

2019–2020



# City Manager's Recommended Biennial Budget



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**August 31, 2018**

**To Mayor Troxell & City Councilmembers:**

I am pleased to present to you the 2019–2020 City Manager’s Recommended Budget. This budget was created using the Budgeting for Outcomes (BFO) process which is a form of priority-based budgeting that has been used by the City since 2005. The process has a number of advantages over traditional budgeting approaches, including:

- Transparency with the programs and services that could be provided to the community
- Prioritization of all budget requests (aka Offers) to align with what residents and businesses need and want
- Community input on which priorities should be funded, gathered through events and meetings held across the city, as well as on-line tools
- Two resident volunteers on each of the seven BFO Teams who bring the voice of community into the decision process
- Numerous discussions among City staff resulting in greater accountability and improved understanding of City priorities

***Strategic Outcomes and Results***

The 2018 Strategic Plan reflects the needs of the community and priorities of City Council. Each of the seven Outcomes within the strategic plan has multiple Strategic Objectives. Achieving these objectives was the basis for staff budget proposals submitted for consideration and for determining which ones are recommended for funding. A description of the Strategic Outcomes is provided below, and a list of the Strategic Objectives is summarized in each of the Outcome Overview sections of the Recommended Budget.

<b>Strategic Outcome</b>	<b>Description</b>
Neighborhood Livability & Social Health	Fort Collins provides a high quality built environment, supports quality, diverse neighborhoods and fosters the social health of residents.
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.



During the strategic planning process, metrics are aligned with the Strategic Objectives as they are being created. This is done with broad input from management about which metrics would best reflect the City's progress in achieving each Strategic Objective. These metrics are then reviewed by the executive team and department management on a quarterly basis to assess the City's performance and, where necessary, document the action plans to help get performance on track. These managerial reviews also include status and action items for every program and service funded in the City's budget.

As a data-driven organization, Offers also include one or more metrics that are used as an important input into whether the Offer is recommended for funding in 2019 & 2020. All of these metrics can be accessed in the online budget materials located at [fcgov.com/budget](http://fcgov.com/budget). The quality of the metrics, combined with each offer's impact in achieving the Strategic Objectives and other criteria, were a determining factor for the BFO Team funding recommendations.

### ***Budget Highlights***

The 2019-2020 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 \$28.5 million of annual revenue to maintain services such as police, fire, streets, transportation, parks, recreation, and other community priorities. KFCG will sunset December 31, 2020 making this an important strategic discussion for Council and the community in coming months.

Overall sales tax growth in 2018 has been close to forecast with year-to-date revenues up 4.3% over 2017. Total 2018 sales tax receipts for the year are expected to come in at or slightly above our annual forecast of 3.0% growth over 2017. This budget includes an increase in sales tax revenue of 3.0% in both 2019 and 2020 over the prior year. 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, \$2.2M of General Fund reserves have been set aside to minimize impact to 2019-20 programs and services if sales tax receipts would soften. 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's overall fiscal condition is healthy; 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 2019 is \$651.0M and for 2020 is \$646.4M. This includes the appropriations for the Urban Renewal Authority, General Improvement District #1 and the Downtown Development Authority.
- Staff has forecasted a further softening in revenue growth for 2019-2020. Base economic growth in sales tax is projected to increase by 3.0% in 2019 and 3.0%, again,

in 2020. Use tax is projected at \$21.0M and \$20.0M in each year, respectively, compared to a forecast of \$22.0M in 2018.

- The use of General Fund reserves comes from 2017 year-end fund balance. Reserves are primarily utilized for one-time projects and one-time expenses; some of which may occur within Ongoing Offers.
- Utility rates are proposed to increase as listed below. Aside from purchased power cost increases, rate increases are to fund operations and capital infrastructure improvements.
  - Electric rates are proposed to increase 5.0% in both 2019 and 2020. Of this increase, 1.5% 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 2018 and the final rates will be incorporated into the 2019-20 Biennial Budget.
  - Stormwater rates are proposed to increase 2.0% in both 2019 and 2020
  - Water and Wastewater rates are not proposed to change in the 2019-20 Budget
- Salary adjustments are planned based on an average 3.0% increase in both years. Actual salary adjustments will vary based on performance and market. Staff will review market conditions and may propose adjustments to 2020 if market conditions change.
- Including a decrease of 4.5 FTE, the budget includes an overall net increase of 25.40 FTE in 2019 with an additional 7.75 FTE in 2020. The majority of that staffing occurs in Police Services (9.0 FTE), Utilities (5.0 FTE) and across all departments in Community Services (11.5). The remaining FTE increases support a broad spectrum of City services. In addition to these FTE changes, there were 78.75 FTE that will have employment status changed from full-time hourly employment to either classified (74.75 FTE) or contractual (4.0 FTE) employment.

### ***Operational Highlights of the City Manager's Recommended Budget***

The 2019-2020 Recommended Budget invests in the high priority areas of:

- Supporting Council and community priorities
- Investing in public safety and police staffing
- Maintaining commitments to the voters from the Keep Fort Collins Great and the Community Capital Improvement Program (CCIP) ballot initiatives, as well as launching the new Broadband Utility.
- Being good stewards of City assets through continued investments to maintain infrastructure, facilities, parks, etc.

- Sustaining the current level of services, balanced with available resources
- Continued energy efficiency efforts to support the City's Climate Action Plan goals, as well as community water efficiency initiatives
- Investing in our workforce with training, leadership development and technology

As our community grows there are increased demands for service and desires for new programs and initiatives. Meeting those priorities becomes increasingly challenging as overall revenue growth slows and available one-time funding sources are decrease. This budget process was likewise reflective of the difficult trade-offs between sustaining current levels of service with the many innovative ideas and enhanced service options. I believe this Recommended Budget provides a good balance across our Strategic Outcomes and delivers on the quality services that our residents and businesses deserve and expect from their local government.

I thank the Mayor and City Council for your leadership, collaboration and forward thinking about this wonderful community. I sincerely appreciate the hard work and innovative ideas of City staff and volunteers on our BFO Teams, as well as the input from residents, businesses and not-for-profit organizations about their collective priorities. Thank you.

Respectfully submitted,



Darin A. Atteberry  
City Manager



# 2019-2020 Budget Overview

## *Economic Outlook*

Fort Collins continues to attract new citizens and saw an increase of 18.5% between 2010 and 2018 estimate. In 2018 the population of the City is estimated to be 171,100 residents. Nationally the average population growth in the same period was 6.4%.

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 2017 and 2018, well below the target of 5% 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 \$57,831 based on the most recent available data of 2016. Wage growth in Fort Collins mirrors the wage stagnation found across the United States. The 2016 average Fort Collins (including Loveland) hourly wage is \$23.44, similar to a national average of \$23.86. However, wages locally are significantly lower than their respective national averages in 6 of 22 major occupational groups, including arts, design, business and financial operations and construction and extraction. Occupational groups that had significantly higher wages included architecture and engineering, personal care and service, 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; housing that is affordable remains a critical issue for the Fort Collins community.

Jobs growth in Fort Collins was positive for 9 out of 11 major sectors with the highest growth in leisure and hospitality (8.1%), trade, transportation and utilities (6.0%), mining, logging and construction (4.4%) and education and health services (4.1%). 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 2019-2020 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.

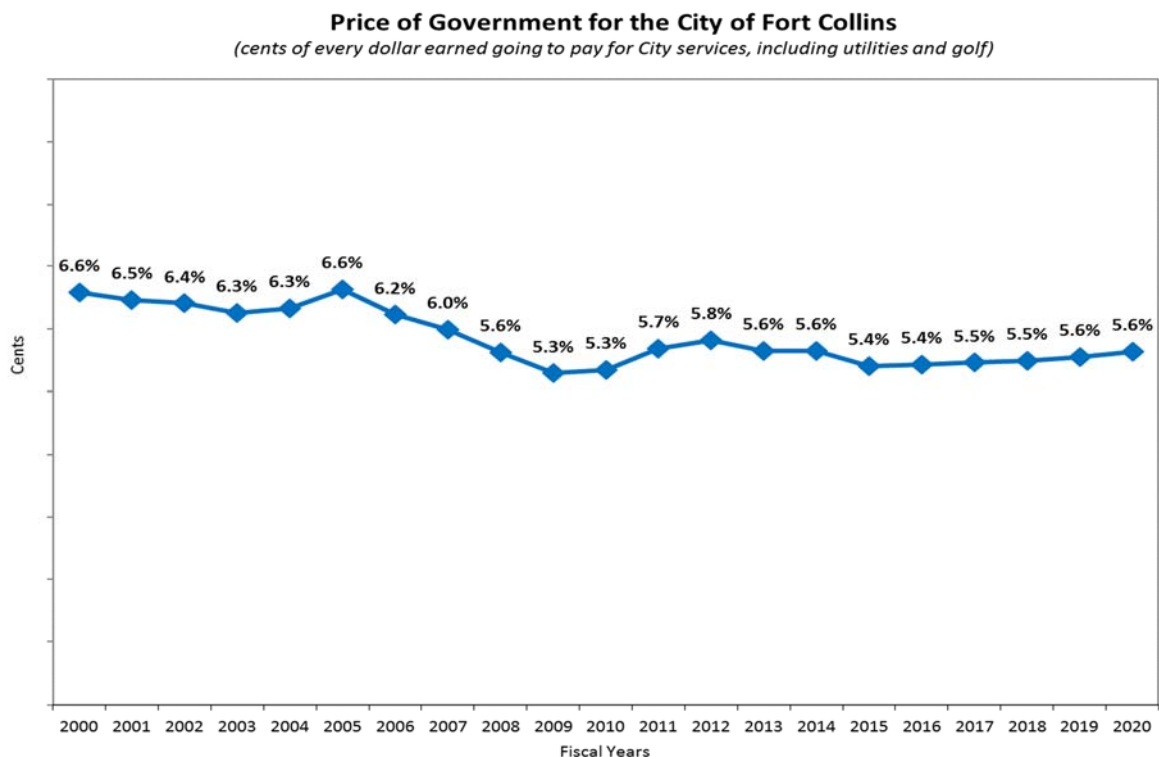
## Price of Government

The City continued to use a priority-based budgeting process known as Budgeting for Outcomes (BFO) to prepare the 2019-2020 City Manager's Recommended Budget (an 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" which involves examining how much residents pay for all City services compared to the estimated income in the community. This analysis allows the City to compare what Fort Collins residents pay for those services on an annual basis and see how that has changed over time.

Since the mid-1900s 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 for services from the federal government, 8 cents to state government services, and 7 cents to local government services.

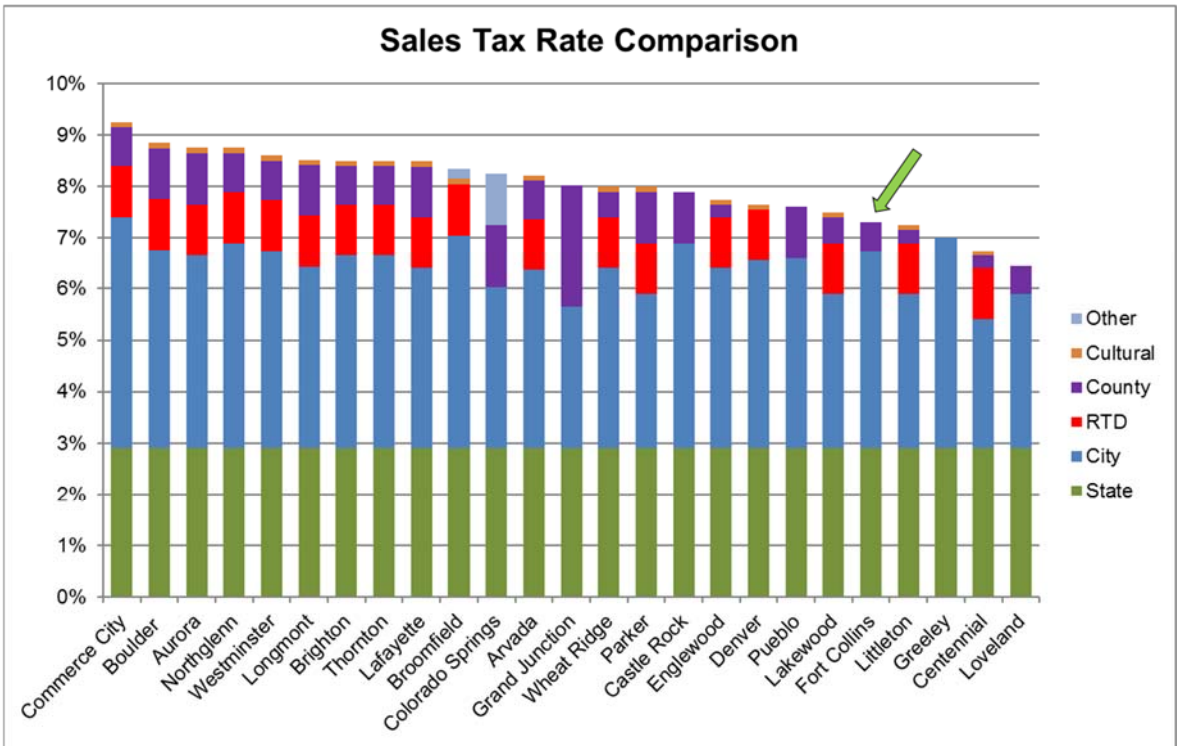
In Fort Collins, citizens are projected to spend approximately 5.6 cents of each dollar earned on City services in 2019-20. Over the past twenty years the City's focus on continuous improvement combined with prudent fiscal leadership has driven a reduction in the price of government for our citizens from a high of 6.6 cents to a recent trend of just over 5.5 cents for the last few budget cycles.



Note: Years 2017-2020 are estimated due to the lag time in availability of U.S. Bureau of Economic Analysis data

## 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) which increased the City's sales tax rate from 3.0% to 3.85%. The overall sales tax rate in Fort Collins is 7.30% 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.



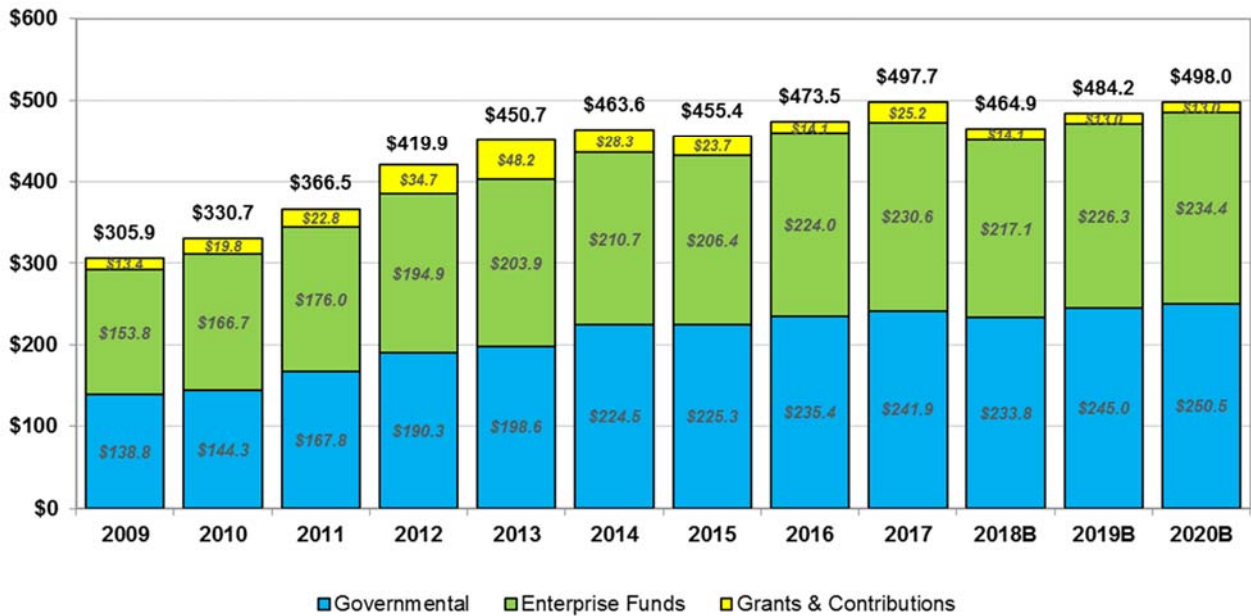
Note: Includes all city, county, state, and special district taxes with data as of June 30, 2018.

## 2019-2020 Revenue

The 2019-2020 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 revenue sources which make up the overall budget.



## City Revenue (\$ millions)



\* 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 57% 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.

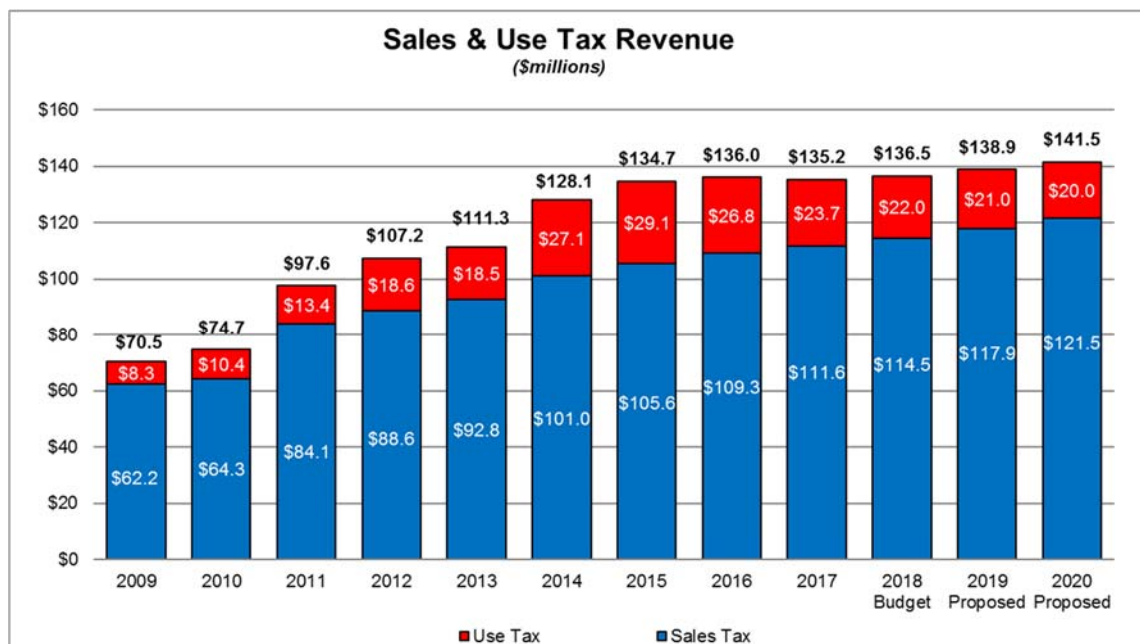
- **Sales Tax:** In 2019 Sales Tax revenue accounts for about 50% of the General Fund revenue collected annually and 46% of total governmental revenues. The budget assumes an increase in economic activity in sales tax of 3.0% in 2019 and 3.0% in 2020.
- **Use Tax:** In 2019 Use Tax revenue accounts for about 8% of the General Fund revenue collected annually and 8% of total governmental revenues. The 2019-2020 Recommended Budget assumes a base collection of \$14.5M in both years that funds ongoing programs and services. An additional \$6.5M of Use Tax above the base is forecasted for 2019 and an additional \$5.5M above the base is forecasted in 2020. That more volatile revenue is generally restricted to one-time projects and initiatives.

- **Property Tax:** In 2019 Property Tax revenue accounts for about 17% of the General Fund revenue collected annually and 10% of total governmental revenue. Property Taxes for 2019 and 2020 are anticipated to increase 2.0% and 5.0% respectively.
- **Payments in Lieu of Taxes (PILOT):** PILOTs are collected by all City-owned utilities except Stormwater. In 2019 these payments account for nearly 7% of the General Fund revenue. As a result of modest rate increases, this revenue stream is projected to increase by 3.3% in 2019 and 2.6% in 2020.
- **User Charges/Fees:** This category includes park fees, development fees, administrative charges, court costs, etc. This revenue source accounts for about 7% of the General Fund revenue collected annually and 11% of total governmental revenue. User charges and fees vary significantly by the type of charge or fee. A summary of changes in the 2019-20 Budget is included in the appendix.

## Sales and Use Tax Trends

Sales tax receipts increased 2.4% in 2017 over 2016. For business activity through June 2018, year-to-date sales tax receipts are 4.3% greater than year-to-date 2017. Full year 2018 sales tax receipts are expected to be 3.0% greater than 2017. An increase in Sales Tax of 3.0% is forecasted for 2019 and 3.0% is also forecasted for 2020.

Use tax receipts have historically been volatile and reflect the local community's investment in new equipment and buildings. Since the low mark of collections in 2009 of \$8.3M, Use Tax increased as construction, vehicle purchases, audits, and investments in equipment resumed after the Great Recession. In 2015 Use Tax collections hit a historic high of \$29.1M and has been steadily declining with overall economic tightening. Use Tax in 2019 is estimated at \$21.0M and 2018 is estimated at \$20.0M.



## Enterprise Funds & Proposed Utility Rates

The City's Enterprise Funds are those funds that provide services based on fees generated to support operations. These services include Electric, Water, Wastewater, Stormwater, and Broadband. It should be noted that Broadband is in start up mode and will not start operations until later in 2019.

Proposed rate increases for the existing utilities are explained below.

- **Electric**

Electric rates are proposed to increase 5.0% in 2019 and 5.0% in 2020. Of this increase 1.5% 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 2018 and the final rates will be incorporated into the 2019-2020 Biennial Budget. The rest of the rate increase in 2019 and 2020 is being driven by operational and capital infrastructure needs with the City's distribution system. The 2019-2020 electric rate increases shown are system averages and will vary by rate class and customer.

- **Water**

Water rates are proposed to increase 0% in both 2019 and 2020.

- **Wastewater**

Wastewater rates are proposed to increase 0% in both 2019 and 2020.

- **Stormwater**

Stormwater rates are proposed to increase 2.0% in 2019 and 2.0% in 2020. Capital infrastructure needs are also the driver behind this increase.

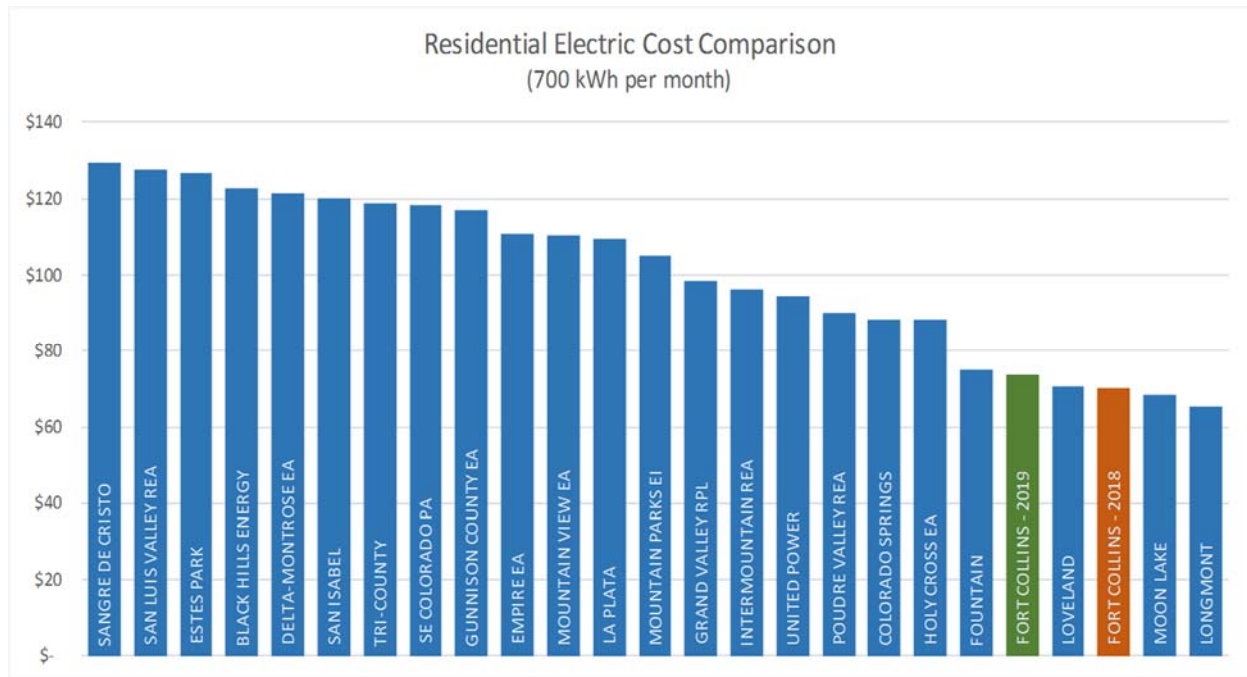
The following table is a summary of 2017-2018 actual average rate increases and the 2019-2020 proposed average rate increases:

<b>Proposed Utility Rates</b>				
	Actual 2017	Actual 2018	Budget 2019	Budget 2020
Electric	3.45%	1.8%	5.0% *	5.0% *
Water	5.0%	5.0%	0.0%	0.0%
Wastewater	3.0%	3.0%	0.0%	0.0%
Stormwater	5.0%	0.0%	2.0%	2.0%
* Final rate increases depend on the final energy costs approved by the Platte River Power Authority (PRPA) Board in October 2016				



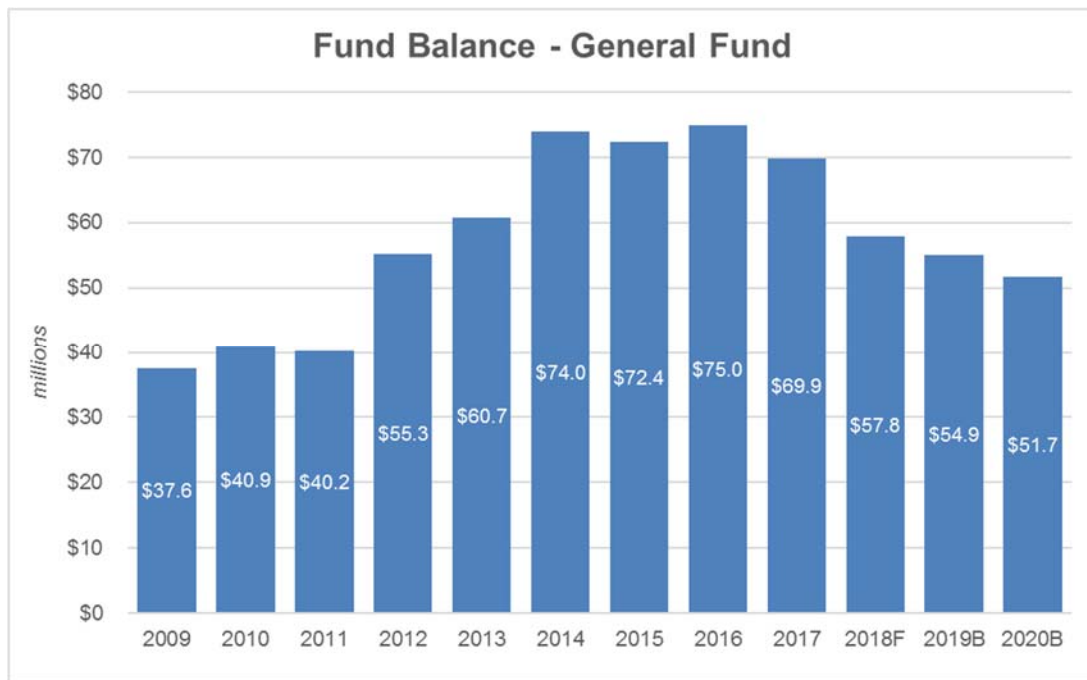
## Residential Electric Cost Comparison

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. The orange bar in the graph represents the cost based on the 2018 average rates; the green bar represents the cost after the 2019 rate increase.



## 2019-2020 Reserve and Other One-Time Funding Sources

The year-end balances of the General Fund grew from 2011 to 2014 based on an improving economy, the consolidation of an existing Sales & Use Tax fund into the General Fund of \$5.9M and intentional efforts to retain a portion of each year's unanticipated revenue to minimize the impact of future economic downturns. Those balance have declined in 2017 and 2018 due to the planned use of reserves in that budget cycle along with actual revenues coming in much closer to budget. The 2019-20 Recommended Budget includes the use of \$2.8M and \$3.6M of General Fund reserves in each year, respectively, for planned projects, other capital and equipment replacement. The total use of reserves is slightly offset by unused revenue that will flow to fund balance. The ending fund balance in the General Fund still exceeds the City policy minimums.



Over the last few budget cycles we have intentionally used reserves, especially in the Utility funds, for investments in significant capital projects. This chart displays the historical budgeted use of reserves Citywide and highlights the much smaller use of reserves in the 2019-20 Budget.

Fund	2013	2014	2015	2016	2017	2018	2019	2020
General Fund	\$4.0	\$4.9	\$6.2	\$6.2	\$6.2	\$5.1	\$3.4	\$4.0
Capital Expansion	2.3	0.1	6.6	1.1	-	-	-	1.4
KFCG	2.6	0.9	2.7	2.8	5.2	4.8	1.7	1.5
Neighborhood Parkland	0.8	1.1	-	-	0.8	1.2	1.4	-
Natural Areas	0.4	-	0.2	-	0.6	1.3	0.3	-
Transit	0.1	0.1	0.5	0.6	0.4	0.4	0.1	-
Street Oversizing	-	-	-	-	0.9	1.1	5.4	0.2
Transportation	0.6	0.2	1.3	0.5	1.4	2.8	2.2	2.6
L&P	6.3	7.1	6.1	8.2	9.5	4.5	0.3	-
Water	3.2	4.6	-	7.4	1.1	1.0	-	-
Wastewater	1.5	0.7	-	3.5	1.3	6.8	-	-
Stormwater	-	-	1.4	0.1	1.3	1.1	-	-
Self Insurance	0.6	0.6	0.3	0.3	-	-	0.0	0.1
Data & Communications	0.5	-	0.3	0.2	1.7	0.2	0.9	0.5
Benefits	1.7	1.6	0.2	0.2	-	-	-	0.6
CSA	0.7	0.7	0.4	0.5	-	0.1	0.3	0.2
All Other Funds	4.8	0.8	2.7	1.2	1.7	1.7	2.6	0.9
<b>Grand Total</b>	<b>\$30.1</b>	<b>\$23.5</b>	<b>\$28.8</b>	<b>\$32.7</b>	<b>\$32.1</b>	<b>\$32.1</b>	<b>\$18.6</b>	<b>\$12.0</b>

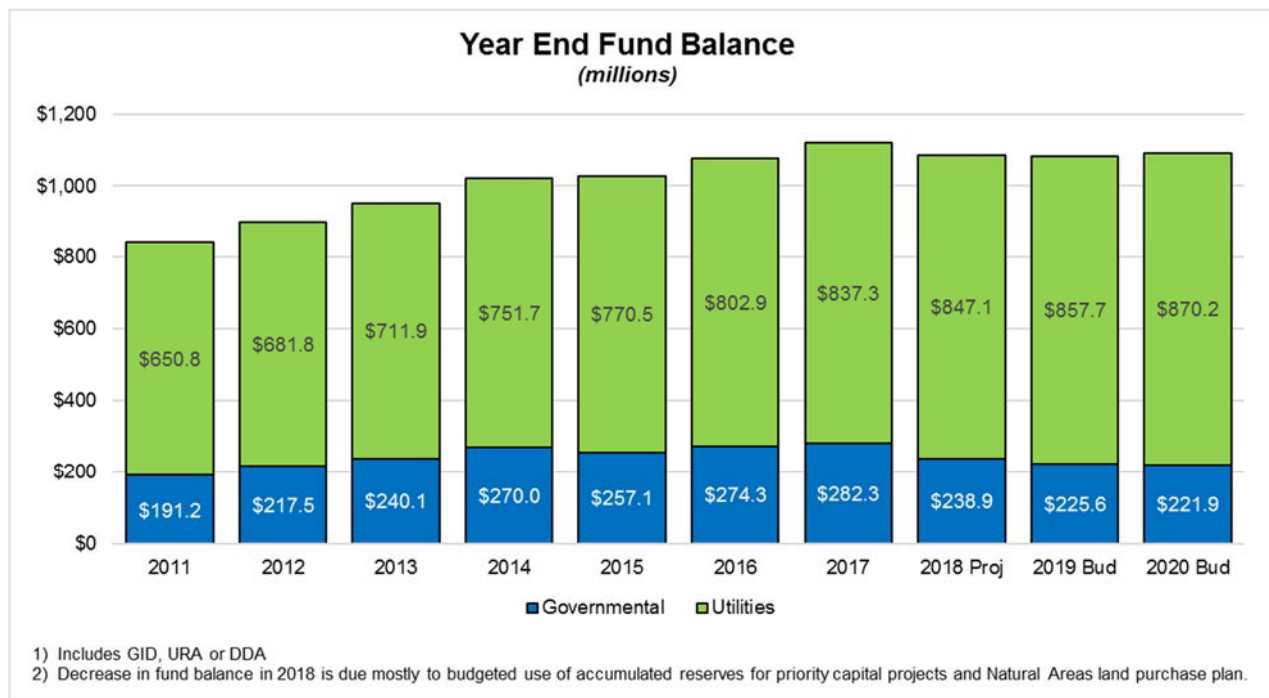
Overall City fund balances remain healthy and above local and state requirements for minimum fund balances. The City closely monitors fund balance relative to economic conditions and forecasts. The chart below summarizes the change in major fund balances based on the impact of the 2019-2020 Recommended Budget. The graph below that displays the growth of Citywide fund balances since 2011 and the flat level of

estimated reserves in the 2019-20 Budget relative to anticipated 2018 year-end fund balances.

<b>FUND</b>	<b>Fund Balance 12/31/18</b>	<b>Fund Balance 12/31/19</b>	<b>Fund Balance 12/31/20</b>
General Fund	\$57.8	\$54.9	\$51.7
Keep Fort Collins Great	7.7	6.4	5.3
Transportation Fund	10.8	8.6	6.0
Capital Projects Fund	12.9	12.8	12.8
Other Governmental Funds	74.4	70.2	76.7
Light & Power Fund *	204.1	203.1	202.4
Water Fund *	321.4	324.7	327.8
Wastewater Fund *	181.2	185.7	190.0
Stormwater Fund *	141.7	148.3	155.0
Broadband Fund *	(3.0)	(6.3)	(7.4)
Internal Service Funds	25.7	27.2	28.4
Other Funds	51.3	47.9	44.5
<b>TOTAL</b>	<b>\$1,085.9</b>	<b>\$1,083.6</b>	<b>\$1,093.2</b>

**Notes:**

- 1) Dollars are shown in Millions
- 2) Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk (\*) include non-liquid capital assets such as land and buildings.
- 3) Includes GID, URA or DDA fund balances.



Available one-time revenue, primarily from Use Tax over the ongoing base of \$14.5M, has been dropping due to the tightening of the overall City Use Tax forecast. Combined



available funding from reserves and one-time revenue in the General Fund totaled \$23.6M in the 2017-18 Budget. That amount has dropped to \$14.4M in the 2019-20 Recommended Budget.

### ***Total 2019-2020 Budget Summary***

The 2019-2020 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 2019 is \$651.0M and for 2020 is \$646.4M. The following table compares the amended 2018 budget with the 2019 and 2020 proposed budgets, including the net operating budgets, capital improvement budgets and debt service:

<b>TOTAL BUDGET (in millions)</b>					
	<b>Amended 2018 *</b>	<b>2019</b>	<b>% Change</b>	<b>2020</b>	<b>% Change</b>
<b>Operating</b>	\$605.6	\$597.2	-1.4%	\$603.9	1.1%
<b>Debt</b>	21.9	18.1	-17.3%	14.9	-17.5%
<b>Capital**</b>	170.3	35.7	-79.1%	27.5	-22.8%
<b>Total City Appropriations***</b>	<b>\$797.9</b>	<b>\$651.0</b>	<b>-18.4%</b>	<b>\$646.4</b>	<b>-0.7%</b>
<b>Less</b>					
Internal Service Funds	(\$79.2)	(\$82.5)	4.2%	(\$86.1)	4.4%
Transfers to Other Funds	(66.0)	(57.6)	-12.7%	(51.2)	-11.1%
GIDs	(0.5)	(0.1)	-89.0%	(0.1)	0.0%
URAs	(4.5)	(3.9)	-13.3%	(4.3)	9.8%
DDA	(12.5)	(9.8)	-21.9%	(9.8)	0.0%
<b>Total</b>	<b>(\$162.7)</b>	<b>(\$153.9)</b>	<b>-5.4%</b>	<b>(\$151.5)</b>	<b>-1.6%</b>
<b>Net City Budget</b>	<b>\$635.2</b>	<b>\$497.1</b>	<b>-21.7%</b>	<b>\$494.9</b>	<b>-0.5%</b>

\* 2018 includes \$112M in capital budget for Broadband.  
 \*\* This includes GID, URA and DDA which are appropriated in separate ordinances.  
 \*\*\* Capital dollars reflect capital purchases.

The Net City Budget (the budget excluding internal transfers and charges) for 2019 is proposed to decrease 21.7% compared to the 2018 Net City Amended Budget. The primary driver for this is the 2018 mid-year appropriation capital in the new Broadband Fund of \$112M. Additionally, the 2018 amended budget includes other appropriations for the Reappropriation Ordinance, the Annual Adjustment Ordinance and other supplemental requests approved by Council throughout the year. For 2020, the budget remains basically flat with a slight decrease of 0.4% compared to the 2019 Net City Budget.

## ***2019–2020 Budget Priorities and Highlights***

The 2019-2020 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 2019-2020 Recommended Budget including:

### **1. Supporting Council & Community Priorities**

This Recommended Budget is driven by the City's 2018 Strategic Plan and was developed based on an understanding of Council priorities and a significant amount of public outreach with residents and businesses.

### **2. Investing in public safety and police staffing**

This budget includes additional staffing in patrol and dispatch to keep up with basic service levels as the community grows and changes. Aligned with this are the debt service payments for the Regional Police Training Facility. There are also investments in the Municipal Court and City Attorney's Office to address workload and other emerging issues.

### **3. Maintaining commitments to the voters with Keep Fort Collins Great and the Community Capital Improvement Program**

Fort Collins continues to invest in the services and amenities that make our community 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](http://www.fcgov.com/kfcg) (click on Reports and Documents). Likewise, this budget includes the voter approved projects for years four and five of the Community Capital Improvement Program.

### **4. Being good stewards of City assets**

The Recommended Budget includes continued investments in capital and infrastructure repair and maintenance. This includes numerous road, bridge and utility projects, as well funding for capital asset planning and management.

### **5. Sustaining the current level of services, balanced with available resources**

This budget is very much focused on maintaining the service levels that our community has come to expect and rely on. This becomes more challenging each budget cycle as growth of our community and associated programs and services is greater than the growth of ongoing resources.

### **6. Continued energy efficiency efforts to support the City's Climate Action Plan (CAP) goals, as well as community water efficiency initiatives**

This budget reflects the community's ongoing commitments to the environment by continuing investments in energy efficiency (municipal, residential and commercial). Enhancements for CAP and Energy Policy updates, as well as investments in water and wastewater infrastructure.

### **7. Investing in our workforce with training, leadership development and technology**

The City's workforce is the backbone of service delivery to our community and, as such, it is important to ensure salary and benefits are market based and competitive. Employee and leadership development programs are continued in this budget, as well as investments toward employee and workplace safety, including cybersecurity efforts.

## ***Capital Improvements***

The City allocates revenues for a variety of capital improvement projects ranging from street projects and city facility improvements, to electric substations. The capital projects included in the Recommended Budget total \$40.8M and \$28.7M for 2019 and 2020, respectively. 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 2019-2020 Recommended Budget funds numerous large projects in Parks, Transportation and Utilities. These projects include the Willow Street Downtown Project, Linden Street renovation design and construction, Prospect Road improvements, neighborhood and community parks, trails, street and intersection improvements, the City Bridge Program, Utilities asset register and work order management system, system improvements to all four utilities, as well as many others.

### **Community Capital Improvement Program (CCIP)**

The fourth and fifth 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 2019-2020 Recommended Budget. The CCIP projects include inflation above the 2015 project cost estimates as follows (in millions of dollars):

<b>Project</b>	<b>2019</b>	<b>2020</b>
Affordable Housing	\$400	\$400
Arterial Intersection Improvements	400	400
Bicycle Infrastructure Improvements	350	350
Bike/Ped Grade Separated Crossing Fund	2,000	-
Bus Stop Improvements	100	100
Linden Street Renovation	563	2,898
Nature in the City	200	200
Pedestrian Sidewalk / ADA-Compliance	1,100	1,100
Willow Street Improvements	2,667	-
<b>TOTAL</b>	<b>\$7,780</b>	<b>\$5,448</b>

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

## REVENUE SUMMARY

	Actual 2016	Actual 2017	Forecast 2018	Budget 2019	% Change From 2018	Budget 2020
Property Taxes	22,821,931	25,097,457	26,851,697	27,769,393	3.4%	29,050,700
Sales & Use Tax	136,086,972	135,621,328	139,982,934	141,364,393	1.0%	144,231,040
Occupational Privilege Tax	2,756,735	2,974,186	2,715,364	2,855,000	5.1%	2,855,000
Lodging Taxes	1,453,307	1,520,567	1,224,300	1,570,000	28.2%	1,620,000
Licenses & Permits	4,023,583	4,149,107	3,915,838	4,170,000	6.5%	4,370,000
Fines & Forfeitures	2,152,869	2,034,694	1,827,000	2,557,124	40.0%	2,620,726
Intergovernmental	31,658,606	35,716,835	27,766,833	28,891,327	4.0%	27,214,661
Payment in Lieu of Taxes	9,999,208	10,249,987	10,340,000	10,684,000	3.3%	10,957,000
Charges for Service	99,516,503	103,310,066	102,876,408	109,719,141	6.7%	114,373,710
Charges for Service - Utilities/Golf	197,047,108	203,634,922	202,262,000	210,316,000	4.0%	215,513,000
Earnings on Investments	2,071,564	5,740,028	6,589,644	7,063,268	7.2%	7,345,475
Earnings on Investments - GERP	2,496,850	7,032,454	208,000	221,309	6.4%	230,931
Miscellaneous	26,698,557	34,009,311	18,272,692	16,090,663	-11.9%	21,350,542
Proceeds of Debt Issuance	0	9,181,096	300,000	150,000	-50.0%	150,000
Other Financing Sources	404,376	1,546,857	90,000	76,000	-15.6%	76,000
Transfers from Funds	54,001,860	56,647,694	55,863,047	57,606,573	3.1%	51,209,019
Downtown Development Authority	5,129,851	5,543,185	9,710,953	9,772,291	0.6%	9,776,096
<b>TOTAL</b>	<b>\$598,319,881</b>	<b>\$644,009,774</b>	<b>\$610,796,710</b>	<b>\$630,876,482</b>	<b>3.3%</b>	<b>\$642,943,900</b>
Less:						
Internal Service Funds	(60,827,576)	(61,900,426)	(70,579,324)	(73,937,047)	4.8%	(77,832,639)
Transfers	(54,001,860)	(56,647,694)	(55,863,047)	(57,606,573)	3.1%	(51,209,019)
GID #1, #15	(373,339)	(379,107)	(384,658)	(406,123)	5.6%	(413,700)
URA Funds	(1,995,550)	(3,646,272)	(6,196,928)	(5,593,535)	-9.7%	(5,979,885)
Downtown Development Authority	(5,129,851)	(5,543,185)	(9,710,953)	(9,772,291)	0.6%	(9,776,096)
<b>NET REVENUES</b>	<b>\$475,991,706</b>	<b>\$515,893,090</b>	<b>\$468,061,800</b>	<b>\$483,560,913</b>	<b>3.3%</b>	<b>\$497,732,561</b>

# EXPENDITURES BY TYPE

	Actual 2016	Actual 2017	Amended Budget 2018	Budget 2019	% Change From 2018	Budget 2020
Salaries & Wages	108,599,311	114,899,107	116,594,997	122,741,053	5.3%	127,501,828
Benefits	33,722,796	36,298,281	39,640,977	40,834,193	3.0%	43,168,701
Professional & Technical	27,302,243	28,384,265	27,931,499	21,846,917	-21.8%	19,367,127
Governmental Services	26,508,344	31,722,197	30,794,699	31,961,885	3.8%	33,234,089
Other Prof & Tech Services	7,060,737	7,647,429	7,252,690	4,788,810	-34.0%	4,291,936
Utility Services	4,607,345	5,530,699	5,634,304	7,809,795	38.6%	5,907,255
Cleaning Services	2,069,126	2,224,057	2,416,226	2,634,856	9.0%	2,726,507
Repair & Maintenance Services	32,610,183	33,318,262	33,526,984	31,555,142	-5.9%	31,448,685
Rental Services	1,985,096	4,458,068	4,183,673	4,610,261	10.2%	4,640,455
Construction Services	41,853,983	26,949,202	26,047,046	10,873,454	-58.3%	11,456,246
Other Property Services	227,277	353,511	88,199	83,800	-5.0%	83,800
Insurance (not employee health)	32,504,649	30,438,342	35,972,319	38,367,168	6.7%	42,349,874
Communication Services	2,246,261	2,448,753	2,401,492	2,484,679	3.5%	2,496,942
Internal Admin Services	29,487,617	27,811,019	30,950,350	31,361,502	1.3%	31,998,278
Employee Travel	1,383,404	1,425,281	1,449,739	1,676,343	15.6%	1,690,868
Other Purchased Services	3,369,789	3,675,560	3,884,281	3,585,564	-7.7%	3,434,780
Vehicle & Equipment Supplies	6,238,646	6,475,791	7,717,423	8,444,432	9.4%	9,152,544
Land & Building Maint Supplies	2,652,698	2,960,398	2,295,087	2,588,955	12.8%	2,647,458
Infrastructure Maint Supplies	4,234,538	5,227,424	3,300,346	3,740,887	13.3%	3,905,924
Utility Supplies	7,078,662	7,306,680	3,498,759	3,468,110	-0.9%	3,468,950
Office & Related Supplies	4,129,074	4,165,369	2,477,410	3,023,468	22.0%	3,154,328
Health & Safety Supplies	549,897	506,797	405,337	592,045	46.1%	568,304
Purchased Power	90,090,739	92,420,830	92,832,000	98,009,300	5.6%	101,488,500
Chemical Supplies	1,438,943	1,414,436	1,673,878	1,705,650	1.9%	1,706,150
Other Supplies	4,521,201	4,247,305	7,683,499	4,243,927	-44.8%	3,984,276
Capital Purchases and Other	34,081,293	50,584,035	42,797,267	30,298,445	-29.2%	22,931,922
Vehicles & Equipment	6,013,255	6,107,199	15,189,822	5,374,227	-64.6%	4,596,418
Depreciation	25,808,122	28,048,897	6,000	0	-100.0%	(27,123)
Bad Debt Expense	191,792	461,512	408,000	426,000	4.4%	426,000
Rebates & Incentives	6,723,471	4,621,727	5,439,603	3,213,907	-40.9%	2,971,489
Grants Given	3,683,501	4,834,397	4,546,714	3,600,088	-20.8%	3,649,297
Debt & Other Uses	21,857,600	24,914,530	21,880,542	18,100,238	-17.3%	14,935,199
Downtown Development Authority	7,036,262	7,041,625	12,507,674	9,772,291	-21.9%	9,776,096
Other *	3,394,237	4,428,347	138,447,845	39,596,673	-71.4%	40,029,219
Transfers Out	54,001,860	57,124,602	65,981,163	57,606,573	-12.7%	51,209,019
<b>TOTAL</b>	<b>\$639,263,951</b>	<b>\$670,475,933</b>	<b>\$797,857,844</b>	<b>\$651,020,638</b>	<b>-18.4%</b>	<b>\$646,371,341</b>
Less:						
Internal Service Funds	(67,966,294)	(70,450,259)	(79,174,494)	(82,509,338)	4.2%	(86,127,677)
Transfers	(54,001,860)	(57,124,602)	(65,981,163)	(57,606,573)	-12.7%	(51,209,019)
GID #1, #15	(159,492)	(110,530)	(509,107)	(56,000)	-89.0%	(56,000)
URA Funds	(789,591)	(4,523,333)	(4,532,032)	(3,929,896)	-13.3%	(4,313,519)
Downtown Development Authority	(7,036,262)	(7,041,625)	(12,507,674)	(9,772,291)	-21.9%	(9,776,096)
<b>NET EXPENDITURES</b>	<b>\$509,310,452</b>	<b>\$531,225,584</b>	<b>\$635,153,374</b>	<b>\$497,146,540</b>	<b>-21.7%</b>	<b>\$494,889,030</b>

\* Includes capital budget appropriated Broadband in 2018.



# EXPENDITURES BY AREA

	Actual 2016	Actual 2017	Amended Budget 2018	Budget 2019	% Change From 2018	Budget 2020
Investigations	7,247,029	7,611,758	7,538,692	7,677,142	1.8%	7,784,721
Police Information Services	7,269,734	7,444,290	13,621,720	8,954,738	-34.3%	8,949,429
Patrol	17,181,647	19,264,644	18,659,780	20,763,866	11.3%	21,853,718
Community and Special Services	4,081,756	4,757,999	4,992,985	5,275,824	5.7%	5,339,466
Office of the Chief	3,118,503	4,324,172	4,013,259	3,687,503	-8.1%	3,909,151
Finance Administration	903,357	675,490	903,444	1,014,515	12.3%	930,856
Accounting and Treasury	1,283,253	1,777,455	1,615,368	1,500,318	-7.1%	1,545,014
Budget	399,209	469,271	563,699	544,470	-3.4%	561,753
Purchasing	511,992	543,233	645,257	544,599	-15.6%	562,651
Safety, Security, & Risk Mgmt.	4,087,582	4,864,722	4,842,700	4,381,049	-9.5%	4,488,732
Sales Tax	859,321	895,483	1,030,159	969,768	-5.9%	989,196
Recreation	8,309,128	9,097,694	9,035,878	9,187,285	1.7%	9,619,073
Community Services Admin	324,599	400,496	347,053	357,086	2.9%	368,175
Park Planning & Development	8,960,920	11,696,706	5,581,746	6,855,031	22.8%	5,092,219
Cultural Services	5,841,874	6,859,876	9,307,767	7,798,147	-16.2%	8,189,270
Parks	15,025,146	16,743,682	19,233,775	18,055,180	-6.1%	18,667,308
Natural Areas	10,816,495	13,623,057	22,314,416	12,539,364	-43.8%	13,533,920
Utility Financial Operations	32,386,445	32,053,168	19,276,906	19,434,132	0.8%	19,731,751
Utilities Strategic Planning	247,365	237,161	229,649	243,861	6.2%	283,780
Utility Tech. & Cust. Service	2,018,556	2,576,371	5,419,755	3,544,828	-34.6%	3,550,652
Utilities Customer Connections	14,227,985	13,521,663	17,379,451	14,989,323	-13.8%	15,274,752
L&P Operations Service Unit	136,371,216	124,005,455	113,854,153	119,198,432	4.7%	122,438,007
Ut Water Quality Services Div	2,689,059	2,617,768	3,024,107	2,820,313	-6.7%	2,890,250
Ut Process & Supervis Cntr Div	685,951	691,471	721,961	713,585	-1.2%	699,645
Ut Enviro Regulatory Affairs	962,869	1,244,381	1,411,428	1,530,385	8.4%	1,571,362
Ut Water Production Div	21,756,385	12,503,037	9,449,019	8,313,821	-12.0%	7,344,908
Ut Water Resources Div	2,396,293	3,085,951	3,457,385	3,455,669	0.0%	3,403,633
Ut Wtr Reclama & Biosolids Div	7,425,875	12,912,643	16,366,913	10,426,605	-36.3%	8,947,105
Ut Collection System Div	3,763,362	4,661,599	3,627,964	4,744,740	30.8%	4,803,584
Ut Distribution System Div	4,291,944	5,124,561	7,770,721	5,162,501	-33.6%	5,224,549
Ut Drainage System Div	2,135,445	3,953,810	3,942,791	2,967,818	-24.7%	5,015,066
Ut Water Meters Div	640,910	571,439	789,578	907,470	14.9%	801,869
Ut Development Review Div	0	110,274	0	0		0
Ut Mstr Plan & Fldpl Admin Div	297,447	177,776	20,107	0	-100.0%	0
Ut Water Systems Engr Div	7,633,479	5,871,864	6,078,368	5,524,209	-9.1%	4,957,749
Ut Electric Systems Eng Div	1,658,854	1,691,426	1,808,767	1,995,165	10.3%	1,938,138
Ut Elec System Design & IT Div	1,042,606	1,149,173	664,027	1,695,765	155.4%	1,699,987
Ut Standards Engineering Div	1,405,097	1,405,865	1,701,806	1,760,231	3.4%	1,790,009
Ut Water UTL Engineering Div	6,528,123	3,652,774	2,264,111	2,427,428	7.2%	2,420,280
Ut Smart Grid & System Ops Div	580,959	813,555	567,683	1,429,376	151.8%	1,477,752
Electric Field Services	7,372,596	13,856,702	13,304,106	9,124,874	-31.4%	9,523,929
Utilities Management	8,887,785	2,946,732	1,535,665	1,231,402	-19.8%	1,244,204
Safety and Security	437,294	111,754	145,910	114,248	-21.7%	116,073
Broadband	0	0	114,834,729	9,484,725	-91.7%	12,473,735
PDT Administration	727,900	2,633,408	2,751,769	1,673,186	-39.2%	1,719,696
Transfort / Parking Services	19,404,505	28,944,894	28,717,053	26,325,813	-8.3%	24,348,065
Comm Dev & Neighborhood Svcs	7,389,199	8,119,969	10,367,514	8,647,924	-16.6%	8,920,471
FC Moves	2,547,982	2,196,037	1,164,285	3,586,914	208.1%	1,742,035
Streets	25,128,063	28,863,891	25,842,165	25,064,733	-3.0%	25,316,433
Traffic	4,341,911	4,817,576	4,878,292	4,927,047	1.0%	4,865,300
Engineering	20,329,343	21,359,225	19,791,484	19,201,342	-3.0%	13,406,409
City Clerk's Office	886,014	1,074,256	1,011,023	1,327,447	31.3%	1,059,172
City Council	158,492	179,590	174,916	177,290	1.4%	179,736
City Manager's Office	2,082,991	2,452,019	2,351,353	2,708,498	15.2%	2,787,421
Municipal Court	710,251	893,677	1,069,712	1,226,222	14.6%	1,320,716
City Attorney's Office	2,098,589	2,232,009	2,359,670	2,841,027	20.4%	2,844,075

# EXPENDITURES BY AREA

	Actual 2016	Actual 2017	Amended Budget 2018	Budget 2019	% Change From 2018	Budget 2020
Information Technology	9,207,483	10,210,731	11,235,816	10,573,641	-5.9%	10,695,818
Comm. & Public Involvement	2,907,415	2,877,799	3,110,190	3,018,635	-2.9%	3,105,126
Human Resources	32,151,699	30,056,704	35,267,673	39,072,184	10.8%	42,379,404
Operation Services	22,322,152	23,613,814	24,290,706	24,320,531	0.1%	24,552,739
Economic Health Office	4,264,256	3,029,575	1,755,913	1,586,217	-9.7%	1,379,810
Social Sustainability	1,924,159	2,584,188	3,662,132	2,322,651	-36.6%	2,353,720
Environmental Services	3,692,807	3,140,061	2,982,829	2,000,272	-32.9%	2,091,232
Sustainability Services Admin	463,254	465,569	503,684	510,266	1.3%	523,899
Urban Renewal Authority	789,591	4,523,333	4,532,032	3,929,896	-13.3%	4,313,519
Non Departmental	4,716,771	5,522,623	7,542,821	7,964,937	5.6%	8,196,602
Poudre Fire Authority	24,057,957	29,005,830	28,230,675	29,188,072	3.4%	30,342,208
Downtown Development Authority	7,036,262	7,041,625	12,507,674	9,772,291	-21.9%	9,776,096
Debt & Other Uses	21,857,600	24,914,530	21,880,542	18,100,238	-17.3%	14,935,199
Transfers Out	54,001,860	57,124,602	65,981,163	57,606,573	-12.7%	51,209,019
<b>TOTAL</b>	<b>\$639,263,951</b>	<b>\$670,475,933</b>	<b>\$797,857,844</b>	<b>\$651,020,638</b>	<b>-18.4%</b>	<b>\$646,371,341</b>
Less:						
Internal Service Funds	(67,966,294)	(70,450,259)	(79,174,494)	(82,509,338)	4.2%	(86,127,677)
Transfers	(54,001,860)	(57,124,602)	(65,981,163)	(57,606,573)	-12.7%	(51,209,019)
GID #1, #15	(159,492)	(110,530)	(509,107)	(56,000)	-89.0%	(56,000)
URA Funds	(789,591)	(4,523,333)	(4,532,032)	(3,929,896)		(4,313,519)
Downtown Development Authority	(7,036,262)	(7,041,625)	(12,507,674)	(9,772,291)	-21.9%	(9,776,096)
<b>NET EXPENDITURES</b>	<b>\$509,310,452</b>	<b>\$531,225,584</b>	<b>\$635,153,374</b>	<b>\$497,146,540</b>	<b>-21.7%</b>	<b>\$494,889,030</b>

# SUMMARY OF CHANGE IN FUND BALANCE - 2019

FUND	2019 Beginning Fund Balance	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	2019 Fund Ending Balance	Percent Change
General Fund	57,815,108	149,404,244	152,269,716	(2,865,472)		54,949,636	-5.0%
Capital Expansion Fund	17,622,533	4,448,715	2,565,000	1,883,715		19,506,248	10.7%
Sales & Use Tax Fund	480,625	8,308,543	8,308,543	0		480,625	0.0%
Keep Fort Collins Great Fund	7,732,838	28,461,304	29,774,399	(1,313,095)		6,419,743	-17.0%
Community Capital Improvement	10,194,000	8,294,300	7,906,000	388,300		10,582,300	3.8%
Natural Areas Fund	4,760,393	13,045,914	13,173,002	(127,088)		4,633,305	-2.7%
Cultural Services Fund	2,313,131	4,125,510	4,428,799	(303,289)		2,009,842	-13.1%
Recreation Fund	1,848,704	7,186,981	7,571,470	(384,489)		1,464,215	-20.8%
Cemeteries Fund	246,866	673,399	701,975	(28,576)		218,290	-11.6%
Perpetual Care Fund	1,953,678	91,534	34,534	57,000		2,010,678	2.9%
Museum Fund	710,275	1,075,839	1,687,939	(612,100)		98,175	-86.2%
Transit Services Fund	3,586,254	21,238,215	21,231,158	7,057		3,593,311	0.2%
Transportation CEF Fund	17,077,126	5,207,948	8,694,138	(3,486,190)		13,590,936	-20.4%
Transportation Fund	10,754,124	24,984,079	27,132,587	(2,148,508)		8,605,616	-20.0%
Parking Fund	1,496,088	2,853,104	3,045,512	(192,408)		1,303,680	-12.9%
Timberline/Prospect SID #94	0	1,955	0	1,955		1,955	
Capital Leasing Corp Fund	0	6,576,871	6,576,871	0		0	
Neighborhood Parkland Fund	8,918,683	2,198,703	3,548,410	(1,349,707)		7,568,976	-15.1%
Conservation Trust Fund	3,191,294	1,549,279	1,567,840	(18,561)		3,172,733	-0.6%
Capital Projects Fund	12,914,279	15,882,473	15,967,473	(85,000)		12,829,279	-0.7%
Golf Fund	6,344,694	3,778,411	3,772,464	5,947	239,225	6,589,866	3.9%
Light & Power Fund	204,078,767	140,872,686	141,211,604	(338,918)	(611,527)	203,128,322	-0.5%
Water Fund	321,417,120	34,209,154	30,567,186	3,641,968	(338,827)	324,720,261	1.0%
Wastewater Fund	181,199,187	26,218,967	25,952,887	266,080	4,272,886	185,738,153	2.5%
Stormwater Fund	141,673,791	18,288,325	16,817,642	1,470,683	5,150,643	148,295,117	4.7%
Broadband Fund	(3,005,933)	387,600	9,547,788	(9,160,188)	5,827,788	(6,338,333)	110.9%
Equipment Fund	8,401,730	14,190,148	14,456,198	(266,050)	2,258,825	10,394,505	23.7%
Self Insurance Fund	1,715,901	4,789,223	4,675,483	113,740		1,829,641	6.6%
Data & Communications Fund	3,937,049	9,976,301	10,863,407	(887,106)	(74,266)	2,975,677	-24.4%
Benefits Fund	9,822,066	36,388,533	36,382,629	5,904		9,827,970	0.1%
Utility CS&A Fund	1,779,616	18,649,966	18,950,766	(300,800)	644,488	2,123,304	19.3%
Employees' Retirement Fund	45,067,982	1,746,309	5,829,250	(4,082,941)		40,985,041	-9.1%
General Improvement District 1	679,209	367,342	167,000	200,342		879,551	29.5%
GID #15 - SKYVIEW	219,762	38,781	1,000	37,781		257,543	17.2%
URA - N. College District	(622,004)	1,820,910	2,199,122	(378,212)	207,844	(792,372)	27.4%
URA - Prospect South TIF Dist	(4,374,421)	533,434	429,364	104,070	285,022	(3,985,329)	-8.9%
URA - MALL FUND	29,220	3,239,191	3,239,191	0		29,220	0.0%
Downtown Development Authority	3,936,947	9,772,291	9,772,291	0		3,936,947	0.0%
<b>TOTAL</b>	<b>1,085,916,682</b>	<b>630,876,482</b>	<b>651,020,638</b>	<b>(20,144,156)</b>	<b>17,862,101</b>	<b>1,083,634,627</b>	<b>-0.2%</b>

# SUMMARY OF CHANGE IN FUND BALANCE - 2020

FUND	2020 Beginning Fund Balance	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	2020 Fund Ending Balance	Percent Change
General Fund	54,949,636	153,686,459	156,921,420	(3,234,961)		51,714,675	-5.9%
Capital Expansion Fund	19,506,248	4,460,451	4,015,000	445,451		19,951,699	2.3%
Sales & Use Tax Fund	480,625	8,452,063	8,452,063	0		480,625	0.0%
Keep Fort Collins Great Fund	6,419,743	28,958,856	30,054,629	(1,095,773)		5,323,970	-17.1%
Community Capital Improvement	10,582,300	8,437,200	5,585,000	2,852,200		13,434,500	27.0%
Natural Areas Fund	4,633,305	13,202,101	12,924,154	277,947		4,911,252	6.0%
Cultural Services Fund	2,009,842	4,773,516	4,916,658	(143,142)		1,866,700	-7.1%
Recreation Fund	1,464,215	7,347,385	7,947,926	(600,541)		863,674	-41.0%
Cemeteries Fund	218,290	687,978	730,528	(42,550)		175,740	-19.5%
Perpetual Care Fund	2,010,678	95,035	36,035	59,000		2,069,678	2.9%
Museum Fund	98,175	1,112,419	1,112,419	0		98,175	0.0%
Transit Services Fund	3,593,311	19,584,595	19,479,144	105,451		3,698,762	2.9%
Transportation CEF Fund	13,590,936	5,227,644	3,510,288	1,717,356		15,308,292	12.6%
Transportation Fund	8,605,616	25,414,726	27,978,381	(2,563,655)		6,041,961	-29.8%
Parking Fund	1,303,680	2,857,432	2,862,339	(4,907)		1,298,773	-0.4%
Timberline/Prospect SID #94	1,955	2,040	0	2,040		3,995	104.3%
Capital Leasing Corp Fund	0	5,201,209	5,201,209	0		0	
Neighborhood Parkland Fund	7,568,976	2,207,343	409,987	1,797,356		9,366,332	23.7%
Conservation Trust Fund	3,172,733	1,551,422	1,559,423	(8,001)		3,164,732	-0.3%
Capital Projects Fund	12,829,279	9,500,376	9,566,376	(66,000)		12,763,279	-0.5%
Golf Fund	6,589,866	3,689,386	3,685,364	4,022	113,303	6,707,191	1.8%
Light & Power Fund	203,128,322	145,469,020	145,151,310	317,710	(1,088,515)	202,357,517	-0.4%
Water Fund	324,720,261	34,336,084	29,029,214	5,306,870	(2,188,879)	327,838,252	1.0%
Wastewater Fund	185,738,153	26,253,704	24,546,975	1,706,729	2,577,560	190,022,442	2.3%
Stormwater Fund	148,295,117	18,537,383	17,279,856	1,257,527	5,470,294	155,022,938	4.5%
Broadband Fund	(6,338,333)	5,653,900	12,537,788	(6,883,888)	5,827,788	(7,394,433)	16.7%
Equipment Fund	10,394,505	14,827,550	14,402,986	424,564	1,558,243	12,377,312	19.1%
Self Insurance Fund	1,829,641	4,954,763	4,791,275	163,488		1,993,129	8.9%
Data & Communications Fund	2,975,677	10,467,684	10,913,831	(446,147)	(156,000)	2,373,530	-20.2%
Benefits Fund	9,827,970	39,115,012	39,673,325	(558,313)		9,269,657	-5.7%
Utility CS&A Fund	2,123,304	19,003,552	19,167,323	(163,771)	443,297	2,402,830	13.2%
Employees' Retirement Fund	40,985,041	1,705,931	6,029,250	(4,323,319)		36,661,722	-10.5%
General Improvement District 1	879,551	374,125	167,000	207,125		1,086,676	23.5%
GID #15 - SKYVIEW	257,543	39,575	1,000	38,575		296,118	15.0%
URA - N. College District	(792,372)	1,857,839	1,939,688	(81,849)	213,081	(661,140)	-16.6%
URA - Prospect South TIF Dist	(3,985,329)	544,462	438,498	105,964	298,701	(3,580,664)	-10.2%
URA - MALL FUND	29,220	3,577,584	3,577,584	0		29,220	0.0%
Downtown Development Authority	3,936,947	9,776,096	9,776,096	0		3,936,947	0.0%
<b>TOTAL</b>	<b>1,083,634,627</b>	<b>642,943,900</b>	<b>646,371,342</b>	<b>(3,427,442)</b>	<b>13,068,873</b>	<b>1,093,276,058</b>	<b>0.9%</b>

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

Service Area and Department	Budget 2017	Budget 2018	Revised 2018	Recommended 2019	Recommended 2020
<b>Community Services</b>	<b>189.75</b>	<b>189.75</b>	<b>192.50</b>	<b>221.75</b>	<b>223.75</b>
Community Services Admin	1.00	1.00	1.00	1.00	1.00
Cultural Services	30.75	30.75	31.00	40.00	42.00
Natural Areas	33.00	33.00	35.00	44.50	44.50
Park Planning & Development	7.00	7.00	7.00	7.00	7.00
Parks	77.75	77.75	77.25	88.25	88.25
Recreation	40.25	40.25	41.25	41.00	41.00
<b>Executive Services</b>	<b>20.00</b>	<b>20.00</b>	<b>21.00</b>	<b>22.50</b>	<b>22.50</b>
City Clerk	6.00	6.00	6.00	6.00	6.00
City Manager	14.00	14.00	15.00	16.50	16.50
<b>Executive Services</b>	<b>8.60</b>	<b>8.60</b>	<b>9.60</b>	<b>9.80</b>	<b>10.55</b>
Municipal Court	8.60	8.60	9.60	9.80	10.55
<b>Executive Services</b>	<b>19.25</b>	<b>19.25</b>	<b>19.25</b>	<b>20.25</b>	<b>20.25</b>
City Attorney	19.25	19.25	19.25	20.25	20.25
<b>Financial Services</b>	<b>47.80</b>	<b>47.80</b>	<b>47.80</b>	<b>46.80</b>	<b>46.80</b>
Finance Administration	5.00	5.00	6.00	6.00	6.00
Budget	5.00	5.00	5.00	5.00	5.00
Accounting and Treasury	15.00	15.00	14.00	14.00	14.00
Purchasing	8.00	8.00	8.00	8.00	8.00
Safety, Security & Risk Management	8.80	8.80	8.80	7.80	7.80
Sales Tax	6.00	6.00	6.00	6.00	6.00
<b>Information &amp; Employee Services</b>	<b>180.30</b>	<b>180.30</b>	<b>184.30</b>	<b>196.30</b>	<b>196.30</b>
Communications & Public Involvement	15.30	15.30	15.30	17.30	17.30
Human Resources	26.00	26.00	26.00	27.00	27.00
Information Technology	68.00	68.00	69.00	73.00	73.00
Operation Services	71.00	71.00	74.00	79.00	79.00
<b>Police Services</b>	<b>310.75</b>	<b>314.75</b>	<b>315.75</b>	<b>321.75</b>	<b>325.75</b>
Information Services	71.00	71.00	71.00	71.00	71.00
Investigations	56.25	56.25	56.00	56.00	56.00
Office of the Chief	16.75	16.75	17.00	19.00	19.00
Community & Special Services			33.00	33.00	33.00
Patrol	166.75	170.75	138.75	142.75	146.75
<b>Planning, Development &amp; Transportation</b>	<b>298.25</b>	<b>297.25</b>	<b>306.05</b>	<b>314.25</b>	<b>314.25</b>
PDT Administration	5.00	5.00	10.00	10.00	10.00
Transfort/DAR	111.75	111.75	125.75	125.75	125.75
Community Development & Neigh Services	58.00	58.00	63.80	63.00	63.00
FC Moves	5.00	5.00	7.00	8.00	8.00
Streets	47.50	47.50	43.50	47.50	47.50
Traffic	23.00	23.00	23.00	27.00	27.00
Engineering	33.00	33.00	33.00	33.00	33.00
Parking	14.00	14.00	0.00	0.00	0.00
<b>Sustainability Services</b>	<b>25.00</b>	<b>25.00</b>	<b>26.50</b>	<b>28.50</b>	<b>28.50</b>
Economic Health	3.00	3.00	4.00	3.00	3.00
Social Sustainability	7.50	7.50	7.00	8.00	8.00
Environmental Services	11.50	11.50	11.50	12.50	12.50
Sustainability Services	3.00	3.00	4.00	5.00	5.00
<b>Utility Services</b>	<b>363.75</b>	<b>363.75</b>	<b>366.25</b>	<b>402.00</b>	<b>403.00</b>
Light & Power	116.25	116.25	114.25	123.00	123.00
Water	83.50	83.50	87.00	95.34	95.34
Wastewater	61.50	61.50	63.00	63.33	63.33
Stormwater	28.50	28.50	22.50	29.83	29.83
Utility Customer Service & Administration	74.00	74.00	79.50	90.50	91.50
<b>TOTAL CLASSIFIED/UNCLASSIFIED</b>	<b>1,463.45</b>	<b>1,466.45</b>	<b>1,489.00</b>	<b>1,583.90</b>	<b>1,591.65</b>
<b>CONTRACTUAL</b>	<b>27.30</b>	<b>27.30</b>	<b>23.75</b>	<b>33.00</b>	<b>33.00</b>
<b>TOTAL CLASSIFIED/UNCLASSIFIED/ CONTRACTUAL</b>	<b>1,490.75</b>	<b>1,493.75</b>	<b>1,512.75</b>	<b>1,616.90</b>	<b>1,624.65</b>

### **2019-2020 Full Time Equivalents (FTE)**

A net proposed increase of 33.15 FTE is included in the 2019-2020 Recommended Budget. The proposed increase includes 32.40 classified / unclassified FTE and 5.25 contractual FTE which are partially offset by 4.50 classified/unclassified FTE have been eliminated. The following table summarizes the classified, unclassified management, and contractual FTE net increase/(decrease) by Service Area.

