284	0
					Data & Communications		

HIGH PERFORMING GOVERNMENT - 2018

Rank	Offer		Offer Cost: Total	Offer Funding: GENERAL FUND Dedicated	Offer Funding: GENERAL FUND Ongoing	Offer Funding: OTHER FUNDS	Offer Funding: RESERVES
58	9.4	ENHANCEMENT: 1.0 FTE - ERP Systems Analyst Position	111,127	0	87,476	23,651	0
					Data & Communications		
59	9.6	ENHANCEMENT: Licensing for the Business Intelligence Suite for Web Intelligence	44,038	33,161	0	10,877	0
				One-time Revenue	*Data & Communications*		
60	19.10	ENHANCEMENT: Access Control System Consolidation	100,000	0	0	0	100,000
							Equipment
61	57.7	ENHANCEMENT: 1.0 FTE - PC Hardware/Software Specialist	76,135	0	57,330	18,805	0
					Data & Communications		
62	13.3	ENHANCEMENT: Board and Commission Software	9,000	0	9,000	0	0
63	42.7	ENHANCEMENT: 1.0 FTE - Recruitment Specialist - Talent Acquisition - Recruitment and Staffing	84,372	0	84,372	0	0
64	7.23	ENHANCEMENT - Utilities: Customer Service & Administration - Cyber Security - Continuous Improvement	100,000	0	0	100,000	0
						Utility CS&A	
65	42.11	ENHANCEMENT: Web-Based Learning Library	21,000	0	21,000	0	0
66	41.3	ENHANCEMENT: Special Event Permit On-line Application Software	27,500	0	27,500	0	0
67	7.32	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Specialist	102,076	0	0	102,076	0
						Utility CS&A	

HIGH PERFORMING GOVERNMENT - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
68	10.10	ENHANCEMENT: Safety, Security & Risk Management Programs	248,600	0	0	0	248,600 *Self Insurance*
69	7.22	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Utility Data Scientist	98,208	0	0	98,208 *Utility CS&A*	0
70	7.20	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Technician	78,722	0	0	78,722 *Utility CS&A*	0
71	7.21	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Specialist	114,725	0	0	114,725 *Utility CS&A*	0
72	19.8	ENHANCEMENT: Municipal Fleet Efficiency Fund	100,000	0	0	0	100,000 *General Fund*
73	7.28	ENHANCEMENT - Utilities: Customer Service & Administration - Regulatory Compliance Software	22,000	0	0	22,000 *Utility CS&A*	0
74	7.30	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Web Programmer Analyst	98,680	0	0	98,680 *Utility CS&A*	0
75	42.9	ENHANCEMENT: HR Technology - Workforce Planning	73,350	0	28,350	0	45,000 *General Fund*

HIGH PERFORMING GOVERNMENT - 2018

Rank	Offer		Offer Cost Total	Offer Funding GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
76	58.3	ENHANCEMENT: IT Office Space Reconfiguration	260,000	260,000 *One-time Revenue*	0	0	0
77	7.31	CAP ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Publicity Marketing Technician	69,878	0	0	69,878 *Utility CS&A*	0
78	7.19	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Program Coordinator Supervisor	90,159	0	0	90,159 *Utility CS&A*	0
79	7.17	ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Strategic Account Specialist	81,784	0	0	81,784 *Utility CS&A*	0
80	24.2	ENHANCEMENT: 1.0 FTE Sustainability Integration and Impact & Program Incidentals	190,729	0	190,729	0	0
		Unfunded Offers	**2,524,720**	**293,161**	**642,332**	**1,055,627**	**533,600**
		Total Offers	**112,255,621**	**4,902,289**	**26,677,526**	**76,938,936**	**3,736,870**

HIGH PERFORMING GOVERNMENT

7.1 Utilities: Customer Service & Administration - Customer Connections Programs and Services - Funded

2017 - $6,360,448
2018 - $6,455,643

Funding this offer will sustain and enhance Utilities program management and customer service, which serves 70,000+ electric meters and 35,000+ water meters. The goal is to continue to achieve an overall customer satisfaction rating of 88% for residential and 86% for commercial.

Customer Connections supports the four service areas within Utilities through the following divisions: Customer Care and Technology, Customer Accounts, Community Engagement, Communications and Marketing and Resource Conservation (energy and water).

Process driven results include:
• Customer cycle of service that results in timely and accurate billing, customer service, and web portal support to help customers manage their usage
• Water conservation program management that achieved 25 million gallons of water savings per year with the support of program coordination
• Energy Services program management, with the support of program coordination, in 2015 achieved 20,000 metric tons of avoided carbon emissions, 25,000 MWh of electricity savings, or 1.7% of the community annual electricity use, resulting in portfolio cost per kilowatt hour saved of less than 3 cents, compared to wholesale electricity costs of 5.5 cents.
• Community engagement that supports outreach and education for capital projects, development of master plans, Energy Policy, Water Efficiency Plan and Climate Action Plan.
• Program management office to instill consistent program management process steps, methodologies and tools to manage portfolio tracking.
• Customer relationship management for residential, small commercial, large commercial and industrial customers that resulted in an overall customer satisfaction rating for commercial of 86% and industrial of 99%.
• Marketing and communications for 17 programs, including media support and 24x7 outage management communications, and assistance with emergency events.
• Employee engagement that resulted in a culture value assessment participation of over 70%.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices

7.3 Utilities: Customer Service & Administration - Administration & General Operations - Funded

2017 - $5,946,132
2018 - $6,373,031

Funding this offer will sustain and enhance the operations of seven business units and six initiatives consisting of; Executive Director's Office, Strategic Financial Planning, Environmental Regulatory Affairs, Locating and Meter Operations, Utilities Support Services, Grounds Maintenance, Asset Management, Environmental Project, Knowledge Transfer, Wellness, Municipal Energy Efficiency and Utilities Administration Building (UAB).

- The Executive Director provides leadership for the Utilities service area consisting of 420+ employees in five service units and two departments, directing the creation and execution of policies and procedures in achieving the Community Dashboard results.

HIGH PERFORMING GOVERNMENT

- Strategic Financial Planning provides budget preparation and monitoring, rate setting and revenue projections, debt management, financial reporting, payables and receivables in alignment with City Finance policies.
- Environmental Regulatory Affairs manages the City Environmental Policy achieving compliance with legal and regulatory requirements, pollution prevention and continuous improvement.
- Locating Operations provides locate services for electric, water, wastewater and stormwater systems, as well as the City's traffic and fiber optic networks.
- Utilities Support Services and Grounds Maintenance includes a variety of shared services, such as telecommunications, pool cars, after hours security services, lawn maintenance, snow removal, and payments to both the General Employees Retirement Plan, and Administrative payment to the City's General Fund.
- Initiatives which support the City Strategic Plan are: Asset Management, a formalized program to maintain and replace infrastructure safely and systematically; Environmental Project supports funding a .50 FTE position with Sustainability Services; Knowledge Transfer achieves workforce development and continuity; and Municipal Energy Efficiency and UAB supports Climate Action Plan goals for City-owned facilities.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

7.5 Utilities: Customer Service & Administration - Information Technology Services - Funded 2017 - $4,182,470

2018 - $4,220,529

Included in this offer is the Enterprise Information Technology allocation to Utilities. The allocation covers Utilities' portion of the IT Department's Enterprise Applications, Infrastructure and Administration. Metrics associated with the Enterprise IT allocation reside in Information Technology offers in the Data & Communication Fund 603. These amounts are not in addition to the IT Department offers, but represent the funding mechanism for the Utilities portion of the IT offers. This offer also includes the ongoing support and development work of the Application Services Utilities team. More than 100 applications used by Utilities employees are supported, enhanced and developed by this organization.

Several of the applications supported are Enterprise strength and include:
1) Utilities Customer Billing System
2) Advanced Metering Systems (meter data management). This complex suite of tools receives raw meter read data from the water and electric meters via a wireless mesh network; it cleanses data, loads it into the Meter Data Management System and subsequently creates billing determinants that are passed to the billing system for customer bill generation.
3) Customer Web Portal Utilities customers can see their water and electric consumption in intervals and are able to respond to what they are seeing by reducing their use. The mobile solution for the web portal is Energy Engage.
4) Maximo Asset Management system currently deployed for water plants. Work is underway to deploy to Water Field Operations and eventually to Light & Power. All Utilities assets will be loaded into Maximo and will be set up on regular maintenance schedules. The system generates work orders and allows utilization of data to project maintenance costs into the future. This system also integrates to digital mapping (ESRI is the standard tool).
5) A Utilities mapping conversion is also underway.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

7.7 Utilities: Customer Service & Administration - Minor Capital - Funded

2017 - $185,000
2018 - $182,000

Funding this offer will provide two replacement vehicles, maintenance of the existing 700 Wood Street facility, and the purchase of grounds maintenance equipment. The two replacement vehicles support the business operations of Customer Connections Credit and Collections and Education divisions. Replacement vehicles will be purchased in collaboration with Operation Services to support the Municipal Energy Efficiency initiative. Key costs identified are:
- In 2017, a mower and a Locate vehicle will be replaced per the schedule from Operations Services for $42,000. Building maintenance is $155,000 and includes $50,000 for Warehouse HVAC replacement, $35,000 for roof replacement, and $70,000 for parking lot repair, for a 2017 total of $197,000.
- In 2018, one Customer Service, one Community Engagement, and one Locate vehicle will be replaced per Operations Services Guidelines totaling $100,000, as well as $70,000 for Service Center 700 Wood Street) roof repairs, for a 2018 total of $170,000.

This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

7.8 Utilities: Customer Service & Administration - Information Technology Minor Capital - Funded

2017 - $372,671
2018 - $626,795

This offer will fund:
- Replacement of “end of life” server blades and several SAN (storage area network) arrays at City Hall West data center as well as at the Disaster Recovery Center at Front Range Internet, Inc. (FRII) for the critical Advanced Metering systems.
- Scanners (including one large format scanner) for digitizing Utilities documents that currently exist only in paper format. Having records in electronic format make them easier to access and reduces risk of loss or destruction due to fires, floods, etc.
- Replacement of Local and Wide Area Network infrastructure reaching end of life and to satisfy cyber security improvement strategies at Utilities. These upgrades apply to the Service Center, Drake and Mulberry Water Reclamation facilities, Water Treatment Facility, Customer Service building, Southwest Pump Station, Foothills Reservoir Water Storage facility, High Service Pump Station, Pre sedimentation building, Backwash Pump station, Water Quality Lab, and Electric & Water SCADA (Supervisory Control and & Data Acquisition) network.
- On going hardware and software expenditures for voice related servers, switches and network.
- On going Data Management server blades, chassis, storage licensing, computer replacement and contractual work required to implement/maintain the Utilities’ servers and environments in the City Hall West data center.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

7.15 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Analyst - Unfunded

2017 - $84,105
2018 - $111,127

This offer funds one technical FTE required to assist with the deployment and on going technical support of the Maximo Computerized Maintenance Management/Work order system. Maximo will allow Utilities to understand the cost of repairing and providing regular preventative maintenance on all infrastructure assets (water pipes, mains, valves, electric transmission lines, transformers, elbows, cables, substations, etc.).

The replacement cost of the wet Utility infrastructure is ~$2 billion and the replacement cost of the electric infrastructure is ~$1 billion. Currently only one FTE supports this critical, complex system. Enterprise systems need to be first implemented then supported for the long term, keeping components upgraded, patched, supported and secure. With only one technical FTE who knows the intricacies of this critical system, Utilities and the City are exposed without backup for this extremely mission critical application. With Maximo, all assets will be loaded into the system and set up on regular maintenance schedules. The system replaces long-term retiring employees who have extensive institutional knowledge. Maximo will provide projections of maintenance and associated cost estimates in order to smooth rate changes over time. Failure to fund this offer will mean that the schedule for deployment of Maximo will take twice as long with the single existing resource, becoming a project bottleneck. It also means that customer service/support after deployment will be less than ideal with long wait times and queues of help tickets funneling through one technical resource. Utilities will be at risk with only one person who knows the inner workings of this highly critical work order system that manages the work of all the field services personnel.

This Offer supports the following Strategic Objectives:
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

7.16 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - GIS Programmer Analyst - Funded

2017 - $70,446
2018 - $92,457

This offer funds one GIS Mapping Programmer Analyst. Utilities will upgrade its GIS mapping to industry standard, enterprise mapping using ESRI tools. Current homegrown mapping systems written in older, difficult to support technologies do not integrate well with other modern systems. With the deployment of the Maximo system for Utilities field personnel, industry standard mapping is an absolute requirement. Application Services Utilities does not currently have a GIS Mapping Programmer/Analyst who is familiar with ESRI, the standard tool that will be deployed.

If Maximo gets deployed without an enterprise mapping solution, it will not be very useful to field personnel as they won't be able to visualize the assets or

a map. They need to have electronic maps in the field (both water and electric personnel).

The Maximo implementation requires a modern mapping solution. The old mapping solutions will not meet the needs of Utilities when applications are upgraded to Enterprise strength systems for improved efficiencies and effectiveness. Utilities must move to newer, more sustainable, scalable systems that take Utilities into the future. To convert to ESRI mapping, a GIS mapping programmer/analyst is required. Enterprise systems are complex and require technical support, but in turn provide the users with key functionality and robust features.

If we do not get this resource, the Maximo implementation at Utilities will fail. Getting mapping converted to ESRI is a critical path task to Maximo deployment

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

7.17 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Strategic Account Specialist - Unfunded

2017 - $66,263
2018 - $81,784

Funding this offer will allow the Customer Accounts team to expand the promotion of both energy and water efficiency/conservation programs and projects to small and medium businesses (about 8,300 customers). This outreach requires staff with specific expertise and skills to create and implement the segmentation action plan (study completed in 2015) to achieve the energy and water reductions by 2020 for energy and 2030 for water. A classified 1.0 FTE Strategic Account Specialist will: 1) execute and manage specifics of the commercial customer action plan based on the segmentation study; 2) participate with small and medium business groups such as the Downtown Business Association and South Fort Collins Business Association, to educate customers on the programs Utilities provides and understand the barriers; 3) align with Economic Health to manage business relationship outreach; and 4) create and execute value based relationship management plans by aligning goals with the Climate Action Plan, Energy Policy and Water Efficiency Plan that specifically create bundled services based on the customer's price point. Customer Accounts exists to serve as the link between the needs of the customer and the resources at Utilities by developing and implementing value based marketing and relationship management that results in understanding the customers' business processes, anticipating and responding to utility needs, and identifying services and programs that exceed customers' expectations in managing their utility services and efficiency and conservation goals.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

HIGH PERFORMING GOVERNMENT

7.19 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Program Coordinator Supervisor - Unfunded

2017 - $80,380
2018 - $90,159

Funding this offer will allow the Community Engagement team to expand the promotion and administration of both energy and water efficiency/conservation programs and projects to achieve goal reductions (by 2020 for energy and 2030 for water) by increasing participation in the existing 17 programs, and future programs by 25%.
The position will enable program execution and metric tracking to manage the enhancement or exit strategies for existing programs, as well as the verifiec business case analysis for maintaining a prioritized innovation pipeline of programs and projects with the Program Management Office (PMO). A classifiec 1.0 FTE Program Coordinator Supervisor will: 1) execute and manage program monitoring with metrics of program plans with project managers; 2) develop and manage with the project manager the program and portfolio monitoring to determine the criteria for enhancing or exiting a program; 3) align with the community and City on participation in events that promote awareness and participation in programs, with a goal of 25% increase by 2020; and 4) create and execute with PMO the innovation pipeline that contains a robust amount of programs and projects that can be prioritized for execution to manage goal alignment with the Climate Action Plan, Energy Policy and Water Efficiency Plan based on the customers' price point. Community Engagement exists to foster a resilient and engaged community, facilitating participation in programs and services through education and partnerships that build trust with strategic community stakeholders, and the public, to enhance Fort Collins Utilities' reputation as a world class utility service provider and the best source of utility information for the services and programs we provide.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- HPG 7.1 - Provide world-class services that meet the needs of the community

7.20 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Technician - Unfunded

2017 - $70,149
2018 - $78,722

This offer funds an Environmental Regulatory Technician position within the Environmental Regulatory Affairs Division of Utilities.

The City's Environmental Policy stated goals are to prevent pollution, maintain compliance with legal requirements, and continually improve environmenta performance of City operations. This position will assist the Environmental Regulatory Affairs Division in meeting those goals. Responsibility for numerous functions, include but are not limited to, support implementation of the Universal Waste Disposal and Hazardous Materials Management Program, coordination of Household Hazardous Waste Collection events, and support of a proposed Regulatory Compliance Software package. Previously, these activities were under supported through the use of hourly interns. These tasks require specific training and skills beyond that found in hourly interns. In addition to many hazardous materials management related activities, a full time employee can provide field support, such as sampling of environmental media (air, water, soil), and administrative and data entry functions. The ERA Division is currently utilizing interns to accomplish these tasks but this mode is not sustainable for ongoing needs.

Without the addition of this position to carry out tasks such as the annual update and submission of more than 20 Hazardous Materials Management Plans (HMMP), the City could potentially be open to non compliance issues. In 2015, more than 500 hours were needed to create, revise, and submit

these required reports to the proper local agency. Additionally, this position will add needed support to the important and highly utilized HHW events, which see an average of 1,000 participants each event. The use of volunteers to carry out the program is an inefficient and unsustainable model.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- HPG 7.1 - Provide world-class services that meet the needs of the community

7.21 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Specialist - Unfunded

2017 - $102,394
2018 - $114,725

This offer funds the addition of an Environmental Management System (EMS) Coordinator to the Environmental Regulatory Affairs (ERA) Division. The ERA Division provides environmental regulatory compliance and stewardship support to all City departments.

The addition of this position will allow the ERA Division to continue its mission of implementation of ISO 14001:2015 EMS programs at various key City facilities, where the potential for environmental impact is greatest and compliance with requirements most complex.

ISO 14001:2015 is an internationally recognized PLAN DO CHECK ACT system that establishes a framework for organizations to manage environmental regulatory compliance obligations, develop environmental objectives and targets, and establish programs for continual improvement in environmental performance. The City of Fort Collins currently has three (3) facilities certified in ISO 14001:2004, and there is a clear opportunity for additional staffing to unify these three separate systems, update the program to the newly revised standard, and push the initiative further into the organization.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

7.22 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Utility Data Scientist - Unfunded

2017 - $95,743
2018 - $98,208

Funding this offer will add a Data Scientist (1.0 FTE) who will leverage existing analytical capabilities in the four Utilities by providing a central senior analytical resource to oversee and coordinate data collection efforts, data quality assessments, analytical and visualization efforts and begin to realize the value of an analytics group in business decision making.
Through this FTE, more focused, intensive analyses can be accomplished when a specific need is identified in any one of the Utilities. Such efforts will allow more immediate benefits of the Advanced Metering investment to be realized and will accelerate the maturity of the asset management efforts throughout Utilities.
In 2015 Utilities joined the Utility Analytics Institute (UAI) which outlines an 8-step process for any utility to get to business transformation through analytics

(bullets below).
This process is a multi year effort with change management necessary to transform from a business model where decisions are experientially based to one where experience is objectively assessed and modeled so that alternatives can be evaluated before the optimal solution is implemented. Other utilities have taken a similar approach to developing an analytics group. The lessons learned from such an approach include the relatively small investment before seeing results while allowing longstanding operational practices and decision making processes to incorporate analysis into operational decisions. This added position allows the Utilities to make more fact based decisions rather than relying on the “intuition” and institutional knowledge of long-term employees who are nearing retirement. Analytics is intended to improve the quality of decisions that are made, basing them on factual data coupled with good statistical modeling and, allowing Utilities to get into predictive and prescriptive analytics.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

7.23 ENHANCEMENT - Utilities: Customer Service & Administration - Cyber Security - Continuous Improvement - Unfunded

2017 - $100,000
2018 - $100,000

This offer will provide funding for consulting assistance, staff training and tools necessary to further improve cyber security program capabilities to better protect Utilities' mission critical information systems as well as Operational Controls (SCADA) systems.

Utility Services recognizes the importance of maintaining a holistic set of business process controls and technical safeguards to ensure the confidentiality, integrity and availability of information maintained by various information systems that support critical Utility services functions. Cyber security threats are constantly changing and becoming more difficult to protect against. Cyber security program BMPs include periodic vulnerability assessments by independent security experts, ongoing continuous improvement of business processes, and security training to keep staff skills up to date with changing technologies and emerging cyber risks. This offer will fund independent expert cyber security vulnerability testing and risk management consulting services, as well as potentially provide additional staff training and tools appropriate to support the program improvements.

We are employing an incremental, system by system approach to continuously improve cyber security. It is the City’s current policy that operational costs for departmental IT systems are budgeted for by the department or service area that owns the system. This offer is to support system specific testing for Utility Services systems, and therefore must be funded by Utilities. Enterprise IT staff also will work with Utilities staff in managing the assessments.

This offer is for onetime funding with no ongoing costs to help us keep our cyber security practices tuned.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

HIGH PERFORMING GOVERNMENT

7.24 ENHANCEMENT Capital - Utilities: Customer Information Billing System - Funded

2017 - $0
2018 - $2,300,000

Funding this offer will allow the extensive replacement of the Customer Information System (CIS) to achieve increased functionality for enhanced service offerings, and optimal performance for detailed usage billing accuracy. CIS is the critical billing system used to manage the customers' usage and financial transactions. CIS generates monthly utility bills and service requests for approximately 80,000 residential and commercial electric, water, wastewater and stormwater customers. Because the system is the crucial accounting ledger through which utility revenues flow, it is critical to daily operations and the financial health of the utility, as well as timely information when working with customers to manage their utility usage with staff. The current version of CIS was implemented in 2000, with a minor upgrade in 2009. The system is dated in both functionality and technology, and a major upgrade or replacement of the system is necessary to compliment smart meter technology. Total revenue generated through CIS exceeds $185 million annually.

In 2015, Utilities contracted with AAC Utility Partners to evaluate whether to upgrade the existing system or purchase a new billing system. The review included assessing the functionality, resources, costs, risks and value of upgrading or replacing, as well as the Utilities' business needs, technical requirements and organizational readiness. The assessment also evaluated the capability of systems to bill broadband services. Ultimately, the project wil be a multi million dollar project, and current estimates based on completion of an extensive requirements process estimates costs between $6 to $8 million. Implementation is expected to be a multi year effort beginning in 2018 with finalizing the scope and schedule, and phased launching, with extensive testing, between 2019 2020.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- HPG 7.1 - Provide world-class services that meet the needs of the community

7.26 ENHANCEMENT - Utilities: Customer Service & Administration - Customer Relationship Management System Execution - Unfunded

2017 - $125,000
2018 - $0

Funding this offer will enable the purchase, customization and maintenance of a Customer Relationship Management (CRM) system. It will be used City-wide (based on the customer segmentation study results) to achieve effective and timely communications and interactions and help determine bundled services to improve customer satisfaction related to "the value of services for the money you pay". The CRM will align the practices, strategies and technologies to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships, assisting in customer retention and tracking the projects, programs and services supporting the customers' energy and water efficiency and conservation efforts. The system will serve as a single platform for collecting and retaining customer information to manage relationships with customers from various City service areas that minimizes duplication and serves to coordinate communications more effectively. In addition, the CRM will manage reporting functions that provide metrics for the Community Dashboard, monthly reports, and employee performance evaluations. The first step in developing an effective CRM system is customer segmentation, identifying the strategies for reaching customer segments based on customer behaviors and needs. Utilities Customer Segmentation Study was completed in 2015 and includes a basis for segmentation of residential, commercial and industrial customers. Coordination on customer information (contacts, decisions and participation) consumes more staff time than is currently necessary. A CRM

system creates a platform for modeling and assigning customer segments, enabling a more targeted approach to offering programs and services in a timely manner, and coordinating the understanding with City staff to maximize interactions with customers.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- ECON 3.6 - Enhance the economic vitality of our community
- HPG 7.1 - Provide world-class services that meet the needs of the community

7.28 ENHANCEMENT - Utilities: Customer Service & Administration - Regulatory Compliance Software - Unfunded

2017 - $60,000
2018 - $22,000

This offer funds the purchase of proprietary software to track applicability and compliance with environmental regulatory requirements for all City departments. This software will be a significant improvement to current internal processes related to environmental regulatory compliance tracking and applicability of thousands of regulatory requirements to City facilities or pieces of equipment.

The Environmental Regulatory Affairs (ERA) Division is responsible for managing environmental regulatory compliance for all City departments. ERA is responsible for assisting departments and facilities in the interpretation of environmental regulations, the development of pollution prevention programs, regulatory compliance auditing, and focusing efforts on continual improvement in environmental performance. A variety of print and online resources are currently used to track regulatory changes, and staff education and expertise is the foundation of understanding rule applicability to internal operations.

The proposed software package provides staff with an improved and unified up-to-date method for tracking permit compliance, regulatory change management, and risk assessment, providing City departments with forward looking information that can be used in capital project and master planning efforts.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

7.29 ENHANCEMENT Capital - Utilities: Asset Register and Work Order Management System - Funded

2017 - $825,000
2018 - $480,000

This offer is to complete implementation of the Utilities Asset Register and Work Order Management System. This system enables the organization to address a number of core areas of concern to support long-term areas of major concern and value to serving the public:

Asset Management:
In excess of $2 billion in assets is used to provide services for the City of Fort Collins. This system enables and supports Utilities' ability to more accurately

and proactively manage, operate and maintain those assets to help ensure quality and reliable services are provided. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures), as well as organizational objectives, drive the priorities of the Utilities Capital Improvement Plan.

Work Management:
Managing, scheduling and tracking of the numerous maintenance and repair work done by multiple crews is critical to providing utility services. This system not only supports scheduling and planning of that work, it integrates and records that work with critical asset status records.

Standardization and Quality of Work:
This system enables the creation and use of standardized work processes to help ensure the highest standard practices are consistently followed. Standard Operating Procedures (SOPs) are created for each type of work and attached to the Work Orders for consistent actions and training.

Knowledge Transfer:
A significant proportion of Utilities' staff is older employees. The need for capturing the hands up knowledge they have gained over the years and transferring knowledge both for younger, newer employees as well as for long term record and reference is critical. This system provides a means for institutionalizing that knowledge.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

7.30 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Web Programmer Analyst - Unfunded

2017 - $84,410
2018 - $98,680

Funding this offer will manage a contractual Web Programmer Analyst position in collaboration with Information Technology (IT) to achieve the Economic Health strategic objective “Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City”, and High Performing Government strategic objective “Provide world class services that meet the needs of the community."

The planned results for the position will be: 1) implementing leading edge continuous improvement practices that increase productivity, effectiveness, and customer service and citizen satisfaction; 2) optimizing the use of technology to drive efficiency and transparency to improve services; and 3) implementing systems and processes that improve services and citizen satisfaction, and that enable the City to achieve Baldrige recognition within the next 5 years. The position supports collaboration between Utilities, Communications Public Information Office (CPIO), IT, and other City departments for website continuity to our customers based on the 2016 City website redesign launch. The computer platform alignment allows for the customer continuity and prepares for the Utilities website update tentatively scheduled for 2017. Currently, Utilities website is supported by a third party vendor with a content management system only the vendor can substantially modify and does not align with the City mobile ready website. As website, self service and social media continue to be informational resources for our customers, alignment between CPIO and Utilities through IT plays a role in managing mutual

launches and features customers expect from the City regardless of the department. The position was identified for integration into Communications and Marketing as part of the 2015 2016 Budget for Outcomes process. The position would be located in the City IT department and funded by and dedicated to Utilities' website management for two years.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.1 - Provide world-class services that meet the needs of the community

7.31 CAP ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Publicity Marketing Technician - Unfunded

2017 - $66,054
2018 - $69,878

Funding this offer will expand and enhance behavioral segment marketing that achieves: 1) distinct segments of residential, commercial and industrial customers; 2) provides information to the segments based on their communication preferences; and 3) manages communications for hard to reach customer segments that achieves compliance Title VI, in order to achieve increased participation of 25% by 2020 in Utilities energy and water programs.

In 2015, City Council approved the Climate Action Plan, Energy Policy and Water Efficiency Plan with aggressive goals in achieving both energy and wate efficiency and conservation. In 2015, Utilities completed a statistically valid customer segmentation study that recognized the importance of a more focused form of market segmentation that groups consumers based on specific behavioral patterns they display when making efficiency and conservation decisions, such behaviors as spending, consumption, life style, usage and desired benefits. The position will lead the communication to support the customer segmentation study integration into all program campaigns by achieving the key messages that align with the customer segmentation study to manage how customers prefer communications that promote behavior changes in a targeted manner, and not through mass communications.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- HPG 7.1 - Provide world-class services that meet the needs of the community

7.32 ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Specialist - Unfunded

2017 - $77,485
2018 - $102,076

This offer to for one IT Systems Specialist for Maximo Data and Reporting Specialist. As Maximo is deployed throughout the different utilities, there will be a high demand for understanding what data is available and providing reports and data extracts from Maximo. One purpose of the Maximo computerized maintenance management system is to provide information to Utilities management on expected costs for future maintenance for the aging Utilities' infrastructure. Maximo version 7.6 comes with a sophisticated reporting suite of tools, Cognos. The proposed Systems Specialist will become an expert in Cognos reporting as well as an expert as to what data is available in order to support Utilities' personnel requests for information. A longer term

goal is for Utilities is to move up the Analytics Capability Maturity model to a point of providing predictive and prescriptive analytics. This role supports the Utilities in making more factually based decisions that will potentially have the effect of transforming the business. The Maximo system has capability for tracking the costs of repair and maintenance work orders and can ultimately help the Utilities project costs into the future, using analytical models. The goal is to smooth any changes in rates over time to accommodate needs for expenditures to maintain or replace infrastructure in a controlled and deliberate way. This is preferable to having more extreme cost spikes created by unanticipated failures which are more expensive. This IT Specialist would provide data through extracts and reports that would then be utilized by analysts in the Utilities to move to a more data driven model. Because Maximo is being deployed to all of the utilities (water plants and r distribution, wastewater collection, Stormwater, and Light & Power, this position will be ir high demand. Another goal is to provide self service reports, allowing users to specify some of the reporting parameters.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

9.1 Information Technology Application Services - Funded

2017 - $3,023,673

2018 - $3,092,042

This offer proposes funding for the City's Application Services Division within the IT Department. Application Services supports the various software applications the City utilizes daily. The various applications provide efficient, secure, and innovative solutions. This division is made up of six areas: geographic information services (GIS), enterprise resource planning (ERP), development tracking systems (DTS), enterprise document management, e government (eGov) and application services administration.

Application Services
Oversees and manages the City's GIS data, provides GIS data analyses, data maintenance and public facing GIS websites
Supports and maintains the City's financial management software, financial reporting systems, sales tax software and credit card processing systems
Provides support for municipal voting/election software
Provides enterprise database support
Supports organizational business intelligence systems as well as a variety of reporting applications
Provides training on a variety of applications within the organization
Maintains the City's website fcgov.com and the City's internal intranet site
Develops and maintains custom web applications such as CityDocs, the Performance Dashboard, FCTrips, OpenBook, the Development Review Proposal site and much more
Develops and maintains custom applications such as our municipal budgeting software, City wellness application, bike registry program, MyClimateWise and others
Provides application support for land management, code enforcement, planning activities and other functions for Community and Development services
Supports the City's document management system that has more than 873,000 documents available to the public dating back to 1889

Application Services and its areas provide a variety of services that support the organization's commitment to security, transparency, operational

excellence and innovation.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

9.3 ENHANCEMENT: Enterprise Document Management System and Electronic Record Search - Funded

2017 - $833,840
2018 - $103,000

Currently we have an Enterprise Document Management System (EDMS) named SIRE that manages documents and images. There are more than 2 million documents and 600 users of the current system with more than 70% of City Departments are utilizing the EDMS.