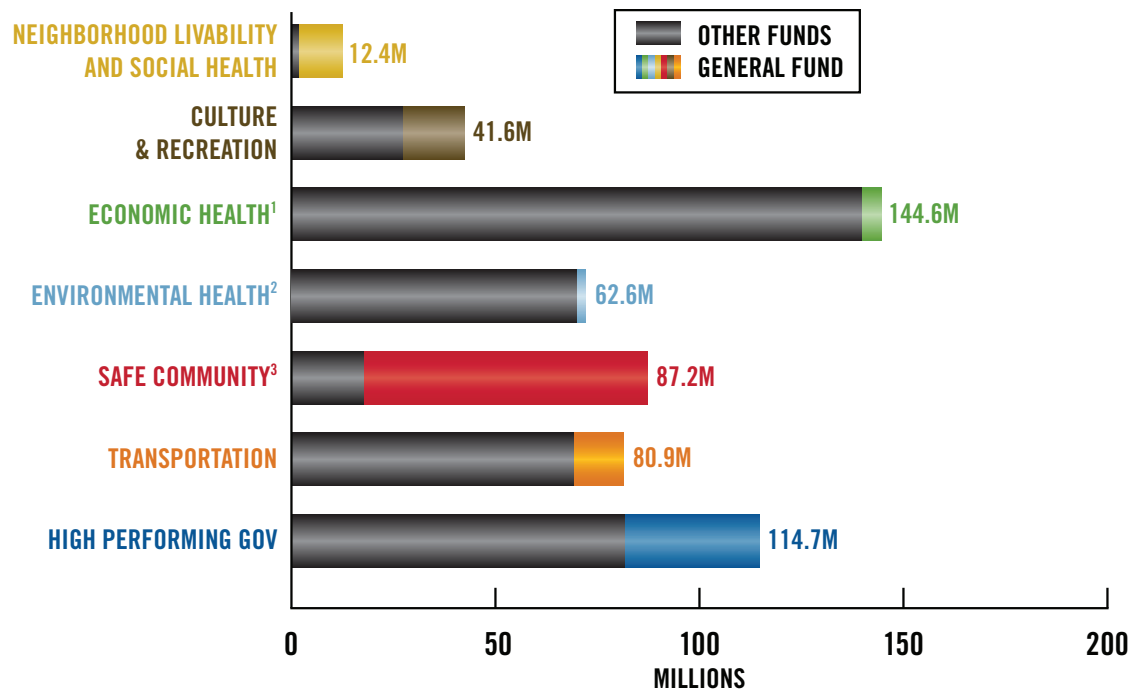
<b>Service Area</b>	<b>Recommended 2019</b>	<b>Recommended 2020</b>
Executive – Municipal Court	.20	.95
Executive – City Attorney	1.00	1.00
Executive – City Manager	2.50	2.50
Community Services	9.50	11.50
Financial Services	(1.00)	(1.00)
Information & Employee Services	3.00	3.00
Police Services	5.00	9.00
Planning, Development & Transportation	1.20	1.20
Utility Services	4.00	5.00
<b>Total</b>	<b>25.40</b>	<b>33.15</b>

The total change in FTE, compared to 2018 Revised FTE, reflects an increase of 111.90 FTE. The difference between the total increase of 111.90 FTE and the aforementioned net increase of 33.15, represents the change in classification of 78.75 FTE from Full-time Hourly employment status to either classified (74.75) or contractual (4.00) employment status.



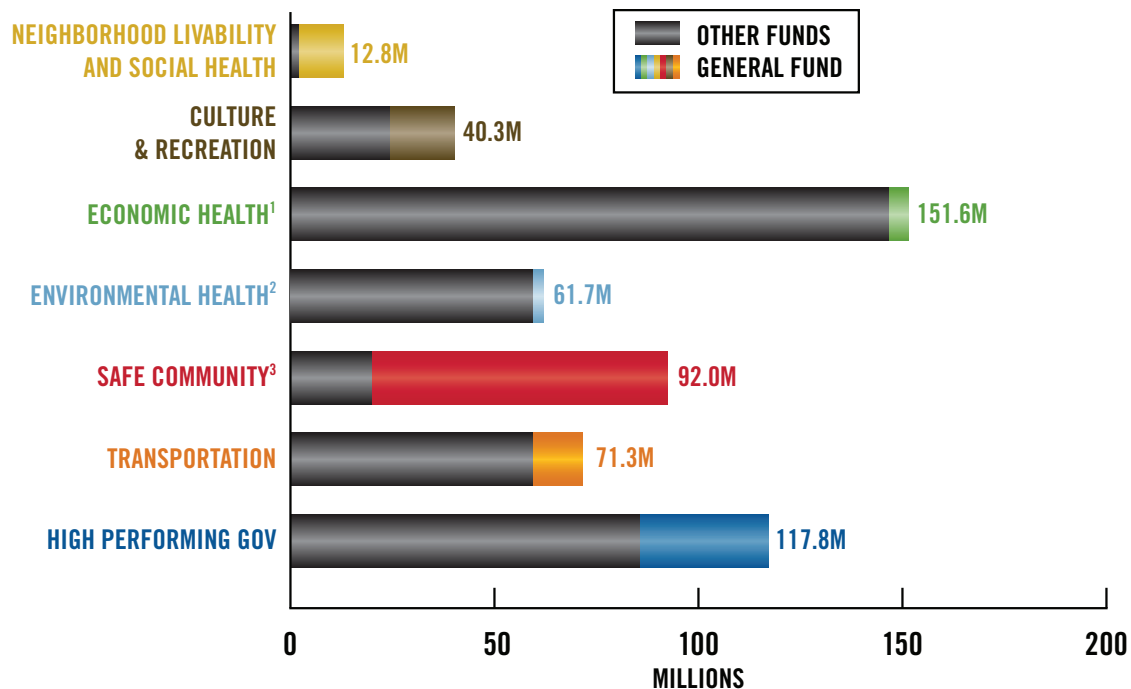
## Total Allocation by Outcome: \$651.0M\*

### General Fund & Other Funds: 2019



## Total Allocation by Outcome: \$646.4M\*

### General Fund & Other Funds: 2020



\* In addition to the seven outcomes, the total allocation by results also includes \$107.1M in 2019 and \$98.7M in 2020 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

<sup>1</sup> Light and Power

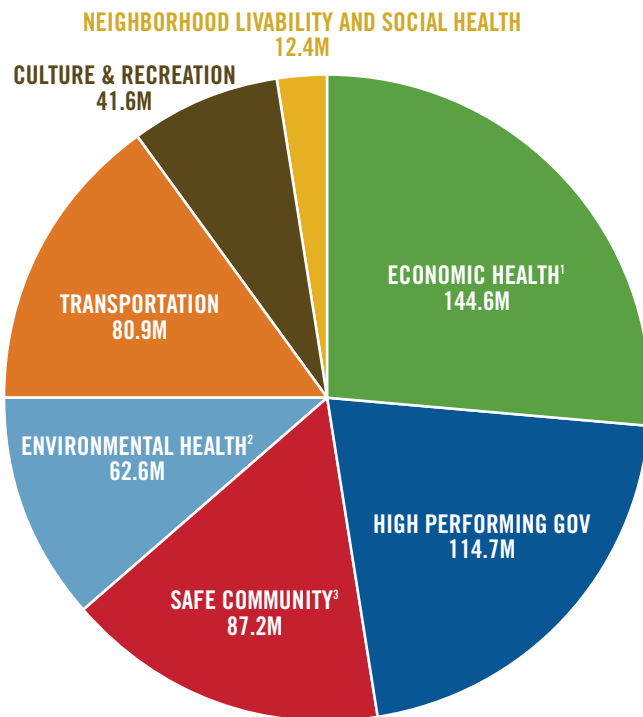
<sup>2</sup> Natural Areas, Water, Wastewater

<sup>3</sup> Police, Fire, Stormwater

## Total Allocation by Outcome: \$651.0M\*

### General Fund & Other Funds: 2019

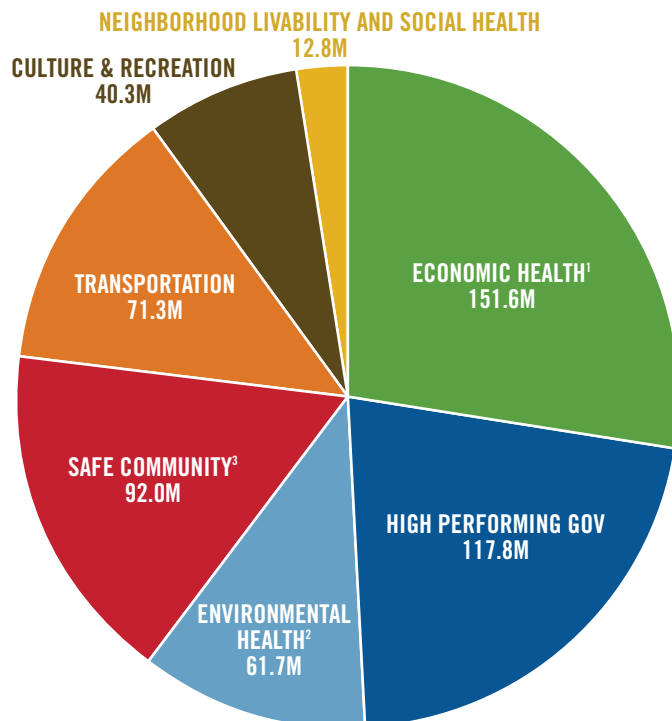
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## Total Allocation by Outcome: \$646.4M\*

### General Fund & Other Funds: 2020

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\* In addition to the seven outcomes, the total allocation by results also includes \$107.1M in 2019 and \$98.7M in 2020 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

<sup>1</sup> Light and Power

<sup>2</sup> Natural Areas, Water, Wastewater

<sup>3</sup> Police, Fire, Stormwater

## OFFER RECAP

### Offers In Outcomes

	2019	2020
Neighborhood Livability and Social Health	12,467,052	12,809,496
Culture and Recreation	41,579,482	40,256,319
Economic Health	144,579,342	151,647,748
Environmental Health	62,593,561	61,728,796
Safe Community	87,150,176	92,040,008
Transportation	80,874,447	71,310,574
High Performing Government	114,651,456	117,848,392
<b>Total Outcomes</b>	<b>543,895,516</b>	<b>547,641,333</b>

### Offers Not Included in Outcomes

<u>Type</u>	<u>Offer</u>	2019	2020
<b>Other</b>	74.1 General Fund Non-Departmental: GERP Supplemental	295,344	295,344
	74.2 General Fund Non-Departmental: Insurance	1,870,703	1,923,816
	74.3 General Fund Non-Departmental: Other	850,000	850,000
	74.4 GID #15 Budget	1,000	1,000
	74.5 Police Collective Bargaining Unit	600,000	750,000
	82.1 Debt Service - Capital Leasing	4,474,621	3,100,779
	82.2 Transfers to Capital Leasing Debt: Natural Areas	1,306,785	-
	83.1 General Employees' Retirement Plan	5,829,250	6,029,250
	90.1 Utilities: Light & Power - Payments and Transfers	16,963,228	17,315,588
	90.2 Utilities: Water - Payments & Transfers	7,942,094	7,869,989
	90.3 Utilities: Wastewater - Payments and Transfers	8,047,716	8,161,857
	90.4 Utilities: Stormwater - Payments & Transfers	7,511,987	6,072,936
	90.5 Utility Funds Transfers to the General Fund	759,237	799,198
	90.6 Utility Funds Transfers to other Funds (not General Fund)	207,827	125,176
<b>Transfers</b>	77.1 General Fund Support to Various Funds for Operations and Debt Service	23,156,801	23,586,682
	77.2 Capital Expansion Fund Transfers - Community Parks, Police and General Govt	2,565,000	4,015,000
	77.3 Transfers to the General Fund	1,254,726	1,255,141
	77.4 Sales & Use Tax Fund Transfers	8,308,543	8,452,062
	77.5 Capital Project Fund Transfer	6,416,403	916,805
	77.6 BOB O&M Transfer	85,000	66,000
	77.7 Community Capital Improvement Program (CCIP) O&M	126,000	137,000
	77.9 Community Capital Improvement Program (CCIP) - Transfer to Capital Projects	7,380,000	5,048,000
	77.10 Transfers between Funds (not General Fund)	1,172,857	1,958,385
	<b>Sub-total</b>	<b>\$107,125,122</b>	<b>\$98,730,008</b>
<b>Total Appropriations</b>		<b>\$651,020,638</b>	<b>\$646,371,341</b>

# 2019-2020 PROPOSED APPROPRIATIONS

	2019	2020
<b>GENERAL FUND</b>	<b>\$152,269,716</b>	<b>\$156,921,420</b>
<b>ENTERPRISE FUNDS</b>		
<b>Golf Fund</b>		
Operating Total	3,647,464	3,685,364
SouthRidge Irrigation System	125,000	0
<b>Total Golf Fund</b>	<b>\$3,772,464</b>	<b>\$3,685,364</b>
<b>Light &amp; Power Fund</b>		
Operating Total	\$136,831,444	\$141,256,534
Capital:		
Art in Public Places	14,800	14,076
CMMS–Maintenance Management	435,000	0
Dist. System Impr. & Replace.	1,641,360	1,679,100
L&P Vehicle Storage Bldg	160,000	170,000
New Capacity-Circuits	1,480,000	457,600
Service Center - L&P Parent	0	950,000
Substation Cap Prj - Parent	649,000	624,000
Capital Total	4,380,160	3,894,776
<b>Total Light &amp; Power Fund</b>	<b>\$141,211,604</b>	<b>\$145,151,310</b>
<b>Water Fund</b>		
Operating Total	\$25,711,436	\$25,727,464
Capital:		
Enviro Learning Center Dam	500,000	250,000
Art in Public Places	17,500	0
CMMS–Maintenance Management	653,250	346,750
PARENT-Distro Small Projects	1,400,000	1,540,000
PARENT-Service Cntr Improvm't	80,000	35,000
PARENT-Water Prod Replcmt Prgm	1,575,000	1,000,000
PARENT-Water Qual Cap Replace	550,000	50,000
PARENT-Watershed Protection	80,000	80,000
Capital Total	4,855,750	3,301,750
<b>Total Water Fund</b>	<b>\$30,567,186</b>	<b>\$29,029,214</b>
<b>Wastewater Fund</b>		
Operating Total	\$18,213,401	\$18,471,415
Capital:		
2015-Bio Gas to CoGen	800,000	0
2018-City Park WWM Replace	225,000	0
Stormwater/Wastewtr Improvement	345,050	0
Art in Public Places	32,936	19,560
CMMS–Maintenance Management	253,500	221,500
PARENT-Collec System Replcmt	793,000	711,000
PARENT-Collect Small Projects	1,400,000	1,500,000
PARENT-Cured In Place Pipe	600,000	600,000
PARENT-Polu Control Cap Repla	550,000	50,000
PARENT-Serv Center Improvemnts	40,000	17,500
PARENT-Water Recl Replcmt Prgm	2,700,000	2,956,000
Capital Total	7,739,486	6,075,560
<b>Total Wastewater Fund</b>	<b>\$25,952,887</b>	<b>\$24,546,975</b>

# 2019-2020 PROPOSED APPROPRIATIONS

	2019	2020
<b>Stormwater Fund</b>		
Operating Total	\$12,161,731	\$10,979,794
Capital:		
2017-Castlerock SW Remediation	300,000	0
2017-Remington St Storm Sewer	412,000	2,546,200
2018-Mail Crk; Palmer-Passway	0	1,408,900
Art in Public Places	7,611	25,462
CMMS—Maintenance Management	11,000	152,000
Developer Repays	300,000	100,000
Master Planning	450,000	450,000
Oxbow Levee Improvements	412,000	0
Spring Creek Rehab @ Edora	801,000	0
Stormwater Basin Improvements	1,400,000	1,500,000
Stormwater Drake Levee	51,500	0
Stormwater Flood Warn System	100,000	100,000
Stormwater N College Drainage	267,800	0
Stormwater Timberline Levee	103,000	0
Utility Service Center Phase 2	40,000	17,500
Capital Total	4,655,911	6,300,062
<b>Total Stormwater Fund</b>	<b>\$16,817,642</b>	<b>\$17,279,856</b>
<b>Broadband Fund</b>		
Operating Total	3,720,000	6,710,000
Capital:		
BB Capital Interest	5,827,788	5,827,788
<b>Total Broadband Fund</b>	<b>\$9,547,788</b>	<b>\$12,537,788</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$227,869,571</b>	<b>\$232,230,507</b>
<b>INTERNAL SERVICE FUNDS</b>		
Benefits	\$36,382,629	\$39,673,325
Data & Communications	10,863,407	10,913,831
Equipment	14,456,198	14,402,986
Self Insurance	4,675,483	4,791,275
Utility Customer Service & Administration	18,950,766	19,167,323
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$85,328,483</b>	<b>\$88,948,740</b>
<b>SPECIAL REVENUE FUNDS</b>		
Capital Expansion Fund	\$2,565,000	\$4,015,000
Capital Leasing Corporation Fund	6,576,871	5,201,209
Cemeteries Fund	701,975	730,528
Cultural Services Fund		
Operating Total	4,301,409	4,874,689
Capital:		
Art in Public Places	127,390	41,969
Total Cultural Services Fund	\$4,428,799	\$4,916,658
General Employees' Retirement Fund	\$5,829,250	\$6,029,250

# 2019-2020 PROPOSED APPROPRIATIONS

	2019	2020
Keep Fort Collins Great Fund		
Operating Total	\$25,771,883	\$26,088,331
Capital:		
CAPITAL MAINTENANCE - KFCG-OT	2,177,516	2,141,298
City Bridge Program-KFCG-SM	1,700,000	1,700,000
Transp. Small Capital-KFCG-OT	125,000	125,000
Capital Total	4,002,516	3,966,298
Total Keep Fort Collins Great Fund	\$29,774,399	\$30,054,629
Museum	1,687,939	1,112,419
Natural Areas	13,173,002	12,924,154
Parking	3,045,512	2,862,339
Perpetual Care	34,534	36,035
Recreation	7,571,470	7,947,926
Sales and Use Tax	8,308,543	8,452,062
Street Oversizing	8,694,138	3,510,288
Transit Services Fund	21,231,158	19,479,144
Transportation Fund	27,132,587	27,978,381
<b>TOTAL SPECIAL REVENUE &amp; DEBT SERVICE FUNDS</b>	<b>\$140,755,177</b>	<b>\$135,250,022</b>

## CAPITAL IMPROVEMENT FUNDS

### General City Capital

Operating Total	\$101,403	\$82,805
Capital:		
Arterial Intersection Imprvmnt	400,000	400,000
CCIP Bicycle Infrastructure Im	350,000	350,000
CCIP Bike/Ped Grade Sep Cross	2,000,000	0
CCIP Bus Stop Improvements	100,000	100,000
CCIP Nature in the City	186,070	185,571
CCIP Pedestrian Sidewalk - ADA	1,100,000	1,100,000
CCIP Willow Street Imprvmts	2,667,000	0
City Bridge Program	600,000	600,000
College & Trilby Intersections	600,000	0
East Community Park	550,000	0
Linden St Renovat-Design/Const	563,000	2,898,000
Mountain Ave Reshaping	0	100,000
N Mason St	500,000	200,000
Northeast Community Park	1,550,000	3,550,000
Poudre River Plan Reach 4	100,000	0
Prospect Rd/Sharp Pt/I-25	2,000,000	0
Railroad Crossing Replacment	300,000	0
S Timberline/Stetson/Trilby	2,300,000	0
<b>Total General City Capital</b>	<b>\$15,967,473</b>	<b>\$9,566,376</b>

### Community Capital Improvement

Affordable Housing Fund	\$400,000	\$400,000
Arterial Intersection Imprvmnt	400,000	400,000
Bicycle Infrastructure Imprvmt	350,000	350,000
Bike/Ped Grade Separated Cross	2,000,000	0
Bus Stop Improvements	100,000	100,000
Gardens Visitor Ctr Expansion	40,000	40,000



## 2019-2020 PROPOSED APPROPRIATIONS

	2019	2020
Lincoln Avenue Bridge	36,000	36,000
Linden St Renovation	563,000	2,898,000
Nature in the City	200,000	200,000
Pedestrian Sidewalk - ADA	1,100,000	1,100,000
Poudre River Proj (CCIP only)	50,000	50,000
Willow Street Improvements	2,667,000	11,000
<b>Total Community Capital Improvement</b>	<b>\$7,906,000</b>	<b>\$5,585,000</b>
<b>Conservation Trust Fund</b>		
Operating Total	\$544,387	\$548,876
Capital:		
Trail Acquisition/Development	1,023,453	1,010,547
<b>Total Conservation Trust Fund</b>	<b>\$1,567,840</b>	<b>\$1,559,423</b>
<b>Neighborhood Parkland Fund</b>		
Operating Total	\$398,410	\$409,987
Capital:		
New Park Site Development	2,350,000	0
Side Hill Neighborhood Park	200,000	0
Trailhead Park	600,000	0
<b>Total Neighborhood Parkland Fund</b>	<b>\$3,548,410</b>	<b>\$409,987</b>
 <b>These funds are included in the Total City Budget, but adopted on separate Ordinances:</b>		
Downtown Development Authority (including debt service funds)	\$9,772,291	\$9,776,096
General Improvement District #1	167,000	167,000
General Improvement District #15 Skyview	1,000	1,000
URA Debt Service Funds	5,867,677	5,955,770
	<u>\$15,807,968</u>	<u>\$15,899,866</u>
 <b>GRAND TOTAL</b>	 <b><u>\$651,020,638</u></b>	 <b><u>\$646,371,341</u></b>



# Neighborhood Livability and Social Health

Fort Collins provides a high quality built environment,  
supports quality, diverse neighborhoods and fosters  
the social health of residents



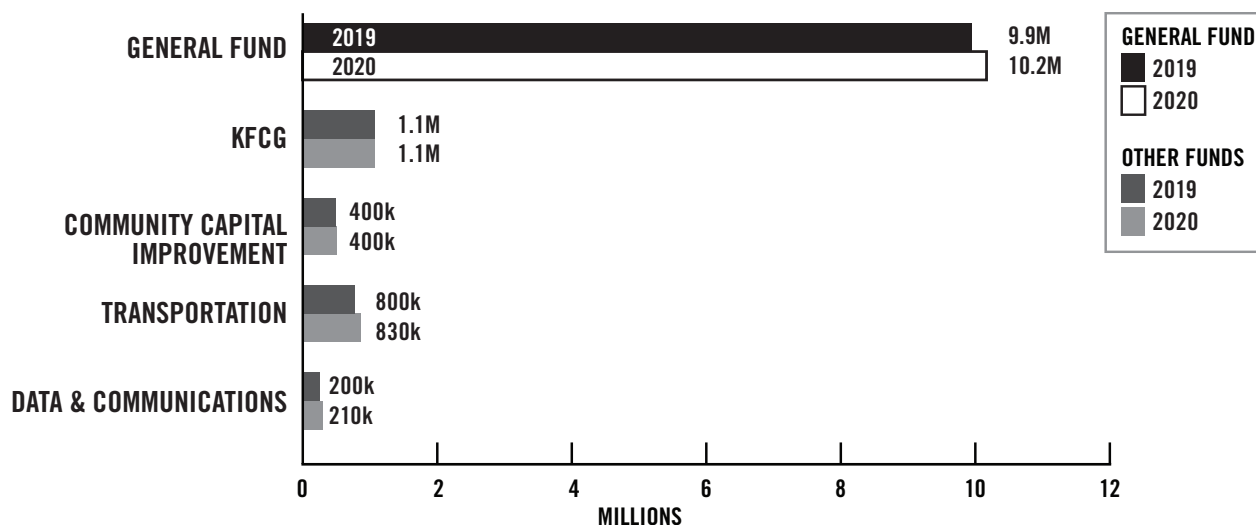


# Neighborhood Livability and Social Health

2019 General Fund & Other Funds – 12.4M

2020 General Fund & Other Funds – 12.8M

- Code Enforcement
- Neighborhood Services
- Affordable Housing
- Development Review



## OVERVIEW

Neighborhood Livability and Social Health funds a variety of services that support and help to maintain the high quality of life in Fort Collins. The strategic objectives for Neighborhood Livability and Social Health, as outlined in the 2018 Strategic Plan, are as follows:

- 1.1 Improve access to quality housing that is affordable to a broad range of income levels
- 1.2 Collaborate with other agencies to address poverty issues and other identified high-priority human service needs, and to make homelessness rare, short-lived and non-recurring
- 1.3 Improve accessibility to City and community programs and services to low- and moderate-income populations
- 1.4 Co-create a more inclusive and equitable community that promotes unity and honors diversity
- 1.5 Foster positive and respectful neighbor relationships and open communication
- 1.6 Protect and preserve the quality of life in neighborhoods
- 1.7 Guide development through community planning, historic preservation, and efficient and effective development review
- 1.8 Evaluate the involuntary annexation of the Mulberry Corridor

## FUNDING SOURCES

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

## 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
- West Nile Virus Management Program
- Larimer Humane Society Contract
- Graffiti Abatement Program

ENHANCEMENTS PURCHASED	2019	2020
Homelessness Initiatives	244,000	254,000
CCIP - Affordable Housing Capital Fund	400,000	400,000
Poudre School District After-School Programs for Title 1 Schools	75,000	75,000
East Mulberry Corridor Plan Update and Annexation Assessment	0	0
<b>Positions Added:</b>		
0.2 FTE Increase - Restorative Justice Case Manager	0	0
0.25 FTE Contractual - Environmental Reg Specialist - West Nile Virus	33,298	34,700
	<b>752,298</b>	<b>763,700</b>

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

REDUCTIONS PURCHASED		
1.0 FTE - Planning Tech & Intern (vacant)	(84,656)	(87,638)
1.0 FTE - Compliance Inspector (vacant)	(64,686)	(72,065)
	<b>(149,342)</b>	<b>(159,703)</b>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	42.1	Social Sustainability	1,678,651	0	1,110,604	568,047	0
						City of Fort Collins Keep Fort Collins Great	
2	66.1	Neighborhood Programs and Services	1,727,892	135,000	1,512,630	80,262	0
				One-time Revenue Special Assessments		Keep Fort Collins Great	
3	65.1	Development Review Programs and Services	6,754,714	5,030,000	614,245	1,110,469	0
				Development Review		Keep Fort Collins Great Transportation Data & Communications	
4	53.1	Low Income, Senior and Disabled Rebate Programs	269,500	0	269,500	0	0
5	37.1	Graffiti Abatement Program	144,258	0	144,258	0	0
6	66.2	Larimer Humane Society Contract	930,000	53,822	782,330	0	93,848
				One-time Revenue			General Fund
7	89.1	West Nile Virus Management Program	359,081	0	0	359,081	0
						Keep Fort Collins Great	
8	48.1	ENHANCEMENT: Poudre School District After-School Programs for Title 1 Schools	75,000	0	75,000	0	0
9	42.6	ENHANCEMENT: Homelessness Initiatives	244,000	0	0	0	244,000
							General Fund
10	42.9	ENHANCEMENT: CCIP - Affordable Housing Capital Fund	400,000	0	0	400,000	0
						Community Capital Improvement	
11	65.3	ENHANCEMENT: East Mulberry Corridor Plan Update and Annexation Assessment	0	0	0	0	0
						City of Fort Collins	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
12	89.3	KFCG ENHANCEMENT: 0.25 FTE Contractual - Environmental Regulatory Specialist - West Nile Virus	33,298	33,298	0	0
			<i>One-time Revenue</i>			
13	66.4	ENHANCEMENT: 0.2 FTE Increase - Restorative Justice Case Manager	0	0	0	0
			<i>City of Fort Collins</i>			
14	65.9	REDUCTION: -1.0 FTE - Planning Tech & Intern (vacant)	(84,656)	0	(84,656)	0
15	66.7	REDUCTION: -1.0 FTE - Compliance Inspector (vacant)	(64,686)	0	(64,686)	0
<b>Funded Offers</b>			<b>12,467,052</b>	<b>5,252,120</b>	<b>4,359,225</b>	<b>2,517,859</b>
16	95.1	ENHANCEMENT: Scholarship Fund for Low-Income Families - Cultural Services (Museum, Lincoln Center, Gardens)	85,350	0	85,350	0
17	42.7	ENHANCEMENT: 1.0 FTE - Homelessness Program Coordinator	93,788	0	93,788	0
18	42.5	KFCG ENHANCEMENT: Childcare Access & Affordability Funding	100,000	0	0	100,000
			<i>Keep Fort Collins Great</i>			
19	65.4	ENHANCEMENT: Land Use Code Amendment	400,000	0	0	0
			<i>General Fund</i>			
20	65.5	ENHANCEMENT: Wireless Communications Plan	50,000	0	0	0
			<i>General Fund</i>			



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
21	42.2	KFCG ENHANCEMENT: Land Bank Acquisition	1,000,000	0	0	1,000,000 <i>Keep Fort Collins Great</i>
22	66.3	Vibrant Neighborhood Grant program	300,000	300,000 <i>One-time Revenue</i>	0	0
23	42.8	ENHANCEMENT: Housing Access Supports	650,000	650,000 <i>One-time Revenue</i>	0	0
24	84.1	ENHANCEMENT: Downtown Ambassador Program	45,000	0	0	45,000 <i>General Improvement District 1</i>
25	65.8	KFCG ENHANCEMENT: 1.0 FTE Contractual - Historic Preservation Building Survey	89,745	0	0	0 <i>Keep Fort Collins Great</i>
26	42.10	KFCG ENHANCEMENT: Equity & Inclusion Plan, Metrics and Programming	161,595	0	0	161,595 <i>Keep Fort Collins Great</i>
27	42.3	ENHANCEMENT: Human Services Program Grant Funding	500,000	0	500,000	0
28	42.11	KFCG ENHANCEMENT: Foundational Data for Incentivizing and Planning Affordable Housing	75,000	0	0	75,000 <i>Keep Fort Collins Great</i>
29	42.4	KFCG ENHANCEMENT: Human Services Strategic Plan	80,000	0	0	80,000 <i>Keep Fort Collins Great</i>
30	66.5	ENHANCEMENT: Larimer Humane Society Additional Contract Cost	87,400	0	87,400	0

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2019

Rank	Page	Offer	<u>Offer Cost</u>	<u>Offer Funding</u>		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
31	89.2	KFCG ENHANCEMENT: West Nile Virus - Adult Mosquito Treatment Efficacy Study	20,000	0	0	20,000 0
						<i>Keep Fort Collins Great</i>
32	42.12	KFCG ENHANCEMENT: Murphy Center Expansion & Housing Placement System	158,850	0	0	158,850 0
						<i>Keep Fort Collins Great</i>
Unfunded Offers			3,896,728	950,000	766,538	1,640,445 539,745
Total Offers			16,363,780	6,202,120	5,125,763	4,158,304 877,593

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	42.1	Social Sustainability	1,699,720	0	1,131,673	568,047	0
						City of Fort Collins Keep Fort Collins Great	
2	66.1	Neighborhood Programs and Services	1,785,010	135,000	1,567,122	82,888	0
				One-time Revenue Special Assessments	Keep Fort Collins Great		
3	65.1	Development Review Programs and Services	6,996,790	5,200,000	651,607	1,145,183	0
				Development Review	Keep Fort Collins Great Transportation Data & Communications		
4	53.1	Low Income, Senior and Disabled Rebate Programs	269,500	0	269,500	0	0
5	37.1	Graffiti Abatement Program	148,615	0	148,615	0	0
6	66.2	Larimer Humane Society Contract	930,000	24,063	811,946	0	93,991
				One-time Revenue			General Fund
7	89.1	West Nile Virus Management Program	375,864	0	0	375,864	0
					Keep Fort Collins Great		
8	48.1	ENHANCEMENT: Poudre School District After-School Programs for Title 1 Schools	75,000	0	75,000	0	0
9	42.6	ENHANCEMENT: Homelessness Initiatives	254,000	0	0	0	254,000
							General Fund
10	42.9	ENHANCEMENT: CCIP - Affordable Housing Capital Fund	400,000	0	0	400,000	0
					Community Capital Improvement		
11	65.3	ENHANCEMENT: East Mulberry Corridor Plan Update and Annexation Assessment	0	0	0	0	0
						City of Fort Collins	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
12	89.3	KFCG ENHANCEMENT: 0.25 FTE Contractual - Environmental Regulatory Specialist - West Nile Virus	34,700	34,700	0	0
			<i>One-time Revenue</i>			
13	66.4	ENHANCEMENT: 0.2 FTE Increase - Restorative Justice Case Manager	0	0	0	0
			<i>City of Fort Collins</i>			
14	65.9	REDUCTION: -1.0 FTE - Planning Tech & Intern (vacant)	(87,638)	0	(87,638)	0
15	66.7	REDUCTION: -1.0 FTE - Compliance Inspector (vacant)	(72,065)	0	(72,065)	0
<b>Funded Offers</b>			<b>12,809,496</b>	<b>5,393,763</b>	<b>4,495,760</b>	<b>2,571,982</b>
16	95.1	ENHANCEMENT: Scholarship Fund for Low-Income Families - Cultural Services (Museum, Lincoln Center, Gardens)	85,350	0	85,350	0
17	42.7	ENHANCEMENT: 1.0 FTE - Homelessness Program Coordinator	110,199	0	110,199	0
18	42.5	KFCG ENHANCEMENT: Childcare Access & Affordability Funding	100,000	0	0	100,000
			<i>Keep Fort Collins Great</i>			
19	65.4	ENHANCEMENT: Land Use Code Amendment	500,000	0	0	0
			<i>General Fund</i>			
20	65.5	ENHANCEMENT: Wireless Communications Plan	0	0	0	0
			<i>General Fund</i>			

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
21	42.2	KFCG ENHANCEMENT: Land Bank Acquisition	0	0	0	0
					<i>Keep Fort Collins Great</i>	
22	66.3	Vibrant Neighborhood Grant program	300,000	300,000	0	0
				<i>One-time Revenue</i>		
23	42.8	ENHANCEMENT: Housing Access Supports	550,000	550,000	0	0
				<i>One-time Revenue</i>		
24	84.1	ENHANCEMENT: Downtown Ambassador Program	45,000	0	0	45,000
					<i>General Improvement District 1</i>	
25	65.8	KFCG ENHANCEMENT: 1.0 FTE Contractual - Historic Preservation Building Survey	91,653	0	0	0
						<i>Keep Fort Collins Great</i>
26	42.10	KFCG ENHANCEMENT: Equity & Inclusion Plan, Metrics and Programming	56,475	0	0	56,475
					<i>Keep Fort Collins Great</i>	
27	42.3	ENHANCEMENT: Human Services Program Grant Funding	500,000	0	500,000	0
28	42.11	KFCG ENHANCEMENT: Foundational Data for Incentivizing and Planning Affordable Housing	75,000	0	0	75,000
					<i>Keep Fort Collins Great</i>	
29	42.4	KFCG ENHANCEMENT: Human Services Strategic Plan	0	0	0	0
					<i>Keep Fort Collins Great</i>	
30	66.5	ENHANCEMENT: Larimer Humane Society Additional Contract Cost	117,000	0	117,000	0

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
31	89.2	KFCG ENHANCEMENT: West Nile Virus - Adult Mosquito Treatment Efficacy Study	20,000	0	0	20,000	0
Keep Fort Collins Great							
32	42.12	KFCG ENHANCEMENT: Murphy Center Expansion & Housing Placement System	158,850	0	0	158,850	0
Keep Fort Collins Great							
Unfunded Offers			2,709,527	850,000	812,549	455,325	591,653
Total Offers			15,519,023	6,243,763	5,308,309	3,027,307	939,644

## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

### 37.1 Graffiti Abatement Program - Funded

2019 - \$144,258

2020 - \$148,615

Funding this offer provides graffiti abatement to keep Fort Collins clean, safe, and attractive, which is part of the foundation for a high quality of life. Left alone, graffiti can create an impression that a neighborhood is uncared for and unsafe, which in turn can discourage 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 users. If graffiti obliterates messages on traffic signs or other types of public advisory vehicles, public safety could be compromised.

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

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

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

In 2017, the team addressed 1,645 issues with 74 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 1.6 - Protect and preserve the quality of life in neighborhoods
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 42.1 Social Sustainability - Funded

2019 - \$1,678,651

2020 - \$1,699,720

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

## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

core role of SSD continues to be:

- Grant funding, policy development, and forming/maintaining partnerships in the area of 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
- Connecting and collaborating with community partners, so that we work in partnership with other organizations and the community on social issues. We are frequently called upon for our powerful role of convener.

Primary programs and services provided by SSD include:

- Federal and City funding support and allocation – approximately \$2.6 million per year to support affordable housing projects and human service agencies (including homelessness prevention and services, childcare, elder care, enabling people to age in place, etc.)
- Manage \$24M+ invested in affordable housing inventory stock and \$3.9M+ in homebuyer loans
- Develop collaborative partnerships and long-term solutions to critical community-based issues and Council priorities including homelessness prevention and services, affordable housing planning and implementation, Land Bank, equity and inclusion, mental and behavioral health and wellness, workforce development.

We currently support the following Council priorities:

Land Bank Program/Affordable Housing

County Behavioral Health Plan/Initiative

Community Trust Initiative

The Multicultural Community Retreat was removed.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring
- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

### 42.2 KFCG ENHANCEMENT: Land Bank Acquisition - Unfunded

**2019 - \$1,000,000**

**2020 - \$0**

This offer will allow the City to exercise an option to purchase five acres of real estate in the proposed Montava subdivision for the City's Land Bank program. The purchase price contained in the option is \$1 million. Availability of affordable housing continues to be a concern for City residents. The most recent Community Survey found the availability of affordable housing ranking fall from 17% to 11%, indicating concern. After the last BFO cycle, outreach was conducted and a follow-up report confirmed that Affordable Housing was a top theme and was what residents thought the City should be spending funds on. The Land Bank Program is the City's only long-term affordable housing incentive. Not only does it lock in the cost of land in an escalating real estate market, but it also allows the City to reserve sites for future affordable housing, ensuring distribution of this housing throughout the City geographically. According to the City's Real Estate Services, local property values are experiencing 3% increases per quarter and this trend is likely to continue. Appreciation of land bank parcels can be used as subsidy for the housing that will be ultimately built.

Developer HF2M is proposing the Montava development in northeast Fort Collins on about 842 acres currently owned by Anheuser-Busch. They have an



## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

option contract to purchase the entire parcel, which is the largest undeveloped tract of land in the Fort Collins growth management area. This land is west of the Budweiser plant generally bordered by Richards Lake and Mountain Vista roads. HF2M expects to purchase the land during this budget cycle. This area is underserved for affordable housing and it is important to reserve future sites for affordable housing in this quadrant of the City. HF2M has entered into an option agreement with the City to sell five acres of generously zoned land to the land bank program for the price of \$200,000 an acre. This offer is for funding to exercise that option.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

### 42.3 ENHANCEMENT: Human Services Program Grant Funding - Unfunded

**2019 - \$500,000**

**2020 - \$500,000**

This offer will maintain and grow the availability of money to charitable Nonprofit Organizations (NPOs) that provide services to low-income and special needs populations. This offer was originally approved for \$100,000 by Council in 2016 for the 2017-2018 budgets and this request will allow it to continue as ongoing in the future. The additional \$400,000 is included at the request of Directing Change, a group of NPO leaders working to increase positive outcomes for youth and families in Fort Collins.

NPOs contribute to the city's social, economic and community well-being by providing critical services and improving quality of life for low- to moderate-income residents. As community funding is decreasing, the needs of low-income residents remain high. The City allocates City and federal dollars yearly to NPOs through a competitive process using General Fund, KFCG and Community Development Block Grant (CDBG) money.

In 2016, at the urging of Council, the CDBG Commission requested staff submit a BFO offer to increase funding. The Commission reviews applications and makes funding recommendations to Council. Total available funding in 2018 is \$908,969; requests are \$1,410,293. This offer would maintain the funding available at this level for 2019-2020, and grow it by an additional \$400,000. Funding the full Offer would cover 80% of the current gap between human service funding demands and funding availability.

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.

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

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This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations
- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels

### 42.4 KFCG ENHANCEMENT: Human Services Strategic Plan - Unfunded

**2019 - \$80,000**

**2020 - \$0**

Funding this offer will create a Human Service Strategic Plan (HS Strat Plan) that will:

- Inform and guide the grant investment decisions of the CDBG Commission to maximize data-driven impact in the community.
- Provide significantly greater focus to the City's efforts and impact in the human service sector.

The HS Strat Plan will create a clear approach and prioritization to the City's human service commitments. This will deliver efficient, innovative and systemic results for the City and the public. The plan will generate data-driven goals and roles that will advance the City's ability to support nonprofit partners who work to meet the highest human service needs.

SSD currently uses a department-level strat plan and the Affordable Housing Strat Plan. A blueprint is absent for how the City delivers resources toward human services in the community. The CDBG Commission currently awards small grants to a broad portfolio of proposals. This is not best practice in the grant-making field.

Demand for human service engagement from the City is significant. Our human service strategies currently deploy approximately \$900,000 annually to 30 projects/programs at 25 different nonprofit organizations in Fort Collins. These grants serve broad issues: childcare, domestic violence, mental health, hunger, homelessness, elder care, and more. City staff also assign their time to represent the City in various community conversations in each of these areas. This mile-wide-foot-deep approach limits the City's influence and impact.

This offer will purchase consulting services that will include: data collection, stakeholder and public engagement, and analysis. The consultant will also map the HS Strat Plan's goals, strategies, metrics and actions. The objectivity of outside consultant support will also offer impartiality to the process. SSD staff will partner with the consulting firm to guide the project, but limited capacity does not allow staff to fully execute the project.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

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### 42.5 KFCG ENHANCEMENT: Childcare Access & Affordability Funding - Unfunded

2019 - \$100,000

2020 - \$100,000

Funding this offer will extend and expand the City's support for childcare affordability and accessibility projects in Fort Collins. This offer was originally conceived and approved by Council in 2016 for the 2017-2018 budgets (\$50,000/year) and this request will continue and grow the availability of these dollars to address emerging opportunities.

Unaffordable and inaccessible childcare is a burden on Fort Collins families, employers and the local economy. This results in strained household budgets, workforce impediments (65.7% of parents with children under 6 are in the workforce) and limited mobility toward self-sufficiency (childcare is the #1 reported self-sufficiency barrier). The annual childcare cost in Larimer County is \$16,243 for infants, and \$11,668 for preschool children. The City has a unique role in the childcare space to substantially influence and invest in Fort Collins-focused childcare and early childhood education initiatives and programs.

This offer will fund:

- Facility renovations to create/modify classroom space
- Childcare teacher training and education expenses
- Systems-focused projects to advance childcare worker wages and development
- Sliding-scale scholarship subsidies for families needing childcare
- Emerging and pioneering projects and opportunities that are presently undefined

Collaboration is occurring with various community partners that are addressing the issue of childcare capacity and affordability. Several opportunities are currently being pursued to apply the 2017-2018 funding toward workforce development and facility expansion projects. These include the potential rehabilitation of existing City facilities to support childcare classrooms, and scholarship support to assist early childhood education teachers with their credentialing and qualification coursework. This offer for 2019-2020 will continue to develop these and similar types of childcare projects and partnerships that are anticipated.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### 42.6 ENHANCEMENT: Homelessness Initiatives - Funded

2019 - \$244,000

2020 - \$254,000

Funding this offer will provide collaborative homelessness initiatives for services where gaps currently exist and to help meet the goal of making homelessness rare, short-lived, and non-recurring. Addressing homelessness must be done collaboratively – no one organization can do it alone. Housing First Initiative data shows 339 people homeless. Initiatives requested:

1. Seasonal Overflow Shelter and Emergency Weather Shelter Plan - \$50K 2019, \$60K 2020: Assistance and coordination with current shelters for

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community-based options to provide additional shelter space as needed (transportation and security for emergency).

2. Homeward 2020 operations - \$25K – moved from on-going offer.

2. Murphy Center Operations - \$50K (reduced from \$100K original request): Support for staff/infrastructure that facilitates collaboration among twenty on-site agencies. MC is the local hub of services for people facing homelessness, serving approximately 3,000 people each year. MC is not eligible to apply through competitive funding process.

3. Outreach Fort Collins - \$100,000: On-going support of community-driven outreach to maintain downtown as a safe and welcoming place for all while connecting our most vulnerable to the services and supportive networks they need. \$20K added for increased targeted coverage.

4. Housing First Initiative - \$19,000: On-going support to collect and provide local homeless count and by-name list that tracks people's entry and exit from homelessness and illuminates critical housing and services gaps.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring
- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### 42.7 ENHANCEMENT: 1.0 FTE - Homelessness Program Coordinator - Unfunded

**2019 - \$93,788**

**2020 - \$110,199**

This offer provides a dedicated position to lead the City's role in homelessness efforts, a big and growing community concern (318 SARs and 339 people chronically homeless). The Social Sustainability Department (SSD) has led City efforts related to homelessness for the past several years. The SSD Director has led these efforts with assistance from others, including Affordable Housing staff. Homelessness has continued to be a community-wide priority with many high-level and City Council discussions about issues, policies, funding and partnerships. The City has an MOU with Homeward 2020 (HW2020), who supports this position as a key role for the City to support the ongoing sustainable, collaborative system to make homelessness rare, short-lived, and non-recurring. The City participates in community-wide efforts to address homelessness including Outreach Fort Collins, Housing First Initiative, Coordinated Assessment/Housing Placement, Northern CO Continuum of Care, Overflow Shelter & Emergency Weather Plan.

This will be the City's primary point of contact for homeless issues to lead and structure programs. The current structure is not ideal because this work is done by the SSD Director who has other duties and priorities making it difficult to strategically develop and lead homelessness efforts. The work currently being done by the SSD Director and staff equated to .75 FTE in 2017 - usually over and above other essential and regular duties. By adding a dedicated coordinator, it will increase efficiency of the department, provide time needed to focus on other priorities and add capacity to effectively work on homelessness.

Other communities have this (or similar) position with a wide variety of salary ranges. As staff reviewed the national peer cities (as identified by the City), the "P2" level appears to be the most appropriate (salary range of \$62,648 - \$82,060). This offer includes total compensation and \$20,000 in program dollars for community engagement, identified gaps/needs, and other items.

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This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population
- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels

### 42.8 ENHANCEMENT: Housing Access Supports - Unfunded

**2019 - \$650,000**

**2020 - \$550,000**

This offer supports two programs:

1. Fee Waivers – Fee waivers reduce the cost of development fees. The City forgoes fee income to subsidize housing that the real estate market will not produce on its own. The City chooses to pay some of those waived fees for the developer (that is called backfilling waived fees).
2. Homebuyer Assistance to middle-income earners – The City has a homebuyer assistance program (HBA), but only for households making no more than 80% of the area median income. Middle-wage earners are having trouble, too. This pilot program expands the HBA to this income range.

The City offers discretionary fee waivers for housing developers targeting households making no more than 30% of the area median income (AMI). In awarding fee waivers Council must find that the request will not jeopardize the City's finances. This offer proactively budgets for anticipated fee waivers requiring backfill. In 2017, Council expanded eligibility for fee waivers to incentivize more 30% AMI units. Typically backfill funding has come from General Fund reserves. The voter-approved Affordable Housing Capital Fund (AHCF) can be a source for limited matching funds. The expected need for backfill is \$500,000 for Housing Catalyst projects and \$400,000 for other projects, for a total of \$900,000. The best metric for this program will be the number of 30% units incentivized and success will be an increase in that number.

The pilot expansion of the City's existing Homebuyer Assistance (HBA) program will provide approximately 10 due-on-sale loans per year to buyers in the 81%-120% AMI income range. The current HBA program serves households earning up to 80% AMI. This expansion would support middle-income households that are ready for homeownership with nominal up-front financial support. Funding for the existing HBA program can only be for low-income. Assuming the maximum loan amount of \$15,000, the budget for the program expansion is \$300,000 in this budget cycle.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring

### 42.9 ENHANCEMENT: CCIP - Affordable Housing Capital Fund - Funded

**2019 - \$400,000**

**2020 - \$400,000**

This offer provides authority to spend the voter-approved Affordable Housing Capital Fund (AHCF), which was adopted in 2015 as part of the Community Capital Improvement Program. This fund will accumulate \$4 million over ten years. In both 2019 and 2020, the Affordable Housing Capital Fund (AHCF)

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will be funded at \$400,000. This offer requests authority to commit the \$400,000 allocated in each year for the construction or rehabilitation of one or more affordable housing projects. Council has directed staff to use this funding source as a match to General Fund reserves for backfilling affordable housing fee waivers and for a Direct Subsidy program designed to provide funding to projects that are close to ready to proceed and where additional funding will finalize funding needs or accelerate the timing of when a project will be constructed. The City has received a request from Housing Catalyst for about \$900,000 from the AHCF for a 60-unit permanent supportive housing project. Authority to use the funds as soon as they are available provides flexibility to invest in projects that are time sensitive.

This offer is for capital needs and will increase the City's affordable housing inventory. These voter-approved funds are available and this offer authorizes them to be spent.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring

### **42.10 KFCG ENHANCEMENT: Equity & Inclusion Plan, Metrics and Programming - Unfunded** **2019 - \$161,595** **2020 - \$56,475**

This offer establishes goals, roles, strategies and metrics for the City's strategic objective related to equity/diversity/inclusion. It supports organizational capability to engage diverse communities and deliver services accessible to all.

It reflects Council's discussion of NLSH 1.4 at their 2018 session on the Strategic Plan. The direction and community data demonstrate the primary needs, including:

1. Strategic Plan
2. Results-based Metrics
3. Equity Lens
4. Training/Programming

The strategic planning process will:

- Engage the community and partners
- Define the City's role in a complex, community-wide space
- Develop targets and initiatives to achieve them
- Reduce barriers, create culturally competent & representative workforce, improve service delivery, ensure service limitations are not due to identity or place of residence

Cities with strategic plans include Eugene, OR; Seattle, WA; Portland, OR; Burlington, VT; and Dubuque, IA. Fort Collins recently joined these others as members of the Government Alliance for Racial Equity (GARE).

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Metrics development will align with strategic planning to ensure that goals and initiatives are data-driven including TBL impacts. Council requested a dashboard to track disparities, diversity and the effectiveness of equity efforts. Partners will include PSD, CSU and local philanthropy.

The integration of an equity lens as a tool to enhance and evaluate planning, policy development and resource allocation is a best practice developed by GARE. It will support training to equip employees with how to use an equity lens for service delivery.

Equity and Inclusion was a key theme in SSD's strategic plan. Attention has increased on these issues, resulting in the City's work on Community Trust, forming equity teams, adding an equity focus in City Plan, and more. These efforts have been organic and responsive in nature, highlighting the demand for a proactive, data-driven and strategic approach to effectively move the needle on disparities in the community.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

### **42.11 KFCG ENHANCEMENT: Foundational Data for Incentivizing and Planning Affordable Housing - Unfunded**

**2019 - \$75,000**

**2020 - \$75,000**

Funding this offer would provide research assistance for housing data collection and analysis as a foundation for the next five-year Affordable Housing Strategic Plan.

Affordable housing continues to be a community priority. The City establishes affordable housing policy through the adoption of strategic plans; the term of the current plan is 2015-2019. The City's overarching goal stated in this plan is to restrict 10% of the entire City's housing inventory as affordable. The goal for the current plan is 188 units a year. So far, 161 have been produced and 404 more are in the development pipeline. The next plan will need to increase that production number to at least 228 annually. Staff is preparing to begin work on the next plan. This work will coordinate with, incorporate, and build on the City Plan update process, the recommendations of the internal housing task force, and the new data and best practice analysis provided by consultants. Updated information is needed to continue a data-driven approach to meeting housing goals.

Consultants would: advise on adding housing policies and related ordinances, analyze current and future market conditions, catalog best practices in responding to housing price escalation, set benchmarking standards for ordinance implementation, and conduct public outreach. In year one, a complete data set will be completed. It is anticipated that one of the recommended strategies to explore will be an affordable housing impact fee. The legal justification required for such fees is a nexus study. Year two may require this separate nexus study to tie the fee to the cost of service, determine feasibility, and calibrate a potential affordable housing impact fee (if determined appropriate considering market conditions and data analysis). This study would be funded in year two if Council directs staff to consider an impact fee in year one.

Each study would cost about \$75,000 for a total budget offer of \$150,000.

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This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring

### **42.12 KFCG ENHANCEMENT: Murphy Center Expansion & Housing Placement System - Unfunded 2019 - \$158,850 2020 - \$158,850**

Funding this offer will provide one on-going and one new collaborative initiative for services where gaps exist and to help meet the goal of making homelessness rare, short-lived, and non-recurring. These two items were separated out from Offer 42.6:

1. Coordinated Assessment and Housing Placement System (CAHPS) - \$15,000: Funding to support and work with regional partners in Larimer and Weld Counties to continue a by-name list of most vulnerable homeless in need of housing, identify housing options and match each to housing, and necessary support services to help retain their housing.
2. Murphy Center Expansion of Hours - \$143,850: to support expansion of MC hours to include weekday evenings and Sat. mornings to provide increased access to core services (lockers, mail, laundry, showers, food, gear, computers, phones), case management, and warming center.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and non-recurring
- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### **48.1 ENHANCEMENT: Poudre School District After-School Programs for Title 1 Schools - Funded 2019 - \$75,000 2020 - \$75,000**

Funding this Offer will provide after-school and summer academic enrichment programs for students in the six Title 1 schools in Poudre School District (PSD). District dollars are inadequate to provide extended learning opportunities to all Title 1 students. After-school programs will provide a safe, enriching environment to 720 students per year in kindergarten through 5th grades. The targeted 720 students live in high poverty areas in the community and would benefit greatly from high-quality programs. PSD will offer after-school academic enrichment programs two days per week for 16 weeks of the school year and a summer program for four days per week for a total of seven weeks during summer recess. Programs will run for two hours per day after school and five hours per day during summer. Program content will be data-driven and focus on interventions at each individual student's zone of proximal development. Staff will offer a variety of STEM (science, technology, engineering and math) programs, as well as programs focused on enrichment and self-efficacy. The goal would be to encourage self-esteem and connectivity in programs, hiring highly effective teaching staff to work with students in a "whole-child" approach to learning.

PSD continues to grow by 500 students per year and the number of students living at the federal poverty level continues to grow as well. Fourteen of



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PSD's sites have free-and-reduced lunch percentages of 45% or greater. This project could be scaled to reach additional school sites or be used to develop magnet sites in collaboration with schools and City recreation facilities to provide enhanced learning, enrichment programs and safe places for students.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### 53.1 Low Income, Senior and Disabled Rebate Programs - Funded

**2019 - \$269,500**

**2020 - \$269,500**

Funding this offer continues the City's three rebate programs for low-income and disabled residents. The program includes a property tax/rent rebate, a utility rebate and a sales tax on food rebate and are outlined in Chapters 25 and 26 on the Municipal Code.

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 rent 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 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 an eligible household; the rebate amount was increased to \$40 per person in 1998. The income eligibility level raised to 50% of AMI in 2005 and the rebate amount per person updated to \$58 dollars in 2015. It will be updated annually.

Applications are submitted by mail, in person, or online, and staff is available to assist applicants. Staff covers all functions of the program (verify income, residency, property values, Utility account types, issue checks, and file). In 2017, the City processed 1,180 applications with an average rebate of \$189 issued per household. The total rebate money issued in 2017 for all three rebate programs was \$224,661. The goal in 2018 is to grow participation in the program by 8.5%, resulting in approximately 100 more households in Fort Collins receiving assistance.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### 65.1 Development Review Programs and Services - Funded

**2019 - \$6,754,714**

**2020 - \$6,996,790**

Funding this offer will ensure continuation of all services in the Development Review Center (DRC), which is the central location for the planning, zoning,

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development review, historic preservation, customer service and construction-related code enforcement activities offered to the community. These efforts include developing 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 the 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 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, Housing Catalyst, Larimer County Health Department, development professionals, contractors and others.

The economy continues at a steady pace resulting in steadfast service requests. In 2017, development submittals totaled 344 (a 5% increase over 2016), with plan reviews increasing 3% over 2016. Building inspections increased 7% over the previous year with a total of 33,921 inspections completed, and the number of building permits issued increased 16% over 2016. Increases primarily occurred in new commercial, commercial miscellaneous and new residential permit requests. Associated annual revenues support more than 95% of development expenses (approx \$200K will not be covered).

This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review
- ECON 3.4 - Foster infill and redevelopment that enhances the community
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### **65.3    ENHANCEMENT: East Mulberry Corridor Plan Update and Annexation Assessment - Funded    2019 - \$0 2020 - \$0**

Funding this offer will prepare information necessary to make a decision whether to annex the East Mulberry Corridor enclave when it becomes eligible in July 2021. An enhancement offer for the \$400,000 assessment will be submitted as part of the 2021/2022 BFO process, with all work to be completed during 2021.

There are two components to the analysis: 1. A targeted update to the East Mulberry Corridor Plan based on the City Plan Update scheduled for adoption in early 2019, and 2. An in depth analysis of the cost to provide essential municipal services to the area, potential revenues, and ways to provide procedural, regulatory and monetary incentives to area property owners as land is developed within the City. The area represents the largest annexation in the community's history, and comes with a series of challenges to provide essential municipal services, including:

- Police Protection
- Storm drainage
- Street Infrastructure
- Electric service
- Parks and trails

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- Land Use and Development Planning

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows

## 65.4 ENHANCEMENT: Land Use Code Amendment - Unfunded

**2019 - \$400,000**

**2020 - \$500,000**

Funding this offer will provide substantial amendments to the City's Land Use Code to accurately reflect public land use and transportation policy in City Plan and that is functional and understandable, yet predictable and flexible.

Critics of the existing Land Use Code assert that some aspects of the current system don't meet the community's needs. The present code is too voluminous (600+ pages) and inflexible, with final outcomes that don't always match the high expectations of the spectrum of code users.

The project would be completed in two phases:

Phase 1: Community Engagement with Code Users and Assessment of the Existing Code

Phase 2: Detailed Recommendations for the Land Use Code

Anticipated amendments include a significant simplification of the Land Use Code structure that decreases the amount of text, improved graphic representation of design standards that are understandable to users, provisions for conditional uses, additional form-based design elements, and significant code streamlining aimed at making the development review process straightforward and predictable.

The Land Use Code Amendment is anticipated as one of the top priority implementation items identified in the City Plan Update scheduled for adoption in April 2019.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.1 - Improve access to quality housing that is affordable to a broad range of income levels
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review

## 65.5 ENHANCEMENT: Wireless Communications Plan - Unfunded

**2019 - \$50,000**

**2020 - \$0**

This offer will fund an analysis of deficiencies in wireless coverage throughout the Fort Collins Growth Management Area and update Land Use Code requirements for wireless telecommunication facilities. City staff has identified two main factors that have created this issue: outward residential growth

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creating gaps in coverage, and increased data consumption of smartphones. The outward residential growth of the community has created areas of Fort Collins that do not have adequate cell coverage or capacity. Emergency service providers have informed City staff that areas of town are inadequately served, which compromise their ability to respond to emergencies. To better understand gaps in residential service, consultant help is needed for a detailed analysis of the existing inventory of wireless sites and coverage throughout Fort Collins. This offer was developed in response to a Council directive in response to a recent wireless application.

Approximately 70% of people across the United States identify as smartphone users. Because smartphones are becoming better equipped to handle data-intensive tasks, such as streaming videos and music, the wireless industry is already developing its Fifth-Generation (5G) wireless technology to handle the projected capacity needs. The City is already experiencing the implementation of '5G-ready equipment,' which consists of lower, closely-grouped wireless equipment and facilities that have a different network strategy than Fourth-Generation (4G) technology. This offer would also provide funding for consultant assistance to modernize the wireless regulations. These code changes would update which zones will allow wireless facilities, create clear guidelines for facility design so wireless facilities fit into various contexts throughout Fort Collins, and provide a clearly defined process a wireless facility application must follow. Staff would conduct extensive community outreach for the Land Use Code changes in addition to outreach with cell tower builders and cell carriers.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### **65.8 KFCG ENHANCEMENT: 1.0 FTE Contractual - Historic Preservation Building Survey - 2019 - \$89,745** **Unfunded 2020 - \$91,653**

Funding this offer will meet Council's direction at its April 24, 2018 work session to resource the survey of historic buildings, by funding one FTE professional contractual staff for two years. The addition of a contractual FTE would result in an average of 2,160 properties surveyed at the reconnaissance level and 160 properties surveyed at the architectural level each year. This is significantly more than the 288 reconnaissance-level and 22 architectural-level surveys each year that current staffing allow.

Historic survey is critical to both facilitating development and keeping Fort Collins' sense of place. It is a requirement to retain the City's federal Certified Local Government status, directly impacts development review, and provides predictability to property owners and residents on which buildings are significant. Fort Collins has more than 18,000 properties 50+ years old. Only a small percentage of these will prove to be historically significant, worthy of preservation. Prioritizing areas facing development pressure, the reconnaissance survey will identify which buildings are likely historically significant, allowing for the more comprehensive architectural survey to target the most critical buildings.

Using contractual staff rather than independent consultants saves the City money: The 2017 rate charged by independent consultants and supported by the State Historic Preservation Office is, on average, \$700 per property for a comprehensive architectural survey and \$200 per property for a reconnaissance architectural survey, or \$544,000 compared to the \$89,669 that a contractual FTE would cost for the same number of properties.

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Value Added: 2,320 properties surveyed/year vs. 310/year; fulfills Certified Local Government status; meets national best practice standards; facilitates development review while protecting significant historic properties; saves City money; offers predictability and consistency to owners and developers.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review

### 65.9 REDUCTION: -1.0 FTE - Planning Technician & Intern (vacant) - Funded

2019 - (\$84,656)

2020 - (\$87,638)

Vacancies in one full-time Planning Technician and one Planning Intern position will not be filled.

Support staff was added to the Development Review Center in 2018 to increase customer service and reduce the amount of time development applicants spend in the review process. These recently-created positions provide the technical support to professional planning staff that had historically been provided through the Planning Technician and Planning Intern positions. Therefore, the loss of these two para-professional positions does not reduce service to the community.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers

### 66.1 Neighborhood Programs and Services - Funded

2019 - \$1,727,892

2020 - \$1,785,010

This offer funds the Neighborhood Services Division.

Neighborhood Services partners with residents to create quality neighborhoods in three areas: Code Compliance & Enforcement, Neighborhood Outreach/Coordination/Education Programs, and Mediation & Restorative Justice Services.

- Code Compliance: reduces or eliminates nuisances that detract from the appearance, cleanliness, safety and overall desirability of neighborhoods. It also contributes to the preservation, maintenance and enhancement of neighborhoods.
- Neighborhood Outreach, Coordination and Education programs: promotes strong, connected, inclusive neighborhoods by fostering positive neighbor relationships and open communication through events, programs, projects and educational opportunities for neighborhoods, homeowners associations, landlords, businesses and residents.
- Community Liaison Program: uses creative programming and education to develop positive relationships among 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 LIVABILITY AND SOCIAL HEALTH

- Neighborhood Development Review Liaison: provides information, outreach and education regarding the development review planning process to ensure that all interested parties understand expectations, their roles 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.

- Campus West Connections: CSU and City collaboration designed to better serve students and long-term neighbors by co-locating.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Foster positive and respectful neighbor relationships and open communication
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review

### 66.2 Larimer Humane Society Contract - Funded

**2019 - \$930,000**

**2020 - \$930,000**

This offer funds the City's contract with Larimer Humane Society (LHS) to provide sheltering and animal control services. These services have been provided by LHS for more than 20 years and includes animal protection and control services seven days per week and emergency services 24 hours per day. LHS maintains and operates a state-of-the-art animal shelter to provide humane treatment of stray, found, surrendered, dangerous or injured animals. They enforce municipal ordinance-related to domesticated and wild rabies vector animals with human or domestic contact. In 2017, LHS responded to 9,716 calls for service within Fort Collins. This included calls for 3,356 stray animals, 1,529 bite investigations, 639 noise disturbances, 594 welfare investigations. There were 784 owner surrendered animals for a total of 2,501 domestics impounded. In an effort to prevent the spread of rabies and other zoonotic diseases animal control removed 834 wildlife from the City limits (sick, injured and dead).

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 and assisting emergency responders)
- Sheltering, licensing, record-keeping; in 2017, 27,002 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 community outreach and education programs
- Maintain and provide all medical supplies, professional instruments and equipment necessary
- Pick up dead animals from public areas, streets and parks
- Sheltering and placement of cats and dogs
- Focus on behavioral work with challenging animals and utilize foster care and enrichment to increase adoptability

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods

## 66.3 Vibrant Neighborhood Grant program - Unfunded

2019 - \$300,000

2020 - \$300,000

Funding this offer will continue the Vibrant Neighborhood Grant program that fosters co-creation among the City and residents and incentivizes participation in the Neighborhood Connections program. It provides neighborhood groups with City resources for community-driven projects that enhance and strengthen their own neighborhoods. All projects are 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. In 2017, 11 grants were issued covering each district in the City. In 2018, 20 neighborhoods have started the application process. An integral component of this offer is neighborhood engagement and a request for matching funds, labor, or materials from applicants (encouraging donations and fundraising).

Example activities and projects that have used and could continue to benefit from 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
- Neighborhood-organizing efforts to engage residents in their community
- Neighborhood cleanups and community events

Specific projects are developed and selected in collaboration with neighborhood residents. All efforts included in this offer will ensure inclusion of a diverse range of neighborhood stakeholders in developing and implementing the projects and plans identified to improve neighborhoods and inclusive engagement within the community.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Foster positive and respectful neighbor relationships and open communication
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review

## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

### 66.4 ENHANCEMENT: 0.2 FTE Increase - Restorative Justice Case Manager - Funded

2019 - \$0  
2020 - \$0

Funding this offer will support the increased services provided by Restorative Justice (RJ) programs. RJ programs bring young people who committed offenses in the community together with those they have harmed to repair relationships, repair harm to victims and address community concerns. RJ services contribute to community well-being and safety by holding young people accountable for their criminal behavior while keeping them out of the justice system; addressing the needs of crime victims and involving community in the process. This gives young people a chance to learn from their mistakes and have a better opportunity to become productive, contributing members of our community. The process allays the concerns and fears of victims so they can feel safe and good again about their neighborhoods, homes and community. The RJ process involves not only the young offender but also families, victims and their families, and affected and concerned community members. Together these community groups determine what justice means to them.

This offer will change the existing Restorative Justice (RJ) Case Manager position from .8 FTE to 1 FTE. Responsibilities of the position have increased and the job cannot be done effectively as a .8 FTE. In 2015, the Mediation program merged with RJ programs and the RJ Program Coordinator took on supervision of Mediation and RJ programs. With the shift in responsibilities for the RJ Program Coordinator, the Case Manager took over many of the duties and responsibilities that previously belonged to the Program Coordinator. The Case Manager position is now, in effect, the RJ Program Coordinator. The position is critical to the delivery of services, management of volunteers, and success of the RJ programs. Bringing the position to full time is essential to the effective and efficient functioning of the RJ programs and for optimal service delivery.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- NLSH 1.5 - Foster positive and respectful neighbor relationships and open communication

### 66.5 ENHANCEMENT: Larimer Humane Society Additional Contract Cost - Unfunded

2019 - \$87,400  
2020 - \$117,000

This offer proposes to fund a 9% 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. More than 60 percent of LHS budget is salaries and the minimum wage laws are changing their salary pool costs to 9% rather than typical cost of living.

Cost modeling determined that at this time the enhancement is the most cost-efficient option for the City.

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.



## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

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 1.6 - Protect and preserve the quality of life in neighborhoods

### **66.7 REDUCTION: -1.0 FTE - Compliance Inspector (vacant) - Funded**

**2019 - (\$64,686)**

**2020 - (\$72,065)**

This offer eliminates the vacant Compliance Inspector position.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers

### **84.1 ENHANCEMENT: Downtown Ambassador Program - Unfunded**

**2019 - \$45,000**

**2020 - \$45,000**

Funding this offer will enhance and sustain the Downtown Ambassador Hospitality Program.

Funding for this offer comes from the General Improvement District (GID), which covers the majority of Downtown.

To address ongoing challenges related to safety and parking, the Downtown Business Association (DBA) launched a seasonal Downtown Ambassador pilot program in 2016 that ran Memorial Day through Labor Day. Ambassadors proved effective in providing patrons with on-the-street hospitality and information, and their regular and friendly presence contributed to a more welcoming, safe and accessible environment. As a result, the initial 2016 pilot program grew in 2017 to include a third full-time Ambassador and expanded hours of operation. Over the course of two summers, five Downtown Ambassadors assisted 7,292 guests and made 730 stops at Downtown businesses. Their regular patrols also functioned as extra sets of eyes and ears on the streetscape, as the team of Ambassadors actively communicated with merchants, business owners, police, DBA staff and the Outreach Fort Collins street team.

The City of Fort Collins provided \$25,000 per year for years 2016, 2017 and 2018. Now, with an eye toward the future, the DBA aims to grow the program in 2019 and 2020 to potentially include a mobile information kiosk, bicycle patrols and expanded evening and nighttime hours of operation.

The number-one challenge to doing business in Downtown Fort Collins is parking. The number two challenge is safety. According to surveys and interviews conducted with community leaders, business owners, downtown residents, city officials and the DBA's 200-plus members, the perception of inconvenience and expense related to parking is top-of-mind, followed closely by safety considerations, such as the increased observations of disruptive behaviors in the form of aggressive panhandling.

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This offer is interrelated with Offers 67.1 GID Core, 30.1 Holiday Lights, and 41.16 Downtown Parking Communication Plan.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population
- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods

## 89.1 West Nile Virus Management Program - Funded

**2019 - \$359,081**

**2020 - \$375,864**

The purpose of this offer is to mitigate the public health risks of West Nile virus (WNV) via a contract to control the number of WNV-carrying mosquitoes throughout Fort Collins. Since 2003, Colorado has experienced 5,423 human cases of WNV with 947 occurring in Larimer County.

City Council adopted resolutions in 2003, 2004, 2008, 2014 and 2018 directing City staff to implement actions aimed at reducing residents' risk of contracting WNV. Using a Technical Advisory Committee (TAC) 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 Department Director and conducted under the authority of a declared local public health emergency. Funded measures include a comprehensive municipal monitoring network; 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, nor does it represent any enhancements or increased levels of service from the 2017/2018 program. Additionally, the current contractor is the sole provider of large-scale, full-service for municipalities or districts in the Northern Colorado region.

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 (15 in Larimer County since 2003).

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

## NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

### 89.2 KFCG ENHANCEMENT: West Nile Virus - Adult Mosquito Treatment Efficacy Study - 2019 - \$20,000 Unfunded 2020 - \$20,000

The purpose of this offer is to improve understanding of the efficacy of adult mosquito control efforts in Fort Collins. The West Nile Virus (WNV) Technical Advisory Committee (TAC) has identified a need for field studies to show the efficacy of adult mosquito treatments. Although the WNV program operates a robust trapping network, the timing of data collection contributes to variability in pre-treatment and post-treatment data collection. These funds would decrease the variability and improve understanding of the causal relationship between treatments and vector index reduction.

While it is widely accepted that the application of permethrin is effective against mosquitoes, the extent of that efficacy is widely variable when environmental conditions are considered. To date, observations of the reduction of mosquito abundance associated with the 53-trap surveillance system operated by the City of Fort Collins indicates population reduction between 40% and 80%. However, these observations include multiple variables that interfere with providing the best understanding of efficacy. With additional funding it will be possible to surveil traps the night immediately prior to an application, the night of an application, and the night immediately following an application.

The ability to expend these funds is contingent upon mosquito conditions requiring the Larimer County Department of Health and Environment issuing a recommendation for adult mosquito treatment during the 2019 and 2020 summer seasons. Additionally, labor associated with additional data collection will be performed under the current pricing schedule of our vendor agreements with Vector Disease Control International and the WNV testing laboratory at Colorado State University.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### 89.3 KFCG ENHANCEMENT: 0.25 FTE Contractual - Environmental Regulatory Specialist - West Nile Virus - Funded 2019 - \$33,298 2020 - \$34,700

The purpose of this offer is to create a 0.25 FTE contract position that will provide staffing support for management of the City's West Nile Virus program. Currently the program is staffed primarily with support from the Parks and Natural Areas Departments. Total staff time invested annually is about 0.25 FTE. Ideally, this position would be filled by a public health expert.

A Resource Management Crew Chief in Natural Areas provides current staff support. This poses two issues: 1) the crew chief is not able to focus on his/her core duties, and 2) the crew chief is not a public health professional.

If this position is not funded, Natural Areas will continue to provide a reduced level of service in natural resources management as it relates to vegetation management and monitoring. This consequences of this include, for example, reduced level of outcomes related to habitat restoration and less time/ability to monitor and inform restoration success metrics.

# NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

### **95.1    ENHANCEMENT: Scholarship Fund for Low-Income Families - Cultural Services (Museum, Lincoln Center, Gardens) - Unfunded**

**2019 - \$85,350**

**2020 - \$85,350**

Funding this offer will grant 12,000+ local low-income families each year access to the Fort Collins Museum of Discovery (FCMoD), the Lincoln Center (LC), and the Gardens on Spring Creek (Gardens). FCMoD's share of the offer is \$50,000/year; LC's share is \$9,500/year; the Gardens' share is \$25,850/year.

The Scholarship Fund provides:

- Early Childhood Family Memberships for local school district families (FCMoD, Gardens)
- One-Day Admission/Show Passes for social service agency partners and participants. Partners include The Matthews House, La Familia/The Family Center, C.A.S.A., and Larimer County Child Advocacy Center (FCMoD, LC)
- Field Trip Admissions for students from higher-need schools (FCMoD, Gardens)
- Summer Camp Scholarships for youth ages 3-15 (FCMoD, Gardens)
- Children's Summer Series Passes for families to enjoy outdoor shows (LC)

Through this fund, children living in poverty gain:

- Cultural capital: At these facilities, children gain access to traditions and STEAM skills, improving social stratification throughout life.
- Social capital: Through these facilities, children gain trust in adults, peers, and their ability to influence their future.
- Enthusiasm for school and learning; These facilities deliver hands-on educational experiences to help children spark a desire to learn.

FCMoD's Nonprofit Partner, LC's Support League, and Gardens' Friends secure some donations for scholarships. However, demand consistently exceeds funding, which is hard to secure without a committed City match. Thus, at FCMoD alone, scholarship grant success is 43% lower than overall grant success. Due to insufficient support and growing need across all facilities, families' requests for aid were denied.

The total program budget is \$144,350 for 2018 and \$144,350 for 2019. These facilities ask the City to support \$85,350 of this annual budget. The remaining balance is included in fundraising. This offer leverages a match from donors and provides a secure foundation for the fund.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City

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# Culture and Recreation

Fort Collins provides diverse cultural  
and recreational amenities



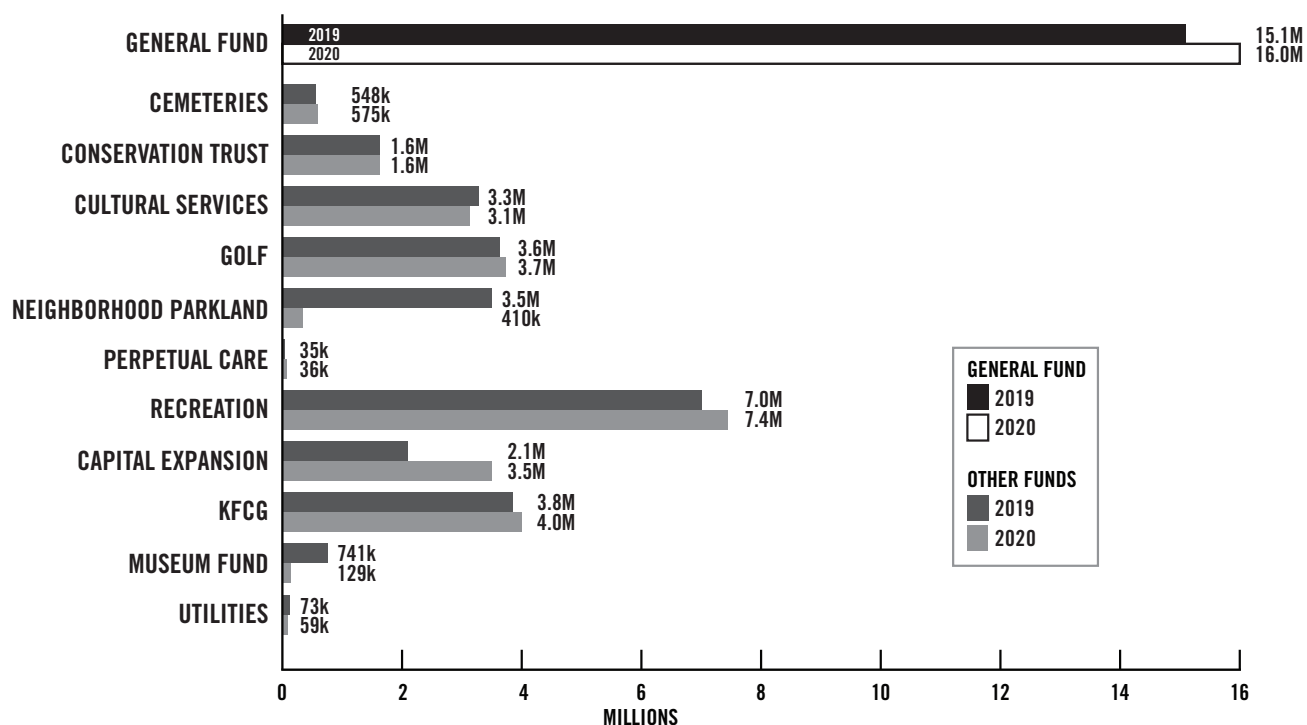


# Culture & Recreation

2019 General Fund & Other Funds – 41.6M

2020 General Fund & Other Funds – 40.3M

- 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 2018 Strategic Plan, are as follows:

- 2.1 Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- 2.2 Plan, design, implement and maintain the City's parks and trails systems
- 2.3 Provide enhanced opportunities for arts and culture throughout the City
- 2.4 Protect the health and longevity of the tree canopy

## FUNDING SOURCES

In addition to significant General Fund revenues which are used to support culture 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. Keep Fort Collins Great is another important funding source and 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	2019	2020
Design and Cost Estimates for Irrigation System Replacement at Southridge and City Park Nine	125,000	0
Improving Playground Accessibility for All	125,000	200,000
Poudre River Downtown Master Plan Reach 4 Feasibility Study	100,000	0
Recreation Facility Improvements & Equipment Replacement	281,500	399,000
Forestry Emerald Ash Borer Pre-Infestation Program	50,000	47,933
Sustainable Performance Hall & Gallery Lighting – Lincoln Center & Museum	211,667	0
Dehumidification System to Protect Exhibitions	574,600	0
<b>Positions Added:</b>		
0.25 FTE Increase - Adaptive Recreation Coordinator	14,867	15,537
0.5 FTE increase - Lincoln Center Marketing/Publicity Specialist	37,781	39,324
1.0 FTE - Golf Manager	105,771	131,561
2.0 FTE - Park Maintenance Workers and Maintenance of New Parks and Trails	172,452	173,018
4.5 FTE (Multiple positions) - Gardens on Spring Creek Expanded Programming and Operations	234,301	660,000
	<b>2,032,939</b>	<b>1,666,373</b>

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

REDUCTIONS PURCHASED		
- 1.0 FTE – EPIC Ice Leader Position (vacant)	(60,358)	(62,685)
- 0.5 FTE – Reduction of Recreation Coordinator from full-time to half-time	(46,150)	(47,930)
- Forestry Tree Replacement Plantings	(75,000)	(75,000)
	<b>(181,508)</b>	<b>(185,615)</b>



# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	47.2	Recreation Activities and Programs	5,040,845	0	0	5,017,956	22,889
						Keep Fort Collins Great Recreation	Recreation
2	47.3	Recreation Administration and Communication Services	1,215,206	0	362,532	527,824	324,850
						Recreation	General Fund Keep Fort Collins Great Recreation
3	58.3	Museum of Discovery	1,075,839	0	947,304	128,535	0
						Museum	
4	58.4	Gardens on Spring Creek	1,012,243	374,000	477,516	109,727	51,000
				CCIP O&M Gardens on Spring Creek	Keep Fort Collins Great		General Fund
5	29.1	Parks, Trails and Facility Grounds Maintenance	7,906,081	668,247	5,829,724	1,112,485	295,625
				One-time Revenue Park Fees	Keep Fort Collins Great Conservation Trust		General Fund Keep Fort Collins Great
6	47.1	Ice & Aquatics	2,720,589	0	0	2,715,339	5,250
						Keep Fort Collins Great Recreation	Recreation
7	28.1	Memorial Parks	839,710	0	153,856	657,278	28,576
						Keep Fort Collins Great Cemeteries Perpetual Care	Cemeteries
8	49.1	Cultural Facilities: Utilities and Custodial	1,809,221	0	1,809,221	0	0
				One-time Revenue			
9	26.1	Operations and Maintenance of City Golf Courses	3,541,693	0	0	3,541,693	0
						Golf	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
10	58.1	Cultural Services	4,560,545	471,084 <i>Lodging Taxes</i>	1,113,936	2,846,403 <i>Cultural Services</i>	129,122 <i>Cultural Services</i>
11	29.3	Parks Life Cycle Program	550,000	0	0	550,000 <i>Keep Fort Collins Great</i>	0
12	57.1	Urban Forest Management	2,082,506	0	1,883,212	199,294 <i>Keep Fort Collins Great</i>	0
13	32.2	Neighborhood Park Development	3,548,410	0	0	2,158,036 <i>Neighborhood Parkland</i>	1,390,374 <i>Neighborhood Parkland</i>
14	32.10	Community Park Development	2,100,000	0	0	2,100,000 <i>Capital Expansion</i>	0 <i>Capital Expansion</i>
15	27.1	Community Services Administration and Technology Support	357,086	0	306,458	50,628 <i>Keep Fort Collins Great</i>	0
16	12.1	Utilities: Art in Public Places	72,847	0	0	72,847 <i>Light &amp; Power Water Wastewater Stormwater</i>	0
17	58.6	Art in Public Places - Artwork Only	127,390	0	0	127,390 <i>Cultural Services</i>	0
18	32.1	Paved Recreational Trail Development	1,167,840	0	0	1,126,176 <i>Conservation Trust</i>	41,664 <i>Conservation Trust</i>
19	29.8	KFCG ENHANCEMENT: 2.0 FTE - Park Maintenance Workers and Maintenance of New Parks and Trails	172,452	0	0	172,452 <i>Keep Fort Collins Great</i>	0

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# CULTURE AND RECREATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
20	58.5	ENHANCEMENT: 4.5 FTE (Multiple positions) - Gardens on Spring Creek Expanded Programming and Operations	234,301	0	234,301	0
						<i>Gardens on Spring Creek</i>
21	47.7	KFCG ENHANCEMENT: 0.25 FTE Increase - Adaptive Recreation Coordinator	14,867	0	0	14,867
						<i>Keep Fort Collins Great</i>
22	26.3	ENHANCEMENT: Design and Cost Estimates for Irrigation System Replacement at SouthRidge and City Park Nine.	125,000	0	0	0
						<i>General Fund</i>
23	47.4	ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement	281,500	0	0	0
						<i>Recreation</i>
24	26.2	ENHANCEMENT: 1.0 FTE - Golf Manager	105,771	0	0	105,771
						<i>Golf</i>
25	58.18	ENHANCEMENT: Dehumidification System to Protect Exhibitions	574,600	0	0	0
						<i>Museum</i>
26	29.6	ENHANCEMENT: Improving Playground Accessibility for All	125,000	0	0	0
						<i>One-time Revenue</i>
27	58.13	ENHANCEMENT: Sustainable Performance Hall & Gallery Lighting – Lincoln Center & Museum	211,667	0	0	0
						<i>Cultural Services Museum</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
28	57.5	ENHANCEMENT: Forestry Emerald Ash Borer Pre-Infestation Program	50,000	0	0	0 50,000
						<i>General Fund</i>
29	58.10	ENHANCEMENT: 0.5 FTE increase - Lincoln Center Marketing/Publicity Specialist	37,781	0	0	37,781 0
						<i>Cultural Services</i>
30	32.7	ENHANCEMENT: Poudre River Downtown Master Plan Reach 4 Feasibility Study	100,000	100,000	0	0 0
				<i>One-time Revenue</i>		
31	57.6	REDUCTION: Forestry Tree Replacement Plantings	(75,000)	0	(75,000)	0 0
32	47.12	REDUCTION: -1.0 FTE – EPIC Ice Leader Position	(60,358)	0	0	(60,358) 0
						<i>Recreation</i>
33	47.13	REDUCTION: -0.50 FTE Recreation Coordinator	(46,150)	0	0	(46,150) 0
						<i>Recreation</i>
<b>Funded Offers</b>			<b>41,579,482</b>	<b>1,613,331</b>	<b>13,043,060</b>	<b>23,265,974 3,657,117</b>
34	29.5	KFCG ENHANCEMENT: Rolland Moore Ball Field Lights Replacement	383,500	0	0	0 383,500
						<i>Keep Fort Collins Great</i>
35	29.13	ENHANCEMENT: Rolland Moore Ball Field Lights Replacement	246,500	246,500	0	0 0
				<i>One-time Revenue</i>		
36	29.7	ENHANCEMENT: Trail Bridge and Safety Improvements	100,000	100,000	0	0 0
				<i>One-time Revenue</i>		

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
37	57.4	ENHANCEMENT: Increased Contractual Pruning of Larger Trees	200,000	0	0	200,000
			<i>One-time Revenue</i>			<i>General Fund</i>
38	57.3	KFCG ENHANCEMENT: 1.0 FTE - Forestry Specialist and Forestry Emerald Ash Borer Pre-Infestation Program	239,050	0	0	239,050
						<i>Keep Fort Collins Great</i>
39	58.8	ENHANCEMENT: 0.5 FTE increase - Volunteer Coordinator - Museum	37,240	0	37,240	0
40	58.12	ENHANCEMENT: Theatrical LED Lighting	0	0	0	0
			<i>One-time Revenue</i>			
41	29.4	ENHANCEMENT: 1.0 FTE - Planning Technician and Expanded Parks Life Cycle Program	499,770	0	499,770	0
42	29.9	ENHANCEMENT: Rolland Moore Racquet Complex Renovation	1,122,000	0	0	1,122,000
						<i>General Fund</i>
43	29.2	ENHANCEMENT: 1.0 FTE - Park Ranger	0	0	0	0
44	32.6	ENHANCEMENT: City Park Refresh Phase II	5,555,000	0	0	5,555,000
						<i>General Fund Recreation</i>
45	32.8	ENHANCEMENT: Poudre River Whitewater Park Restroom	793,000	0	10,000	783,000
						<i>General Fund</i>
46	58.7	ENHANCEMENT: Carnegie Center for Creativity	55,000	0	55,000	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
47	47.9	ENHANCEMENT: Hourly Community Engagement & Communications Specialist	29,899	0	14,950	14,949
						<i>Neighborhood Parkland</i>
48	58.15	ENHANCEMENT: 1.0 FTE - Events Coordinator - Cultural Services Custodial Support	66,723	0	66,723	0
49	47.8	ENHANCEMENT: Rolland Moore Racquet Center Pro Shop Renovation	0	0	0	0
						<i>One-time Revenue</i>
50	58.16	ENHANCEMENT: Lincoln Center Customer Relationship Management (CRM) System	15,900	0	15,900	0
51	29.11	ENHANCEMENT: Parks and Trails Surveillance Cameras	50,000	50,000	0	0
						<i>One-time Revenue</i>
52	27.2	ENHANCEMENT: 1.0 FTE - Financial Planning and Analysis Manager	108,633	0	65,177	43,456
						<i>Neighborhood Parkland Conservation Trust</i>
53	49.2	ENHANCEMENT: Downtown Park Maintenance Shop Design	100,000	0	0	0
						<i>General Fund Neighborhood Parkland</i>
54	58.9	ENHANCEMENT: FoCo Creates Arts & Culture Master Plan Implementation	100,000	100,000	0	0
						<i>One-time Revenue</i>
55	32.5	ENHANCEMENT: Pickleball Courts at Spring Canyon Community Park	300,000	0	0	0
						<i>General Fund</i>
Unfunded Offers			10,002,215	496,500	764,760	297,455
						8,443,500

# CULTURE AND RECREATION - 2019

Rank	Page	Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
			Total	GENERAL FUND		OTHER FUNDS	RESERVES
				Dedicated	Ongoing		
Total Offers			51,581,697	2,109,831	13,807,820	23,563,429	12,100,617

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1	47.2	Recreation Activities and Programs	5,230,031	0	0	5,206,810	23,221
						Keep Fort Collins Great Recreation	Recreation
2	47.3	Recreation Administration and Communication Services	1,233,248	0	441,990	468,188	323,070
						Recreation	General Fund Keep Fort Collins Great Recreation
3	58.3	Museum of Discovery	1,112,419	0	983,122	129,297	0
						Museum	
4	58.4	Gardens on Spring Creek	1,051,213	377,438	512,773	110,002	51,000
				CCIP O&M Gardens on Spring Creek	Keep Fort Collins Great		General Fund
5	29.1	Parks, Trails and Facility Grounds Maintenance	8,094,779	591,792	6,165,941	1,108,206	228,840
				One-time Revenue Park Fees	Keep Fort Collins Great Conservation Trust		General Fund Keep Fort Collins Great
6	47.1	Ice & Aquatics	2,832,414	0	0	2,827,164	5,250
						Keep Fort Collins Great Recreation	Recreation
7	28.1	Memorial Parks	870,849	0	155,219	673,080	42,550
						Keep Fort Collins Great Cemeteries Perpetual Care	Cemeteries
8	49.1	Cultural Facilities: Utilities and Custodial	1,871,277	100,000	1,771,277	0	0
				One-time Revenue			
9	26.1	Operations and Maintenance of City Golf Courses	3,553,803	0	0	3,553,803	0
						Golf	



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# CULTURE AND RECREATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
10	58.1	Cultural Services	4,659,819	486,085 <i>Lodging Taxes</i>	1,126,394	2,904,198 <i>Cultural Services</i> 143,142 <i>Cultural Services</i>
11	29.3	Parks Life Cycle Program	550,000	0	0	550,000 <i>Keep Fort Collins Great</i> 0
12	57.1	Urban Forest Management	2,127,057	0	1,920,343	206,714 <i>Keep Fort Collins Great</i> 0
13	32.2	Neighborhood Park Development	409,987	0	0	409,987 <i>Neighborhood Parkland</i> 0 <i>Neighborhood Parkland</i>
14	32.10	Community Park Development	3,550,000	0	0	2,100,000 <i>Capital Expansion</i> 1,450,000 <i>Capital Expansion</i>
15	27.1	Community Services Administration and Technology Support	368,175	0	315,768	52,407 <i>Keep Fort Collins Great</i> 0
16	12.1	Utilities: Art in Public Places	59,098	0	0	59,098 <i>Light &amp; Power</i> <i>Water</i> <i>Wastewater</i> <i>Stormwater</i> 0
17	58.6	Art in Public Places - Artwork Only	41,969	0	0	41,969 <i>Cultural Services</i> 0
18	32.1	Paved Recreational Trail Development	1,159,423	0	0	1,128,005 <i>Conservation Trust</i> 31,418 <i>Conservation Trust</i>
19	29.8	KFCG ENHANCEMENT: 2.0 FTE - Park Maintenance Workers and Maintenance of New Parks and Trails	173,018	0	0	173,018 <i>Keep Fort Collins Great</i> 0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
20	58.5	ENHANCEMENT: 4.5 FTE (Multiple positions) - Gardens on Spring Creek Expanded Programming and Operations	660,000	427,962	232,038	0
						0
						<i>Gardens on Spring Creek</i>
21	47.7	KFCG ENHANCEMENT: 0.25 FTE Increase - Adaptive Recreation Coordinator	15,537	0	0	15,537
						0
						<i>Keep Fort Collins Great</i>
22	26.3	ENHANCEMENT: Design and Cost Estimates for Irrigation System Replacement at SouthRidge and City Park Nine.	0	0	0	0
						0
						<i>General Fund</i>
23	47.4	ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement	399,000	0	0	0
						399,000
						<i>Recreation</i>
24	26.2	ENHANCEMENT: 1.0 FTE - Golf Manager	131,561	0	0	131,561
						0
						<i>Golf</i>
25	58.18	ENHANCEMENT: Dehumidification System to Protect Exhibitions	0	0	0	0
						0
						<i>Museum</i>
26	29.6	ENHANCEMENT: Improving Playground Accessibility for All	200,000	200,000	0	0
						0
						<i>One-time Revenue</i>
						<i>General Fund</i>
27	58.13	ENHANCEMENT: Sustainable Performance Hall & Gallery Lighting – Lincoln Center & Museum	0	0	0	0
						0
						<i>Cultural Services Museum</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
28	57.5	ENHANCEMENT: Forestry Emerald Ash Borer Pre-Infestation Program	47,933	0	0	47,933
						<i>General Fund</i>
29	58.10	ENHANCEMENT: 0.5 FTE increase - Lincoln Center Marketing/Publicity Specialist	39,324	0	0	39,324
						<i>Cultural Services</i>
30	32.7	ENHANCEMENT: Poudre River Downtown Master Plan Reach 4 Feasibility Study	0	0	0	0
						<i>One-time Revenue</i>
31	57.6	REDUCTION: Forestry Tree Replacement Plantings	(75,000)	0	(75,000)	0
32	47.12	REDUCTION: -1.0 FTE – EPIC Ice Leader Position	(62,685)	0	0	(62,685)
						<i>Recreation</i>
33	47.13	REDUCTION: -0.50 FTE Recreation Coordinator	(47,930)	0	0	(47,930)
						<i>Recreation</i>
<b>Funded Offers</b>			<b>40,256,319</b>	<b>2,183,277</b>	<b>13,549,865</b>	<b>21,777,753</b>
						<b>2,745,424</b>
34	29.5	KFCG ENHANCEMENT: Rolland Moore Ball Field Lights Replacement	0	0	0	0
						<i>Keep Fort Collins Great</i>
35	29.13	ENHANCEMENT: Rolland Moore Ball Field Lights Replacement	0	0	0	0
						<i>One-time Revenue</i>
36	29.7	ENHANCEMENT: Trail Bridge and Safety Improvements	100,000	100,000	0	0
						<i>One-time Revenue</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# CULTURE AND RECREATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
37	57.4	ENHANCEMENT: Increased Contractual Pruning of Larger Trees	200,000	165,792	0	0	34,208
			One-time Revenue			General Fund	
38	57.3	KFCG ENHANCEMENT: 1.0 FTE - Forestry Specialist and Forestry Emerald Ash Borer Pre-Infestation Program	364,753	0	0	364,753	0
			Keep Fort Collins Great				
39	58.8	ENHANCEMENT: 0.5 FTE increase - Volunteer Coordinator - Museum	38,764	0	38,764	0	0
40	58.12	ENHANCEMENT: Theatrical LED Lighting	538,715	538,715	0	0	0
			One-time Revenue				
41	29.4	ENHANCEMENT: 1.0 FTE - Planning Technician and Expanded Parks Life Cycle Program	500,000	0	500,000	0	0
42	29.9	ENHANCEMENT: Rolland Moore Racquet Complex Renovation	0	0	0	0	0
			General Fund				
43	29.2	ENHANCEMENT: 1.0 FTE - Park Ranger	66,755	0	66,755	0	0
44	32.6	ENHANCEMENT: City Park Refresh Phase II	3,152,000	0	21,000	0	3,131,000
			General Fund Recreation				
45	32.8	ENHANCEMENT: Poudre River Whitewater Park Restroom	10,000	0	10,000	0	0
			General Fund				
46	58.7	ENHANCEMENT: Carnegie Center for Creativity	50,992	0	50,992	0	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## CULTURE AND RECREATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
47	47.9	ENHANCEMENT: Hourly Community Engagement & Communications Specialist	30,799	0	15,400	15,399
					<i>Neighborhood Parkland</i>	
48	58.15	ENHANCEMENT: 1.0 FTE - Events Coordinator - Cultural Services Custodial Support	68,420	0	68,420	0
49	47.8	ENHANCEMENT: Rolland Moore Racquet Center Pro Shop Renovation	532,573	532,573	0	0
				<i>One-time Revenue</i>		
50	58.16	ENHANCEMENT: Lincoln Center Customer Relationship Management (CRM) System	8,400	0	8,400	0
51	29.11	ENHANCEMENT: Parks and Trails Surveillance Cameras	0	0	0	0
				<i>One-time Revenue</i>		
52	27.2	ENHANCEMENT: 1.0 FTE - Financial Planning and Analysis Manager	112,421	0	67,449	44,972
					<i>Neighborhood Parkland Conservation Trust</i>	
53	49.2	ENHANCEMENT: Downtown Park Maintenance Shop Design	0	0	0	0
					<i>General Fund Neighborhood Parkland</i>	
54	58.9	ENHANCEMENT: FoCo Creates Arts & Culture Master Plan Implementation	100,000	100,000	0	0
				<i>One-time Revenue</i>		
55	32.5	ENHANCEMENT: Pickleball Courts at Spring Canyon Community Park	0	0	0	0
					<i>General Fund</i>	
Unfunded Offers			5,874,592	1,437,080	847,180	425,124
						3,165,208

# CULTURE AND RECREATION - 2020

Rank	Page	Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
			Total	GENERAL FUND		OTHER FUNDS	RESERVES
				Dedicated	Ongoing		
Total Offers			46,130,911	3,620,357	14,397,045	22,202,877	5,910,632

## CULTURE AND RECREATION

### 12.1 Utilities: Art in Public Places - Funded

2019 - \$72,847

2020 - \$59,098

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

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

Collaborations between Utilities and Art in Public Places leverage resources, transform the equipment, and expand educational outreach into the community.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City

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

2019 - \$3,541,693

2020 - \$3,553,803

Funding this offer will provide operation, maintenance and administration of the City-owned municipal golf courses (City Park Nine, Collindale and SouthRidge). 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 golf course administration 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 - Plan, design, implement and maintain the City's parks and trails systems
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## CULTURE AND RECREATION

### 26.2 ENHANCEMENT: 1.0 FTE - Golf Manager - Funded

2019 - \$105,771

2020 - \$131,561

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

The Manager will oversee all aspects of a comprehensive, safe, diverse and financially successful system of golf and golf activities. This position will provide oversight and direction for the business operations including managing the three Golf Professional and two Concessionaire contracts. This position will also supervise the three Golf Superintendents that oversee the maintenance of the golf course grounds. Additional responsibilities include promoting a positive image of the division and department by serving as the liaison to the Golf Advisory Board, ladies' and men's golf associations, Poudre School District and junior/senior golf groups.

The capital improvement plan needs to be managed closely due to the aging infrastructure at all three courses. The Division is carrying two bonds that were executed for the construction of the Collindale club house, the installation of a new irrigation system and several improvements at all three courses. The first bond will be retired at the end of 2018, and the second bond in 2021. Plans need to be developed to replace irrigation systems at SouthRidge and City Park Nine. Water procurement for SouthRidge must be completed for the long-term operation of the course.

The Golf Division requires a capable and competent manager with golf industry experience to ensure the success of the operation. Proper financial practices, customer service and sustainable maintenance procedures require consistent oversight. The division operates on a \$3.5 million budget to provide affordable and accessible golf opportunities for the public.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems

### 26.3 ENHANCEMENT: Design and Cost Estimates for Irrigation System Replacement at SouthRidge and City Park Nine. - Funded

2019 - \$125,000

2020 - \$0

This offer will fund design and cost estimates to replace the 35-year-old, inefficient irrigation system at SouthRidge Golf Course and the 43-year-old irrigation system at City Park Nine Golf Course.

The life expectancy of a typical irrigation system varies from 25-30 years. The old irrigation systems at these courses break down frequently, resulting in costly repairs. A dedicated crew is necessary to keep the systems 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 and repair costs and water use efficiency compared to previous irrigation systems. New, efficient systems will save an estimated 10.5 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.



## CULTURE AND RECREATION

During the 2014/2015 budget process, \$500,000 was set aside in the General Fund reserve to begin accumulating funds to replace the SouthRidge irrigation system. This offer appropriates \$125,000 of these funds and requests these funds be used to design and develop cost estimates to replace both City Park Nine (\$50,000) and SouthRidge (\$75,000) irrigation systems. Designing and developing costs estimates as close to construction as possible to avoid issues of underestimating project costs is a desired goal of this offer.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 27.1 Community Services Administration and Technology Support - Funded

**2019 - \$357,086**

**2020 - \$368,175**

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

The Assistant City Manager manages more than 400 FTE positions and a budget of More Than \$60 million, 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, Points of Sale, TimeClock Plus and Free Public Wi-Fi.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 27.2 ENHANCEMENT: 1.0 FTE - Financial Planning and Analysis Manager - Unfunded

**2019 - \$108,633**

**2020 - \$112,421**

Funding this offer will provide a Financial Planning & Analysis Manager to oversee financial services within Community Services. This position would support the Park Planning & Development Department, supervise the Community Services financial team in conjunction with department directors within Community Services, and oversee key deliverables and analysis. This position will have a dual reporting structure, reporting directly to both the Assistant

## CULTURE AND RECREATION

City Manager with a dotted line to the Director of Strategic Finance within Financial Services.

Currently the Director of Park Planning & Development (PP&D) is handling most of the financial workload. There is very limited financial support staff in Community Services available to meet the financial needs of the PP&D Department. Needs include managing the department budgets, supporting project managers, understanding impact fees, grant preparation, budget preparation and forecasting, and special projects. This position will assume all financial responsibilities needed for PP&D and be the liaison between Community Services and Financial Services. PP&D will contribute 40% of the funding for this position, 20% from Neighborhood Parkland Fund and 20% from the Conservation Trust Fund.

This position would also provide financial leadership and oversight for the Community Services financial staff, and ensure alignment with Financial Services. In addition, this position would provide the Assistant City Manager a single point of contact for all financial matters and questions.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.7 - Address revenue requirements to meet known and emerging needs

### 28.1 Memorial Parks - Funded

**2019 - \$839,710**

**2020 - \$870,849**

Funding this offer will provide 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 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 29.1 Parks, Trails and Facility Grounds Maintenance - Funded

**2019 - \$7,906,081**

**2020 - \$8,094,779**

Funding this offer supports maintenance for 45 parks (939 acres), 39 miles of trails, six recreation facility landscape areas, one maintenance shop, two satellite shops and the 4th of July celebration.

# CULTURE AND RECREATION

Park Site maintenance includes:

- irrigating and mowing turf
- trash/recycling collection
- cleaning and maintaining flower and shrub beds
- maintaining, coordinating and scheduling athletic fields, tournaments and park events
- maintaining tennis 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

Recreation facility grounds maintenance 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
- repairing equipment and small engines
- cleaning and maintaining shop areas

This offer also includes funding for the Park Ranger program. Park Rangers are ambassadors for the parks and trail system. Duties include education, enforcement, patrol and assisting staff with park visitor 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.

## CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 29.2 ENHANCEMENT: 1.0 FTE - Park Ranger - Unfunded

**2019 - \$0**

**2020 - \$66,755**

Funding this offer will provide additional personnel resources for more effective and efficient patrol coverage throughout the parks and trails system. The Park Ranger program was implemented in 2013 and currently consists of a Senior Ranger and two Park Rangers. The Rangers act as park ambassadors to the public and enforce the City codes and Parks regulations.

The Rangers currently patrol 42 neighborhood parks, seven community parks and 39 miles of hard-surface trails. Since its inception the Rangers' jurisdiction has expanded to include all areas where Parks Department crews work, including 85 acres of medians and parkways, eight City facilities, the Downtown core (College Avenue, Laporte to Olive and Mason to Remington), Linden from Walnut to the Poudre River, and all areas contracted by the DDA for maintenance including Old Town Square and three improved alleys, with two more alley sections to be added in 2018.

The scope of work has also expanded with the evolution and complexities of the program. Working with homeless issues, vandalism, loitering student activities, and interaction and partnerships with Fort Collins Police Services, Fort Collins Natural Areas Rangers, Social Sustainability, and Poudre School District have all increased the scope and job duties of this program. The time spent working on homeless and disruptive student behavior has greatly reduced the Rangers' ability to perform routine patrols across the Parks system. Most patrols are currently directed to specific problems/issues occurring in parks or on the trails. Time spent on administrative duties and on personnel leave further reduces the amount of time for routine patrols throughout the system.

The requested position will increase ranger presence in the entire system, provide more resources to deal with specific issues, provide more consistent coverage of the entire system during staff time off, and possibly create opportunities for extended evening patrols.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- SAFE 5.8 - Improve security at City facilities and properties
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population

### 29.3 Parks Life Cycle Program - Funded

**2019 - \$550,000**

**2020 - \$550,000**

Funding this offer will provide ongoing support for the current Parks Life Cycle Program, which is a core program that repairs and renovates park assets throughout the existing park system. Initiated in 1993, this program supports repair, replacement and renovation of more than 1,000 varied park assets

## CULTURE AND RECREATION

within many different component categories including: buildings, fields, courts, structures, playgrounds, irrigation, sidewalks, asphalt and water-related park components. The program prioritizes projects based on health and safety concerns and regulatory mandates such as the Americans with Disabilities Act (ADA). The program also looks for opportunities to replace outdated, resource-intensive infrastructure with more sustainable infrastructure that meets current codes and best management practices.

Typically, the Life Cycle Program completes 30-40 projects per year including items like playground 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. With minimal funding increases in the program over the years and escalating construction costs this program is currently limited to minor capital improvements of less than \$250,000 per project.

This program is essential to keeping park facilities and infrastructure safe and in usable condition. This program also enhances the infrastructure and supports 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 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **29.4    ENHANCEMENT: 1.0 FTE - Planning Technician and Expanded Parks Life Cycle Program -    2019 - \$499,770 Unfunded    2020 - \$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, median renovations and the streetscape maintenance contract. Capacity to absorb additional projects is unavailable without new support personnel. 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 increasing and minor repairs are being replaced with the need for major replacements and renovations; 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 leads to an increase in maintenance costs and liability.

This offer also includes a 1.0 FTE Planning Technician position to assist the Parks Project Manager with research, data collection, public communication, technical support (including GIS mapping) and other activities in support of the Life Cycle Program and Parks Department.

Limited current life cycle funding allows for only small projects under \$250,000. Funding this offer would allow for larger and more extensive projects to be completed without the need to request separate funding. Possible projects and repairs include: Spring Canyon basketball court drainage and court repair, Spring Canyon volleyball court drainage, Soft Gold playground repairs, City Park basketball court resurfacing, Buckingham Park basketball court resurfacing, Creekside shelter renovation, Rolland Moore ADA improvements to Tennis Center, asphalt parking lot repairs at various parks, irrigation renovation projects at various parks.

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This offer directly links to Offer 29.3 and is an increase to that base program.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **29.5 KFCG ENHANCEMENT: Rolland Moore Ball Field Lights Replacement - Unfunded**

**2019 - \$383,500**

**2020 - \$0**

Funding this offer replaces the Rolland Moore ball field complex lighting system on the remaining two fields. Electrical upgrades and lighting replacement were completed on two fields in the 2017/2018 budget cycle. The cost to replace lighting on the last two fields will be \$630,000 in the 2019/2020 budget cycle. This offer funds \$383,500 of this project with KFCG - Park and Recreation Reserves. The remaining balance of \$246,500 of one-time funding from the General Fund is being requested through Offer 29.13.

The complex was built in 1983 and life cycle issues related to the 35-year-old facility are becoming very evident. Currently the site has concrete failures, lighting issues, drainage failures, opportunities for improved site accessibility for all, 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, which recommends necessary repairs to the facility and seeks to improve the only four-plex ball field complex for users and spectators in Fort Collins.

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

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 replacing the lights at the remaining two fields be considered an immediate need.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **29.6 ENHANCEMENT: Improving Playground Accessibility for All - Funded**

**2019 - \$125,000**

**2020 - \$200,000**

Funding this offer continues a program approved in 2015-2018 with a goal of improving playground accessibility for all. Funding is being requested for this special purpose because current Parks life cycle funding is not enough to cover these improvements. This proposal sets a goal of improving one playground within two years, as well as adding poured-in-place surfacing to Lee Martinez Playground. All playgrounds within the City's park system were evaluated based on current ADA guidelines. For initial projects, a conversion of surface material from sand to engineered wood fiber (EWF) was the only change necessary. Currently, the remaining playgrounds need to have surface material conversions, entry ramps, and upgrades to the playground

## CULTURE AND RECREATION

equipment. The 2019 funding will allow for the addition of poured-in-place surfacing at Lee Martinez Park playground. In 2020 the playgrounds will be renovated at either Freedom Square Park or Golden Meadows Park.

This proposal seeks to fill 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 playground renovations and typically only one playground is renovated per year. Only major risks to health/safety are currently being addressed with the life cycle program. Additionally, new ADA guidelines established in 2010 have created additional aspects to consider 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 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 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.1 - Provide world-class municipal services to residents and businesses
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

### **29.7 ENHANCEMENT: Trail Bridge and Safety Improvements - Unfunded**

**2019 - \$100,000**

**2020 - \$100,000**

Funding this offer will provide minor capital improvements to the City hard-surface trail system. This offer will replace a failing pedestrian bridge, convert asphalt trail surface on the Poudre Trail that is in poor and hazardous condition to concrete, and repair concrete along the Spring Creek Trail.

There is currently no dedicated funding source for infrastructure maintenance or lifecycle replacement of trails. Trained observer reports continue to reflect the need to address trail surface defects and increase trail user safety on an aging trail system that has been in place since the 1980s. This offer will allow the Parks Department to use a project manager to oversee and implement the replacement of a trail bridge, and repair or replacement of broken concrete.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- TRAN 6.1 - Improve safety for all modes of travel
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

### **29.8 KFCG ENHANCEMENT: 2.0 FTE - Park Maintenance Workers and Maintenance of New Parks and Trails - Funded**

**2019 - \$172,452**

**2020 - \$173,018**

Funding this offer will provide staffing, materials and supplies to maintain 12 acres of new neighborhood parks and 4.45 miles of new trails to be

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completed in 2019 and 2020.

The new parks are the Streets Facility Park (7 acres) and Trail Head Park (5 acres). New trail sections include Long View Trail (2.2 Miles), Power Trail (1.25 miles) and trail spurs (1 mile).

Two Park Maintenance Workers will be added to perform maintenance in these areas. Maintenance responsibilities will include mowing, irrigation repairs, sports field preparation, facilities infrastructure repairs, snow removal, playground repairs, trail monitoring, trash collection and horticulture support. The positions are needed year-round to provide the level of maintenance required for upkeep and safety of these parks and trails.

Park Maintenance Workers are entry-level classified employees that are equipped and trained to provide the appropriate level of service. Higher-paid Park Technicians are then available to accomplish more complicated maintenance tasks. Park Maintenance Workers will provide work guidance and direction to the hourly staff when technicians or crew chiefs are not available.

Funding the maintenance of these new areas with appropriate staffing will continue to support public satisfaction with parks and trails maintenance as shown in the Community Survey, and will provide resources to properly maintain these sites for the community.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### **29.9 ENHANCEMENT: Rolland Moore Racquet Complex Renovation - Unfunded**

**2019 - \$1,122,000**

**2020 - \$0**

This offer will provide project funding to address the highest priority project listed in the 2019 and 2020 Parks Capital Improvement Program (CIP). CIP projects are multi-year projects, mainly in community parks, with budgets that could not be funded through the Parks Life Cycle Program because of their high cost. Additional funding is necessary to address unfunded liabilities as listed in the CIP for three main reasons: life cycle funding has not kept pace with park land expansion; the average age of existing community parks is more than 30 years and major replacements and renovations are now needed instead of minor repairs; changes to safety guidelines, federal mandates such as Americans with Disabilities Act (ADA) and green building codes, have increased the cost of most projects. Not funding these projects leads to an increase in maintenance costs and liability.

Rolland Moore Racquet Complex is selected as the highest priority project for this budget cycle. The courts are in poor condition and normal repair cannot remediate them. This site provides recreational amenities for almost every age and ability. Rolland Moore Park was known throughout the state as one of the premier tennis facilities, public or private. Currently the City cannot host higher level events because of the poor condition of the courts.

This project will include removing and renovating six tennis courts and converting of tennis court lighting to LED lights. This offer is closely tied to the tennis court pro shop renovation offer (47.8). If both offers are accepted, the work can be done concurrently, creating cost savings and less damage to the other park infrastructure and landscapes. By funding both offers, the Rolland Moore Racquet Complex will return to the Award-Winning condition that it has been in the past.



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This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 29.11 ENHANCEMENT: Parks and Trails Surveillance Cameras - Unfunded

**2019 - \$50,000**

**2020 - \$0**

Funding this offer will improve the effectiveness of the Ranger program by reducing and better managing vandalism, graffiti, and poor behavior in parks and trails. Nuisance crimes are chronic issues nationwide costing city and state parks millions of dollars annually and Fort Collins is no exception. Besides wasting precious resources and funding, it also raises concerns about public safety and the well-being of the community.

This offer would procure six solar-powered cameras. All six are mobile and could be placed as needed in target areas. Three cameras would have cloud-based access and be monitored and operated remotely in real time. These cameras are beneficial at remote sites or highly problematic locations. The other three cameras store information, but require downloading the information on-site through a wireless application. These cameras would be used for lower intensity locations, but would still provide positive outcomes. They also have voice-activated alerts to warn violators they are in a secure surveillance location, which is a proven method to deter crimes.

A key element to reducing and solving nuisance crime, such as illegal dumping, trespassing, theft and graffiti, is proactively addressing the issues directly at the sources. Without such measures these issues continue to be repeated. Surveillance cameras not only help identify and prosecute, but are a strong deterrent by preventing these issues before they happen.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- SAFE 5.8 - Improve security at City facilities and properties

### 29.13 ENHANCEMENT: Rolland Moore Ball Field Lights Replacement - Unfunded

**2019 - \$246,500**

**2020 - \$0**

Funding this offer replaces the Rolland Moore ball field complex lighting system on the remaining two fields. Electrical upgrades and lighting replacement were completed on two fields in the 2017/2018 budget cycle. The cost to replace lighting on the last two fields will be \$630,000 in the 2019/2020 budget cycle. This offer requests one-time General Fund money of \$246,500. A separate offer (29.5) is requesting KFCG - Parks and Recreation Reserves to fund the remaining balance needed of \$383,500.

The complex was built in 1983 and life cycle issues related to the 35-year old facility are becoming very evident. Currently the site has concrete failures, lighting issues, drainage failures, opportunities for improved site accessibility for all, undersized restrooms and an aging irrigation system. In 2016, Parks

## CULTURE AND RECREATION

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, which recommends necessary repairs to the facility and seeks to improve the only four-plex ball field complex for users and spectators in Fort Collins.