There are several critical integrations with EDMS, including CityDocs, to allow for public search of documents based on specific criteria, accounts payable GIS connection for map acquisition, integration with Larimer County to search and auto-retrieve Police documents, upload of documents based on criteria from Police Motor Vehicle Accident documents made available to insurance companies in a third-party system, retrieval of documents within Tiburon and several web sites that aggregate data for display on pages.

The vendor for the current EDMS, Hyland Software, acquired SIRE in 2012 and decided to halt development of future updates to it. Hyland has their own product, OnBase, which they are solely supporting. Therefore, the SIRE software has dependencies on older operating systems and technology that will soon be deprecated and propose security risks in the near future.

The new EDMS software will replace the deprecated software providing for a stable, supported and enhanced system that is more aligned with the organizations needs and requirements. The secondary purpose of this offer is to fund the acquisition and support of an enterprise application to provide a centralized document search tool. The need to search and retrieve documents across multiple service areas, departments and systems currently requires significant manual and inefficient retrieval efforts by numerous individuals with inconsistent and untimely results. The benefits of the application would include a reduction in the amount of manual effort involved in searches, shorter response times to fulfill both internal and external requests, and the assurance that consistent, automated search parameters are used to retrieve the discovered documents.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- HPG 7.1 - Provide world-class services that meet the needs of the community

HIGH PERFORMING GOVERNMENT

9.4 ENHANCEMENT: 1.0 FTE - ERP Systems Analyst Position - Unfunded

2017 - $108,140
2018 - $111,127

The Enterprise Resource Planning (ERP) team supports system applications in multiple departments across the City. ERP assists those departments in performing their duties and gathering business data to analyze and report providing transparency and fiscal responsibility. This 2017 2018 BFO process is maintained in a custom system application supported by this team. As the City works to centralize more services to achieve service levels and realize economies of scale, the demands on the ERP team are continually increasing.

This position would primarily, but not solely, support the tier 1 Financial Management System from JD Edwards called Enterprise One. Known as "JDE," this system houses the City's financial data, as well as personnel data, which is used by many other application systems across the City. This also supports storage and reporting of the financial and personnel data both internally and externally on sites such as the Community Dashboard and Open Book.

In addition to reporting, this position would also support the numerous data feeds of personnel and financial data, coming into and emanating from JDE when applications need to sync with the official payroll roster or General Ledger primarily.

The current ERP team often works nights and weekends in an unsustainable manner to provide the excellent level of support the City enjoys. This new position will ensures that excellent support continues, notwithstanding new demands from Finance, Human Resource, Budget and other customers..

Each new module necessitates requirements gathering, design, implementation, testing and training in addition to the support required to sustain currently installed modules and interfaces.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

9.5 ENHANCEMENT: Budget Analysis Reporting Tool (BART) Assessment and Upgrade - Funded

2017 - $300,000
2018 - $0

Funding this offer enables BART to continue supporting the Budgeting for Outcomes (BFO) process. BART is a core enterprise application administered by the City's Information Technology Department utilized across the City by anyone who contributes to the BFO process.

BART functionality, architecture, design, and code will be assessed to resolve issues and enhancements produced by the BFO Continuous Improvement process. BART is a decade old. The cost to support BART and the effort required to resolve issues and implement enhancements have risen significantly to the point that an upgrade is more cost effective than ongoing maintenance of the current system.

The cost and effort to maintain the current version of BART will increase consuming resources that would otherwise work on enhancements. Maintaining

the current system is not sustainable.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust

9.6 ENHANCEMENT: Licensing for the Business Intelligence Suite for Web Intelligence - Unfunded

2017 - $183,702
2018 - $44,038

Funding this Offer allows IT to support SAP's Business Intelligence Suite (BI Suite) reporting and analytics across all City of Fort Collins departments. The current solution, Web Intelligence (Web), is running on an older mid sized application model (Edge) that, while not yet obsolete, is no longer available making it problematic to support.

BI Suite adds functionality to provide the analytics, reporting, and visualization required by initiatives at the Enterprise level including:
(1) Services may be scaled across multiple servers and clustered for performance, business continuity, and disaster recovery; the current Edge product may only be licensed on a single server.
(2) Includes the Lumira reporting and visualization tool that can merge multiple data sources in memory for secure high performance analytics and dashboard reporting at the business user level with a drag and drop interface; IT experience not required.
(3) An unlimited number of named or concurrent licenses may be purchased; the Edge product is limited to 50 concurrent and 250 named licenses; we're currently licensed at 30/30.

The City is behind the times in data analytics and reporting employing fragmented tools and data sources. The Open City initiative will demand enhanced analytics and reporting to take transparency to the next level. Financial Planning and Administration has an analytics and reporting initiative to train 16 20 analysts across multiple City departments to report the data they mine, query and analyze. The unlimited licensing, service scalability, enhanced analytics and visual reporting in BI Suite will help ensure these efforts.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

9.7 ENHANCEMENT: Payment Card Industry (PCI) Audit - Funded

2017 - $85,000
2018 - $0

This offer proposes that the City of Fort Collins become Payment Card Industry Certified, or what is known as PCI Certification. Recent national and international breaches in credit card data highlight the importance of safe, secure credit card payment options for our customers. This certification

requires the City organization to adhere to requirements for software design, policy, procedures, and network design and security management. PCI Certification is an ongoing process that enables us to assess the organization's credit card payment operations and help us to identify vulnerabilities. This certification will ensure that as an organization we are taking every measure we can to protect credit card data and to enhance our cyber security state.

Current data states that a breach of customer information costs an organization more than $150 per record compromised. Given that the City conducts thousands of transactions per year, it is very easy to see how a breach could potentially cost the organization hundreds of thousands of dollars. Regular audits, such as the proposed PCI audit will help to ensure that the City's digital and data environment is constructed and managed appropriately, ensuring safe, secure interactions for citizens.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

9.9 ENHANCEMENT: 1.0 FTE - Systems Analyst for Open Data Portal - Second Phase Implementation - Funded

2017 - $0

2018 - $130,327

This offer will fund the implementation of the second phase of the City's Open Data Portal. The expectations for expanded transparency and improved access to data from the public necessitates that the City improve its online offerings. In order to achieve that level of transparency and access, the City funded the purchase and development of an open data portal in 2016. The initially funded request allowed the organization to contract with a vendor for a cloud hosted service and to begin the transition of existing data sets that are offered across the City's website within the new Open Data platform.

The Open Data Portal allows the City to create a platform by which the community will have direct access to the City's extensive data-sets through a variety of means, devices, and formats. This platform significantly increases the City's transparency, but also generates opportunities for collaboration anc co creation within our engaged community. Interested citizens will be empowered to access City data in almost any manner they choose, being able to search, filter, download, and even visualize on the fly. One of the most exciting aspects of the platform is the ability of external developers to be able to create apps using City data, extending the usefulness and access of the City's data resources to our community.

This offer will fund a contractual Systems Analyst that will function as the organization's Open Data Officer and as a liaison for both internal staff and the community, assisting both in the development and use of the platform. Research of the communities that have implemented successful open data programs across the country cite the staffing of this position as critical to that success and full utilization of the platform. The ultimate need is for staffing tc support anticipated future development of the Open Data Portal, which was included as a consideration in the originally funded budget request for the implementation of the platform.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

HIGH PERFORMING GOVERNMENT

10.1 Financial Programs and Services - Funded

2017 - $3,770,640
2018 - $3,869,420

Funding this offer provides continued budget for Financial Services Programs, which manage the public's money, safeguard the assets of the City organization and ensure financial integrity and transparency by providing accurate, reliable and timely services. We are proactive and analytical in our support of the organization's decision making. We provide comprehensive financial, operational and performance reporting.

This offer funds the essential financial programs and services needed inside the City. Financial Services is responsible for the accounting and financial reporting, grants compliance, sales tax, treasury, accounts payable, payroll, purchasing and budget services. Financial reporting, performance measurement and financial liaison support are also supplied by Financial Services to ensure transparency and consistency across the City. Financial Services is critical to the support of daily City operations.

Financial Services is also the advisor in financial decisions for all other service areas within the City organization, as well as the Downtown Development Authority (DDA), the Urban Renewal Authority (URA), the Poudre River Library District, Poudre Fire Authority (PFA), the General Improvement Districts (GIDs) and the Fort Collins Loveland Regional Airport. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and legacy projects (e.g., Woodward headquarters, Foothills Mall). In order to proactively assist in the development of financing solutions and transparency, as well as to maintain daily finance functions, Financial Services is actively engaged in ongoing discussions with all departments and representatives of partnering entities. Sound analytical and finance support is provided across the City ensuring an experienced financial perspective is involved in all decisions to provide world class oversight of the City's assets.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

10.2 ENHANCEMENT: 1.0 FTE - Program Performance Evaluation Analyst - Funded

2017 - $79,291
2018 - $104,202

Funding this Offer will enable the hiring of an analyst specifically assigned to Program Performance Evaluation.

The City routinely launches programs to achieve specific objectives. Historically, there has been limited review of operations to determine if the programs are continuing to meet their stated objectives. Also, there have not been reviews that prioritize various programs or determine if they should continue or not based on results.

Examples of some programs include:
1) Foothills Mall Redevelopment
2) MAX Ridership
3) Ongoing Cost vs. Benefits of City Care
4) Community Recycling Center waste diverted and carbon savings

HIGH PERFORMING GOVERNMENT

The analyst will work across the City to look at the benefits expected from various programs and projects. As part of the analysis, due diligence will be performed to assess if projects are meeting expectations. Results of the analysis include status reports, updates on changes in scope, objective refinement, and finally performance assessment. The assessment can take on many forms, but will include statistical financial measures such as: Payback, ROI, and NPV. In addition to financial measures, a qualitative subjective analysis will be performed to evaluate community and intangible benefits. Lessons learned from these analyses will be applied to future projects.

The Issue/Opportunity that has been highlighted by executive management is that the performance of programs hasn't been communicated effectively. There are questions as to if the programs accomplished their stated goals. Could funds be used to support new programs, or are there the more effective ways to achieve desired outcomes? His offer is intended to address that concern by: performing analysis, creating necessary metrics and communicating information to management to enable better decision making.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

10.4 Safety, Security & Risk Management Programs & Services - Funded

2017 - $4,795,491
2018 - $4,888,900

Funding this offer will Foster a safe culture across the organization. This includes: expertise to partner with all businesses units to prevent injuries and lower claims costs and exposures, conduct safety audits. It wills provide safety equipment such as winter walkers, prescription safety glasses and steel toe work boots. Offer a variety of safety training and resources from defensive driving to active shooter, air quality monitoring, required medical monitoring including hearing, respirator, pesticide applicators and blood borne pathogen, and lifesaving programs such as CPR and AED administration.

Insurance/Self Insurance Program Management including liability, property, auto, arts, equipment breakdown, excess workers compensation, volunteer accident, fiduciary liability, and crime, flood and flood coverage for properties located in specifically designated flood zones. The self-insurance program provides funds for the payment of self-insured deductibles ranging from $50,000 to 750,000 per claim.

Process/investigate/manage approximately 160 liability and property claims and approximately 170 workers compensation claims annually paid from the self-insurance fund. In 2015 $730,656 was paid out in property and liability claims and $1,293,626 in workers compensation claims for all open claim years. We recovered $17,620 from third party City property damage.

The offer supports regulatory requirements for Department of Transportation (DOT) and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks biannually on all drivers.

It also supports facility security including video surveillance and other security measures across the city.

A culture of safety leads to fewer injuries and a more productive and stable workforce, providing those that are injured with the best care and medical

outcomes and direct savings of dollars paid out for claims both employee and citizens.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

10.5 ENHANCEMENT: 1.0 FTE - Purchasing Buyer - Funded

2017 - $66,158
2018 - $85,683

Funding this offer will add one additional buyer to the purchasing staff.
Purchasing is currently staffed with five buyers. The staffing level was reduced from six to five buyers when the Sustainable Buyer Enhancement Offer was not renewed for the 2015/2016 budget. Because of the continued increase in volume and complexity of procurement, the current staffing level is constraining Purchasing's ability to drive efficiencies, improvements and cost reduction.
Between 2013 and 2015:
- Annual volume of Purchasing Orders (PO) increased from 7,300 to 8,245 (36 percent increase in volume of POs/buyer).
- PO expenditures increased from $240M to $274M (37 percent increase in the total annual value of POs/buyer).
- Spend per buyer increased to $55M vs $40M in 2013.
- Total volume of bids and Requests for Proposal (RFPs) managed by Purchasing increased approximately 5 percent. Annual average per buyer increasing from 17 to 21 (24 percent increase).
- More importantly the volume of RFPs increased 30 percent; the increase in volume of RFPs reflects the shift in complexity of the projects and the City's drive to select and hire the most qualified firms and vendors. The RFP process is significantly more resource intensive than the bid process, but yields better outcomes for many types of procurement.

This offer will provide Purchasing with an essential resource to drive significant strategic outcomes and benefits including:
- Deliver cost reduction with increased negotiated savings
- Develop a supplier performance management metric to drive performance improvement in direct support of the Baldrige initiative
- Modernize RFP supplier evaluation & selection process to improve vendor selection outcomes
- Support Procure to Pay (P2P) process improvement initiative to significantly improve efficiency and eliminate paper based processes
- Analyze spend with focus to increase dollars awarded to sustainable spend
- Implementation of the Dust Prevention and Control Manual in all applicable contracts

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

HIGH PERFORMING GOVERNMENT

10.6 ENHANCEMENT: Financial Planning & Analysis Organization Training - Funded 2017 - $25,000 2018 - $25,000

Funding this offer enables the financial analysts' skill set updates.

The finance workforce level of skills and business acumen requires training in tools (Excel, Webi, etc.) and business concepts to effectively provide finance analysis. The Finance Organizational Assessment report, performed by Revolution Advisors, noted the problem:

"In the Liaison Offices, the assessment uncovered a number of gaps and discrepancies….several of the individuals were spending 50% of their time on bookkeeping vs providing financial support and analysis."

"Of the skills evaluated, Excel skills had the most individuals and groups that did not or could not meet the job requirements. "

"Negative gaps were identified in 5 of the 8 Financial Coordinator Roles…Some of the Financial Coordinators were unable to communicate what types of analysis they performed or they were evaluated as performing analysis at a minimal level. Others expressed a lack of understanding of the financial analysis process involving the Monthly Operating Report (MOR) including the need for variance analysis or the application of calendarization."

A number of issues have contributed to this state including; management's low understanding of the financial analyst modern day role and value beyond transactional bookkeeping, antiquated method of operations, analysts in roles for extended periods of time without staying current with technology.

Due to the assessment, Financial Services took a more active role in assisting the greater finance organization through; a dotted line reporting relationship, updating job descriptions, supporting hiring, and developing training. Business acumen, financial concepts, Excel knowledge and accounting basics are at the heart of an analyst job description. By funding this offer, it will enable acquisition of training to specifically address the needs of our workforce, and keep our advanced analysts current.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community

10.7 ENHANCEMENT: City Procurement and Vendor Payment Modernization Program - Funded 2017 - $242,000 2018 - $153,500

Funding this offer modernizes the City's full cycle purchasing and payment processes. In many cases, City processes have not been modified since the Enterprise Resource Planning (ERP) system was implemented nearly 20 years ago. As a result, it takes, on average, 38 days from the billing date for a vendor to receive payment. Some City vendors often wait two months or more to be paid.

The City performed a Workflow Assessment Project in 2015 and 2016. Fifty six findings were identified across 4 key themes:

1) The City is not fully leveraging its existing tools and could replace manual processes and paper forms with modest enhancements to its current

software
2) Expansion in other technology capabilities would increase efficiencies and effectiveness
3) Significant variation and duplication among departments causes inefficiencies and unnecessary complexity
4) Opportunities exist to revisit or create policies to support standardization

To address the current challenges, staff identified 16 initiatives covering technology, policy and process. The full procurement cycle is in scope, starting with department requisitions for goods/services all the way through the supplier receiving payment.

Benefits include:
• Prompt and reliable payments to community businesses; workflow improvements could reduce the current payment timeline by 10 days.
• Paperless payment (ACH) adoption by vendors is approximately 50 percent. Increased ACH and wire transfers for payment decreases staff time, improves timeliness, and reduces repeat work due to lost checks.
• Standardizing the process of P-Card reconciliation may decrease reconciliation time by 30 60 minutes per cardholder. With 1,039 P-Cards in use, this represents a conservative time savings of 500 hours per month.
• Staff has limited ability to edit records in the vendor file to update information on the City's 90,000 vendors. Allowing decentralized vendor file access, with approval, may decrease the time spent updating records by 50 percent.

This Offer supports the following Strategic Objectives:
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

10.8 ENHANCEMENT: 1.0 FTE - Process Analysts supporting new Continuous Improvement Program - Funded

2017 - $137,249
2018 - $130,563

Funding this offer provides a dedicated employee to implement the City's Continuous Process Improvement (CPI) Program. This would be a systematic, Citywide approach to CPI using the Plan, Do, Check, Act (PDCA) methodology which was conceptualized by Dr. W. Edwards Deming. The CPI program would include a classified Business Process Analyst who would be a Black Belt expert in CPI and will be focused 100 percent on training other staff and leading CPI project teams. The purpose of the program is to methodically evaluate opportunities and drive process improvement that would 1) save cost, 2) improve customer service, 3) increase organizational effectiveness and/or 4) drive efficiencies. Ultimately, it is meant to improve the City's service delivery to citizens.

The 2014, feedback report from Rocky Mountain Performance Excellence acknowledged that the "City displays a cultural commitment to continuous improvement." However, one of the identified opportunities for Improvement was "Key organizational process is inconsistently deployed throughout the City." This Offer is in direct response to that feedback, and will enable the City to take the next steps in improving CPI across the City organization.

Earlier in 2014, the City's executive team adopted PDCA as the City's methodology for continuous improvement. To effectively implement PDCA across the organization, dedicated resources are required to initially lead projects but more critically to train and guide staff on the use of PDCA principles and processes. The proposed program is modeled off the City of Denver's Peak Academy which realized $8.8M of efficiencies during the years 2012 14, and

returned six times the savings on costs invested.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

10.9 ENHANCEMENT: Safety, Security & Risk Management Information System - Funded 2017 - $20,000 2018 - $30,000

The Safety, Security and Risk Management (SSRM) Department collects information regarding injuries, training, near misses, safety concerns, audits and accident investigations. Currently this information is managed in multiple systems. Itis a very manual process and has severe limitations, including the inability to track leading safety indicators.

Funding this offer allows the SSRM department to capture, manage and analyze the entire City's risk data into one system specifically designed for government application. This will improve access to data as well as consistency and quality of data, giving SSRM the ability to generate comprehensive safety reports and safety dashboards for leaders to gauge their SSRM performance at any given time.

Additional metrics and measures will be able to be developed and tracked to more accurately gauge safety performance. This will also result in labor efficiencies and allow the Risk Management Administrator to focus on recovering money associated with citizen claims.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

10.10 ENHANCEMENT: Safety, Security & Risk Management Programs - Unfunded 2017 - $248,600 2018 - $248,600

Security in the amount of $80,000 in both 2017 & 2018. In 2015 a special risk fund was established and spent for security enhancements to the most vulnerable areas of the city as gauged by a security expert hired. There was no budget established for ongoing costs (maintenance, repairs, upgrades) associated with those enhancements and no money budgeted for any additional needs around the City. In 2017/18 there will be a need for maintenance of existing and purchasing additional cameras, software upgrades, replacements and additional security infrastructure. The vulnerability of the City with regard to physical security is ever--increasing particularly in areas that interface with citizens who are under distress such as utilities, court, collecting departments, cash handling areas and areas that handle sensitive situations with employees and citizens. Workplace violence is one the leading causes of death in the workplace in the US. Prevention and protection is vital.

Cyber Insurance – We currently do not carry this. Security breaches to the City's IT infrastructure is a risk to be prepared for. Insurance coverage is fairly low cost compared to our financial vulnerability. If no insurance, the financial responsibility will be paid directly from the City. $35k is needed for 2017 & 2018

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Pollution Insurance – We currently do not carry this. Leakage from underground storage tanks and other environmental vulnerabilities is something the City should be prepared for. Insurance coverage is fairly low cost compared to our financial vulnerability. If insurance is not purchased, financial responsibility will be direct to the City. $15,000 is needed for 2017 &
$15,000 is needed for 2018

City Wide Safety Incentive Program – Currently a small portion of the City's employee population has a safety incentive program available to them. The value of a city wide program is easily justified. Prevention of just one injury would pay for funding this at $88,000 each year.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

13.1 City Clerk Administration - Funded

2017 - $771,447
2018 - $792,166

Funding this offer maintains support provided to the City Council and the entire City organization, enabling the City to provide effective local governance. The top five services included in this offer are:

Production of City Council agenda and related documents
Election management (staffing only; non personnel services include in Offer 13.2)
Boards and commissions coordination
Licensing (liquor, medical marijuana, retail marijuana)
Passport services (on behalf of U.S. Department of State)

These services, which support both internal and external customers, are mandated by state statute, City Charter, City Code, and Land Use Code (e.g., elections, liquor licensing, and marijuana licensing, legal notices).

This offer includes three business units: Administration, Boards and Commissions, and Passports.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation

HIGH PERFORMING GOVERNMENT

13.2 Elections - Funded

2017 - $257,808
2018 - $214,400

Funding this offer will facilitate the 2017 regular municipal election. By Charter, regular elections are held in April of odd-numbered years. In addition, any number of City-initiated, or citizen-initiated or referred measures, may be submitted to the voters at any time.

The April 2017 election will be conducted by mail ballot. As first done in 2013, the City will pay postage for all voted ballots returned by mail.

2018 funding is minimal to address unforeseen expenses that may occur (postage, preparation for the 2019 election, etc.).

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

13.3 ENHANCEMENT: Board and Commission Software - Unfunded

2017 - $0
2018 - $9,000

Funding this offer will allow the purchase of proprietary software to facilitate the recruitment, interviewing, selection, appointment, and management of board and commission members.

Presently, our online application is not tied to the Access database that houses all board and commission information. Once a citizen is appointed, their information is entered into the Access database. Other manual steps involved in the process include updating webpages, notifications to members and liaisons, and running reports to manage vacancies.
The proposed software will streamline the process with automatic appointment workflows, such as capturing citizen data, auto generating communications, updating webpages and monitoring terms and vacancies through a built in alert system.

IMPROVEMENTS AND EFFICIENCIES
• Presently staff enters board and commission member information three times – into the Access database, on the City's webpage, and in an Excel spreadsheet to manage appointments. With board and commission software, information is entered once and other systems are automatically updated.
• Using the dashboard function available with this software, staff will be able to ascertain "at a glance" the number of openings, expiring terms, etc. This functionality is not available in Access; this information is entered and captured manually in spreadsheets.
• With this software, the Boards and Commissions Coordinator will spend less time on manual processes and be able to spend more time recruiting individuals from under-served populations, training new members, supporting staff liaisons, etc.
• As staff becomes more familiar with the software, opportunities to increase citizen participation and engagement through technology will be explored.
• Staff will be able to present a professional product (agendas and minutes) to the citizens of Fort Collins.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

19.1 Fleet Maintenance, Fueling and Rentals - Funded

2017 - $10,386,998
2018 - $10,862,449

Funding this offer provides vehicle and equipment maintenance for nearly 2,000 City vehicles and equipment.

Fleet maintenance includes repairs, preventative maintenance, Department of Transportation (DOT) inspections, parts inventory, after hours call outs, bus cleaning, remote service calls, and after hours snow equipment maintenance.
Fueling involves the purchase of fuel. Operation of a variety of fuel sites/locations are also available (internal and external), along with a mobile fuel truck.
Fleet Rentals provides rental services for departments to check out a vehicle from the City's vehicle rental program or rent equipment from outside vendors on an as needed basis.
Administration includes purchasing, accounting, management, business strategies and license plates/titles.
This offer is fully funded by departments that utilize these services.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance

19.2 Facilities Operations - Funded

2017 - $9,187,698
2018 - $9,345,360

Funding this offer will provide building maintenance, custodial, project management, utilities, real estate and mail services for general governmental City Facilities. Non General funded facilities, alterations, renovations, project management and real estate services are all charged back to the departments that use or request that service.

2017
This offer requests $9,187,698 (Originally $9,754,227) in general fund while $2,345,000 (Originally $2,845,000) is recouped through charge backs.
The financial breakdown of this offer is:
Facility Maintenance $7,226,001 (Originally $7,816,520)
Utilities $492,094
Project Management Services $ 698,192
Real Estate Services $555,911

HIGH PERFORMING GOVERNMENT

Mail Services $215,500

2018
This offer requests $9,345,360 (Originally $9,911,887) in general fund while $2,368,000 (Originally $2,868,000) is recouped through charge backs.
The financial breakdown of this offer is:
Facility Maintenance $7,326,786 (Originally $7,893,313)
Utilities $508,800
Project Management Services $716,604
Real Estate Services $570,670
Mail Services $222,500

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

19.3 Vehicle and Equipment Replacements - New Payments - Funded

2017 - $387,362

2018 - $903,334

Funding this offer will make the principle and interest payments for vehicles and equipment purchased using lease purchase financing in 2017 and 2018 in accordance to the City's replacement policy. Funding for this offer comes from each department requesting the replacements in the form of rental payments. The following departments are included:

* Police Services
* Parks Maintenance
* Forestry
* Facilities
* Building Inspection
* Neighborhood Services
* FCTV
* Streets & Traffic

This Offer assumes the vehicle and equipment replacement Offers from those departments are funded. Any such Offer not funded in the 2017-18 would reduce the actual vehicle and equipment replacements that occur.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.1 - Provide world-class services that meet the needs of the community

19.4 Vehicle and Equipment Replacements - Existing Payments - Funded

2017 - $2,704,599
2018 - $2,311,469

Funding this offer will continue funding the payments for existing vehicles and equipment commitments. These replacements were lease purchased within the last five years in accordance with the City's replacement program.

This offer includes the replacement of cars, vans, trailers and trucks for the following departments:
* Police Services
* Parks Maintenance
* Forestry
* Facilities
* Building Inspection
* Neighborhood Services
* FCTV
* Streets & Traffic

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

19.5 ENHANCEMENT: City Facility Roof and HVAC Major Maintenance - Funded

2017 - $775,000
2018 - $0

Funding this offer will allow necessary major maintenance to be performed on City Facilities. This offer includes a re-roof at the Streets Facility and the Lincoln Center. Both of these roofs are more than 25 years old, in need of full or partial replacement, and beyond patching. In addition, the mechanical system at the Police shooting range is at the end of it's useful life and does not provide adequate ventilation.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

19.6 ENHANCEMENT: Required Building Modifications - Funded

2017 - $600,000
2018 - $600,000

Purchasing this offer will fund City facility modifications that are necessary to increase the City's compliance with legal requirements. The City has gone through a process to identify those facilities that require modification or improvement. Through this process, the City has determined that various modifications at 46 existing facilities are necessary and identified a phased approach for making improvements. The total cost of these modifications is $6.7 million. This level of investment will fund improvements over approximately 11 years.

This Offer supports the following Strategic Objectives:
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

19.7 Municipal Facility Efficiency Fund - Funded

2017 - $150,000
2018 - $150,000

Funding this offer will allow Operation Services to continue the dedicated funding pool to significantly advance the City organization's ability to implement cost-saving energy improvements. Investing in projects that demonstrate a good return on investment will save the City tax-payer dollars now, and these savings will escalate as utility rates continue to rise. Along with this offer, we expect to see rebates of $20,000 each year.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

19.8 ENHANCEMENT: Municipal Fleet Efficiency Fund - Unfunded

2017 - $100,000
2018 - $100,000

Funding this offer allows Operation Services to create a new dedicated funding pool to significantly advance the City organization's ability to implement cost saving, carbon and petroleum fuel reductions in a timely way. Investment in these projects demonstrates a good return on investment and will save the City tax payer dollars and achieve Climate Action Plan goals.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

19.9 ENHANCEMENT: Compressed Natural Gas Fueling Site - Funded

2017 - $500,000
2018 - $0

This offer provides the opportunity to construct a compressed Natural Gas (CNS) facility for City vehicles and also as a redundant system for Transfort buses. For the past two years, the City of Fort Collins and Larimer County have been working with a private company to construct a CNS site located in north Fort Collins. To date, this site has not been approved and no station has been constructed. The City has received several grants to purchase alternative fueled vehicles and, if this site is delayed any longer, we risk having vehicles that can't be fueled. We anticipate a partnership with other government agencies to build this site. It is also important to note that if another site is not constructed, and we have a catastrophic failure at the Transfort site, our fleet of buses has no good way of getting fuel.

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners

19.10 ENHANCEMENT: Access Control System Consolidation - Unfunded

2017 - $100,000
2018 - $100,000

Funding this offer will help consolidate seven separate City access control systems. The current City of Fort Collins portfolio of buildings with access control includes approximately 60 buildings, encompassing more than 800 card reader entry points. This span of buildings reports to seven differently managed databases with five different software packages. This offer will consolidate these systems under one database with the ability to have multiple administrator control, but with the ability to manage access across the entire City.

This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

HIGH PERFORMING GOVERNMENT

19.17 Facilities Vehicle and Equipment Replacements - Unfunded

2017 - $5,562
2018 - $16,982

This offer funds the City's Facilities Division replacement of four maintenance vehicles. Two vehicles are scheduled to be replaced in 2017 and two in 2018. These vehicles are being replaced in accordance to the City's vehicle and equipment replacement policy. The replacements will be smaller and more fuel efficient vehicles.

The replacement criteria are:
* Cars/Pickups/Vans – between 85,000–95,000 miles, plus physical condition and economics

This Offer supports the following Strategic Objectives:
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

19.18 Facilities Vehicle and Equipment Rental - Existing Commitments - Funded

2017 - $16,222
2018 - $10,924

Funding this offer will fund the rental costs to be paid to Fleet Services for the existing commitments for Facilities maintenance vehicles replacement prior to 2017. These replacements were purchased in the last five years in accordance with the City’s replacement program.

This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

19.23 ENHANCEMENT: Facility Maintenance for Utilities Buildings - Funded

2017 - $500,000
2018 - $500,000

This Offer funds the maintenance of an additional 135,040 square feet of Utilities buildings. These additional buildings will be on a charge-back model, whereas the Utilities Department will pay for the work that is being done. The revenue source for this additional maintenance technician will be "work for others" and not the General Fund.
The additional buildings that will be added are:
700 Wood Street
Service Center "A" - 66,344 sf
Service Center "B" - 8,238 sf
Service Center "C" - 5,546 sf
Light and Power Vehicle Storage - 4,000 sf
Water Utilities Vehicle Storage - 4,000 sf

HIGH PERFORMING GOVERNMENT

222 LaPorte Ave Utility Administration - 37,500 sf

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

22.1 City Council - Funded

2017 - $175,437

2018 - $176,416

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of our municipal government. City Councilmembers and the Mayor receive a small monthly stipend. The majority cost of this offer enables the City Council to conduct its business in accordance with the City Charter and Municipal Code, and to ensure a well managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of both formal and informal activities. In addition to preparing for and conducting ongoing weekly Council meetings and work sessions, Councilmembers represent City interests on numerous committees and boards, act as liaisons to City Boards and Commissions, and represent the City's interests at a variety of events and gatherings. As active Councilmembers they also conduct regular “Listening Sessions” where they engage with citizens and constituents.