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

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 replacing the lights at the remaining two fields be considered an immediate need.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 32.1 Paved Recreational Trail Development - Funded

**2019 - \$1,167,840**

**2020 - \$1,159,423**

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

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

1. Poudre River Trail at I-25 - In association with CDOT improvements proposed on I-25, design efforts will begin to connect the Poudre River Trail under I-25. This offer is for design only; a future offer will be required for construction.
2. Lincoln Middle School Trail Spur - Construction of a trail spur between Lincoln Middle School and the Poudre River Trail.
3. Power Trail & Spring Creek Trail Connection - Construction of a trail connection between the Power Trail and the Spring Creek Trail near EPIC.
4. Power Trail at Harmony - Design of the Power Trail crossing at Harmony Road. This project is in partnership with the Engineering Department, and will move forward only if Offer 1.17 is funded
5. Poudre River Trail re-alignment east of Lincoln Bridge - A minor re-alignment of the Poudre River Trail, completed in partnership with the new development anticipated in the area.
6. Development partnership opportunities - Cost share with developers on construction of trails near new development.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems

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### 32.2 Neighborhood Park Development - Funded

2019 - \$3,548,410

2020 - \$409,987

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 one square mile.

Staff will work with landowners and developers to acquire park sites and 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. These fees can only be used for neighborhood park development.

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

- Raw water acquisitions for one or more neighborhood parks, based on the outcome of a Citywide raw water availability study currently underway.
- Design and construction of Trailhead Park, located near Vine & Timberline; design of Sidehill Park, located near Drake & Ziegler; and completion of Streets Park, located at the intersection of Vine & Lemay.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods

### 32.5 ENHANCEMENT: Pickleball Courts at Spring Canyon Community Park - Unfunded

2019 - \$300,000

2020 - \$0

Funding this offer will provide four new, lighted pickleball courts at Spring Canyon Community Park. The pickleball courts will be located east of the three existing tennis courts in an existing turf area. Pickleball is a popular and growing sport in Fort Collins, and additional pickleball courts are needed.

To better understand the needs of pickleball enthusiasts, the City recently conducted a pilot project at City Park. This project assessed several things, including:

- The specific needs of pickleball users in Fort Collins
- Feasibility of co-locating tennis and pickleball in the same set of courts
- The demand for additional pickleball courts in Fort Collins

A key outcome of the pilot project was the determination that pickleball and tennis should not be co-located on the same set of courts for a variety of reasons. Spring Canyon Park is an excellent location for a set of new pickleball courts. It will provide much-needed courts on the west side of town, in addition to the recently completed and heavily used courts at Twin Silo Park located on the southeast side of town.

## CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 32.6 ENHANCEMENT: City Park Refresh Phase II - Unfunded

**2019 - \$5,555,000**

**2020 - \$3,152,000**

Funding this offer will provide much-needed improvements to City Park, which has been an important and beloved community park for more than 106 years. It offers a diversity of recreational opportunities, many of which are unique to City Park. As park features, such as City Park Pool, have been added to the park over time, conflicts and safety concerns have arisen. Due to age and heavy use, some park elements are in need of replacement or upgrades. In order to address these concerns, a master plan, phasing plan, and cost estimates for core area improvements have been developed.

A Phase I City Park refresh project (called "City Park Tomorrow") is funded and includes site modifications to the park related to the new City Park Train. The phase I project is anticipated to be constructed in 2019.

This offer is for City Park Refresh Phase II. Phase II includes new tennis/pickleball courts and associated off-street parking, stormwater drainage improvements, trolley access improvements and a new pavilion to house the City Park Train and trolley, a new playground, new picnic shelters, new restrooms, street improvements and drop-off, and a pedestrian promenade.

Additional improvements to City Park anticipated in future phases include: replacing the existing boardwalk, improving the north shoreline of Sheldon Lake, improving entry to Club Tico, trolley gardens, improving the existing City Park train area, and a pedestrian bridge over the City Park Train tracks. Funding for these items will be requested in future budget cycles.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems

### 32.7 ENHANCEMENT: Poudre River Downtown Master Plan Reach 4 Feasibility Study - Funded

**2019 - \$100,000**

**2020 - \$0**

Funding this offer will provide a feasibility study for improvements proposed for Reach 4 of the Poudre River, as defined by the 2014 Poudre River Downtown Master Plan. Reach 4 is located between the BNSF railroad bridge (located downstream of College Avenue) and Linden Street.

Because the site was once a heavily polluted area resulting in extensive mitigation and restoration efforts, additional investigations are necessary to determine what improvements are possible and appropriate in this section of the river. The feasibility study will provide a thorough evaluation and offer recommendations about what features can be constructed and the estimated cost of those features.

Potential improvements for this reach suggested in the master plan include river access points, potential in-stream features, trail re-alignments, terraced

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river access at Linden, and grade-separated trail crossings at Linden Street and the BNSF railroad bridge.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed

### 32.8 ENHANCEMENT: Poudre River Whitewater Park Restroom - Unfunded

**2019 - \$793,000**

**2020 - \$10,000**

Funding this offer will provide the design and construction of a seasonal public restroom at the Poudre River Whitewater Park, which is planned to be open in 2019. The park is located near the intersection of Vine Drive and College Avenue. The restroom will serve both park patrons, and Poudre River Trail users. The restroom will be designed to be handicap accessible, safe and inviting. Associated landscape enhancements, lighting, and site furnishings will also be provided. This offer funds design, permitting, fees and construction.

It is anticipated that the Poudre River Whitewater Park will be heavily used and the restroom will be a desired facility for park visitors, whitewater enthusiasts and trail users.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems

### 32.10 Community Park Development - Funded

**2019 - \$2,100,000**

**2020 - \$3,550,000**

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 typically 50-100 acres in size, designed primarily to serve the needs of neighbors within approximately four square miles, although community parks are intended to be a destination for all residents.

Development of community parks includes land purchase, acquisition of raw water for irrigation (if available), and park design and construction. Community parks are funded by a one-time impact fee on new residential units, which can only be used to develop community parks. It is typical for community park development to occur over an extended period, with purchase of land and raw water occurring first, followed by design and development of the park, often occurring years later after sufficient impact fee revenues have been collected.

During this budget cycle, the following community park development efforts are planned:

1. Northeast Community Park located near the intersection of Timberline Road and Mountain Vista Drive. City staff is currently coordinating with a developer regarding the potential purchase of park land. Based on these ongoing conversations, there is a reasonable chance a land purchase could occur during this budget cycle. This offer would provide the funding necessary for the potential land purchase.

2. East Community Park located near the intersection of Drake Road & Ziegler Road. The City owns the property, with the intent to construct a

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maintenance facility on the site as a first phase project. Development of the park is not planned for many years. This offer would provide funding for site improvements necessary for the development of the maintenance facility. Additional appropriations will be necessary to fully fund the construction of the maintenance facility at a later date. A timeline for construction of the maintenance facility is unknown.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems

### 47.1 Ice & Aquatics - Funded

**2019 - \$2,720,589**

**2020 - \$2,832,414**

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 2017 Ice and Aquatics recorded 227,000 program participants with more than 1,300 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 a safe experience at pools
- Providing the community safe, positive and beneficial recreational opportunities
- Addressing Climate Action Plan goals by implementing policies regarding Air Quality Procedures and Extreme Heat
- Encouraging healthy lifestyles by providing access to high quality recreational programs and facilities

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery

### 47.2 Recreation Activities and Programs - Funded

**2019 - \$5,040,845**

**2020 - \$5,230,031**

Funding this offer will provide Recreation programs, operation, and staff. Recreation provides a variety of programs that help the community lead enriched and healthy lives. Recreation directly influences the number 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 a successful recreational operation. Recreation programs influence the community's health and wellness by providing opportunities such as: youth and adult sports, teen activities, fitness programs for all ages, early childhood activities, art, dance, adult/senior programs and social activities, and outdoor recreation. The Farm, Northside Aztlan Community Center, Senior Center, Pottery Studio, Rolland Moore Racquet Facility, Foothills Activity Center and Club Tico comprise the facility locations where these programs are held. This area provided recreational opportunities to 412,000 participants in 2017 and more than 5,600 classes were offered.

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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
- Recreation-established heat index and air quality policies related to Climate Action Plan goals as a basis of when to cancel outdoor programs, or to warn participants with health conditions who may be affected by extreme heat or air quality conditions
- Encouraging healthy lifestyles by providing access to high quality recreational programs and facilities
- Recruiting, hiring and training high quality recreation employees who provide excellent recreational opportunities to all community members regardless of age or ability

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery

### 47.3 Recreation Administration and Communication Services - Funded

**2019 - \$1,215,206**

**2020 - \$1,233,248**

Funding this offer supports the Recreation Department's administration, financial, customer service and communications services and resources. Recreation Administration contains key staff members that manage critical aspects of the department's operations. Administration, finance, customer service and communications provide the department important direction that ensures 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. Financial aspects ensure that all accounting and financial information and entries are accurate, timely and secure. 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's daily operations.

- Manages all operational aspects of the department
- Develops, manages and implements department-wide changes and 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 residents to live and practice a healthy lifestyle
- Recruits, hires and trains high quality recreation employees who provide recreational opportunities to all community members regardless of age or ability

## CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### **47.4    ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement - Funded                      2019 - \$281,500 2020 - \$399,000**

Funding this offer will enable the Recreation Department to make important facility improvements and replace aging amenities and equipment. These needed improvements will provide a wide range of benefits for the department and the community.

Specifically, this request will provide a storage facility at EPIC, replace four passenger vans, update the Parks and Recreation Master Plan, update the Recreation Operational Plan, add electronically raised/lowered basketball hoops at Northside, replace aging lockers at the Senior Center and EPIC, add an enclosed lobby area in the EPIC ice rink, and fund fitness equipment lifecycle replacement.

- The EPIC storage facility will replace existing temporary storage sheds with a permanent stand-alone storage facility. This will create an optimal permanent storage space for ice programming events and aquatics equipment. Proposed cost \$130K.
- Recreation programs for youth and adults use multiple vans to transport participants to programmed events and off-site activities. This offer will provide needed replacement of aging vehicles. Total cost of all vehicles \$214K.
- The Parks and Recreation Master Plan (\$75K) and Recreation Operational Plan (\$50K) are vital documents for Parks and Recreation. The current Master Plan is more than 10 years old and needs significant updates. The Operational Plan will help identify areas of strategic opportunity while looking at the needs and trends locally, regionally and nationally.
- Adding an enclosed lobby area at the EPIC Green Rink will provide a safer, more comfortable waiting area for customers as well as a potential rental space for birthday parties. Proposed cost \$20K.
- Locker replacement is planned for the Senior Center and EPIC. Total cost for both facilities \$137K.
- Safety will be improved in the gym at Northside Aztlan Community Center by installing electronic key to raise and lower basketball hoops. Cost \$14.5K.
- Planned equipment lifecycle replacement \$20K each year.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **47.7    KFCG ENHANCEMENT: 0.25 FTE Increase - Adaptive Recreation Coordinator - Funded                      2019 - \$14,867 2020 - \$15,537**

Funding this offer will increase the 0.75 FTE Adaptive Recreation Coordinator to a full-time position.

This position was established five years ago to meet the growing needs for Adaptive Recreation Opportunities (ARO) inclusion services and the Unified Sports program.



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Since then two new unified sport offerings have been established -- Unified Volleyball and Youth Flag Football -- and saw a 10% growth in Unified Sports overall enrollments. Unified Flag Football CSU vs CU Special Olympics Rocky Mountain Showdown games were established and the partnership with the CSU Service Leadership Involvement Community Engagement (SLICE) program was strengthened, recruiting more CSU students as partners and coaches.

ARO adaptive programs have seen transition services increase 43% and Adaptive Fitness programs had the largest growth with a 205% increase in enrollments.

Past grants have provided additional hourly staff support, which contributed to the supervisor's ability to tend to administrative tasks and grant writing, rather than providing direct program delivery.

ARO does not have any current grants, which has placed additional strain on staffing needs. ARO continues to monitor opportunities and apply for all applicable grant funding sources. Overall, revenue and enrollment continue to slowly rise creating need to increase the current position.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

### **47.8    ENHANCEMENT: Rolland Moore Racquet Center Pro Shop Renovation - Unfunded**

**2019 - \$0**

**2020 - \$532,573**

This offer will fund the renovation of the current pro shop in Rolland Moore Park. Renovating this pro shop will allow the Recreation Department to offer more community events, tournaments, youth educational programs and other recreational and community meeting space.

The current pro shop built, in 1983, is very undersized for the use it receives and is showing its age. This offer would allow Recreation to expand programming and extend the life of the racquet center.

Rolland Moore Park is known throughout the state as one of the premier tennis facilities, public or private. Holding more tournaments than any other facility in the state, it has become known to players throughout the region. Many of the top players in the area began their tournament experience at Rolland Moore. Also, many youth over the years have spent time in the Rolland Moore Racket Center Pro Shop, socializing with other young tennis players, staying out of the heat in the summer and out of the cold in the spring and fall, studying and having a place to belong.

The entire tennis facility has the potential to become a tennis and learning center for youth with the court renovation (Offer 29.9) and a pro shop renovation that would include a classroom for youth studies and other community events.

The pro shop houses two full-time employees and several tennis instructors that work under a City contract providing top services to the tennis community of Fort Collins. Recreation receives a percentage of registration, rentals, and pro-shop sales through the contract agreement.

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This small pro shop is showing the age of the building. By funding this offer the City may be able to add additional office space for employees and provide more programmable space for participants including expanded retail and community space.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery

### **47.9    ENHANCEMENT: Hourly Community Engagement & Communications Specialist - Unfunded    2019 - \$29,899** **2020 - \$30,799**

This offer will support the publicity and marketing needs of three areas within Community Services -- Parks, Recreation, and Park Planning & Development (PPD) -- by funding a fluctuating hourly position.

Over the last few years community engagement and outreach has become a key priority for the Parks (including Forestry, Golf and Cemeteries), Recreation and Park Planning & Development departments. Community engagement techniques and processes are used to better share information with the community. Community meetings, social media, media relations, direct mail and other resources are used to help all three departments collaborate with residents and provide them with accurate information on a wide variety of topics. Recreation regularly shares information with the community regarding changes to policies and processes (i.e., Reduced Fee Program) or to solicit feedback from residents on large-scale projects (i.e., Southeast Creative Center). The Parks Department conducts community outreach to discuss park safety (i.e., Laurel Park) and to gain opinions from residents on park needs (i.e., Lee Martinez Playground). Park and trail status information is provided regularly through community engagement processes. Park Planning & Development embeds community engagement into the development of all new park and trail projects. This position will be used to develop and disseminate important and timely information for Park Planning & Development, Recreation and Parks including Golf, Forestry and Cemeteries. This position will help guarantee that the community is informed and involved in all of the various departmental projects. Ultimately, this position will help to create better parks, trails, recreation centers and programs by focusing on critical communication and outreach.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

### **47.12    REDUCTION: -1.0 FTE – EPIC Ice Leader Position - Funded    2019 - (\$60,358)** **2020 - (\$62,685)**

This position was created as an enhancement in the 2017/2018 budget to relieve increased workloads of the two full-time positions in the ice program and to increase revenue through expanding participation levels in ice activities. The position was successful in these results; however, the position is currently vacant and has been identified for a reduction in service.

This position provided direct on-ice involvement including instruction and customer interaction. Other service provided included:

## CULTURE AND RECREATION

- coordinated Learn-to-Skate programs, cub hockey instruction, curling and speed skating programs
- Old Town Square Skate Rink operations
- provided assistance with skating promotions and events

EPIC ice programs provide a significant revenue source for the Recreation Department, helping to support EPIC management, facility maintenance and front desk personnel. Current ice program staff will be tasked with maintaining levels of service and revenue income to the best of their abilities; however, this may lead to increased overtime costs and staff overload with declining morale.

The impact to the community will most likely involve a decline in the level of customer support and interaction, as well as a reduction in programs offered. Customers may express dissatisfaction followed by a decline in enrollments and further drop in revenue.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery

### 47.13 REDUCTION: -0.50 FTE Recreation Coordinator - Funded

**2019 - (\$46,150)**

**2020 - (\$47,930)**

The Recreation Coordinator position overseeing Adult Arts & Crafts at the Senior Center and programs for youth and adults at the Pottery Studio is currently vacant and has been identified as a reduction of 0.50 FTE (reduced from 1.0 FTE).

Current program staff at the Senior Center will be expected to absorb the duties and responsibilities to continue programming and activities for arts, crafts and pottery. These employees will be tasked with maintaining the current level of service and revenue income to the best of their abilities. This expectation may lead to increased overtime costs and staff overload with declining morale.

The impact to the community from the reduced FTE status will produce a decline in the level of customer support and interaction. Customers at the Senior Center may express dissatisfaction potentially affecting the number of enrollments and revenue income.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers

### 49.1 Cultural Facilities: Utilities and Custodial - Funded

**2019 - \$1,809,221**

**2020 - \$1,871,277**

This offer will fund 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

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Museum of Discovery  
 Gardens on Spring Creek  
 Park Shop  
 Fossil Creek Park Shop  
 Spring Canyon Maintenance Shop  
 Edora Pool/Ice Center (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

Operation Services will review utility bills for these facilities, input usage and cost data into the Utility Manager software and provide department managers various charts and graphs as to their building energy cost and usage.

This offer also includes normal janitorial services, window cleaning and carpet cleaning and the associated management of those contracts. It also includes monthly and weekly custodial quality inspections.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 49.2 ENHANCEMENT: Downtown Park Maintenance Shop Design - Unfunded

**2019 - \$100,000**

**2020 - \$0**

Funding this offer will allow the City to design a new Downtown Park Maintenance Shop. The current 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. and 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. This design is anticipated to save time and money because it will closely model an existing maintenance shop layout. This offer uses two funding sources: General Fund Reserves and Parks Development Impact Fees.

Many of the goals for the economic vitality of the Downtown core are dependent on providing a safe and clean environment for people to visit. The location of the Downtown shop is essential to the productivity and timeliness of the maintenance in the Downtown core. This does not happen without closely coordinated efforts beginning with a central location for the employees who perform the services and the close-proximity of the maintenance shop

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to the serviced areas.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems

### 57.1 Urban Forest Management - Funded

**2019 - \$2,082,506**

**2020 - \$2,127,057**

This offer will fund the management of the Fort Collins municipal urban forest by the Forestry Division. The offer provides for the maintenance of 52,815 trees on developed City property, as well as some services that impact private-property trees. The Fort Collins municipal urban forest includes 34,256 street trees and 18,559 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, recreational and cultural facilities, and other City properties. The appraised value of the urban forest is more than \$40 million. The planting, care, maintenance and perpetuation of City trees provide a safe, attractive and environmentally beneficial municipal urban forest.

Urban Forest Management Services:

- Develop and implement 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 companies; 2) issuing work permits for City trees; 3) issuing notices to remove, prune or treat private trees threatening public areas or that are infested with an epidemic insect or disease, and 4) regulating the planting of prohibited species
- Provide planting and management of new and replacement trees on City property
- Respond to customer requests for tree maintenance, planting and information
- Develop and implement community-wide management plans and strategies for epidemic insects and diseases
- Oversee the use of wood debris for best possible uses including recycling, repurposing and mulch distribution programs
- 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:

- CR 2.4 - Protect the health and longevity of the tree canopy
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### 57.3 KFCG ENHANCEMENT: 1.0 FTE - Forestry Specialist and Forestry Emerald Ash Borer Pre-Infestation Program - Unfunded

**2019 - \$239,050**

**2020 - \$364,753**

Funding this offer will support continuing efforts to prepare for the inevitable arrival of Emerald Ash Borer. The Emerald Ash Borer (EAB) has been detected throughout Boulder County. Forestry currently maintains approximately 7,900 public ash trees, comprising 15% of the public urban forest

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inventory. In May 2017, Forestry completed an EAB Management & Response Plan. Forestry's goal, once EAB is detected within Fort Collins, will be to treat approximately 2,400 trees over the course of three years. However, this leaves 5,500 ash trees untreated. All untreated ash will eventually be killed by EAB.

This enhancement will support the following efforts in preparing for the impacts EAB will have on the community:

- a more aggressive approach in removing and replacing all proposed untreated ash trees. This offer will replace 300 trees in 2019 and 450 trees in 2020.
- hiring an hourly employee for 2019 for EAB public outreach and watering trees
- hiring 1 FTE Forestry Specialist in 2020 to implement the EAB Management and Response Plan
- purchasing an additional water truck in 2019 for use in 2020 to water additional replacement trees

The need for the new Forestry Specialist position will continue through the EAB infestation cycle and be critical in meeting extra demands on Forestry in the post-EAB era due to deferred maintenance and the continued growth of the urban forest.

There are many components to managing EAB; one of the most crucial elements is preemptive removal of ash trees, and the establishment of diverse new replacement trees. Based on current data, Forestry predicts that EAB will be detected in Fort Collins within the next five years. The more the City can prepare now the less impact there will be to current and future core services provided to the community. Once EAB is detected within Fort Collins, all efforts will be directed toward removing infested trees, thus deferring maintenance from all other Forestry core services.

This Offer supports the following Strategic Objectives:

- CR 2.4 - Protect the health and longevity of the tree canopy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### 57.4 ENHANCEMENT: Increased Contractual Pruning of Larger Trees - Unfunded

**2019 - \$200,000**

**2020 - \$200,000**

Funding this offer will 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 seven years, but the current pruning cycle is 10.7 years. Based on an eight-year average the City's larger 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 concerns for 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 other cities that provide quality tree care.

Increased contractual pruning is added with this offer to close the gap and meet the City Forester's pruning frequency standard, which is to prune 14% of the larger broadleaf trees annually. The total number of broadleaf trees in the 18-inch and greater diameter classes increase each year that mortality is lower than the number of trees that grow into the larger diameter class. As an example, there were 105 more large trees listed in the inventory in 2017 than in 2016.

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City broadleaf trees need to be pruned on a regular cycle to maintain or improve health, reduce risk and to enhance all benefits associated with larger diameter trees.

This Offer supports the following Strategic Objectives:

- CR 2.4 - Protect the health and longevity of the tree canopy
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### **57.5    ENHANCEMENT: Forestry Emerald Ash Borer Pre-Infestation Program - Funded** **2019 - \$50,000** **2020 - \$47,933**

Funding this offer will support continuing efforts to prepare for the inevitable arrival of Emerald Ash Borer. The Emerald Ash Borer (EAB) has been detected throughout Boulder County. Forestry currently maintains approximately 7,900 public ash trees, comprising 15% of the public urban forest inventory. In May 2017, Forestry completed an EAB Management & Response Plan. Forestry's goal, once EAB is detected within Fort Collins, will be to treat approximately 2,400 trees over the course of three years. However, this leaves 5,500 ash trees untreated. All untreated ash will eventually be killed by EAB.

This enhancement will support the following efforts in preparing for the impacts EAB will have on the community: a more aggressive approach in removing and replacing all proposed untreated ash trees. This offer will replace 80 trees in 2019 and 2020 using General Fund Reserves. This offer is linked to Offer 57.3, which is asking for additional KFCG funding for additional staffing and shadow plantings for this program.

There are many components to managing EAB; one of the most crucial elements is preemptive removal of ash trees, and the establishment of diverse new replacement trees. Based on current data, Forestry predicts that EAB will be detected in Fort Collins within the next five years. The more we can prepare now the less impact there will be to our current and future core services provided to the community. Once EAB is detected within Fort Collins, all efforts will be directed toward removal of infested trees, thus deferring maintenance from all other Forestry core services.

This Offer supports the following Strategic Objectives:

- CR 2.4 - Protect the health and longevity of the tree canopy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### **57.6    REDUCTION: Forestry Tree Replacement Plantings - Funded** **2019 - (\$75,000)** **2020 - (\$75,000)**

This reduction offer will eliminate 240 replacement tree plantings annually. This program replaces approximately 600-800 trees annually that have died in parks, City facilities, and City rights-of-way. This reduction will delay the replacement of dead trees on City property and rights-of-way throughout Fort

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Collins. The value of this reduction in \$75,000 in 2019 and 2020.

This Offer supports the following Strategic Objectives:

- CR 2.4 - Protect the health and longevity of the tree canopy

### 58.1 Cultural Services - Funded

**2019 - \$4,560,545**

**2020 - \$4,659,819**

Funding this offer will support a portion of the Cultural Services Department's ongoing services including Lincoln Center, Carnegie Center for Creativity, Fort Fund, and Art in Public Places.

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.

The Carnegie Center for Creativity (CCC) is a community gallery, meeting space and festival site that hosts myriad arts and cultural events and provides affordable, flexible, rental space for artists and community organizations. It is home to Fort Collins' historic log cabins, FC Public Media, and the Downtown Fort Collins Creative District.

Fort Fund provides grants to local nonprofit organizations to support arts and culture events for residents and visitors. These funds are generated from Lodging Tax and are dedicated by City Code for this purpose solely.

Mandated by City Code Chapter 23, Article IX (1995), the Art in Public Places (APP) program manages the 1% for art assessed on City government capital projects over \$250,000 in accordance with City Ordinance NO.20. APP encourages and enhances artistic expression and appreciation and adds value to the Fort Collins community through acquiring, exhibiting and maintaining public art.

All Cultural Services activities provide significant benefit to the community through high-quality cultural experiences, educational programs, and rental opportunities. The combined economic impact of the Cultural Services Department, Fort Fund recipients and the audiences for arts and cultural programming in Fort Collins is estimated at \$22 million, supporting 642 jobs, \$13 million in resident household income, and more than \$2 million in local and state government revenues. Overall participation was more than 355,000 in 2017.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity



## CULTURE AND RECREATION

### 58.3 Museum of Discovery - Funded

**2019 - \$1,075,839**

**2020 - \$1,112,419**

Funding this offer will support Fort Collins Museum of Discovery's (FCMoD) continued operations and sustainable growth. The museum is a cultural icon for Fort Collins. It is an integral part of the City's educational curriculum, key driver of tourism, and economic engine for jobs, goods and services, and tax generation. FCMoD is Northern Colorado's largest museum, only digital dome theater, and only ASTC-affiliated museum (Association of Science-Technology Centers). It is Northern Colorado's cornerstone museum, welcoming more than 125,000 visitors each year.

FCMoD is a public-private partnership between the City of Fort Collins Partner (City) and the Nonprofit Partner (NPP). This public-private partnership supports financial sustainability, community service and programmatic innovation. The NPP contributes to the institutional budget with earned income revenue, grants and fundraising to support exhibitions, programming, and operations.

This offer supports FCMoD's operations, including personnel, facility operations and maintenance, and management. FCMoD's proposed combined operating budget for 2019 is \$2,565,408, with an NPP contribution of \$1.42M and a City contribution of \$1.11M. The proposed combined budget for 2020 is \$2,636,370, with an NPP contribution of \$1.46M and City contribution of \$1.14M.

Since opening in 2012, FCMoD has welcomed more than 550,000 guests from all 50 states and 30+ countries across five continents. Each year, 10,000+ field trip students visit from across the Front Range (Cheyenne/Laramie to Colorado Springs), including more than 70% of all elementary schools and 80-100% of all Title 1 schools in Poudre School District (PSD).

In 2019/2020, FCMoD expects to welcome 125,000+ guests each year. A robust schedule of traveling exhibitions is planned, including potential exhibits from NASA and regional collaborators. The museum partners with community groups for educational programming, such as PSD, Colorado State University, Fort Collins Musicians' Association, and more.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

### 58.4 Gardens on Spring Creek - Funded

**2019 - \$1,012,243**

**2020 - \$1,051,213**

The Gardens on Spring Creek is Fort Collins' community botanic garden. It is a public-private partnership between the City of Fort Collins and the Friends of the Gardens on Spring Creek, a 501(c)3 organization. The Gardens' mission is to enrich the lives of people and foster environmental stewardship through horticulture. The Friends support this mission through fundraising and advocacy. This offer funds the operations of the Gardens on Spring Creek including \$334,000 in 2019 and \$341,769 in 2020 in revenue earned by The Gardens and The Friends.

Annually, The Gardens offers 70,000+ visitors the opportunity to enjoy an oasis of beautiful and inspirational gardens, educational programs, special

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events, volunteer opportunities, and community garden programs. Highlights from 2017 include:

- Grew more than 40,000 plants for use on-site and to sell at the Spring Plant Sale; 45 new plant varieties and 33 new bulb varieties added to the plant collection on-site.
- Educated more than 6,000 youth and adults about gardening, ecology, cooking and crafting.
- Partnerships with 30+ organizations including Colorado State University, Poudre School District and the Food Bank for Larimer County.
- 696 volunteers donated 9,326 hours.
- Managed 160 garden plots across Fort Collins through the Community Garden Outreach Program; 40,746 pounds of produce donated to the Food Bank through the Plant it Forward program.

In late 2017, The Gardens began transforming toward its vision of being a world-class botanic garden by breaking ground on a five-acre expansion project including the Great Lawn, Undaunted Garden, Foothills and Prairie Gardens. In 2019, completion of the Visitors Center will commence adding a community meeting room, expanded lobby and conservatory, which will be operated as a North American Butterfly House in partnership with Butterfly Pavilion, the first of its kind in the region. Completing these projects will double the size of The Gardens allowing for anticipated visitation of 125,000 visitors per year.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### **58.5 ENHANCEMENT: 4.5 FTE (Multiple positions) - Gardens on Spring Creek Expanded Programming and Operations - Funded**

**2019 - \$234,301**

**2020 - \$660,000**

In late 2017, The Gardens broke ground on a 5 acre expansion project including the Great Lawn, Undaunted Garden, Foothills and Prairie Gardens. Completion of the Visitors Center will begin in 2019 adding a conservatory, community meeting room and expanded lobby. The conservatory will operate as a North American Butterfly House in partnership with Butterfly Pavilion.

These projects help The Gardens turn its vision of being a world class botanic garden into reality. The Gardens will double in size, allowing for anticipated visitation of 125,000 annual guests. Community impact will be significant: thousands will learn about the importance of native plants and water wise gardening; national performers and local arts organizations will perform on the Great Lawn; traveling art exhibits transform the gardens into an outdoor gallery; expanded community events; and the only permanent conservatory and Butterfly House in Northern Colorado.

Growth of this magnitude requires additional resources. To meet community demands, the following is needed for a successful expansion:

The Conservatory/Greenhouse Horticulture Technician will oversee all interior horticulture in the Conservatory and Production Greenhouse.

The Guest Services Coordinator will oversee front line operations including gift shop management, facility rentals, registrations and admissions, etc. This person will manage the guest services team.

The Resource Development Coordinator will manage memberships, the Annual Campaign, Endowment fund, corporate giving, grant writing and individual donors.

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An Event Planner will oversee up to 12 special events per year and assist with concerts and exhibits. The Gardens currently manages a 0.5 FTE Horticulture Technician position in the Parks Department at Twin Silo Park that oversees the specialty horticulture crops in the park. The Gardens hired this person in an hourly capacity in 2018 to help with expansion planting. This position will convert to full time to oversee maintenance of the Prairie Garden.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### 58.6 Art in Public Places - Artwork Only - Funded

**2019 - \$127,390**

**2020 - \$41,969**

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; it 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 Whitewater Park Project, Horsetooth and College Ave. Intersection, Willow Street, the Gardens on Spring Creek Visitors Center Expansion, and neighborhood park projects.

APP is integral to meeting a number of strategies in Plan Fort Collins, the Cultural Plan, the 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 program. The artwork created is of the highest quality, enhancing the sense of place in Fort Collins, and is completely accessible to the public.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### 58.7 ENHANCEMENT: Carnegie Center for Creativity - Unfunded

**2019 - \$55,000**

**2020 - \$50,992**

Launched in 2013 in response to the Cultural Plan and Cultural Facilities Master Plan, the Carnegie Center for Creativity (CCC) is a creative reuse of the historic 1904 Carnegie building in Library Park. Funding this offer will provide operating dollars to run the Community Creative Center at the Carnegie

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(CCC).

The space currently includes galleries, performance space, classrooms and meeting spaces. The building also serves as home to Fort Collins Public Media, the Downtown Fort Collins Creative District (DFCCD), and the historic log structures activated by FCMoD and local history groups. It serves as a hub of activities of all kinds in the creative sector from exhibitions and performances, to classes, lectures, convenings and festivals. It also provides flexible, inexpensive spaces for the community to support their creative endeavors. This mix of activities creates a vital and collaborative sense of place with synergy that supports economic impact and builds capacity for a growing creative industry.

In 2017, the gallery hosted 43 weeks of exhibits by 238 local artists with more than 10,000 attendees. The activation and growing popularity of this space has strained limited city resources and demand for use of the space is growing. CCC is partnering with Recreation to host arts and culture classes in a joint venture to further the mission and goals of both departments.

CCC was envisioned as an affordable space for the arts and culture community and the revenue generated helps cover some costs, but isn't meeting the full need of running this growing program.

This offer requests baseline funding for the following:

- Hourly staff salaries to open the facility for more hours each week (currently 24). This offer would afford morning and evening hours to accommodate demand.
- Exhibits and special programs for the community
- Marketing materials, webpage and social media
- Supplies and equipment to manage the building and programs

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### **58.8    ENHANCEMENT: 0.5 FTE increase - Volunteer Coordinator - Museum - Unfunded**

**2019 - \$37,240**

**2020 - \$38,764**

Funding this offer will increase Fort Collins Museum of Discovery's Volunteer Coordinator position from 0.5 FTE to 1.0 FTE in 2019 and 2020.

In 2017, the museum's Volunteer Coordinator recruited, trained, and managed 296 volunteers ages 14-89 who contributed 8,094 hours of service to virtually every area of the museum. In 2017, the Volunteer Coordinator also launched and managed the museum's formal internship program, which generated 308 hours of service from five interns across multiple museum departments. Since opening in 2012, volunteers have contributed 41,221 hours of service.

This position also engages:

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- More than 100 corporate volunteers for major museum projects and programs
- The museum's Board of Directors for programming, events, and general service
- The Mail Brigade to assist with monthly mailings to the museum's 3,000+ members
- The 173 "core corps" of volunteers who serve at least once per month

The museum continues to grow, as do the volunteer and internship programs. Currently, the Volunteer Coordinator is a 0.5 FTE position, reporting directly to the museum's Director of Community Connections. However, with the number of volunteers and interns, and the number of trainings, recruitments, collaborations and administrative duties associated with these robust programs, a 1.0 FTE position is needed.

This offer will provide needed additional support to the Volunteer Coordinator position, promoting world-class service to the museum's 125,000+ annual visitors and core support as our community, and the museum's volunteer and internship programs, continue to grow.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

### **58.9    ENHANCEMENT: FoCo Creates Arts & Culture Master Plan Implementation - Unfunded                      2019 - \$100,000 2020 - \$100,000**

Funding was allocated in 2017/2018 to conduct a comprehensive community engagement process to replace the 2008 Cultural Plan. FoCo Creates was launched October 2017 and will be finalized by the end of 2018. Timing is crucial and omission of funding would significantly delay the City's response to the vision the community has created and would drastically undermine the impact and credibility of the plan.

FoCo Creates is being developed with consultants, staff support and significant community engagement. A wide spectrum of stakeholders from throughout the community have been included, as well as staff from Cultural Services, Economic Health, Planning and departments across the City. Community engagement has been crucial to the process and provided direction.

Through interviews, focus groups, online surveys, meetings and task forces, significant issues and transformative ideas have emerged in our preliminary findings. There are also aspirational goals, new issues and opportunities, from new programs/services and creative workforce development, to community partnerships and a new performing arts center.

This offer will concentrate immediate efforts in tangible programs and services, responding to the emerging themes that build a foundation that can support the more aspirational goals of the plan. Broader, more extensive recommendations will be reviewed and evaluated going forward.

Planned implementation activities include arts and cultural marketing; increasing public awareness of arts and culture; supporting cultural tourism; nonprofit board development; business skills training for artists and cultural nonprofits; music, film and creative industry development; and other technical

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assistance efforts.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review

### **58.10 ENHANCEMENT: 0.5 FTE increase - Lincoln Center Marketing/Publicity Specialist - Funded**      **2019 - \$37,781** **2020 - \$39,324**

Funding this offer will increase the Lincoln Center's Marketing/Publicity Specialist position from 0.5 FTE to 1.0 FTE in 2019 and 2020.

The services the Lincoln Center provides the community – including cultural performances, room rentals, ticketing and community outreach – have greatly increased as the population of Fort Collins and beyond has grown. The duties and tasks performed by the Marketing Department have outpaced the available resources of the allotted staff hours. Prior to 2015, the Lincoln Center presented 39 shows annually. In 2017, the Lincoln Center presented 74 shows, a growth of 89% with no correlating growth in staff resources. Furthermore, since 2016 the Lincoln Center's marketing team has taken on responsibility for marketing the conference and event services offered by the Center, which averages 412 events a year. This is a 1,146% growth in responsibility with no corresponding staff increases.

Examples of marketing duties that have been added since 2015 include:

- Video editing
- Blog management
- Pre-show event planning
- Survey distribution and data analysis
- Pre-show email event reminders/communications

In addition, to help cover the needs of the marketing department, the Publicity/Marketing Specialist's hours have been increased using overtime hours. Since December 2016, these hours have averaged a total of 364 hours per year – resulting in \$8,268 of paid overtime per year. However, the position is partially responsible for net profits earned on Lincoln Center presented performances of more than \$335,000.

The Lincoln Center continues to expand its services to the Fort Collins community. Increasing the Marketing/Publicity Specialist to 1.0 FTE is essential because the Lincoln Center is a driver of economic growth and its revenues contribute to the economic and cultural vibrancy of Fort Collins.

Cultural Services Ongoing Revenue will decrease by the amount of this offer if it is not purchased since this staff would be generating this revenue.

## CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

### 58.12 ENHANCEMENT: Theatrical LED Lighting - Unfunded

**2019 - \$0**

**2020 - \$538,715**

This offer requests one-time funding in 2020 to purchase new energy-efficient theatrical lighting fixtures and a lighting console for the Lincoln Center Performance Hall. The new fixtures would use LED technology to increase bulb life and reduce power consumption. This offer would replace 200 existing fixtures with mostly LED lights and some increased efficiency over conventional lighting. The new lighting console is required to operate the new fixtures.

This offer helps meet the City's sustainability goals to reduce greenhouse gas emissions from municipal operations and to reduce City energy consumption by 20% from the 2005 baseline by 2020. This offer also supports the Lincoln Center's commitment and efforts to reduce the facility's carbon footprint, energy consumption and costs. The Lincoln Center was one of the first performing arts centers in the nation to achieve LEED gold status via renovation and proudly is a leader in the City's sustainability initiatives. LED technology has progressed to the point where it is effective for most theatrical lighting needs and costs have stabilized at a far more affordable price point than five years ago. It also makes the Lincoln Center a leader in the performing arts industry while embracing best practices.

In addition to aligning with the City's stated sustainability goals, the existing system is nearing end-of-life and needs to be refurbished or replaced. Currently, the lighting element of many performances is scaled back dramatically because the Lincoln Center does not have the equipment in house to meet the artist's needs. While the Lincoln Center made the commitment to upgrading the audio systems with funds from its reserves, the lighting systems require attention. This equipment will allow the Lincoln Center to offer shows with a higher level of technical production, as is expected in a world-class city.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy

### 58.13 ENHANCEMENT: Sustainable Performance Hall & Gallery Lighting – Lincoln Center & Museum - Funded

**2019 - \$211,667**

**2020 - \$0**

Funding this offer will purchase energy-efficient LED lighting for the Lincoln Center Performance Hall and the Fort Collins Museum of Discovery galleries. The new fixtures will reduce energy consumption by 75,000 kWh each year, reduce utility costs by \$12,000 per year, reduce the labor to replace lamps, and reduce electric greenhouse gas emissions by at least 66 tons each year.

## CULTURE AND RECREATION

The Lincoln Center's share of this offer is \$174,167; the Museum of Discovery's share is \$37,500.

For the Lincoln Center, this offer will:

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

For the Museum of Discovery, this offer will:

- Replace the galleries' 330 existing track light fixtures and lamps (lamp life of 10,000 hours) with LED lighting (lamp life of 50,000 hours), generating a return on investment (ROI) of 21%.

Many existing bulbs in both facilities are failing and need to be replaced on a regular basis, making this the ideal time to replace this existing system with a more cost-effective and environmentally sustainable LED lighting system.

The International Association of Venue Managers found 73% of public venues have already performed a retrofit for installing LED lighting. The U.S. National Archives and Records Administration found LED lighting in museums to be more cost-effective, energy-efficient and successful at preserving collections than other lighting options.

With LEED certification at the Gold (Lincoln Center) and Platinum (Museum) levels, both organizations are pledged to best sustainable practices. This offer will promote world-class cultural experiences in Fort Collins and showcase the City as committed to sustainable practices in the performing arts and museum industries.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy

### **58.15 ENHANCEMENT: 1.0 FTE - Events Coordinator - Cultural Services Custodial Support - Unfunded**

**2019 - \$66,723**

**2020 - \$68,420**

In 2017, the Lincoln Center, Carnegie Center for Creativity and Gardens on Spring Creek experienced record attendance with more than 250,000 guests. Most of these visitors attended during peak hours for scheduled programs, events, facility rentals and general visitation.

One result from the increased attendance is the need for additional cleaning of the facilities. Currently, the City's cleaning contractor conducts regular cleaning each evening. As rental spaces are being flipped for multiple programs each day and regular visitation can be in the hundreds, these visits are not enough on the busiest days resulting in other staff members cleaning exhibits, wiping glass doors and tables, emptying trash, etc., pulling staff from their primary responsibilities of engaging with and serving the public.



## CULTURE AND RECREATION

In 2017, the Lincoln Center partnered with Operation Services to pilot a hybrid custodial solution. The Lincoln Center's custodial staff managed the cleaning of the Lincoln Center on Fridays and Saturdays and the City's contractor did the remaining days of the week. Operation Services ceased contractor cleaning on these two days and the money was instead used to pay Lincoln Center staff for custodial services. Also in 2017, Lincoln Center custodial staff assisted The Gardens with outdoor cleaning and trash removal during the busy summer months. This approach allowed Lincoln Center custodial staff to customize schedules based on facility needs as determined by the programs and rentals scheduled, resulting in facilities that were clean, safe and ready to meet community and guest expectations.

Because of this successful pilot, the Cultural Services Department is seeking to expand custodial support for the Lincoln Center, Gardens on Spring Creek and Carnegie Center for Creativity for three days per week during each facility's busiest times.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### **58.16 ENHANCEMENT: Lincoln Center Customer Relationship Management (CRM) System - 2019 - \$15,900** **Unfunded 2020 - \$8,400**

Funding this offer will provide a customer relationship management (CRM) system that will be used by multiple organizational areas including Conference Services, Marketing, Box Office, Front of House and Development.

The Lincoln Center has many distinct services, each with its own specialized database for managing customers, surveys, gallery participants, volunteers, marketing lists, donors, bar services and event clients. For staff to accomplish one task, sometimes up to five databases must be accessed and mined for data. There is no efficient way to track or monitor all the touchpoints of interaction with customers/patrons. The centralized CRM will assist in delivering the best customer service possible. Having this database would also streamline current processes by reducing time spent mining multiple databases.

Advancing a centralized CRM system would have the following benefits:

- On average, for every dollar spent on a CRM system, there is a return of \$8.71.
- The Lincoln Center could align more fully with City values and mission by improving the exceptional service provided to the community.
- Having a way to record and track every touchpoint of the customer's history allow staff to customize communications and services offered.
- It would create an accurate system for segmentation and assist in pinpointing specific audiences to receive specific messaging.
- Improve project management, as all parts of the Lincoln Center will have access to the same data in real time.
- Increase efficiency because there will be no need to export and import databases.
- Improve volunteer and donor management.

## CULTURE AND RECREATION

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

### **58.18 ENHANCEMENT: Dehumidification System to Protect Exhibitions - Funded**

**2019 - \$574,600**

**2020 - \$0**

Funding this offer will install a dehumidification system in Fort Collins Museum of Discovery's (FCMoD) traveling exhibition gallery to augment its existing HVAC system. A similar enhancement offer was funded during the 2017/2018 BFO cycle (Offer 56.5). However, the cost to implement the project turned out to be significantly higher than originally anticipated and has resulted in a new enhancement offer with a different scope of work.

This area of the museum requires strict environmental controls designed to meet the standards required to protect the long-term health of historic and often one-of-a-kind artifacts. However, with the current system, FCMoD is unable to consistently meet stable humidity standards.

As a result, the building must use its cooling system to lower humidity, resulting in unnecessarily cold temperatures and fluctuating success in humidity control. Increased humidity jeopardizes the preservation of historic artifacts, and it disqualifies FCMoD from hosting the robust schedule of artifact-based traveling exhibits designed as a core function of its sustainable business model.

The new system will protect historic artifacts on display in the traveling exhibit gallery and enhance the museum's capability to host world-class traveling exhibits.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- HPG 7.1 - Provide world-class municipal services to residents and businesses

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# Economic Health

Fort Collins promotes a healthy, sustainable  
economy reflecting community values



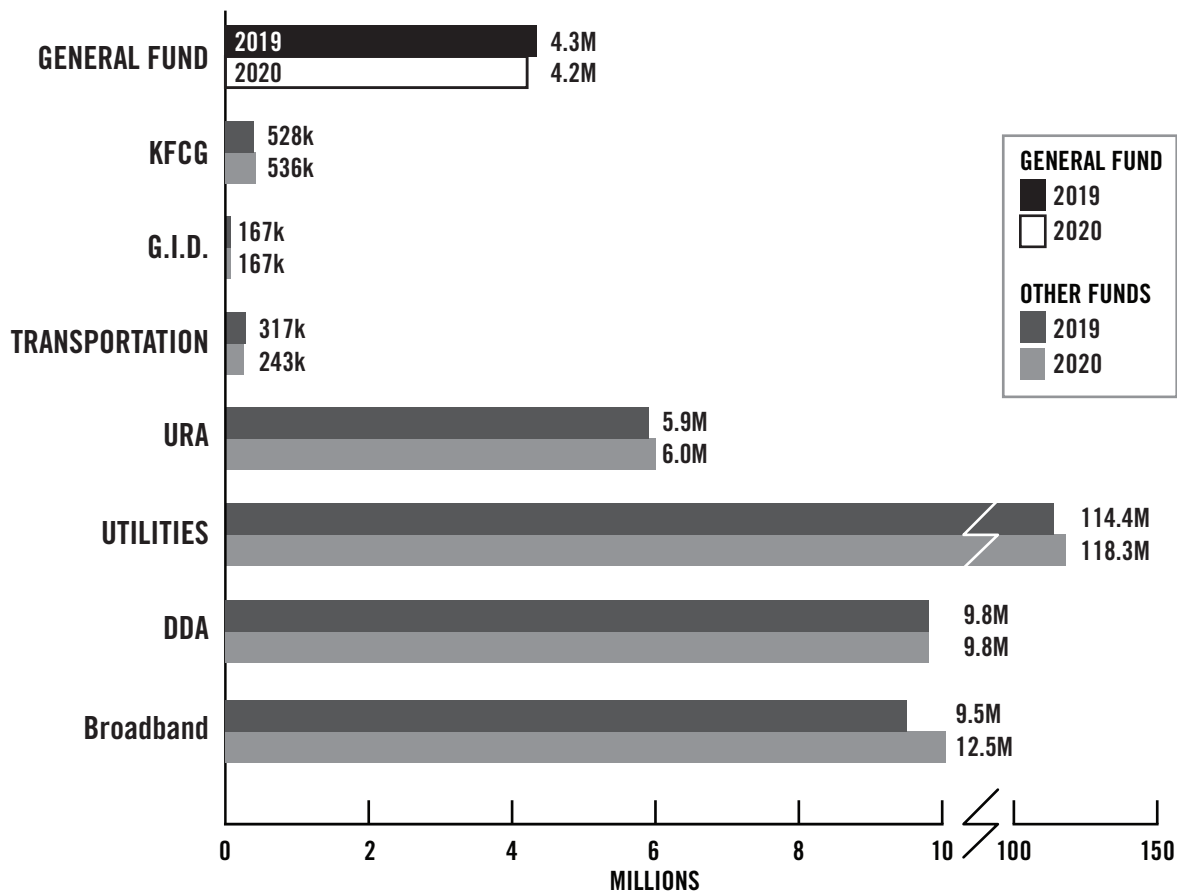


# Economic Health

2019 General Fund & Other Funds – 144.9M

2020 General Fund & Other Funds – 151.6M

- Economic Program
- Electric
- Broadband
- Urban Renewal Authority
- Downtown Development Authority



## OVERVIEW

The Economic Health Outcome funds a package of programs and services that support the Economic Action Plan. It also funds the electric utility system. The strategic objectives for Economic Health, as outlined in the 2018 Strategic Plan, are as follows:

- 3.1 Facilitate government and local partners to form an effective regional economic health group
- 3.2 Maintain and grow diverse employment opportunities
- 3.3 Enhance business engagement to address existing and emerging business needs
- 3.4 Foster infill and redevelopment that enhances the community
- 3.5 Maintain utility systems, services, infrastructure and predictable rates
- 3.6 Invest in utility infrastructure aligned with community development
- 3.7 Deploy reliable, high-speed internet services throughout the community
- 3.8 Secure a quiet zone along the Mason Corridor to reduce train 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. The Urban Renewal Authority and the Downtown Development Authority also provide important funding.

## KEY PURCHASES

- Economic Health program leadership
- Urban Renewal Authority Operations
- Electric utility purchased power and operations
- Downtown landscaping, flower program and maintenance
- Downtown Holiday Lighting
- Economic clusters and the Rocky Mountain Innovation Initiative support
- Convention and Visitor Services
- Northern Colorado Regional Airport operational support

ENHANCEMENTS PURCHASED	2019	2020
URA Expanded Board	85,500	85,500
Metro District Support	87,500	87,500
Use Tax and Business Personal Property Tax Rebates	401,157	156,739
Business Engagement Action Plan Support	0	20,000
CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 724 to Serve North College Area	980,000	0
CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit to Serve Drake & Lemay Area	500,000	0
CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 576B to Serve West Harmony Area	0	457,600
CAPITAL - Utilities: Light & Power - Supervisory Control Operations Center Remodel	0	950,000
<b>Positions Added:</b>		
2.0 FTE - Park Technician and Park Maintenance Worker with Expansion of Downtown Maintenance	174,329	212,415
3.0 FTE - Construction Inspector (2.0 FTE) and Administrative Aide (1.0 FTE) Broadband Project	316,930	242,861
	<b>2,545,416</b>	<b>2,212,615</b>

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

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ECONOMIC HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1	8.2	Utilities: Light & Power - Core Operations	10,490,292	0	0	10,490,292 <i>Light &amp; Power</i>
2	8.4	Utilities: Light & Power - Purchase Power	94,441,000	0	0	94,441,000 <i>Light &amp; Power</i>
3	41.1	Economic Health Office	920,060	0	620,660	299,400 <i>Keep Fort Collins Great</i>
4	85.2	Utilities: Broadband - Business Start Up	3,656,937	0	0	0 <i>Broadband</i>
5	8.3	Utilities: Light & Power - Ongoing Capital System Additions	5,355,077	0	0	5,355,077 <i>Light &amp; Power</i>
6	8.6	CAPITAL REPLACEMENT - Utilities: Light & Power - Substation Capital Upgrades	649,000	0	0	649,000 <i>Light &amp; Power</i>
7	40.2	Urban Renewal Authority Commitments & Debt Payments	5,144,472	0	0	5,144,472 <i>URA - N. College District URA - Prospect South TIF Dist URA - MALL</i>
8	40.1	Urban Renewal Authority	337,705	0	0	337,705 <i>URA - N. College District</i>
9	8.7	CAPITAL REPLACEMENT - Utilities: Light & Power - Electric Distribution Transformer Replacement	800,000	0	0	800,000 <i>Light &amp; Power</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ECONOMIC HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
10	81.1	DDA Operating and Capital Budget	9,772,291	0	0	9,772,291 <i>Downtown Development Authority Debt Service Fund - DDA</i>
11	8.9	CAPITAL REPLACEMENT - Utilities: Light & Power - System Cable Replacement	500,000	0	0	500,000 <i>Light &amp; Power</i>
12	30.1	Downtown Landscaping and Maintenance	2,037,528	334,893 <i>CCIP O&amp;M DDA Contributions One-time Revenue Park Fees</i>	1,418,655 <i>General Improvement District 1 Keep Fort Collins Great</i>	283,980
13	8.8	CAPITAL REPLACEMENT - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion	341,360	0	0	341,360 <i>Light &amp; Power</i>
14	67.1	Downtown General Improvement District (GID) Core Offer	112,000	0	0	112,000 <i>General Improvement District 1</i>
15	41.3	ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates	401,157	0	0	0 <i>General Fund</i>
16	8.5	CAPITAL REPLACEMENT - Utilities: Light & Power - Vehicles and Equipment	372,000	0	0	372,000 <i>Light &amp; Power</i>
17	8.12	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 724 to Serve North College Area	980,000	0	0	980,000 <i>Light &amp; Power</i>



# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ECONOMIC HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
18	8.15	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit to Serve Drake & Lemay Area	500,000	0	0	161,082 338,918
						<i>Light &amp; Power</i> <i>Light &amp; Power</i>
19	8.16	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 576B to Serve West Harmony Area	0	0	0	0 0
						<i>Light &amp; Power</i>
20	40.3	ENHANCEMENT: URA Expanded Board	85,500	0	0	0 85,500
						<i>URA - N. College District</i>
21	80.1	Convention and Visitors Services	1,098,916	1,098,916	0	0 0
				<i>Lodging Taxes</i>		
22	8.25	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Supervisory Control Operations Center Remodel	0	0	0	0 0
						<i>Light &amp; Power</i>
23	41.10	Northern Colorado Regional Airport Operational Support	177,500	51,894	85,000	0 40,606
				<i>One-time Revenue</i>		<i>General Fund</i>
24	30.2	ENHANCEMENT: 2.0 FTE - Park Technician and Park Maintenance Worker with Expansion of Downtown Maintenance	174,329	170,992	3,337	0 0
				<i>CCIP O&amp;M DDA Contributions Park Fees</i>		
25	41.7	ENHANCEMENT: Business Engagement Action Plan Support	0	0	0	0 0

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ECONOMIC HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
26	41.15	ENHANCEMENT: Metro District Support	87,500	87,500	0	0
			<i>Economic Incentives</i>			
27	88.1	ENHANCEMENT: 3.0 FTE - Construction Inspector (2.0 FTE) and Administrative Aide (1.0 FTE) Broadband Project	316,930	0	0	316,930
						<i>Transportation</i>
28	85.3	Utilities: Broadband – Capital Interest	5,827,788	0	0	5,827,788
						<i>Broadband</i>
<b>Funded Offers</b>			<b>144,579,342</b>	<b>1,744,195</b>	<b>2,127,652</b>	<b>130,356,589</b>
29	8.17	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 314 to Serve East Prospect Area	0	0	0	0
						<i>Light &amp; Power</i>
30	8.14	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 322 to Serve East Prospect & Mulberry Area	0	0	0	0
						<i>Light &amp; Power</i>
31	8.23	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Cable Waste Reduction	1,447,983	0	0	1,447,983
						<i>Light &amp; Power</i>
32	40.5	ENHANCEMENT: 1.0 FTE - Redevelopment Division Manager	125,167	0	0	125,167
						<i>URA - N. College District</i>
33	8.13	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 734 to Serve Downtown Area	590,000	0	0	590,000
						<i>Light &amp; Power</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ECONOMIC HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
34	8.27	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Electric Distribution Training Field	200,000	0	0	200,000 <i>Light &amp; Power</i>
35	41.2	ENHANCEMENT: 1.0 FTE - Business Specialist and 1.0 FTE Conversion Contractual to Classified - Economic Policy & Project Analyst	79,188	0	79,188	0
36	41.5	ENHANCEMENT: Business Revolving Loan Fund and Technical Assistance Support	238,000	22,000	20,000	0 <i>Economic Incentives</i> <i>General Fund</i>
37	41.4	KFCG ENHANCEMENT: Talent & Workforce Development Implementation	50,000	0	0	50,000 <i>Keep Fort Collins Great</i>
38	8.22	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Arterial & Collector Street LED Streetlight Conversion	773,640	0	0	773,640 <i>Light &amp; Power</i>
39	41.6	KFCG ENHANCEMENT: Buy Local Program	35,000	0	0	35,000 <i>Keep Fort Collins Great</i>
40	41.8	KFCG ENHANCEMENT: Local Business Purchasing Consortium	16,465	0	0	16,465 <i>Keep Fort Collins Great</i>
41	8.18	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Duct Bank - County Road 5, Prospect to Mulberry	1,800,000	0	0	1,800,000 <i>Light &amp; Power</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ECONOMIC HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
42	8.29	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Overhead to Underground Conversions	516,000	0	0	516,000 <i>Light &amp; Power</i>
43	8.26	ENHANCEMENT: Utilities: Light & Power - Automated Vehicle/Crew Location Operational Tech Upgrade	55,000	0	0	55,000 <i>Light &amp; Power</i>
44	8.24	ENHANCEMENT: Utilities: Light & Power - Mobile Contact Voltage Survey	59,470	0	0	59,470 <i>Light &amp; Power</i>
45	41.11	ENHANCEMENT: Small Business Support Fund	50,000	0	0	0 50,000 <i>General Fund</i>
46	41.12	ENHANCEMENT: 1.0 FTE - Innovation Specialist and 1.0 FTE Conversion Contractual to Classified - Climate Economy Advisor	87,788	0	87,788	0
47	41.13	KFCG ENHANCEMENT: City as a Platform & Innovation - Program Funding	150,000	0	0	150,000 <i>Keep Fort Collins Great</i>
48	80.2	ENHANCEMENT: Tourism Master Plan, Visitor and Convention Services	50,000	50,000	0	0
				<i>One-time Revenue</i>		
49	7.2	ENHANCEMENT: 1.0 FTE Contractual - Plans Examiner - Expedited Plan Review for Green Building	93,621	93,621	0	0
				<i>Development Review</i>		

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ECONOMIC HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
50	41.17	ENHANCEMENT: Trolley Car Barn - Reuse Charrette	45,000	45,000	0	0
			<i>One-time Revenue</i>			
51	41.9	KFCG ENHANCEMENT: Winter Market Support	15,000	0	0	15,000
			<i>Keep Fort Collins Great</i>			
Unfunded Offers			6,477,322	210,621	186,976	5,833,725
Total Offers			151,056,664	1,954,816	2,314,628	136,190,314
						10,596,906

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ECONOMIC HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1	8.2	Utilities: Light & Power - Core Operations	10,783,807	0	0	10,783,807 <i>Light &amp; Power</i>
2	8.4	Utilities: Light & Power - Purchase Power	97,817,000	0	0	97,817,000 <i>Light &amp; Power</i>
3	41.1	Economic Health Office	938,071	0	638,671	299,400 <i>Keep Fort Collins Great</i>
4	85.2	Utilities: Broadband - Business Start Up	6,645,947	0	0	2,104,133 <i>Broadband</i>
5	8.3	Utilities: Light & Power - Ongoing Capital System Additions	5,427,972	0	0	5,427,972 <i>Light &amp; Power</i>
6	8.6	CAPITAL REPLACEMENT - Utilities: Light & Power - Substation Capital Upgrades	624,000	0	0	624,000 <i>Light &amp; Power</i>
7	40.2	Urban Renewal Authority Commitments & Debt Payments	5,524,157	0	0	5,524,157 <i>URA - N. College District URA - Prospect South TIF Dist URA - MALL</i>
8	40.1	Urban Renewal Authority	346,113	0	0	346,113 <i>URA - N. College District</i>
9	8.7	CAPITAL REPLACEMENT - Utilities: Light & Power - Electric Distribution Transformer Replacement	827,500	0	0	827,500 <i>Light &amp; Power</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ECONOMIC HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
10	81.1	DDA Operating and Capital Budget	9,776,096	0	0	9,776,096 <i>Downtown Development Authority Debt Service Fund - DDA</i>
11	8.9	CAPITAL REPLACEMENT - Utilities: Light & Power - System Cable Replacement	500,000	0	0	500,000 <i>Light &amp; Power</i>
12	30.1	Downtown Landscaping and Maintenance	2,099,667	340,192 <i>CCIP O&amp;M DDA Contributions One-time Revenue Park Fees</i>	1,467,909 <i>General Improvement District 1 Keep Fort Collins Great</i>	291,566 0
13	8.8	CAPITAL REPLACEMENT - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion	351,600	0	0	351,600 <i>Light &amp; Power</i>
14	67.1	Downtown General Improvement District (GID) Core Offer	112,000	0	0	112,000 <i>General Improvement District 1</i>
15	41.3	ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates	156,739	0	0	0 156,739 <i>General Fund</i>
16	8.5	CAPITAL REPLACEMENT - Utilities: Light & Power - Vehicles and Equipment	522,000	0	0	522,000 <i>Light &amp; Power</i>
17	8.12	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 724 to Serve North College Area	0	0	0	0 <i>Light &amp; Power</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ECONOMIC HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
18	8.15	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit to Serve Drake & Lemay Area	0	0	0	0
						<i>Light &amp; Power</i>
19	8.16	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 576B to Serve West Harmony Area	457,600	0	0	457,600
						<i>Light &amp; Power</i>
20	40.3	ENHANCEMENT: URA Expanded Board	85,500	0	0	85,500
						<i>URA - N. College District</i>
21	80.1	Convention and Visitors Services	1,133,915	1,133,915	0	0
				<i>Lodging Taxes</i>		
22	8.25	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Supervisory Control Operations Center Remodel	950,000	0	0	950,000
						<i>Light &amp; Power</i>
23	41.10	Northern Colorado Regional Airport Operational Support	177,500	51,433	85,000	0
				<i>One-time Revenue</i>		<i>General Fund</i>
24	30.2	ENHANCEMENT: 2.0 FTE - Park Technician and Park Maintenance Worker with Expansion of Downtown Maintenance	212,415	188,233	24,182	0
				<i>CCIP O&amp;M DDA Contributions Park Fees</i>		
25	41.7	ENHANCEMENT: Business Engagement Action Plan Support	20,000	0	20,000	0



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ECONOMIC HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
26	41.15	ENHANCEMENT: Metro District Support	87,500	87,500	0	0
			<i>Economic Incentives</i>			
27	88.1	ENHANCEMENT: 3.0 FTE - Construction Inspector (2.0 FTE) and Administrative Aide (1.0 FTE) Broadband Project	242,861	0	0	242,861
						<i>Transportation</i>
28	85.3	Utilities: Broadband – Capital Interest	5,827,788	0	0	0
						<i>Broadband</i>
<b>Funded Offers</b>			<b>151,647,748</b>	<b>1,801,273</b>	<b>2,235,762</b>	<b>136,957,805</b>
						<b>10,652,908</b>
29	8.17	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 314 to Serve East Prospect Area	700,000	0	0	700,000
						<i>Light &amp; Power</i>
30	8.14	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 322 to Serve East Prospect & Mulberry Area	820,000	0	0	820,000
						<i>Light &amp; Power</i>
31	8.23	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Cable Waste Reduction	0	0	0	0
						<i>Light &amp; Power</i>
32	40.5	ENHANCEMENT: 1.0 FTE - Redevelopment Division Manager	129,243	0	0	129,243
						<i>URA - N. College District</i>
33	8.13	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 734 to Serve Downtown Area	0	0	0	0
						<i>Light &amp; Power</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ECONOMIC HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
34	8.27	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Electric Distribution Training Field	0	0	0	0
						<i>Light &amp; Power</i>
35	41.2	ENHANCEMENT: 1.0 FTE - Business Specialist and 1.0 FTE Conversion Contractual to Classified - Economic Policy & Project Analyst	97,223	0	97,223	0
36	41.5	ENHANCEMENT: Business Revolving Loan Fund and Technical Assistance Support	42,000	22,000	20,000	0
				<i>Economic Incentives</i>		<i>General Fund</i>
37	41.4	KFCG ENHANCEMENT: Talent & Workforce Development Implementation	50,000	0	0	50,000
						<i>Keep Fort Collins Great</i>
38	8.22	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Arterial & Collector Street LED Streetlight Conversion	220,400	0	0	220,400
						<i>Light &amp; Power</i>
39	41.6	KFCG ENHANCEMENT: Buy Local Program	0	0	0	0
						<i>Keep Fort Collins Great</i>
40	41.8	KFCG ENHANCEMENT: Local Business Purchasing Consortium	10,000	0	0	10,000
						<i>Keep Fort Collins Great</i>
41	8.18	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Duct Bank - County Road 5, Prospect to Mulberry	0	0	0	0
						<i>Light &amp; Power</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ECONOMIC HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
42	8.29	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Overhead to Underground Conversions	500,000	0	0	500,000 <i>Light &amp; Power</i>
43	8.26	ENHANCEMENT: Utilities: Light & Power - Automated Vehicle/Crew Location Operational Tech Upgrade	20,000	0	0	20,000 <i>Light &amp; Power</i>
44	8.24	ENHANCEMENT: Utilities: Light & Power - Mobile Contact Voltage Survey	190,960	0	0	190,960 <i>Light &amp; Power</i>
45	41.11	ENHANCEMENT: Small Business Support Fund	0	0	0	0 <i>General Fund</i>
46	41.12	ENHANCEMENT: 1.0 FTE - Innovation Specialist and 1.0 FTE Conversion Contractual to Classified - Climate Economy Advisor	98,199	0	98,199	0
47	41.13	KFCG ENHANCEMENT: City as a Platform & Innovation - Program Funding	150,000	0	0	150,000 <i>Keep Fort Collins Great</i>
48	80.2	ENHANCEMENT: Tourism Master Plan, Visitor and Convention Services	0	0	0	0 <i>One-time Revenue</i>
49	7.2	ENHANCEMENT: 1.0 FTE Contractual - Plans Examiner - Expedited Plan Review for Green Building	91,607	91,607	0	0 <i>Development Review</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ECONOMIC HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
50	41.17	ENHANCEMENT: Trolley Car Barn - Reuse Charrette	0	0	0	0
			<i>One-time Revenue</i>			
51	41.9	KFCG ENHANCEMENT: Winter Market Support	15,000	0	0	15,000
			<i>Keep Fort Collins Great</i>			
Unfunded Offers			3,134,632	113,607	215,422	2,805,603
Total Offers			154,782,380	1,914,880	2,451,184	139,763,408
						10,652,908

## ECONOMIC HEALTH

### 7.2 **ENHANCEMENT: 1.0 FTE Contractual - Plans Examiner - Expedited Plan Review for Green Building - Unfunded** **2019 - \$93,621** **2020 - \$91,607**

This offer will fund a pilot of a key element of a green building incentive program: accelerated permit review and processing. Green building incentives were identified by the 2013 Update to the Roadmap for Coordinated and Enhanced Green Building Services as an emerging opportunity for program enhancement.

The Green Building Program has researched numerous incentive programs throughout the country, and accelerated permitting consistently rates as one of the most effective mechanisms. In order to offer accelerated permit review and processing, Building Services requires another Plan Examiner. The additional Plan Examiner would allow review times to be shortened from up to 12 weeks for some projects, down to 3 weeks or less for many. Based on the Development Community Survey, 56% of respondents agreed or strongly agreed that a lack of incentives was a barrier to green building. Staff expect the accelerated review time to be a strong incentive for builders to pursue comprehensive green building projects. In the event that there are periods with a limited number of green projects, the examiner would be able to assist with other needs/project review in Building Services.

The expedited plan review incentive as proposed can reduce GHGs by 342 tons in the first year, and rising to 5,374 tons per year by 2050. The program can also produce many other benefits, such as improved indoor environmental quality, reduced construction waste, reduced water consumption, and increasing skill levels, knowledge and experience of green building best practices within the development community. That increased experience with best practices can also spill over to standard construction projects, improving their efficiency and compliance as well. The Incentive Team is also exploring the use of Enterprise Green Community Standards, or similar, to promote construction of green affordable housing projects, and how to apply expedited review to green infill and redevelopment projects.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.2 - Improve indoor and outdoor air quality

### 8.2 **Utilities: Light & Power - Core Operations - Funded** **2019 - \$10,490,292** **2020 - \$10,783,807**

This offer will fund the ongoing operation of the Administration and General Operations (A&G), Electric Standards Engineering, Electric System Substations and Control, Smart Grid and System Operations, 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 L&P management, as well as the design, planning and construction related to installing and replacing electrical infrastructure and operating the City's substation and electric system controls. Additionally, 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

## ECONOMIC HEALTH

system integrity, City electric facilities are designed, constructed, operated and maintained by qualified personnel only.

The Utility has installed more than 99.7% 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 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ECON 3.6 - Invest in utility infrastructure aligned with community development
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 8.3 Utilities: Light & Power - Ongoing Capital System Additions - Funded

**2019 - \$5,355,077**

**2020 - \$5,427,972**

This offer will fund additional electric infrastructure to serve new residential and commercial developments, as well as upgrades to existing infrastructure when existing customers need additional capacity.

The efforts supported by this offer include new customer connections, new subdivision construction, system improvements and reliability improvements. The offer focuses on labor, construction materials and equipment. These projects are differentiated from New Capacity projects in that:

- They benefit only the parcel owner in which the new infrastructure is associated.
- They are initiated at the request of the owner/developer.
- The costs to install new electric infrastructure are recovered by payment of Electric Capacity Fees assessed at the time of development.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 8.4 Utilities: Light & Power - Purchase Power - Funded

**2019 - \$94,441,000**

**2020 - \$97,817,000**

This offer funds the purchase of wholesale electric power in 2019 and 2020 from Platte River Power Authority (Platte River). The power is purchased through Platte River Tariff 1. Continuing from 2017, the energy purchased through Tariff 1 will be a blend of conventional and renewable sources. The wholesale energy purchased is then delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

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### 8.5 CAPITAL REPLACEMENT - Utilities: Light & Power - Vehicles and Equipment - Funded

2019 - \$372,000  
2020 - \$522,000

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. The amount requested increased this cycle due to new replacement guidelines set forth by Operation Services on the replacement schedules for vehicles and equipment. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles. Light & Power is also combining the offer for all its sub ledgers for the 2019-2020 cycle.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 8.6 CAPITAL REPLACEMENT - Utilities: Light & Power - Substation Capital Upgrades - Funded

2019 - \$649,000  
2020 - \$624,000

This offer will fund projects needed to ensure that electrical substations and associated systems will operate reliably and provide up-to-date equipment that can be maintained should a failure occur.

Substations are the source of the distribution power delivery system. Substations represent an investment to the City of approximately \$60M.

Substations are composed of many types of equipment and systems that must be kept up to date to ensure the reliability of the distribution system. The following projects ensure that the electrical substations and associated systems will operate reliably and provide up-to-date equipment that can be maintained should a failure occur.

- Substation Improvements Misc.- This capital project provides funds for unexpected events that may occur at the electrical substations.
- Substation Security - Cameras and Infrared beams
- Automated Distribution Switches
- Re-gasket and Paint Substation Transformers
- Install Capacitor Bank Buildings - Electrical equipment used to correct system power factor as seen by Platte River Power Authority
- Improve Oil Containment For Substation Power Transformers - Oil containment is necessary should there be a major oil leak and/or transformer fire.
- Upgrade Relays and Computer Remote Terminal Units at Electrical Substations
- Install Power Quality Meters - Power quality meters capture and log a waveform of electrical faults, which occur on the distribution system.
- Circuit Switchers at Harmony Substation - Install Conduit and Wiring in conjunction with Platte River Power Authority Circuit Switchers at Harmony Substation
- Refurbish Overland Substation Spare Transformer

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This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 8.7 CAPITAL REPLACEMENT - Utilities: Light & Power - Electric Distribution Transformer Replacement - Funded

2019 - \$800,000

2020 - \$827,500

Funding this offer will provide the labor and materials necessary to support the electric system improvements tied to transformer replacements.

With the growth of residential rooftop solar and electric vehicles, Light & Power staff monitors load-growth on transformers and often upgrades transformers to meet customer demands as required. In any given year, transformers in the field are placed as part of normal system expansion and replaced following condition assessments that indicate end-of-life conditions, for service upgrades, and as a result of previously mentioned overloading conditions stemming from customer-load growth.

In 2017, the number of transformers in the field increased by 174 units total – 411 transformers were set in the field and 237 were removed. Of those removed, 128 could either be immediately reused or reconditioned and 109 were appropriately recycled.

To ensure reliable service, maintenance inspections continue to identify transformers that require replacement.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 8.8 CAPITAL REPLACEMENT - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion - Funded

2019 - \$341,360

2020 - \$351,600

Funding this offer will provide labor and materials for an attrition-based conversion of 150-watt, 250-watt, and 400-watt high pressure sodium (HPS) streetlights that are primarily located on arterial and collector streets in Fort Collins. An attrition-based program will only convert streetlights to LED as the existing HPS lights require maintenance or fail. Time to complete replacement is approximately seven years.

Based on expected failure rates, approximate quantity and types of lights that will be replaced with this offer in 2019 and 2020 are:

- 650 150-watt HPS lights
- 220 250-watt HPS lights
- 70 400-watt HPS lights

Studies performed in 2015 and 2016 have yielded design practices that will improve flexibility and minimize stock needed for any ongoing maintenance. These design practices also address concerns related to overall illuminance levels and emission spectra, as well as other impacts identified in coordination with the Night Skies Initiative. Careful analysis of illuminance levels, lighting patterns, and lighting efficacy that accounted for the shift in the output spectrum of LED lighting from HPS lighting resulted in the development of a replacement plan for a significant portion of Fort Collins' streetlights



## ECONOMIC HEALTH

that will reduce overall illuminance levels while improving lighting efficacy. As part of this project, Fort Collins Utilities will also test and explore the viability of control and monitoring technologies that could reduce streetlight patrol costs and allow for future dynamic control of streetlighting.

LED streetlights are expected to last three to four times longer than HPS streetlights. This is the primary economic mechanism by which LED streetlight replacements are justified. Lighting technologies using light emitting diodes (LEDs) can:

- Improve energy efficiency
- Reduce maintenance costs through increased life cycle performance
- Reduce light trespass and glare issues when correctly implemented

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Invest in utility infrastructure aligned with community development
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### **8.9 CAPITAL REPLACEMENT - Utilities: Light & Power - System Cable Replacement - Funded** **2019 - \$500,000** **2020 - \$500,000**

Funding this offer will provide labor, construction materials and equipment to efficiently provide affordable, safe and reliable electric service. The efforts supported by this offer include system improvements by replacing infrastructure that is nearing end-of-life or is impacted by ambient environmental conditions that are degrading its condition.

Specifically, this offer will fund efforts surrounding cable system replacement projects as well as diagnostic equipment to provide timely information to guide these replacement projects. Electric distribution cable is one of the largest investments that Fort Collins Utilities has in place, and care must be taken to ensure its reliability. For example, when conditions were identified in the Midtown area that would lead to imminent failure such as advanced neutral corrosion, replacements were scheduled and performed to prevent future cable failures. Funding this offer allows Fort Collins Utilities to continue similar proactive cable replacement activities for other areas of town.

Assessments of existing distribution cable system assets are ongoing and inform and guide replacement projects that help to ensure that the distribution equipment with higher probabilities of failure are addressed and failure risk is minimized.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **8.12 ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 724 to Serve North College Area - Funded** **2019 - \$980,000** **2020 - \$0**

This offer will fund the installation of an electric distribution circuit (feeder) from the Linden substation to serve the North College area.

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Electric distribution feeders are constructed of underground electric cables and above-ground switches that deliver power to customers from the source at the substation to designated areas of the service territory. Current circuits feeding this area (714, 726 and 722) are at full load capacity during summer peak load. The 20-year distribution capacity plan indicates a total of 14 Mega Volt Amps (MVA) of load will develop in this area. MVA is a measure of "apparent power" because it takes into consideration both the resistive load and the reactive load.

Circuit 724 will require 14,300 feet of cable and two switches. Each new feeder can deliver up to 6 MVA of capacity.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Invest in utility infrastructure aligned with community development
- ECON 3.4 - Foster infill and redevelopment that enhances the community
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

8.13	<b>ENHANCEMENT: CAPITAL - Utilities: Light &amp; Power - New Feeder Capacity - Circuit 734 to Serve Downtown Area - Unfunded</b>	2019 - \$590,000 2020 - \$0
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This offer will fund the installation of an electric distribution circuit (feeder) from the Linden substation to serve the Downtown area.

Electric distribution feeders are constructed of underground electric cables and above-ground switches that deliver power to customers from the source at the substation to designated areas of the service territory. Current circuits feeding this area (732 and 738) are at full load capacity during summer peak load. The 20-year distribution capacity plan indicates a total of 22 Mega Volt Amps (MVA) of load will develop in this area. MVA is a measure of "apparent power" because it takes into consideration both the resistive load and the reactive load.

Circuit 734 will require 8,400 feet of cable and two switches. Each new feeder can deliver up to 6 MVA of capacity.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Invest in utility infrastructure aligned with community development
- ECON 3.4 - Foster infill and redevelopment that enhances the community
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

8.14	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 322 to Serve East Prospect & Mulberry Area - Unfunded	2019 - \$0 2020 - \$820,000
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This offer will fund the installation of an electric distribution circuit (feeder) from Timberline east along Prospect and north along County Road 5.

Electric distribution feeders are constructed of underground electric cables and above-ground switches that deliver power to customers from the source at the substation to designated areas of the service territory. This circuit will provide capacity for a newly annexed area, new residential loads and a new school. The 20 year distribution capacity plan indicates a total of 10.8 Mega Volt Amps (MVA) of load will develop in this area. MVA is a measure of

## ECONOMIC HEALTH

"apparent power" because it takes into consideration both the resistive load and the reactive load.

Circuit 322 will require 23,000 feet of cable and three switches. Each new feeder can deliver up to 6 MVA of capacity.

The Duct Bank on County Road 5 from Prospect to Mulberry (Offer 8.18) must be completed before this circuit can be installed.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Invest in utility infrastructure aligned with community development
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **8.15    ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit to Serve Drake & Lemay Area - Funded**

**2019 - \$500,000**

**2020 - \$0**

This offer will fund the installation of an electric distribution circuit (feeder) from the Drake substation east along Drake Road.

Electric distribution feeders are constructed of underground electric cables and above-ground switches that deliver power to customers from the source at the substation to designated areas of the service territory. This circuit is required to provide additional capacity for a contractual agreement of 6 Mega Volt Amps (MVA) to an industrial customer on East Drake. MVA is a measure of "apparent power" because it takes into consideration both the resistive load and the reactive load.

Circuit 236 will require 7,000 feet of cable and one switch. Each new feeder can deliver up to 6 MVA of capacity.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **8.16    ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 576B to Serve West Harmony Area - Funded**

**2019 - \$0**

**2020 - \$457,600**

This offer will fund the installation of an electric distribution circuit (feeder) from Harmony substation west along Harmony Road to west of Lemay.

Electric distribution feeders are constructed of underground electric cables and above-ground switches that deliver power to customers from the source at the substation to designated areas of the service territory. The current circuit feeding this area (576) is loaded to full capacity during summer peak load. It is expected that another 5 Mega Volt Amps (MVA) of load will develop in this area. MVA is a measure of "apparent power" because it takes into consideration both the resistive load and the reactive load.

Circuit 836 will require 6,200 feet of cable and two switches. Each new feeder can deliver up to 6 MVA of capacity.

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This Offer supports the following Strategic Objectives:

- ECON 3.6 - Invest in utility infrastructure aligned with community development
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

8.17	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 314 to Serve East Prospect Area - Unfunded	2019 - \$0 2020 - \$700,000
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This offer will fund the installation of an electric distribution circuit (feeder) from Timberline substation east along Prospect Road to I-25.

Electric distribution feeders are constructed of underground electric cables and above-ground switches that deliver power to customers from the source at the substation to designated areas of the service territory. This circuit will provide load relief to circuit 308, which is loaded to 75% of full load capacity during summer peak. It is expected the area around Prospect and I-25 will have a load of 10 Mega Volt Amps (MVA) in the near future. MVA is a measure of "apparent power" because it takes into consideration both the resistive load and the reactive load.

Circuit 314 will require 10,200 feet of cable and two switches. Each new feeder can deliver up to 6 MVA of capacity.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Invest in utility infrastructure aligned with community development
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

8.18	ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Duct Bank - County Road 5, Prospect to Mulberry - Unfunded	2019 - \$1,800,000 2020 - \$0
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This offer will fund the installation an electric duct bank from Prospect Road to Mulberry on County Road 5.

Electric distribution duct banks are constructed of concrete encased underground conduits and concrete vaults that allow underground electric cables to deliver power to customers in designated areas of the City of Fort Collins service territory. Duct banks need to be installed before development occurs and before electric service is required.

Presently there is no available duct bank capacity to serve the expected development in this area.

This duct bank will be 15,300 feet long.

This duct back must be completed before Circuit 322 (Offer 8.14) is installed.

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This Offer supports the following Strategic Objectives:

- ECON 3.6 - Invest in utility infrastructure aligned with community development
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **8.22 ENHANCEMENT: CAPITAL - Utilities: Light & Power - Arterial & Collector Street LED Streetlight Conversion - Unfunded**

**2019 - \$773,640**

**2020 - \$220,400**

Funding this offer will provide labor and materials for the complete conversion of approximately 4,700 high-pressure sodium (HPS) streetlights to light emitting diode (LED) lights primarily located on arterial and collector streets in Fort Collins. The proposed conversion is expected to be pre-emptive, and thus independent of maintenance and failure cycles.

The approximate quantity and types of lights that will be replaced with this offer in 2019 and 2020 are:

- 2,700 150-watt HPS lights
- 1,550 250-watt HPS lights
- 420 400-watt HPS lights

Studies performed in 2015 and 2016 have yielded design practices that will improve flexibility and minimize stock needed for any ongoing maintenance. These design practices also address concerns related to overall illuminance levels and emission spectra, as well as other impacts identified in coordination with the Night Skies Initiative. Careful analysis of illuminance levels, lighting patterns, and lighting efficacy that takes into account the shift in the output spectrum of LED lighting from HPS lighting resulted in the development of a replacement plan for a significant portion of Fort Collins' streetlights that will reduce overall illuminance levels while improving lighting efficacy. As part of this project, Fort Collins Utilities will also test and explore the viability of control and monitoring technologies that could reduce streetlight patrol costs and allow for future dynamic control of streetlighting.

LED streetlights are expected to last three to four times longer than HPS streetlights. This is the primary economic mechanism by which LED streetlight replacements are justified. Lighting technologies using light emitting diodes (LEDs) can:

- Improve energy efficiency
- Reduce maintenance costs through increased life cycle performance
- Reduce light trespass and glare issues when correctly implemented

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Invest in utility infrastructure aligned with community development
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

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### 8.23    **ENHANCEMENT: CAPITAL - Utilities: Light & Power - Cable Waste Reduction - Unfunded**                      **2019 - \$1,447,983** **2020 - \$0**

This offer will fund the construction of a cable handling facility and necessary equipment attached to Fort Collins Utilities' warehouse that will reduce cable waste from Light & Power projects.

Currently, cable is purchased on reel sizes containing a length of cable that is a compromise between efficiency and the availability of materials. If the length of cable left over on a reel after it has been issued to a job is less than is useful, it is often recycled as scrap metal. Depending on the length of the cable needed for projects in any given year, between 18-29 percent of the cable is wasted. An estimated 20 percent loss for medium-voltage cable purchased in 2017 yields approximately 68,000 feet due to short reel lengths – a value of almost \$200,000.

The solution to this problem is to purchase cable on much larger "master reels" from our manufacturers and issue carefully measured lengths tailored to each job, rather than issuing reels with standardized lengths. This will require equipment and facilities to dispense cable from larger reels and re-reel the job lengths onto smaller reusable reels. Once implemented, the expected cable losses will initially drop to 5-7 percent annually and can reach losses as low as 2 percent over time as experience is gained. Based on a conservative assessment of current losses, the break-even on investment will be between 9 and 11 years (this case represents an internal rate of return of approximately 3.7 percent). This program will better use resources, reduce environmental impact from reel and cable waste, reduce transportation-related CO2 emissions, reduce safety risks related to space congestion, and promote efficiency in construction.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 8.24    **ENHANCEMENT: Utilities: Light & Power - Mobile Contact Voltage Survey - Unfunded**                      **2019 - \$59,470** **2020 - \$190,960**

Funding this offer will provide the labor and equipment needed to continue performing citywide mobile contact voltage testing and detection efforts.

Mobile surveys in 2016 and 2018 identified and mitigated multiple locations that exhibited contact voltages, avoiding both injury to the public and additional system losses. In underground distribution, degraded low-voltage cable can cause electrical faults that 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.

There are two methods of finding contact voltage, manual testing and mobile contact voltage surveys. Virtually anything could be energized by a cable fault - it is not uncommon to find energized sidewalks, cement, patches of grass, fences and benches during a mobile survey testing cycle. For a testing procedure to be effective, it must test all conductive surfaces within the vicinity of the cable. The faults that cause contact voltage also contribute to system losses since they continuously lose power to the earth. Such faults can be difficult to find by manual testing. Finding and repairing contact voltage faults reduces the possibility of injury to the public and utility workers, and eliminates system losses.

## ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **8.25    ENHANCEMENT: CAPITAL - Utilities: Light & Power - Supervisory Control Operations Center    2019 - \$0** **Remodel - Funded    2020 - \$950,000**

This offer will fund a remodel and modernization of technology in the electric distribution Supervisory Control Operations (SCO) center.

The majority of the 700 Wood St. Utilities Service Center was recently renovated with the exception of the Light & Power Supervisory Control Operations (SCO) Center. SCO performs the remote supervisory control of the electric system equipment in the substations as well as several field switches. SCO also dispatches electric line crews during outages and works in coordination with field crews to ensure safe, reliable electric system operations. This control center has been largely unchanged in the last 30-40 years and is in need of a remodel and technology upgrade.

A preliminary design charrette and conceptual design has been completed.

This offer includes:

- Hiring a control room design consultant to ensure there is functional work space for each operator.
- Replacing the raised floor and installing modern and efficient control room lighting and acoustic technologies to ensure more efficient operations.
- Potential asbestos mitigation
- Reinforce the north wall of SCO to prepare it for a large video screen that will replace the current paper wall map.
- Video screen technology for dynamic viewing of the electronic distribution system map, SCADA system screens, Outage Management system, and other screens, such as the Emergency Operations Center (EOC) system.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **8.26    ENHANCEMENT: Utilities: Light & Power - Automated Vehicle/Crew Location Operational    2019 - \$55,000** **Tech Upgrade - Unfunded    2020 - \$20,000**

Funding this offer provides Automated Vehicle Location (AVL) to track crews and personnel as an enhancement to ongoing Operational Technology initiatives.

AVL enables the operations center to monitor vehicle locations for efficient response to outages and emergency situations. It can also help during the actual outage to route crews to the nearest apparatus or restoration point, which would shorten outage times. Other benefits of AVL include the ability to see breadcrumb trails of crews for certain tasks, to make sure all necessary streets have been covered. It can also help with customer complaints or damage claims, to verify that crews were there (or not there, saving money on false claims).

## Packages and Offers

## Budget Years: 2019 - 2020

# ECONOMIC HEALTH

The initial cost would be approximately \$10,000 to install devices in most L&P vehicles, plus \$25,000 for viewer solution licensing.

Moving forward, the cost of the service is \$18/mo. per vehicle, equating to \$20,000 per year.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

8.27	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Electric Distribution Training Field - Unfunded	2019 - \$200,000 2020 - \$0
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Funding this offer provides for the construction of a training field for Light & Power employees.

In 2014, the former Light & Power training field was part of a land swap to Parks that enabled the expansion of the disc golf course at Edora Park and the construction of the Timberline Recycling Center. The field had been used for training purposes such as pole rescue, bucket truck rescue, vault rescue, pole climbing on poles with de-energized apparatus, overhead line construction, transformer connections, and locating underground facilities. Crews were able to use the field on an interim basis, but have since removed all of the facilities there.

Engineering work has begun on a new site near Shields and Trilby, on land leased from Platte River Power Authority. This new field would allow for updated training infrastructure including poles, vaults, cable configurations, fiber installations and locating.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- SAFE 5.4 - Improve emergency management and preparedness
- ECON 3.6 - Invest in utility infrastructure aligned with community development

8.29	ENHANCEMENT: CAPITAL - Utilities: Light & Power - Overhead to Underground Conversions - Unfunded	2019 - \$516,000 2020 - \$500,000
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Funding this offer provides labor, equipment and materials to convert overhead electric systems in annexed areas to new underground facilities.

Light & Power inherited aging overhead infrastructure as properties were annexed into the City. Customers in areas served by overhead electric systems typically experience more frequent outages due to exposure to weather and wildlife events. Included in this offer are six areas:

2019:

- 1) Taft Hill and Drake consists of 86 lots at a cost of \$516K



## ECONOMIC HEALTH

2020;

- 2) College and Trilby consists of 58 lots at a cost of \$348K
- 3) Willox and College consists of 4 lots at a cost of \$25K
- 4) Timberline and Vine consists of 3 lots at a cost of \$25K
- 5) Elizabeth and Overland Trail consists of 3 lots at a cost of \$36K
- 6) Various tie-circuits and one-lot services \$66K

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 30.1 Downtown Landscaping and Maintenance - Funded

**2019 - \$2,037,528**

**2020 - \$2,099,667**

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 Fort Collins. 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), 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, and at the Police building.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; graffiti removal; power washing College Avenue corners and sidewalks, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians.

Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintaining 135,000 square feet of flower beds, 244 hanging baskets and 350 pots.

Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

Parks partners with the Downtown Development Authority (DDA) and the Downtown Business Association (DBA) to provide holiday lights Downtown. The DDA contributes \$35,000 annually to this program. The DBA has committed to fundraise a matching \$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 3.4 - Foster infill and redevelopment that enhances the community
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## ECONOMIC HEALTH

### 30.2 **ENHANCEMENT: 2.0 FTE - Park Technician and Park Maintenance Worker with Expansion of Downtown Maintenance - Funded** **2019 - \$174,329** **2020 - \$212,415**

Funding this offer provides support for the expansion of the Parks Department's outside grounds maintenance for City-owned and Downtown Development Authority (DDA)-owned facilities and infrastructure within the Downtown core area and River District.

In 2019, additional maintenance responsibilities will include an additional nine months of maintenance for two DDA-owned renovated alleys (three months of maintenance was requested in the last budget cycle). The alleys are West Mountain Alley (alley by Walrus Ice Cream Shop) and an extension of Firehouse Alley connecting to the Elizabeth Hotel. Services provided will include annual flowers, trash service, contracted pressure washings, de-icing and vandalism mitigation.

Funding this offer also provides maintenance of the Whitewater Park. Responsibilities include shelter maintenance, green space, horticulture maintenance, trash removal, kayak amenities, snow removal, and bridge and parking area maintenance. Previous funding requested for this park in 2018 will be used to purchase equipment for the park.

Funding this offer also provides maintenance activities for the exterior landscaping at the Utilities Administration Building (UAB) at 222 Laporte Ave., the new Firehouse Alley Parking Structure and the Willow Street Plaza project. Previous budget cycle maintenance requested for 222 Laporte was minimal due to the two-year warranty period.

The Parks Department has been asked to maintain these areas as designed. This is an opportunity to expand the high level of presentation and maintenance that the DDA, business owners and residents expect of all properties associated with the Downtown core.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 40.1 **Urban Renewal Authority - Funded** **2019 - \$337,705** **2020 - \$346,113**

This offer funds the administration and continued operation of the Urban Renewal Authority (URA).

The URA's mission is to leverage private capital investment and stimulate sustainable development and public improvement projects in areas of the community where reinvestment and redevelopment is significantly impaired. The URA currently has three active tax increment financing (TIF) districts and is contemplating a fourth in the area of College and Drake.

The URA program makes important contributions to the City's vibrancy with an emphasis on triple-bottom-line benefits and placemaking.

## ECONOMIC HEALTH

URA revitalization objectives:

- Remediate conditions of blight and restore economic vitality
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings and development projects in support of the City's Climate Action Plan
- Retain, expand or attract businesses for the purpose of improving the City's economic base as demonstrated by projects that retain jobs, create primary jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed-use projects, that will capture additional revenue to the area
- Encourage development projects that enhance the streetscapes and pedestrian experience and improve vitality by adding interest and activity
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development, e.g., lack of infrastructure, environmental contamination, presence of floodplain, and/or unsuitable soils
- Encourage development that is consistent with City Plan, subarea plans, and approved Urban Renewal Plans

Funding for the URA, including administrative costs, comes from incremental tax revenues resulting from new activity enabled and catalyzed by URA investments. The URA is not dependent on the General Fund.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 40.2 Urban Renewal Authority Commitments & Debt Payments - Funded

**2019 - \$5,144,472**

**2020 - \$5,524,157**

This offer funds the payment of Urban Renewal Authority (URA) debt and obligation payments across the three existing tax increment financing (TIF) districts. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan/share back agreements.

The URA uses tax increment funding for all debt and obligation payments; the URA is not dependent on the General Fund.

North College TIF Debt/Obligation Payments:

2019 Principal \$822,844	2020 Principal \$848,081
2019 Interest \$399,414	2020 Interest \$369,576
2019 Projects \$183,211	2020 Projects \$219,292
2019 County Admin \$38,503	2020 County Admin \$39,273

Prospect South TIF Debt/Obligation Payments:

2019 Principal \$285,022	2020 Principal \$298,701 (City share back amount included in principal)
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## Packages and Offers

Budget Years: 2019 - 2020

# ECONOMIC HEALTH

2019 Interest \$130,501	2020 Interest \$125,893
2019 Projects \$11,762	2020 Projects \$11,762
2019 County Admin \$2,079	2020 County Admin \$2,142

### Foothills TIF Debt/Obligation Payments:

2019 Property Tax Increment Bond Payments \$778,948	2020 Property Tax Increment Bond Payments \$794,527
2019 Sales Tax Increment \$2,383,925	2020 Sales Tax Increment \$2,700,080
2019 County Admin \$16,838	2020 County Admin \$17,174
2019 North College Repayment \$11,802	2020 North College Repayment \$11,802

Note: North College Repayment derived from fixed URA 1.5% administration charge on property tax increment.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 40.3 ENHANCEMENT: URA Expanded Board - Funded

**2019 - \$85,500**

**2020 - \$85,500**

As required by state law associated with an Urban Renewal plan area, the Urban Renewal Authority (URA) is expanding its board to include four additional members. Due to this expansion, the URA board meetings will need to be held on a separate day from City Council. Therefore, the URA must now provide funds to cover a number of services previously provided as part of the overall City Council meeting arrangements, including: recording and streaming by FCTV, agenda management charges (MinuteTrac software support, etc.), meeting meals, board retreat costs, meeting minutes, agenda materials, and general administrative support. Funding has been estimated using information from other boards and commissions existing support costs, including Planning & Zoning and Landmark Preservation Commission. In addition, based on input from the City Attorney's Office, the URA will hire legal counsel separate from the City.

### Offer Composition:

FCTV	\$3,000
Clerk Support	\$3,000
Meeting Meals	\$3,000
Board Retreat	\$7,000
Admin Support	\$19,500 (Part Time Hourly Support for meeting/board support and general admin)
Legal Support	\$50,000

These expenses will be apportioned among existing tax increment financing districts similar to other overhead expenses.

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This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community

### 41.1 Economic Health Office - Funded

**2019 - \$920,060**

**2020 - \$938,071**

Funding this offer will support the City's Economic Health Office (EHO) including funding for 5.0 FTE positions (3.0 classified and 2.0 contractual) and programmatic dollars.

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.

In 2017, the City conducted the first annual Business Survey to understand business sentiment and satisfaction. Highlights include:

- Overall Economic Health - 84% positive
- Retaining Existing Businesses - 50% positive
- Attracting New Businesses - 57% positive
- Supporting or Creating New Jobs - 50% positive
- Consider relocating business outside Fort Collins - 20% likely or very likely
- Value of Services for Taxes Paid - 63% positive

EHO supports the business climate and businesses by:

- Designing, supporting and conducting engagement between the City and business customers.
- Offering and administering a competitive Industry Cluster grant program designed to encourage the growth and stabilization of key industries.
- Working to understand the impacts on, and opportunities from, Climate Change to our business community.
- Supporting and engaging partners to develop and grow the entrepreneurial and innovation ecosystem in Fort Collins.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Maintain and grow diverse employment opportunities
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group

### 41.2 ENHANCEMENT: 1.0 FTE - Business Specialist and 1.0 FTE Conversion Contractual to Classified - Economic Policy & Project Analyst - Unfunded

**2019 - \$79,188**

**2020 - \$97,223**

Funding this offer will support the efforts of the Business Support Division of the Economic Health Office (EHO) – both ongoing and enhanced/expanded services targeting business.

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This offer will provide funding to convert an existing position and add a new position to the Business Support Division to facilitate the development and implementation of several new and existing services, including:

- Small and medium-sized business outreach: Increased capacity for both retention efforts and providing ombudsman services specifically related to construction impact mitigation
- Development and management of two new Buy Local programs (Offers 41.6 and 41.8)
- Development and management of a new Small Business Support Fund (Offer 41.11)

City Council adopted a priority to raise the visibility and importance of small businesses to the local economy.

Ninety-seven percent of businesses have 50 employees or fewer. Proactively supporting business retention and expansion (BRE) is a fundamental function of the EHO. Business surveys and visitation tactics are the first steps in the BRE process; however, looking for additional, alternative methods of gathering and effectively understanding business challenges will help EHO develop a comprehensive, value-added BRE model. As the economy changes and evolves, leaving businesses to fend for themselves is not only risky, but represents lost opportunities to help existing companies thrive and grow. Each visit is unique and tailored to the business need. The Business Specialist's work will be to identify and develop additional tools and tactics to reach the business customer for stronger outcome-based results.

The Business Support Division currently houses 2.0 FTE classified staff. These staff are both consistently working beyond capacity netting an additional 0.25 FTE each. As comparison, City of Loveland Economic Development currently has 4 FTE dedicated to business development; Town of Windsor has 2 FTE dedicated to business development.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- HPG 7.1 - Provide world-class municipal services to residents and businesses
- ECON 3.2 - Maintain and grow diverse employment opportunities

### 41.3 ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates - Funded

**2019 - \$401,157**

**2020 - \$156,739**

Funding this offer will support existing Business Assistance Packages providing use and business personal property tax rebates to Broadcom (formerly Avago Wireless Technologies). These assistance packages were previously approved by City Council and require annual appropriation of the applicable rebates (Resolution 2011-066 and Resolution 2012-096). Each rebate is described below:

Avago/Broadcom Phase I Building 4 Retrofit: Provided use and business personal property ("BPP") tax rebate for the retrofit of a portion of Building 4 and the addition of 92 new jobs. All use tax has been paid out on this project. The remaining payments provide BPP tax rebates:

2019 BPP Tax Rebate: \$25,289

2020 BPP Tax Rebate: \$24,454

Avago/Broadcom 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

## ECONOMIC HEALTH

135 jobs. All use tax payments were spread across seven years for this project. In addition, the BPP rebate extends for 10 years. The payments for this budget cycle include:

2019 - Use Tax Rebate: \$328,834.06; BPP Tax Rebate: \$47,033

2020 - Use Tax Rebate: \$86,270.75; BPP Tax Rebate: \$46,014

Employment verifications are conducted annually through detailed employment information verification - new hire vs. attrition replacement differences. Additionally, Economic Health staff compare information provided by the company with the Quarterly Census of Employment and Wages (QCEW) data acquired from the Colorado Department of Labor.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Maintain and grow diverse employment opportunities

### 41.4 KFCG ENHANCEMENT: Talent & Workforce Development Implementation - Unfunded

**2019 - \$50,000**

**2020 - \$50,000**

Funding this offer supports the regional Talent 2.0 strategy; City funds are leveraged by partner funding.

Council set a priority - Economic Health Focus - Workforce - to which this offer responds.

Regional economic development partners assess the region's workforce, identify key challenges and develop a regional talent strategy. The regional workforce strategy is an extension of a study commissioned by the Economic Health Office in 2014. With input from more than 50 regional employers, and findings from an in-depth analysis of the regional workforce and labor market, three primary challenges/opportunities were identified:

- Opportunity 1: Increase Access - actively support employers in finding, attracting and retaining the talent they need.
- Opportunity 2: Improve Alignment - align education and workforce resources more closely with the business community and the local talent pool.
- Opportunity 3: Remove Barriers - collectively address structural issues that serve as barriers to a secure talent pipeline.

The strategic vision for the regional plan is: "A dynamic labor market with a strong talent pipeline that supports employers' current and future needs and provides residents with good career options and opportunities to improve their skills." Implementing the strategy requires a great deal of ongoing collaboration, communication and coordination. The steering committee prioritized the 30 recommended initiatives to eight key priorities.

This funding request supports:

- Creation and launch of "Your Place: Northern Colorado," a talent portal, ambassador program, and trailing spouse connections.
- Resource directory – a comprehensive resource directory to raise awareness of existing workforce tools for employers and employees.
- Plan for Success(ion) – assist companies in assessing their needs and crafting a transition strategy.
- Enhanced industry-education alignment.
- Annual conference to keep stakeholders informed and identify new issues.
- Update of the workforce data set.

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This Offer supports the following Strategic Objectives:

- ECON 3.2 - Maintain and grow diverse employment opportunities
- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

<b>41.5</b>	<b>ENHANCEMENT: Business Revolving Loan Fund and Technical Assistance Support - Unfunded</b>	<b>2019 - \$238,000</b>
		<b>2020 - \$42,000</b>

Funding this offer will provide seed money and initial operating costs to create a revolving loan fund (RLF) for small businesses and startups, and an increase for Larimer Small Business Development Center (SBDC) annual support and programming.

**IMPACT TO PROJECTED REVENUE:** Includes an estimated \$22,000 annually in Platte River Power Authority (PRPA) funding for economic development

Revolving Loan Fund - \$201,000 one-time and \$22,000 2019 and 2020 PRPA economic development funding.

An RLF is a gap-financing tool used for the development and expansion of small businesses unable to obtain traditional bank financing. It self-replenishes its pool of money through interest and principal payments from previous loans to issue new loans. A third party will manage the fund, screen loan applicants, administer loan disbursements, manage loan payments from the borrower, and send quarterly reports. Other communities have found that a business is less likely to default on a RLF loan and if they do, the third-party manager carries that risk, not the City.

An RLF can be used for working capital, equipment, inventory, property improvements, initial business purchase, and commercial real estate. Loans may range up to a maximum of \$50,000. The third-party partner can leverage a minimum 2:1 match.

Larimer SBDC - \$60,000 annually

Larimer SBDC has seen an increase in client support of about 30% since the City began funding them. The increased funding would provide supplementary consulting services and support for the new ScaleUp Smart program, designed to advise and support existing businesses with more than \$500K of annual sales. The Scaleup Smart Program helps meet a need for existing and/or established fast-growing businesses that traditional SBDC consulting cannot meet. This is a fee-based program, but because of the intensity of the support, additional funds have been requested.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Maintain and grow diverse employment opportunities
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group



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### 41.6 KFCG ENHANCEMENT: Buy Local Program - Unfunded

2019 - \$35,000

2020 - \$0

Funding this offer will initiate a Buy Local program, using an existing staff person as the liaison.

Through engagement activities and feedback, local servicing businesses have expressed interest in support programs including the revitalization of a Buy Local program. A Buy Local program educates consumers about the importance of purchasing goods and services from Fort Collins businesses. Additionally, City Council has identified small business visibility as a priority, and Buy Local would support this interest. In addition, this offer ties to the Economic Health Strategic Plan theme "Grow Our Own," specifically goal B.6 - Increase Awareness of the Local Economy and Its Role in Supporting Economic Stability.

The American Independent Business Alliance reports small businesses see an average growth rate of 7.4%, nearly double the 4.2% increase for independent businesses not served by a Buy Local program.

EHO will identify and schedule stakeholder meetings including retailer and merchant meetings, business association member meetings, and industry experts to understand what the Fort Collins business community would like to see from a Buy Local program.

Year 1 (2019) - With feedback from the business community, EHO will work with Sales Tax and create an action plan to form an advisory group. The advisory group will hire a marketing consultant, create strategy and implement the program.

Year 2 (2020) - Manage programming, report results, continue to adjust and improve as needed.

This program would not be implemented and managed by the City of Fort Collins. It will be driven by small and medium-sized business owners with a City staff liaison participating on the advisory group. Members of the advisory group will include individual business owners, representatives from the three existing business associations, and other merchant groups. Individual businesses owners in a variety of sectors and varying customers will be encouraged to participate.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- HPG 7.7 - Address revenue requirements to meet known and emerging needs

### 41.7 ENHANCEMENT: Business Engagement Action Plan Support - Funded

2019 - \$0

2020 - \$20,000

This offer will fund the National Business Survey.

The 2016 Malcolm Baldrige Feedback Report described Opportunities for Improvements (OFIs) specifically related to the City's interaction and understanding of the business customer. In response to Baldrige feedback, the Business Engagement Action Plan (BEAP) was formed to support the business customer, both internally and externally. Objectives of the BEAP:

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- Increase Access for Business Customers
- Improve alignment with existing processes
- remove barriers to engaging businesses.

The National Business Survey complements the Community Survey, specifically targeting businesses within the community. Benefits: Continue to measure satisfaction and ultimately improve service delivery.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 41.8 KFCG ENHANCEMENT: Local Business Purchasing Consortium - Unfunded

**2019 - \$16,465**

**2020 - \$10,000**

Funding this offer will create a Buy Local purchasing consortium - connecting local purchasers to local suppliers - to strengthen the local economy, improve business engagement and retention, and address emerging business needs.

The Economic Health Office (EHO) recently conducted a business survey and one of the areas for improvement was, “The job Fort Collins does at retaining existing businesses.” In tandem with this finding, businesses have shared through listening sessions that increasing local buying supports their success and retention. EHO has conducted research on best practices for Buy Local programs - Buy Local purchasing consortia have been successful in other communities. A number of municipalities worldwide are finding that emerging business needs can be addressed by convening regional purchasers and suppliers with the goal of increasing local purchasing.

Research shows that purchasing locally retains and increases dollar flows in local economies, strengthens sales tax, and bolsters local businesses against economic downturns. Studies in both the Harvard Business Review and the Journal of Urban Economics demonstrate that supporting small, local businesses is a vital key to job growth. Convening a buy local purchasing consortium could be a crucial step toward retaining businesses in the community and addressing business community needs by providing purchasing efficiency at scale.

This offer differs from the Buy Local Program because it facilitates greater local purchasing by large purchasers to improve revenue streams for local suppliers. Instead of focusing on consumers, this offer focuses on large purchasers as the lever for change.

The first step would be to evaluate if there is opportunity for increasing local purchasing via a leakage calculator. Leakage calculators measure what regional goods and services are currently imported that could be purchased locally. If the analysis reveals opportunities for increasing local purchasing then the project plan below would be initiated.

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This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs

### 41.9 KFCG ENHANCEMENT: Winter Market Support - Unfunded

**2019 - \$15,000**

**2020 - \$15,000**

This offer funds \$15,000 annually to support operations of a Downtown Winter Market.

The City has supported the operations of a Downtown Winter Market for the past several budget cycles. In 2018, this funding was cut as part of the budget adjustment process. This offer seeks to restore the funding in order to continue the long-standing partnership between the City and the NoCo Food Cluster to provide this service.

The Winter Market:

- Benefits local businesses by connecting vendors to each other and promoting collaboration on projects
- Benefits the public and SNAP recipients by providing access to local produce and promoting educational awareness about food/agriculture issues in the community
- Community outreach booths include Compass High School, City of Fort Collins Waste Management & Recycling, Poudre River Library District, and more
- The market acts as an incubator and economic engine for a large variety of new food and agriculture businesses (e.g., Colorado Catsup, RM Pecans, FoCo Pickle, Pig & Plow, Bee Healthy Candles, Blooms, Cajun Mtn, Colorado Peach Co., In Good Faith Orchard, RM Living Walls, Just Plain 'Ola, Spicy Jamz, Founding Foods, and Biglar's Bagels).

During the 2016/2017 and 2017/2018 seasons the number of food vendors has held constant at 50 with the number of craft vendors increasing from 20 to 23. In 2017/2018, these vendors supported a total of approximately \$180,000 in sales to an estimated 9,674 customers. The largest portion of sales occurred in the value-add food products category at \$89,000.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Maintain and grow diverse employment opportunities

### 41.10 Northern Colorado Regional Airport Operational Support - Funded

**2019 - \$177,500**

**2020 - \$177,500**

Funding this offer provides \$177,500 in ongoing support for the operations of the Northern Colorado Regional Airport (FNL).

The Airport's mission is to provide a safe and efficient air transportation facility to the general public and aviation community by providing airport facilities that meet Federal Aviation Administration (FAA) safety standards and to implement a plan that ensures the efficient development of the airport to meet the needs of the Fort Collins and Loveland communities. Ongoing maintenance and operation of the airport to the federal regulatory standards as required for

## ECONOMIC HEALTH

being a commercially certified airport includes: finance and administration, airport operations, security, airfield maintenance, regulatory compliance, safety security, planning, construction management, environmental, legislative affairs, marketing and communications, and air service development.

In 2017, the annual operating budget for the airport totaled \$2,592,332 and was funded from airport-generated revenues (\$672,730), contributions from the cities of Fort Collins and Loveland (\$520,000), and State and Federal grants (\$1,055,556). 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 2018, 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 - Maintain and grow diverse employment opportunities

### 41.11 ENHANCEMENT: Small Business Support Fund - Unfunded

**2019 - \$50,000**

**2020 - \$0**

This offer funds \$50,000 to pilot a program designed to offset marginal costs associated with small business expansion.

Small businesses face numerous challenges when expanding. In Fort Collins, one challenge includes improving their existing facility or new location to ensure compliance with City standards, including pedestrian connectivity, landscaping, stormwater (e.g., low impact design and quality), and numerous other site design and construction considerations. The Small Business Support Fund will provide a mechanism to offset these costs through direct cash grants or transfers to a small business or budget transfers to the applicable department to offset a specific cost.

This offer provides a modest amount of funding to pilot the concept over the next two years. One example of how these funds might be used could include:

A small business identifies a location in an emerging yet mature part of the community (e.g., North College, South College, Vine Drive). As a result, the business needs to improve the target location significantly to comply with current land use and site standards. One such need is to construct or reconstruct the pedestrian sidewalks and curb/gutter at the edge of the property.

In this example case, funds from the Small Business Support Fund could be transferred to the pedestrian connection program to offset the specific project costs. The City would then construct the improvements on behalf of the project.

The program will be managed by an interdisciplinary team including members from Engineering, Planning, Utilities and Economic Health. All final decisions on funding will be approved by the Deputy City Manager.

## ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Maintain and grow diverse employment opportunities
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- ECON 3.4 - Foster infill and redevelopment that enhances the community

### **41.12 ENHANCEMENT: 1.0 FTE - Innovation Specialist and 1.0 FTE Conversion Contractual to Classified - Climate Economy Advisor - Unfunded**

**2019 - \$87,788**

**2020 - \$98,199**

Funding this offer would support the efforts of the Innovation/Entrepreneurism Division of the Economic Health Office (EHO) – both ongoing and enhanced/expanded services.

- 1.0 FTE Conversion to Classified – Climate Economy Advisor (\$7,100 annually) – This position, funded in response to adoption by Council of the Climate Action Plan (CAP), has worked collaboratively across the organization to develop a Climate Economy Action Plan (CEAP, 2018) and build capacity/tools that support private sector investment supporting CAP goals. This position, to encourage economic activity in support of CAP goals, developed the City as a Platform and Smart Cities strategies. The work plans for all three of these focus areas continue for the foreseeable future. Converting this position to classified secures staff capacity and leadership for these City and Council objectives.

- 1.0 FTE – Innovation Specialist (\$76,000 annually) – In response to Council priorities, EHO reassigned a Senior Specialist position from Innovation and Entrepreneurism support to Small Business Support. As a result, efforts related to growing the Innovation Community, supporting the Innovation/Entrepreneurism ecosystem, and Industry Cluster program have either been deprioritized or sustained at minimal levels. These areas remain a high priority for the community, City, and Council to diversify the economy. Investment in start-ups requires less taxpayer funds and nets higher returns than providing tax rebates directly to businesses.

The Innovation/Entrepreneurism Division of EHO supports several programs, including Climate Economy, Industry Clusters, City as a Platform, Smart Cities, and Entrepreneurism. These programs deliver on the Economic Health Strategic Plan theme “Grow Our Own. Finally, City Council-adopted priorities supported by this offer include: (a) Connected Smart City – Innovation/City as a Platform and (b) Connected Smart City – Smart City Technology and Infrastructure.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Maintain and grow diverse employment opportunities
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## ECONOMIC HEALTH

### **41.13 KFCG ENHANCEMENT: City as a Platform & Innovation - Program Funding - Unfunded** **2019 - \$150,000** **2020 - \$150,000**

Funding this offer will create a municipal “Research and Development” fund targeted at creating economic activity by supporting innovation from local firms that achieve specific operational improvements for the City.

The Platform Innovation Fund will set aside a specific amount for developing innovative approaches to improve City services. The fund would be managed by an interdisciplinary team and treated as a single one-time expense - \$150,000 annually. By isolating the City’s investment to an explicit amount this offer delivers on two key principles of the City as a Platform strategy:

- Manage risk, don’t try to eliminate it – An explicit expense for “research and development” isolates the cost of new innovations to a known amount before undertaking any partnership.
- No unfunded mandates – The fund provides a source of funding to test new and innovative ideas while avoiding negative impacts from new ideas on existing department budgets.

The Climate Economy Advisor, with support from the Innovation Specialist, will create an interdisciplinary team to manage the fund. The team will evaluate proposed pilot projects and partnerships. Potential members of the team include representatives from the City Manager’s Office; Finance; Planning, Development & Transportation; and Information Technology.

The Climate Economy Advisor will lead the interdisciplinary team to define a clear set of priorities for Platform Innovation Fund investments. These priorities will be used to communicate with the private sector regarding desired partnerships. The objective will be to minimize the number of false starts and unsolicited offers for partnering from the market, which currently consume a significant amount of staff time.

Potential priority areas may include: traffic safety/operations, power grid management, internet of things and sensors. This is not a definitive list nor the proposed list. These are meant only as illustrative examples and to underscore the need to define clear priorities.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Maintain and grow diverse employment opportunities
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### **41.15 ENHANCEMENT: Metro District Support - Funded** **2019 - \$87,500** **2020 - \$87,500**

This offer funds the City’s review of proposed Metropolitan District (Metro District) Service Plans submitted by private developers.

IMPACT TO PROJECTED REVENUE: This offer includes \$87,500 in forecasted revenue derived from fees collected from private-party applicants

## ECONOMIC HEALTH

requesting review of a Metro District Service Plan.

This offer provides the necessary staff capacity and third-party review to ensure consistency with the City's adopted policy and provide City Council with an expert recommendation. Staff capacity will manage intake of letters of interest and applications, coordination of internal and third-party review, negotiation of Service Plan terms, and the process of presenting a recommendation to City Council. Funds used to purchase third-party professional services will primarily be used for outside counsel, financial analysis, and in some cases engineering review of infrastructure plans.

Metro Districts can provide a wide variety of public improvements and services. When deployed judiciously, these special districts can support developers in achieving specific community goals, such as denser land use patterns, Nature in the City, urban agriculture, renewable energy deployment, and many more.

State statute authorizes the formation of Metro Districts by private developers subject to City Council review and approval. In 2018, the City adopted a refined policy related to the review and consideration of Metro District service plans. This new policy expands the circumstances in which City Council will consider the use of Metro Districts, likely leading to a rise in the number of applicants for this tool.

This offer will deliver consistent review of proposed Metro District Service Plans, a predictable and timely review process for Council and private applicants, and expertise applied to specific aspects of Service Plan review. Dedicated staff will manage an interdepartmental team of Planning, Development & Transportation; Economic Health; City Attorney; and Finance resulting in decreased impacts on each.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### **41.17 ENHANCEMENT: Trolley Car Barn - Reuse Charrette - Unfunded**

**2019 - \$45,000**

**2020 - \$0**

This offer funds a community charrette to plan and design the adaptive reuse of the historic Trolley Car Barn and adjacent property (the west half of Block 33).

This offer is modeled off the Downtown Development Authority charrette that was done for the Elks Lodge site. The offer would fund:

- a consultant-led stakeholder and technical expert workshop
- preparatory work, including small group stakeholder meetings and market research
- conceptual design
- feasibility analysis
- final report and presentation

The Trolley Car Barn is a treasured community asset that has drawn a number of of proposals from various businesses and non-profits. It's clear that the

## ECONOMIC HEALTH

community wants something special to occur at the site, but there is no consensus on what that is. A charrette process is recommended in order to facilitate a visionary and grounded conversation with stakeholders and technical experts to explore reuse possibilities and financial feasibility considerations. The aim is to develop and coalesce around several options that may be presented to decision makers for consideration. Each option will include an implementation strategy, including sources of additional funds. (Note: Future BFO dollars will likely be necessary for any selected option).

Options that have been put forward include:

- Market/Food Hall
- Boutique/Neighborhood Grocery
- Trolley Museum
- Artist Space coupled with affordable housing (Artspace Project)
- Business Innovation Center
- Other Retail - Restaurant/Brewery/etc.

The Car Barn and Block 33 represent a unique opportunity. Without a stakeholder charrette the property may continue to sit underutilized and without a compelling vision and strategy.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods

### 67.1 Downtown General Improvement District (GID) Core Offer - Funded

**2019 - \$112,000**

**2020 - \$112,000**

Funding this offer will provide annual routine and ongoing expenses of the Downtown GID:

- \$46,000 for fixed, routine costs: residential rebates, Larimer County Treasurer, and water and electric bills
- \$20,000 for sidewalk replacement program
- \$6,000 for sign system maintenance/improvements
- \$40,000 for repairs and renovations to existing improvements

Funding this offer also provides reserves for a Capital Improvements Plan (CIP) with a list of projects. Most projects are done with reserves, avoiding debt financing and TABOR elections. To determine the next projects to be funded, staff pursues the CIP projects and responds to needs and opportunities. Staff will also conduct a full update process on the CIP and overall approach to management of the GID in light of increasing revenues and evolving needs.

This offer is interrelated with Offer 30.1 for holiday lights, and Offers 41.16 and 84.1 for Downtown Business Association (DBA) parking communications and Downtown Ambassador services.

Background:



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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 Downtown as a commercial area. Expenses can include design, construction, maintenance and operation of improvements including routine administrative expenses. Examples include College Avenue corner plazas, medians, street trees, the Remington parking lot, Linden streetscape, sidewalk replacements, a special sign system, and Old Town Square's recent makeover. The GID is a major factor in the look and feel of Downtown's public spaces.

Staff seeks opportunities to leverage resources and move projects to construction in collaboration with property owners, Parks, Engineering, the City Manager's Office, the DDA, the DBA, and others as appropriate. City Council serves as the governing board.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment that enhances the community

### 80.1 Convention and Visitors Services - Funded

**2019 - \$1,098,916**

**2020 - \$1,133,915**

The City of Fort Collins contracts with Visit Fort Collins (VFC) to provide convention and visitor services. Since 2006, the contract has been based on a funding model whereby VFC receives 70% of the 3% lodging tax dollars; the Cultural Resources Board receives the remaining 30% to distribute as Fort Fund grants.

VFC's convention sales and marketing efforts focus on three major markets: sports (youth and amateur), religious and associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Share Program, area brewers, the Downtown Business Association, the Downtown Development Authority, North and South Business Associations, and multiple City departments.

VFC produces numerous marketing tools including a website with a popular calendar featuring local 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.

Sustainability programs are a major part of public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural environment.

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 2014, more than 540 individuals have become certified. Classes are offered monthly to accommodate a variety of schedules and encourage participation.

## ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- ECON 3.2 - Maintain and grow diverse employment opportunities

### **80.2    ENHANCEMENT: Tourism Master Plan, Visitor and Convention Services - Unfunded** **2019 - \$50,000** **2020 - \$0**

Funding this offer will support a one-time request to create a Tourism Master Plan (the Plan) and will leverage funding from Visit Fort Collins (VFC).

The Plan will provide focus to existing and future tourism development, providing a road map to prepare for continued growth, opportunities and challenges, and successfully promoting Fort Collins. It will focus strategically on multiple sectors throughout the community. The Plan will be completed by a consultant and VFC staff, and will include significant stakeholder and community engagement. The Plan is expected to take 12 months to complete. This would be the first plan focused specifically on tourism, conferences and meetings.

Funds will be used to hire a consultant with specialized expertise in tourism, conferences and meetings, economic impact, funding resources, facilities and creative impact analysis. They will facilitate community engagement, understand best practices and potential for expanded product capacity, and bring an objective outside perspective. A wide spectrum of stakeholders will be included as well as representatives from Economic Health, Cultural Services, Parks, Recreation and Natural Areas. The plan would also strive to incorporate information from recent planning efforts with City Plan and Cultural Services.

Visit Fort Collins (VFC) has committed \$50,000 to facilitate the study. Community stakeholders may provide additional contributions to maximize the benefit of the Plan.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- ECON 3.2 - Maintain and grow diverse employment opportunities
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery

### **81.1    DDA Operating and Capital Budget - Funded** **2019 - \$9,772,291** **2020 - \$9,776,096**

The Fort Collins Downtown Development Authority (DDA) was created in 1981, according to Colorado Revised Statutes 31-25-804, 1973, as amended, for the purpose of planning and implementing projects and programs within the boundaries of the DDA. By state statute the purpose of the ad valorem tax levied on all real and personal property in the Downtown development district, not to exceed five mills, shall be for the budgeted operations of the authority. Additionally, the DDA and the City adopted a Plan of Development that specifies the projects and programs the DDA would undertake. In order

## ECONOMIC HEALTH

to carry out the purposes of the state statute and the Plan of Development, the City, on behalf of the DDA, has issued various debts, which require debt servicing.

The Board of Directors of the DDA shall under Colorado Revised Statutes, 31-25-816, 1973, as amended, adopt a budget of the estimated revenues and expenditures to be received and incurred during fiscal year ending December 31, 2018. This action was completed by the Board of Directors on September 7, 2017.

The DDA presents for approval of the DDA Public/Private Investments and Programs budget for fiscal year 2018 in the amount of \$2,589,216 and DDA Operation and Maintenance budget for fiscal year 2018 in the amount of \$793,937. It also requests appropriation of up to \$3,300,000 for the 2018 Line of Credit draws and requests approval of debt payment commitments in the amount of \$5,824,521 for 2018 obligations.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Enhance business engagement to address existing and emerging business needs

### 85.2 Utilities: Broadband - Business Start Up - Funded

**2019 - \$3,656,937**

**2020 - \$6,645,947**

This offer funds the Broadband business start-up expenses for 2019 and 2020 including the broadband executive team, marketing, network operations, billing and customer service, internal field operations, facilities, and consulting. The source of funding for this offer is revenue anticipated from the services provided and working capital funds from the bonds issued to support the broadband initiative. Capital funding was appropriated at the time the bonds were approved and is not included in this offer.

Voters approved the broadband initiative by 57% in November 2017 and Council directed staff to move forward with implementation. Staff anticipates design and construction of the network will begin in late 2018 with services provided to customers in late 2019. Construction is estimated to take 36 months and the network will be built out throughout City limits by the end of 2021.

The broadband initiative will compete with two existing incumbents who provide service within the City limits. In this competitive market, the City's efforts require a degree of confidentiality to avoid sharing strategic plans with competitors. As such, summary details only are provided within this offer. Detailed plans for design, construction, marketing, staffing, services provided, pricing, etc. will be provided separately to Council.

Capital costs appropriated with the bond issuance include design and construction of the network, electronic equipment and materials, vehicles and equipment needed to install and provide services, and a new billing system needed to support broadband.

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Deploy reliable, high-speed internet services throughout the community

## ECONOMIC HEALTH

### 85.3 Utilities: Broadband – Capital Interest - Funded

2019 - \$5,827,788

2020 - \$5,827,788

This offer funds the Broadband debt service payments, interest only, for 2019 and 2020. The source of funding for this offer is the working capital funds from the bonds issued to support the broadband initiative. During the construction phase the interest payments on the bonds will be capitalized.

Voters approved the broadband initiative by 57% in November 2017 and Council directed staff to move forward with implementation. Staff anticipates design and construction of the network will begin in late 2018 with services provided to customers in late 2019. Construction is estimated to take 36 months and the network will be built out throughout City limits by the end of 2021. Capital funding was appropriated at the time the bonds were approved.

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Deploy reliable, high-speed internet services throughout the community

### 88.1 ENHANCEMENT: 3.0 FTE - Construction Inspector (2.0 FTE) and Administrative Aide (1.0 FTE) Broadband Project - Funded

2019 - \$316,930

2020 - \$242,861

Funding this offer will provide two new Contractual Construction Inspectors to work in the Engineering Department and primarily be used for inspection of restoration to the right-of-way for The City of Fort Collins Broadband program. It will also provide an administrative position to handle the volume of permits that will be issued for the Broadband project.