The City Council also participates in and benefits from professional development, networking, and speaking opportunities both locally and nationally. Major conferences for Council include National League of Cities which occurs twice a year and the Colorado Municipal League which occurs annually.

Primary duties of the City Council include:

Providing the vision, direction, and guidance that drives City services and ensures the City is delivering results that citizens want at a price they are willing to pay
Analyzing and enacting policies
Adopting the City budget
Acting as hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge
Authorizing the issuance of bonds and other debt financing mechanisms
Engaging citizens in a variety of ways on numerous issues
Collaborating and partnering with organizations throughout the region, the nation and internationally

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation

HIGH PERFORMING GOVERNMENT

22.2 City Manager's Office - Funded

2017 - $2,010,886
2018 - $2,057,716

This offer provides senior executive management of the organization through the work of the City Manager and staff. The City Manager provides leadership in all areas of municipal services.

The City Manager's Office staff serve as liaisons between the City Council and City staff for requests and supporting activities in which the City Council and the City Manager are engaged. The City Manager oversees the development and implementation of the City Budget and Strategic Plan.

The Deputy Manager and two Assistant City Managers act as Service Area Directors or oversee major operational functions in addition to providing content, policy and Council support to the Manager.

Administrative staff in this offer provide support for the Mayor, six City Councilmembers and senior executives. Support includes coordinating Council materials, complex calendaring and travel arrangements, tracking and coordination of more than 700 service requests per year.

This offer includes Policy and Performance Excellence staff, a Management Intern, and a Financial Coordinator who oversees five departmental budgets.

Policy and Project staff support a variety of policy projects and the Legislative Program. Projects are often cross departmental and/or Council priorities.

The Performance Excellence program implements continuous improvement processes and focus teams to build organizational capacity.

The Management Intern Program is designed to attract and develop talented individuals with an interest in a local government management career.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation

22.4 ENHANCEMENT: Employee Engagement/Recognition Week/Ethics Hotline - Funded

2017 - $87,700
2018 - $73,000

This offer proposes three unique ways to engage, recognize, and maintain a high quality, ethical workforce.

The first program is the ongoing funding of employee recognition week activities, which for two years has allowed the organization to show appreciation for staff as well as recognize outstanding efforts around the organization through an all-employees award breakfast and dessert social. We are requesting $20,000 ongoing to fund both of these activities in addition to the promotional materials needed to inform employees. Employee recognition week has been popular since its inception and this offer will allow it to continue in future years.

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The second program proposed is the implementation of a new employee engagement survey with Blessing White. The Q14 survey, which the organization currently uses to measure employee engagement, is a custom-built survey with limited comparisons that no longer meet the organization's needs. Blessing White offers a product that will allow the organization to retain the usefulness of the Q14 results from the past several years, while providing a new and improved system to measure engagement moving forward. Some highlights of their product include:

- A comprehensive approach to evaluating the level of employee engagement
- Coaching and training to help the organization better engage
- Identification and presentation of areas of concern or focus to senior leaders
- Benchmarks with both other local government and private sector organizations
- Detailed reports at varying levels of the organization

The third aspect of this offer is a contract for service with NAVEX Global to provide the employee ethics hotline that was first implemented in 2015. This service provides employees an avenue to report perceived ethical issues or potential conflicts safely and anonymously both online and over the phone.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust

22.5 ENHANCEMENT: State Government Advocacy - Funded

2017 - $55,000

2018 - $55,000

Funding this offer will increase the City's effectiveness within the General Assembly and state agencies to be proactive on state policy issues by funding a contract lobbyist. Proactive legislative advocacy requires a constant presence in the Capitol and sustained relationships with a broad range of legislators and staff.

This offer proposes to secure an outsourced contract advocate for the City to work at the Colorado General Assembly. The advocate would work with the Policy and Project Manager and Legislative Review Committee (LRC-Councilmembers) to serve the City's needs year-round. This person or firm would:

• Act as the City's registered lobbyist
• Serve as a professional policy advisor
• Partner to develop and implement strategic advocacy

The selected advocate would be based full-time in Denver and function as the City's representative at the Capitol and among state agencies. City staff would still coordinate and direct day-to-day advocacy activities and staff the LRC. The contract advocate would be expected to attend certain events and meetings in Fort Collins and to provide regular reports to City staff and to City Council as requested.

The General Assembly has introduced over 600 bills for the last six sessions with 2015 seeing 762 bills. Of these, staff typically reviews 150-200 each

year for impact to City operations. Approximately 60-75 bills are then tracked throughout the General Assembly session due to potential impact on Fort Collins.

Retaining a state lobbyist will enhance focus on legislative priorities. Topics could include:

• Road to 2020 Implementation – promoting the City's ability to reduce emissions
• Construction defect law reform – a topic that requires state-level action
• Transportation – funding for Interstate 25, transit, trails and other infrastructure
• Urban Renewal Authority – engaging in proactive solutions to improve URA
• Water – protecting the City's portfolio while exploring conservation mechanisms

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

22.7 ENHANCEMENT: Creating an Accessible Community Program: Beyond the Americans with Disabilities Act (ADA) - Unfunded

2017 - $150,000
2018 - $0

Fort Collins has historically prioritized access to services and programs for ALL residents and visitors. This offer will fund work toward developing a revised ADA Transition Plan to continue the City's work on accessibility for the next five years. Some of this work is already complete: sidewalk inventory, building audit, bus stop prioritization; but some service areas still need analysis. This offer is for a third-party expert to review remaining physical environments (Parks/Natural Areas) and services (Recreation), recommend prioritization of needed work and offer advice on ADA-related policies and procedures.

Funding for this offer is necessary because the City's ADA required Self-Assessment (Assessment) and Transition Plan (Plan) have not been updated in some time. Revising and updating our Plan for improved accessibility will help the City identify and prioritize remaining areas for improvement.

According to the US Census Bureau, approximately 8.2% of City residents live with a significant, permanent disability. In addition, many others experience temporary and age-related barriers to mobility, vision, hearing, and cognition. We know our country's population is aging. Building an accessible community not only ensures ADA compliance, it provides our residents the opportunity to age in their homes while continuing to enjoy that "Sense of Place" so unique to Fort Collins.

Work funded by this offer will include:
- Assessment of City operations, services and programs as required by ADA
- Update of City-wide ADA Plan reflecting work already completed
- Review of existing policies and procedures related to accessibility
- Recommendation of policies for City Council consideration

HIGH PERFORMING GOVERNMENT

- Creation of a cross-functional team to review priorities, share information and training and develop best practices for communication and community involvement throughout the City

This Offer supports the following Strategic Objectives:
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

23.1 Communications and Public Involvement (CPIO) - Funded

2017 - $1,819,256

2018 - $1,854,117

This offer enables fundamental services from the Communications and Public Involvement Office (CPIO), including FCTV (formerly Cable 14) and Graphics Services. It includes management, development and implementation of a variety of communication and public engagement programs and projects to make local government more transparent and accessible. Primary services include: strategic communication planning and implementation for all City Service Areas, graphic design, video and audio production and distribution, public engagement and outreach, media relations, special events, online content at fcgov.com, employee communication and events, social media strategy and management, brand management and emergency and crisis communication.

The offer provides delivery of essential information to the community about local government services and programs, legislative action taken by local City officials, and topical and timely City- and County-related issues. It permits the City to inform the public about and cablecast public meetings, communicate City policy discussions and decisions, produce a variety of television programs of community interest, and facilitate distribution of emergency information for citizens.

The offer includes:
- Strategic public and employee communication services and public engagement strategy
- Media services, including content creation and distribution
- General audio, video and graphics equipment and supplies
- Essential personnel and technical support for the creation of a variety of print, video, online products and collateral materials
- Creative services and media production support for employee awareness and training

These services play a crucial role in public awareness and perception of the City, and enable key internal and external communication functions for the City. It also fulfills video production and distribution commitments between the City and Larimer County partners funded through Intergovernmental Agreements.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

23.3 KFCG ENHANCEMENT: Enhanced Public Engagement - Unfunded

2017 - $40,000

2018 - $40,000

This offer would significantly increase the capacity for Colorado State University (CSU) Center for Public Deliberation (CPD) staff and students to assist City staff with public engagement efforts. Over the past ten years, the CPD has helped design, facilitate, implement, and assess events on a number of City projects. This offer provides dedicated time for the CPD Director, Martín Carcasson, Ph.D., Associate Director Katie Knobloch, Ph.D., and graduate and undergraduate students in the program to work specifically on City focused projects.

The offer includes a variety of the following (as needed):

Facilitation support and data capture for events: The CPD instructs CSU undergraduate students in small group facilitation techniques and uses dedicatec class time to train them specifically on each process.

Process design and engagement consultation as needed from CPD staff: CPD will design events, host and be available to assist departments as they design public engagement events.

Reporting of data from public engagement: CPD students can assist in compiling event information. Having a third party collect information can help build trust and encourage community involvement. Dr. Knobloch specializes in survey development and analysis for both event participants and the wider public.

Assistance with convening and audience development: The CPD staff can assist by helping identify key stakeholders and by doing the ground work necessary to support more inclusive audiences.

Training workshops and webinars: CPD could develop workshops for staff and community leaders on facilitation, process design, issue analysis, or other aspects of public input.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

HIGH PERFORMING GOVERNMENT

23.4 ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media) - Funded

2017 - $30,000
2018 - $30,000

This offer provides support to Fort Collins Public Access Network (Doing Business As "FC Public Media") to expand cultural services to citizens and non-profit organizations through video production programs. Program services include training in the areas of camera operation, lighting, audio, editing and video production. Non-profit programs include coverage of local events, video production services and broadcasting of public service announcements.

As the public access channel for Fort Collins and Northern Colorado, FCPAN has offered these programs to the citizens and non-profit organizations in the city for the past 12 years. Most trainees are low to moderate income community members who cannot afford state-of-the-art video and audio equipment and require professional mentorship to complete their video or audio productions. This is also true for many of the non-profit organizations that approach use FCPAN's video services, as they operate with small budgets and would benefit greatly from matching funds for production services.

FCPAN moved to the Community Creative Center in September of 2014. The new studio and media center is where the community continues to train, produce and air local, relevant and commercial-free programs that showcase non-profit events, arts and culture in Fort Collins. 2015-2016 BFO funds enabled FCPAN to hire a part time director to expand training and production services. This offer would help to expand FCPAN's ability to financially assist and partner with the non-profit segment of the community.

Strategic objectives over the two-year period include:

• Provide no fewer than 15 local non-profits each year with matching funds for video production services for raising their mission awareness and/or local event coverage.

• Increase the number of citizen and non-profit training programs on the topics of video, audio, lighting, editing and video production by 15%.

• Live stream performances, programming and content to citizens without cable service.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities

23.6 KFCG ENHANCEMENT: Messaging and Engagement Priorities - Funded

2017 - $90,000

2018 - $90,000

This offer will fund messaging, engagement and branding support for key City projects and programs like the Climate Action Plan (CAP) and the Road to 2020 implementation plan. This offer is funded 50% by Communications and Public Involvement (CPIO) and 50% by Utilities.

Messaging, engagement and branding associated with the Road to 2020 implementation plan is a Council and City priority. The CPIO team is currently over capacity supporting existing departments and programs. This offer will provide additional resources to assist CPIO and Utilities in developing and executing branding and communication strategies and will contribute to the overall success of project implementation and public engagement.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

24.1 Sustainability Services Area Admin - Funded

2017 - $473,115

2018 - $482,457

Funding this offer will provide the resources for Sustainability Services Area (SSA) leadership and oversight. It includes the staff to direct, plan and implement policies and programs of City Council related to sustainability in Environmental Services, Economic Health and Social Sustainability. Leadership will facilitate interdepartmental work to advance Triple Bottom Line initiatives within the organization, and for City Council and the community.

Sustainability Administration

- Establishes strategic direction and operations for SSA.
- Oversees effective implementation of sustainability initiatives, programs and policies of the City.
- Ensures financial analysis of programs, budget development, compliance and management of the Service Area.
- Assists in developing and managing performance metrics of the Service Area.
- Develops systems for monitoring and managing programs related to quality performance of SSA.
- Advocates for programs and activities that advance economic, environmental and social health.

HIGH PERFORMING GOVERNMENT

- Oversees and establishes strategic direction on public communication about sustainability issues and programs including marketing, web development, social media, Council presentations, other presentations, Service Area Requests, etc.
- Assists in developing, implementing and promoting Executive Lead Team programs and policies.
- Oversees specific multi-departmental coordination of priority projects, such as the Climate Action Plan and Diversity, Equity and Inclusion, as directed by City Manager's Office.

This offer includes 1.0 FTE for the Chief Sustainability Officer (CSO), 1.0 FTE Administrative Support for the CSO, 0.5 FTE Financial Coordinator and 1.0 FTE Financial Analyst for the entire Service Area. In addition, this offer funds support for the Futures Committee and participation in the Colorado Communities for Climate Action coalition, as well as time-tracking software for the entire Service Area. It also includes hourly support for the Web Portal.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

24.2 ENHANCEMENT: 1.0 FTE Sustainability Integration and Impact & Program Incidentals - Unfunded

2017 - $228,423
2018 - $190,729

Funding this offer will enable the Sustainability Services Area (SSA) to more fully integrate and better evaluate the impact of the Triple Bottom Line (TBL) through Sustainability Integration and Impact Management (SIIM). As the newest Service Area tasked with actualizing the community vision for sustainability to balance economic, social and environmental values, SSA will employ Integration and Impact Management to ensure that the City is effectively using resources to support the intended impacts on sustainability goals, often through a co creation model.

The Worldwatch Institute stated, "For sustainability to have any meaning, it must be tied to clear and rigorous definitions, metrics, and mileage markers." Fort Collins has some of the most ambitious sustainability goals in the nation. The keys to achieving those long range goals are 1) an integrated approach to implementation that leverages public and private sector resources for maximum impact and 2) establishment of metrics for data driven program evaluation, investments, decision making and adaptive management. Impact assessment focuses on identifying the areas where the City can make the greatest difference. The relevant metrics are collected, utilized and communicated to support continuous improvement. Sustainability metrics also play a critical role in telling the story of how the City's TBL approach improves the community's overall wellbeing and sense of place.

If the City is to fully integrate TBL into core internal operations and external services, the impact assessment must inform integration opportunities between the Departments of Economic Health, Social Sustainability, and Environmental Services, as well as with other City Departments and triple helix partners in the community. With strategic direction from the Chief Sustainability Officer, the SIIM program will develop joint TBL partnerships, projects and policies that advance the community's sustainability goals.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

40.1 PDT Administration - Funded

2017 - $1,035,485
2018 - $1,061,392

This offer funds the Office of the Director of Planning, Development and Transportation (PDT), including the Director, Deputy Director, and Executive Administrative Assistant. This offer also reflects the addition of 6.0 FTE personnel costs for PDT's Financial Coordination Team. The Financial Team has reported to the Deputy Director for over eight years, but their costs are just now being moved to PDT Administration. The PDT Service Unit is comprised of seven departments, including Community Development and Neighborhood Services, Engineering, Streets, Traffic Operations, Transfort/Parking Services, and FC Moves (Transportation Planning). PDT has more than 327 employees and a total budget of more than $53 million. PDT Administration leads the operations of all community planning functions, the Development Review Center, and transportation related functions including transit, capital construction, traffic operations, parking services, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in Plan Fort Collins as well as Strategic Outcomes in Economic Health, Safe Community, Neighborhood Livability, and Transportation Outcome Areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration
- Provides administrative leadership, direction and coordination to seven PDT departments
- Provides PDT's internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in citywide efforts such as employee engagement, performance measurement, performance excellence and culture of safety

This Offer supports the following Strategic Objectives:
- HPG 7.1 - Provide world-class services that meet the needs of the community
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

40.2 ENHANCEMENT: FC Trips 2.0/21st Century Communications - Unfunded

2017 - $75,000
2018 - $0

This offer proposes to identify, develop, and implement 21st century technical communications tools that provide the community better, more accurate information regarding PDT projects and programs, as well as traveler information about congestion, construction zones, preferred route options, and

multi-modal connections. This will be a collaborative effort between PDT Administration and Traffic Operations, FC Moves, Streets, Information Technology (IT) and Communication and Public Involvement (CPIO) staff.

FC Trip (www.fcgov.com/fctrip/) is the City's web-based information site providing basic traveler information regarding current and planned roadway construction and maintenance projects. First developed in 2002 by Traffic Operations, it was originally envisioned as a real-time tool to report on arterial road congestion and provide camera views of key roads/intersections. Over time, the site was expanded to include information about road construction and maintenance projects. While the site provides access to a great deal of information, it is not user friendly especially for today's mobile device demands. It also is not regularly updated, so information can be dated and/or inaccurate. While full of potential, the site currently does not meet the needs or provide the services desired by the community for easy, accurate traveler information.

This offer proposes technical consulting services to inventory existing online traveler information tools (e.g. Google Maps, Waze), and identify steps necessary to integrate Fort Collins data to create easy to use, effective tool. Fort Collins staff will subsequently build, implement and maintain this web-based service. Marketing and promotion of the site will be provided by CPIO staff.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

41.2 Special Event Coordinator - Funded

2017 - $108,688

2018 - $111,339

This offer funds a dedicated 1.0 FTE Special Event Coordinator (SEC) for the City and requests a slight increase of funds from '15 '16 levels to right size the program's annual operating budget.

The SEC position was created in the 2015 2016 Budget to facilitate and coordinate special event permit work by City staff in various departments, while also acting as a central point of contact for event producers, citizens, businesses, and City staff seeking information or guidance about the special events occurring each year in the city. The position was hired as the City's first Special Event Coordinator on July 20, 2015.

Over 220 events with an estimated attendance of 378,500 received event permits from the City in 2015. Festivals and cultural events have become an important element of Fort Collins' identity, economy and culture. However, these events do have impacts, both positive and negative, on the neighborhoods, businesses, and City facilities in which they are held.

The mission of the Special Event Coordinator program is to encourage the continued presence and growth of festivals and events in our community, while providing an efficient, effective permit process to insure the health and safety of the public and reduce adverse impacts on neighborhoods, businesses and public spaces.

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When this position was originally created and approved, it was placed in the Police Services Department. The assumption was that adequate resources for administrative and operating support existed within the Police Services staff and budget. The position was then moved into PDT Administration, where those resources necessary for successful program implementation are not available. Rather than add additional administrative FTE, this offer proposes use of seasonal, hourly interns to help fill this need, while providing a learning ground for students interested in event coordination and management.

The following deliverables have been identified as primary goals for the SEC program in 2016 2018

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems

41.3 ENHANCEMENT: Special Event Permit On-line Application Software - Unfunded 2017 - $27,500 2018 - $27,500

This offer funds an on-line Special Event Permit (SEP) program for the City of Fort Collins. Streamlining and automating the SEP application process is a high priority deliverable for the Special Event Coordinator program.

Over 220 events received special event permits from the City in 2015. The current SEP application process is cumbersome and inefficient for both City staff and event producers. Inefficiencies in the current permit process include:

•Event and festival organizers must submit to the City three to seven multiple page paper forms, depending on the complexity of the event, for every even they present each year.
•There is frequent duplication of requested information on these forms.
•For annual events, these multiple paper applications forms must be filled out repeatedly each year.
•City staff must scan submitted paper applications and forward them to numerous City departments for review.
•Despite best efforts, details can be overlooked and effective communication between all stakeholders can be challenging.

A single access electronic SEP system will simplify the application process for both event producers and City staff. Automating the permit system will reduce the amount of staff time required to receive and process applications. The City of Fort Collins is lagging behind other agencies in Northern Colorado, including Larimer County, the City of Loveland and the Town of Estes Park, who have been processing their SEPs through an on-line application developed and maintained by Larimer County for several years.

Discussions were held with the City’s IT Department regarding in-house development of a customized electronic special event permit application. It was determined that the IT department is not organized for custom development and it was requested that a third-party vendor be located for the on-line application. Several other options for an on-line SEP application have been explored and are described under Additional Information.

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This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

42.1 HR Core and Learning & Organizational Development - Funded

2017 - $2,325,104

2018 - $2,370,802

Funding this offer will continue core transactional, operational and strategic Human Resources (HR) and Learning & Organizational Development (LOD) services and programs. Inclusions are: Recruitment & Staffing, Employee Compensation and Total Rewards, Administrative Services, Employee Records, HR Technology Systems Management, Employee Performance Management, Learning & Organizational Development, Employee Engagement and Retention, Policy Development & Management, Legal & Employee Relations, Succession & Workforce Planning, Workforce Analytics, and Collective Bargaining.

Specifically, HR focuses on attracting, engaging and retaining talent; developing and administering competitive, market-based compensation and employee reward programs; managing risk and legal liabilities; leveraging technology to enhance processes, automate workflow and metric reporting; creating a competency based Talent Management System as a framework for defining career paths, job families, pay bands, and benchmarking. LOD exists to drive performance of the City, by aligning, supporting and training employees so they can deliver on the organization's priorities. Programs include: new hires onboarding; personal and professional skills development; leadership development (Lead 1.0 – Lead 4.0 with a reduced level of programming); train and support supervisors and managers; career exploration; team building and performance support; coaching and mentoring; and driving organizational initiatives such as Ethics, Quarterly Performance Alignment (QPA), Q14, etc.

The City's ability to constantly adjust to dynamic conditions - legal, social, environmental, and political - is shared by HR and LOD for the purpose of supporting internal and external customers with navigating these conditions and ensuring the organization is delivering the commitments outlined in the strategic plan.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

42.3 Benefits and Wellness - Funded

2017 - $30,002,793

2018 - $32,403,330

Funding this offer will provide a comprehensive array of health and wellness benefits, and the administration of these benefits, to employees and family members. As part of the City's total reward strategy, the Benefits and Wellness Program provides employees a well-balanced and market based choice

of insurance plans: medical, dental, vision, life, accidental death, short and long term disability, family medical leave, flexible spending accounts, employee assistance program, and retirement plans. Additionally, this offer includes funding for the Employee Wellness Program and Employee Health & Wellness Center CityCare.
The Wellness Program is a comprehensive program designed to improve health and well being, reduce medical claims costs, and increase employee engagement. Components of the program are designed to reduce safety and health risk factors, reduce healthcare and workers' compensation costs and improve overall health. The Well Days Incentive Program is offered to educate, guide and empower employees to make lifestyle choices that reduce the risk of illness and injury, and is designed to target and improve the most prevalent health risk factors identified through health risk assessments and healthcare claims data.

CityCare The Employee Health & Wellness Center provides convenient, high quality care for members of the City's medical plan in the areas of: preventative, primary, acute and urgent care; annual examinations/screenings; immunizations; prescription drugs; disease management services; coaching and counseling.

Benefits and Wellness Administration focuses on the following: ensuring programs and services provided by the City to City employees and other entities follow all regulatory requirements, health risk reduction, health coaching and disease management to elicit sustainable behavior change and the reduction of healthcare cost trends. Gathering evidence based wellness research and validating with program outcome data.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

42.5 KFCG: Volunteer Services - Funded

2017 - $161,450
2018 - $161,450

Funding this offer will continue to support a Citywide Volunteer Program. Volunteers provide a significant resource to the City: 11,000 volunteers contributed 170,000 hours in 2015: equivalent to the time of 85 FTEs. This offer will support the existing Volunteer Services program in Human Resources.

A Volunteer Program Manager has been coordinating the program’s efforts since July 2015. Going forward, the program will continue to fund Citywide:
• Volunteer recognition events and materials, tied to National Volunteer Week and a Volunteer Recognition Event
• Recruitment campaigns and materials
• Orientations, trainings and meetings, both for volunteers and staff coordinating volunteers
• Central office for community members and City departments to contact about placement, metrics, database customer service, background checks, policy/legal/risk management questions, etc.
• Volunteer Database Operations & Maintenance fees to track metrics, perform key processes, and eliminate redundancies
• Consultation for new programs and improving existing programs
• Consistent messaging and communication across the City and in the community

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• National Days of Service
The 2015 Feedback Report from the Malcolm Baldrige Award reviewers included opportunities for improvement around many aspects of volunteer management including:
• Recruitment, retention, engagement and recognition
• Communicating key processes, mission/vision and strategic priorities
• Assessing capability, capacity, recruitment, placement, work accomplishment and workforce change management
• Measurement of volunteer impact and strategy for improving community engagement

This Offer supports the following Strategic Objectives:
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

42.6 ENHANCEMENT: Job Architecture and Enhanced Career Management Programs - Funded 2017 - $300,000 2018 - $250,000

Funding this Offer will complete Phase 2 of the Job Architecture implementation, design and implement enhanced Career Management programs, and add an additional Compensation Analyst position to resource the ongoing management of these programs and services.

Per Objective 7.3 of the City Strategic Plan, the City is working to improve core Human Resource Systems and develop a total rewards system, which is an approach that clarifies both the value of the total employment package at the City, as well as the expectations of employees working for the City. The Total Rewards vision is that every employee perceives the City of Fort Collins as a great place to work and to be known as the employer of choice to attract, retain, engage, develop and reward employees. Employee attraction and retention is becoming increasingly important; in 2015, the City's turnover rate was 11.2%, an increase of approximately 50% over previous years, and exceeding our target rate of 8%.

In 2014, the City completed a Compensation & Career Progression Study which identified a need to make some significant adjustments to the City's compensation system, job description and analysis structure, and performance management process. This offer seeks to complete the multi-year project in partnership with a consultant who will:
- Complete Job Architecture Design
- Complete Job Leveling Guides
- Create Horizontal and Vertical Career Paths
- Implement streamlined Job Evaluation Process
- Market Analysis and Pricing
- Implement Incentive Pay Program
- Design Job Rotation Program
- Design Career Mentor Program
- Build Career Development Guides

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

42.7 ENHANCEMENT: 1.0 FTE - Recruitment Specialist - Talent Acquisition - Recruitment and Staffing - Unfunded

2017 - $75,751
2018 - $84,372

Funding this offer will provide additional recruitment and staffing support which is needed to address increased employee turnover, higher demand for recruitment services, and challenges attracting qualified talent for City jobs. The employee (1.0 FTE) added as part of this offer will work to centralize recruitment activities currently placed with hiring managers, and to improve results and satisfaction.

The City is finding it increasingly difficult to attract and retain talent needed to provide community services. City employee turnover exceeded the 8% target reaching 11.2% in 2015. This upward trend is anticipated to continue with national turnover predicted to grow to 23%. While retirements are contributing to the uptick in City separations (1/3 of 2015 total separations), employees who resigned accounted for 56% of the total. In 2015, the City posted 241 positions compared to 194 in 2014 and processed nearly twice the number of applications (19,162). Average days to fill positions rose from 53 in 2014 to 84 in 2015.
The City introduced new applicant tracking software Cornerstone on Demand (CSOD) in 2014.

A decentralized model which requires hiring supervisors to screen applicants online and track candidates using the system is used. Results from the 2015 Internal Services Satisfaction Survey, show that Recruitment scores remain far below the 85% target for Timeliness and Quality (58% and 61% respectively) and comments indicate that some hiring supervisors are finding it difficult or time consuming to use the system to screen applicants and manage their hiring process. Most employers using CSOD have HR staff screen for minimum qualifications and actively support the entire recruitment life cycle (vacancy to hire).

Additional recruitment staff will offload work currently being done by departments, address increasing demands for service, improve quality, assist with employee on-boarding and bolster the City's ability to attract and hire qualified talent.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

42.8 ENHANCEMENT: 1.0 FTE - Human Resources Partner - Funded

2017 - $90,847
2018 - $102,791

Funding this offer adds resources (1.0 FTE) to support demand for HR Business Partner (Partner) services to Departments & Service Areas. An HR Partner is an advisor to managers on HR related issues, a change agent, employee champion, and a facilitator to align people with org strategy. The level of service currently provided by Partners is inconsistent due in part to the size, breadth and complexity of the organization and volume of demands. Two

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Partners provide service to 2,334 employees in 36 Service Units/Departments.

Partners lack capacity to cover the varied needs of this organization. Significant service gaps exist in some areas. Others receive more, but in these cases, demand still far exceeds capacity. Departments receive very limited strategic HR support; service is often reactive and provided only to those customers who request assistance or who have obvious needs.

Approximately 80% of total Partner time is spent providing operational support (employee issue management, coaching, discipline, performance improvement, grievances/appeals). Unmet strategic needs include developing proactive talent management processes; creating systematic methods for assessing workforce capacity/capability; facilitating individual and team development; and supporting key organization initiatives such as diversity, workforce and succession planning, onboarding; and upward performance feedback. With limited Partner availability, managers and employees are left without resources to help them understand options or know who can address their needs. This lack of coordination causes confusion and frustration, negatively impacting efficiency and effectiveness. This is reflected in Internal Services Survey results for Partner services Quality= 66% and Timeliness = 70%; both higher than benchmarks, but well below the City's 85% target. Funding this offer will add capacity to address inconsistency in service and free up Partners to support key projects and play a more strategic role.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

42.9 ENHANCEMENT: HR Technology - Workforce Planning - Unfunded

2017 - $0

2018 - $73,350

Funding this Offer will provide HR Technology enhancements to support Strategic Objective 7.3 and address workforce planning.

This Offer will fund the SUCCESSION module implementation in 2018. This module optimizes the City's ability to identify and proactively address workforce planning issues and opportunities before they occur by developing succession plans, mapping out development paths, creating organizational charts that reflect the current structure and modeling potential changes, and creating talent grids (i.e. 9 box) to visualize performance information.

Human Resources seeks to continue the investment in FC Career Connect as the City's Unified Talent Management technology platform. A Unified Talent Management technology platform supports an organization's Talent Management Strategy by integrating workforce processes (recruiting, performance, learning, succession planning) using a common competency structure and supports key talent management processes designed to attract, develop, manage, engage and retain employees. FC Career Connect supports the City's efforts to source, recruit and on-board top talent, develop employees throughout their careers, effectively engage employees, improve business execution, and cultivate future leaders.

FC Career Connect unified talent management roadmap:
- 2014: Recruitment / Applicant Tracking implementation
- 2015: Recruitment / Applicant Tracking enhancements

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- 2016: Learning Management implementation
- 2016 / 2017: Performance Management implementation
- 2018: Succession planning implementation

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

42.10 KFCG ENHANCEMENT: Volunteer Database Adjustments - Unfunded

2017 - $57,500

2018 - $0

Funding this offer will upgrade the Citywide Volunteer Database Engage to meet the business needs of the volunteer programs in the City organization. If funded, Volunteers will gain the ability to:

• Attach documents to a volunteer application/profile
• View scheduling conflicts
• Perform advanced searches
• View “checklist” items on their profile
• Sign up for a waitlist

Administrators will gain the ability to:

• Enter a “hire” or “termination” dates
• Track training hours
• Send text messages
• Run duplicate user reports
• Add a date received field to checklist items
• Turn off the feature that allows volunteers to create a profile
• Add new events from the admin calendar
• Create custom feedback forms
• Manually enter feedback

Currently, there is no central place for volunteers to manage their profile, sign up for volunteer opportunities, or log their hours. Squarei Technologies, the local company that developed NatureTracker for the City of Fort Collins Natural Areas Department in 2013, was chosen as the Citywide Volunteer Database as the result of a competitive RFP process. The system, named Engage, will be deployed fall 2016.