The City of Fort Collins Broadband program will install fiber at an estimated seven seven miles a week for a two- to three-year period throughout City rights-of way. The new fiber installation area will include open cut trenching, micro trenching and boring areas in existing asphalt and concrete road surfaces as well as ADA ramps and sidewalks.

These new contractual positions will inspect the repairs and restoration to the public right-of-way infrastructure that will be needed after the Broadband fiber is installed. The position will also inspect the location of the new fiber for required clearances from existing City of Fort Collins assets including Water/Wastewater/Stormwater facilities.

Currently the City of Fort Collins Engineering department has 3 FTEs to support new development construction and right-of-way Inspections and 1 FTE to support new right-of-way utility installation and provide administration support. Currently each Engineering Inspector inspects and is responsible for an average of 20 to 30 construction projects per year. It is anticipated that each inspector will continue to maintain the average amount of projects for 2018/2019.

The new positions will be responsible for the Broadband-related inspections and will be able to supplement the Classified FTE inspectors as needed.

This Offer supports the following Strategic Objectives:

- ECON 3.7 - Deploy reliable, high-speed internet services throughout the community

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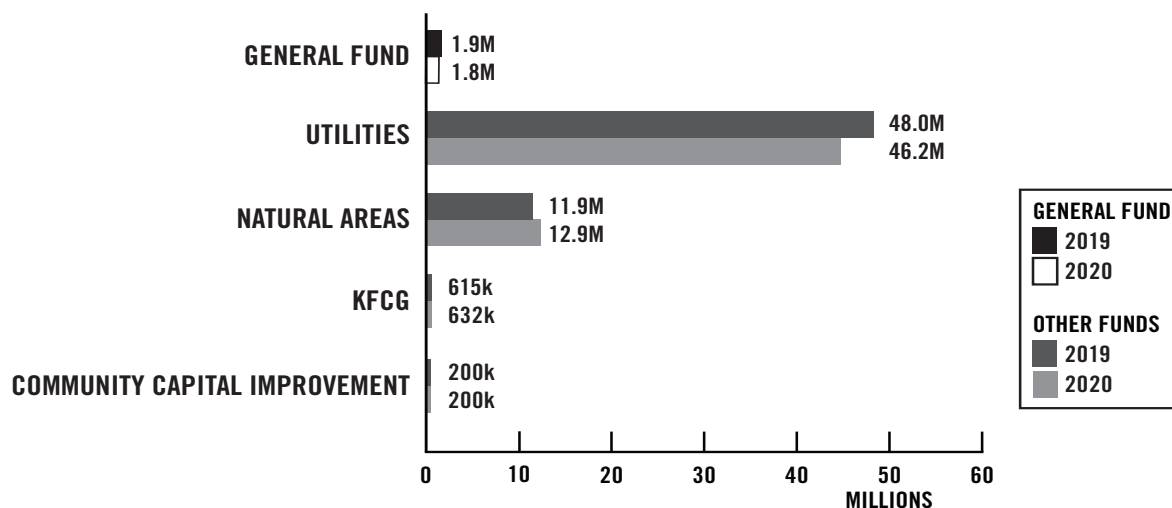
# Environmental Health

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





- Water
- Wastewater
- Natural Areas
- Environmental Services



## OVERVIEW

The Environmental Health Outcome funds a variety of programs that are a high priority for our community and City Council, including air quality and waste reduction. The majority of this budget funds efficiency and conservation programs in the water and wastewater utilities, as well as the utilities Light and Power renewable energy purchase. These efforts support the City's 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 2018 Strategic Plan, are as follows:

- 4.1 Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- 4.2 Improve indoor and outdoor air quality
- 4.3 Achieve 2020 Energy Policy goals and work towards Climate Action goals for carbon neutrality
- 4.4 Achieve the 2020 Road to Zero Waste goals and work toward the 2030 zero waste goals
- 4.5 Develop strategies to improve the community's climate resiliency
- 4.6 Provide a reliable, high-quality water supply
- 4.7 Continually improve environmental regulatory performance
- 4.8 Protect and enhance natural resources on City-owned properties and throughout the community
- 4.9 Sustain and improve the health of the Cache la Poudre River and its watershed
- 4.10 Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and access to nature

## FUNDING SOURCES

The bulk of the funding in the Environmental Health Outcome comes from fees and charges for water and wastewater utility services. 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.

For the 2019-20 Budget there is also an opportunity to increase electric rates by an additional 0.63% which would provide funding for the following Climate Action Plan related Enhancement Offers:

Offer 9.90 – Light & Power – Energy Efficiency at \$475k per year

Offer 9.92 – Light & Power – Non-Residential Solar Rebates at \$250k per year

Offer 9.94 – Light & Power – Bring Your Own Thermostat (BYOT) at \$30k per year

Offer 9.95 – Light & Power – Battery Storage Demonstration at \$100k per year

Offer 9.96 – Light & Power – 1.0 FTE Conversion: Energy Code Compliance at \$2,135 per year

## KEY PURCHASES

- Water operations and distribution
- Water conservation
- Wastewater operations
- Energy efficiency programs & renewable energy purchases
- Environmental services and Timberline Recycling Center operations
- Air quality & waste reduction
- Natural Areas program, land management & visitor services
- Nature in the City

ENHANCEMENTS PURCHASED	2019	2020
Road to Zero Waste Plan Update	15,000	15,000
2030 Climate Action and Energy Policy Update	40,000	80,000
Encampment Cleaning Services	206,000	216,000
CCIP - Nature in the City	186,070	185,571
Utilities: Legal and Consulting for Response to Northern Integrated Supply Project	150,000	0
Utilities: Water - Water Supply and Demand Management Policy Update	200,000	100,000
Utilities: Wastewater/Stormwater - Regulatory Water Quality Monitoring Study	75,000	75,000
Utilities: Wastewater/Water/Stormwater - Engineering Support to Maintain Levels of Service	246,650	246,650
CAPITAL - Utilities: Environmental Learning Center Dam Rehabilitation - Design & Permitting	500,000	250,000
CAPITAL - Utilities: Water Solids Handling - Gravity Thickener (Design Only)	575,000	0
CAPITAL - Utilities: Wastewater - DWRP Dewatering HVAC Replacement	0	656,000
CAPITAL - Utilities: Wastewater - Drake Water Reclamation Facility Carbon Addition Phase 1	1,700,000	500,000
CAPITAL - Utilities: Wastewater - Drake Water Reclamation Facility Headworks Capital Project Design	0	800,000
CAPITAL - Utilities: Wastewater/Water - New Pollution Control and Water Quality Lab 30% Design	1,000,000	0
CAPITAL - Utilities: Wastewater - Pollution Control Lab Repairs	225,000	0
CAPITAL - Utilities: Wastewater - Drake Water Reclamation Bio Gas to Cogeneration (Additional Funding)	800,000	0
<b>Positions Added:</b>		
0.0 Net FTE (Contractual to Classified) Utilities: Water - Maintenance Specialist	4,269	4,397
0.50 FTE Increase - Administrative Assistant in Natural Areas	31,743	33,102
1.0 FTE Conversion from Hourly to Classified GIS Analyst	45,505	47,279
1.0 FTE Contractual Project Manager - Halligan Water Supply Project	38,470	26,438
1.0 FTE Utilities: Wastewater/Water/Stormwater - Water Field Operations Manager	177,424	165,401
	<b>6,216,131</b>	<b>3,400,838</b>

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

## REDUCTIONS PURCHASED

Utilities: Community Spill Response	(32,400)	(32,400)
Utilities: Water/Wastewater - Standby time for the Water Quality Lab and Pollution Control Lab	(32,500)	(32,500)
	<b>(64,900)</b>	<b>(64,900)</b>



# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1		9.2 Utilities: Water - Core Operations	14,335,725	0	0	14,335,725 <i>Water</i>
2		9.5 CAPITAL REPLACEMENT - Utilities: Water - Water Treatment and Source of Supply	1,000,000	0	0	1,000,000 <i>Water</i>
3		9.41 Utilities: Wastewater - Core Operations	9,003,090	0	0	9,003,090 <i>Wastewater</i>
4		9.45 CAPITAL REPLACEMENT - Utilities: Wastewater - Water Reclamation and Biosolids	1,000,000	0	0	1,000,000 <i>Wastewater</i>
5		43.2 Timberline Recycling Center	291,916	0	0	291,916 <i>Keep Fort Collins Great</i>
6		86.3 Natural Areas - Land Conservation	4,246,699	0	0	3,996,699 <i>Natural Areas</i>
7		86.4 Natural Areas - Field Services	3,190,344	0	0	3,190,344 <i>Natural Areas</i>
8		9.9 CAPITAL REPLACEMENT - Utilities: Water - Watershed Protection	80,000	0	0	80,000 <i>Water</i>
9		86.2 Natural Areas - Department Management	1,136,503	0	53,420	1,083,083 <i>Natural Areas</i>
10		9.6 CAPITAL REPLACEMENT - Utilities: Water - Distribution Small Projects	1,400,000	0	0	1,400,000 <i>Water</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
11	9.8	CAPITAL REPLACEMENT - Utilities: Water - Water Quality Instrumentation	50,000	0	0	50,000 0
						Water
12	9.46	CAPITAL REPLACEMENT - Utilities: Wastewater - Pollution Control Lab Instrumentation	50,000	0	0	50,000 0
						Wastewater
13	43.1	Environmental Services	1,653,356	0	1,470,151	183,205 0
						Keep Fort Collins Great
14	9.82	Utilities: Light & Power - Core Renewable Energy	3,568,300	0	0	3,568,300 0
						Light & Power
15	86.1	Natural Areas - Visitor Services	1,589,634	0	0	1,589,634 0
						Natural Areas
16	9.4	CAPITAL REPLACEMENT - Utilities: Water - Minor Capital	1,721,200	0	0	1,721,200 0
						Water
17	9.42	CAPITAL REPLACEMENT - Utilities: Wastewater - Minor Capital	801,500	0	0	801,500 0
						Wastewater
18	9.102	REDUCTION: Utilities: Community Spill Response	(32,400)	0	0	(32,400) 0
						Stormwater
19	9.104	REDUCTION: Utilities: Water/Wastewater - Standby time for the Water Quality Lab and Pollution Control Lab	(32,500)	0	0	(32,500) 0
						Water Wastewater

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
20	86.5	Natural Areas - Planning and Special Projects	1,722,703	0	30,640	1,692,063 <i>Keep Fort Collins Great Community Capital Improvement Natural Areas</i>
21	9.3	Utilities: Water - Conservation	1,052,152	0	0	1,052,152 <i>Water</i>
22	9.80	Utilities: Light & Power - Energy Services	4,394,748	0	0	4,394,748 <i>Light &amp; Power</i>
23	9.44	CAPITAL REPLACEMENT - Utilities: Wastewater - Cured in Place Pipe Lining	600,000	0	0	600,000 <i>Wastewater</i>
24	9.16	ENHANCEMENT: CAPITAL - Utilities: Environmental Learning Center Dam Rehabilitation - Design & Permitting	500,000	0	0	333,500 <i>Water Wastewater</i> General Fund
25	9.83	Utilities: Light & Power - Demand Response	629,460	0	0	629,460 <i>Light &amp; Power</i>
26	9.47	CAPITAL REPLACEMENT - Utilities: Maple St. and Pearl St. Wastewater Main	587,000	0	0	587,000 <i>Wastewater</i>
27	9.48	CAPITAL REPLACEMENT - Utilities: Wastewater - North College Wastewater Improvements	206,000	0	0	206,000 <i>Wastewater</i>
28	92.2	Municipal Energy Efficiency Fund	75,000	0	75,000	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			RESERVES
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	
29	9.43	CAPITAL REPLACEMENT - Utilities: Wastewater - Collection System Small Projects	1,400,000	0	0	1,400,000	0
						<i>Wastewater</i>	
30	9.72	ENHANCEMENT; Utilities: Wastewater/Water/Stormwater - Engineering Support to Maintain Levels of Service	246,650	0	0	246,650	0
						<i>Water Wastewater Stormwater</i>	
31	43.12	ENHANCEMENT: 2030 Climate Action and Energy Policy Update – Optimizing Policy, Targets and Strategies	40,000	20,000	0	20,000	0
				<i>One-time Revenue</i>		<i>Light &amp; Power</i>	
32	9.56	ENHANCEMENT: CAPITAL - Utilities: Wastewater - DWRf Dewatering HVAC Replacement	0	0	0	0	0
						<i>Wastewater</i>	
33	86.10	ENHANCEMENT: Encampment Cleaning Services	206,000	0	0	180,000	26,000
						<i>Natural Areas Stormwater</i>	<i>Keep Fort Collins Great</i>
34	9.62	ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Facility Carbon Addition Phase 1	1,700,000	0	0	1,700,000	0
						<i>Wastewater</i>	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
35	9.66	ENHANCEMENT: 1.0 FTE Utilities: Wastewater/Water/Stormwater - Water Field Operations Manager	177,424	0	0	177,424 0
						Water Wastewater Stormwater
36	9.20	ENHANCEMENT: Utilities: Legal and Consulting Services for Response to the Northern Integrated Supply Project	150,000	0	75,000	75,000 0
						Water
37	9.81	Utilities: Light & Power - Residential Solar Rebates	500,000	0	0	500,000 0
						Light & Power
38	9.63	ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Facility Headworks Capital Project Design	0	0	0	0 0
						Wastewater
39	86.11	ENHANCEMENT: CCIP - Nature in the City	186,070	0	0	186,070 0
						Community Capital Improvement
40	43.10	KFCG ENHANCEMENT: Road to Zero Waste Plan Update	15,000	0	0	0 15,000
						Keep Fort Collins Great
41	9.73	ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Bio Gas to Cogeneration (Additional Funding)	800,000	0	0	800,000 0
						Wastewater

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
42	9.18	ENHANCEMENT: 1.0 FTE Contractual Project Manager - Halligan Water Supply Project	38,470	0	0	38,470	0
						<i>Water</i>	
43	9.21	ENHANCEMENT: CAPITAL - Utilities: Water Solids Handling - Gravity Thickener (Design Only)	575,000	0	0	575,000	0
						<i>Water</i>	
44	9.100	Utilities: Stormwater - Household Hazardous Waste & Spill Response Services	157,000	0	0	157,000	0
						<i>Stormwater</i>	
45	86.12	ENHANCEMENT: 0.50 FTE Increase - Administrative Assistant	31,743	0	0	31,743	0
						<i>Natural Areas</i>	
46	9.64	ENHANCEMENT: CAPITAL - Utilities: Wastewater/Water - New Pollution Control and Water Quality Lab 30% Design	1,000,000	0	0	1,000,000	0
						<i>Water Wastewater</i>	
47	9.32	ENHANCEMENT: 1.0 FTE (Contractual to Classified) Utilities: Water - Maintenance Specialist	4,269	0	0	4,269	0
						<i>Water</i>	
48	9.70	ENHANCEMENT: CAPITAL - Utilities: Wastewater - Pollution Control Lab Repairs	225,000	0	0	225,000	0
						<i>Wastewater</i>	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
49	9.26	ENHANCEMENT: Utilities: Water - Water Supply and Demand Management Policy Update	200,000	0	0	200,000	0
							Water
50	9.69	ENHANCEMENT: Utilities: Wastewater/Stormwater - Regulatory Water Quality Monitoring Study (bacteriological)	75,000	0	0	75,000	0
							Wastewater Stormwater
51	86.9	ENHANCEMENT: 1.0 FTE Conversion from Hourly to Classified GIS Analyst	45,505	0	0	45,505	0
							Natural Areas
Funded Offers			62,593,561	20,000	1,704,211	60,411,850	457,500
52	43.9	ENHANCEMENT: Timberline Recycling Center Compactor Replacement	50,600	0	0	0	50,600
							General Fund
53	92.1	KFCG ENHANCEMENT: Municipal Renewable Energy Fund	100,000	0	0	100,000	0
							Keep Fort Collins Great
54	43.11	KFCG ENHANCEMENT: Road to Zero Waste Enhanced Outreach	15,000	0	0	0	15,000
							Keep Fort Collins Great
55	43.6	ENHANCEMENT: Accelerated Municipal Electric Lawn and Garden Equipment Fund	50,000	50,000	0	0	0
							One-time Revenue
56	9.90	ENHANCEMENT: Utilities: Light & Power - Energy Efficiency	950,000	0	0	950,000	0
							Light & Power

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
57	9.23	ENHANCEMENT: CAPITAL - Utilities: Water - Solids Handling - Sludge Drying Pad	0	0	0	0	0
						<i>Water</i>	
58	43.3	KFCG ENHANCEMENT: Innovate Fort Collins Challenge Fund	210,000	0	0	210,000	0
						<i>Keep Fort Collins Great</i>	
59	43.8	ENHANCEMENT: 1.0 FTE Conversion from Contractual to Classified - Green Building Program Coordinator	5,500	0	5,500	0	0
60	9.71	ENHANCEMENT: CAPITAL - Utilities: Water/Wastewater Master Planning Updates	100,000	0	0	100,000	0
						<i>Water Wastewater</i>	
61	9.30	ENHANCEMENT: 1.0 FTE (Contractual to Classified) Utilities: Water - Conservation Specialist	4,222	0	0	4,222	0
						<i>Water</i>	
62	43.5	KFCG ENHANCEMENT: Oil and Gas - Site Investigation and Monitoring	25,000	0	0	25,000	0
						<i>Keep Fort Collins Great</i>	
63	43.4	KFCG ENHANCEMENT: Expanded Municipal Sustainability Innovation Fund	50,000	0	0	50,000	0
						<i>Keep Fort Collins Great</i>	
64	43.7	ENHANCEMENT: 0.25 FTE Increase - Environmental Compliance Support for Air Quality	17,879	0	17,879	0	0



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
65	9.57	ENHANCEMENT: CAPITAL - Utilities: Wastewater - MSR Storage Building	740,000	0	0	740,000	0
						Wastewater	
66	9.96	ENHANCEMENT: 1.0 FTE Contractual to Classified - Utilities: Light & Power - Energy Code Compliance Specialist	4,269	2,134	0	2,135	0
				Development Review		Light & Power	
67	9.95	ENHANCEMENT: Utilities: Light & Power - Battery Storage Demonstration	100,000	0	0	100,000	0
						Light & Power	
68	9.19	ENHANCEMENT: Utilities: Water - The Future of Water Conservation	175,000	0	0	175,000	0
						Water	
69	9.93	ENHANCEMENT: Utilities: Light & Power - Solar Power Purchase Program (SP3)	0	0	0	0	0
						Light & Power	
70	9.67	ENHANCEMENT: 1.0 FTE Utilities: Wastewater/Water/Stormwater - Utilities Project Coordinator	147,595	0	0	147,595	0
						Water Wastewater Stormwater	
71	9.92	ENHANCEMENT: Utilities: Light & Power - Non-Residential Solar Rebates	500,000	0	0	500,000	0
						Light & Power	
72	9.28	ENHANCEMENT: 1.0 FTE Utilities: Water - Process Engineer for the Water Treatment Facility	118,208	0	0	118,208	0
						Water	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
73	9.94	ENHANCEMENT: Utilities: Light & Power - Bring Your Own Thermostat (BYOT)	30,000	0	0	30,000 <i>Light &amp; Power</i>
74	9.27	ENHANCEMENT: 1.0 FTE Utilities: Water - Water Engineer II - Shared with Utilities, Parks, Natural Areas	118,810	0	36,166	82,644 <i>Natural Areas Water</i>
75	9.59	ENHANCEMENT: 1.0 FTE Utilities: Wastewater - Process Specialist - Water Reclamation and Biosolids	107,088	0	0	107,088 <i>Wastewater</i>
76	43.13	ENHANCEMENT: 1.0 FTE - Municipal Industrial Recycling Specialist	80,668	0	80,668	0
77	9.34	ENHANCEMENT: 1.0 FTE Contractual Utilities: Water/Wastewater - Construction Inspector	121,052	0	0	121,052 <i>Water Wastewater</i>
78	9.37	ENHANCEMENT: 1.0 FTE Utilities: Water - Municipal Efficiency Specialist	68,143	0	34,072	34,071 <i>Water</i>
79	9.68	ENHANCEMENT: 0.5 FTE Contractual Utilities: Wastewater/Water/Stormwater - Over hire for Engineering Director	47,920	0	0	47,920 <i>Water Wastewater Stormwater</i>
80	9.91	ENHANCEMENT: Utilities: Light & Power - Cold Weather Pump Demonstration	150,000	0	0	150,000 <i>Light &amp; Power</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
81	43.14	KFCG ENHANCEMENT: Night Sky Initiative	40,000	0	0	40,000 <i>Keep Fort Collins Great</i>	0
82	9.33	ENHANCEMENT: 1.0 FTE Contractual Utilities: Water/Wastewater - Data Systems Engineer	107,154	0	0	107,154 <i>Water Wastewater</i>	0
83	9.22	ENHANCEMENT: CAPITAL - Utilities: Water - 1883 Fort Collins Water Works Interpretive Museum	300,000	0	0	300,000 <i>Water</i>	0
84	9.31	ENHANCEMENT: 1.0 FTE Utilities: Water - Maintenance Specialist	82,160	0	0	82,160 <i>Water</i>	0
Unfunded Offers			4,616,268	52,134	174,285	4,324,249	65,600
Total Offers			67,209,829	72,134	1,878,496	64,736,099	523,100

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1		9.2 Utilities: Water - Core Operations	14,580,069	0	0	14,580,069 <i>Water</i>
2		9.5 CAPITAL REPLACEMENT - Utilities: Water - Water Treatment and Source of Supply	1,000,000	0	0	1,000,000 <i>Water</i>
3		9.41 Utilities: Wastewater - Core Operations	9,221,521	0	0	9,221,521 <i>Wastewater</i>
4		9.45 CAPITAL REPLACEMENT - Utilities: Wastewater - Water Reclamation and Biosolids	1,000,000	0	0	1,000,000 <i>Wastewater</i>
5		43.2 Timberline Recycling Center	293,016	0	0	293,016 <i>Keep Fort Collins Great</i>
6		86.3 Natural Areas - Land Conservation	5,056,924	0	0	5,056,924 <i>Natural Areas</i>
7		86.4 Natural Areas - Field Services	3,286,943	0	0	3,286,943 <i>Natural Areas</i>
8		9.9 CAPITAL REPLACEMENT - Utilities: Water - Watershed Protection	80,000	0	0	80,000 <i>Water</i>
9		86.2 Natural Areas - Department Management	1,164,086	0	54,652	1,109,434 <i>Natural Areas</i>
10		9.6 CAPITAL REPLACEMENT - Utilities: Water - Distribution Small Projects	1,540,000	0	0	1,540,000 <i>Water</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
11	9.8	CAPITAL REPLACEMENT - Utilities: Water - Water Quality Instrumentation	50,000	0	0	50,000	0
						Water	
12	9.46	CAPITAL REPLACEMENT - Utilities: Wastewater - Pollution Control Lab Instrumentation	50,000	0	0	50,000	0
						Wastewater	
13	43.1	Environmental Services	1,703,216	0	1,516,027	187,189	0
						Keep Fort Collins Great	
14	9.82	Utilities: Light & Power - Core Renewable Energy	3,671,500	0	0	3,671,500	0
						Light & Power	
15	86.1	Natural Areas - Visitor Services	1,597,972	0	0	1,597,972	0
						Natural Areas	
16	9.4	CAPITAL REPLACEMENT - Utilities: Water - Minor Capital	1,738,800	0	0	1,738,800	0
						Water	
17	9.42	CAPITAL REPLACEMENT - Utilities: Wastewater - Minor Capital	827,500	0	0	827,500	0
						Wastewater	
18	9.102	REDUCTION: Utilities: Community Spill Response	(32,400)	0	0	(32,400)	0
						Stormwater	
19	9.104	REDUCTION: Utilities: Water/Wastewater - Standby time for the Water Quality Lab and Pollution Control Lab	(32,500)	0	0	(32,500)	0
						Water Wastewater	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
20	86.5	Natural Areas - Planning and Special Projects	1,832,386	0	31,717	1,800,669 <i>Keep Fort Collins Great Community Capital Improvement Natural Areas</i>
21	9.3	Utilities: Water - Conservation	1,077,629	0	0	1,077,629 <i>Water</i>
22	9.80	Utilities: Light & Power - Energy Services	4,439,633	0	0	4,439,633 <i>Light &amp; Power</i>
23	9.44	CAPITAL REPLACEMENT - Utilities: Wastewater - Cured in Place Pipe Lining	600,000	0	0	600,000 <i>Wastewater</i>
24	9.16	ENHANCEMENT: CAPITAL - Utilities: Environmental Learning Center Dam Rehabilitation - Design & Permitting	250,000	0	0	166,500 <i>Water Wastewater</i> General Fund
25	9.83	Utilities: Light & Power - Demand Response	638,663	0	0	638,663 <i>Light &amp; Power</i>
26	9.47	CAPITAL REPLACEMENT - Utilities: Maple St. and Pearl St. Wastewater Main	0	0	0	0 <i>Wastewater</i>
27	9.48	CAPITAL REPLACEMENT - Utilities: Wastewater - North College Wastewater Improvements	711,000	0	0	711,000 <i>Wastewater</i>
28	92.2	Municipal Energy Efficiency Fund	75,000	0	75,000	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
29	9.43	CAPITAL REPLACEMENT - Utilities: Wastewater - Collection System Small Projects	1,500,000	0	0	1,500,000	0
						Wastewater	
30	9.72	ENHANCEMENT; Utilities: Wastewater/Water/Stormwater - Engineering Support to Maintain Levels of Service	246,650	0	0	246,650	0
						Water Wastewater Stormwater	
31	43.12	ENHANCEMENT: 2030 Climate Action and Energy Policy Update – Optimizing Policy, Targets and Strategies	80,000	40,000	0	40,000	0
				One-time Revenue		Light & Power	
32	9.56	ENHANCEMENT: CAPITAL - Utilities: Wastewater - DWRf Dewatering HVAC Replacement	656,000	0	0	656,000	0
						Wastewater	
33	86.10	ENHANCEMENT: Encampment Cleaning Services	216,000	0	0	181,000	35,000
						Natural Areas Stormwater	Keep Fort Collins Great
34	9.62	ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Facility Carbon Addition Phase 1	500,000	0	0	500,000	0
						Wastewater	

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
35	9.66	ENHANCEMENT: 1.0 FTE Utilities: Wastewater/Water/Stormwater - Water Field Operations Manager	165,401	0	0	165,401 0
						Water Wastewater Stormwater
36	9.20	ENHANCEMENT: Utilities: Legal and Consulting Services for Response to the Northern Integrated Supply Project	0	0	0	0 0
						Water
37	9.81	Utilities: Light & Power - Residential Solar Rebates	500,000	0	0	500,000 0
						Light & Power
38	9.63	ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Facility Headworks Capital Project Design	800,000	0	0	800,000 0
						Wastewater
39	86.11	ENHANCEMENT: CCIP - Nature in the City	185,571	0	0	185,571 0
						Community Capital Improvement
40	43.10	KFCG ENHANCEMENT: Road to Zero Waste Plan Update	15,000	0	0	0 15,000
						Keep Fort Collins Great
41	9.73	ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Bio Gas to Cogeneration (Additional Funding)	0	0	0	0 0
						Wastewater



# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
42	9.18	ENHANCEMENT: 1.0 FTE Contractual Project Manager - Halligan Water Supply Project	26,438	0	0	26,438 0
						Water
43	9.21	ENHANCEMENT: CAPITAL - Utilities: Water Solids Handling - Gravity Thickener (Design Only)	0	0	0	0 0
						Water
44	9.100	Utilities: Stormwater - Household Hazardous Waste & Spill Response Services	157,000	0	0	157,000 0
						Stormwater
45	86.12	ENHANCEMENT: 0.50 FTE Increase - Administrative Assistant	33,102	0	0	33,102 0
						Natural Areas
46	9.64	ENHANCEMENT: CAPITAL - Utilities: Wastewater/Water - New Pollution Control and Water Quality Lab 30% Design	0	0	0	0 0
						Water Wastewater
47	9.32	ENHANCEMENT: 1.0 FTE (Contractual to Classified) Utilities: Water - Maintenance Specialist	4,397	0	0	4,397 0
						Water
48	9.70	ENHANCEMENT: CAPITAL - Utilities: Wastewater - Pollution Control Lab Repairs	0	0	0	0 0
						Wastewater

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
49	9.26	ENHANCEMENT: Utilities: Water - Water Supply and Demand Management Policy Update	100,000	0	0	100,000	0
							Water
50	9.69	ENHANCEMENT: Utilities: Wastewater/Stormwater - Regulatory Water Quality Monitoring Study (bacteriological)	75,000	0	0	75,000	0
							Wastewater Stormwater
51	86.9	ENHANCEMENT: 1.0 FTE Conversion from Hourly to Classified GIS Analyst	47,279	0	0	47,279	0
							Natural Areas
Funded Offers			61,728,796	40,000	1,677,396	59,877,900	133,500
52	43.9	ENHANCEMENT: Timberline Recycling Center Compactor Replacement	0	0	0	0	0
							General Fund
53	92.1	KFCG ENHANCEMENT: Municipal Renewable Energy Fund	100,000	0	0	100,000	0
							Keep Fort Collins Great
54	43.11	KFCG ENHANCEMENT: Road to Zero Waste Enhanced Outreach	15,000	0	0	0	15,000
							Keep Fort Collins Great
55	43.6	ENHANCEMENT: Accelerated Municipal Electric Lawn and Garden Equipment Fund	19,000	19,000	0	0	0
							One-time Revenue
56	9.90	ENHANCEMENT: Utilities: Light & Power - Energy Efficiency	950,000	0	0	950,000	0
							Light & Power

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
57	9.23	ENHANCEMENT: CAPITAL - Utilities: Water - Solids Handling - Sludge Drying Pad	1,750,000	0	0	1,750,000 <i>Water</i>
58	43.3	KFCG ENHANCEMENT: Innovate Fort Collins Challenge Fund	210,000	0	0	210,000 <i>Keep Fort Collins Great</i>
59	43.8	ENHANCEMENT: 1.0 FTE Conversion from Contractual to Classified - Green Building Program Coordinator	5,500	0	5,500	0
60	9.71	ENHANCEMENT: CAPITAL - Utilities: Water/Wastewater Master Planning Updates	50,000	0	0	50,000 <i>Water Wastewater</i>
61	9.30	ENHANCEMENT: 1.0 FTE (Contractual to Classified) Utilities: Water - Conservation Specialist	4,348	0	0	4,348 <i>Water</i>
62	43.5	KFCG ENHANCEMENT: Oil and Gas - Site Investigation and Monitoring	48,000	0	0	48,000 <i>Keep Fort Collins Great</i>
63	43.4	KFCG ENHANCEMENT: Expanded Municipal Sustainability Innovation Fund	50,000	0	0	50,000 <i>Keep Fort Collins Great</i>
64	43.7	ENHANCEMENT: 0.25 FTE Increase - Environmental Compliance Support for Air Quality	18,638	0	18,638	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
65	9.57	ENHANCEMENT: CAPITAL - Utilities: Wastewater - MSR Storage Building	0	0	0	0
						<i>Wastewater</i>
66	9.96	ENHANCEMENT: 1.0 FTE Contractual to Classified - Utilities: Light & Power - Energy Code Compliance Specialist	4,397	2,199	0	2,198
						<i>Development Review</i>
						<i>Light &amp; Power</i>
67	9.95	ENHANCEMENT: Utilities: Light & Power - Battery Storage Demonstration	100,000	0	0	100,000
						<i>Light &amp; Power</i>
68	9.19	ENHANCEMENT: Utilities: Water - The Future of Water Conservation	400,000	0	0	400,000
						<i>Water</i>
69	9.93	ENHANCEMENT: Utilities: Light & Power - Solar Power Purchase Program (SP3)	200,000	0	0	200,000
						<i>Light &amp; Power</i>
70	9.67	ENHANCEMENT: 1.0 FTE Utilities: Wastewater/Water/Stormwater - Utilities Project Coordinator	128,531	0	0	128,531
						<i>Water</i>
						<i>Wastewater</i>
						<i>Stormwater</i>
71	9.92	ENHANCEMENT: Utilities: Light & Power - Non-Residential Solar Rebates	500,000	0	0	500,000
						<i>Light &amp; Power</i>
72	9.28	ENHANCEMENT: 1.0 FTE Utilities: Water - Process Engineer for the Water Treatment Facility	140,968	0	0	140,968
						<i>Water</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
73	9.94	ENHANCEMENT: Utilities: Light & Power - Bring Your Own Thermostat (BYOT)	30,000	0	0	30,000 <i>Light &amp; Power</i>
74	9.27	ENHANCEMENT: 1.0 FTE Utilities: Water - Water Engineer II - Shared with Utilities, Parks, Natural Areas	141,677	0	42,781	98,896 <i>Natural Areas Water</i>
75	9.59	ENHANCEMENT: 1.0 FTE Utilities: Wastewater - Process Specialist - Water Reclamation and Biosolids	140,968	0	0	140,968 <i>Wastewater</i>
76	43.13	ENHANCEMENT: 1.0 FTE - Municipal Industrial Recycling Specialist	98,703	0	98,703	0
77	9.34	ENHANCEMENT: 1.0 FTE Contractual Utilities: Water/Wastewater - Construction Inspector	95,330	0	0	95,330 <i>Water Wastewater</i>
78	9.37	ENHANCEMENT: 1.0 FTE Utilities: Water - Municipal Efficiency Specialist	87,483	0	43,741	43,742 <i>Water</i>
79	9.68	ENHANCEMENT: 0.5 FTE Contractual Utilities: Wastewater/Water/Stormwater - Over hire for Engineering Director	0	0	0	0 <i>Water Wastewater Stormwater</i>
80	9.91	ENHANCEMENT: Utilities: Light & Power - Cold Weather Pump Demonstration	150,000	0	0	150,000 <i>Light &amp; Power</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## ENVIRONMENTAL HEALTH - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
81	43.14	KFCG ENHANCEMENT: Night Sky Initiative	0	0	0	0	0
						<i>Keep Fort Collins Great</i>	
82	9.33	ENHANCEMENT: 1.0 FTE Contractual Utilities: Water/Wastewater - Data Systems Engineer	86,080	0	0	86,080	0
						<i>Water Wastewater</i>	
83	9.22	ENHANCEMENT: CAPITAL - Utilities: Water - 1883 Fort Collins Water Works Interpretive Museum	0	0	0	0	0
						<i>Water</i>	
84	9.31	ENHANCEMENT: 1.0 FTE Utilities: Water - Maintenance Specialist	85,142	0	0	85,142	0
						<i>Water</i>	
Unfunded Offers			5,609,765	21,199	209,363	5,364,203	15,000
Total Offers			67,338,561	61,199	1,886,759	65,242,103	148,500

## ENVIRONMENTAL HEALTH

### 9.2 Utilities: Water - Core Operations - Funded

2019 - \$14,335,725

2020 - \$14,580,069

This offer funds core services for the Water Fund, including the management, operations and maintenance of the following services:

- Water Resources: manages the City's raw water resources 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 Systems Engineering: provides engineering services including facility design, project management and engineering consultation for water capital projects.
- Water Engineering Field Support and Mapping: provides project management, engineering, mapping and technical expertise to Water Field Operations.
- Water Metering: installs and maintains customer water meters and ensures that customers receive accurate, efficient and reliable metered water service.
- Water Transmission & Distribution: Installs and maintains water mains, valves, taps and hydrants for the City and Utilities customers. Responds to customer calls and implements the backflow prevention program.
- Water Development Review: Reviews plans for new water improvements within the City and ensures proposed improvements meet Utility requirements.

The Divisions listed above collaborate to provide a reliable, 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 4.6 - Provide a reliable, high-quality water supply
- ENV 4.7 - Continually improve environmental regulatory performance
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

## ENVIRONMENTAL HEALTH

### 9.3 Utilities: Water - Conservation - Funded

2019 - \$1,052,152

2020 - \$1,077,629

Funding this offer will sustain the Utilities' Water Conservation programs that saved more than 86 million gallons in 2017, up 72 percent from 2015 and 23 percent from 2016. This offer includes the resources and staffing for programs and services that help customers cut waste and use water efficiently. These include high-efficiency incentives, irrigation system audits, landscape and irrigation assistance and incentives, informational reports, leak notifications, educational programs, low-income direct-install programs, new development assistance and more. This offer also supports efficiency opportunities for City residents beyond the Utilities water service area; collaboration among water providers is a priority for 2019-20.

The Water Efficiency Plan was approved by City Council in 2016 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 2010-2015 average of 146 GPCD.

Water savings from conservation programs cost less than a penny per gallon saved. For comparison, a new share of Colorado-Big Thompson water conservatively costs more than 15 times more per gallon. Water Conservation is the most cost-effective water resource and is foundational to environmental health and a sustainable water future. Conservation also supports economic health and social sustainability by lowering utility bills; reducing risks to water-using businesses; creating jobs, training and skills in water-related industries; and improving the productivity of homes and businesses.

Climate change is here. If we do not act, water use will increase from hotter and drier conditions while water availability becomes less reliable. By improving efficiency and reducing waste, we can build a more resilient, prepared community. Conservation and efficiency programs will ease the physical and monetary effects on individuals, businesses and landscapes.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- ENV 4.5 - Develop strategies to improve the community's climate resiliency
- ENV 4.2 - Improve indoor and outdoor air quality

### 9.4 CAPITAL REPLACEMENT - Utilities: Water - Minor Capital - Funded

2019 - \$1,721,200

2020 - \$1,738,800

This offer funds the purchase or replacement of minor capital water enterprise related assets. Minor capital is used for small projects that involve replacement or improvement to current assets, purchase and/or replacement of fleet vehicles, computer hardware purchases, minor building and office improvements, and purchase of water rights.

Minor capital projects and expenditures anticipated for the 2019-2020 budget cycle include but are not limited to:

Water Production Division:

- Treatment filter media replacement
- Improvements to powder activated carbon feed system



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- Treatment Train drainage improvements
- Minor building improvements & renovations
- Repairs and improvements to building appurtenances including sidewalks and stairs
- minor repairs to the flow blend structure

Water Quality Services: purchase of lab equipment, office furniture and small lab instruments

Supervisory Control Systems: Replacement of software and Programmable Logic Controllers

Water Transmission & Distribution: Replacement or upkeep of vehicles and equipment in accordance with guidelines from Fleet Services.

Water Resources: Purchase of water rights and other related expenses

In addition, all Divisions will incur expenses related to minor building and office repairs and improvements, as well as vehicle replacement as indicated by the Fleet Services vehicle replacement schedule, which considers age, mileage, repair costs and purchase cost to determine replacement date.

Minor capital funds are also used to purchase water rights to further develop Utilities' water supply portfolio in alignment with the City's Water Supply and Demand Management Policy.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.6 - Provide a reliable, high-quality water supply

### **9.5 CAPITAL REPLACEMENT - Utilities: Water - Water Treatment and Source of Supply - Funded 2019 - \$1,000,000 2020 - \$1,000,000**

This offer funds the capital replacement program for the Fort Collins Water Treatment Facility (Facility), at several treated water storage tanks, and in the Source of Supply (SOS) system that includes the Michigan Ditch, Joe Wright Reservoir, and the Cache la Poudre River Intake Facility. Capital replacement includes the major maintenance and replacement of aging infrastructure.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to our water customers. In 2017, the Facility treated more than 8 billion gallons of water while meeting and exceeding 99.99% of all state and federal requirements for safe drinking water. The ongoing replacement of critical infrastructure is essential for continuing to meet all state and federal drinking water regulations and to provide the quality of water expected by customers.

Replacement projects are systematically identified through master planning and maintenance management (Maximo) and are included in the Utilities Capital Improvement Planning and Prioritization process. Capital Improvement priorities are determined through established levels of service for quality,

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reliability, system capacity, regulatory compliance and efficiency. Performance and targets for established levels of service and assessing the condition of assets drive the priorities of the capital replacement program and the projects outlined in this offer. Capital Replacement is ranked as the number-one priority.

Planned replacement projects include, but are not limited to:

- Replacing sand and anthracite in dual media filters
- Replacing aging, leaking valves; old water pipelines; and old fluoride tanks
- Replacing undersized and older pumps
- Replacing electrical components such as Motor Control Centers (MCCs), switches and Programmable Logic Controllers (PLCs)
- Replacing aging instruments

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 9.6 CAPITAL REPLACEMENT - Utilities: Water - Distribution Small Projects - Funded

**2019 - \$1,400,000**

**2020 - \$1,540,000**

Funding this offer will provide design and construction of smaller, high priority water main replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in-house forces.

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 Water Distribution Small Projects coordinate closely with other City departments - primarily the Streets Maintenance Program - to increase efficiency, provide a better product to customers and reduce risk of cutting new streets.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan. The Water Distribution System Replacement Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked in the top 10 in priority.

The current estimated plan for 2019 & 2020 construction is as follows:

2017 Projects:

- Rolling Green Dr.
- Bent Tree Ct.
- Green Gables Ct.
- Hummingbird Dr.

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- Warbler Dr.
- Seven Lakes/OCR
- Pepperwood Ln.
- Galvanized Water Service Replacement

### 2020 Projects:

- Benthaven St.
- Hickory St.
- Red Cedar Cir.
- W. Elizabeth St.
- Kimball Rd.
- Glen Haven Dr.
- Galvanized Service Replacement

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **9.8 CAPITAL REPLACEMENT - Utilities: Water - Water Quality Instrumentation - Funded** **2019 - \$50,000** **2020 - \$50,000**

This offer funds 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 water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and of an effectively managed utility. Replacement program priorities are determined through established levels of service for quality, reliability, efficiency, regulatory compliance, and system capacity. Performance and targets for established levels of service and assessing the condition of assets 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 number-two (out of 32) 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 Health & Environment to do so. Staff perform daily and weekly tests on the City's drinking water supply and ensure that it 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, such as gas (GC) and ion (IC) chromatographs, total organic carbon analyzers, low-level mercury analyzers, inductively-couple plasma (ICP) metal analyzers, Total Organic Carbon and ICP-MS metal analyzers.

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 9.9 CAPITAL REPLACEMENT - Utilities: Water - Watershed Protection - Funded

2019 - \$80,000

2020 - \$80,000

This offer will continue protections to 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 US 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, 2) stream channel and riparian area improvements to reduce or prevent sediment erosion, and 3) wildfire hazard assessment and mitigation related to critical water supply infrastructure in the source watersheds.

Nearly 50,000 acres of the Poudre watershed burned in 2012 and the impacts on the City's water quality, supply availability and water treatment operations were prolonged, severe and expensive. 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).

In 2017, the City of Fort Collins joined other western water utilities, including Denver Water and Colorado Springs Utilities in partnering directly with watershed coalitions, the US Forest Service, and other agencies to mitigate the imminent threats that wildfires pose to drinking water supplies. Watershed protection work supports the City's many economic, social and environmental interests and employs emerging best practices for protecting source water supplies.

Working in partnership with CPRW and others, the City is better able to protect the source water supplies by investing in cross-jurisdictional forest management projects designed to minimize water quality impacts. In turn, this work helps maintain the continuity of water supplies, avoid increased water treatment costs and prevent negative impacts to the local economy.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed

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### **9.16    ENHANCEMENT: CAPITAL - Utilities: Environmental Learning Center Dam Rehabilitation -    2019 - \$500,000** **Design & Permitting - Funded    2020 - \$250,000**

This offer funds design and permitting of a project to rebuild a severely damaged low-head diversion structure on the Poudre River near the Environmental Learning Center (ELC). The structure must be maintained to ensure a critical instream flow water right at this location, which protects the City and the Poudre from future flow depletions. This funding phase will cover the design and permitting costs, which will occur in 2019 and 2020. The costs to build the structure will be included in the proposed 2021 budget. Funding is proposed to be 1/3 each from the General Fund, Natural Areas and Utilities (Water).

The City's water right is for up to 30 cubic feet per second (cfs). It is estimated that the water right protects about 10,000 acre-feet per year on average, which provide valuable ecological benefits to the river, particularly in low-flow periods.

The ELC water right requires a low-head diversion structure in the Poudre River to divert water into a side channel of the river that flows through the ELC. The original ELC structure was designed to wash out in higher flows, which has occurred a few times and is the current state. Without the structure, the City will lose this valuable water right, which is possible in 2020 if no significant action is taken before then.

The river bed in the area has moved due to recent floods and the City is exploring a more permanent structure that will be much less prone to washing out. As a result, there is some uncertainty in the cost for permitting and construction. It is currently estimated that design, permitting and construction may cost more than \$3 million. This offer would fund a 60% level design study and pay for permitting costs. At completion of this project, the cost of final design and construction would be developed with higher certainty. Given uncertainties in permit requirements, this budget includes a 20% project contingency.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- ENV 4.5 - Develop strategies to improve the community's climate resiliency

### **9.18    ENHANCEMENT: 1.0 FTE Contractual Project Manager - Halligan Water Supply Project -    2019 - \$38,470** **Funded    2020 - \$26,438**

This offer funds one full-time contractual Project Manager position for 1.5 years to assist the Halligan Water Supply Project. Funding for the contractual position will be primarily sourced from the Halligan Project's capital budget.

The City's Water Supply and Demand Management Policy identifies a critical need to develop additional water storage, and the Halligan Project is essential to securing additional water storage and water supply for the City. The project is anticipated to cost \$74 million, \$12 million of which has already been spent to date in ongoing federal and state permitting processes. The project will continue in the permitting process for at least another four years, and dam design efforts will commence in 2019. This offer will create a temporary, contractual position to assist in managing dam design efforts. The offer will fund one contractual FTE for six months in 2019 and one contractual FTE for 12 months in 2020.

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Current staffing for the project is insufficient to manage both permitting and design phases concurrently. Currently, the City dedicates less than one FTE to managing the Halligan Project. Other Front Range entities proposing large water supply projects (e.g., Denver Water, Northern Water, Colorado Springs Utilities) use large teams (two to four staff) to develop water supply projects. The addition of a project manager during Halligan Dam design will reduce overall project expenses. Compared to hiring a consultant to manage design for the 18 months during 2019 and 2020, the contractual FTE is estimated to save approximately \$140,000. In addition, the contractual FTE can expedite the permitting and design processes, which in turn saves the City money. Larger City staff teams also provide greater oversight and allow greater public engagement.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- ENV 4.5 - Develop strategies to improve the community's climate resiliency
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 9.19 ENHANCEMENT: Utilities: Water - The Future of Water Conservation - Unfunded

**2019 - \$175,000**

**2020 - \$400,000**

Funding this offer will accelerate and transform the City's approach to water conservation in Fort Collins. The Future of Water Conservation is data-driven, dynamic and proactive Water Demand Management. This offer includes two components:

- 1) Funding to scale up existing programs and services to meet the goals of the current Water Efficiency Plan. The five-year average of water use is 145 gallons per capita per day (GPCD), and additional funds are needed to reduce use by 10% to the 2030 goal of 130 GPCD.
- 2) Funding to lay the foundation for future goals and strategies ahead of the required 2021-2022 Water Efficiency Plan update. As Albert Einstein said, "We can't solve problems using the same kind of thinking we used when we created them."

Approximately 75 percent of this offer would fund direct incentives, services or technical assistance for customers, including:

- New multi-family and commercial landscape programs, which may expand the existing Xeriscape Incentive Program and/or be a grant program (none of the existing grant programs support water-efficiency projects).
- A new smart irrigation technology program, akin to Light & Power's Peak Partners demand response program. This pilot aims to reduce and smooth water demand and could help reduce main breaks, pumping costs, and pressure problems. This effort is in coordination with the Water Distribution Master Plan.
- Improvement of data analytics and services. This includes customer-tailored efficiency benchmarks, information and notifications.
- Expanded funding for the increasingly popular residential Xeriscape Incentive Program (participation doubled from 2016 to 2017), the new small business toilet install program, and other commercial customer incentives (2018 funds were exhausted by May).

The remaining 25 percent would fund one-time costs for 1) a comprehensive program evaluation like the recent Energy Efficiency evaluation, and 2) stakeholder and community engagement ahead of the required 2021-2022 Water Efficiency Plan update.

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- ENV 4.5 - Develop strategies to improve the community's climate resiliency
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### **9.20    ENHANCEMENT: Utilities: Legal and Consulting Services for Response to the Northern Integrated Supply Project - Funded** **2019 - \$150,000** **2020 - \$0**

This offer will fund legal and consulting services supporting the City's response to the Northern Integrated Supply Project (NISP).

The offer will ensure City staff has access to technical and legal experts during staff's review of NISP's permit applications, participation in adaptive management planning, and continued discussions with project proponents. The total offer is \$150,000 split equally between Utilities and General Fund budgets. The Utilities portion of the offer (\$75,000) will be split equally among the Water Fund, Stormwater Fund and Wastewater Fund.

NISP has the potential to negatively impact City interests, including Utilities and Natural Areas assets. In 2019, NISP proponents will seek approval of a water quality discharge permit from the State of Colorado and a 1041 permit from Larimer County. These processes will provide the City an opportunity to provide comments seeking protection of City assets and interests. In addition, it is anticipated the City will continue discussions with NISP participants throughout 2019 and 2020 to further City interests. Input from legal and technical experts is needed to meaningfully respond to NISP to protect City resources and infrastructure.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.21    ENHANCEMENT: CAPITAL - Utilities: Water Solids Handling - Gravity Thickener (Design Only) - Funded** **2019 - \$575,000** **2020 - \$0**

This offer funds the design of a new gravity thickener at the Water Treatment Facility. The gravity thickener will receive and thicken the alum sludge byproduct from the water treatment process prior to flowing to the existing treatment lagoons at the Water Treatment Facility. Design funds only are being requested to allow for an accurate construction cost estimate. Construction funds will be requested in the 2021-2022 budget cycle. Currently, the estimated cost of construction is \$3 million.

Sludge (aka solids) is currently treated and dewatered in the Facility's eight open-air sludge lagoons. The lagoons are beyond their design capacity and the addition of a gravity thickener will speed up the sludge dewatering process, allowing the continued use of the sludge lagoons. The lagoons are open to inclement weather and the sludge takes a long time to dry. The longer the sludge stays in the lagoons, the greater the risk of adverse effects to the water

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treatment process or spills occurring from the lagoons. The gravity thickener will thicken the sludge four times greater than the current flow to the lagoons, speeding up the sludge drying process and increasing available lagoon capacity.

If the gravity thickener is not built, new lagoons or drying beds will need to be constructed at approximately three times the cost of the gravity thickener. However, there is currently not enough room on-site to construct the additional lagoons, so solids may spill out of the existing ponds in periods of high water production. These spills will lead to a violation of EPA and State of Colorado water treatment and solid waste regulations.

Also, sludge may build up in the water treatment trains leading to water treatment issues including increased turbidity and taste and odor issues in the City's drinking water. Increased turbidity is a violation of EPA and State water treatment regulations. Taste and odor issues will adversely affect Utilities customers including several water-quality dependent businesses such as breweries.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.7 - Continually improve environmental regulatory performance

### **9.22    ENHANCEMENT: CAPITAL - Utilities: Water - 1883 Fort Collins Water Works Interpretive Museum - Unfunded** **2019 - \$300,000** **2020 - \$0**

This offer will fund the rehabilitation of the Fort Collins Utilities-owned historic 1883 Fort Collins Water Works on Overland Trail into an interpretive museum that would highlight the historical importance of the water works and the importance of water in Fort Collins and Northern Colorado. The project includes construction of a new parking lot, new driveway, new ADA-compliant public restrooms, heating and ventilation improvements, structural improvements, and the creation of exhibit and meeting space in the main water filter building. The purpose of the project is to preserve the historic site and buildings, and to provide a space for public education around the importance of water and the Poudre River in our community. The museum will be a stop on the annual watershed bus tour. The project will also highlight the growth of Fort Collins and emphasize the historic nature of the building in that it was the first public works project ever undertaken by the City of Fort Collins. The project is "shovel ready" in that it has a 100% design plan set and an up-to-date construction cost estimate.

This project is a collaborative effort among Fort Collins Utilities, the Poudre Landmarks Foundation (PLF), and the Poudre Heritage Alliance (PHA). The PLF will manage the completed museum through a lease agreement with the City. The PLF, the PHA, and the Utilities Education Department will use the completed buildings to offer public tours, educational programs and public outreach around the importance of water in society.

This offer is a request to fund the "site work" portion of the project. These improvements include the parking lot, walkways, access roads and a new septic system. The remaining building improvements will be funded in the coming years through a combination of grants, private fundraising, and a future BFO offer to assist with renovations of the Main Building.



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This Offer supports the following Strategic Objectives:

- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery

### 9.23 **ENHANCEMENT: CAPITAL - Utilities: Water - Solids Handling - Sludge Drying Pad - Unfunded** **2019 - \$0** **2020 - \$1,750,000**

This offer will fund a 54,000-square-foot concrete solids drying pad and drainage system at the Water Treatment Facility.

The pad will significantly improve the solids drying process and will reduce the number of employee hours necessary to dry and remove solids from the facility. The pad will also facilitate continued conformance with State of Colorado solids handling regulations.

Alum sludge (solids) is a byproduct of the water treatment process. The City's water treatment process removes the solids from the raw water supply and stores it in eight open ponds or lagoons where the solids are dewatered by the sun over a long period of time. Ultimately, the solids are dried and transported to the Larimer County Landfill, where the solids are used as daily cover.

The solids management process typically takes up to two years before the solids can be transported to the landfill. The drying and handling process can be accelerated significantly with the construction of a large concrete pad that will allow the solids to be turned and dried more frequently. The pad will also include a drainage system to quickly dewater the solids.

A faster solids drying time will in turn free up room in the lagoons, which are over their maximum capacity and can affect the quality of the City's drinking water. The new pad will replace the current drying area, which is a dirt pad where the solids are stored and turned periodically for drying. During wet weather periods, typically in spring and summer, staff cannot access the drying area due to wet, muddy conditions, thus prolonging the drying process.

This project was included in the Utilities Capital Improvement Planning and Prioritization process and are ranked as the number 23 (out of 32) project. Key drivers include system capacity and efficiency.

It should be noted that the project cost estimate is based on a conceptual design level that was developed during the Water Treatment Facility Master Plan process.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- ENV 4.7 - Continually improve environmental regulatory performance
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

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**9.26    ENHANCEMENT: Utilities: Water - Water Supply and Demand Management Policy Update -    2019 - \$200,000**  
**Funded    2020 - \$100,000**

This offer will fund an update to the Utilities' Water Supply and Demand Management Policy.

This policy provides a foundational framework for water supply and demand management decisions concerning the City's water supply system. City Council has mandated that the current policy (adopted in 2012) be updated by 2020. The funds for this offer would be used to hire a consultant team to review the current policy, explore policies of other water providers, develop new policy elements and criteria, explore water supply system requirements (e.g., additional storage) for meeting new policy criteria, and providing outreach services to gather input from the public on these changes. The policy update will dovetail with an ongoing Water Supply Vulnerability Assessment, which was funded as a 2017-2018 BFO enhancement offer. It is anticipated that the policy update will be a two-year process.

Given the significance of providing water to the community and the potential impacts of water use on many things like the environment, economic growth and affordable housing, having consultants be part of the policy update provides a broader perspective and brings knowledge and experience around how other water providers and water utilities formulate water supply policy.

The dollars requested are based on the cost of the previous update to the policy, which was approximately \$250,000 in 2012.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply

**9.27    ENHANCEMENT: 1.0 FTE Utilities: Water - Water Engineer II - Shared with Utilities, Parks,    2019 - \$118,810**  
**Natural Areas - Unfunded    2020 - \$141,677**

This offer will provide one new full-time Water Engineer II that will be shared among Utilities, Parks and Natural Areas.

Each of these three entities have acquired water rights and facilities that requires both water resources and facilities management expertise to operate and maintain. Part of the operation of all these facilities includes state-mandated and legally obligated water accounting and reporting. This FTE would require knowledge in facility management and water rights administration in Colorado. This FTE will be housed at Utilities and be jointly managed and funded by the three departments through an MOU that will be developed. Funding would be shared equally (1/3rd each) among the three departments by Utilities fully funding the FTE and transferring funds from Parks and Natural Areas to the Utilities Water Fund.

Not funding this offer would result in other functions not being performed by Utilities, Parks and Natural Areas (which estimates spending \$43,000 per year on consultants if this FTE is not funded).

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- ENV 4.6 - Provide a reliable, high-quality water supply

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### 9.28 **ENHANCEMENT: 1.0 FTE Utilities: Water - Process Engineer for the Water Treatment Facility** 2019 - \$118,208 - Unfunded 2020 - \$140,968

This offer will fund a new full-time Process Engineer position at the Water Treatment Facility. The facility has a permanent need for a Process Engineer to design and lead projects such as:

- evaluating new treatment processes such as Powder Activated Carbon (PAC) application for taste and odor issues
- continuous evaluation and improvement of the water treatment process and raw water quality
- operating and fully using the Pilot Plant to evaluate future changes to the water treatment process
- upgrading and maintaining Plant Master Plans
- designing and managing replacement projects for chemical feeds and dosages, treatment trains, pumps, valves, sludge systems and pipelines
- working with plant staff to design, permit and implement improved processes and equipment
- coordinating with regulatory agencies regarding proposed or existing treatment process projects

The Water Production Division relies on an outside consultant at a cost of approximately \$120,000 per year (average \$190 per hour) to provide these services on a 30% part-time basis. By hiring a full-time Process Engineer, the City can provide the same or better service on a full-time basis at 33% of the cost of an outside consultant.

A full-time Process Engineer prepares the facility for any future changes in water quality treatment processes, and significantly improves our ability to evaluate and design treatment process upgrades in a timely and cost-effective manner. The Water Production Division does not currently have the staff to complete the important, proactive work of a Process Engineer. Adding this position will also allow the division to be prepared for any future climate change impacts to drinking water quality. Adding this important position will allow the plant to move toward a necessary proactive mode when it comes to being prepared for any future changes in drinking water quality.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.7 - Continually improve environmental regulatory performance

### 9.30 **ENHANCEMENT: 1.0 FTE (Contractual to Classified) Utilities: Water - Conservation Specialist - Unfunded** 2019 - \$4,222 2020 - \$4,348

Funding this offer will solidify support for commercial and industrial (C&I) water efficiency programs and services. The commercial sector uses 40% of all water use, and funding this position on a permanent basis matches Council's commitment to the Water Efficiency Plan adopted in 2016. Funding this offer supports local prosperity while ensuring sustainable, long-term water supplies. Industries in Fort Collins rely on a sustainable, high-quality, long-term water supply. By providing the resources to succeed, C&I conservation will lower the cost of doing business and support employment, job growth, and a high quality of life while improving the sustainability of the community's water supplies.

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The position was funded in the 2017/2018 budget, and this offer proposes a change from Contractual to Classified based on the results to date and long-term needs. Previously, Water Conservation did not have staff dedicated to the commercial sector and could not meet the needs of these customers without causing other prioritized programs to suffer. Staff did not have bandwidth to leverage existing energy efficiency efforts and programs for commercial customers.

In less than a year, this position has reached hundreds of commercial customers by leveraging existing platforms and creating new programs and services. This includes more than 100 site visits and assessments, more than 500 leak notifications, and landscape water budgets and consultations for more than 50 large-scale properties.

Not funding this offer will halt the ability of the Water Conservation team to help the C&I sector save water. Commercial customer savings, both water and monetary, would be under-realized as identified in the 2017/2018 enhancement offer 6.20. These efforts require significant support because commercial water use varies widely; projects/issues are larger, more complex and require staff to build and maintain relationships with multiple stakeholders.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- ENV 4.5 - Develop strategies to improve the community's climate resiliency
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

### **9.31    ENHANCEMENT: 1.0 FTE Utilities: Water - Maintenance Specialist - Unfunded**

**2019 - \$82,160**

**2020 - \$85,142**

This offer funds a Maintenance Specialist position in the Water Production Division. There is currently an incumbent in this position which was hired via a 2-year contract approved in the 2017-2018 budget cycle. The contractual Maintenance Specialist backfilled the transfer of a Maintenance Specialist to perform Maximo Planner/Scheduler duties within the Water Production Division. The original intent of the position was to fully determine the need for a Planner/Scheduler before hiring a classified FTE. That need has been established so the Division is now requesting a classified position.

The Maintenance Specialist position is responsible for the maintenance and repair of all critical water treatment equipment at the Facility and is required to be on-call after hours to address urgent repair issues that may arise.

In the past two years, the Water Production Division has determined that a Planner/Scheduler is integral to an effective and efficient maintenance program and the use of Maximo (Computerized Maintenance Management System (CMMS)). Following the direction of the Utilities Executive Director, Water Treatment Facility staff have implemented the Maximo CMMS over the last 5 years and have successfully integrated Maximo into our daily duties.

The Maximo system is now the only system by which we plan, create, and execute all plant maintenance activities. With the loss of the Planner/Scheduler position, our ability to continue to use and refine Maximo will be severely diminished, adversely affecting our ability to perform timely maintenance on critical Plant equipment. This will lead to increased risk of equipment failures and impacts to our drinking water supply. The Plant contains over 3,500 assets such as pumps, turbidimeters, HVAC units, analyzers, valves, etc. that need to be continuously maintained in a planned manner.

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This offer is tied to Offer 9.32.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

### **9.32    ENHANCEMENT: 1.0 FTE (Contractual to Classified) Utilities: Water - Maintenance Specialist    2019 - \$4,269 - Funded    2020 - \$4,397**

This offer will fund the conversion of the current contractual Maintenance Specialist position at the Water Treatment Facility to a classified position. This two-year contractual position was created in January 2017 to backfill the transfer of a Maintenance Specialist to perform Maximo Planner/Scheduler duties at the Water Treatment Facility, the Water Quality Lab, and at Source of Supply. The Maintenance Specialist position is responsible for maintaining and repairing all critical water treatment equipment at the facility, and also needs to be available during nights and weekends to address urgent repair issues that may arise.

The Planner/Scheduler duties are now an integral part of everyday work, and without converting the position, staff will have to reassign the Planner/Scheduler back to maintenance duties, therefore losing the ability to continue to implement and use the Maximo Computerized Maintenance Management System (CMMS). Following the direction of the Utilities Executive Director, Water Treatment Facility staff have implemented the Maximo CMMS over the last five years and have successfully integrated Maximo into our daily duties.