However, through the procurement process, the evaluation team discovered that none of the bidders were able to meet all of our requirements listed on the RFP. After department collaboration it was determined that enhancements to the RFP are needed. The list of changes above, if funded, will happen in phases between 2017 and 2018.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

42.11 ENHANCEMENT: Web-Based Learning Library - Unfunded

2017 - $21,000
2018 - $21,000

Funding this offer will upgrade the number of personal, professional and technological web based courses available through FC Career Connect, the City's talent management system.

Beginning in June, employees will have access to 30 personal/professional and 10 desktop courses in a course package entitled, Gold Plus. The upgrade will enable employees to access 90 personal/professional and 20 desktop courses, in a course package entitled, Platinum Plus. The course sponsor is SkillSoft.

In the 2015 2016 BFO Offer, the City's integrated and unified talent management system was described and purchased. A module of the Cornerstone platform was a Learning Management System. A feature of the Learning Management System is an embedded library of personal, professional and desktop web based courses. These courses are available to employees 24/7 – on demand.

In 2014, the web based library was budgeted in a range of $25,000 to $35,000. Costs include a one time implementation fee, access to the course library and an annual fee for the technical integration between platforms to bookmark, score, and upload data. Today, this budget range is too low to purchase and deploy the desired web based library. The current cost for the Gold Plus library is $37,800 and the Platinum Plus is $59,400.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

42.12 ENHANCEMENT: Leadership Development - Maintain Level of Service - Funded

2017 - $100,000
2018 - $100,000

Funding this offer will restore and maintain key components of the City's Leadership Development programs e.g., Lead 1.0 – Lead 4.0, for the 359 leaders in the organization including supervisors, mid-level managers and executives.

Leadership development expenses have increased since the program's inception in 2011. Expenses associated with business coaching, 360 Assessments, self-discovery assessments e.g., DiSC and EQ, trainers, travel expenses, and course materials e.g., workbooks and books have increased. Additionally, the number of participants has gone up and the program design has shifted to include additional coaching.

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All of the Lead programs have produced significant return on investment (ROI). For Lead 1.0, of the 58 graduates, 26% have been promoted; 3% are acting in a leadership role; 14% have received a change in classification or JAQ; and 9% left the City to pursue their passions. Essentially, 50% of the graduates have experienced an impact to their careers. Reviewing Lead 3.0, three individuals were promoted, 93% stated their coach help them meet their objectives, 85% reported doings things differently in a way that better supports the City's goals due to the program; 46% requested more coaching hours, and participants reported $116,700 savings as a result of doing things differently. The ROI result was, for every dollar spent on the program, the return was $1.57.

These restored dollars will enable Learning & Organizational Development to maintain leadership development in 2017-2018 with an emphasis on supervisors and mid-level managers.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community

57.1 Information Technology Infrastructure Services - Funded

2017 - $4,402,846

2018 - $4,544,289

This offer will fund the maintenance, ongoing operations and regular equipment replacement cycles for the City's Information Technology Infrastructure. This includes comparable replacements for Networking, Wireless, Servers, Data Storage and Mobile devices

The vital service and maintenance contracts funded by this offer give us fast access to failed component replacements and technical support. Ongoing support and licensing contracts funded by this offer help us keep systems up to date, supported, patched and secure, while also funding the ongoing support relationships with the creators of the software and operating systems we use to manage and monitor the City's technical systems.

This offer funds telecommunications contracts that connect us with the larger world. It funds professional services that help us build and maintain critical voice and networking systems.

This offer funds the staff that builds and maintains the City's Information Technology. These teams are:

Client Services – Providers of software license management, HelpDesk, PC builds and replacements, desktop support and mobile device support.

Data Management – Providers of server support, email support, data storage support and directory & data access control.

NetComm – Providers of network design, network support, network and internet security and voice system support.

Finally, this offer funds technical training and travel for staff that keeps teams on top of industry standards, best practices and new advances.

All 3 teams provide technical support to more than 2,500 City employees, City agencies, City Council, City residents, F.C. Utilities, F.C. Police Services, Poudre Fire Authority, Poudre River Library District, F.C. Housing Authority, FCTV and others.

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This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

57.3 Information Technology Infrastructure - Funded

2017 - $2,497,897

2018 - $1,415,768

This offer will fund ongoing Infrastructure replacements, but these are unique in both nature and scale, so we have elected to call these out separately from 57.1 - Infrastructure Services - Base Services Offer. Some components within this offer will also be impacted by our Enhancement offers, and we will reference these individually.

Microsoft Office & Email: This offer funds the licensing and hardware costs that would facilitate the in-house upgrades of Microsoft Office and Microsoft Exchange (the City's email platform) in 2017. Microsoft periodically issues new versions of Office & Exchange, and because Outlook is a part of the Microsoft Office suite (and the end-user application for email) organizations commonly upgrade both fairly close together. It is important to keep the City current on its versions to maintain ongoing support and security because Microsoft also ends support for old versions of Exchange and Office.

PC and Laptop Replacements: This offer funds the replacement of ~ 600 PCs per year in 2017-18. This offer also includes several hourly/contractual positions to help us build the replacements, and funds to cover existing leased PCs that have not come up for replacement. The City decided in BFO 2015-16 to adopt a 4-year replacement cycle for PCs, and to purchase rather than lease. 600 PCs is a higher number than previously stated in 2015-16 because implementing the 4 year cycle requires some catching-up.

Voice Services: This offer funds the replacement of a large number of network/voice switches, because the City's VoIP (Voice over IP) implementation is now older than the life of a network switch (7 years). Replacing our older voice systems will also involve a significant protocol change (TDM to SIP), and a large version-jump (8.6 to 11.5). This offer includes significant Professional Services to guide us successfully through the architecture changes and technical transition.

This Offer supports the following Strategic Objectives:
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community

57.4 ENHANCEMENT: Microsoft Office 365 - Funded

2017 - ($495,212)

2018 - $420,147

This offer would fund the transition to Microsoft Office 365: a state of the art cloud based service directly from Microsoft that might just revolutionize the

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way the City works. With Office 365, employees will be able to use Microsoft Office applications (and their email, and their "home" drive) from anywhere. People won't need to Virtual Private Network (VPN) into the City network then connect via remote desktop to their office PC anymore: employee applications and data can be accessed from anywhere, from any device, whether that's a tablet, a phone, or any computer

Office 365 also offers access to Skype for Business (video chat), an enterprise Sharepoint implementation, and the Yammer corporate social network. E discovery is included as well: if there is a Colorado Open Records Act request, the results can be requested directly from Microsoft. As long as the City uses Office 365, it will never need to pay for another costly and time consuming upgrade to the new software version. The latest version will be available: patched, secured, and ready for use.

If funded in 2017, the City would avoid ongoing infrastructure costs of approximately $1.02M that are due in 2017. Although the cost of Office 365 is approximately $525,000 for 2017, it would be net savings of $495,000 to the City for the system in 2017. The costs avoided over the next six years are significant as the 6 year cost forecast reflecting the true cost of Office 365 to the organization is as follows:

Total cost for Office 365 over the next 6 years:	$2.85M
Costs avoided by Office 365 over the next 6 years:	$2.46M
Net hard costs for Office 365 over the next 6 years:	$381K

Projecting costs and savings out 30 years, Office 365 costs approximately $7.4M. Running all of the same services in house will cost the City $14.6M, or twice the cost of Office 365.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

57.5 ENHANCEMENT: 1.0 FTE - IT Network Engineer - Unfunded

2017 - $108,140
2018 - $111,127

This offer will fund the addition of a much needed FTE resource for the NetComm team.

Over each of the last 4 years, an average of 14 substantial City projects was delayed to the following year due to resource constraints on the NetComm team. 15 of these projects were delayed by multiple years (these being ongoing maintenance or IT due diligence projects).

Estimated effort on projects delayed from 2013 was 2,014 hours.
Estimated effort on projects delayed from 2014 was 1,422 hours.
Estimated effort on projects delayed from 2014 was 2,082 hours.
Estimated effort on projects delayed from 2015 is 2,417.

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The average here is 1,984 hours spent each year catching up on demand from the previous year. That is 99% of one full time employee's hours, and these are just estimates. Comparing estimates to actual hours worked on these projects, actual hours worked are on average 63% higher than early estimates of effort.

NetComm has been outsourcing work to Global Technology Resources, Inc. every year for a number of years now.

A comparable engineer from GTRI at the contracted rate of $140.85 per hour (Engineer 3), 2,080 hours of work would cost the City $292,968.00. Salary plus benefits for this employee would cost the City $102,636.00.

Creating this position would save the City $190,332.00 each year on outsourcing costs.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

57.7 ENHANCEMENT: 1.0 FTE - PC Hardware/Software Specialist - Unfunded

2017 - $74,003

2018 - $76,135

Funding this offer will add one (1) additional full time technical specialist to the Client Services Build Team. This team provides for all City PC and peripheral hardware (desktops, laptops, tablets, mobile devices, specialized systems) replacements from build to deployment and ongoing support. This team is also responsible for work on projects for other departments that include the research, purchase, and management of PC hardware. This team currently has two full time classified employees, one full time contractual employee, and one full time hourly employee for a total of four employees.

With a PC refreshment schedule of four years, there is a requirement to replace approximately 600 units. Based on previous data and ongoing departmental projects, this team has been unable to meet the required replacements needed to maintain a four year cycle, not even a five year cycle. This will eventually put the City far behind in replacing systems, ultimately decreasing user productivity and increasing maintenance costs. With a purchase cycle of four years, this will decrease the warranty available on units kept "in store" (on the shelf waiting to be built).

In 2015 this team managed to replace, rebuild, deploy reuse systems, and build new systems for new employees at a total of 749 units, while replacemen units only numbered 332. The replacement required for 2015 was 550 units; this left 218 units carried into 2016 with an additional 550 units for a total of 768 replacements to be completed.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

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57.8 ENHANCEMENT: 0.5 FTE - PC Hardware/Software Specialist - Unfunded

2017 - $42,108
2018 - $43,401

Funding this offer will increase the existing 0.5 FTE PC Hardware/Software Specialist position for Client Services Software Compliance from a half time (.5) employee to one (1) full time employee.

Software Compliance is a team comprised of one part time employee and one full time hourly employee. This team provides for all research, purchases, audits, maintenance of software licensing for thousands of software packages and several versions of each. These employees are involved in providing software for departmental projects as well as individual requests. With the increased demand on the support team for hardware, the requirement for software expands.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

58.1 Information Technology Administration Services - Funded

2017 - $507,904
2018 - $520,023

This offer will fund the departmental management and the executive oversight functions for the City's collective Information Technology (IT) programs. This includes IT governance, project portfolio management, financial management, communications, change management and administrative support for the IT department. This administrative section provides the general oversight and management of the Applications and Infrastructure divisions of the IT department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Library District, Fort Collins Housing Authority, Poudre Fire Authority, and others).

The IT Department coordinates the governance of the City's technology portfolio through the use of a number of program and departmental steering committees and core team committees that serve to align business and enterprise priorities and strategies. Executive oversight on major initiatives is accomplished through the implementation of an IT Executive Steering Committee, which is comprised of a majority of the City's Executive Lead Team.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

HIGH PERFORMING GOVERNMENT

58.2 ENHANCEMENT: Managed Print Services - Funded

2017 - $50,000
2018 - $50,000

This enhancement offer will fund years two and three of a five year contract with Professional Document Solutions (PDS) to provide managed print services (MPS) to the organization. The benefits of managed print services include improved customer service, a standard printer/copier fleet, reliable anc timely support and a reduction in the number of standalone, non networked printers. By contracting with a single vendor, PDS/Xerox, the city is able to control costs for devices and consumables; reduce support complexity (vendor, make, model, and drivers); streamline the consumable replacement process and reduce administrative oversight.

Prior to implementing this solution, Departmental purchase of printers and support agreements were not centralized, not uniformly managed and not standards driven. Individual printers were purchased and installed without maintenance or support contracts. While the cost for individual printers is fairly low, the cost for supplies (toner, etc.) and per page cost for printing was fairly high.

Year one of the five year Contract was funded by IT for 2016, but ongoing funding will be necessary for the remaining four years. Services covered through this offer include support and consumables for networked printers across the organization, monthly reporting by device on the number of copies and cost per copy (b/w, color) and on going consultation to ensure our printer fleet addresses the organization's waste reduction and efficiency goals and the needs of the employees. What's not included in this offer: purchase/ lease cost and service contracts and consumables for copiers (different from printers).

This offer simply aggregates all of the costs that will be incurred by departments to pay for their individual printer support needs into a single payer scenario, eliminating the need for the processing of individual payments by departments, divisions, and programs.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

58.3 ENHANCEMENT: IT Office Space Reconfiguration - Unfunded

2017 - $0
2018 - $260,000

This offer will fund office cube reconfiguration to add 4-6 new work cubes in the Information Technology (IT) Department. While IT staff is primarily housed at the 215 N Mason site, we do have staff members at City Hall West, Streets, Police Services, 117 N Mason/Utility Customer Service, and at the 700 Wood Street/Utilities locations. When these staff members have to be at 215 N Mason for any period of time, they don't have any place to sit down and work. Their only current option is to look for an empty conference or meeting room which is not always available for their use.

This remodel would create the additional flex space for our staff, free up the meeting/conference rooms for their intended purpose, and allow for future expansion of staff. The funding would cover the cost for additional cubicle walls and counters, 20 floor boxes, electric work, data work, flooring, and project management as well as the contractual labor to install the cubicles and counters. Total projected costs were estimated by Operation Services to be $260,000 in one-time monies.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

62.1 General Legal Services - Funded

2017 - $2,205,273

2018 - $2,278,475

Funding this Offer will enable the City Attorney's Office (CAO) to maintain the level and quality of service necessary to support the expanding needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a fast paced and rapidly changing environment and requires extensive research, writing and negotiation as well as creativity and a thorough understanding of the City's priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs in the course of its operations. Each year, the CAO researches, develops and writes hundreds of City Code changes, ordinances and resolutions for consideration by City staff and the City Council. The array of other legal documents prepared and reviewed by the CAO is vast, and required significant expertise and attention to detail and to the interests of the City.

Third, the CAO represents the City in all legal proceedings. This includes overseeing dozens of civil actions and handling a heavy caseload in Municipal Court. With ongoing evolution in the system of criminal and civil enforcement of the City Code, this role has continued to grow and change.

Finally, the attorneys of the CAO attend all meetings of the City Council, and the meetings of a wide variety of Council committees, City boards and commissions, and other City bodies.

These responsibilities call for a work force with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that the objectives of the City Council and City staff are met.

The cost of CAO operations compares favorably to both the cost of legal offices of other peer cities along the Front Range and the cost of outside legal counsel.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation

HIGH PERFORMING GOVERNMENT

62.2 ENHANCEMENT 0.75 FTE - Enhanced Legal Services - Funded

2017 - $86,860
2018 - $89,195

Funding this Offer will enable the City Attorney's Office (CAO) to add attorney resources in order to maintain the level of legal services desired and expected for the City organization. The Offer funds a .75 FTE attorney (to add to an existing .25 FTE vacancy). These additional resources were initially requested as part of Enhancement Offer 75.7 (Neighborhood Livability – Code Compliance), which in part drives the need for these resources.

The CAO has continued to experience increasing demand for legal services and for enhanced delivery of those services. These increasing demands and expectations result from:
Identifiable increases in current activity, staffing and workload volumes throughout the City organization (as described in ongoing Budgeting for Outcomes Offers); and
New proceedings and offenses requiring prosecution resources, and increased emphasis on effective enforcement and sentencing alternatives to address Safe Community and Neighborhood Livability issues;
Changes in the way regulations, projects and programs are developed and processed in the organization; and
Necessary organizational changes within the CAO to create new supervisory responsibilities, reducing the number of direct reports to the City Attorney, have created internal resource demands that affect overall capacity within the CAO.

Offers for enhancements to the organization's services beyond those currently provided (such as Offer 75.7) further increase the need to supplement CAO attorney staffing.

In some circumstances, legal services needs may be satisfactorily met through the use of outside legal counsel. However, the hourly cost of outside counsel is substantially more than the calculated hourly cost of the CAO (based on 2016 figures, the hourly cost of the CAO is 2/5 the average hourly cos for the City's outside counsel, and 2/3 the hourly cost of the City's least costly outside counsel.)(See performance measure – comparison chart).

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes

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BUDGETING, ACCOUNTING & FUNDS

AUTHORIZATION TO SPEND - Council approves expenditures by appropriation ordinances, including those from fund balances. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available.

BUDGET BASIS -The basis or principle used for budgeting is the same as that used for accounting, with a few exceptions, and varies according to the fund type.

Governmental Funds use the *modified-accrual basis of accounting*. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary and Fiduciary Funds use the *full accrual basis of accounting*. Revenues are recognized when they are earned and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual based accounting debt proceeds are recorded as liabilities rather than a revenue (funding source). For these reasons a reconciliation and adjustment is made on these fund statements to show the difference between the budgetary basis and the accounting basis. Examples of the these funds are Light & Power, Water, Wastewater, Storm Drainage, Golf, all the internal service funds, and the pension retirement fund.

BUDGET TYPES – Budgets are either *lapsing* or *non-lapsing*. Lapsing budgets are annual budgets used for operating and maintenance activities and make up the vast majority of appropriations. Non-lapsing budgets are authorized for the length of a capital project or the term of a grant.

FUND ACCOUNTING - Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is treated as a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account and a savings account. Revenues are deposited into the checking account and are used to pay for operations and other ongoing activities throughout the year. Any excess of revenues over expenditures are placed in a savings account at year end. The savings is called fund balance and can be restricted, committed or assigned for a specified purpose.

FUND TYPES - The City of Fort Collins utilizes several types of funds: General Fund, Special Revenue and Debt Service Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds.

The *General Fund* is the largest fund and includes such services as Police; Planning, Development and Transportation; Parks and Natural Resources; Facility Operations and Maintenance; Financial; Executive, Legal and Judicial; and Human Resources. The General Fund also makes significant contributions several other funds such as Recreation, Cultural Services, Cemeteries, Transportation and Transit (the City's bus system, Transfort).

Special Revenue and *Debt Service Funds* each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or

BUDGETING, ACCOUNTING & FUNDS

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Special Revenue and *Debt Service Funds* each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or

resolution. Examples of Special Revenue Funds are Cultural Services and Facilities, Cemeteries, Recreation, Transit, and Transportation. The Debt Service Funds are used for payments on the City's long-term debt.

Enterprise Funds are self-supporting through user fees. Light and Power, Water, Wastewater, and Stormwater Utilities, and the Golf Fund are classified as Enterprise Funds. The accounting for enterprise funds is similar to private sector business accounting.

Internal Service Funds provide support to other City departments. Included in this category are: the Benefits Fund; the Equipment Fund which supports the city fleet and vehicle maintenance; Data & Communications Fund which supports the City telephone and computer systems; the Self Insurance Fund for city liability insurance, and the Utility Customer Service and Administration Fund which provides management, support services, and customer services for the four utility funds. Internal Service Funds are self-supported by charges and transfers from the various funds that use their services.

The City's governmental Capital Projects are accounted for in the Capital Projects Fund, Conservation Trust Fund, and Neighborhood Parkland Fund. Note that these funds do not account for capital projects related to the Enterprise Funds. Operation and maintenance costs associated with each capital project are budgeted separately in an operating fund.

LEGAL LEVEL OF CONTROL – Spending against lapsing budgets is legally capped at the fund level. Although departments cannot move lapsing appropriations between funds, they can move budget between Service Areas and Departments within a fund. Spending for capital projects and grants is capped at the authorized non-lapsing budget. Council must approve, by ordinance, moving appropriations from one capital project or grant to another. They must also approve moving appropriations between lapsing to non-lapsing budgets.

NET CITY BUDGET - Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of *transfers* between funds and *internal service fund charges*. Because each fund is a separate entity, Council must appropriate the expenditure in the fund transferring the funds and must appropriate the funds in the receiving fund. Simply put, revenues and expenditures between City funds are accounted for twice and occasionally three times in arriving at total appropriations of the City. For this reason, the total appropriated and authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. The Net City budget is arrived at by excluding the transfers and internal service fund activity.

GENERAL FUND - 100
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	FORECAST 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$60,684,309**	**$73,971,671**	**$72,400,765**	**$70,546,527**	**$64,311,965**
Revenues					
Taxes	101,405,160	106,377,268	107,205,337	113,869,906	113,781,081
Licenses and Permits	4,366,908	3,635,063	3,235,900	3,592,509	3,698,338
Fines and Forfeitures	2,536,019	2,774,131	2,426,158	2,127,000	2,227,000
Intergovernmental	11,117,029	12,479,082	11,976,637	13,936,752	12,078,552
Charges for Service	9,182,619	9,209,344	8,807,526	9,240,938	9,465,667
Earnings on Investments	1,334,537	997,317	723,934	1,124,914	1,291,350
Miscellaneous	1,319,957	1,985,591	1,189,807	1,030,135	816,855
Total Revenues	**$131,262,230**	**$137,457,795**	**$135,565,299**	**$144,922,154**	**$143,358,843**
Other Financing Sources					
Other Financing Sources	1,337,102	161,042	0	0	0
Transfers In	1,382,469	419,247	1,005,314	627,874	625,220
Total Other Financing Sources	**$2,719,571**	**$580,289**	**$1,005,314**	**$627,874**	**$625,220**
Total Revenues & Other Financing Sources	**$133,981,800**	**$138,038,084**	**$136,570,613**	**$145,550,028**	**$143,984,063**
Expenditures					
Investigations	5,612,693	5,691,876	5,956,614	5,891,313	6,065,093
Police Information Services	7,210,209	6,834,254	7,484,349	10,837,843	7,686,437
Patrol	17,595,856	17,976,023	18,930,628	20,492,571	21,037,979
Office of the Chief	2,523,517	2,632,938	2,126,918	3,962,007	2,724,683
Economic Health Office	1,863,356	3,786,444	1,278,543	1,313,812	1,298,364
Social Sustainability	1,202,171	1,186,723	2,516,976	1,132,591	1,144,117
Environmental Services	1,230,719	1,449,588	2,330,414	1,738,943	1,770,209
Sustainability Services Admin	420,199	349,561	401,335	418,115	427,457
Finance Administration	1,000,360	1,033,434	1,010,409	1,045,762	1,092,901
Accounting and Treasury	1,203,874	1,171,150	1,281,635	1,747,287	1,698,396
Budget	402,209	418,951	463,895	584,382	588,699
Purchasing	454,433	518,439	541,354	607,590	641,247
Sales Tax	664,337	746,580	617,044	667,397	685,810
Non Departmental	1,708,624	1,883,662	1,559,586	1,855,396	1,900,196
Information Technology	0	0	0	0	0
Comm. & Public Involvement	1,178,710	1,580,196	1,834,696	1,805,707	1,840,041
Human Resources	1,802,362	2,076,031	2,957,150	2,815,951	2,823,593
Operation Services	9,354,615	10,667,112	11,211,261	13,544,379	12,989,364
Community Services Admin	330,897	313,665	355,719	289,315	297,749
Cultural Services	885,218	1,023,977	1,266,448	1,208,402	1,182,111
Parks	8,552,550	8,785,898	9,961,903	10,811,130	11,384,834
Natural Areas	50,665	131,185	352,639	88,691	90,667
City Clerk's Office	653,858	986,939	820,189	1,029,255	1,006,566
PDT Administration	475,537	516,232	606,578	2,192,073	2,220,576
Comm Dev & Neighborhood Svcs	6,223,798	6,308,450	7,189,279	8,679,399	8,692,133
FC Moves	0	4,869	286,131	0	0
City Attorney's Office	1,718,164	2,036,430	2,243,541	2,292,133	2,367,670
City Council	137,721	162,050	143,727	159,437	160,416
City Manager's Office	2,735,475	2,974,272	2,922,756	3,051,406	3,042,726
Municipal Court	606,714	688,187	704,993	846,025	857,652
Poudre Fire Authority	17,682,145	19,383,092	20,556,908	24,012,449	25,009,640
Total Expenditures	**$95,480,984**	**$103,318,209**	**$109,913,618**	**$125,120,761**	**$122,727,326**
Other Financing Uses					
Debt & Other Uses	122,192	1,315,797	52,537	9,517	9,517
Transfers Out	25,091,262	34,974,983	28,458,696	26,654,312	25,627,179
Total Other Financing Uses	**$25,213,454**	**$36,290,780**	**$28,511,233**	**$26,663,829**	**$25,636,696**
Total Expenditures & Other Financing Uses	**$120,694,438**	**$139,608,989**	**$138,424,851**	**$151,784,590**	**$148,364,022**
Net Change in Fund Balance	**$13,287,362**	**($1,570,906)**	**($1,854,238)**	**($6,234,562)**	**($4,379,959)**
Ending Fund Balance	**$73,971,671**	**$72,400,765**	**$70,546,527**	**$64,311,965**	**$59,932,006**

GENERAL FUND - 100
RESERVES PROJECTION

	ACTUAL 2014	ACTUAL 2015	PROJECTED 2016	BUDGET 2017	BUDGET 2018
Fund Balance					
Non-Spendable Advances	5,322,732	5,183,472	5,034,986	4,882,399	4,720,111
Non-Spendable Inventories	2,896,665	1,837,894	1,837,894	1,837,894	1,837,894
Non-Spendable Notes/Loans Receivable	125,200	174,538	174,538	174,538	174,538
NOT Available for Appropriation	**$8,344,598**	**$7,195,905**	**$7,047,418**	**$6,894,832**	**$6,732,543**
Restricted Lodging Taxes	469,710	440,822	398,150	256,000	256,000
Restricted Fiscal Agent	236,578	10,682	12,203	13,000	14,000
Restricted for Emergencies	6,332,732	6,441,360	6,500,000	6,600,000	6,700,000
Restricted Police Programs	1,815,800	1,293,703	1,461,920	1,087,137	1,030,000
Restricted Economic Rebates	5,217,737	3,310,789	3,383,667	1,769,894	624,859
Restricted Donations	531,229	555,051	457,551	495,000	465,000
Restricted Bonds	2,272,000	2,272,000	2,272,000	2,272,000	2,272,000
Committed but Available	**$16,875,786**	**$14,324,406**	**$14,485,490**	**$12,493,031**	**$11,361,859**
Designated for Encumbrances	4,928,284	3,308,724	3,500,000	3,500,000	3,500,000
Police Department Seizure	94,363	0	0	0	0
Lincoln Street Improvem	3,000,000	0	0	0	0
Police Training Fac Des	1,000,000	1,000,000	1,000,000	0	0
Transit Bus Replacement	500,000	500,000	500,000	500,000	500,000
Police CAD System	500,000	500,000	500,000	0	0
Southridge Golf Irrigation	500,000	500,000	500,000	500,000	500,000
Lincoln Neighborhood Imp	291,000	0	0	0	0
Foothills Activity Center	400,000	0	0	0	0
On-Street Pay Parking Meters	750,000	750,000	750,000	750,000	750,000
Projects Committed in the 2015-16 Budget	9,297,322	5,203,685	0	0	0
Recession Contingency	0	4,400,000	4,400,000	4,400,000	4,400,000
Camera Radar	801,855	812,111	1,056,111	331,088	234,475
Affordable Housing	246,259	236,639	264,639	275,000	280,000
Waste Innovation Program	96,838	179,024	139,024	190,000	200,000
Mfg Use Tax Rebates	465,000	2,301,000	2,301,000	450,000	450,000
Assigned Fund Balance	**$22,870,921**	**$19,691,183**	**$14,910,774**	**$10,896,088**	**$10,814,475**
Unassigned Fund Balance	**$25,880,365**	**$31,189,272**	**$34,102,845**	**$34,028,014**	**$31,023,129**
Total Fund Balance	**$73,971,671**	**$72,400,765**	**$70,546,527**	**$64,311,965**	**$59,932,006**
Policy Minimum					
60 Day Policy	20,916,231	22,673,069	25,297,432	25,803,380	26,319,448
Assigned Fund Balance	22,870,921	19,691,183	14,910,774	10,896,088	10,814,475
Unassigned Fund Balance	25,880,365	31,189,272	34,102,845	34,028,014	31,023,129
Total	**$48,751,287**	**$50,880,455**	**$49,013,619**	**$44,924,102**	**$41,837,604**
Above / (Below) Minimum	**$27,835,056**	**$28,207,386**	**$23,716,187**	**$19,120,722**	**$15,518,156**

CAPITAL EXPANSION FUND - 250
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$18,821,251**	**$21,816,743**	**$22,923,588**	**$14,114,627**	**$18,697,969**
Revenues					
Fees-General Government	991,667	804,109	360,000	820,512	370,800
Fees-Public Safety	1,081,938	813,854	490,000	838,547	523,700
Fees-Cult., Park, Rec, Nat. A.	1,764,914	1,413,616	1,800,000	1,950,000	2,100,000
Other Charges for Service	97,735	79,600	80,000	82,400	84,872
Interest Revenue	217,694	220,203	70,000	265,368	314,510
Other Earnings on Investments	88,560	66,299	66,299	66,299	35,000
Total Revenues	**$4,242,507**	**$3,397,680**	**$2,866,299**	**$4,023,126**	**$3,428,882**
Other Financing Sources					
Proceeds of Debt Issuance	0	0	0	1,251,970	150,000
Total Other Financing Sources	**$0**	**$0**	**$0**	**$1,251,970**	**$150,000**
Total Revenues & Other Financing Sources	**$4,242,507**	**$3,397,680**	**$2,866,299**	**$5,275,096**	**$3,578,882**
Expenditures					
Fire Capital Expansion	234,354	247,208	234,354	234,354	234,355
Capital Expansion-General	0	24,879	0	0	0
Police Capital Expansion	0	7,313	0	0	0
Community Parkland Capital Exp	858	1,335	0	0	0
Total Expenditures	**$235,212**	**$280,735**	**$234,354**	**$234,354**	**$234,355**
Other Financing Uses					
Transfers Out	1,011,804	2,010,099	11,440,907	2,017,400	459,472
Total Other Financing Uses	**$1,011,804**	**$2,010,099**	**$11,440,907**	**$2,017,400**	**$459,472**
Total Expenditures & Other Financing Uses	**$1,247,016**	**$2,290,834**	**$11,675,261**	**$2,251,754**	**$693,827**
Net Change in Fund Balance	**$2,995,491**	**$1,106,847**	**($8,808,962)**	**$3,023,342**	**$2,885,055**
Ending Fund Balance	**$21,816,743**	**$22,923,588**	**$14,114,627**	**$17,137,969**	**$20,023,024**

Frozen Appropriations not included in this Fund Statement

SALES & USE TAX FUND - 251
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$2,457,443**	**$4,330,052**	**$3,735,255**	**$4,092,622**	**$4,092,622**
Revenues					
Sales & Use Tax	15,583,970	16,152,355	8,208,306	8,749,594	8,425,213
Interest Revenue	34,548	28,644	6,887	26,084	30,915
Other Miscellaneous	302	544	0	0	0
Total Revenues	**$15,618,820**	**$16,181,543**	**$8,215,193**	**$8,775,678**	**$8,456,128**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$15,618,820**	**$16,181,543**	**$8,215,193**	**$8,775,678**	**$8,456,128**
Expenditures					
Governmental Services	744,000	742,000	0	0	0
Internal Admin Services	649	53	0	0	0
Total Expenditures	**$744,649**	**$742,053**	**$0**	**$0**	**$0**
Other Financing Uses					
Transfers to Funds	13,001,562	16,034,288	7,857,825	8,775,678	8,456,128
Total Other Financing Uses	**$13,001,562**	**$16,034,288**	**$7,857,825**	**$8,775,678**	**$8,456,128**
Total Expenditures & Other Financing Uses	**$13,746,211**	**$16,776,341**	**$7,857,825**	**$8,775,678**	**$8,456,128**
Net Change in Fund Balance	**$1,872,609**	**($594,798)**	**$357,368**	**$0**	**$0**
Ending Fund Balance	**$4,330,052**	**$3,735,255**	**$4,092,622**	**$4,092,622**	**$4,092,622**

Frozen Appropriations not included in this Fund Statement

KEEP FORT COLLINS GREAT FUND - 254
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$12,800,226**	**$14,873,041**	**$16,830,090**	**$14,337,994**	**$9,450,563**
Revenues					
Taxes	25,884,971	26,669,408	27,908,260	26,326,347	26,989,894
Earnings on Investments	188,442	160,374	143,516	192,487	228,133
Total Revenues	**$26,073,413**	**$26,829,782**	**$28,051,776**	**$26,518,834**	**$27,218,027**
Other Financing Sources					
Other Financing Sources	34,464	0	0	0	0
Total Other Financing Sources	**$34,464**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$26,107,877**	**$26,829,782**	**$28,051,776**	**$26,518,834**	**$27,218,027**
Expenditures					
Salaries & Wages	4,857,549	4,826,246	5,457,105	5,825,484	6,405,185
Benefits	1,115,277	1,257,442	1,526,081	1,642,259	1,673,563
Other Personnel Costs	6	2,331	(183,625)	(95,792)	(95,792)
Professional & Technical	1,580,074	1,219,592	1,204,172	1,719,503	1,837,719
Governmental Services	2,929,928	2,703,534	3,375,426	2,901,185	2,955,605
Other Prof & Tech Services	396,259	1,173,096	1,038,546	1,397,448	1,073,588
Utility Services	14,401	14,853	137,418	139,222	180,769
Cleaning Services	5,385	5,430	54,510	66,299	66,605
Repair & Maintenance Services	6,073,474	6,467,726	3,204,643	5,153,945	5,030,783
Rental Services	9,870	21,767	305,070	153,827	160,508
Construction Services	571,628	234,305	4,635,145	4,666,745	4,744,501
Other Property Services	0	0	0	8,000	8,000
Insurance	0	400	16,596	0	0
Communication Services	26,933	24,146	58,941	61,962	61,654
Internal Admin Services	192,341	2,310	1,892	3,237	3,390
Employee Travel	45,851	59,572	82,650	90,533	90,923
Other Purchased Services	116,628	82,292	111,221	136,969	136,696
Vehicle & Equipment Supplies	75,176	152,427	388,210	378,348	407,529
Land & Building Maint Supplies	47,311	88,157	84,880	144,215	134,621
Infrastructure Maint Supplies	924,786	909,995	1,763,840	1,506,100	1,506,100
Utility Supplies	86,280	51,425	0	0	0
Office & Related Supplies	136,830	62,813	181,039	76,123	72,459
Health & Safety Supplies	25,521	3,015	11,104	13,924	14,097
Chemical Supplies	3,184	266	4,000	5,000	5,000
Other Supplies	510,058	386,314	516,589	698,061	929,118
Land	9,600	3,866	278,978	0	0
Buildings	0	48,714	51,275	0	0
Infrastructure	1,902,398	2,295,282	2,016,416	2,214,558	1,970,925
Improvements Other Than Bldg	409,694	747,493	983,600	634,000	609,500
Vehicles & Equipment	411,633	766,884	1,442,738	559,678	522,888
Other Capital Outlay	486,553	89,779	441,127	290,000	290,000
Rebates & Incentives	0	0	6,000	6,000	6,000
Grants	605,327	627,187	980,761	924,432	800,582
Other	0	0	(20,865)	27,000	27,000
Total Expenditures	**$23,569,956**	**$24,328,658**	**$30,155,481**	**$31,348,265**	**$31,629,516**
Other Financing Uses					
Debt Service	462,997	510,548	358,721	37,500	37,500
Transfers to Funds	2,110	33,527	29,669	20,500	22,500
Total Other Financing Uses	**$465,107**	**$544,075**	**$388,390**	**$58,000**	**$60,000**
Total Expenditures & Other Financing Uses	**$24,035,063**	**$24,872,733**	**$30,543,871**	**$31,406,265**	**$31,689,516**
Net Change in Fund Balance	**$2,072,815**	**$1,957,048**	**($2,492,095)**	**($4,887,431)**	**($4,471,489)**
Ending Fund Balance	**$14,873,041**	**$16,830,090**	**$14,337,994**	**$9,450,563**	**$4,979,074**

Frozen Appropriations not included in this Fund Statement

COMMUNITY CAPITAL IMPROVEMENT - 255
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$0**	**$0**	**$0**	**$1,228,303**	**$669,596**
Revenues					
Taxes	0	0	8,208,303	8,746,293	8,428,514
Earnings on Investments	0	0	0	0	0
Total Revenues	**$0**	**$0**	**$8,208,303**	**$8,746,293**	**$8,428,514**
Total Revenues & Other Financing Sources	**$0**	**$0**	**$8,208,303**	**$8,746,293**	**$8,428,514**
Expenditures					
Capital Outlay	0	0	200,000	250,000	250,000
Total Expenditures	**$0**	**$0**	**$200,000**	**$250,000**	**$250,000**
Other Financing Uses					
Transfers Out	0	0	6,780,000	9,055,000	5,686,000
Total Other Financing Uses	**$0**	**$0**	**$6,780,000**	**$9,055,000**	**$5,686,000**
Total Expenditures & Other Financing Uses	**$0**	**$0**	**$6,980,000**	**$9,305,000**	**$5,936,000**
Net Change in Fund Balance	**$0**	**$0**	**$1,228,303**	**($558,707)**	**$2,492,514**
Ending Fund Balance	**$0**	**$0**	**$1,228,303**	**$669,596**	**$3,162,110**

Frozen Appropriations not included in this Fund Statement

NEIGHBORHOOD PARKLAND FUND - 270
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$5,565,544**	**$7,118,742**	**$8,357,718**	**$8,675,308**	**$6,974,621**
Revenues					
Fees-Cult., Park, Rec, Nat. A.	2,111,871	1,711,054	1,850,000	1,400,000	1,330,000
Interest Revenue	65,615	90,673	68,003	110,851	131,379
Rents	3,300	0	0	0	0
Other Miscellaneous	5,998	70,364	0	0	0
Total Revenues	**$2,186,784**	**$1,872,092**	**$1,918,003**	**$1,510,851**	**$1,461,379**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$2,186,784**	**$1,872,092**	**$1,918,003**	**$1,510,851**	**$1,461,379**
Expenditures					
Waters Way Park	27,735	7,238	0	0	0
New Site Acquisition	7,406	157,448	300,000	0	0
New Park Site Development	44,586	21,042	328,124	0	0
English Ranch Community Garden	0	39,566	76	0	0
Lake Canal Neighborhood Park	0	5,286	5,300	0	0
Waters Way Repairs	0	0	42,500	0	0
9-11 Memorial Project	0	0	20,000	0	0
Lee Martinez Park Addition	144,532	13,801	0	0	0
Registry Park	41,661	0	0	0	0
Romero	0	(1,845)	0	0	0
Staley Neighborhood Park	2,059	0	0	0	0
Maple Hill Park	298	3,229	0	0	0
Trailhead Park	0	1,517	297,000	767,000	0
Side Hill Neighborhood Park	4,500	0	0	1,835,000	428,000
Bacon School Neighborhood Park	9,220	5	0	0	0
Parkland & Administration Cost	337,710	365,239	479,247	586,668	601,179
Total Expenditures	**$619,706**	**$612,526**	**$1,582,247**	**$3,188,668**	**$1,029,179**
Other Financing Uses					
Transfers Out	13,880	20,590	18,166	22,870	26,507
Total Other Financing Uses	**$13,880**	**$20,590**	**$18,166**	**$22,870**	**$26,507**
Total Expenditures & Other Financing Uses	**$633,586**	**$633,116**	**$1,600,413**	**$3,211,538**	**$1,055,686**
Net Change in Fund Balance	**$1,553,198**	**$1,238,976**	**$317,590**	**($1,700,687)**	**$405,693**
Ending Fund Balance	**$7,118,742**	**$8,357,718**	**$8,675,308**	**$6,974,621**	**$7,380,314**

Frozen Appropriations not included in this Fund Statement

CONSERVATION TRUST FUND - 271
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$1,931,157**	**$1,743,507**	**$2,007,268**	**$2,007,268**	**$1,920,908**
Revenues					
Capital Grants/Contributions	1,432,885	1,464,481	1,450,000	1,450,000	1,450,000
Interest Revenue	23,035	20,196	20,234	23,933	28,365
Total Revenues	**$1,455,921**	**$1,484,677**	**$1,470,234**	**$1,473,933**	**$1,478,365**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$1,455,921**	**$1,484,677**	**$1,470,234**	**$1,473,933**	**$1,478,365**
Expenditures					
Trail Acquisition/Development	251,507	863,256	(96,311)	1,326,000	1,069,000
Trees Along the Trails	0	0	30,000	0	0
Longview Corridor Trail	0	2,839	36,300	0	0
Fossil Crk Trl Undrps @ BNSF	0	0	1,033,253	0	0
Power Trl Crossing @ Keenland	0	0	31,196	0	0
Rendezvous Trail	0	3,613	3,613	0	0
N Shields Brdg & Trailhead Imp	0	22,305	22,305	0	0
Poudre Trl Rvr Bank Rpr	0	30,000	30,000	0	0
Zephyr Trail at Kechter Farms	0	0	86,421	0	0
Fossil Creek Trail	288,237	19,584	0	0	0
Tri-City Trails	63,083	0	0	0	0
Hughes Stadium Disc Golf Cours	467	1,277	0	0	0
Administration	284,106	253,480	268,028	210,804	216,568
Total Expenditures	**$887,400**	**$1,196,356**	**$1,444,805**	**$1,536,804**	**$1,285,568**
Other Financing Uses					
Transfers Out	756,171	24,560	25,429	23,489	14,581
Total Other Financing Uses	**$756,171**	**$24,560**	**$25,429**	**$23,489**	**$14,581**
Total Expenditures & Other Financing Uses	**$1,643,571**	**$1,220,916**	**$1,470,234**	**$1,560,293**	**$1,300,149**
Net Change in Fund Balance	**($187,650)**	**$263,762**	**$0**	**($86,360)**	**$178,216**
Ending Fund Balance	**$1,743,507**	**$2,007,268**	**$2,007,268**	**$1,920,908**	**$2,099,124**

Frozen Appropriations not included in this Fund Statement

NATURAL AREAS FUND - 272
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$10,109,898**	**$12,098,502**	**$13,452,454**	**$2,982,487**	**$3,348,944**
Revenues					
Intergovernmental	4,252,825	4,665,447	3,995,692	4,000,000	4,100,000
Charges for Service	31,633	52,696	28,000	35,000	35,000
Earnings on Investments	149,595	149,076	111,344	181,458	215,061
Miscellaneous	615,636	209,106	85,000	95,000	95,000
Total Revenues	**$5,049,689**	**$5,076,324**	**$4,220,036**	**$4,311,458**	**$4,445,061**
Other Financing Sources					
Other Financing Sources	4,830	25,350	0	0	0
Transfers In	6,998,255	8,388,144	7,688,825	8,775,678	8,456,128
Total Other Financing Sources	**$7,003,085**	**$8,413,494**	**$7,688,825**	**$8,775,678**	**$8,456,128**
Total Revenues & Other Financing Sources	**$12,052,774**	**$13,489,818**	**$11,908,861**	**$13,087,136**	**$12,901,189**
Expenditures					
NA Land Conservation	805,888	4,045,903	11,269,218	3,744,319	3,258,746
NA Enforcement	650,083	771,744	720,212	770,149	788,862
NA Education	528,753	687,253	534,156	558,121	570,476
NA Program Management	682,768	662,089	747,152	865,376	884,630
NA Resource Management	2,399,336	2,058,754	3,198,709	1,997,919	1,770,531
NA Public Improvements	1,911,401	1,833,196	2,852,318	1,713,913	1,815,857
NA Facility Operations	234,903	246,914	420,155	473,705	1,594,446
NA Land Management	394,654	536,741	651,611	690,761	653,920
Total Expenditures	**$7,607,786**	**$10,842,595**	**$20,393,531**	**$10,814,263**	**$11,337,468**
Other Financing Uses					
Transfers Out	2,456,384	1,293,270	1,985,297	1,906,416	2,702,452
Total Other Financing Uses	**$2,456,384**	**$1,293,270**	**$1,985,297**	**$1,906,416**	**$2,702,452**
Total Expenditures & Other Financing Uses	**$10,064,170**	**$12,135,865**	**$22,378,828**	**$12,720,679**	**$14,039,920**
Net Change in Fund Balance	**$1,988,604**	**$1,353,953**	**($10,469,967)**	**$366,457**	**($1,138,731)**
Ending Fund Balance	**$12,098,502**	**$13,452,454**	**$2,982,487**	**$3,348,944**	**$2,210,213**

Frozen Appropriations not included in this Fund Statement

CULTURAL SERVICES FUND - 273
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$2,470,585**	**$1,739,324**	**$1,929,392**	**$1,742,005**	**$1,664,500**
Revenues					
Intergovernmental	12,000	17,050	0	0	0
Charges for Service	2,360,804	1,999,987	2,715,350	2,586,100	2,616,000
Earnings on Investments	40,406	30,329	26,979	36,381	43,118
Miscellaneous	93,060	71,138	25,000	35,000	35,000
Total Revenues	**$2,506,270**	**$2,118,504**	**$2,767,329**	**$2,657,481**	**$2,694,118**
Other Financing Sources					
Transfers In	1,090,408	1,295,490	1,206,581	1,257,066	1,213,784
Total Other Financing Sources	**$1,090,408**	**$1,295,490**	**$1,206,581**	**$1,257,066**	**$1,213,784**
Total Revenues & Other Financing Sources	**$3,596,678**	**$3,413,994**	**$3,973,910**	**$3,914,547**	**$3,907,902**
Expenditures					
Personnel Services	1,461,131	1,492,769	1,681,782	1,673,754	1,723,350
Purchased Prof & Tech Services	1,059,785	957,537	1,306,550	1,238,599	1,249,614
Purchased Property Services	69,636	67,244	88,221	101,458	102,408
Other Purchased Services	384,291	320,558	428,712	445,337	452,310
Supplies	258,750	184,155	420,988	348,631	343,694
Capital Outlay	68,926	200,899	212,971	123,593	453,468
Other	5,625	766	22,075	44,655	32,447
Total Expenditures	**$3,308,145**	**$3,223,926**	**$4,161,299**	**$3,976,027**	**$4,357,291**
Other Financing Uses					
Transfers Out	1,019,793	0	0	16,025	16,353
Total Other Financing Uses	**$1,019,793**	**$0**	**$0**	**$16,025**	**$16,353**
Total Expenditures & Other Financing Uses	**$4,327,938**	**$3,223,926**	**$4,161,299**	**$3,992,052**	**$4,373,644**
Net Change in Fund Balance	**($731,260)**	**$190,068**	**($187,388)**	**($77,505)**	**($465,742)**
Ending Fund Balance	**$1,739,324**	**$1,929,392**	**$1,742,005**	**$1,664,500**	**$1,198,758**

RECREATION FUND - 274
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$2,493,905**	**$2,550,069**	**$2,951,267**	**$2,002,378**	**$1,667,438**
Revenues					
Operating Grants/Contributions	99,976	85,615	15,000	0	0
Fees-Cult., Park, Rec, Nat. A.	5,347,909	5,858,220	5,494,290	5,954,885	6,130,033
Interest Revenue	34,022	37,899	31,425	45,627	54,077
Rents	123,975	105,889	101,577	140,600	140,600
Contributions & Donations	27,055	424,178	4,250	12,500	12,500
Sale of Property	45	2,150	0	0	0
Non Operating	1,369	92	0	0	0
Other Miscellaneous	8,181	10,239	10,000	8,000	8,000
Total Revenues	**$5,642,532**	**$6,524,281**	**$5,656,542**	**$6,161,612**	**$6,345,210**
Other Financing Sources					
Other Financing Sources	415	0	0	0	0
Transfers from Funds	896,480	939,126	970,935	641,344	634,312
Total Other Financing Sources	**$896,895**	**$939,126**	**$970,935**	**$641,344**	**$634,312**
Total Revenues & Other Financing Sources	**$6,539,427**	**$7,463,407**	**$6,627,477**	**$6,802,956**	**$6,979,522**
Expenditures					
Recreation Administration	902,451	1,162,557	1,642,763	1,154,892	1,337,610
Special Revenue Accounts	106,888	479,294	144,060	117,425	117,460
EPIC	1,455,769	1,673,324	1,691,274	1,792,625	1,825,871
Mulberry Pool	0	0	9,177	0	0
City Park Pool	129,046	156,735	163,579	153,704	154,962
Adult Programs & Senior Center	1,373,272	1,490,553	1,455,971	1,610,391	1,679,149
NACC	607,598	669,764	754,346	767,166	783,360
Child Development	215,025	217,666	398,257	302,775	311,246
Sports	815,371	845,160	802,774	884,065	902,345
Farm	282,005	289,368	310,166	322,803	330,083
Recreation Grants	95,839	77,787	15,000	0	0
Total Expenditures	**$5,983,264**	**$7,062,207**	**$7,387,367**	**$7,105,846**	**$7,442,086**
Other Financing Uses					
Transfers Out	500,000	0	189,000	32,050	32,706
Total Other Financing Uses	**$500,000**	**$0**	**$189,000**	**$32,050**	**$32,706**
Total Expenditures & Other Financing Uses	**$6,483,264**	**$7,062,207**	**$7,576,367**	**$7,137,896**	**$7,474,792**
Net Change in Fund Balance	**$56,162**	**$401,200**	**($948,890)**	**($334,940)**	**($495,270)**
Ending Fund Balance	**$2,550,069**	**$2,951,267**	**$2,002,378**	**$1,667,438**	**$1,172,168**

Frozen Appropriations not included in this Fund Statement

CEMETERIES FUND - 275
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$475,031**	**$552,300**	**$603,217**	**$529,640**	**$479,640**
Revenues					
Charges for Service	410,226	426,660	385,220	396,000	405,900
Earnings on Investments	5,893	5,928	5,912	7,335	8,693
Miscellaneous	12,153	13,279	12,300	12,500	12,500
Total Revenues	**$428,272**	**$445,867**	**$403,432**	**$415,835**	**$427,093**
Other Financing Sources					
Other Financing Sources	16,636	0	0	0	0
Transfers In	174,106	187,249	190,763	184,419	188,797
Total Other Financing Sources	**$190,742**	**$187,249**	**$190,763**	**$184,419**	**$188,797**
Total Revenues & Other Financing Sources	**$619,014**	**$633,115**	**$594,195**	**$600,254**	**$615,890**
Expenditures					
Personnel Services	435,752	410,137	476,212	453,866	467,472
Purchased Prof & Tech Services	15,883	28,982	3,770	11,976	12,025
Purchased Property Services	24,473	57,902	70,821	75,663	77,635
Other Purchased Services	23,177	13,405	16,244	17,562	16,918
Supplies	39,345	56,097	50,725	41,187	41,840
Capital Outlay	3,115	15,677	50,000	0	0
Total Expenditures	**$541,745**	**$582,199**	**$667,772**	**$600,254**	**$615,890**
Other Financing Uses					
Transfers Out	0	0	0	50,000	450,000
Total Other Financing Uses	**$0**	**$0**	**$0**	**$50,000**	**$450,000**
Total Expenditures & Other Financing Uses	**$541,745**	**$582,199**	**$667,772**	**$650,254**	**$1,065,890**
Net Change in Fund Balance	**$77,269**	**$50,917**	**($73,577)**	**($50,000)**	**($450,000)**
Ending Fund Balance	**$552,300**	**$603,217**	**$529,640**	**$479,640**	**$29,640**

Frozen Appropriations not included in this Fund Statement

PERPETUAL CARE FUND - 276
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$1,689,182**	**$1,743,798**	**$1,800,009**	**$1,849,848**	**$1,904,665**
Revenues					
Charges for Service	54,765	56,428	50,000	55,000	55,000
Earnings on Investments	21,406	19,887	20,150	23,645	28,024
Total Revenues	**$76,171**	**$76,315**	**$70,150**	**$78,645**	**$83,024**
Total Revenues & Other Financing Sources	**$76,171**	**$76,315**	**$70,150**	**$78,645**	**$83,024**
Expenditures					
Perpetual Care	149	156	161	182	187
Total Expenditures	**$149**	**$156**	**$161**	**$182**	**$187**
Other Financing Uses					
Transfers Out	21,406	19,949	20,150	23,646	28,024
Total Other Financing Uses	**$21,406**	**$19,949**	**$20,150**	**$23,646**	**$28,024**
Total Expenditures & Other Financing Uses	**$21,556**	**$20,105**	**$20,311**	**$23,828**	**$28,211**
Net Change in Fund Balance	**$54,616**	**$56,211**	**$49,839**	**$54,817**	**$54,813**
Ending Fund Balance	**$1,743,798**	**$1,800,009**	**$1,849,848**	**$1,904,665**	**$1,959,478**

Frozen Appropriations not included in this Fund Statement

MUSEUM FUND - 277
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**($113,633)**	**$838,155**	**$1,023,699**	**$810,129**	**$499,129**
Revenues					
Intergovernmental	0	127,685	0	0	0
Earnings on Investments	260	10,274	6,722	12,075	14,311
Miscellaneous	0	328	50,000	50,000	50,000
Total Revenues	**$260**	**$138,286**	**$56,722**	**$62,075**	**$64,311**
Other Financing Sources					
Other Financing Sources	914	0	0	0	0
Transfers In	2,015,841	982,424	798,507	1,006,179	826,903
Total Other Financing Sources	**$2,016,755**	**$982,424**	**$798,507**	**$1,006,179**	**$826,903**
Total Revenues & Other Financing Sources	**$2,017,015**	**$1,120,710**	**$855,229**	**$1,068,254**	**$891,214**
Expenditures					
Museum	1,040,544	935,167	1,068,799	1,379,254	1,061,559
Total Expenditures	**$1,040,544**	**$935,167**	**$1,068,799**	**$1,379,254**	**$1,061,559**
Other Financing Uses					
Transfers Out	24,684	0	0	0	0
Total Other Financing Uses	**$24,684**	**$0**	**$0**	**$0**	**$0**
Total Expenditures & Other Financing Uses	**$1,065,228**	**$935,167**	**$1,068,799**	**$1,379,254**	**$1,061,559**
Net Change in Fund Balance	**$951,788**	**$185,543**	**($213,570)**	**($311,000)**	**($170,345)**
Ending Fund Balance	**$838,155**	**$1,023,699**	**$810,129**	**$499,129**	**$328,784**

Frozen Appropriations not included in this Fund Statement

TRANSIT SERVICES FUND - 290
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	FORECAST 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$3,522,380**	**$1,450,670**	**($261,849)**	**$1,479,757**	**$1,123,901**
Revenues					
Operating Grants/Contributions	1,749,521	4,164,410	3,646,477	5,531,476	5,641,600
Capital Grants/Contributions	1,960,762	4,330,447	2,795,690	1,367,024	3,877,925
Other Intergovernmental	0	1,001,510	1,180,000	110,000	110,000
Fees-Transportation	1,153,865	786,166	1,030,871	787,500	793,000
Other Charges for Service	261,639	6,948	0	0	0
Interest Revenue	24,290	16,430	38,611	20,680	24,509
Contributions & Donations	0	7,865	0	0	0
Other Miscellaneous	48,322	53,490	12,500	15,000	15,000
Total Revenues	**$5,198,398**	**$10,367,266**	**$8,704,149**	**$7,831,680**	**$10,462,034**
Other Financing Sources					
Proceeds of Debt Issuance	0	0	0	0	0
Other Financing Sources	11,228	12,378	0	0	0
Transfers from Funds	6,979,717	7,309,562	7,206,021	8,670,274	8,838,342
Total Other Financing Sources	**$6,990,945**	**$7,321,940**	**$7,206,021**	**$8,670,274**	**$8,838,342**
Total Revenues & Other Financing Sources	**$12,189,343**	**$17,689,206**	**$15,910,170**	**$16,501,954**	**$19,300,376**
Expenditures					
Salaries & Wages	5,121,446	5,882,814	6,228,248	6,675,577	6,848,029
Benefits	1,287,691	1,872,589	1,787,578	2,453,168	2,544,914
Other Personnel Costs	260	315	(61,503)	(155,662)	(155,662)
Professional & Technical	1,335,992	1,363,736	1,730,610	1,113,232	950,977
Governmental Services	686,082	693,633	101,000	1,230,506	1,230,506
Other Prof & Tech Services	65,006	164,565	125,500	160,000	160,000
Utility Services	153,837	155,136	118,961	140,406	144,056
Cleaning Services	1,724	2,311	2,739	1,575	1,575
Repair & Maintenance Services	1,515,499	1,519,922	1,993,590	1,736,780	1,814,590
Insurance	229,420	415,081	421,522	660,623	664,542
Communication Services	76,818	92,794	84,692	85,850	85,850
Internal Admin Services	5,596	3,265	5,766	6,140	6,339
Employee Travel	29,266	20,788	38,489	21,235	21,235
Other Purchased Services	119,948	106,160	93,642	121,700	121,700
Vehicle & Equipment Supplies	918,373	929,549	1,009,464	945,000	1,045,000
Land & Building Maint Supplies	0	0	0	0	0
Office & Related Supplies	67,322	45,511	17,759	49,000	49,000
Other Supplies	118,282	70,152	95,507	89,800	89,800
Vehicles & Equipment	2,165,538	4,905,318	0	358,780	3,347,406
Other Capital Outlay	362,956	425,488	375,000	1,100,000	550,000
Bad Debt Expense	0	0	0	0	0
Total Expenditures	**$14,261,054**	**$18,669,127**	**$14,168,564**	**$16,793,710**	**$19,519,857**
Other Financing Uses					
Transfers to Funds	0	732,599	0	64,100	65,411
Total Other Financing Uses	**$0**	**$732,599**	**$0**	**$64,100**	**$65,411**
Total Expenditures & Other Financing Uses	**$14,261,054**	**$19,401,726**	**$14,168,564**	**$16,857,810**	**$19,585,268**
Net Change in Fund Balance	**($2,071,710)**	**($1,712,520)**	**$1,741,606**	**($355,856)**	**($284,892)**
Ending Fund Balance	**$1,450,670**	**($261,849)**	**$1,479,757**	**$1,123,901**	**$839,009**

Frozen Appropriations not included in this Fund Statement

STREET OVERSIZING FUND - 291
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$11,183,068**	**$15,301,257**	**$16,825,364**	**$15,026,408**	**$14,148,772**
Revenues					
Charges for Service	5,264,882	3,363,251	3,500,000	4,000,000	4,500,000
Earnings on Investments	198,810	205,491	121,393	248,336	294,324
Miscellaneous	30,423	3,314	100,000	100,000	100,000
Total Revenues	**$5,494,114**	**$3,572,056**	**$3,721,393**	**$4,348,336**	**$4,894,324**
Other Financing Sources					
Transfers In	224,028	224,028	224,028	219,919	219,919
Total Other Financing Sources	**$224,028**	**$224,028**	**$224,028**	**$219,919**	**$219,919**
Total Revenues & Other Financing Sources	**$5,718,142**	**$3,796,084**	**$3,945,421**	**$4,568,255**	**$5,114,243**
Expenditures					
Personnel Services	166,957	168,753	198,876	202,094	207,657
Purchased Prof & Tech Services	0	38,736	93,950	93,750	93,750
Purchased Property Services	483	536	77,736	77,700	82,200
Other Purchased Services	63,670	106,098	155,030	155,135	155,192
Supplies	114	174	9,820	5,950	5,950
Capital Outlay	1,378,308	1,463,673	2,105,326	4,911,262	5,701,142
Other	0	174,136	0	0	0
Total Expenditures	**$1,609,530**	**$1,952,106**	**$2,640,738**	**$5,445,891**	**$6,245,891**
Other Financing Uses					
Transfers Out	(9,577)	319,871	3,103,638	0	0
Total Other Financing Uses	**($9,577)**	**$319,871**	**$3,103,638**	**$0**	**$0**
Total Expenditures & Other Financing Uses	**$1,599,953**	**$2,271,977**	**$5,744,376**	**$5,445,891**	**$6,245,891**
Net Change in Fund Balance	**$4,118,189**	**$1,524,106**	**($1,798,955)**	**($877,636)**	**($1,131,648)**
Ending Fund Balance	**$15,301,257**	**$16,825,364**	**$15,026,408**	**$14,148,772**	**$13,017,124**

Frozen Appropriations not included in this Fund Statement

TRANSPORTATION FUND - 292
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$14,989,371**	**$18,773,298**	**$17,056,080**	**$15,176,504**	**$15,888,392**
Revenues					
Taxes	7,815,628	8,182,359	8,208,305	8,749,594	8,425,213
Licenses and Permits	278,081	289,348	166,500	217,500	217,500
Intergovernmental	7,373,935	7,865,972	6,976,831	8,156,489	8,410,611
Charges for Service	7,452,989	4,036,877	3,853,850	4,096,830	4,104,089
Earnings on Investments	159,703	195,015	153,617	231,474	274,339
Miscellaneous	216,360	82,562	25,000	27,500	27,500
Total Revenues	**$23,296,696**	**$20,652,133**	**$19,384,103**	**$21,479,387**	**$21,459,252**
Other Financing Sources					
Other Financing Sources	1,850,052	263,687	0	0	0
Transfers In	4,422,078	5,027,091	5,020,560	3,572,628	3,507,570
Total Other Financing Sources	**$6,272,130**	**$5,290,778**	**$5,020,560**	**$3,572,628**	**$3,507,570**
Total Revenues & Other Financing Sources	**$29,568,826**	**$25,942,911**	**$24,404,663**	**$25,052,015**	**$24,966,822**
Expenditures					
PDT Administration	115,507	94,282	124,321	77,100	77,155
Engineering	2,327,946	2,371,107	2,727,118	2,704,668	2,751,824
Streets	16,462,923	17,647,646	16,824,074	16,651,043	16,996,021
Traffic	3,621,606	4,042,081	3,970,104	4,086,121	4,104,152
Parking	1,975,099	0	0	0	0
FC Moves	767,048	1,147,111	859,146	600,470	771,461
Total Expenditures	**$25,270,129**	**$25,302,225**	**$24,504,763**	**$24,119,402**	**$24,700,613**
Other Financing Uses					
Debt & Other Uses	325,815	606,420	427,948	0	0
Transfers Out	188,954	1,751,483	1,351,529	220,725	221,036
Total Other Financing Uses	**$514,769**	**$2,357,903**	**$1,779,477**	**$220,725**	**$221,036**
Total Expenditures & Other Financing Uses	**$25,784,898**	**$27,660,129**	**$26,284,240**	**$24,340,127**	**$24,921,649**
Net Change in Fund Balance	**$3,783,927**	**($1,717,218)**	**($1,879,577)**	**$711,888**	**$45,173**
Ending Fund Balance	**$18,773,298**	**$17,056,080**	**$15,176,504**	**$15,888,392**	**$15,933,565**