The Maximo system is now the only system used to plan, create and execute all plant maintenance activities. With the loss of the Planner/Scheduler position, staff's ability to continue to use and refine Maximo will be severely diminished, adversely affecting their ability to perform timely maintenance on critical Plant equipment. This will lead to increased risk of equipment failures and impacts to the drinking water supply. The plant contains more than 3,500 assets such as pumps, turbidimeters, HVAC units, analyzers, valves, etc. that need to be continuously maintained in a planned manner.

This offer is tied to Offer 9.31.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

### **9.33    ENHANCEMENT: 1.0 FTE Contractual Utilities: Water/Wastewater - Data Systems Engineer -    2019 - \$107,154 Unfunded    2020 - \$86,080**

This offer funds a full-time contractual Senior Systems Analyst for the Process and Supervisory Control (PSC) Systems Division. The PSC Division

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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. The PSC Division provides mission-critical plant control system, data collection and verification functions to ensure that all operations meet regulatory and customer requirements.

The PSC Division Manager is expected to retire at the end of 2020. This position is a working manager who provides valuable support for SCADA system design, programming, documentation and data management. In particular, the division manager supports engineering and design of capital improvements to ensure the products and services conform to established standards and meet the needs of facility staff. The manager provides input to the design process as well as review of documents and specifications to ensure accuracy and value. In addition, the PSC Manager also provides daily support for the process and database needs of the water treatment and water reclamation facilities.

The PSC Division is a very small working group of five staff members that supports critical operations. Because of the workgroup size, the division has limited opportunity to document processes and transfer knowledge to ensure knowledge and skill redundancy prior to the retirement of the PSC Division Manager. The purpose of this offer is to provide some additional resources for a finite period of time (18 months) to ensure that knowledge is transferred, protocols and processes are documented, and that services are maintained at the current level of service expected by customers.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.7 - Continually improve environmental regulatory performance

9.34	ENHANCEMENT: 1.0 FTE Contractual Utilities: Water/Wastewater - Construction Inspector - Unfunded	2019 - \$121,052 2020 - \$95,330
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This offer will create a new position to inspect utility infrastructure installed by developers or through capital projects.

Water and wastewater utility installation inspection for new development is covered by a single position with no backup. This staff is already 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 our personnel can have a visual record of installation locations and quality. Unlike other infrastructure assets, it is not possible to monitor the condition of the assets after they have been constructed. Therefore it is critical to have sufficient personnel to inspect these assets during the installation process. This level of quality assurance cannot be achieved with the current staffing levels. Without inspection services, construction may not adhere to Utility Standards and Specifications, which can shorten the life expectancy of the infrastructure and increase costs to ratepayers.

In addition, the installation of underground utilities such as fiber optic and gas lines is increasingly being completed by horizontal directional boring methods. If these installations are not conducted properly with sufficient oversight, they can damage existing water, wastewater and stormwater infrastructure without knowing about it until years later. This position will also handle this increased workload as a preventative measure against unintended problems with horizontal directional boring installations by providing standby during drilling and coordinating with contractors.

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Provide a reliable, high-quality water supply
- ENV 4.7 - Continually improve environmental regulatory performance
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **9.37    ENHANCEMENT: 1.0 FTE Utilities: Water - Municipal Efficiency Specialist - Unfunded** **2019 - \$68,143** **2020 - \$87,483**

Funding this offer will reduce risk and ongoing operating costs for City departments by eliminating water waste and increasing water efficiency at City facilities and properties. Despite having Municipal Sustainability Goals for these sites, there are no resources dedicated to achieving these goals. This offer will also reduce risk by adapting municipal operations to meet the challenges of a changing climate, increasingly variable weather, and unpredictable water supplies. The City will deliver services to the community while demonstrating water efficiency best practices needed to achieve the Water Efficiency Plan goals approved by Council in 2016.

This offer includes a 1.0 FTE position plus \$50,000 in 2020 to implement projects. In Year 1 the position would conduct data collection/analysis, site inspections, and staff interviews to compile a comprehensive assessment of water use on City sites. Staff will identify cost-effective opportunities for immediate water savings. In Year 2, staff will use offer funds to successfully implement cost-effective water-saving projects across the City.

This proposed strategy is not a new one, but is successful. A recently created position in Adams 12 Five Star Schools reduced water use by 18% and utility costs by 10% in less than one year. The City has had a City Energy Manager since 2008 and saved \$50,000 in the first year and now saves the organization more than \$250,000 per year.

The potential is large. There are 57 City sites with water service alone, plus widespread water use in parks, substations, treatment plants and other facilities. The 57 sites alone used just under 40 million gallons of water in 2017 (~\$150,000). Medians managed by Parks used nearly 30 million gallons in 2016 (~\$110,000). Saving water also generates benefits like energy savings from efficiency in pumping operation and improved public perceptions by demonstrating financial and environmental stewardship in a very visible way.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Develop strategies to improve the community's climate resiliency
- ENV 4.2 - Improve indoor and outdoor air quality
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### **9.41    Utilities: Wastewater - Core Operations - Funded** **2019 - \$9,003,090** **2020 - \$9,221,521**

Funding this offer will provide all Wastewater Fund operations core services, including managing, operating and maintaining the following services:

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- Water Reclamation and Biosolids Division: includes operation of two wastewater treatment facilities treating an average of more than 13 million gallons of wastewater per day, which is discharged to the Poudre River and Fossil Creek Reservoir, or is reused at the Rawhide Power Plant. The division also manages a 26,600-acre ranch where biosolids are beneficially applied. Other services include industrial pretreatment, grease trap inspection and managing 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 including 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 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 4.7 - Continually improve environmental regulatory performance
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

### 9.42 CAPITAL REPLACEMENT - Utilities: Wastewater - Minor Capital - Funded

**2019 - \$801,500**

**2020 - \$827,500**

This offer funds the purchase or replacement of minor capital wastewater enterprise assets. Minor capital is used for small projects that involve replacement or improvement to current assets, purchase and/or replacement of fleet vehicles, computer hardware purchases, and minor building and office improvements.

The primary outcome of this offer is focused on managing assets to ensure levels of service for Utilities customers are maintained or improved, particularly for reliability, quality and efficiency.

Minor capital projects and expenditures anticipated for the 2019-2020 budget cycle include but are not limited to:



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Water Reclamation and Biosolids Division:

- Minor Treatment Train improvements
- Minor building improvements and renovations
- Repairs and improvements to building appurtenances including sidewalks and stairs
- Resource Recovery large vehicle replacement

Water Quality Services: Minor Lab Building improvements and renovations and minor laboratory and equipment purchases.

Supervisory Control Systems: Replacement of software and Programmable Logic Controllers

In addition, all divisions will incur expenses related to minor building and office repairs and improvements, as well as vehicle replacement as indicated by the Fleet Services vehicle replacement schedule, which considers age, mileage, repair costs and purchase cost to determine replacement date.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

### **9.43 CAPITAL REPLACEMENT - Utilities: Wastewater - Collection System Small Projects -** **2019 - \$1,400,000** **Funded** **2020 - \$1,500,000**

Funding this offer will provide design and construction of smaller high priority wastewater main replacement projects. This offer allows the Utility to adapt as conditions, and therefore priorities, change by performing these projects using in-house forces.

The City faces the challenge of replacing this aging infrastructure in a timely and cost-effective manner that maintains a safe, reliable wastewater service for the community. Systematic replacement of faulty or failing lines minimizes inconveniences to customers and mitigates the need for emergency repairs. The Wastewater Collection Small Projects coordinate closely with other City departments - primarily the Street Maintenance Program - to increase efficiency, provide a better product to customers and reduce risk of cutting new streets.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan. The Wastewater Collection System Replacement Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked top 10 in priority.

The current estimated plan for 2019-2020 construction is as follows:

2019:

- Fairview Dr.
- City Park Ave.

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- Laporte Ave.
- West St.
- Hawkins St.
- Sycamore St.

2020:

- Wayne St. Alley
- Washington Ave. Alley
- Woodford Ave. Alley
- Garfield St.
- Edwards St.
- Prospect Rd.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## **9.44 CAPITAL REPLACEMENT - Utilities: Wastewater - Cured in Place Pipe Lining - Funded** **2019 - \$600,000** **2020 - \$600,000**

Funding this offer will improve the integrity of several thousand lineal feet of sanitary sewer main by installing Cured-In-Place-Pipe (CIPP) lining.

Portions of the wastewater collection system are approaching the end of their useful life. The deterioration of the pipes causes sewer line breaks and failures, infiltration of ground water into the collection system resulting in higher treatment costs, possible contamination of ground water, and causes damage to streets and private property. Lining a wastewater main can extend its useful life by nearly 50 years at fraction of the cost of full pipe replacement. This method is preferred in areas of poor access or where major construction would cause major impacts to traffic or customers.

CIPP lining is considered a 'trenchless' rehabilitation method as it does not require excavating in the street. CIPP is a jointless, seamless, pipe-within-a-pipe to rehabilitate pipes. A resin-saturated felt tube made of polyester, fiberglass cloth 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.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan. The Wastewater Collection System CIPP Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked top 10 in priority.

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This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.45 CAPITAL REPLACEMENT - Utilities: Wastewater - Water Reclamation and Biosolids - Funded**

**2019 - \$1,000,000**

**2020 - \$1,000,000**

This offer funds the capital replacement program for the City's Drake and Mulberry Water Reclamation Facilities and the Meadow Springs Ranch. Capital replacement includes the major maintenance, repair and replacement of aging infrastructure.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to customers. In 2017, the wastewater treatment facilities treated approximately 15 million gallons of wastewater per day while meeting all state and federal regulatory requirements. Ongoing replacement of critical infrastructure is essential for continuing to meet or exceed all standards.

Replacement projects are systematically identified through master planning and the maintenance management system (Maximo), and are included in the Utilities Capital Improvement Planning and Prioritization process. Capital improvement priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance, and efficiency. Performance and targets for established levels of service and assessing the condition of assets drive the priorities of the capital replacement program and the projects outlined in this offer. Capital replacement is ranked as the number-one priority in the Capital Improvement Plan.

Planned projects include, but are not limited to:

- 1) Facility pavement management
- 2) Facility HVAC and Air Handling Unit replacement
- 3) Facility roof management
- 4) Facility High Voltage Transformer replacement
- 5) Secondary process monitoring instrumentation replacement for improved nutrient removal

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

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### **9.46 CAPITAL REPLACEMENT - Utilities: Wastewater - Pollution Control Lab Instrumentation - Funded**

**2019 - \$50,000**  
**2020 - \$50,000**

This is a request for non-lapsing capital replacement dollars to replace critical instrumentation used at the Pollution Control Lab (PCL) to test the public health safety, quality and regulatory compliance of the City's wastewater treatment processes and discharges.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to water customers.

Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and of an effectively managed Utility. Replacement program priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance and efficiency. Performance and targets for established levels of service and the assessing the condition of assets drive the priorities of the capital replacement program.

The Pollution Control Lab Instrumentation Replacement Program is included in the Utilities Capital Improvement Planning and was identified as high priority need for the Wastewater Fund because the wastewater treatment facilities rely on the PCL to perform process monitoring and required state testing of its processes and regulated discharges. 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, such as gas (GC) and ion (IC) chromatographs, low level mercury analyzers, inductively-coupled plasma (ICP) metal analyzers, and ICP-MS metal analyzers.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed
- ENV 4.7 - Continually improve environmental regulatory performance
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **9.47 CAPITAL REPLACEMENT - Utilities: Maple St. and Pearl St. Wastewater Main - Funded**

**2019 - \$587,000**  
**2020 - \$0**

Funding this offer will replace wastewater infrastructure in Maple and Pearl streets.

The project will replace aging wastewater infrastructure with new infrastructure that meets current standards. The Wastewater Collection Master Plan identified this project as a high priority based on the pipe condition and serviceability.

The wastewater collection system provides reliable and safe conveyance of wastewater to the City's wastewater plants for treatment prior to release into the environment. Televised inspection of these mains rates the condition of the pipe as "Moderate" or "Severe." In addition, the pipe does not meet the

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minimum size required for effective system maintenance. The condition and serviceability of the pipe impacts the system's ability to convey wastewater to the treatment plants. If not addressed, increased maintenance costs and potentially backups are a risk in this area.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

### **9.48 CAPITAL REPLACEMENT - Utilities: Wastewater - North College Wastewater Improvements - 2019 - \$206,000 Funded 2020 - \$711,000**

Funding this offer will replace wastewater infrastructure on the east side of North College Avenue.

The project will replace aging wastewater infrastructure with new infrastructure that meets current standards. The Wastewater Collection Master Plan identified this project as a high priority based on the pipe condition and inflow/infiltration. This project will span two years with design in 2019 and construction in 2020.

The wastewater collection system provides reliable and safe conveyance of wastewater to the City's wastewater plants for treatment prior to release into the environment. Televised inspection of these mains rates the condition of the pipe as "Moderate" or "Severe." In addition, flow monitoring data indicates excessive inflow and infiltration to the wastewater system in this area, which can impact conveyance and treatment capacity. The condition of the pipe impacts the system's ability to convey wastewater to the treatment plants. If not addressed, increased maintenance costs and potential backups are a risk in this area.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

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### **9.56    ENHANCEMENT: CAPITAL - Utilities: Wastewater - DWRF Dewatering HVAC Replacement -    2019 - \$0 Funded    2020 - \$656,000**

This offer funds HVAC (air handling) improvements at the Drake Water Reclamation Facility (DWRF) in the dewatering process building. DWRF is one of two wastewater facilities owned and managed by Fort Collins Utilities. DWRF provides all of the community's wastewater solids treatment including the Mulberry Water Reclamation Facility (MWRF) solids, through anaerobic digestion and dewatering to produce regulatory-compliant biosolids safe for land application at Meadow Springs Ranch.

The dewatering process building is where treated solids are dewatered using centrifuges (2017/2018 BFO Offer 6.52) to achieve an acceptable percentage of solid content to be transported and hauled for land application. During the dewatering process air emissions can create a unsafe working condition for staff if adequate infrastructure is not maintained and replaced at end of life. The air emissions of particular concern are ammonia and hydrogen sulfide. The majority of these air handling systems were installed in the mid-1980s.

As part of the recently completed Water Reclamation Facility Master Plan (2017/2018 BFO Offer 6.54) an infrastructure and equipment condition assessment was completed. The assessment identified the HVAC in the dewatering building in the range from fair to poor with several areas in the building resulting in very poor ventilation and significant odors. In addition, the report states that some of newer equipment may be salvageable but the majority will need to be replaced with an overall rating of Level 5, meaning immediate replacement is recommended.

This offer includes an initial engineering study to identify optimal airflow design, and will include but may not be limited to two air handling units, one makeup air unit, and one condensing unit along with hot water piping modifications, significant duct modifications and curb adapters.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

### **9.57    ENHANCEMENT: CAPITAL - Utilities: Wastewater - MSR Storage Building - Unfunded    2019 - \$740,000 2020 - \$0**

This offer funds an equipment storage building at Meadow Springs Ranch (MSR), which is operated by the Water Reclamation and Biosolids Division. Located about 30 miles north of Fort Collins on the Wyoming border, MSR is the location where Utilities applies about 1,300 tons of wastewater biosolids each year.

MSR provides a critical environmental regulatory function for the City in the areas of biosolids land application and environmental stewardship, and as a working cattle ranch. In order to perform the critical operational functions of MSR, staff must maintain and operate various pieces of heavy equipment, including machinery, vehicles and tools. This equipment (valued at approximately \$1.2 million) is currently exposed to the harsh environment, including extreme wind and weather. The current storage facility is inadequate to protect the past and ongoing asset investments to properly provide the level of service expected from the ranch.

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Both the 2009 and 2014 MSR Master Plans have identified the need for this storage facility to provide a weather- and rodent-proof location to store equipment. Vehicles left outside deteriorate more rapidly from exposure to the sun and rodent infestations, reducing the expected equipment life. In addition, the project was ranked as priority #11 (out of 22) in the Utilities Capital Improvement Planning and Prioritization process.

The proposed facility would house a tractor, dump truck, skid steer and bucket truck (valued at approximately \$700K). A block heater would ideally be installed in the garage to keep expensive machinery from freezing. The preferred facility would be a steel structure on a concrete pad. The proposed location is on the southwest corner of the existing biosolids storage facility, and would be built into an existing embankment.

This offer also provides a significant increase in employee safety related to rodent-infested equipment, which can expose staff to disease and other harmful situations.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

<b>9.59</b>	<b>ENHANCEMENT: 1.0 FTE Utilities: Wastewater - Process Specialist - Water Reclamation and Biosolids - Unfunded</b>	<b>2019 - \$107,088</b>
		<b>2020 - \$140,968</b>

This offer funds a new full-time Process Specialist position in the Water Reclamation and Biosolids (WRB) Division.

WRB has a need for a permanent full-time position to provide process expertise and a systematic approach to optimizing process performance of the Mulberry Water Reclamation Facility, Drake Water Reclamation Facility and Meadow Springs Ranch. This position will provide valuable expertise to connect all three operations and the overall system water reclamation/solids management system as a whole. All three facilities must meet strict regulatory compliance requirements mandated by the EPA and the State of Colorado.

The priority functions and projects for this position include:

- Analyzing/monitoring data and reports to determine if wastewater treatment processes meet current and future permit regulations and performance specifications, particularly as they relate to nutrient regulations
- Developing strategies for the best use of wastewater resources to achieve day-to-day operational goals and identified master plan priorities
- Conducting wastewater process audits and evaluations in the spirit of continuous improvement and aligned with ISO 14001 framework
- Planning and developing experimental test programs and pilot scale treatment studies
- Overseeing the Clean Water Partnership Program focused on operational optimization to avoid capital improvement costs

Water Reclamation and Biosolids was able to hire a fluctuating hourly to fill this role for part of 2017 and 2018. This resource has been extremely valuable and has demonstrated that such a position is a good investment to achieve long-term treatment optimization and other project goals. Additional results included a significant reduction in energy and nutrient levels as a result of instrumentation optimization with blower air.

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This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **9.62    ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Facility Carbon    2019 - \$1,700,000** **Addition Phase 1 - Funded    2020 - \$500,000**

This offer is to fund infrastructure needed to safely receive, store and feed an external carbon source for regulatory compliant wastewater treatment.

The Drake Water Reclamation Facility operates under a National Pollutant Discharge Elimination System (NPDES) permit. The objective of NPDES permits are to minimize, if not eliminate, water pollution from point sources such as wastewater facilities. DWRF has two NPDES permits that enable the facility to discharge either to Fossil Creek Ditch or to the Cache la Poudre river. The permits are different based on water quality assessments and potential overall impacts to each of those receiving bodies.

Currently, the driving regulatory priority is removing nitrogen (N) and phosphorus (P) to meet overall water quality concerns in the environment related to competing oxygen demand on receiving streams and natural environments. As such, DWRF has a NPDES required regulatory schedule to treat wastewater to <1.0 for P and <15.0 for N prior to discharging to either the Cache la Poudre River or Fossil Creek Ditch. DWRF is meeting the N limit. The P requirement is effective as of Jan. 1, 2021 and currently DWRF cannot consistently achieve <1.0 mg/L P limit.

A major reason why DWRF cannot meet the P limit is due to a lack of carbon in the wastewater process. Volatile Fatty Acids found in various forms of carbon, when optimized, will facilitate P removal. This project will provide assurances for supplying a consistent carbon source to meet permit regulations. DWRF staff have also partnered with local breweries to address the carbon need but currently there is not a consistent supply that is reliable to meet regulatory requirements.

The project will include two 2,500 gallon tanks for acetic acid, three peristaltic feed pumps, piping for delivery to wastewater process, building HVAC improvements, electrical improvements and a new building roof.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment



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### 9.63 **ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Facility Headworks Capital Project Design - Funded** **2019 - \$0** **2020 - \$800,000**

This offer is to design of the Drake Water Reclamation Facility (DWRF) headworks and operational assets. DWRF is the largest City wastewater facility with a rated capacity of 23 MGD. DWRF also treats all solids from the Mulberry Water Reclamation Facility (MWRF) for regulatory compliance. The DWRF headworks provides the first stages of the treatment process and sets up later processes for success or failure with regulatory compliance. The treatment quality in the beginning processes directly relates to the final permitted effluent quality prior to being discharged to the environment.

The headworks includes a hauled waste receiving station that provides a critical customer service interface with companies such as Gallegos Sanitation and Waste Management. Odor control measures at the headworks are a critical component to help address customer service issues and increased neighbors.

Aging infrastructure and equipment such as HVAC, barscreens, wash presses, high voltage transformers and switch gear will be included. Current equipment being used does not adequately remove pollutants in the first two stages and, as a result, the later stages of treatment are impacted. An example, is trash and getting through to newer UV.

As part of the 2017 Water Reclamation Facility Master Plan, a condition assessment was completed and provided integrity ratings in the areas of mechanical, electrical, structural, HVAC and EI&C. The condition assessment rated the overall headworks a 4, meaning poor with likely failures in short-term and substantial work required to remain safe, and are deemed barely serviceable. Specific equipment needs include but are not limited to the replacement bar screens, washer/compactor/conveyor, grit classifier and screen presses.

This offer is for adequate funding to design a headworks that addresses the issues identified in the Master Plan and condition assessment with the plan to bring a headworks enhancement project as part of the 2021/2022 BFO cycle.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment

### 9.64 **ENHANCEMENT: CAPITAL - Utilities: Wastewater/Water - New Pollution Control and Water Quality Lab 30% Design - Funded** **2019 - \$1,000,000** **2020 - \$0**

This offer funds the preparation of a 30% engineering design for a consolidated Water Quality (WQL) and Pollution Control (PCL) laboratory facility.

Conceptual construction estimates range from \$16-20 million.

The construction of a new combined water quality laboratory was identified through the 2017-2018 WQL/PCL Capital Project Master Planning process, as having a high cost-benefit for Utilities compared to repairing or replacing the existing facilities. Currently, the two labs provide analytical services for water

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and wastewater treatment, drinking water analysis, and monitoring local mountain watersheds and surface waters. The scope of services is not affected by facility consolidation.

A new combined water quality laboratory will be designed to meet current and future demand for analytical services from City operations as well as external customers. It will be designed with the goals of enabling the labs to meet industry performance and accreditation standards, enhancing workflows, improving employee health and safety protections, and promoting organizational efficiency.

The purpose of a 30% design for a consolidated laboratory is to further define the budget for final design and construction. Specifically, the 30% design will include the following:

- Definition of project purpose, goals, objectives and strategy
- Project schedule and timeline
- Design criteria development and data collection
- In-depth description of alternatives and cost estimates
- Documentation of project design decisions and deliverables
- Preliminary technical specification review and development
- Acquisition of required permits
- Conceptual drawings of structure/frame with utilities and foundation
- Identification of other City departments and entities that require consultation

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.7 - Continually improve environmental regulatory performance

### **9.66    ENHANCEMENT: 1.0 FTE Utilities: Wastewater/Water/Stormwater - Water Field Operations    2019 - \$177,424** **Manager - Funded    2020 - \$165,401**

Funding this offer will create a much needed management position within Water Engineering and Field Services for a Water Field Operations Manager.

Water Field Operations (WFO) consists of field crews for Water, Wastewater, and Stormwater. The division is responsible for operations and maintenance of critical assets including 550 miles of water mains, 35,000 water meters, 450 miles of wastewater mains, 177 miles of storm sewers and more than 500 open channels and detention ponds. The division is also responsible for asset replacement and repair crews for water, wastewater and stormwater. With more than 60 employees, this division is on the front line of maintaining reliable high quality water, wastewater, and stormwater service 24/7.

In recent years, the four superintendents overseeing these crews have reported to the Service Unit Manager for Water Engineering and Field Services. As the Service Unit Manager transitions to a more strategically focused role as a Deputy Director, there's a strong need for a Water Field Operations Manager with an increased focus on operational efficiency, asset management, a cultural of safety and increased customer service. The four

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superintendents would report directly to this position, providing a higher level of management support to these critical roles.

The ongoing deployment of Utilities' Computerized Maintenance Management System (CMMS) for Water, Wastewater and Stormwater is a major shift in the approach to operations, maintenance, scheduling and tracking Utilities' assets. This position will lead the change management efforts necessary to successfully implement the CMMS throughout all levels of Water Field Operations. In addition, this position will be responsible for developing and maintaining the maintenance strategies to fully optimize the operational efficiencies made available by this new system.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.7 - Continually improve environmental regulatory performance
- ENV 4.6 - Provide a reliable, high-quality water supply

### **9.67    ENHANCEMENT: 1.0 FTE Utilities: Wastewater/Water/Stormwater - Utilities Project Coordinator - Unfunded**

**2019 - \$147,595**

**2020 - \$128,531**

Funding this offer will create a Utilities Project Coordinator position.

The capital improvement plans for Water, Wastewater and Stormwater will require significant work to replace undersized and aging infrastructure. Much of this work is in the older parts of Fort Collins with existing residences and businesses that require a high level of coordination and communication. This new position will provide this coordination service as well as assist with project management responsibilities so the primary project managers can focus on managing the scope, budget and schedule for these projects. In addition to the coordination role, this position would assist with process improvement needs such as the master schedule for all projects, project records and archiving, benchmarking, project reporting and maintaining the project management manual.

With more than 12 miles of water mains and 20 miles of wastewater mains more than 100-years old, Utilities is actively replacing these systems annually to maintain levels of service for reliability, capacity and quality. A successful infrastructure project in Fort Collins must not only meet expectations for quality, budget and schedule but also must be well coordinated with stakeholders such as residences, businesses, other City departments and advocacy associations. This position will serve as the critical link between these stakeholders and the project team so stakeholder needs are heard as part of the project.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.6 - Provide a reliable, high-quality water supply
- ENV 4.7 - Continually improve environmental regulatory performance

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9.68	ENHANCEMENT: 0.5 FTE Contractual Utilities: Wastewater/Water/Stormwater - Over hire for Engineering Director - Unfunded	2019 - \$47,920 2020 - \$0
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Funding this offer will provide the opportunity for knowledge transfer and succession planning in preparation for the retirement of the critical position of Engineering Director.

The Engineering Director position manages the design and construction of Capital Improvements for the Water, Wastewater and Stormwater Utilities as well as serves as a technical resource for the operations and maintenance of the Utility. The individual in this position is expected to retire after more than three decades with the Utility. This offer would fund the knowledge transfer and succession planning necessary for this position to maintain continuity of operations.

In-depth knowledge of the function, construction, and operations of the water, wastewater and stormwater assets is critical to this position. Also, the knowledge of the requirements and expectations for executing capital projects for the Utility is very important and will need to be transferred with the new Engineering Director. The scope and magnitude of knowledge transfer that needs to occur will require several months of training with the current director prior to retirement.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.6 - Provide a reliable, high-quality water supply
- ENV 4.7 - Continually improve environmental regulatory performance

<b>9.69</b>	<b>ENHANCEMENT: Utilities: Wastewater/Stormwater - Regulatory Water Quality Monitoring Study (bacteriological) - Funded</b>	<b>2019 - \$75,000</b> <b>2020 - \$75,000</b>
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This offer funds a two-year study to evaluate potential sources of *Escherichia coli* (*E. coli*) in urban streams, actively engage in the process for impaired water bodies and identify potential human-related source contributions that could be eliminated to improve water quality.

The Colorado Department of Public Health and Environment (CDPHE), Water Quality Control Division, has initiated a process to develop an E. coli Total Maximum Daily Load (TMDL) for the Poudre River and its local tributaries (Spring Creek, Fossil Creek and Boxelder Creek). TMDL is the amount of pollutant that can enter a waterbody and still meet water quality standards. This waste load allocation will be derived after CDPHE sampling is completed. The TMDL may have significant financial and operational impacts to both the Municipal Separate Storm Sewer System (MS4) Permit and the City's two wastewater treatment permits. In some urban areas across the U.S., multi-million or billion-dollar implementation plans have been developed to meet TMDL requirements; thus, substantial benefits may be gained by studies that help the City engage in the TMDL process in an informed way and proactively remove E. coli sources.

By funding this offer a qualified consultant will be hired to work with City staff to:

- Conduct a desktop analysis to evaluate existing data and practices.
- Identify and understand sources of E. coli in the Poudre River and its tributaries in Fort Collins.

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- Develop a control strategy progressing from dry-weather to wet-weather screening, focusing on human-related sources of bacteria.
- Inventory current source-control practices that the City is using and identify alternative/supplemental practices the City should consider for reducing E. coli loading.
- Evaluate structural control practices that can reduce dry-weather and wet-weather E. coli loading to streams.
- Evaluate hydrology used to draft the TMDL to ensure it is supported by existing data.
- Review CDPHE's draft TMDL to ensure it contains adaptive management language.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.7 - Continually improve environmental regulatory performance
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed

### **9.70    ENHANCEMENT: CAPITAL - Utilities: Wastewater - Pollution Control Lab Repairs - Funded      2019 - \$225,000 2020 - \$0**

This offer funds replacement of critical building infrastructure within the Pollution Control Laboratory (PCL).

Through the Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to water customers. Capital replacement planning and implementation is a key attribute of the Program and of an effectively managed Utility.

Replacement priorities are determined using established levels of service for sustainability, product quality, product availability, reliability, regulatory compliance, customer satisfaction and safety. Performance targets for established levels of service and assessing the asset conditions drive the priorities of the capital replacement program.

The PCL Capital Replacement Project is included in the Utilities Capital Improvement Planning and Prioritization process and was ranked high priority for the Wastewater Fund. The PCL, originally constructed in 1974, was included in the Asset Management Program for the first time in 2018. Consequently, substantial repair and replacement is needed.

Replacement needs were identified in the PCL Condition Assessment as part of the 2017 Water Quality/Pollution Control Laboratory Master Plan. Identified repairs have been prioritized to occur over the next five years. The following were identified as Phase 1 - the most critical and urgent repairs necessary for maintaining a safe and functioning laboratory until a new combined laboratory facility can be constructed:

- Electrical system repairs, including conduit replacement and surge protection for lab computers, equipment and analytical instruments
- Backflow prevention to protect laboratory from sanitary sewer back-ups
- Building exterior and minor roof repairs to prevent water from leaking into the building and damaging equipment, walls and interior surfaces

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This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed

**9.71 ENHANCEMENT: CAPITAL - Utilities: Water/Wastewater Master Planning Updates - Unfunded**

**2019 - \$100,000**

**2020 - \$50,000**

Funding this offer will update the master planning efforts for water distribution and wastewater collection.

This offer will update the master plans associated with the water distribution and wastewater collection systems. The master plans provide condition assessment and hydraulic performance of the water distribution and wastewater collection systems as well as recommend improvements. The master plans need to be updated to guide decisions regarding operations and capital improvements.

The master plans include significant hydraulic network modeling required to assess the performance of these systems such as evaluating pressures and capacities. This offer will update these models with more current and accurate data related to the City's water and wastewater mains. As changes to these systems are proposed, such as through new development and capital improvements, it is critical the hydraulic models are updated to assess the impact on system performance for capital improvement planning. This offer will also evaluate planning scenarios. These scenarios are a critical element of master planning so the Utility can be better prepared for such events as increased water demands, water outages, water quality standards and wet-weather inflows to the wastewater system. The master plan update will be conducted by one of the City's consulting engineers and managed by a Utilities Project Manager.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Continually improve environmental regulatory performance
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

**9.72 ENHANCEMENT; Utilities: Wastewater/Water/Stormwater - Engineering Support to Maintain Levels of Service - Funded**

**2019 - \$246,650**

**2020 - \$246,650**

Funding this offer will support the engineering functions for Water, Wastewater and Stormwater projects to maintain existing levels of service.

Water Engineering and Field Services provides engineering functions related to capital project management, master planning, development review and floodplain administration. Support for these functions includes two categories: 1) as-needed professional services and 2) Capital Project staff support.

Professional Services - \$145,000

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Capital Project Staff Support - \$101,650

As-needed professional services includes: design and analysis for maintenance projects, investigating drainage complaints, land appraisals associated with regional facilities as part of development proposals, surveying, revisions to standard specifications, and facilitation for team-building and process improvements. These services are typically needed to support projects that are not tied to a specific capital project and to respond to unanticipated needs. These services have historically been funded through underspending in other areas or billed to a specific capital project.

Support for capital project staff includes items such as: training, office supplies, computers and safety gear. Historically these items were billed to a specific capital project. This proposed change in practice will provide a more accurate representation of the cost of capital assets.

This enhancement creates a stand-alone budget for these needs while maintaining existing levels of service.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.7 - Continually improve environmental regulatory performance

### **9.73    ENHANCEMENT: CAPITAL - Utilities: Wastewater - Drake Water Reclamation Bio Gas to Cogeneration (Additional Funding) - Funded** **2019 - \$800,000** **2020 - \$0**

This offer provides additional funding to design and construct a cogeneration and gas conditioning system at the Drake Water Reclamation Facility (DWRF). This system will use biogas generated from the wastewater treatment process to generate energy and waste heat, which will be used to supplement on-site electricity and natural gas needs at DWRF.

The key project benefit is an estimated annual reduction of 2,700 metric tons CO<sub>2</sub>e of greenhouse gas. A benefit-cost ratio analysis of the project indicates a break-even period of 25 years. With proper maintenance, it is anticipated that the cogeneration units will operate without major replacement for up to 25 years. The cost per ton of CO<sub>2</sub>e is approximately \$89.

In addition, the project leverages a partnership with Woodward Governor, who will provide the engines at a reduced cost and provide engineering and operational support. In exchange, Woodward will use the project as an international showcase for similar engine and control applications. Woodward is also strongly committed and motivated to contribute to the Fort Collins community they call home.

\$3.9 million was previously appropriated for this project, however this dollar amount was based on a conceptual design. As designed progressed, it was determined that an additional \$800,000 is needed to deliver the project, primarily due to unrealized site and electrical work.

In addition, the project scope has been updated to two (vs. four) cogeneration units. The reduced scope is based on new information related to future management of food waste in the community. Food waste is now anticipated to be diverted to composting facilities rather than to the wastewater treatment facilities. Consequently, four cogeneration units are not needed.

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This Offer supports the following Strategic Objectives:

- ENV 4.4 - Achieve the 2020 Road to Zero Waste goals and work toward 2030 zero waste goals
- ENV 4.7 - Continually improve environmental regulatory performance

### 9.80 Utilities: Light & Power - Energy Services - Funded

**2019 - \$4,394,748**

**2020 - \$4,439,633**

This offer will fund community energy services programs, including the staffing and resources to deliver annual efficiency and conservation savings. Together with the Energy Efficiency Enhancement offer (9.90), this offer will achieve the Energy Policy annual portfolio savings targets in 2019 and 2020 (2.0% and 2.5% of community electricity use respectively), with funding at the same level as 2017 and 2018. 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
- Energy Services team staffing, supporting implementation for Energy Policy, Renewable Energy and Demand Response initiatives, while also coordinating Utilities' shared efforts with the Climate Action Plan (CAP) and Green Building
- New data warehouse capability in support of Offer 10.15

Savings result in annual carbon emissions reductions of more than 25,000 metric tons annually. Efficiency program savings are delivered 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 foundational to CAP, comprising more than 50% of the savings to reach the 2020 goal.

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 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates



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### 9.81 Utilities: Light & Power - Residential Solar Rebates - Funded

**2019 - \$500,000**

**2020 - \$500,000**

Funding this offer supports solar rebates for residential customers and helps achieve the Fort Collins Energy Policy goal of 2% local distributed renewable generation by 2020, the Climate Action Plan (CAP) 2020 Framework Plan and community targets for the Colorado Renewable Energy Standard (RES).

This offer funds:

- Solar rebates for residential customers (\$490,000 annually), with up to \$1,500 available per solar system (2018 limit)
- Marketing and communications expenses (\$10,000 annually)

These funding levels currently support installing up to 333 new solar systems and approximately 2,000 kilowatts of new capacity annually. The rebate amounts may need adjustment to maintain program continuity in response to market conditions or program uptake. The rebate typically accounts for 10% or less of the project cost, leveraging the remaining 90% from customer investment. The rebate and funding levels are expected to be able to provide a year-round rebate program for customers and solar contractors, which provides a predictable and stable incentive for regional solar contractors to develop business in Fort Collins.

Residential solar systems account for approximately 50% of the distributed solar capacity (2017). Meeting the Energy Policy distributed renewable energy target in 2020 will require the addition of approximately 10 megawatts of additional solar from 2018 to 2020. This offer is one of several that support solar programs for residential and commercial customers; the combination of offers is designed to meet the 2020 Energy Policy distributed solar target.

Residential rooftop solar customers receive full credit for solar energy used internally by the house and are compensated for electricity exported from the house at the current Council-adopted rates.

Funding for the net production payments for residential and commercial net metered customers is \$486,399 in 2019 and \$589,636 in 2020 and is included in Offer 9.82.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 9.82 Utilities: Light & Power - Core Renewable Energy - Funded

**2019 - \$3,568,300**

**2020 - \$3,671,500**

This offer funds ongoing renewable energy power purchase requirements 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 includes:

- The purchase of 76,000,000 kilowatt-hours of renewable energy under Platte River Power Authority Wholesale Tariff 7 (\$1,992,000 annually). Tariff 7 is

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comprised of wind energy from Colorado. The energy goes toward voluntary purchases of renewable energy through Utilities' Green Energy Program with the remainder adding to the electricity resource mix for all customers. Revenue from the Green Energy Program offsets the purchased power cost by approximately \$400,000.

- The purchase of electricity output from solar systems via power purchase agreements (PPA) from the Solar Power Purchase Program (SP3), \$1,111,900. The basis of SP3 is a fixed-price, 20-year PPA between Fort Collins Utilities and commercial customers for solar energy generation. This arrangement is commonly known as a "feed-in tariff." The budget for this item is estimated from 2017 production and planned SP3 projects for 2018.
- Funding for the virtual net metering solar payments to subscribers of the Riverside Community Solar project, \$70,000.
- Funding for the net production payments for residential and commercial net metered customers: \$486,399 in 2019 and 589,636 in 2020. The budget for this item is estimated based on production in 2017 with a forecast of incremental solar installations in 2018 to 2020.

The funding resources provided by this offer support more than 6% of the community's electricity coming from wind and solar renewable energy resources.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 9.83 Utilities: Light & Power - Demand Response - Funded

**2019 - \$629,460**

**2020 - \$638,663**

This offer funds ongoing operations of Utilities' Demand Response Management System (DRMS). The current demand response system, known as the Peak Partners Program, has more than 3,500 households enrolled with thermostats and electric water heaters, along with a loan program for home energy monitors with the library. Commercial customers are served via an Open ADR communication system.

This offer includes:

- DRMS software, hosting and maintenance
- Call center customer support
- Field service technicians to support maintenance and installation
- Program management and customer communication services for all the above, provided by a third-party company, Itron
- Incentives for multifamily property management companies
- Public electric vehicle charging station customer support

The DRMS dispatches and controls air conditioners and electric water heaters, plus commercial facilities by reducing 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.

The DRMS is evolving to become a Distributed Energy Resource Management System, an innovative and flexible platform to control, manage and

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dispatch grid resources with a focus on resources that are 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 via scheduled load-shifting activities. Currently, the program delivers avoided power purchases of approximately \$120,000 per year by reducing wholesale demand charges.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.90    ENHANCEMENT: Utilities: Light & Power - Energy Efficiency - Unfunded**

**2019 - \$950,000**

**2020 - \$950,000**

This offer provides the necessary funds, in addition to Offer 9.80, to achieve the efficiency targets of the Energy Policy. The Energy Policy annual portfolio savings targets an increase in 2020 to 2.5% of community electricity use (targeting 7.5M kilowatt-hours of new savings). This offer is at the same funding level as that approved for 2017/2018 (does not create new programs or services).

This offer funds:

- Efficiency Works Homes program: The program has shown steady progress 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 (\$300,000).
- Additional incentives to support increased participation in the Efficiency Works Business program (\$500,000). Per the 2017 program evaluation, the Efficiency Works Business program had the highest cost effectiveness of all programs evaluated.
- Additional incentives to support continuation of the Multifamily Efficiency Program partnership with Xcel Energy, which targets an underserved market segment with issues including a split incentive between tenants and owners. (\$150,000).

Savings also result in annual carbon emissions reductions of more than 4,000 metric tons. Efficiency program savings are generated at an average cost of \$0.035 per kilowatt-hour, 40% lower than the cost of wholesale electricity. Approximately 90% of the funding in this offer provides direct rebates or services to customers.

Efficiency and conservation are widely recognized as the most cost-effective path for carbon emissions reductions. These programs directly address the triple bottom line with 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.

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This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.91    ENHANCEMENT: Utilities: Light & Power - Cold Weather Pump Demonstration - Unfunded      2019 - \$150,000 2020 - \$150,000**

Funding this offer will develop a pilot program to identify and overcome the barriers to market adoption of heat pumps within the community, including consumer education and awareness on the technology, identifying key distributors and contractors in the supply chain, and incentives to buy down the incremental cost of the new technology. The results will guide continuous improvement and evolution of our home efficiency programs in order to support long-term reductions in natural gas use to meet the City's climate goals.

The continued evolution of heat pump technology has been determined to be one of the most scalable, cost-effective, flexible and efficient technologies to shift fuel consumption of thermal energy use in buildings from fossil fuels to clean electricity. To reach the community's 2030 and 2050 climate goals, shifting natural gas use to clean electricity will be necessary. However, this transition is also expected to be one of the most significant challenges of meeting these goals.

Decarbonizing thermal energy use in the community requires both the increased adoption of renewable energy in our electric generation mix and the adoption of high-efficiency, electric thermal systems such as Air Source Heat Pumps and Heat Pump Water Heaters. Specifically, heat pumps can be a cost-effective option for improving home comfort while delivering energy and cost savings for homes, especially for electric-only premises, which are estimated to represent approximately 5-10 percent of residential premises in the community. Heat pump technology is more than three times more efficient than electric baseboard heating and represents an opportunity to dramatically decrease costs and increase comfort for community members.

This offer will develop a 2030 roadmap for strategic electrification of natural gas and electric resistance heating. The demonstration will focus on the retrofit of 15-25 homes with heat pump technology with a focus on low- and moderate-income households, supporting affordability.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.92    ENHANCEMENT: Utilities: Light & Power - Non-Residential Solar Rebates - Unfunded      2019 - \$500,000 2020 - \$500,000**

This offer funds the support of solar rebates for non-residential customer projects, including commercial, institutional and non-profit. Projects of this type

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are generally located on commercial rooftops, providing a valuable opportunity in our land-constrained service territory. These systems are “net metered” to benefit the owner through reducing on-site utility bills. This offer supports achieving the Fort Collins Energy Policy goal of 2 percent local distributed renewable generation by 2020, the Climate Action Plan (CAP) 2020 Framework Plan and community targets for the Colorado Renewable Energy Standard (RES).

This offer funds:

- Solar rebates for non-residential customers (\$490,000 annually), with up to \$100,000 available per solar system (50 cents per watt up to 200 kilowatts).
- Marketing and communications expenses (\$10,000 annually)

These funding levels support installing five to ten solar systems and approximately 1,000 kilowatts of new capacity annually. The rebate and funding level are expected to provide a year-round rebate program for customers and solar contractors, which provides a predictable and stable incentive for regional solar contractors to develop business in Fort Collins.

Non-residential net metered solar systems account for approximately 13 percent of the distributed solar capacity (2017). Meeting the Energy Policy distributed renewable energy target in 2020 will require the addition of approximately 10 megawatts of additional solar from 2018 to 2020. This offer is one of several that support solar programs for residential and commercial customers; the combination of offers is designed to meet the 2020 Energy Policy distributed solar target.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.93    ENHANCEMENT: Utilities: Light & Power - Solar Power Purchase Program (SP3) - Unfunded    2019 - \$0 2020 - \$200,000**

Funding this offer supports solar projects through 20-year power purchase agreements for non-residential customers, including commercial, institutional and non-profit. Projects of this type are generally located on large commercial rooftops or may be ground-mounted, and are “in front of meter” renewable electricity purchases, which benefit all rate payers.

These projects are comparable to utility-owned generation except that it is distributed over multiple sites and purchased under a long-term contract with the site owner or developer. These local solar resources do not impact the host customer’s utility bill and instead increase the renewable energy portion of the community’s electricity mix.

This offer supports achieving the Fort Collins Energy Policy goal of 2 percent local distributed renewable generation by 2020, the Climate Action Plan (CAP) 2020 Framework Plan and community targets for the Colorado Renewable Energy Standard (RES). This offer funds first-year payments for power purchase agreements for up to 1,500 kilowatts of solar system output in 2020. These funding levels currently support installing up to 1,500 kilowatts of solar system capacity by paying to purchase the output of the solar systems. Contracts continue for a total of 20 years, while the resulting electricity is sold

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to other customers at the current retail rate.

Non-residential solar power purchase agreements account for approximately 40 percent of the distributed solar capacity in 2017. Meeting the Energy Policy distributed renewable energy target in 2020 will require the addition of approximately 10 megawatts of additional solar from 2018 to 2020. This offer is one of several that support solar programs for residential and commercial customers; the combination of offers is designed to meet the 2020 Energy Policy distributed solar target.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.94    ENHANCEMENT: Utilities: Light & Power - Bring Your Own Thermostat (BYOT) - Unfunded      2019 - \$30,000 2020 - \$30,000**

This offer supports expanding the existing Peak Partners demand response program by opening the program to include new smart thermostats chosen by customers. The original program only offered one thermostat model to participants. With an expanded list of smart thermostat brands and choices, the program will be able to increase the number of flexible grid resources located in customers' homes and businesses (e.g., behind the meter). "Bring Your Own Thermostat" enables participation of residential customers in demand response activities by enrolling their existing Wi-Fi thermostat into Utilities operations. This approach not only means a higher participation rate than with the original offering, but also signifies a lower cost to the utility by leveraging the existing thermostat in participating customers' homes.

"Bring Your Own Thermostat" also responds to homeowner requests to join the program with their existing thermostats in support of the community's grid system.

This offer includes:

- Continuing support for a "Bring your own Thermostat" software module as part of the existing Demand Response Management System (DRMS) platform. Software support and communication is needed to provide ongoing connectivity to participating customers' thermostats.
- Leveraging multiple models of thermostats from NEST, Honeywell and potentially other vendors. Several thousand of these are currently installed in homes.
- Leveraging the new Efficiency Works Store online marketplace, which supports instant rebates for customers choosing smart thermostats.
- Continuing customer support and software communications for up to 200 households participating in "Bring your Own Thermostat."

"Bring Your Own Thermostat" is a strategic enhancement to provide exceptional customer service through choice and developing first-hand experience with new technologies to prepare for upcoming Internet-of-Things technologies.

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This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.95    ENHANCEMENT: Utilities: Light & Power - Battery Storage Demonstration - Unfunded                      2019 - \$100,000 2020 - \$100,000**

This offer supports continuation and expansion of the 2017/2018 Battery Storage Pilot to understand and demonstrate how Utilities infrastructure can interact with battery technologies. Benefits include proving financial and economic benefits to the utility and to residential and commercial customers, expanding the limited technical demonstration underway in 2018 to multiple sites with a focus on the residential sector, and testing operational methods and programmatic structures recommended from the current pilot.

Utilities expect battery storage to be an essential component of long-term solutions to Fort Collins' clean energy goals. The roadmap developed by this pilot will support expanding customer-sited storage capacity and targeted development of storage on the distribution system to meet emerging challenges from the growth of distributed and intermittent renewable generation, as well as new electric vehicle loads (mobile battery storage capacity).

This stage of the pilot will focus on proving residential-scale technologies and the performance of residential and commercial storage assets in new operating scenarios anticipated by the continued ramp up in installations of battery storage by customers and the future participation of Fort Collins Utilities and Platte River in an electricity market. Stationary and mobile storage assets will bring new value to Fort Collins Utilities in these scenarios, supporting stability in the distribution system as well as the economic interests of the City and its customers.

This offer will support:

- Ongoing or new software licenses required for interoperability – approximately \$30,000
- Utilities ownership of several residential-scale battery systems for testing – approximately \$20,000
- Customer recruitment and incentives to participate in Utilities operations – approximately \$50,000

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **9.96    ENHANCEMENT: 1.0 FTE Contractual to Classified - Utilities: Light & Power - Energy Code Compliance Specialist - Unfunded                      2019 - \$4,269 2020 - \$4,397**

Fort Collins has a strong history adopting current model building codes and has added local amendments specifically targeting energy performance and

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green building. While the prescriptive requirements are appropriate, the expected performance is not always achieved in practice, for a variety of reasons. Closing the gap between what the code requires and what is designed and built is critically important for utility planning and attaining community goals.

Building energy performance is critical to the goals of the Climate Action Plan Framework, Energy Policy and Green Built Environment initiative. Recent editions of the model codes have increasingly incorporated building science principles; local amendments have strengthened those changes. This is positive but – with increasingly technical requirements and advanced technologies – the code has become more challenging to enforce.

A 2016 off-cycle offer was approved to establish the position of Energy Code Compliance Specialist, a new job function within the City. This contractual position has been filled for nearly two years, with funding split 50:50 between Utilities and the Building Department. The job function of this position to provide energy code education, consulting and compliance now has a proven track record and become an integral part of Utilities Energy Services and the Building Department.

The job function and knowledge contribute to:

- enhanced productivity for other building department staff who can focus on their areas of expertise
- insights into building performance to improve energy efficiency programs
- improved customer service for project developers in Fort Collins

This offer recognizes the ongoing value provided by this position, as proven through the contractual period to date. Establishing this position as classified will enable the City to effectively maintain the current level of service as well as retain the necessary talent and expertise.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### **9.100 Utilities: Stormwater - Household Hazardous Waste & Spill Response Services - Funded**

**2019 - \$157,000**

**2020 - \$157,000**

This offer provides resources for three key best practice services:

- Semi-Annual Household Hazardous Waste (HHW) collection events
- 24-hour/7-day response to chemical & hazardous materials spills to the stormwater system
- Incentivize greater year-round collection of non-toxic chemicals at Timberline Recycling Center (TRC)

Each of these programs provide residents with services that enhance environmental stewardship, regulatory compliance, and a safe and resilient community.

Two HHW collection events will be provided for residents. Since 2010, these events have become popular with the community, providing residents with the opportunity to dispose of a variety of hard-to-recycle household hazardous waste, free of cost. Staff provides project management, event support &



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regulatory compliance services for both events. The offer includes funding for recycling & disposal services, event support & supplies, and extra staffing for the event.

An Illicit Discharge Detection & Elimination (IDDE) team will respond to hazardous spills to stormwater systems, conduct remediation of small-scale spills to protect the quality of our urban watersheds & reduce pollution from stormwater runoff. An IDDE program during business hours is a legal requirement of the City's Municipal Separate Storm Sewer System (MS4) permit. Utilities staff provides on-call support, responding to 60-80 illicit discharges of pollutants to the stormwater system annually, often coordinating response with Poudre Fire Authority and Larimer County Health Department.

This offer funds new disposal costs resulting from greater use of TRC that may be anticipated through waiver of the \$5 regular entry fee for visitors who only bring in antifreeze, batteries, oil and/or paint (ABOP). The intent is to motivate citizens away from the "saving up" of ABOP and towards more regular use of the TRC.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### 9.102 REDUCTION: Utilities: Community Spill Response - Funded

**2019 - (\$32,400)**

**2020 - (\$32,400)**

This reduction offer eliminates redundant activities related to the City's 24/7 Community Spill Response program.

Currently, an after-hours on-call Illicit Discharge Detection and Elimination (IDDE) Community Spill Response team is funded to respond to potentially hazardous spills in the community and to conduct limited remediation, if needed. This program protects the quality of urban watersheds, enhances environmental stewardship and regulatory compliance, and contributes to a safe and resilient community. In the past, the program has been implemented by the Environmental Regulatory Affairs (ERA) division; however, since Water Field Operations on-call staff are also trained to respond to spills and are already assigned on-call responsibilities, the spill response program can continue to be implemented.

Since 2008, ERA staff has responded to an average of 50 spill/release reports annually, with a majority of those calls occurring during normal business hours when on-call staff are not needed. An annual average of only six after-hours reports were responded to during that same time frame, at a cost of \$39,500 to support stand-by pay salaries. This is an inordinate use of ratepayer funds at minimum benefit.

During business hours, the IDDE program is a legal requirement of the City's Municipal Separate Storm Sewer System (MS4) permit. Since implementation in 2010, the 24/7 aspect of this program, which is not a legal obligation, has been funded as a request of City Council. ERA and Water Field Operations staff currently provide redundant on-call support for this program. By using trained Water Field Operations staff to respond to after-hours incidents and then coordinate with technical experts in the ERA division, the City can ensure that regulatory obligations are maintained, while also being good stewards of ratepayer funds.

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This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers

### **9.104 REDUCTION: Utilities: Water/Wastewater - Standby Time for the Water Quality Lab and Pollution Control Lab - Funded**

**2019 - (\$32,500)**

**2020 - (\$32,500)**

After-hours water quality complaint calls are initially directed through the main Utilities after-hours call number, evaluated and then routed to the Water Quality After-Hours On-Call team. The Water Quality (WQ) on-call team consists of five employees who are on a week-long on-call rotation throughout the year and are compensated according to the Utilities on-call policy. Annually, this service costs approximately \$32,000. The majority of customer complaint calls directed to the WQ On-Call team are resolved over the phone with an explanation of common issues and remedies. For more complex issues, it has been the practice to visit the customer's home to collect water samples for analysis.

A recent safety evaluation of this practice has revealed that even where the practice of residential site visits is limited to daytime hours, it is still possible to provide the same benefit to the customer while increasing employee safety, primarily through improved communication. The practice of after-hours residential site visits has, therefore, been eliminated. Staff have also determined that the remaining customer call screening and response can be managed effectively by the Utilities after-hours call process with improved scripting and customer service protocols. Those protocols will address emergency situations where imminent public health concerns are identified. In such cases, an emergency team will be mobilized. For all other calls, the Water Quality Lab staff will respond to customer complaints and conduct required sampling during business hours.

For these reasons, there is no longer a need to maintain an On-call Water Quality Response Team.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers

### **43.1 Environmental Services - Funded**

**2019 - \$1,653,356**

**2020 - \$1,703,216**

Funding this offer will support the Environmental Services Dept. (ESD) in providing programs & services to the community & municipal organization to efficiently pursue Council policies on sustainability, air, climate, waste reduction, citizen engagement, & performance measurement. These programs support adopted Council goals including climate & zero waste by reducing carbon emissions, indoor and outdoor air pollution, & increasing waste diversion & recycling.

This offer supports staff & programs to:

- lead implementation of Climate Action Plan (80% of residents support the City engaging in climate action (2017)
- reduce ozone emissions & other outdoor air pollution such as wood smoke, blowing dust
- improve indoor air quality through Healthy Homes and radon programs
- provide technical leadership for Regional Wasteshed planning to evaluate materials management alternatives

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- increase residential & business waste diversion/recycling
- increase resilience through climate preparedness planning
- advance green building
- help the City government lead by example through campaigns, innovative programs, & technical assistance
- provide expertise on local oil & gas issues, and
- conduct robust data management & reporting.

Fort Collins is facing several significant environmental issues including:

- impending closure of our landfill by 2025,
- on-going non-compliance with the federal health standards for ground level ozone pollution while 25% of homes have a member with respiratory problems, &
- continuing need to increase resilience & reduce local carbon emissions in partnership with the community and its innovators.

ESD plays an important role in planning, assessing policy options, & engaging citizens and businesses in policy decisions and actions to protect the environment and improve quality of life. The community values a healthy environment and 96% believe the City should invest the same or more to ensure good environmental quality (2017).

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality
- ENV 4.4 - Achieve the 2020 Road to Zero Waste goals and work toward 2030 zero waste goals
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 43.2 Timberline Recycling Center - Funded

**2019 - \$291,916**

**2020 - \$293,016**

Funding this offer enables the Environmental Services Department to provide a public recycling center, the Timberline Recycling Center (TRC), in support of Council policies for sustainability, waste reduction, public engagement and performance measurement. TRC complements curbside recycling, creates special opportunities for materials not easily recycled helps businesses comply with ordinances (e.g., cardboard and construction/demolition materials) aimed at increasing waste diversion and recycling.

This offer supports TRC's operations and management to:

- increase waste diversion/recycling and help meet community recycling needs; in 2017, 3,362,586 pounds of materials were accepted at TRC
- respond to Council's interest in diverting specialized materials as opportunities arise
- conduct on-site collection days twice a year for unique, hard-to-recycle materials (mattresses, books, durable plastic items, shredded paper)
- implement accurate data management and reporting
- partner with the community, local business and innovators.

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By funding this offer, TRC can help address a variety of issues:

- impending closure of Larimer County landfill by 2025
- market uncertainties and economic challenges for the recycling industry as domestic markets recover from international tariffs and sanctions
- state planning system that sets waste diversion goals and calls for management plans

TRC is integral to Fort Collins' community-wide materials collection and management system. It serves as a reliable choice for residents' everyday recyclables and as a stage to pilot new programs. Since 2002, the City's drop-off site has helped residents take an active role in protecting the environment and improving quality of life. With 2017 diversion levels of 55% in Fort Collins, this unique center is helping the community make progress toward its adopted Zero Waste goals.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Achieve the 2020 Road to Zero Waste goals and work toward 2030 zero waste goals

### 43.3 KFCG ENHANCEMENT: Innovate Fort Collins Challenge Fund - Unfunded

**2019 - \$210,000**

**2020 - \$210,000**

Funding this offer will support the Innovate Fort Collins Challenge (IFCC) in 2019 and 2020, a competitive grant process for local projects that support the Climate Action Plan (CAP) goals. Applicants would be awarded funding for projects that offer innovative, scalable solutions to reduce greenhouse gas emissions (GHGs) in energy, waste materials, transportation and behavior change, as well as providing other community benefits. Awarded projects are implemented by partners such as businesses, non-profits and educational institutions.

The 2019/2020 IFCC outcomes will continue to focus on funding locally relevant and feasible projects with these outcomes:

- Assist in achieving the 2020 and 2030 CAP goals through GHG reductions and enhanced community resilience
- Scalable projects that can increase impact over time
- Leverage outside funding
- Provide triple bottom line benefits

This competition was developed in 2017 as part of a previous budget offer, 26.8. The 2018 competition will launch in mid-April and will include energy, waste materials and transportation with the addition of behavior change. These areas have been identified as having the greatest impacts to reducing GHGs in Fort Collins and achieving the 2020 CAP goals. The City has limited influence, resources and funding and recognizes achieving the community's goals must include private-sector investment, broad community engagement, and fostering entrepreneurial innovation. The 2017 Innovate Fort Collins Challenge garnered 58 applications requesting more than \$5M in funding. Applicants included non-profits, educational institutions, commercial and start-up businesses. Based on this experience, it's likely future years will have similar results.

\$200,000 of the 2019/2020 requested funds will fund projects with \$10,000/year allocated for additional project support.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs

### **43.4 KFCG ENHANCEMENT: Expanded Municipal Sustainability Innovation Fund - Unfunded** **2019 - \$50,000** **2020 - \$50,000**

This offer will support innovative, sustainability-focused improvements to the City's buildings and infrastructure. Projects improve community assets and are practical, yet new strategies. Staff are engaged to contribute to a high performing organization when given an opportunity to develop innovative ways to approach small-scale sustainability projects that otherwise would not be funded.

This offer expands upon an existing \$50,000 core fund to create a \$100,000 fund that staff compete for through an application process. Since its inception in 2011, an interdepartmental committee has funded 80 projects from across the organization that contribute to the City's vision to have a culture of innovation.

This offer was funded in the last BFO cycle and has proven successful to the organization. For example, in 2017, projects worth ~\$200,000 were requested with 18 projects funded including:

- Vehicle anti-idling technology devices (data to reduce air pollution from fleet vehicles)
- Solar tubes in the Gardens on Spring Creek bathrooms (reduced need for turning on lights during the day)
- All-in-one sanitizing system for Fort Collins Museum of Discovery (eliminated cleaning chemicals by using this system in a public space that requires daily sanitizing)

In 2018, there were 33 applications worth ~\$300,000, 15 of which were funded. Funded projects were awarded to all Services Areas that applied. 2018 projects include:

- 360 Virtual Reality inspections for Light & Power electric infrastructure
- Virtual Tour of City Park Arboretum
- Solar Well for Soapstone Natural Area

These projects will reduce energy, water use and transportation emissions, aligning with the Climate Action Plan and the Municipal Sustainability Plan. This fund serves as seed money for innovative ideas that otherwise would remain unrealized. The impact can be long-term as several projects are still in use and are now considered operational excellence.

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This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

### **43.5 KFCG ENHANCEMENT: Oil and Gas - Site Investigation and Monitoring - Unfunded** **2019 - \$25,000** **2020 - \$48,000**

Funding this offer, which has been prepared in response to the City's Leadership Planning Team (LPT) request, will enable the City to conduct a records investigation for oil and gas well sites within City limits, and develop and begin implementation of the monitoring plan.

The oil and gas industry in Colorado has experienced unprecedented growth since 2008, in large part due to newer hydraulic fracturing and horizontal drilling techniques that have enabled extraction of resources from previously unproductive underground formations.

In Fort Collins, oil production pre-dated the recent increase in activity. Active development currently continues within City limits in an oil field that was first drilled in 1924. Currently, there are 10 active wells within City limits, of which three produce oil (no gas is sold from the Fort Collins field). There are also 20 Plugged and Abandoned (PA) or Drilled/Dry and Abandoned (DA) wells within City limits, of which 10 are on future development sites, and 10 are located in previously developed areas.

The Colorado Oil and Gas Conservation Commission (COGCC) is charged with regulating the development of mineral resources in Colorado. For older wells, the COGCC often lacks information about precise well location, adequacy of the plugging and abandonment process at the time, and information regarding potential soil or groundwater contamination around abandoned well sites.

In 2019, this offer would fund contractor support for a records investigation, which would include review of completeness and accuracy of COGCC records, the plugging and abandonment process used for specific wells, and associated oil and gas production or storage infrastructure that may have existed. This information would be used to develop a monitoring plan to potentially include air, groundwater, soil and soil gas sampling. In 2020, funds would be used to begin implementing the monitoring plan.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods

### **43.6 ENHANCEMENT: Accelerated Municipal Electric Lawn and Garden Equipment Fund - Unfunded** **2019 - \$50,000** **2020 - \$19,000**

Funding this offer will enable the City to continue acceleration of progress toward exchanging municipal gasoline-powered commercial lawn and garden equipment for quieter, lower emission electric equipment.