Frozen Appropriations not included in this Fund Statement

PARKING FUND - 294
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$0**	**$0**	**$1,510,396**	**$822,644**	**$560,928**
Revenues					
Intergovernmental	0	13,691	60,000	60,000	60,000
Charges for Service	0	1,991,693	1,939,100	2,180,000	2,325,960
Earnings on Investments	0	4,302	17,068	8,014	9,498
Miscellaneous	0	36,365	28,750	61,000	98,590
Total Revenues	**$0**	**$2,046,051**	**$2,044,918**	**$2,309,014**	**$2,494,048**
Other Financing Sources					
Transfers In	0	1,615,141	50,400	88,284	90,758
Total Other Financing Sources	**$0**	**$1,615,141**	**$50,400**	**$88,284**	**$90,758**
Total Revenues & Other Financing Sources	**$0**	**$3,661,192**	**$2,095,318**	**$2,397,298**	**$2,584,806**
Expenditures					
Personnel Services	0	1,070,004	1,270,985	1,179,086	1,259,728
Purchased Prof & Tech Services	0	252,175	276,361	290,987	344,861
Purchased Property Services	0	427,404	517,362	525,745	581,974
Other Purchased Services	0	56,450	57,417	58,532	58,749
Supplies	0	41,531	64,362	65,663	51,542
Capital Outlay	0	303,232	596,582	434,692	440,083
Other	0	0	0	0	0
Total Expenditures	**$0**	**$2,150,796**	**$2,783,069**	**$2,554,705**	**$2,736,937**
Other Financing Uses					
Transfers Out	0	0	0	104,309	107,111
Total Other Financing Uses	**$0**	**$0**	**$0**	**$104,309**	**$107,111**
Total Expenditures & Other Financing Uses	**$0**	**$2,150,796**	**$2,783,069**	**$2,659,014**	**$2,844,048**
Net Change in Fund Balance	**$0**	**$1,510,396**	**($687,751)**	**($261,716)**	**($259,242)**
Ending Fund Balance	**$0**	**$1,510,396**	**$822,644**	**$560,928**	**$301,686**

Frozen Appropriations not included in this Fund Statement

GENERAL IMPROVEMENT DISTRICT 1 - 252
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$1,059,224**	**$1,188,623**	**$419,051**	**$538,174**	**$812,760**
Revenues					
Property Taxes	288,050	280,277	280,000	302,000	308,000
Shared Revenues	36,152	35,633	31,000	36,000	37,000
Interest Revenue	14,139	4,012	2,000	4,693	5,563
Total Revenues	**$338,340**	**$319,921**	**$313,000**	**$342,693**	**$350,563**
Total Revenues & Other Financing Sources	**$338,340**	**$319,921**	**$313,000**	**$342,693**	**$350,563**
Expenditures					
Salaries & Wages	12,249	5,394	10,789	0	0
Benefits	5,255	3,164	4,981	0	0
Professional & Technical	8,879	9,000	11,500	11,500	11,500
Other Prof & Tech Services	4,227	1,026	6,000	6,000	6,000
Utility Services	1,788	1,847	2,500	2,500	2,500
Construction Services	112,392	1,000,000	20,000	25,000	375,000
Internal Admin Services	127	112	107	107	107
Other Purchased Services	0	1	0	0	0
Rebates & Incentives	24,025	23,948	23,000	23,000	23,000
Total Expenditures	**$168,942**	**$1,044,493**	**$78,877**	**$68,107**	**$418,107**
Other Financing Uses					
Transfers to Funds	40,000	45,000	115,000	0	0
Total Other Financing Uses	**$40,000**	**$45,000**	**$115,000**	**$0**	**$0**
Total Expenditures & Other Financing Uses	**$208,942**	**$1,089,493**	**$193,877**	**$68,107**	**$418,107**
Net Change in Fund Balance	**$129,398**	**($769,572)**	**$119,123**	**$274,586**	**($67,544)**
Ending Fund Balance	**$1,188,623**	**$419,051**	**$538,174**	**$812,760**	**$745,216**

Frozen Appropriations not included in this Fund Statement

GID #15 - SKYVIEW - 293
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$115,080**	**$93,733**	**$121,946**	**$146,577**	**$178,892**
Revenues					
Taxes	25,445	25,464	25,200	29,700	30,200
Intergovernmental	2,086	2,019	0	2,100	2,100
Earnings on Investments	1,679	1,239	432	1,515	1,795
Total Revenues	**$29,210**	**$28,722**	**$25,632**	**$33,315**	**$34,095**
Total Revenues & Other Financing Sources	**$29,210**	**$28,722**	**$25,632**	**$33,315**	**$34,095**
Expenditures					
Salaries & Wages	5,669	0	0	0	0
Benefits	1,782	0	0	0	0
Professional & Technical	508	509	1,000	1,000	1,000
Other Prof & Tech Services	3,878	0	0	0	0
Repair & Maintenance Services	4,281	0	0	0	0
Vehicle & Equipment Supplies	971	0	0	0	0
Other Supplies	33,468	0	0	0	0
Total Expenditures	**$50,557**	**$509**	**$1,000**	**$1,000**	**$1,000**
Total Expenditures & Other Financing Uses	**$50,557**	**$509**	**$1,000**	**$1,000**	**$1,000**
Net Change in Fund Balance	**($21,347)**	**$28,213**	**$24,632**	**$32,315**	**$33,095**
Ending Fund Balance	**$93,733**	**$121,946**	**$146,577**	**$178,892**	**$211,987**

Frozen Appropriations not included in this Fund Statement

TIMBERLINE/PROSPECT SID #94 - 300
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$54,656**	**$107,688**	**$71,746**	**$73,747**	**$2,922**
Revenues					
Interest Revenue	1,248	1,442	0	1,675	0
Assessments	171,484	63,157	56,000	43,500	0
Total Revenues	**$172,732**	**$64,599**	**$56,000**	**$45,175**	**$0**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$172,732**	**$64,599**	**$56,000**	**$45,175**	**$0**
Expenditures					
Other	119,700	100,540	54,000	42,000	0
Total Expenditures	**$119,700**	**$100,540**	**$54,000**	**$42,000**	**$0**
Other Financing Uses					
Transfers to Funds	0	0	0	74,000	0
Total Other Financing Uses	**$0**	**$0**	**$0**	**$74,000**	**$0**
Total Expenditures & Other Financing Uses	**$119,700**	**$100,540**	**$54,000**	**$116,000**	**$0**
Net Change in Fund Balance	**$53,032**	**($35,942)**	**$2,000**	**($70,825)**	**$0**
Ending Fund Balance	**$107,688**	**$71,746**	**$73,747**	**$2,922**	**$2,922**

Frozen Appropriations not included in this Fund Statement

CAPITAL LEASING CORP FUND - 304
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
Revenues					
Rents	55,202	56,843	58,447	0	0
Total Revenues	**$55,202**	**$56,843**	**$58,447**	**$0**	**$0**
Other Financing Sources					
Transfers from Funds	4,581,095	4,577,891	4,560,832	4,629,978	5,509,829
Total Other Financing Sources	**$4,581,095**	**$4,577,891**	**$4,560,832**	**$4,629,978**	**$5,509,829**
Total Revenues & Other Financing Sources	**$4,636,297**	**$4,634,734**	**$4,619,279**	**$4,629,978**	**$5,509,829**
Expenditures					
Other Prof & Tech Services	2,650	2,000	3,500	3,500	3,500
Other	0	0	0	0	0
Total Expenditures	**$2,650**	**$2,000**	**$3,500**	**$3,500**	**$3,500**
Other Financing Uses					
Debt Service	4,633,647	4,632,734	4,615,779	4,626,478	5,506,329
Total Other Financing Uses	**$4,633,647**	**$4,632,734**	**$4,615,779**	**$4,626,478**	**$5,506,329**
Total Expenditures & Other Financing Uses	**$4,636,297**	**$4,634,734**	**$4,619,279**	**$4,629,978**	**$5,509,829**
Net Change in Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**

Frozen Appropriations not included in this Fund Statement

EMPLOYEES' RETIREMENT FUND - 700
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$44,714,838**	**$45,722,416**	**$43,050,288**	**$40,910,758**	**$37,628,008**
Revenues					
Fees-General Government	1,905,906	1,830,265	1,830,000	1,770,000	1,700,000
Interest Revenue	2,630,327	(274,582)	159,250	175,000	208,000
Total Revenues	**$4,536,233**	**$1,555,682**	**$1,989,250**	**$1,945,000**	**$1,908,000**
Other Financing Sources					
Total Other Financing Sources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$4,536,233**	**$1,555,682**	**$1,989,250**	**$1,945,000**	**$1,908,000**
Expenditures					
Professional & Technical	18,815	22,707	28,330	27,500	27,500
Employee Travel	0	0	0	0	0
Office & Related Supplies	11	0	200	0	0
Other Supplies	109	0	250	250	250
Other	3,509,719	4,205,104	4,100,000	5,200,000	5,620,000
Total Expenditures	**$3,528,654**	**$4,227,811**	**$4,128,780**	**$5,227,750**	**$5,647,750**
Total Expenditures & Other Financing Uses	**$3,528,654**	**$4,227,811**	**$4,128,780**	**$5,227,750**	**$5,647,750**
Net Change in Fund Balance	**$1,007,579**	**($2,672,128)**	**($2,139,530)**	**($3,282,750)**	**($3,739,750)**
Ending Fund Balance	**$45,722,416**	**$43,050,288**	**$40,910,758**	**$37,628,008**	**$33,888,258**

Frozen Appropriations not included in this Fund Statement

URA - N. COLLEGE DISTRICT - 800
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$2,779,318**	**$1,571,750**	**$1,593,176**	**$1,766,102**	**$1,953,708**
Revenues					
Property Taxes	1,138,567	1,162,119	1,451,855	1,462,412	1,491,660
Interest Revenue	104,596	89,539	85,665	89,358	10,303
Total Revenues	**$1,243,163**	**$1,251,658**	**$1,537,520**	**$1,551,770**	**$1,501,963**
Other Financing Sources					
Proceeds of Debt Issuance	0	0	0	2,503,939	0
Total Other Financing Sources	**$0**	**$0**	**$0**	**$2,503,939**	**$0**
Total Revenues & Other Financing Sources	**$1,243,163**	**$1,251,658**	**$1,537,520**	**$4,055,709**	**$1,501,963**
Expenditures					
Personnel Services	169,818	92,934	193,863	110,022	113,053
Purchased Prof & Tech Services	36,242	45,884	82,482	167,598	108,183
Purchased Property Services	502,334	5,043	0	0	0
Other Purchased Services	6,048	6,791	8,388	8,883	8,883
Supplies	625	118	1,400	1,000	1,000
Total Expenditures	**$715,067**	**$150,771**	**$286,133**	**$287,503**	**$231,119**
Other Financing Uses					
Debt & Other Uses	1,610,665	1,079,461	1,078,461	3,580,600	1,220,108
Transfers Out	125,000	0	0	0	0
Total Other Financing Uses	**$1,735,665**	**$1,079,461**	**$1,078,461**	**$3,580,600**	**$1,220,108**
Total Expenditures & Other Financing Uses	**$2,450,732**	**$1,230,231**	**$1,364,594**	**$3,868,103**	**$1,451,227**
Net Change in Fund Balance	**($1,207,569)**	**$21,427**	**$172,926**	**$187,606**	**$50,736**
Ending Fund Balance	**$1,571,750**	**$1,593,176**	**$1,766,102**	**$1,953,708**	**$2,004,444**

Frozen Appropriations not included in this Fund Statement

URA - PROSPECT SOUTH FUND - 801
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**($4,273,830)**	**($4,503,974)**	**($4,435,238)**	**($4,820,708)**	**($4,597,618)**
Revenues					
Property Taxes	81,492	339,120	449,859	449,860	458,856
Interest Revenue	9,596	9,900	326	13,453	15,944
Total Revenue	**$91,088**	**$349,020**	**$450,185**	**$463,313**	**$474,800**
Other Financing Sources					
Other Financing Sources					
Transfers from Funds					
Total Other Financing Sources	-	-	-	-	-
Total Revenues & Other Financing Sources	**$91,088**	**$349,020**	**$450,185**	**$463,313**	**$474,800**
Expenditures					
Purchased Prof & Tech Services	1,630	6,782	8,997	11,497	11,677
Purchased Property Services	247,000	0	610,043	11,762	11,762
Other	0	100,000	0	0	0
Total Expenditures	**$248,630**	**$106,782**	**$619,040**	**$23,259**	**$23,439**
Other Financing Uses					
Debt & Other Uses	72,602	312,762	365,102	369,551	377,224
Total Other Financing Uses	**$72,602**	**$312,762**	**$365,102**	**$369,551**	**$377,224**
Total Expenditures & Other Financing Uses	**$321,232**	**$419,545**	**$984,142**	**$392,810**	**$400,663**
Adjustments to GAAP					
Bond Principal Expenditures		139,260	148,487	152,587	162,289
Net Adjustments to GAAP	**$0**	**$139,260**	**$148,487**	**$152,587**	**$162,289**
Net Change in Fund Balance	**($230,144)**	**$68,735**	**($385,470)**	**$223,090**	**$236,426**
Ending Fund Balance	**($4,503,974)**	**($4,435,238)**	**($4,820,708)**	**($4,597,618)**	**($4,361,192)**

Frozen Appropriations not included in this Fund Statement

URA - MALL FUND - 803
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$0**	**($11,465)**	**($2,981)**	**($2,981)**	**$7,293**
Revenues					
Taxes	0	0	1,139,145	4,078,120	4,220,165
Miscellaneous	328,302	8,484	0	0	0
Total Revenues	**$328,302**	**$8,484**	**$1,139,145**	**$4,078,120**	**$4,220,165**
Total Revenues & Other Financing Sources	**$328,302**	**$8,484**	**$1,139,145**	**$4,078,120**	**$4,220,165**
Expenditures					
Professional & Technical	82,942	0	0	13,979	14,759
Other Prof & Tech Services	256,454	0	0	0	0
Rental Services	370	0	0	0	0
Construction Services	0	0	1,139,145	4,053,867	4,191,559
Total Expenditures	**$339,766**	**$0**	**$1,139,145**	**$4,067,846**	**$4,206,318**
Total Expenditures & Other Financing Uses	**$339,766**	**$0**	**$1,139,145**	**$4,067,846**	**$4,206,318**
Net Change in Fund Balance	**($11,465)**	**$8,484**	**$0**	**$10,274**	**$13,847**
Ending Fund Balance	**($11,465)**	**($2,981)**	**($2,981)**	**$7,293**	**$21,140**

Frozen Appropriations not included in this Fund Statement

GOLF FUND - 500
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$ 5,132,000**	**$ 4,950,466**	**$ 5,369,318**	**$ 5,557,686**	**$ 5,883,685**
Revenues					
Charges for Service	3,242,750	3,473,647	3,327,518	3,489,000	3,522,000
Earnings on Investments	8,582	12,805	3,330	16,710	19,805
Miscellaneous	38,699	35,161	42,000	41,000	41,000
Total Revenue	**3,290,032**	**3,521,614**	**3,372,848**	**3,546,710**	**3,582,805**
Other Financing Sources					
Other Financing Sources	509,662	149,697	-	-	-
Total Other Financing Sources	509,662	149,697	-	-	-
Total Revenues & Other Financing Sources	**3,799,694**	**3,671,311**	**3,372,848**	**3,546,710**	**3,582,805**
Expenditures					
Personnel Services	1,250,675	1,290,083	1,410,122	1,378,412	1,420,984
Purchased Prof & Tech Services	324,480	468,940	494,653	505,378	506,813
Purchased Property Services	320,592	305,020	309,498	316,258	319,618
Other Purchased Services	171,383	147,819	156,220	202,329	206,766
Supplies	334,114	331,535	357,467	333,661	339,962
Capital Outlay	536,274	314,104	178,419	-	-
Other Purchased Services	292,381	310,446	37,757	70,000	24,000
Total Expenditures	**3,229,899**	**3,167,948**	**2,944,136**	**2,806,038**	**2,818,143**
Other Financing Uses					
Debt & Other Uses	499,394	584,511	629,679	658,789	703,491
Transfers Out	36,480	42,646	45,419	61,078	64,366
Total Other Financing Uses	**535,874**	**627,157**	**675,098**	**719,867**	**767,857**
Total Expenditures & Other Financing Uses	**3,765,773**	**3,795,105**	**3,619,234**	**3,525,905**	**3,586,000**
Adjustments to GAAP					
Capital Expenses	109,639	165,020	178,419	-	-
Principal Payments	433,946	527,324	566,921	615,780	671,622
Net Debt Proceeds	(505,539)	(149,698)	-	-	-
Depreciation	-	-	(310,586)	(310,586)	(310,586)
Pension related GASB implement	(253,500)	-	-	-	-
Net Adjustments to GAAP	**(215,454)**	**542,646**	**434,754**	**305,194**	**361,036**
Net Change in Fund Balance	**(181,534)**	**418,851**	**188,368**	**325,999**	**357,841**
Ending Fund Balance	**$ 4,950,466**	**$ 5,369,318**	**$ 5,557,686**	**$ 5,883,685**	**$ 6,241,526**

LIGHT & POWER FUND - 501
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$189,415,044**	**$198,422,446**	**$201,087,112**	**$201,002,897**	**$199,667,069**
Revenues					
Capital Grants/Contributions	1,960,329	1,223,337	-	-	-
Other Intergovernmental	112,218	224,799	220,000	220,000	220,000
Fees-General Government	70	-	-	-	-
Fees-Light and Power	114,115,333	117,450,191	128,226,300	126,490,000	130,530,000
Interest Revenue	611,320	538,771	569,348	643,323	762,456
Other Earnings on Investments	9,227	7,968	10,000	10,000	10,000
Rents	100	-	-	-	-
Contributions & Donations	7,559,228	4,508,586	3,150,000	3,130,000	3,130,000
Sale of Property	(229,110)	106,598	-	-	-
Non Operating	1,040,779	1,089,610	710,000	760,000	760,000
Other Miscellaneous	727,184	507,160	550,000	450,000	450,000
Total Revenue	**$125,906,676**	**$125,657,019**	**$133,435,648**	**$131,703,323**	**$135,862,456**
Other Financing Sources					
Other Financing Sources	47,209	37,562	-	-	-
Transfers from Funds	87,888	179,000	192,000	-	-
Total Other Financing Sources	**$135,097**	**$216,562**	**$192,000**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$126,041,773**	**$125,873,581**	**$133,627,648**	**$131,703,323**	**$135,862,456**
Expenditures					
Light & Power Operations	16,782,504	17,689,384	9,740,407	10,187,223	10,121,766
L&P Payments and Transfers	13,144,119	14,000,274	15,900,126	15,842,780	16,346,593
L&P Purchase of Power	80,498,285	85,625,953	92,512,520	91,582,500	94,084,500
L&P System Additions	10,086,577	9,809,337	17,029,986	5,666,141	5,576,234
L&P Capital Projects	1,868,609	2,976,964	93,971	9,509,576	5,436,917
L&P Energy Services	4,849,559	4,968,461	6,373,451	6,080,264	5,938,350
L&P Operating Grants	-	53,051	-	-	-
L&P Capital Grants	4,165,460	2,081,211	-	-	-
Total Expenditures	**$131,395,112**	**$137,204,635**	**$141,650,461**	**$138,868,484**	**$137,504,360**
Other Financing Uses					
Debt & Other Uses	1,967,728	1,966,728	2,034,602	2,059,113	2,017,636
Transfers Out	16,897	19,281	153,715	235,226	234,284
Total Other Financing Uses	$1,984,625	$1,986,009	$2,188,317	$2,294,339	$2,251,920
Total Expenditures & Other Financing Uses	**$133,379,738**	**$139,190,644**	**$143,838,778**	**$141,162,823**	**$139,756,280**
Adjustments to GAAP					
Depreciation			(8,700,000)	(8,800,000)	(8,900,000)
Capital Expenditures	15,856,761	14,401,729	17,181,915	15,190,407	11,022,638
Bond Principal Expenditures	1,520,000	1,580,000	1,645,000	1,733,265	1,763,746
Pension related GASB implement	(1,031,395)				
Net Adjustments to GAAP	**$16,345,366**	**$15,981,729**	**$10,126,915**	**$8,123,672**	**$3,886,384**
Net Change in Fund Balance	**$9,007,402**	**$2,664,666**	**($84,215)**	**($1,335,828)**	**($7,440)**
Ending Fund Balance	**$198,422,446**	**$201,087,112**	**$201,002,897**	**$199,667,069**	**$199,659,629**
Working Capital					
Policy Minimum	7,226,194	7,989,025			
Other	49,313,369	43,436,375			
Total Working Capital	**$56,539,563**	**$51,425,400**			

Frozen Appropriations not included in this Fund Statement

WATER FUND - 502
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$268,657,706**	**$279,549,622**	**$287,894,770**	**$294,170,766**	**$299,756,012**
Revenues					
Operating Grants/Contributions	5,387	0	0	0	0
Capital Grants/Contributions	23,897	0	0	0	0
Fees-Water	26,770,909	27,704,834	29,680,000	27,750,000	29,070,000
Interest Revenue	815,081	717,693	811,650	861,603	1,021,160
Other Earnings on Investments	92,426	67,149	110,000	66,299	35,000
Rents	134,500	91,202	110,000	110,000	110,000
Contributions & Donations	9,452,921	6,141,400	3,110,000	4,720,000	4,620,000
Sale of Property	36,402	14,916	20,000	20,000	20,000
Non Operating	27,696	32,067	40,000	30,000	30,000
Other Miscellaneous	170,476	164,399	130,000	150,000	150,000
Total Revenue	**$37,529,695**	**$34,933,661**	**$34,011,650**	**$33,707,902**	**$35,056,160**
Other Financing Sources					
Advances being repaid	0	0	0	1,251,970	150,000
Other Financing Sources	48,874	74,160	0	0	0
Transfers from Funds	0	390,491	0	0	0
Total Other Financing Sources	**$48,874**	**$464,651**	**$0**	**$1,251,970**	**$150,000**
Total Revenues & Other Financing Sources	**$37,578,570**	**$35,398,312**	**$34,011,650**	**$34,959,872**	**$35,206,160**
Expenditures					
Water Minor Capital	1,472,013	1,711,036	1,794,549	1,852,400	1,681,200
Water Payments and Transfers	12,729,812	12,545,289	7,981,824	7,808,189	8,075,569
Water Trans & Distribution	2,510,916	2,749,627	2,756,119	3,096,808	3,188,089
Water Meter Operations	601,571	725,102	998,468	759,224	779,639
Water Production	4,780,129	4,873,210	5,861,316	5,507,474	5,598,516
Water Quality	978,024	1,071,745	1,118,367	1,138,654	1,173,140
Water Resources	2,102,141	2,416,051	2,259,515	2,877,738	2,810,653
Water Capital Projects	17,839,427	11,492,967	21,866,934	8,433,720	9,449,632
Total Expenditures	**$43,014,031**	**$37,585,028**	**$44,637,092**	**$31,474,207**	**$32,756,438**
Other Financing Uses					
Debt & Other Uses	3,351,976	4,662,315	3,386,980	2,969,349	2,611,861
Transfers Out	196,375	181,501	207,838	413,606	431,893
Total Other Financing Uses	**$3,548,351**	**$4,843,816**	**$3,594,818**	**$3,382,955**	**$3,043,754**
Total Expenditures & Other Financing Uses	**$46,562,382**	**$42,428,844**	**$48,231,910**	**$34,857,162**	**$35,800,192**
Adjustments to GAAP					
Depreciation			(6,200,000)	(6,300,000)	(6,400,000)
Capital Expenditures	18,651,575	12,504,583	23,694,131	10,291,400	11,140,138
Bond Principal Expenditures	2,759,065	2,871,098	3,002,125	2,743,106	2,480,776
Pension related GASB implement	(1,534,911)				
Advances repayment credit to AR				(1,251,970)	(150,000)
Net Adjustments to GAAP	**$19,875,729**	**$15,375,681**	**$20,496,256**	**$5,482,536**	**$7,070,914**
Net Change in Fund Balance	**$10,891,917**	**$8,345,149**	**$6,275,996**	**$5,585,246**	**$6,476,882**
Ending Fund Balance	**$279,549,622**	**$287,894,770**	**$294,170,766**	**$299,756,012**	**$306,232,894**
Working Capital					
Policy Minimum	4,657,201	5,075,502			
Other	56,683,241	56,522,363			
Total Working Capital	**$61,340,441**	**$61,597,865**			

Frozen Appropriations not included in this Fund Statement

WASTEWATER FUND - 503
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$ 149,157,651**	**$ 156,028,814**	**$ 162,603,234**	**$ 167,528,979**	**$ 170,521,121**
Revenues					
Other Fines & Forfeitures	3,225	2,325	-	-	-
Operating Grants/Contributions	411,870	-	-	-	-
Capital Grants/Contributions	-	-	-	-	-
Fees-Wastewater	21,336,891	22,064,339	24,060,000	22,260,000	22,930,000
Interest Revenue	438,133	439,221	398,953	520,507	616,897
Rents	73,512	99,180	50,000	100,000	100,000
Contributions & Donations	3,673,971	2,729,160	1,930,000	1,540,000	1,290,000
Sale of Property	269	(32,514)	-	-	-
Other Miscellaneous	294,721	102,260	50,000	30,000	30,000
Total Revenue	26,232,592	25,403,971	26,488,953	24,450,507	24,966,897
Other Financing Sources					
Other Financing Sources	32,674	82,240	-	-	-
Transfers from Funds	-	29,000	125,000	-	-
Total Other Financing Sources	32,674	111,240	125,000	-	-
Total Revenues & Other Financing Sources	**26,265,266**	**25,515,211**	**26,613,953**	**24,450,507**	**24,966,897**
Expenditures					
WW Minor Capital	333,433	848,792	1,037,123	692,844	913,500
WW Payments and Transfers	9,149,831	10,015,690	5,737,627	5,950,175	6,112,829
WW Trunk and Collection	1,434,150	1,488,990	1,844,108	1,960,691	1,999,897
WW Water Quality	1,110,066	1,089,366	1,297,878	1,247,516	1,274,534
WW Water Reclamation	4,866,506	5,069,710	6,207,263	5,602,041	5,697,891
WW Capital Projects	5,537,383	13,170,212	11,356,667	7,079,516	12,664,450
Total Expenditures	22,431,368	31,682,760	27,480,666	22,532,783	28,663,101
Other Financing Uses					
Debt & Other Uses	2,856,707	2,821,580	2,840,692	2,861,000	2,867,500
Transfers Out	36,256	37,849	71,766	208,294	226,046
Total Other Financing Uses	2,892,963	2,859,429	2,912,458	3,069,294	3,093,546
Total Expenditures & Other Financing Uses	**25,324,330**	**34,542,190**	**30,393,124**	**25,602,077**	**31,756,647**
Adjustments to GAAP					
Depreciation			(5,473,742)	(5,473,742)	(5,473,742)
Capital Expenditures	5,774,516	13,906,400	12,418,658	7,787,454	13,603,173
Bond Principal Expenditures	1,640,000	1,694,999	1,760,000	1,830,000	1,905,000
Pension related GASB implement	(1,484,289)	-	-	-	-
Net Adjustments to GAAP	5,930,227	15,601,399	8,704,916	4,143,712	10,034,431
Net Change in Fund Balance	6,871,163	6,574,420	4,925,745	2,992,142	3,244,681
Ending Fund Balance	**$ 156,028,814**	**$ 162,603,234**	**$ 167,528,979**	**$ 170,521,121**	**$ 173,765,802**
Working Capital					
Policy Minimum	2,896,548	3,075,655			
Other	36,269,463	32,465,682			
Total Working Capital	**$39,166,011**	**$35,541,336**			

Frozen Appropriations not included in this Fund Statement

STORMWATER FUND - 504
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$102,377,431**	**$110,471,322**	**$118,115,156**	**$123,215,190**	**$129,925,462**
Revenues					
Non-Bus Licenses & Permits	14,525	18,664	-	-	-
Operating Grants/Contributions	18,436	740	-	-	-
Capital Grants/Contributions	1,012,500	250,000	44,615	-	-
Fees-Stormwater	14,759,556	15,035,237	14,625,000	16,210,000	16,210,000
Interest Revenue	318,311	294,724	245,453	350,414	415,305
Contributions & Donations	1,567,284	1,276,385	800,000	900,000	800,000
Sale of Property	(4,249)	258	-	-	-
Non Operating	-	-	-	-	-
Other Miscellaneous	67,077	27,979	20,000	-	-
Total Revenue	**$17,753,440**	**$16,903,987**	**$15,735,068**	**$17,460,414**	**$17,425,305**
Other Financing Sources					
Other Financing Sources	31,178	-	-	-	-
Transfers from Funds	32,000	-	-	-	-
Total Other Financing Sources	**$63,178**	**$0**	**$0**	**$0**	**$0**
Total Revenues & Other Financing Sources	**$17,816,618**	**$16,903,987**	**$15,735,068**	**$17,460,414**	**$17,425,305**
Expenditures					
Stormwater Minor Capital	250,700	278,352	315,026	230,000	155,000
Stormwater Operations	2,811,555	2,927,651	3,357,378	3,418,968	3,503,112
SW Payments and Transfers	5,006,296	5,276,522	3,422,749	3,612,012	3,726,061
SW Capital Projects	5,384,172	4,232,913	4,367,461	7,017,120	7,499,959
Utility Customer & Admin Svcs	0	0	0	77,774	87,228
Total Expenditures	**$13,452,723**	**$12,715,437**	**$11,462,614**	**$14,355,874**	**$14,971,360**
Other Financing Uses					
Debt & Other Uses	4,093,925	4,109,997	4,164,179	4,095,914	3,199,871
Transfers Out	249,342	247,159	245,183	318,980	321,451
Total Other Financing Uses	**$4,343,267**	**$4,357,156**	**$4,409,362**	**$4,414,894**	**$3,521,322**
Total Expenditures & Other Financing Uses	**$17,795,991**	**$17,072,593**	**$15,871,976**	**$18,770,768**	**$18,492,682**
Adjustments to GAAP					
Depreciation	0	0	(2,603,374)	(2,603,374)	(2,603,374)
Capital Expenditures	5,312,645	4,477,441	4,375,315	7,029,000	7,512,499
Bond Principal Expenditures	3,202,500	3,335,000	3,465,000	3,595,000	2,830,000
Pension related GASB implement	(441,881)	0	0	0	0
Net Adjustments to GAAP	**$8,073,264**	**$7,812,441**	**$5,236,941**	**$8,020,626**	**$7,739,125**
Net Change in Fund Balance	**8,093,891**	**7,643,834**	**5,100,034**	**6,710,272**	**6,671,748**
Ending Fund Balance	**$110,471,322**	**$118,115,156**	**$123,215,190**	**$129,925,462**	**$136,597,210**
Working Capital					
Policy Minimum	1,437,366	1,408,656			
Other	18,220,282	20,629,830			
Total Working Capital	**$19,657,648**	**$22,038,486**			

Frozen Appropriations not included in this Fund Statement

EQUIPMENT FUND - 601
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$5,064,908**	**$4,387,754**	**$5,614,008**	**$5,889,146**	**$8,211,310**
Revenues					
Operating Grants/Contributions	0	67,920	0	0	0
Fees-General Government	9,037,502	8,491,438	10,737,804	10,450,436	11,105,458
Interest Revenue	25,575	37,294	14,000	44,321	52,529
Rents	59,496	59,496	60,000	3,025,799	3,086,404
Sale of Property	(12,065)	1,359	5,000	5,000	5,000
Other Miscellaneous	6,360	3,172	500	1,000	1,000
Total Revenues	**$9,116,868**	**$8,660,679**	**$10,817,304**	**$13,526,556**	**$14,250,391**
Other Financing Sources					
Proceeds of Debt Issuance	0	1,851,027	0	0	0
Other Financing Sources	140,089	135,141	62,500	90,000	90,000
Transfers from Funds	683,852	1,136,881	1,398,693	0	0
Total Other Financing Sources	**$823,941**	**$3,123,049**	**$1,461,193**	**$90,000**	**$90,000**
Total Revenues & Other Financing Sources	**$9,940,809**	**$11,783,728**	**$12,278,497**	**$13,616,556**	**$14,340,391**
Expenditures					
Personnel Services	2,636,261	2,771,428	3,014,210	3,164,630	3,242,000
Purchased Prof & Tech Services	77,179	46,181	231,300	161,300	161,300
Purchased Property Services	1,523,843	1,454,335	2,477,358	2,156,121	2,151,863
Other Purchased Services	74,296	88,391	120,100	81,731	82,423
Supplies	4,135,080	3,211,242	5,077,313	4,541,628	4,942,128
Capital Outlay	140,034	1,883,793	296,942	828,542	372,584
Other	856,622	900,020	32,000	6,000	6,000
Total Expenditures	**$9,443,316**	**$10,355,391**	**$11,249,223**	**$10,939,952**	**$10,958,298**
Other Financing Uses					
Debt & Other Uses	674,455	858,466	1,356,193	2,982,919	3,061,719
Transfers Out	0	0	0	56,088	57,235
Total Other Financing Uses	**$674,455**	**$858,466**	**$1,356,193**	**$3,039,007**	**$3,118,954**
Total Expenditures & Other Financing Uses	**$10,117,770**	**$11,213,857**	**$12,605,416**	**$13,978,959**	**$14,077,252**
Adjustments to GAAP					
Capital Expenses	0	1,695,849	296,942	828,542	372,584
Principal Payments	0	811,561	1,255,115	2,806,025	2,878,266
Net Debt Proceeds	0	(1,851,027)	0	0	0
Depreciation	0	0	(950,000)	(950,000)	(950,000)
Pension Related GASB implement	(500,197)	0	0	0	0
Net Adjustment to GAAP	**($500,197)**	**$656,383**	**$602,057**	**$2,684,567**	**$2,300,850**
Net Change in Fund Balance	**($677,158)**	**$1,226,254**	**$275,138**	**$2,322,164**	**$2,563,989**
Ending Fund Balance	**$4,387,754**	**$5,614,008**	**$5,889,146**	**$8,211,310**	**$10,775,299**

Frozen Appropriations not included in this Fund Statement

SELF INSURANCE FUND - 602
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$3,572,870**	**$1,810,229**	**$1,685,336**	**$1,344,687**	**$1,485,984**
Revenues					
Charges for Service	2,544,141	3,289,458	3,175,832	3,326,751	3,401,904
Earnings on Investments	40,558	24,630	46,881	27,532	32,630
Total Revenues	**$2,584,699**	**$3,314,088**	**$3,222,713**	**$3,354,283**	**$3,434,534**
Other Financing Sources					
Transfers In	0	700,000	600,000	1,602,505	1,635,286
Total Other Financing Sources	**$0**	**$700,000**	**$600,000**	**$1,602,505**	**$1,635,286**
Total Revenues & Other Financing Sources	**$2,584,699**	**$4,014,088**	**$3,822,713**	**$4,956,788**	**$5,069,820**
Expenditures					
Self Insurance	4,168,240	3,950,096	3,970,957	4,612,859	4,713,700
Total Expenditures	**$4,168,240**	**$3,950,096**	**$3,970,957**	**$4,612,859**	**$4,713,700**
Other Financing Uses					
Transfers Out	179,100	188,885	192,405	202,632	205,200
Total Other Financing Uses	**$179,100**	**$188,885**	**$192,405**	**$202,632**	**$205,200**
Total Expenditures & Other Financing	**$4,347,340**	**$4,138,981**	**$4,163,362**	**$4,815,491**	**$4,918,900**
Net Change in Fund Balance	**($1,762,641)**	**($124,893)**	**($340,649)**	**$141,297**	**$150,920**
Ending Fund Balance	**$1,810,229**	**$1,685,336**	**$1,344,687**	**$1,485,984**	**$1,636,904**
Minimum Fund Balance	**$1,042,060**	**$987,524**	**$992,739**	**$1,153,215**	**$1,178,425**

Frozen Appropriations not included in this Fund Statement

DATA & COMMUNICATIONS FUND - 603
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$2,190,039**	**$1,907,306**	**$2,383,412**	**$3,439,586**	**$2,348,385**
Revenues					
Fees-General Government	1,957,476	1,950,756	1,862,693	1,907,618	1,916,950
Other Charges for Service	546	494	0	0	0
Interest Revenue	40,251	42,570	38,119	52,552	62,285
Sale of Property	(5,565)	0	0	0	0
Other Miscellaneous	0	134,281	0	0	0
Total Revenues	**$1,992,708**	**$2,128,101**	**$1,900,812**	**$1,960,170**	**$1,979,235**
Other Financing Sources					
Proceeds of Debt Issuance	250,390	0	0	0	0
Transfers from Funds	5,900,736	6,960,035	8,619,930	7,490,778	8,063,361
Total Other Financing Sources	**$6,151,126**	**$6,960,035**	**$8,619,930**	**$7,490,778**	**$8,063,361**
Total Revenues & Other Financing Sources	**$8,143,834**	**$9,088,136**	**$10,520,742**	**$9,450,948**	**$10,042,596**
Expenditures					
Salaries & Wages	3,543,518	3,569,385	3,914,265	3,975,739	4,157,257
Benefits	891,602	931,926	1,145,511	1,170,581	1,237,839
Other Personnel Costs	3,777	2,263	(5,003)	(93,734)	(93,734)
Professional & Technical	180,601	180,477	503,112	286,112	131,330
Other Prof & Tech Services	8,850	3,450	303,091	504,284	175,370
Cleaning Services	1,620	169	0	0	0
Repair & Maintenance Services	1,275,740	1,869,193	1,997,669	2,768,207	2,593,502
Rental Services	0	0	2,067	2,067	2,109
Communication Services	378,900	383,415	421,078	420,315	428,714
Internal Admin Services	3,489	2,638	2,732	3,181	3,269
Employee Travel	110,243	121,323	101,125	146,868	124,000
Other Purchased Services	7,433	6,653	6,308	8,522	8,572
Vehicle & Equipment Supplies	710	608	867	866	882
Office & Related Supplies	925,403	890,294	776,259	1,068,130	547,893
Health & Safety Supplies	0	198	0	0	0
Other Supplies	9,800	20,770	11,868	11,645	11,700
Vehicles & Equipment	316,924	535,146	1,930,730	640,671	734,598
Depreciation	291,293	262,838	0	0	0
Total Expenditures	**$7,949,902**	**$8,780,746**	**$11,111,679**	**$10,913,454**	**$10,063,301**
Other Financing Uses					
Debt Service	347,021	424,935	432,551	262,494	182,295
Total Other Financing Uses	**$347,021**	**$424,935**	**$432,551**	**$262,494**	**$182,295**
Total Expenditures & Other Financing Uses	**$8,296,923**	**$9,205,681**	**$11,544,230**	**$11,175,948**	**$10,245,596**
Adjustments to GAAP					
Principal Payments	68,452	398,103	408,932	253,128	178,002
Capital Expenses	81,110	195,549	1,930,730	640,671	731,598
Depreciation	0	0	(260,000)	(260,000)	(260,000)
Pension Related GASB implementation	(279,206)	0	0	0	0
Net Adjustments to GAAP	(129,644)	593,652	2,079,662	633,799	649,600
Net Change in Fund Balance	**($282,733)**	**$476,107**	**$1,056,174**	**($1,091,201)**	**$446,600**
Ending Fund Balance	**$1,907,306**	**$2,383,412**	**$3,439,586**	**$2,348,385**	**$2,794,985**

Frozen Appropriations not included in this Fund Statement

BENEFITS FUND - 604
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$10,536,199**	**$7,671,438**	**$5,526,056**	**$5,348,051**	**$6,582,286**
Revenues					
Charges for Service	20,725,477	23,867,550	24,979,400	30,933,650	32,836,170
Earnings on Investments	132,816	86,352	147,526	103,378	122,523
Miscellaneous	40,000	40,189	2,768,319	200,000	200,000
Total Revenues	**$20,898,293**	**$23,994,091**	**$27,895,245**	**$31,237,028**	**$33,158,693**
Total Revenues & Other Financing Sources	**$20,898,293**	**$23,994,091**	**$27,895,245**	**$31,237,028**	**$33,158,693**
Expenditures					
Personnel Services	726,157	594,312	771,034	743,012	763,730
Purchased Prof & Tech Services	540,941	968,825	1,032,660	991,407	1,009,922
Purchased Property Services	9,477	6,705	13,117	13,444	13,780
Other Purchased Services	22,382,264	24,642,872	26,236,079	28,234,063	30,594,508
Supplies	16,230	14,745	20,360	20,867	21,390
Capital Outlay	0	0	0	0	0
Other	0	0	0	0	0
Total Expenditures	**$23,675,069**	**$26,227,459**	**$28,073,250**	**$30,002,793**	**$32,403,330**
Other Financing Uses					
Total Other Financing Uses	**$0**	**$0**	**$0**	**$0**	**$0**
Total Expenditures & Other Financing Uses	**$23,675,069**	**$26,227,459**	**$28,073,250**	**$30,002,793**	**$32,403,330**
Adjustments to GAAP					
Pension related GASB implement	(87,986)				
Net Change in Fund Balance	**($2,864,761)**	**($2,233,367)**	**($178,005)**	**$1,234,235**	**$755,363**
Ending Fund Balance	**$7,671,438**	**$5,438,070**	**$5,348,051**	**$6,582,286**	**$7,337,649**
Working Capital					
Policy Minimum	5,270,555	5,814,677			

Frozen Appropriations not included in this Fund Statement

UTILITY CS&A FUND - 605
COMPARATIVE BUDGET STATEMENT

	ACTUAL 2014	ACTUAL 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
Beginning Fund Balance	**$2,674,162**	**$1,613,413**	**$763,753**	**($124,857)**	**$476,535**
Revenues					
Fees-General Government	12,783,228	12,687,208	15,660,960	16,301,288	16,888,318
Interest Revenue	36,518	34,660	40,000	4,639	5,498
Sale of Property	18	0	0	0	0
Non Operating	1,206,132	1,221,838	1,100,000	1,080,000	1,080,000
Other Miscellaneous	45,467	69,428	30,000	50,000	50,000
Total Revenue	**$14,071,362**	**$14,013,134**	**$16,830,960**	**$17,435,927**	**$18,023,816**
Other Financing Sources					
Other Financing Sources	5,700	7,901	0	0	0
Transfers from Funds	179,100	329,344	336,513	202,632	205,200
Total Other Financing Sources	**$184,800**	**$337,245**	**$336,513**	**$202,632**	**$205,200**
Total Revenues & Other Financing Sources	**$14,256,162**	**$14,350,379**	**$17,167,473**	**$17,638,559**	**$18,229,016**
Expenditures					
Salaries & Wages	6,223,094	6,574,129	7,199,577	7,593,159	7,771,837
Benefits	1,810,722	1,990,902	2,428,340	2,574,025	2,674,699
Other Personnel Costs	40,436	34,177	102,550	(135,562)	(136,209)
Professional & Technical	1,002,816	1,048,976	1,362,630	1,059,952	1,000,705
Other Prof & Tech Services	41,631	200,387	533,864	51,750	44,750
Utility Services	211,167	209,222	234,020	191,906	196,444
Cleaning Services	117,118	121,016	124,259	140,926	144,838
Repair & Maintenance Services	921,363	1,058,783	1,383,796	1,591,281	2,014,575
Rental Services	234,330	256,790	230,450	99,465	101,258
Other Property Services	2,142	144	0	0	0
Insurance	0	35,759	0	29,223	30,100
Communication Services	388,585	432,236	400,236	359,822	322,293
Internal Admin Services	122,597	95,428	97,724	129,222	132,806
Employee Travel	90,547	117,703	161,050	137,063	129,432
Other Purchased Services	530,744	557,857	667,143	589,132	597,410
Vehicle & Equipment Supplies	66,696	31,885	76,623	46,085	49,683
Land & Building Maint Supplies	26,455	32,057	35,150	23,000	23,000
Utility Supplies	5,229	2,365	1,990	1,890	1,890
Office & Related Supplies	223,796	155,565	231,141	236,240	170,270
Health & Safety Supplies	50,227	51,434	36,990	10,650	10,450
Other Supplies	110,268	134,319	209,901	138,975	132,775
Buildings	0	7,445	0	0	0
Vehicles & Equipment	32,074	144,077	102,000	50,000	348,000
Other Capital Outlay	0	0	135,000	155,000	70,000
Depreciation	208,773	112,579	0	0	0
Rebates & Incentives	0	98	0	0	0
Grants	0	850	0	15,000	15,000
Other	0	0	325,000	0	0
Total Expenditures	**$12,460,811**	**$13,406,184**	**$16,079,434**	**$15,088,204**	**$15,846,006**
Other Financing Uses					
Transfers to Funds	1,706,060	1,931,045	2,088,649	2,028,963	2,104,449
Total Other Financing Uses	**$1,706,060**	**$1,931,045**	**$2,088,649**	**$2,028,963**	**$2,104,449**
Total Expenditures & Other Financing Uses	**$14,166,871**	**$15,337,229**	**$18,168,083**	**$17,117,167**	**$17,950,455**
Adjustments to GAAP					
Depreciation			(125,000)	(125,000)	(125,000)
Capital Expenditures		137,190	237,000	205,000	418,000
Pension related GASB implement	(1,150,042)				
Net Adjustments to GAAP	**($1,150,042)**	**$137,190**	**$112,000**	**$80,000**	**$293,000**
Net Change in Fund Balance	**($1,060,751)**	**($849,660)**	**($888,610)**	**$601,392**	**$571,561**
Ending Fund Balance	**$1,613,413**	**$763,753**	**($124,857)**	**$476,535**	**$1,048,096**

Frozen Appropriations not included in this Fund Statement

Financial Services
215 North Mason Street
PO Box 580
Fort Collins, CO 80522

970.416.2439
fcgov.com/budget

BUDGET PROCESS AND BASIS

The City Budget

The City provides a wide variety of services to nearly 161,000 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, also known as a financial plan.

Direction for the budget comes from many distinct sources. The State Constitution and the City Charter provide the basic legal requirements and 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 will adopt a biennial budget for the years 2017 and 2018. Even though the budget is adopted for a two-year term, the State and City Charter require that prior to each fiscal year; an appropriation ordinance must be adopted to authorize budgeted expenditures for the coming fiscal year.

Budget Process

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

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

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

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

For the 6th time the City has used a budgeting process called Budgeting for Outcomes (BFO) which is a form of Priority Based Budgeting. This process is a recommended best practice by the Government Finance Officers Association (GFOA). It is a systematic process driven by goals and performance, to provide information that relates budgeting to planning and results. Its purpose is to better align the services delivered by the City with the things that are most important to the community. The process

begins in March after the completion of the City's Strategic Plan. During that month, departments develop multi-year revenue projections and enter them into our budgeting software called the Budget Analysis and Reporting Tool (BART). These revenue projections effectively set the "price of government"; the amount available for purchasing programs and services that will help achieve the key Outcomes. The City has seven Outcomes:\

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

From April through June, City staff from all departments and divisions (a.k.a. Sellers) prepares budget requests, called Offers, that support the City's Strategic Plan. Each Offer is submitted to one of the City's key strategic Outcomes.

For each Outcome a BFO Team is created. Each of the seven BFO Teams is comprised of cross-functional staff members and two citizen volunteers. During May and June the Offers are reviewed by the teams and then they work with the Sellers to refine their Offers to be as efficient and effective as possible. The Offers are then ranked and recommended for inclusion or omission from the City Manager's Recommended Budget, based upon the Offer's merits relative to the Outcome to which it was submitted and the resources available.

In July the Budget Leadership Team reviews all the recommendations by the BFO Teams and ultimately creates the City Manager's Recommended Budget. The Offers are listed in rank order of proposed funding in Ranking Platforms which are located near the beginning of each Outcome section of this document. The Offer summaries follow directly after the Drilling Platforms and all the detail of each Offer can be found on the City's web site at www.fcgov.com/budget

The City Manager's Recommended Budget is submitted to City Council before the first Monday in September per City Charter requirements. The Recommended Budget is made available for public inspection at this time and information about it is published in the local newspaper for public review. In addition, two public hearings and several Council Work Sessions are held in September and October. The budget for the ensuing two-year 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 Work Sessions and then Council may amend the budget and, as required by the State and City Charter, appropriates or authorizes expenditures for the coming fiscal year.

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

BUDGET TERMS

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

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

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

Appropriation
Legal authorization granted by City Council to make expenditures and incur obligations for specific purposes up to a specific dollar amount. For lapsing/operating fund budgets, appropriations lapse at the end of each fiscal year. For non-lapsing/project funds appropriations do not lapse but continue in force until fully expended or until the purpose for which they were granted has been accomplished, abandoned, or revised by the City Council.

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

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

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

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

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

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

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

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

Budgeting for Outcomes (BFO)
Budgeting for outcomes is a form of priority based budgeting where spending is linked to overall community results. Instead of the traditional approach to budgeting that begins with last year's budget, the starting point for the budget process becomes setting priorities and establishing the amount of revenue available for achieving those priorities. The budget process shifts from paying for costs to buying results. We ask “What’s the best way to produce the most value with the dollars we have?” to better align the services delivered by the City with the things that are most important to the community.

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

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

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

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

Community Capital Improvement Program (CCIP) Tax
Fort Collins has had a dedicated tax for capital projects since 1973. The tax and the term

have varied over the years. The tax initiative, currently known as the Community Capital Improvement Program (CCIP), was renewed in April 2015 and expires December 31, 2025. CCIP, formerly known as Building on Basics, is dedicated to community improvements. Project highlights using this funding from 2006-2015 include the Fort Collins Museum of Discovery, renovation of the Lincoln Center for performing arts, expansion of Senior Center recreation facility, and numerous improvements to streets.

Classified Employee
An authorized, budgeted position which is included in the City Pay Plan. Classified employees may be either full-time (1.0 FTE consisting of a 40 hour work week or equivalent) or part-time (0.5 FTE or greater, with a work week of a minimum of 20 and a maximum of 39 hours). These employees are covered by the City's Personnel Policies and Procedures Manual.

Certificates of Participation
Debt instrument used to acquire and construct major capital facilities and improvements. Through the Fort Collins Leasing Corporation, the City issues certificates of participation (COP's). The debt is secured by the constructed facilities and improvements, and debt service payments are made from the rents collected by the Leasing Corporation, based upon lease agreements between the City and the Corporation.

Contingency
An appropriation of funds to cover unforeseen expenditures which may occur during the budget year.

Debt Service
Payment of principal and interest related to long-term debt.

Depreciation
Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Encumbrances
Appropriations committed by contract for goods or services which will not be paid for until the next fiscal year.

Enterprise Fund
A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures
Cost of goods received or services offered.

Fiscal Year
A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Fort Collins' fiscal year is January 1 through December 31.

Full-time Equivalent (FTE) Employee
The hourly equivalent of a full-time employee. An FTE can be made up of either one full-time employee or two or more part-time employees whose total hours equal 40 per week.

Fund
An accounting entity with revenues and expenditures which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance
The balance remaining in a fund after expenditures have been subtracted from revenues.

General Fund
The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund provides a majority of city services to the residents of Fort Collins.

General Obligation Bond
Bonds which the full faith and credit of the issuing government are pledged for payment.

Grants
Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose or activity.

Home Rule
Statutory and constitutional provisions which allow municipalities to exercise powers of local self-government such as the administration and collection of local taxes. The City of Fort Collins is a home rule municipality.

Hourly Employee
A City employee who fills a temporary or short-term position. Such employees provide contingency staffing for City operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

Impact Fees
Charge imposed on developers to offset the cost of infrastructure and related services that will have to be provided by local government.

Indicator
A measure that quantifies the achievement of a result.

Infrastructure
Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

Input Measure
The amount of resources invested, used or spent for services, products or activities.

Intergovernmental Revenue
Revenue from other governments (i.e., County, State, Federal) in the form of grants, entitlements, or shared revenues.

Internal Service Fund
A fund used to account for the financing of services provided by one department to other departments of the City. Internal Service Funds are usually operated like a business.

Lapsing Appropriation
An appropriation is made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or ends, unless otherwise provided by law.

Lease-Purchase Agreements
Contractual agreements which are termed "leases" but, which in substance, amount to purchase contracts, for equipment and machinery.

Maturity
The date on which the principal or stated value of investments or debt obligations are due and may be reclaimed.

Mill Levy
Rate applied to Assessed Valuation of property to determine property taxes. A mill is 1/10th of a penny, or $1.00 of tax for each $1,000 of assessed valuation. The City's maximum mill levy per City Charter, excluding debt service, is fifteen mills.

Modified Accrual Basis
Revenues are recorded as the amount becomes measurable and available.
Expenditures are recorded when the liability is incurred.

Net Operating Budget
Represents the amount of money necessary to provide for the day to day functions of city government. It does not include internal transfers between funds, nor does it include expenditures for debt service and capital projects.

Offer
A description of services, programs or initiatives that will produce a desired result provided by a service provider. Multiple similar offers can be bundled within a package,

but each offer is independently evaluated if it will be bought or not.

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

Outcome
The City of Fort Collins works to continuously improve seven key Outcome areas: Neighborhood Livability and Social Health, Culture and Recreation, Economic Health, Environmental Health, Safety, Transportation, and High Performing Government. The City budget is divided among these seven areas, and revenue is allocated to support policies and initiatives that drive improvement in outcomes.

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

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

PILOT (Payment in Lieu of Taxes)
An estimate of the amount of taxes that would be chargeable to a utility if owned privately.

Quality Measure
The mathematical expression of how well the service, product or activity was delivered, based on characteristics important to the customers.

Ranking Platform
A rank ordering of all offers to achieve a certain result. It displays offers which offers are to be funded (bought) and which ones are not.

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

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

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

Seasonal Employee
A City employee who works for a department during a specific season or for a specific work

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

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

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

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

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

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

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

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

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

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

CAPITAL PROJECTS 2017-2018
By Outcome

Offer #		2017	2018
	CULTURE & RECREATION		
20.3	Grandview Cemetery Mausoleum	$ 50,000	$ 450,000
56.14	Gardens on Spring Creek Visitor Center - CCIP	0	2,185,000
70.3	East Community Park	200,000	0
70.3	Northeast Community Park	1,360,000	0
71.1	Poudre River Downtown Project - CCIP	4,744,000	0
	Neighborhood Park Development		
70.2	Administration	484,478	496,813
70.2	Side Hill Neighborhood Park	1,835,000	443,000
70.2	Trailhead Park	779,000	0
	Total Neighborhood Park Development	3,098,478	939,813
	Recreational Trail Development		
70.1	Administration	224,293	231,149
70.1	Trail Acquisition/Development	1,336,000	1,069,000
	Total Recreational Trail Development	1,560,293	1,300,149
	TOTAL CULTURE & RECREATION	$ 11,012,771	$ 4,874,962
	ECONOMIC HEALTH		
5.11	Utilities: Light & Power - Distribution System Conversions	$ 0	$ 800,000
5.12	Utilities: Light & Power - System Improvements & Replacements	2,062,000	2,225,000
5.23	Utilities: Light & Power - Operational Technology - 1.0 FTE	2,579,927	182,457
5.27	Utilities: Light & Power - Electric Distribution System Corrosion Mitigation	150,000	175,000
5.8	Utilities: Light & Power - New Feeder Capacity	4,615,492	1,287,440
5.9	Utilities: Light & Power - System Purchases	140,000	15,000
	TOTAL ECONOMIC HEALTH	$ 9,547,419	$ 4,684,897
	ENVIRONMENTAL HEALTH		
6.11	Utilities: Water - Water Quality Instrumentation	$ 50,000	$ 50,000
6.16	Utilities: Water - Water Quality Lab Infrastructure Replacement	1,300,000	1,300,000
6.17	Utilities: Water - Water Quality/Pollution Control Master Plan	210,000	0
6.26	Utilities: Water - Underground Electrical Power Supply	650,000	650,000
6.29	Utilities: Water - Cathodic Protection	0	2,280,000
6.30	Utilities: Water - Azalea Waterline Replacement	450,000	0
6.31	Utilities: Water - Poudre Canyon Raw Water Line Improvements	800,000	0
6.41	Utilities: Wastewater - Collection System Master Plan Priority Projects	450,000	350,000
6.42	Utilities: Wastewater - Collection System Small Projects	706,000	743,000
6.43	Utilities: Wastewater - Cured in Place Pipe Lining	450,000	450,000
6.44	Utilities: Wastewater - Water Reclamation and Biosolids	1,000,000	1,000,000
6.45	Utilities: Wastewater - Pollution Control Lab Instrumentation	50,000	30,000
6.50	Utilities: Wastewater - Inflow-Infiltration Study	200,000	0
6.5	Utilities: Water - Treatment and Source of Supply	1,000,000	1,000,000
6.51	Utilities: Wastewater - Anaerobic Digester Lid Replacement	0	2,100,000
6.52	Utilities: Wastewater - Dewatering Improvements	2,135,000	2,135,000
6.53	Utilities: Wastewater - Facility Sludge Strain Press Redundancy	720,000	800,000
6.54	Utilities: Wastewater - Water Reclamation and Biosolids Master Plan	500,000	0
6.56	Utilities: Wastewater - Sidestream Treatment	0	4,300,000
6.6	Utilities: Water - Distribution Master Plan Priority Projects	1,900,000	1,350,000
6.7	Utilities: Water - Distribution Small Projects	1,000,000	1,110,000
6.8	Utilities: Water - Meter Replacement	800,000	800,000
84.4	Nature in the City - CCIP	190,111	189,865
96.6	Natural Areas Shop Expansion	125,000	1,250,000
	TOTAL ENVIRONMENTAL HEALTH	$ 14,686,111	$ 21,887,865

CAPITAL PROJECTS 2017-2018
By Outcome

Offer #		2017	2018
	SAFE COMMUNITY		
8.15	Utilities: Stormwater - Buckingham and Lincoln Outfall	$ 200,000	$ 0
8.16	Utilities: Stormwater - Poudre River at Oxbow Levee	850,000	0
8.17	Utilities: Stormwater - Prospect and College Storm Sewer	750,000	0
8.18	Utilities: Stormwater - Remington Street Storm Sewer	100,000	800,000
8.19	Utilities: Stormwater - Magnolia Street Outfall Phase 1	300,000	1,200,000
8.20	Utilities: Stormwater - Mulberry & Riverside Storm Sewer	800,000	0
8.21	Utilities: Stormwater - NECCO Phase 3: Lemay to Redwood	1,600,000	1,700,000
8.6	Utilities: Stormwater - Stream Rehabilitation Program	350,000	1,400,000
8.9	Utilities: Stormwater - Collection System Replacement - Small Capital Projects	1,400,000	1,500,000
29.36	Proposed Police Training Facility	1,080,000	0
29.37	Existing Range Safety Repairs	232,700	0
29.39	Police CAD and RMS Replacement CRISP	2,980,000	0
	TOTAL SAFE COMMUNITY	$ 10,642,700	$ 6,600,000
	TRANSPORTATION		
1.10	Horsetooth Road and College Avenue Intersection Improvements	$ 500,000	$ 500,000
1.12	Suniga Road Improvements – College Ave to Blondel Street	300,000	1,500,000
1.15	Sharp Point Drive Connection and Railroad Crossing	150,000	0
1.19	Lincoln Avenue Improvements - 1st Street to Lemay Pedestrian and Landscape Enhancements	750,000	0
1.4	Riverside Bridge at Spring Creek Replacement	1,300,223	0
1.5	Arterial Intersections Improvements - CCIP	350,000	400,000
1.6	Lemay Realignment and Railroad Crossing Improvements Project	1,000,000	0
1.7	Pedestrian Sidewalk / ADA Compliance - CCIP	1,000,000	1,100,000
1.8	Willow Street River District Construction – Final Design - CCIP	0	765,000
1.9	Lincoln Avenue Improvements - Poudre River Bridge to 1st Street Construction - CCIP	2,811,000	0
3.4	Bicycle Infrastructure Improvements - CCIP	350,000	350,000
3.7	Low Stress Bike Route Design and Construction	0	209,740
3.9	Protected Bike Lane Pilot Project	50,000	250,000
	TOTAL TRANSPORTATION	$ 8,561,223	$ 5,074,740
	HIGH PERFORMING GOVERNMENT		
7.29	Utilities: Asset Register and Work Order Management System	$ 825,000	$ 480,000
7.24	Utilities: Customer Information Billing System	0	2,300,000
	TOTAL HIGH PERFORMING GOVERNMENT	$ 825,000	$ 2,780,000
	TOTAL CAPITAL PROJECTS	$ 55,275,224	$ 45,902,464

Note: Excludes capital leases.

REVENUE SUMMARY

	Actual 2014	Actual 2015	Budget 2016	Budget 2017	% Change From 2016	Budget 2018
Property Taxes	19,154,739	19,987,761	20,916,914	24,220,907	15.8%	24,730,647
Sales & Use Tax	129,087,531	134,898,902	135,604,217	137,591,024	1.5%	141,058,755
Occupational Privilege Tax	2,676,401	2,850,699	2,575,000	2,715,364	5.5%	2,715,364
Lodging Taxes	1,304,613	1,451,008	1,166,000	1,282,600	10.0%	1,224,300
Licenses & Permits	4,659,514	3,943,075	3,227,400	3,810,009	18.1%	3,915,838
Fines & Forfeitures	2,539,244	2,776,456	2,426,158	2,127,000	-12.3%	2,227,000
Intergovernmental	42,569,954	36,977,107	20,672,252	24,869,841	20.3%	25,647,788
Payment in Lieu of Taxes	9,109,580	9,380,890	10,224,000	10,000,000	-2.2%	10,340,000
Charges for Service	86,527,265	84,731,800	90,330,896	99,113,455	9.7%	102,688,821
Charges for Service - Utilities/Golf	180,221,975	185,724,118	199,918,818	196,199,000	-1.9%	202,262,000
Earnings on Investments	5,488,389	4,853,714	4,155,777	5,752,786	38.4%	6,589,644
Earnings on Investments - GERP	2,630,327	(274,582)	159,250	175,000	9.9%	208,000
Miscellaneous	30,198,814	21,915,326	16,434,450	19,561,990	19.0%	17,364,949
Proceeds of Debt Issuance	3,946,289	2,239,424	0	5,007,879		300,000
Other Financing Sources	375,129	560,760	62,500	90,000	44.0%	90,000
Transfers from Funds	46,906,681	60,545,000	52,632,310	53,429,996	1.5%	47,761,984
TOTAL	**$ 567,396,444**	**$ 572,561,457**	**$ 560,505,942**	**$ 585,946,851**	**4.5%**	**$ 589,125,090**
Less Internal Service Funds	(49,060,109)	(54,104,163)	(60,729,534)	(67,603,964)	11.3%	(70,936,669)
Less Transfers	(46,906,681)	(60,545,000)	(52,632,310)	(53,429,996)	1.5%	(47,761,984)
NET REVENUES	**$ 471,429,654**	**$ 457,912,294**	**$ 447,144,098**	**$ 464,912,891**	**4.0%**	**$ 470,426,437**

EXPENDITURES BY TYPE

	Actual 2014	Actual 2015	Amended Budget 2016	Proposed 2017	% Change from 2016	Proposed 2018
Salaries & Wages	99,501,697	102,577,685	108,196,412	111,196,222	2.8%	114,963,906
Benefits	27,174,078	29,624,855	35,353,343	38,176,394	8.0%	39,825,762
Professional & Technical	27,988,543	26,333,240	24,562,711	20,029,382	-18.5%	18,618,788
Governmental Services	23,117,703	24,251,849	25,219,799	28,750,921	14.0%	29,785,541
Other Prof & Tech Services	5,289,292	6,682,722	7,647,923	6,524,196	-14.7%	5,546,325
Utility Services	4,736,766	4,861,949	5,263,486	5,553,981	5.5%	5,703,304
Cleaning Services	1,876,230	1,877,523	2,199,189	2,322,092	5.6%	2,377,920
Repair & Maintenance Services	29,696,475	32,087,941	29,308,709	37,384,160	27.6%	33,228,065
Rental Services	1,459,732	1,310,942	1,819,311	3,633,639	99.7%	3,773,522
Construction Services	21,044,331	12,757,417	9,356,424	10,231,374	9.4%	10,511,822
Other Property Services	487,098	707,876	629,725	67,325	-89.3%	67,325
Insurance, Non Emp Benefits	26,865,274	29,255,288	30,902,869	33,510,911	8.4%	35,972,319
Communication Services	2,008,285	2,237,916	2,329,948	2,413,156	3.6%	2,403,526
Internal Admin Services	25,641,164	25,854,069	29,785,330	30,119,772	1.1%	31,145,210
Employee Travel	1,172,181	1,313,009	1,504,349	1,515,645	0.8%	1,505,560
Other Purchased Services	4,032,140	3,177,937	3,359,463	3,376,318	0.5%	3,408,620
Vehicle & Equipment Supplies	7,835,282	6,371,549	10,026,737	8,415,044	-16.1%	9,124,504
Land & Building Maint Supplies	1,898,857	2,146,196	2,398,773	2,245,677	-6.4%	2,253,809
Infrastructure Maint Supplies	4,792,687	4,340,015	4,104,198	3,301,967	-19.5%	3,299,215
Utility Supplies	7,163,082	6,952,207	10,828,697	3,484,940	-67.8%	3,534,940
Office & Related Supplies	4,360,780	3,204,037	2,584,482	2,849,139	10.2%	2,051,483
Health & Safety Supplies	522,641	420,456	392,998	376,219	-4.3%	384,267
Purchased Power	80,214,970	84,500,772	91,616,000	90,330,000	-1.4%	92,832,000
Chemical Supplies	1,444,705	1,387,520	1,985,080	1,681,678	-15.3%	1,673,878
Other Supplies	3,834,125	3,934,970	5,703,664	4,821,055	-15.5%	5,112,603
Capital Purchases & Other	38,942,112	64,673,388	87,863,851	82,457,248	-6.2%	78,052,685
Depreciation	23,209,539	24,393,142	6,000	6,000	0.0%	6,000
Bad Debt Expense	462	586,446	343,000	408,000	19.0%	408,000
Rebates & Incentives	3,842,071	6,426,302	3,013,767	4,959,887	64.6%	4,842,435
Grants Given	3,113,495	3,492,764	4,505,724	2,477,247	-45.0%	2,417,999
Debt Service & Related	21,019,123	23,886,255	21,743,424	24,513,224	12.7%	21,795,051
Transfers to Funds	46,906,681	60,545,000	64,664,730	53,429,996	-17.4%	47,761,984
TOTAL	**$551,191,599**	**$602,173,237**	**$629,220,117**	**$620,562,809**	**-1.4%**	**$614,388,368**
Less Internal Service Funds	(58,718,813)	(64,003,280)	(72,273,287)	(74,802,675)	3.5%	(77,228,649)
Less Transfers	(46,906,681)	(60,545,000)	(64,664,730)	(53,429,996)	-17.4%	(47,761,984)
NET EXPENDITURES	**$445,566,105**	**$477,624,958**	**$492,282,101**	**$492,330,138**	**0.0%**	**$489,397,735**

Note: The 2016 column shows the current budget.

EXPENDITURES BY AREA

	Actual 2014	Actual 2015	Amended Budget 2016	Proposed 2017	% Change from 2016	Proposed 2018
Investigations	6,952,599	7,100,430	7,435,074	7,452,037	0.2%	7,667,593
Police Information Services	7,622,372	7,108,237	8,186,422	11,575,861	41.4%	8,492,296
Patrol	19,877,579	20,186,174	21,702,351	23,459,587	8.1%	24,507,076
Office of the Chief	2,541,908	2,655,501	2,566,560	4,002,563	56.0%	2,766,173
Finance Administration	1,000,360	1,033,434	1,010,409	1,045,762	3.5%	1,092,901
Accounting and Treasury	1,203,874	1,171,150	1,281,635	1,747,287	36.3%	1,698,396
Budget	402,209	418,951	463,895	584,382	26.0%	588,699
Purchasing	536,131	518,439	541,354	607,590	12.2%	641,247
Safety, Security, & Risk Mgmt.	4,168,240	3,950,096	3,970,957	4,612,859	16.2%	4,713,700
Sales Tax	664,337	746,580	617,044	667,397	8.2%	685,810
Non Departmental	6,150,640	7,015,965	5,806,964	7,128,646	22.8%	7,551,446
Operation Services	19,077,915	21,444,064	23,161,759	24,484,331	5.7%	23,947,662
Recreation	12,862,258	8,601,850	9,520,742	8,801,657	-7.6%	9,027,059
Community Services Admin	330,897	366,791	409,223	338,337	-17.3%	347,053
Park Planning & Development	2,583,911	3,793,253	6,753,552	12,575,488	86.2%	2,314,747
Cultural Services	5,408,867	5,404,708	6,608,566	6,674,370	1.0%	8,877,601
Parks	13,494,184	14,411,798	16,532,913	16,925,127	2.4%	17,731,250
Natural Areas	9,414,767	12,105,815	21,718,967	11,530,818	-46.9%	12,063,104
Utility Financial Operations	28,961,513	29,556,636	18,418,826	18,850,920	2.3%	19,340,600
Utilities Strategic Planning	367,297	230,728	617,148	185,041	-70.0%	188,595
Utility Tech. & Cust. Service	1,816,675	2,040,918	2,376,559	2,714,217	14.2%	5,255,700
Utilities Customer Connections	10,872,403	13,108,979	15,733,476	15,822,043	0.6%	16,086,736
L&P Operations Service Unit	116,882,680	120,267,956	120,730,185	114,235,323	-5.4%	114,390,609
Ut Environmental Services Div	2,133,912	2,273,274	2,587,460	2,536,170	-2.0%	2,567,674
Ut Process & Supervis Cntr Div	574,683	716,139	730,626	869,789	19.0%	875,961
Ut Enviro Regulatory Affairs	798,204	853,569	1,073,060	1,096,154	2.2%	1,115,892
Ut Water Production Div	7,809,674	11,264,682	25,233,676	9,946,642	-60.6%	9,176,398
Ut Water Resources Div	2,102,141	2,416,051	2,559,515	3,377,738	32.0%	3,310,653
Ut Wtr Reclama & Biosolids Div	7,254,549	14,597,524	16,147,075	10,468,328	-35.2%	15,973,748
Ut Collection System Div	3,933,476	4,829,075	3,633,642	3,769,318	3.7%	3,790,921
Ut Distribution System Div	6,806,931	4,500,155	4,853,323	6,415,538	32.2%	5,490,721
Ut Drainage System Div	2,564,217	2,961,377	2,327,687	1,838,183	-21.0%	1,805,749
Ut Water Meters Div	601,571	814,672	992,252	874,224	-11.9%	779,639
Ut Development Review Div	0	40,000	0	0		0
Ut Mstr Plan & Fldpl Admin Div	0	239,511	323,022	0	-100.0%	0
Ut Water Systems Engr Div	9,344,134	5,906,827	4,408,930	8,351,270	89.4%	10,677,368
Ut Electric Systems Eng Div	1,297,542	1,415,752	1,716,925	1,787,007	4.1%	1,808,767
Ut Elec System Design & IT Div	1,240,357	1,794,819	1,563,084	2,081,358	33.2%	2,258,009
Ut Standards Engineering Div	1,353,210	1,448,704	1,614,331	1,653,293	2.4%	1,698,576
Ut Water Utilities Engineering	2,969,172	2,110,705	2,109,435	2,214,098	5.0%	2,145,279
Electric Field Services	6,277,798	6,755,206	8,831,465	11,929,145	35.1%	9,325,449
Utilities Management	1,914,899	1,994,516	1,876,133	1,161,150	-38.1%	1,532,311
Safety and Security	734,889	455,633	852,432	142,603	-83.3%	145,910
PDT Administration	591,044	659,647	730,899	2,269,173	210.5%	2,297,731
Transfort / Dial-a-Ride	14,762,492	19,807,304	16,188,562	19,325,406	19.4%	22,737,096
Comm Dev & Neighborhood Svcs	6,748,799	7,587,596	7,636,803	8,848,506	15.9%	9,211,240
FC Moves	1,602,102	2,012,791	4,246,384	1,791,633	-57.8%	2,171,858
Streets	23,762,907	25,185,580	25,210,990	26,201,115	3.9%	26,706,667
Traffic	3,872,882	4,320,704	4,354,064	4,739,067	8.8%	4,737,881
Engineering	24,882,535	27,713,751	16,193,460	18,664,080	15.3%	15,652,465
Parking	2,088,446	2,231,603	2,834,941	2,601,051	-8.3%	2,783,957
City Clerk's Office	653,858	986,939	820,189	1,029,255	25.5%	1,006,566
City Council	137,721	170,809	159,727	175,437	9.8%	176,416

EXPENDITURES BY AREA

	Actual 2014	Actual 2015	Amended Budget 2016	Proposed 2017	% Change from 2016	Proposed 2018
City Manager's Office	2,740,485	2,974,272	2,922,756	3,051,406	4.4%	3,042,726
Municipal Court	606,714	688,187	704,993	846,025	20.0%	857,652
City Attorney's Office	1,718,164	2,036,430	2,243,541	2,292,133	2.2%	2,367,670
Information Technology	8,008,758	8,780,746	11,161,679	10,913,454	-2.2%	10,063,301
Comm. & Public Involvement	1,192,154	1,650,134	1,920,227	1,929,739	0.5%	1,964,600
Human Resources	25,491,876	28,351,028	31,311,687	32,980,194	5.3%	35,388,373
Economic Health Office	5,951,920	5,864,019	1,551,917	1,650,712	6.4%	1,615,264
Social Sustainability	1,545,519	1,478,909	3,687,784	2,246,005	-39.1%	2,259,454
Environmental Services	1,347,862	1,653,842	2,747,126	2,628,336	-4.3%	2,291,330
Sustainability Services Admin	598,086	423,287	483,308	473,115	-2.1%	482,457
Urban Renewal Authority	1,303,463	257,553	2,044,318	4,378,608	114.2%	4,460,876
Poudre Fire Authority	20,753,035	22,280,202	24,057,954	27,051,488	12.4%	28,100,675
Debt Service & Related	21,019,123	23,886,255	21,743,424	24,513,224	12.7%	21,795,051
Transfers to Other Funds	46,906,681	60,545,000	64,664,730	53,429,996	-17.4%	47,761,984
TOTAL	**$551,191,599**	**$602,173,237**	**$629,220,117**	**$620,562,809**	**-1.4%**	**$614,388,368**
Less Internal Service Funds	(58,718,813)	(64,003,280)	(72,273,287)	(74,802,675)	3.5%	(77,228,649)
Less Transfers	(46,906,681)	(60,545,000)	(64,664,730)	(53,429,996)	-17.4%	(47,761,984)
NET EXPENDITURES	**$445,566,105**	**$477,624,958**	**$492,282,101**	**$492,330,138**	**0.0%**	**$489,397,735**

Note: The 2016 Budget column shows the current budget.

SUMMARY OF CHANGE IN FUND BALANCE - 2017

FUND	Beginning Fund Balance 01/01/17	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Fund Ending Balance	Percent Change
General Fund	70,546,527	145,550,028	151,784,590	(6,234,562)	-	64,311,965	-8.8%
Capital Expansion Fund	14,114,627	5,275,096	2,251,754	3,023,342	-	17,137,969	21.4%
Sales & Use Tax Fund	4,092,622	8,775,678	8,775,678	-	-	4,092,622	0.0%
Keep Fort Collins Great Fund	14,337,994	26,518,834	31,406,265	(4,887,431)	-	9,450,563	-34.1%
Community Capital Improvement	1,228,303	8,746,293	9,305,000	(558,707)	-	669,596	-45.5%
Neighborhood Parkland Fund	8,675,308	1,510,851	3,211,538	(1,700,687)	-	6,974,621	-19.6%
Conservation Trust Fund	2,007,268	1,473,933	1,560,293	(86,360)	-	1,920,908	-4.3%
Natural Areas Fund	2,982,487	13,087,136	12,720,679	366,457	-	3,348,944	12.3%
Cultural Services Fund	1,742,005	3,914,547	3,992,052	(77,505)	-	1,664,500	-4.4%
Recreation Fund	2,002,378	6,802,956	7,137,896	(334,940)	-	1,667,438	-16.7%
Cemeteries Fund	529,640	600,254	650,254	(50,000)	-	479,640	-9.4%
Perpetual Care Fund	1,849,848	78,645	23,828	54,817	-	1,904,665	3.0%
Museum Fund	810,129	1,068,254	1,379,254	(311,000)	-	499,129	-38.4%
Transit Services Fund	1,479,756	16,501,954	16,857,810	(355,856)	-	1,123,900	-24.0%
Street Oversizing Fund	15,026,408	4,568,255	5,445,891	(877,636)	-	14,148,772	-5.8%
Transportation Fund	15,176,504	25,052,015	24,340,127	711,888	-	15,888,392	4.7%
Parking Fund	822,644	2,397,298	2,659,014	(261,716)	-	560,928	-31.8%
Timberline/Prospect SID #94	73,747	45,175	116,000	(70,825)	-	2,922	-96.0%
Capital Leasing Corp Fund	-	4,629,978	4,629,978	-	-	-	
Capital Projects Fund	23,842,676	16,364,747	17,680,199	(1,315,452)	-	22,527,224	-5.5%
Golf Fund *	5,557,686	3,546,710	3,525,905	20,805	305,194	5,883,685	5.9%
Light & Power Fund *	201,002,897	131,703,323	141,162,823	(9,459,500)	8,123,672	199,667,069	-0.7%
Water Fund *	294,170,767	34,959,872	34,857,162	102,710	5,482,536	299,756,013	1.9%
Wastewater Fund *	167,528,979	24,450,507	25,602,077	(1,151,570)	4,143,712	170,521,121	1.8%
Stormwater Fund *	123,215,190	17,460,414	18,770,768	(1,310,354)	8,020,626	129,925,462	5.4%
Equipment Fund *	5,889,142	13,616,556	13,978,959	(362,403)	2,684,567	8,211,306	39.4%
Self Insurance Fund	1,344,687	4,956,788	4,815,491	141,297	-	1,485,984	10.5%
Data & Communications Fund *	3,439,586	9,450,948	11,175,948	(1,725,000)	633,799	2,348,385	-31.7%
Benefits Fund	5,348,051	31,237,028	30,002,793	1,234,235	-	6,582,286	23.1%
Utility CS&A Fund *	(124,859)	17,638,559	17,117,167	521,392	80,000	476,533	481.7%
Employees' Retirement Fund	40,910,758	1,945,000	5,227,750	(3,282,750)	-	37,628,008	-8.0%
General Improvement District 1	538,174	342,693	68,107	274,586	-	812,760	51.0%
GID #15 - SKYVIEW	146,577	33,315	1,000	32,315	-	178,892	22.0%
URA - N. College District	1,766,102	4,055,709	3,868,103	187,606	-	1,953,708	10.6%
URA - Prospect South TIF Dist	(4,820,709)	463,313	392,810	70,503	152,587	(4,597,619)	4.6%
URA - MALL FUND	(2,981)	4,078,120	4,067,846	10,274	-	7,293	344.6%
TOTAL	**$1,027,250,918**	**$592,900,782**	**$620,562,809**	**($27,662,027)**	**$29,626,693**	**$1,029,215,584**	**0.2%**

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

SUMMARY OF CHANGE IN FUND BALANCE - 2018

FUND	Beginning Fund Balance 01/01/18	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Fund Ending Balance	Percent Change
General Fund	64,311,965	143,984,063	148,364,022	(4,379,959)	-	59,932,006	-6.8%
Capital Expansion Fund	17,137,969	3,578,882	693,827	2,885,055	-	20,023,024	16.8%
Sales & Use Tax Fund	4,092,622	8,456,128	8,456,128	-	-	4,092,622	0.0%
Keep Fort Collins Great Fund	9,450,563	27,218,027	31,689,516	(4,471,489)	-	4,979,074	-47.3%
Community Capital Improvement	669,596	8,428,514	5,936,000	2,492,514	-	3,162,110	372.2%
Neighborhood Parkland Fund	6,974,621	1,461,379	1,055,686	405,693	-	7,380,314	5.8%
Conservation Trust Fund	1,920,908	1,478,365	1,300,149	178,216	-	2,099,124	9.3%
Natural Areas Fund	3,348,944	12,901,189	14,039,920	(1,138,731)	-	2,210,213	-34.0%
Cultural Services Fund	1,664,500	3,907,902	4,373,644	(465,742)	-	1,198,758	-28.0%
Recreation Fund	1,667,438	6,979,522	7,474,792	(495,270)	-	1,172,168	-29.7%
Cemeteries Fund	479,640	615,890	1,065,890	(450,000)	-	29,640	-93.8%
Perpetual Care Fund	1,904,665	83,024	28,211	54,813	-	1,959,478	2.9%
Museum Fund	499,129	891,214	1,061,559	(170,345)	-	328,784	-34.1%
Transit Services Fund	1,123,900	19,300,376	19,585,268	(284,892)	-	839,008	25.3%
Street Oversizing Fund	14,148,772	5,114,243	6,245,891	(1,131,648)	-	13,017,124	-8.0%
Transportation Fund	15,888,392	24,966,822	24,921,649	45,173	-	15,933,565	0.3%
Parking Fund	560,928	2,584,806	2,844,048	(259,242)	-	301,686	-46.2%
Timberline/Prospect SID #94	2,922	-	-	-	-	2,922	0.0%
Capital Leasing Corp Fund	-	5,509,829	5,509,829	-	-	-	
Capital Projects Fund	22,527,224	8,120,920	8,629,940	(509,020)		22,018,204	-2.3%
Golf Fund *	5,883,685	3,582,805	3,586,000	(3,195)	361,036	6,241,526	6.1%
Light & Power Fund *	199,667,069	135,862,456	139,756,280	(3,893,824)	3,886,384	199,659,629	0.0%
Water Fund *	299,756,013	35,206,160	35,800,192	(594,032)	7,070,914	306,232,895	2.2%
Wastewater Fund *	170,521,121	24,966,897	31,756,647	(6,789,750)	10,034,431	173,765,802	1.9%
Stormwater Fund *	129,925,462	17,425,305	18,492,682	(1,067,377)	7,739,125	136,597,210	5.1%
Equipment Fund *	8,211,306	14,340,391	14,077,252	263,139	2,300,850	10,775,295	31.2%
Self Insurance Fund	1,485,984	5,069,820	4,918,900	150,920	-	1,636,904	10.2%
Data & Communications Fund *	2,348,385	10,042,596	10,245,596	(203,000)	649,600	2,794,985	19.0%
Benefits Fund	6,582,286	33,158,693	32,403,330	755,363	-	7,337,649	11.5%
Utility CS&A Fund *	476,533	18,229,016	17,950,455	278,561	293,000	1,048,094	119.9%
Employees' Retirement Fund	37,628,008	1,908,000	5,647,750	(3,739,750)	-	33,888,258	-9.9%
General Improvement District 1	812,760	350,563	418,107	(67,544)	-	745,216	-8.3%
GID #15 - SKYVIEW	178,892	34,095	1,000	33,095	-	211,987	18.5%
URA - N. College District	1,953,708	1,501,963	1,451,227	50,736	-	2,004,444	2.6%
URA - Prospect South TIF Dist	(4,597,619)	474,800	400,663	74,137	162,289	(4,361,193)	5.1%
URA - MALL FUND	7,293	4,220,165	4,206,318	13,847	-	21,140	189.9%
TOTAL	**$1,029,215,584**	**$591,954,820**	**614,388,368**	**($22,433,548)**	**$32,497,629**	**$1,039,279,665**	**1.0%**

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

EMPLOYEE - FULL TIME EQUIVALENTS

by Service Area (Classified, Unclassified Management, Contractual)

Service Area and Department	Budget 2015	Revised 2015	Budget 2016	Revised 2016	Recommended 2017	Recommended 2018
Community & Operation Services	**235.55**	**236.80**	**236.55**	**237.75**	**260.25**	**260.25**
Community Services Admin	2.00	2.00	2.00	1.00	1.00	1.00
Cultural Services	21.80	21.80	21.80	25.75	30.75	30.75
Natural Areas	29.75	30.00	29.75	30.00	32.00	32.00
Operation Services	67.00	68.00	67.00	68.00	71.00	71.00
Park Planning & Development	5.00	5.00	5.00	6.00	7.00	7.00
Parks	70.75	70.75	71.75	67.75	77.75	77.75
Recreation	39.25	39.25	39.25	39.25	40.75	40.75
Executive Services	**18.00**	**19.00**	**18.00**	**20.00**	**20.00**	**20.00**
City Clerk	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	12.00	13.00	12.00	14.00	14.00	14.00
Executive Services	**7.05**	**7.05**	**7.05**	**7.10**	**8.60**	**8.60**
Municipal Court	7.05	7.05	7.05	7.10	8.60	8.60
Executive Services	**17.25**	**17.25**	**17.25**	**18.50**	**19.25**	**19.25**
City Attorney	17.25	17.25	17.25	18.50	19.25	19.25
Financial Services	**41.80**	**41.80**	**41.80**	**43.80**	**47.80**	**47.80**
Finance Administration	5.00	5.00	5.00	5.00	6.00	6.00
Budget	4.00	4.00	4.00	4.00	5.00	5.00
Accounting and Treasury	14.00	14.00	14.00	14.00	14.00	14.00
Purchasing	7.00	7.00	7.00	7.00	8.00	8.00
Safety, Security & Risk Management	5.80	5.80	5.80	7.80	8.80	8.80
Sales Tax	6.00	6.00	6.00	6.00	6.00	6.00
Information & Employee Services	**96.55**	**98.05**	**97.80**	**102.30**	**110.30**	**111.30**
Communications & Public Involvement	13.30	13.30	13.30	13.30	15.30	15.30
Human Resources	23.50	24.00	24.50	25.00	27.00	27.00
Information Technology	59.75	60.75	60.00	64.00	68.00	69.00
Police Services	**299.25**	**299.25**	**301.25**	**307.75**	**310.75**	**314.75**
Information Services	64.50	64.50	66.50	67.00	71.00	71.00
Investigations	55.00	55.00	55.00	55.00	56.00	56.00
Office of the Chief	16.00	16.00	16.00	17.00	17.00	17.00
Patrol	163.75	163.75	163.75	168.75	166.75	170.75
Planning, Development & Transportation	**223.05**	**271.05**	**223.05**	**281.25**	**289.25**	**289.25**
PDT Administration	4.00	4.00	4.00	4.00	4.00	4.00
Transfort/DAR	60.00	106.75	60.00	107.75	107.75	107.75
Community Development & Neigh Services	47.30	46.80	47.30	51.00	56.00	56.00
FC Moves	4.00	4.50	4.00	5.00	5.00	5.00
Streets	41.75	42.00	41.75	43.50	45.50	45.50
Traffic	22.00	22.00	22.00	23.00	24.00	24.00
Engineering	29.00	30.00	29.00	33.00	33.00	33.00
Parking	15.00	15.00	15.00	14.00	14.00	14.00
Sustainability Services	**20.75**	**22.75**	**20.75**	**23.00**	**25.00**	**25.00**
Economic Health	4.00	4.00	4.00	3.00	3.00	3.00
Social Sustainability	6.00	6.00	6.00	6.00	7.50	7.50
Environmental Services	8.75	10.75	8.75	11.00	11.50	11.50
Sustainability Services	2.00	2.00	2.00	3.00	3.00	3.00
Utility Services	**351.80**	**352.80**	**351.80**	**350.75**	**361.75**	**361.75**
Light & Power	104.25	110.25	104.25	110.25	112.25	112.25
Water	77.00	76.00	77.00	81.00	87.00	87.00
Wastewater	59.50	59.50	59.50	61.00	62.00	62.00
Stormwater	25.50	26.50	25.50	21.50	23.50	23.50
Utility Customer Service & Administration	85.55	80.55	85.55	77.00	77.00	77.00
TOTAL CLASSIFIED/UNCLASSIFIED	**1,311.05**	**1,365.80**	**1,315.30**	**1,392.20**	**1,452.95**	**1,457.95**
CONTRACTUAL	**26.80**	**25.30**	**26.80**	**25.55**	**28.30**	**28.30**
TOTAL CLASSIFIED/UNCLASSIFED/ CONTRACTUAL	**1,337.85**	**1,391.10**	**1,342.10**	**1,417.75**	**1,481.25**	**1,486.25**

2017-2018 Full Time Equivalents ("FTE")

A proposed increase of 55.25 FTE is included in the 2017-2018 Recommended Budget. The proposed increase includes 52.25 classified / unclassified FTE and 3.00 contractual FTE. The following table summarizes the classified, unclassified management, and contractual FTE increases by Service Area.

Service Area	Recommended 2017	Recommended 2018
Executive – Municipal Court	1.50	1.50
Executive – City Attorney	0.75	0.75
Community & Operation Services	12.50	12.50
Financial Services	3.00	3.00
Information & Employee Services	1.00	2.00
Police Services	10.00	14.00
Planning, Development & Transportation Services	7.00	7.00
Sustainability Services	3.50	3.50
Utility Services	11.00	11.00
Total	50.25	55.25

The total change in FTE, compared to 2016 Revised FTE, reflects an increase of 63.50 FTE. The increase in classified/unclassified FTE is 60.75, while the net increase in contractual FTE is 2.75. This larger increase is due to the net difference between administrative position conversions and positions that were eliminated.

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Contact: Gerald Young; Senior Management Associate
gyoung@icma.org or 360/689-9784
ICMA Center for Performance Analytics™

FORT COLLINS RECOGNIZED FOR PERFORMANCE MANAGEMENT EXCELLENCE

Washington, DC, July 14, 2016—The International City/County Management Association (ICMA) is pleased to announce that Fort Collins. Colorado, is being recognized for its performance management efforts with a Certificate of Excellence from the ICMA Center for Performance Analytics™.

"The certificate program recognizes communities that have demonstrated leadership in continuous improvement and community engagement using performance analysis," said ICMA Executive Director Robert J. O'Neill, Jr. "Performance analysis is an integral component of professional local government management, and jurisdictions meeting the certificate qualifications serve as examples for other governments to follow."

ICMA assesses a local government's performance management program and encourages analysis of results by comparing to peers and gauging performance over time. Performance management aids in cost reduction, program prioritization, and quality improvement. It also encourages accountability and transparency. Certificates are awarded at the levels of Achievement, Distinction, and Excellence. Of the 52 jurisdictions honored overall, Fort Collins is among 34 jurisdictions receiving the Certificate of Excellence – the highest level awarded.

Criteria for the Certificate of Excellence include:

- Reporting of performance data to the public through budgets, newsletters, and/or information provided to elected officials
- Data verification efforts to ensure data reliability
- Staff training
- Use of performance data in strategic planning and operational decision-making
- Sharing of performance measurement knowledge with other local governments through presentations, site visits, and other networking
- Commitment to tracking and reporting to the public key outcomes
- Surveying of the both residents and local government employees
- Effective and timely reporting.

About ICMA

ICMA, the International City/County Management Association, advances professional local government worldwide. The organization's mission is to create excellence in local governance by developing and fostering professional management to build better communities. ICMA identifies leading practices to address the needs of local governments and professionals serving communities globally – providing services, research, publications, data and

information, peer and results-oriented assistance, and training and professional development to thousands of city, town, and county leaders and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of people living in thousands of communities, ranging in size from small towns to large metropolitan areas.

About the Center for Performance Analytics

ICMA's Center for Performance Analytics is dedicated to helping local governments use performance information to better the lives of the people they serve. The Center encourages the use and public reporting of comparative performance data in a positive, continuous-learning environment in order to foster organizational cultures that deliver results that matter. For more information on the center, please visit icma.org/performanceinsights.

2016
CERTIFICATE OF
EXCELLENCE
AWARD WINNER
ICMA
Center for
Performance Analytics

User Fee Highlights for 2017-18

Cemeteries – Automatically increased by Denver/Boulder CPI of 2.5% in both 2017 and 2018. Not required to go to Council every year.

City Clerk – Proposed decrease for marijuana premises manager registration in 2017 from $150 to $100.

Community Development & Neighborhood Services – No changes for 2017-18.

Cultural Services & Facilities – Lincoln Center proposes a slight increase of rates for the Magnolia Theatre for performance event usage.

Engineering – No changes for 2017-18.

Golf – Fee increases were approved by the Golf Board and are as follows for the 2017-2018 seasons.

1. Driving Range: $0.50 increase on medium and $1 increase large ball buckets effective 2018.
2. Golf Cart Rental - $1 increase for both 9-hole and 18-hole cart rental effective 2017.

Information Technology: GIS – No changes for 2017-18.

Natural Areas – No changes for 2017-18.

Parking – No changes for 2017-18.

Parks – There are proposed fee increases for billable services of 2.5% in 2017 and again in 2018. Billable services include turf care, snow removal, irrigation repairs, trash, shrub beds and administration.

Police – Changes to costs for outside entities to hire off-duty officers, wherein the formula remains the same for determining those fees in 2017-18. Increase in charge for DUI blood test fees in 2017 based on cost to the dept – fee last increased in 2009.

Recreation: Outdoor Sports Facilities – Proposed increase for field rental for City Park South Ballfields of $25/game. Proposed reduction for PSD Athletic Department fees for field rental from $11 to $4.50 per field/hour.

Recreation: Facility Rentals and Activities – There are slight rate increases for pool rentals, EPIC specialty ice passes, ice-skating programs, admission to the Farm, day camp fees, and Club Tico rentals. There are higher fee increases for Youth Sports fees and new fees for PSD. The changes are expected to increase revenue by approximately $450K in 2017 and $635K in 2018.

Traffic – No changes for 2017-18.

Transit – No changes for 2017-18.