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Reducing use of gas powered lawn and garden equipment is important as emissions contribute to both ozone formation and greenhouse gases (GHG). Currently, the City is part of the Denver Metro/North Front Range Ozone non-attainment area, which means our highest measured ozone levels sometimes exceed Environmental Protection Agency (EPA) health-based standards. Additionally, the City has adopted ambitious carbon reduction goals, and it is important to lead by example in reducing fossil fuel use for municipal operations.

Between 2016 and 2018, the City invested in piloting the use of newer technologies towards accelerating the replacement of commercial lawn and garden equipment. This included the purchase of two large riding mowers equipped with solar canopies that both provide shade and charge batteries. Additionally, approximately 40% of the small equipment (e.g., chainsaws and weed whips) used by the Parks department have been replaced through 2017, with additional purchases planned in 2018. Operator feedback has been that the new equipment has met operational needs, reduces noise and reduces the odor of evaporative emissions from gasoline (which is also important for operator health). City efforts to date were showcased for other communities at an October 2017 regional event hosted by the Regional Air Quality Council (RAQC).

For the next phase of equipment purchases, staff will work with the RAQC to explore piloting an accreditation for an American Green Zone Alliance (AGZA) Green Zone, which is a single maintenance area (such as a park or golf course) that commits to performing all routine maintenance with quiet, zero-emission tools. An interdepartment collaborative team will work to identify a small, high profile area for a first certification.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

<b>43.7</b>	<b>ENHANCEMENT: 0.25 FTE Increase - Environmental Compliance Support for Air Quality - Unfunded</b>	<b>2019 - \$17,879</b> <b>2020 - \$18,638</b>
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Funding this offer will increase resources available to support voluntary compliance with air quality policies and regulations. This offer creates 0.25 FTE to expand an existing 0.75 FTE to a full 1.0 FTE.

While 2017 Fort Collins Air Quality survey results indicate that air quality here is generally perceived as good, the community's continued growth brings challenges related to air quality impacts. Air quality staff in Environmental Services provide education, outreach and incentive programs, and serve as a resource for the City organization in adopting and implementing policies and plans that consider air quality impacts.

Increasingly, air quality staff have supported City initiatives that go beyond existing state and federal regulations (e.g., the fugitive dust policy, a Memorandum of Understanding with an asphalt plant, and an oil and gas operator's agreement). Additional resources are requested to support environmental compliance, which would include close coordination with the Environmental Compliance Inspector funded in the 2017/2018 budget, the Community Development and Neighborhood Services Department and the Environmental Regulatory Affairs Department.

This additional 0.25 FTE would support improved effectiveness by providing:

- Increased coordination, education and outreach to encourage voluntary compliance for environmental regulations including the Fugitive Dust ordinance

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and resident wood smoke concerns.

- Support for transitioning the complaint tracking systems for fugitive dust and wood burning from spreadsheets into the City's centralized code compliance database.
- Dedicated staff to review Dust Control Plans required to be submitted during the Development Review Process.

Not funding this offer would limit the time available for coordinated environmental compliance support, as current roles and responsibilities related to air quality aspects of environmental compliance are being addressed through disparate departments with limited staff capacity.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### **43.8    ENHANCEMENT: 1.0 FTE Conversion from Contractual to Classified - Green Building Program Coordinator - Unfunded**

**2019 - \$5,500**

**2020 - \$5,500**

Funding this offer will convert the contractual Green Building Program Coordinator to a permanent classified position. This position was established in the 2015-2016 budget cycle (Offer 47.14) and funded again via the 2017-2018 budget cycle (in the Environmental Services Core Offer).

This position implements the City's Green Building Roadmap and updated 2018-2022 Green Building Program Strategy. These documents include four key areas of impact in green building: (1) local codes and ordinances, (2) incentives, (3) education and outreach, and (4) policy alignment. Thirteen strategies are outlined in the four areas, including green building incentives, supporting the climate economy, and building code updates, for example.

Achieving the City's Green Building Roadmap and climate action and energy goals in the built environment is a 30+ year journey. Converting the contractual Green Building Program Coordinator to a permanent classified employee will match the City's commitment to green building as a key implementation tool for achieving the City's goals.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.4 - Foster infill and redevelopment that enhances the community

### **43.9    ENHANCEMENT: Timberline Recycling Center Compactor Replacement - Unfunded**

**2019 - \$50,600**

**2020 - \$0**

Funding for this offer would create an equipment replacement fund for the Timberline Recycling Center (TRC). Since February 2002 the City has provided a public drop-off recycling center aimed at increasing waste diversion and recycling. The facility accepts a variety of recyclables, including cardboard and paperboard materials that are collected in three large compacting equipment/bins. In 2017, 545 tons of cardboard were collected at TRC.



## ENVIRONMENTAL HEALTH

Now, after 16 years of virtually non-stop usage, the equipment is reaching end-of-life; the three compactors experience breakdowns and require frequent service (two units underwent cylinder replacement). New equipment would help respond to the needs of a growing community, improve material handling efficiency, and avoid disruptions that result from equipment malfunctions.

This offer supports TRC's operations and management to:

- Manage a high-performing facility that serves large numbers of residents
- Support actions taken by residential and commercial sectors to increase waste diversion/recycling
- Respond to increased amounts of cardboard packaging as e-commerce continues to grow
- Play a role in helping meet community recycling needs; in 2017, 3,362,586 pounds of materials were accepted at TRC

Purchase/installation costs include:

- \$45,000 for equipment (\$15,000 for each compactor)
- \$2,000 for freight/delivery
- \$3,600 for electrical work

TRC exemplifies the City's commitment to Road to Zero Waste and Climate Action Plans. Conserving natural resources such as paper/cardboard and diverting biodegradable materials from landfill disposal prevents greenhouse gas emissions. Cardboard is of special interest because of its ubiquity and volume, and in 2013, City Council adopted an ordinance prohibiting disposal of cardboard in the wastestream. TRC provides a reliable choice for residents to recycle cardboard and helps residents take an active role in protecting the environment and improving quality of life.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Achieve the 2020 Road to Zero Waste goals and work toward 2030 zero waste goals
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 43.10 KFCG ENHANCEMENT: Road to Zero Waste Plan Update - Funded

**2019 - \$15,000**

**2020 - \$15,000**

Funding this offer will allow the Waste Reduction & Recycling program to update the Road to Zero Waste (RTZW) plan in 2019-20, along with updates to the Climate Action Plan/Energy Policy (Offer 43.12). RTZW, adopted by City Council in 2013, lays out strategies for reducing waste & diverting materials from landfills. An update is needed to reflect rapid changes that have occurred in recent years for recycling, & align with infrastructure development now underway (Regional Wasteshed Planning).

Since the RTZW plan was written, progress in Fort Collins includes:

- o Timberline Recycling Center opened
- o Expanded recycling requirements for residents and businesses adopted
- o Climate Action Plan (CAP) a major driver for environmental policy; carbon reductions from solid waste included as important targets
- o City Code recycling requirements now enforced at construction sites & businesses

## ENVIRONMENTAL HEALTH

Regional, national & global changes affecting markets & priorities include:

- o Regional Wasteshed Planning for new facilities & policies may be adopted & implemented as early as 2019, for Larimer County Landfill post-closure, such as composting infrastructure, expanded recycling center, construction debris recycling plant, ban on disposal of yard waste in landfills
- o Disrupted global markets represent opportunities to reposition US manufacturing to use more recyclable commodities
- o Sustainable Materials Management & Circular Economy have emerged as important frameworks for reducing waste.

An updated road map, including a review of existing goals, is needed to adapt priorities & strategies to changes that have occurred in the world of recycling & waste reduction.

Updating RTZW will be an important part of the CAP update; a Request for Proposals will be used to select a CAP consulting firm with capability to address waste reduction & recycling. The chosen firm will conduct research, interviews, etc. in close conjunction with staff & the public to develop comprehensive guiding documents.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Achieve the 2020 Road to Zero Waste goals and work toward 2030 zero waste goals
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ECON 3.2 - Maintain and grow diverse employment opportunities

### **43.11 KFCG ENHANCEMENT: Road to Zero Waste Enhanced Outreach - Unfunded**

**2019 - \$15,000**

**2020 - \$15,000**

Funding this offer will allow the Waste Reduction and Recycling program area to greatly increase community outreach and education during a critical time of transition and uncertainty for recycling markets and new opportunities for resource recovery in Fort Collins. This offer supports the Council-adopted Road to Zero Waste by 2030 goal.

One of the primary roles the City plays is recycling education. With significant changes to the recycling world locally and globally, 2019/2020 will not be business as usual. The funds from this offer will approximately double the ongoing outreach budget for staff to provide deeper, broader and more targeted educational information, assisting waste haulers to make sure their customers are recycling better and reducing materials sent to landfills.

The recycling landscape for Fort Collins and the whole nation is currently in flux and will remain so for the near future. Some of the important changes, which require considerable messaging, include:

- New waste collection services – businesses and apartments recycling service by 2020; residential yard trimmings curbside collection option
- Major new regional facilities and policies – expected to be implemented beginning in 2019; will have considerable impact on Fort Collins residents and businesses
- Significant changes in the global markets for recyclable commodities – more important than ever for recycling programs to collect quality mixed materials
- Construction and demolition waste – increased focus on construction debris using education and enforcement to comply with building code requirements for the separation of readily recyclable materials

## ENVIRONMENTAL HEALTH

This offer will allow staff to better address these emerging issues through creative engagement, such as easily-shareable educational videos and mobile apps. Efforts will focus on businesses and hard-to-reach populations, such as off-campus students, second language and non-English speakers, and visitors.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Achieve the 2020 Road to Zero Waste goals and work toward 2030 zero waste goals
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

### **43.12 ENHANCEMENT: 2030 Climate Action and Energy Policy Update – Optimizing Policy, Targets and Strategies - Funded**

**2019 - \$40,000**

**2020 - \$80,000**

This offer supports a joint strategic planning and policy update of the CAP Framework and Energy Policy, which are typically updated every five years. This offer's funding will be split evenly (50/50) between Utilities and the General Fund.

In 2015, Council unanimously adopted updated climate action goals (20% below 2005 levels by 2020, 80% below by 2030, and to be carbon neutral by 2050). In the same year, Council adopted an updated Energy Policy with comprehensive utility goals and specific goals for renewable energy, energy efficiency and reliability. This offer focuses the City's and Utilities' attention toward the 2030 goal, and will leverage existing modeling tools and a rigorous data-driven decision-making structure to address the following questions:

- What are the most cost-effective, pragmatic and equitable initiatives in this timeframe?
- What is the right sequencing of initiatives to achieve the 2030 goal?
- What infrastructure and/or capital needs are necessary to reach the goal?
- How will emissions reductions in the natural gas sector be achieved?
- How should the City build in adaptation and resilience initiatives?
- How will the community (residents and businesses) need to be engaged over the ten-year period?
- What are the key areas of tension or tradeoffs that will need to be considered?

This offer should be funded this cycle because achieving the community's goals requires doubling annual progress (emissions reductions) every year between now and 2030 to meet the goal. The timing also aligns with the following efforts:

- Platte River's update to their Integrated Resource Plan, which will occur in 2019-2020 (electricity is 50% of community emissions)
- City Plan and Transportation Master Plan updates, which will conclude in the spring of 2019 (25% of community emissions)
- The Regional Wasteshed Planning (2017-2019) and the proposed Road to Zero Waste Plan update, which will occur in 2020 (4% of community emissions)

## ENVIRONMENTAL HEALTH

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ENV 4.5 - Develop strategies to improve the community's climate resiliency

### **43.13 ENHANCEMENT: 1.0 FTE - Municipal Industrial Recycling Specialist - Unfunded**

**2019 - \$80,668**

**2020 - \$98,703**

Funding this offer will create a new position to identify and implement opportunities to reduce waste from municipal operations that has been identified as an internal municipal priority.

City Council adopted a goal to recycle 75% of the City's waste by 2020. Goals for waste reduction in the municipal organization and in the community are not being met. Materials generated by municipal operations are significant to those goals; from 2015-2017, they represented an average of 39% of the material disposed of from the entire community.

This position will apply a systems approach, focusing on opportunities for high-volume waste materials to be reused internally or be recycled. It will also research highest and best uses for these materials to ensure the City is investing resources in the most efficient manner and receiving the best value for the resource input.

Similar to energy, waste and recycling are ubiquitous and high-impact resource areas for the municipal organization. A municipal energy manager position was created in 2008, which has resulted in more than 15% energy savings. As was found for energy, having staff that can find opportunities that can then be implemented by operational staff will fill important gaps and provide consistency across all service areas. Departments tasked with delivering services to the community have interest in implementing best practices for waste diversion, but not the time or expertise to research, identify and analyze the options available and their applicability to Fort Collins' systems.

The Larimer County Landfill is anticipated to reach capacity in 2025. Landfilling materials after that point will be notably more expensive. The less material being landfilled at that point, the less exposure to price increases will impact the City, and this position will be focused on reducing the materials sent to the landfill.

This position helps the City fulfill its roles of leading by example, being stewards of public funds and of our environment.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Achieve the 2020 Road to Zero Waste goals and work toward 2030 zero waste goals
- HPG 7.1 - Provide world-class municipal services to residents and businesses
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## ENVIRONMENTAL HEALTH

### 43.14 KFCG ENHANCEMENT: Night Sky Initiative - Unfunded

2019 - \$40,000

2020 - \$0

The 2015 adoption of Nature in the City included an objective to work cross-departmentally and with external partners toward a darker night sky. For three years, an interdepartmental team, including members from the National Park Service and CSU, has been working on efforts to protect the night sky.

The team is taking a triple-bottom-line approach to night sky protection through consideration of outdoor lighting best practices that eliminate light glare, reduce light trespass, minimize light pollution, conserve energy and protect the natural environment. As Fort Collins builds out and population increases, ensuring the use of best practices in outdoor lighting will be even more critical.

This offer funds research, educational efforts and equipment for up to five night sky monitoring systems. This will help to create baseline measurements of night sky quality throughout Fort Collins and its associated natural areas. Without an understanding of current conditions, it is difficult to create a framework for understanding and addressing the issue. Baseline measurements of sky quality will serve as a starting point and will inform future management and policy decisions. Once equipment is purchased the ongoing costs will be reduced to cover maintenance, data analysis and necessary cellular service for collecting and transmitting data.

The resulting data will provide information about the sky brightness characteristics of Fort Collins over a variety of natural and human-lighting conditions. From these data staff can draw a number of conclusions including:

- Average background sky brightness during clear, moonless nights
- Percent of natural darkness lost due to light pollution

These measures and conclusions will help inform policy decisions by establishing thresholds of sky brightness and benchmarks to meet in the effort to curb light pollution within Fort Collins. It can also benefit educational actions and public outreach, and facilitate dark sky certification pursuits.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- ECON 3.4 - Foster infill and redevelopment that enhances the community

### 86.1 Natural Areas - Visitor Services - Funded

2019 - \$1,589,634

2020 - \$1,597,972

This offer supports Natural Area ranger services and education and volunteer management functions. These services are supported by dedicated City and County sales taxes.

Educational activities include: the involvement of more than 1,800 volunteers; development of materials such as maps, brochures and interpretive signs; interactive technology; school programs; and field trips for members of the general public. In 2017, volunteers donated 15,793 hours, more than the time of eight employees.

## ENVIRONMENTAL HEALTH

Rangers make daily contact with the public who use City trails and natural areas. The City manages 50 natural areas encompassing 37,000 acres with more than 120 miles of trails. Rangers are front-line ambassadors. Daily interactions, including friendly and educational contacts, municipal code enforcement, phone inquiries, agency assists and more are recorded by rangers for measurement and PDCA (Plan, Do, Check, Act) purposes. In 2017, rangers logged 7,369 positive visitor contacts, 12% of which were phone inquiries made to the on-duty ranger line. Rangers issued 356 summonses and civil citations, 251 warnings and 123 parking citations. Natural areas are increasingly popular with populations growth as indicated by 126 occasions when 12 popular trailhead parking lots were at capacity. Likewise, Gateway Natural Area staff served 50,325 customers in 2017; a 5% increase over 2016. Daily and annual pass sales increased by 9% and total revenue was up by 7%. Gateway staff closed parking 12 times during the peak season when at capacity.

It is estimated that the City's natural areas system receives approximately 3 million visitors annually. Volunteers and rangers are crucial to engaging the community in caring for natural resources and trails. Ranger staff co-manage the Volunteer Ranger Assistant (VRA) Program with Larimer County. Volunteer Ranger Assistants greet visitors, promote outdoor safety and assist rangers.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### 86.2 Natural Areas - Department Management - Funded

**2019 - \$1,136,503**

**2020 - \$1,164,086**

This offer funds the Department Management work group of the Natural Areas Department with designated City and County sales tax revenues. The offer includes all costs associated with department management: staff (4.05 FTEs), office supplies for the entire program, and the Administrative and IT charges to the program. Management activities include personnel management, budgeting, long-range planning, and the development and administration of general management guidelines and policies.

Natural Areas, now in its twenty-sixth year, has evolved from focusing primarily on land conservation to become a multi-faceted department. Natural Areas recently underwent an organizational assessment, which resulted in a reorganization of the Natural Areas work groups. Areas of responsibility include department management; education, outreach and volunteer coordination; visitor services/enforcement; resource management; public improvements; planning and special projects; land conservation; and facility operations.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

## ENVIRONMENTAL HEALTH

### 86.3 Natural Areas - Land Conservation - Funded

2019 - \$4,246,699

2020 - \$5,056,924

This offer funds Natural Areas land and water conservation and the associated work group with dedicated City and County sales tax revenues. Land conservation is a core purpose of the department and tax revenues from citizen-initiated ballot measures require the City to continue buying and restoring land. Thus, this offer includes funds to buy and conserve land (as well as water) and to support associated staff.

The offer includes all costs associated with land conservation: staff (3.2 FTEs), legal advice, real estate services support, consulting costs, appraisals and surveys. Land conservation primary activities include acquisition of land or interests in land (conservation easements and leases) and the acquisition of water rights in accordance with the Natural Areas Master Plan and City Plan. This work group also administers right-of-way and utility easement requests; negotiates, administers and monitors leases; and administers and monitors conservation easements. Each year Natural Areas negotiates and closes on 12 or more complex land conservation and right-of-way (ROW) transactions valued at \$4M on an average annual basis. In addition, as part of a City Manager-approved reorganization, this work group recently has been assigned additional responsibilities to monitor more than 30 conservation easements on more than 6,000 acres of land, as well as to play the primary role in ROW transactions and to be the lead on administering and monitoring more than 20 leases.

While some conservation services are contracted, most of the services are provided internally by Real Estate Services and the City Attorney's Office who are compensated by Natural Areas.

In 2019/2020, Land Conservation staff will be focused on the Poudre River, in the foothills, within community separators, and within the Growth Management Area. Staff will also be attentive to important regional opportunities should they arise.

This Offer supports the following Strategic Objectives:

- ENV 4.10 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and access to nature

### 86.4 Natural Areas - Field Services - Funded

2019 - \$3,190,344

2020 - \$3,286,943

This offer supports public improvements (infrastructure), facility operations and resource management field services functions of the Natural Areas Department. These efforts are supported entirely by dedicated City and County sales taxes. The offer supports the operation, maintenance and improvement of recreational amenities, natural resources (vegetation and wildlife management) and operational facilities.

The City manages 50 natural areas encompassing nearly 37,000 acres and more than 120 miles of trails. Public improvements (trails, parking lots, fences, restrooms, signage, etc.) enrich recreational opportunities on the 42 natural areas currently open to the public. Resource management (vegetation restoration, weed control, wildlife management, etc.) maintains and improves habitat conditions. Facility operations maintain essential equipment, field supplies and buildings (e.g., offices, shops, regional ranger residences, Primrose Studio rental facility).

## ENVIRONMENTAL HEALTH

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

### 86.5 Natural Areas - Planning and Special Projects - Funded

**2019 - \$1,722,703**

**2020 - \$1,832,386**

This offer funds the Planning and Special Projects work group of the Natural Areas Department using dedicated City and County sales tax revenue. This newly created work group combines all aspects of project planning and implementation within the Natural Area organizational structure. The offer includes funding for one Environmental Program Manager, two Sr. Environmental Planners, four Environmental Planners, one Watershed Planner and one GIS Specialist along with all costs associated with project planning and management (consulting fees, funding for capital projects, Nature in the City administration).

Recent changes to the Natural Areas Department organizational design are intended to enhance efficiency, coordination and collaboration on project planning and implementation. This centralized approach is anticipated to improve the delivery of planning services to the public and other City departments. Project planning and implementation will include: ecological restoration, recreation planning, capital project development, wildlife and vegetation management, recreation and natural resource monitoring programs, natural area site plans, Nature in the City, water rights administration, river health initiatives, and research and regional collaboration. Additional responsibilities include tracking and enhancing performance metrics, representing the Department on City-wide planning efforts and exploring ways to influence conservation planning and outreach to all segments of the community through the synergistic efforts of Natural Areas and Nature in the City.

Ecological, recreational and cultural inventory and monitoring will also be the responsibility of this group. Combining this responsibility with planning leads to the development of performance metrics, helps inform management decisions, measures project outcomes and provides a basis to adjust management actions to achieve desired outcomes.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems

### 86.9 ENHANCEMENT: 1.0 FTE Conversion from Hourly to Classified GIS Analyst - Funded

**2019 - \$45,505**

**2020 - \$47,279**

This offer converts an hourly GIS Mapping Specialist to a permanent classified position of GIS Analyst 1. The hourly position was created to design, manage and maintain data in geographic information systems (GIS) primarily to support ecological management plans and projects. The position has been an unqualified success and given the tremendous growth in Natural Areas assets, as well as increased focus on success metrics, there is a pressing business need for full-time in-house GIS services.

The business need for additional GIS expertise within the Natural Areas Department (NAD) has expanded beyond supporting management plans to



## ENVIRONMENTAL HEALTH

supporting data-driven management decisions across all work teams within NAD. Embedding expanded GIS skills within NAD will ensure development of occupation specific GIS best practices and standards. Products and improvements will include the development, analysis and management of operational geospatial data (trails, boundaries, natural and cultural resources, property assets); creation of high quality GIS-generated cartographic mapping for visitor education, meetings, outreach material and presentations; support and training for NAD staff on field collection and data management; development of collaborative partnerships with other entities to obtain data for project use; and providing training to NAD staff on best internal GIS operational processes.

In addition to fulfilling operational needs within NAD, the focus on information gathering and analysis will allow for the refinement of metrics and the development of new metrics to report NAD outcomes. For example, NAD is contemplating a metric that describes recreation use days per capita in relation to ecological change and visitor management maintenance costs (such as enforcement, maintenance, new infrastructure). A second example is a spatial analysis of ecological and cultural attributes to aid in the planning and enhancement of recreation opportunities.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### 86.10 ENHANCEMENT: Encampment Cleaning Services - Funded

**2019 - \$206,000**

**2020 - \$216,000**

This offer will provide safe removal of illegal encampments. The homeless/transient environment has changed rapidly in the last 10 years. Encampments contain a wide variety of hazardous materials, which need to be removed for public safety. These materials include needles, soiled clothing, human waste and drugs that must be handled and disposed of in the proper manner.

Disruptive behaviors of people who are transient or homeless have become a focal point for this community. Every day citizens report concerns about unwanted behaviors, and police spend a growing amount of time addressing these complaints. One of the common complaints involves the presence of transient campsites near neighborhoods and businesses. In part because of the increased enforcement by personnel from Natural Areas, Parks, Police and Code Enforcement in the north part of town, campsites are increasingly located in other areas around town. The Mason Corridor, Midtown and the area around the South Transit Center are currently hot-spots for campsites. One of the challenges in these areas is a combination of property ownership and control of the affected properties. Funding this offer would allow City employees to coordinate cleanups in situations with multiple property owners involved. It would also significantly speed up the cleanup process and improve safety and neighborhood livability.

In 2017, Council approved a 2018 mid-cycle revision offer to enable Natural Areas and Parks to implement a successful clean-up system, which identifies areas of concern, notifies the potential owners and provides for a safe and thorough clean-up. Given the success of this approach, the intent of this budget enhancement (or addition) is to replicate the program in other parts of the City. Due to the hazards found in these sites, a private company has been contracted to conduct this clean-up portion of the work. This protects the public and City employees from the dangers associated with these sites.

## ENVIRONMENTAL HEALTH

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population

### 86.11 ENHANCEMENT: CCIP - Nature in the City - Funded

**2019 - \$186,070**

**2020 - \$185,571**

This offer will use \$200,000 in voter-approved capital project funds to assist in implementing Nature in the City projects such as installing nature play facilities on private and City lands, acquiring access easements and constructing trail connections, funding assistance for outdoor classrooms and nature hubs at Poudre School District schools, restoring sites for wildlife habitat, installing pollinator gardens, and partnerships in small and large-scale tree planting projects.

The Nature in the City (NIC) strategic plan was unanimously adopted by City Council in March 2015. NIC is part of the voter-approved Community Capital Improvement Program (CCIP) tax initiative and will receive \$3M in capital projects funding through 2026.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- ENV 4.10 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and access to nature
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### 86.12 ENHANCEMENT: 0.50 FTE Increase - Administrative Assistant - Funded

**2019 - \$31,743**

**2020 - \$33,102**

This offer increases a 0.50 FTE administrative assistant to a full-time position. Currently the Natural Areas Department has 1.50 FTE providing administrative services. These services include facility reservations; review and approval of permits including research, group use, special use, and other types of permits; providing support for all public meetings conducted by the department including citizen advisory board meetings; providing day-to-day front desk service to citizens to respond to questions, concerns, suggestions; providing calendar management services to the director; providing graphic arts services to all staff for presentations and publications; and providing miscellaneous administrative services to approximately 34 full-time staff. With expected conversions and staff additions there will be approximately 45 FTE and up to 20 seasonal staff in 2019 and 2020. Since 2008, Natural Areas has greatly increased the number of sites it manages as well as acreage without adding any new FTE. Administrative tasks have dramatically increased and this new .50 FTE represents a critical business need.

This Offer supports the following Strategic Objectives:

- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community

## ENVIRONMENTAL HEALTH

### 92.1 KFCG ENHANCEMENT: Municipal Renewable Energy Fund - Unfunded

2019 - \$100,000

2020 - \$100,000

Funding this offer will allow Operation Services to provide financial support for solar projects on new and existing buildings. This dedicated funding will significantly advance the City's ability to complete solar projects when project budgets are already tight. In addition, solar projects are often non-existent in project budgets.

It will also allow solar projects to be added to existing buildings where no budget has been identified. Investing in solar projects demonstrates a good return on investment, and will have an immediate effect on taxpayer dollars. These savings will escalate as utility rates continue to rise. It also coincides with many City initiatives where renewable energy is a key component to achieving the City's Climate Action Plan and Net-Zero goals.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy

### 92.2 Municipal Energy Efficiency Fund - Funded

2019 - \$75,000

2020 - \$75,000

Funding this offer will allow Operation Services to continue a dedicated funding pool to significantly advance the municipal organization's ability to implement cost-saving energy improvements. Investing in projects that demonstrate a good return on investment will save taxpayer dollars now, and these savings will escalate as utility rates continue to rise. Along with this offer, staff expect to see rebates of about \$20,000 each year. Depending on the timing of the rebates received, those can be re-appropriated and used for additional projects.

2019 Projects:

- 215 Mason Interior LED Lighting Phase 2- \$75,000 (Return on investment 10 years)

2020 Projects:

- City Park Pool Motor Retrofit - \$50,000 (Return on investment 6 years)
- Mulberry Pool LED Lighting Retrofit - \$25,000 (Return on investment 6.3 years)

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy



# Safe Community

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



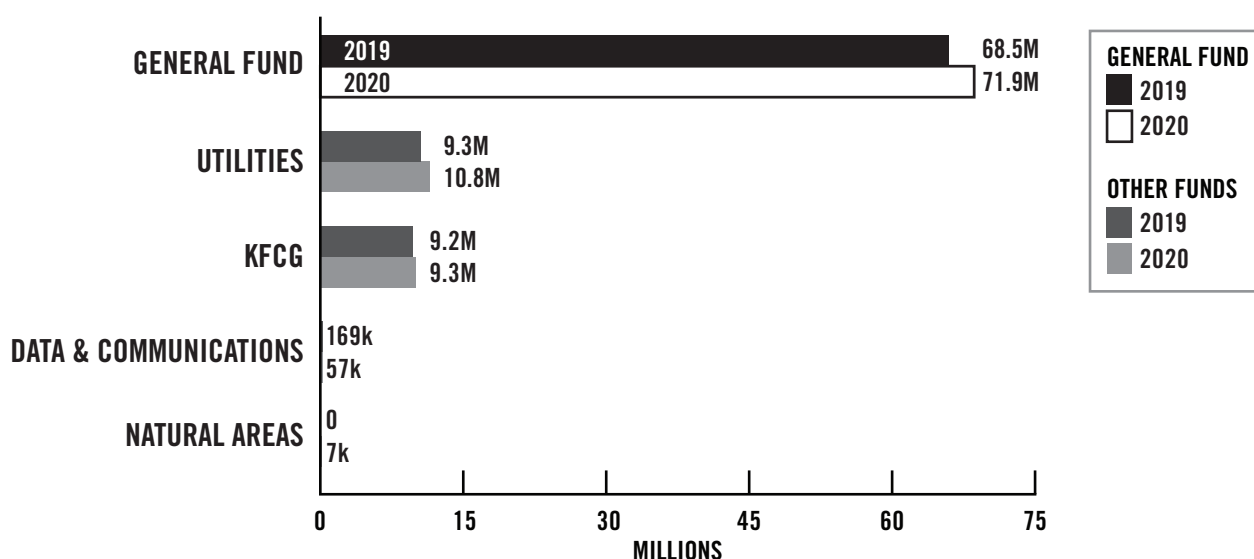


# Safe Community

2019 General Fund & Other Funds – 87.2M

2020 General Fund & Other Funds – 92.0M

- 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 2018 Strategic Plan, are as follows:

- 5.1 Improve community involvement, education and regional partnerships to increase the level of public trust and keep the community safe
- 5.2 Meet the expected level of core and specialized police services as the community grows
- 5.3 Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services
- 5.4 Improve emergency management and preparedness
- 5.5 Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- 5.6 Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- 5.7 Reduce incidents of, and impacts from, disruptive behavior of the transient population
- 5.8 Improve security at City facilities and properties

## FUNDING SOURCES

The Safe Community Outcome encompasses programs which have multiple funding sources. General Fund and the Keep Fort Collins Fund revenues fund Police Services and Poudre Fire Authority. Additionally, this Outcome is funded by Stormwater Fund to support those utility programs.



## KEY PURCHASES

- Police patrol, detectives and specialized units
- Police information, dispatch, records & support services
- Poudre Fire Authority operations
- Municipal court
- Emergency management services
- Stormwater operations and capital program

ENHANCEMENTS PURCHASED	2019	2020
Police Radio Infrastructure - Northern Colorado Regional Communication Network	58,860	58,860
Police Camera Radar/Red Light Addition	575,124	576,226
Police Reports Voice-to-Text Transcription	88,836	(9,305)
Debt Service for Police Regional Training Facility	661,000	658,500
Information Technology Police Laptop Replacement	0	535,300
Municipal Prosecution Technology Tools	24,755	1,730
Exterior Lighting at Lincoln Center	0	661,631
Cyber Security Training, Monitoring and Measuring	70,000	70,000
Event Log and Performance Monitoring Tool	139,300	18,050
Utilities: Stormwater - Drainage / Detention Maintaining Existing Levels of Service	40,500	40,500
CAPITAL REPLACEMENT - Utilities: Stormwater - Castlerock Storm Sewer Evaluation and Repairs	300,000	0
CAPITAL REPLACEMENT - Police Services Uninterrupted Power Supply (UPS) Replacement	148,540	0
CAPITAL - Utilities: Stormwater - Poudre River at Oxbow Levee	412,000	0
CAPITAL - Utilities: Stormwater - North College Drainage Improvement District, Phase 1	267,800	0
CAPITAL - Utilities: Remington Street Stormwater and Wastewater Improvements	705,550	2,546,200
CAPITAL - Utilities: Stormwater - Timberline Levee (Design Only)	103,000	0
CAPITAL - Utilities: Stormwater - Drake Levee (Design Only)	103,000	0
CAPITAL - Utilities: Stormwater - Flood Warning System	100,000	100,000
<b>Positions Added:</b>		
0.2 FTE for Municipal Court Judge and Security Screeners	93,268	95,169
1.0 FTE Operational Technology Cybersecurity Analyst - Utilities: Customer Service & Administration	114,683	113,504
8.0 FTE - Police Services Resources for a Growing Community	391,953	975,974
1.0 FTE - FC911 Emergency Services Dispatcher	75,000	77,773
0.75 FTE Court Probation Division	0	65,844
1.0 FTE (0.75 FTE Attorney, 0.25 FTE Legal Assistant) - Municipal Court Prosecution Resources	175,864	120,008
City Manager's Office: Office of Emergency Management - 0.5 FTE plus 1.0 FTE transfer from PFA	357,449	373,592
	<b>5,006,482</b>	<b>7,079,556</b>

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

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## SAFE COMMUNITY - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1	11.2	Utilities: Stormwater - Core Operations	3,763,198	0	0	3,763,198 <i>Stormwater</i>
2	25.2	Police Patrol Services	16,997,553	256,850 <i>Camera Radar One-time Revenue Traffic Calming Surcharge</i>	15,734,374	1,006,329 <i>Keep Fort Collins Great</i>
3	25.5	Police Information Services	8,032,610	489,161 <i>Ambulance Contract</i>	6,179,488	1,363,961 <i>Keep Fort Collins Great</i>
4	33.1	Municipal Court Services	1,132,954	52,768 <i>Camera Radar One-time Revenue</i>	1,008,253	71,933 <i>Keep Fort Collins Great</i>
5	75.1	Poudre Fire Operation, Maintenance & Capital (General Fund)	26,215,616	0	26,215,616	0
6	75.2	KFCG: Poudre Fire Authority Operation, Maintenance & Capital	2,972,456	0	0	2,972,456 <i>Keep Fort Collins Great</i>
7	87.1	City Manager's Office: Office of Emergency Management - 0.5 FTE plus 1.0 FTE transfer from PFA	357,449	49,449 <i>Grants</i>	231,000	77,000 <i>Light &amp; Power Water Wastewater Stormwater</i>
8	51.1	Police Facilities Utilities and Building Operations	422,515	36,000 <i>One-time Revenue</i>	386,515	0
9	25.1	Police Office of the Chief and Administration	3,529,152	0	3,052,858	476,294 <i>Keep Fort Collins Great</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## SAFE COMMUNITY - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
10	25.4	Police Criminal Investigations Division	7,285,943	85,000	5,695,991	1,504,952 0
				<i>One-time Revenue</i>	<i>Keep Fort Collins Great</i>	
11	25.9	Police Colorado Regional Information Sharing Project [CRISP]	494,040	494,040	0	0 0
				<i>CAD System One-time Revenue</i>		
12	25.6	Police Vehicle Program	2,087,704	262,266	1,655,684	169,754 0
				<i>Camera Radar One-time Revenue</i>	<i>Keep Fort Collins Great</i>	
13	25.3	Police Community and Special Services	5,275,824	728,783	3,030,276	316,765 1,200,000
				<i>One-time Revenue PSD Revenue for SRO</i>	<i>Keep Fort Collins Great</i>	<i>Keep Fort Collins Great</i>
14	25.23	ENHANCEMENT: CAPITAL REPLACEMENT - Police Services Uninterrupted Power Supply (UPS) Replacement - Minor Capital Replacement	148,540	148,540	0	0 0
				<i>One-time Revenue</i>		
15	25.14	ENHANCEMENT: Police Radio Infrastructure - Northern Colorado Regional Communication Network [NCRCN]	58,860	0	0	0 58,860
						<i>General Fund</i>
16	11.5	CAPITAL REPLACEMENT - Utilities: Stormwater - Collection System Replacement Small Capital Projects	1,400,000	0	0	1,400,000 0
						<i>Stormwater</i>
17	11.20	ENHANCEMENT: Utilities: Stormwater - Drainage and Detention Maintaining Existing Levels of Service	40,500	0	0	40,500 0
						<i>Stormwater</i>



# Drilling Platform - Ranked Offers by Outcome

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## SAFE COMMUNITY - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
18	11.14	ENHANCEMENT: CAPITAL - Utilities: Remington Street Stormwater and Wastewater Improvements	705,550	0	0	705,550 0
						Wastewater Stormwater
19	96.3	ENHANCEMENT: Event Log and Performance Monitoring Tool	139,300	12,996	0	3,971 122,333
				One-time Revenue		Utility CS&A Data & Communications
20	33.2	ENHANCEMENT: 0.2 FTE for Municipal Court Judge and Security Screeners	93,268	0	93,268	0 0
21	25.16	ENHANCEMENT: Police Reports Voice-to-Text Transcription	88,836	92,726	(3,890)	0 0
				One-time Revenue		
22	25.11	ENHANCEMENT: 8.0 FTE - Police Services Resources for a Growing Community	391,953	0	391,953	0 0
23	25.20	ENHANCEMENT: Debt Service for Police Regional Training Facility	661,000	0	218,130	0 442,870
						General Fund
24	25.8	Police Red Light & Camera Radar Program	599,897	599,897	0	0 0
				Camera Radar		
25	96.2	ENHANCEMENT: Cyber Security Training, Monitoring and Measuring	70,000	30,800	0	30,800 8,400
				One-time Revenue		Utility CS&A Data & Communications
26	11.22	ENHANCEMENT: 1.0 FTE Operational Technology Cybersecurity Analyst - Utilities: Customer Service & Administration	114,683	0	0	76,746 37,937
						Utility CS&A Data & Communications

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## SAFE COMMUNITY - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
27	11.11	ENHANCEMENT: CAPITAL REPLACEMENT - Utilities: Stormwater - Castlerock Storm Sewer Evaluation and Repairs	300,000	0	0	300,000 0
						Stormwater
28	11.12	ENHANCEMENT: CAPITAL - Utilities: Stormwater - Poudre River at Oxbow Levee	412,000	0	0	412,000 0
						Stormwater
29	25.27	ENHANCEMENT: Information Technology Police Laptop Replacement	0	0	0	0 0
						Natural Areas Data & Communications General Fund
30	11.3	CAPITAL REPLACEMENT - Utilities: Stormwater - Minor Capital	383,232	0	0	383,232 0
						Stormwater
31	11.4	ONGOING CAPITAL - Utilities: Stormwater - Stream Rehabilitation Program	801,000	0	0	801,000 0
						Stormwater
32	73.2	ENHANCEMENT: 1.0 FTE (0.75 FTE Attorney, 0.25 FTE Legal Assistant) - Municipal Court Prosecution Resources	175,864	20,000	155,864	0 0
						One-time Revenue
33	11.15	ENHANCEMENT: CAPITAL - Utilities: Stormwater - Timberline Levee (Design Only)	103,000	0	0	103,000 0
						Stormwater
34	11.16	ENHANCEMENT: CAPITAL - Utilities: Stormwater - Drake Levee (Design Only)	103,000	0	0	103,000 0
						Wastewater Stormwater

# Drilling Platform - Ranked Offers by Outcome

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## SAFE COMMUNITY - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
35	11.17	ENHANCEMENT: CAPITAL - Utilities: Stormwater - Flood Warning System	100,000	0	0	100,000 0
						Stormwater
36	33.3	ENHANCEMENT: 0.75 FTE Court Probation Division	0	0	0	0 0
						One-time Revenue
37	73.1	ENHANCEMENT: Municipal Prosecution Technology Tools	24,755	0	24,755	0 0
38	11.6	ONGOING CAPITAL - Utilities: Stormwater - Basin Master Plan Updates	450,000	0	0	450,000 0
						Stormwater
39	11.7	ONGOING CAPITAL - Utilities: Stormwater - Developer Repayments	300,000	0	0	300,000 0
						Stormwater
40	25.15	ENHANCEMENT: Police Camera Radar/Red Light Addition	575,124	575,124	0	0 0
						Camera Radar
41	11.13	ENHANCEMENT: CAPITAL - Utilities: Stormwater - North College Drainage Improvement District, Phase 1	267,800	0	0	267,800 0
						Stormwater
42	91.1	ENHANCEMENT: Exterior Lighting at Lincoln Center	0	0	0	0 0
						One-time Revenue
43	25.31	KFCG ENHANCEMENT: 1.0 FTE - FC911 Emergency Services Dispatcher	75,000	0	0	75,000 0
						Keep Fort Collins Great

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## SAFE COMMUNITY - 2019

Rank	Page	Offer	Offer Cost		Offer Funding		
			Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
		<b>Funded Offers</b>	<b>87,150,176</b>	<b>3,934,400</b>	<b>64,070,135</b>	<b>17,275,241</b>	<b>1,870,400</b>
44	25.12	ENHANCEMENT: 22.0 FTE - Police Agency-Wide Personnel	1,886,961	0	1,886,961	0	0
45	25.19	ENHANCEMENT: Police School Resource Officers for Poudre School District	389,944	121,555	268,389	0	0
		<i>PSD Revenue for SRO</i>					
46	25.24	ENHANCEMENT: CAPITAL REPLACEMENT - Police Interview and Recording System - Minor Capital Replacement	178,841	0	18,841	0	160,000
		<i>General Fund</i>					
47	25.13	ENHANCEMENT: Police Regional Training Facility [Jointly owned with Loveland] - Operation and Maintenance	0	0	0	0	0
48	96.1	ENHANCEMENT: Off-Site Cloud Hosting of the FCGov.com Website	36,000	0	25,920	7,920	2,160
		<i>Utility CS&amp;A Data &amp; Communications</i>					
49	51.3	ENHANCEMENT: Access Control Consolidation	100,000	100,000	0	0	0
		<i>One-time Revenue</i>					
50	14.1	ENHANCEMENT: 2.25 FTE - Marijuana and Liquor Regulation and Enforcement	447,246	175,494	271,752	0	0
		<i>One-time Revenue</i>					
51	25.22	ENHANCEMENT: CAPITAL - Police 911 Center Workstation Replacement - Minor Capital	350,000	350,000	0	0	0
		<i>One-time Revenue</i>					

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## SAFE COMMUNITY - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
52	87.2	ENHANCEMENT: 0.5 FTE City Manager's Office (1 Contractual to Classified, 0.5 FTE Admin Support) - Office Of Emergency Management and Additional General Support	52,839	0	38,539	14,300 0
						Light & Power Water Wastewater Stormwater
53	25.17	ENHANCEMENT: Police Body Armor	146,000	0	146,000	0 0
54	25.26	KFCG ENHANCEMENT: Police Services Front Desk Security Contract	97,302	0	0	97,302 0
						Keep Fort Collins Great
55	11.21	ENHANCEMENT: CAPITAL - Utilities: Wastewater/Water/Stormwater - Geographic Information System Program	200,000	0	0	200,000 0
						Water Wastewater Stormwater
56	25.21	ENHANCEMENT: Police 3rd Floor Room Alteration - Minor Capital	422,870	422,870	0	0 0
				One-time Revenue		
57	96.4	ENHANCEMENT: 1.0 FTE - Senior Network Engineer	111,500	0	78,788	24,580 8,132
						Utility CS&A Data & Communications
58	91.2	ENHANCEMENT: Security Cameras – Museum & Carnegie Center for Creativity	75,000	75,000	0	0 0
				One-time Revenue		

# Drilling Platform - Ranked Offers by Outcome

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## SAFE COMMUNITY - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
59	87.3	KFCG ENHANCEMENT: Smart City Initiative Strategic Plan	100,000	0	0	0 100,000 <i>Keep Fort Collins Great</i>
60	25.25	ENHANCEMENT: Police Services Unmanned Aircraft System (UAS)	55,000	0	0	0 55,000 <i>General Fund</i>
61	25.18	ENHANCEMENT: Police Academy Consultant	50,000	50,000 <i>One-time Revenue</i>	0	0 0
62	51.2	ENHANCEMENT: 215 Mason Community Room Relocation	0	0	0	0 0 <i>Capital Expansion</i>
63	11.19	ENHANCEMENT: Utilities: Stormwater Outreach and Engagement Enhanced Effort	20,000	0	0	20,000 0 <i>Stormwater</i>
Unfunded Offers			4,719,503	1,294,919	2,735,190	364,102 325,292
Total Offers			91,869,679	5,229,319	66,805,325	17,639,343 2,195,692

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## SAFE COMMUNITY - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1	11.2	Utilities: Stormwater - Core Operations	3,887,830	0	0	3,887,830 <i>Stormwater</i>
2	25.2	Police Patrol Services	17,551,739	282,086 <i>Camera Radar One-time Revenue Traffic Calming Surcharge</i>	16,231,783	1,037,870 <i>Keep Fort Collins Great</i>
3	25.5	Police Information Services	8,244,859	492,271 <i>Ambulance Contract</i>	6,357,821	1,394,767 <i>Keep Fort Collins Great</i>
4	33.1	Municipal Court Services	1,159,703	44,680 <i>Camera Radar One-time Revenue</i>	1,037,481	77,542 <i>Keep Fort Collins Great</i>
5	75.1	Poudre Fire Operation, Maintenance & Capital (General Fund)	27,320,743	0	27,320,743	0
6	75.2	KFCG: Poudre Fire Authority Operation, Maintenance & Capital	3,021,465	0	0	3,021,465 <i>Keep Fort Collins Great</i>
7	87.1	City Manager's Office: Office of Emergency Management - 0.5 FTE plus 1.0 FTE transfer from PFA	373,592	49,592 <i>Grants</i>	243,000	81,000 <i>Light &amp; Power Water Wastewater Stormwater</i>
8	51.1	Police Facilities Utilities and Building Operations	477,081	36,000 <i>One-time Revenue</i>	441,081	0
9	25.1	Police Office of the Chief and Administration	3,662,566	0	3,237,596	424,970 <i>Keep Fort Collins Great</i>

# Drilling Platform - Ranked Offers by Outcome

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## SAFE COMMUNITY - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
10	25.4	Police Criminal Investigations Division	7,405,747	0	5,852,722	1,553,025
			<i>One-time Revenue</i>		<i>Keep Fort Collins Great</i>	0
11	25.9	Police Colorado Regional Information Sharing Project [CRISP]	515,307	515,307	0	0
			<i>CAD System One-time Revenue</i>			0
12	25.6	Police Vehicle Program	1,781,850	140,765	1,497,015	144,070
			<i>Camera Radar One-time Revenue</i>		<i>Keep Fort Collins Great</i>	0
13	25.3	Police Community and Special Services	5,339,466	748,353	3,031,504	359,609
			<i>One-time Revenue PSD Revenue for SRO</i>		<i>Keep Fort Collins Great</i>	<i>Keep Fort Collins Great</i>
14	25.23	ENHANCEMENT: CAPITAL REPLACEMENT - Police Services Uninterrupted Power Supply (UPS) Replacement - Minor Capital Replacement	0	0	0	0
			<i>One-time Revenue</i>			
15	25.14	ENHANCEMENT: Police Radio Infrastructure - Northern Colorado Regional Communication Network [NCRCN]	58,860	0	0	0
						<i>General Fund</i>
16	11.5	CAPITAL REPLACEMENT - Utilities: Stormwater - Collection System Replacement Small Capital Projects	1,500,000	0	0	1,500,000
						<i>Stormwater</i>
17	11.20	ENHANCEMENT: Utilities: Stormwater - Drainage and Detention Maintaining Existing Levels of Service	40,500	0	0	40,500
						<i>Stormwater</i>



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## SAFE COMMUNITY - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
18	11.14	ENHANCEMENT: CAPITAL - Utilities: Remington Street Stormwater and Wastewater Improvements	2,546,200	0	0	2,546,200 0
						Wastewater Stormwater
19	96.3	ENHANCEMENT: Event Log and Performance Monitoring Tool	18,050	12,996	0	3,971 1,083
				One-time Revenue		Utility CS&A Data & Communications
20	33.2	ENHANCEMENT: 0.2 FTE for Municipal Court Judge and Security Screeners	95,169	0	95,169	0 0
21	25.16	ENHANCEMENT: Police Reports Voice-to-Text Transcription	(9,305)	0	(9,305)	0 0
				One-time Revenue		
22	25.11	ENHANCEMENT: 8.0 FTE - Police Services Resources for a Growing Community	975,974	0	975,974	0 0
23	25.20	ENHANCEMENT: Debt Service for Police Regional Training Facility	658,500	0	441,195	0 217,305
						General Fund
24	25.8	Police Red Light & Camera Radar Program	599,964	599,964	0	0 0
				Camera Radar		
25	96.2	ENHANCEMENT: Cyber Security Training, Monitoring and Measuring	70,000	30,800	0	30,800 8,400
				One-time Revenue		Utility CS&A Data & Communications
26	11.22	ENHANCEMENT: 1.0 FTE Operational Technology Cybersecurity Analyst - Utilities: Customer Service & Administration	113,504	0	0	76,048 37,456
						Utility CS&A Data & Communications

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## SAFE COMMUNITY - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
27	11.11	ENHANCEMENT: CAPITAL REPLACEMENT - Utilities: Stormwater - Castlerock Storm Sewer Evaluation and Repairs	0	0	0	0
						<i>Stormwater</i>
28	11.12	ENHANCEMENT: CAPITAL - Utilities: Stormwater - Poudre River at Oxbow Levee	0	0	0	0
						<i>Stormwater</i>
29	25.27	ENHANCEMENT: Information Technology Police Laptop Replacement	535,300	0	0	16,800
						<i>Natural Areas Data &amp; Communications</i>
						<i>General Fund</i>
30	11.3	CAPITAL REPLACEMENT - Utilities: Stormwater - Minor Capital	533,232	0	0	533,232
						<i>Stormwater</i>
31	11.4	ONGOING CAPITAL - Utilities: Stormwater - Stream Rehabilitation Program	1,408,900	0	0	1,408,900
						<i>Stormwater</i>
32	73.2	ENHANCEMENT: 1.0 FTE (0.75 FTE Attorney, 0.25 FTE Legal Assistant) - Municipal Court Prosecution Resources	120,008	0	120,008	0
						<i>One-time Revenue</i>
33	11.15	ENHANCEMENT: CAPITAL - Utilities: Stormwater - Timberline Levee (Design Only)	0	0	0	0
						<i>Stormwater</i>
34	11.16	ENHANCEMENT: CAPITAL - Utilities: Stormwater - Drake Levee (Design Only)	0	0	0	0
						<i>Wastewater Stormwater</i>

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## SAFE COMMUNITY - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
35	11.17	ENHANCEMENT: CAPITAL - Utilities: Stormwater - Flood Warning System	100,000	0	0	100,000 0
						<i>Stormwater</i>
36	33.3	ENHANCEMENT: 0.75 FTE Court Probation Division	65,844	1,900	63,944	0 0
						<i>One-time Revenue</i>
37	73.1	ENHANCEMENT: Municipal Prosecution Technology Tools	1,730	0	1,730	0 0
38	11.6	ONGOING CAPITAL - Utilities: Stormwater - Basin Master Plan Updates	450,000	0	0	450,000 0
						<i>Stormwater</i>
39	11.7	ONGOING CAPITAL - Utilities: Stormwater - Developer Repayments	100,000	0	0	100,000 0
						<i>Stormwater</i>
40	25.15	ENHANCEMENT: Police Camera Radar/Red Light Addition	576,226	576,226	0	0 0
						<i>Camera Radar</i>
41	11.13	ENHANCEMENT: CAPITAL - Utilities: Stormwater - North College Drainage Improvement District, Phase 1	0	0	0	0 0
						<i>Stormwater</i>
42	91.1	ENHANCEMENT: Exterior Lighting at Lincoln Center	661,631	661,631	0	0 0
						<i>One-time Revenue</i>
43	25.31	KFCG ENHANCEMENT: 1.0 FTE - FC911 Emergency Services Dispatcher	77,773	0	0	77,773 0
						<i>Keep Fort Collins Great</i>

# Drilling Platform - Ranked Offers by Outcome

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## SAFE COMMUNITY - 2020

Rank	Page	Offer	Offer Cost		Offer Funding		
			Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
		Funded Offers	92,040,008	4,192,571	66,939,461	18,866,372	2,041,604
44	25.12	ENHANCEMENT: 22.0 FTE - Police Agency-Wide Personnel	3,391,650	0	3,391,650	0	0
45	25.19	ENHANCEMENT: Police School Resource Officers for Poudre School District	712,821	246,171	466,650	0	0
		<i>PSD Revenue for SRO</i>					
46	25.24	ENHANCEMENT: CAPITAL REPLACEMENT - Police Interview and Recording System - Minor Capital Replacement	20,159	0	20,159	0	0
		<i>General Fund</i>					
47	25.13	ENHANCEMENT: Police Regional Training Facility [Jointly owned with Loveland] - Operation and Maintenance	213,404	0	213,404	0	0
48	96.1	ENHANCEMENT: Off-Site Cloud Hosting of the FCGov.com Website	36,000	0	25,920	7,920	2,160
		<i>Utility CS&amp;A Data &amp; Communications</i>					
49	51.3	ENHANCEMENT: Access Control Consolidation	100,000	100,000	0	0	0
		<i>One-time Revenue</i>					
50	14.1	ENHANCEMENT: 2.25 FTE - Marijuana and Liquor Regulation and Enforcement	274,505	0	274,505	0	0
		<i>One-time Revenue</i>					
51	25.22	ENHANCEMENT: CAPITAL - Police 911 Center Workstation Replacement - Minor Capital	(22,000)	(22,000)	0	0	0
		<i>One-time Revenue</i>					

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# SAFE COMMUNITY - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
52	87.2	ENHANCEMENT: 0.5 FTE City Manager's Office (1 Contractual to Classified, 0.5 FTE Admin Support) - Office Of Emergency Management and Additional General Support	61,124	0	46,514	14,610 0
						Light & Power Water Wastewater Stormwater
53	25.17	ENHANCEMENT: Police Body Armor	30,000	0	30,000	0 0
54	25.26	KFCG ENHANCEMENT: Police Services Front Desk Security Contract	101,461	0	0	101,461 0
						Keep Fort Collins Great
55	11.21	ENHANCEMENT: CAPITAL - Utilities: Wastewater/Water/Stormwater - Geographic Information System Program	200,000	0	0	200,000 0
						Water Wastewater Stormwater
56	25.21	ENHANCEMENT: Police 3rd Floor Room Alteration - Minor Capital	0	0	0	0 0
						One-time Revenue
57	96.4	ENHANCEMENT: 1.0 FTE - Senior Network Engineer	136,724	0	97,840	30,079 8,805
						Utility CS&A Data & Communications
58	91.2	ENHANCEMENT: Security Cameras – Museum & Carnegie Center for Creativity	0	0	0	0 0
						One-time Revenue

# Drilling Platform - Ranked Offers by Outcome

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## SAFE COMMUNITY - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
59	87.3	KFCG ENHANCEMENT: Smart City Initiative Strategic Plan	0	0	0	0
						<i>Keep Fort Collins Great</i>
60	25.25	ENHANCEMENT: Police Services Unmanned Aircraft System (UAS)	500	0	0	500
						<i>General Fund</i>
61	25.18	ENHANCEMENT: Police Academy Consultant	0	0	0	0
			<i>One-time Revenue</i>			
62	51.2	ENHANCEMENT: 215 Mason Community Room Relocation	1,120,000	0	0	1,120,000
						<i>Capital Expansion</i>
63	11.19	ENHANCEMENT: Utilities: Stormwater Outreach and Engagement Enhanced Effort	20,000	0	0	20,000
						<i>Stormwater</i>
Unfunded Offers			6,396,348	324,171	4,566,642	1,494,070
Total Offers			98,436,356	4,516,742	71,506,103	20,360,442
						2,053,069

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### 11.2 Utilities: Stormwater - Core Operations - Funded

2019 - \$3,763,198

2020 - \$3,887,830

Funding this offer will provide the Stormwater Fund operations core services, including stormwater maintenance operations, stormwater quality programs, development review stormwater engineering, master planning/modeling, floodplain management, and the flood warning system. This offer does not maintain the existing Level of Service and two other offers (9.72 & 11.20) have been included to maintain the existing Level of Service.

The offer includes key program components:

- 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 protection, 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-designate 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.

The Stormwater Utility provides dedicated funding to design and construct stream restoration and flood protection Capital Improvement Projects (CIP) including associated BMP retrofits, and to enhance stormwater quality through an emphasis on Low Impact Development policies and constructed improvements. Approximately 1,100 structures are still at risk within the 100-year floodplain.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- SAFE 5.4 - Improve emergency management and preparedness

### 11.3 CAPITAL REPLACEMENT - Utilities: Stormwater - Minor Capital - Funded

2019 - \$383,232

2020 - \$533,232

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 consideration age, mileage, repair costs and purchase cost to determine when best to replace a vehicle. Each vehicle is also reviewed for how it is used and whether the business need has evolved over time. This allows the department to 'right size' the vehicle for its most efficient and effective use into the future.

The Stormwater Fleet system supports maintenance and construction crews in maintaining and renewing the stormwater system. The vehicles identified

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for purchase in 2019 include a new camera for the televising operation, a cargo trailer, a mower and a single-axle dump truck. Vehicles identified needed in 2020 include a compressed natural gas dump truck, a backhoe loader and a wheel loader. The current fleet is past its useful age and is taking more maintenance and repair than is considered cost-effective, so these updates are identified as appropriate by Fleet Services.

Drainage and Detention has to deal with spoil material from construction sites and cleaning the stormwater system. This material can go to the landfill for daily cover, to multiple staging areas within the City, an/or to the landfill for disposal. To meet the City Manager's directive to divert material from the landfill, having the right equipment is essential.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 11.4 ONGOING CAPITAL - Utilities: Stormwater - Stream Rehabilitation Program - Funded

**2019 - \$801,000**

**2020 - \$1,408,900**

This offer provides additional funding to rehabilitate two stream segments:

- Spring Creek - Edora Park and Riverside - 2019, \$801,000
- Mail Creek - Passway Drive to approximately 1,000 feet upstream - 2020, \$1,408,900

These projects were previously funded through the Stream Rehabilitation Program. However, as design and permitting progressed, existing funding was determined to be insufficient. This offer will provide the remaining funding to complete these segments. Improvements will include stabilizing the creek beds and banks through a combination of bio-engineered designs, regrading and revegetation. The Mail Creek reach will require dedication of easements from property owners to construct and maintain the improvements. The Mail Creek project will address erosion and vertical banks that are a threat to private property and water quality.

In 2012, City Council approved an update to the Stormwater Master Plan in accordance with Stormwater Repurposing goals to incorporate environmentally focused projects such as stream rehabilitation and water quality BMP regional projects and retrofits. The Stormwater Master Plan is a layered compilation of various studies, modeling results and engineering assessments. Each stormwater basin (12 basins) across Fort Collins has its own individual basin plan, which in turn is comprised of Flood Protection and Mitigation Plans and newly incorporated stream rehabilitation projects and regional water quality BMP Retrofit projects. The stream projects were prioritized in 2012 using a Multi Criterion Decision Analysis (MCDA) tool created to provide a flexible, rational and transparent means to rank and prioritize projects. The Spring Creek at Edora Park/Riverside project is in collaboration with Engineering's Riverside Bridge replacement and is proposed to begin in 2019. The Mail Creek project has begun with public outreach, design and permitting, and construction is anticipated to begin in late 2019.



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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.8 - Protect and enhance natural resources on City-owned properties and throughout the community
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed

### **11.5 CAPITAL REPLACEMENT - Utilities: Stormwater - Collection System Replacement Small Capital Projects - Funded**

**2019 - \$1,400,000**

**2020 - \$1,500,000**

Funding this offer will provide design and construction of smaller, high priority stormwater improvement projects. This Offer allows the Utility to adapt as conditions and priorities change by performing these projects using in-house forces.

Each year, the Stormwater Utility designs and constructs storm sewer lines and infrastructure replacement projects to correct deficiencies in the system, upgrade facilities, expand capacity and rehabilitate under-served areas. The design and construction of these projects are done with Utility in-house staff and construction crews, which allows for schedule flexibility, construction efficiencies and reduced design and construction costs. The Small Capital Projects are coordinated with other City departments to capitalize on opportunities for collaborative projects. An example of an opportunity project is replacing old or broken storm pipe before the Streets department paves the road to eliminate the risk of cutting new asphalt to repair the pipe later on. Another example would be making repairs to streams or river banks ahead of parks and natural areas trail projects.

Replacing these facilities brings them up to current standards, lowers long-term maintenance needs, and protects habitat and property. As part of its Asset Management Program, Utilities determines its Small Capital Project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety.

The current estimated plan for 2019/2020 construction is as follows:

2019:

- Alta Vista/Andersonville Improvements
- Pitkin Street Improvements
- L-Path River Repair
- Laporte Avenue Phase 2
- Avocet/Drake Improvements
- Necco Backbone Lateral 4A
- Inlet Replacment/Updgrades

2020:

- Foothills Basin Improvements
- Redwood Pond
- Mulberry and College Inlets

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- Peterson Street and Parker Street Improvements
- Inlet Replacment/Updgrades

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 11.6 ONGOING CAPITAL - Utilities: Stormwater - Basin Master Plan Updates - Funded 2019 - \$450,000 2020 - \$450,000

Funding this Offer will update Stormwater Basin Master Plans to manage flood potential, improve stormwater quality and promote stormwater as a resource for the City of Fort Collins.

Basin Master Planning for the stormwater system is critical to evaluate the watershed basin as system for meeting flood protection, water quality and stream goals. It also evaluates the impact of construction projects and land development activities on the watershed. By updating the Basin Master Plans, the City will be prepared to address future stormwater challenges including continued work on flood protection, address future regulatory requirements for water quality and continue stream rehabilitation efforts. Significant work has been completed to address flood protection needs in Fort Collins, but there are still approximately 1,100 structures in the floodplain. The associated Stormwater Flood Management CIP Program to address these structures has an estimated cost of \$270 million. In addition, there is a Water Quality and Stream Rehabilitation CIP Program of approximately \$70 million

The stormwater master plans were last updated in 2003 for flood protection and 2012 for stormwater quality and stream rehabilitation. This offer will build on those strategies as well as evaluate new innovations for managing stormwater. As the City continues to work on the stormwater system, additional focus can be placed on City initiatives such as Nature in the City, Green Streets, LID implementation and other programs.

This effort will include evaluating current policies including the targeted level of protection and alternative performance criteria, updating hydrologic and hydraulic models for four of the twelve basins, alternatives analysis and community engagement.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review
- ECON 3.6 - Invest in utility infrastructure aligned with community development

### 11.7 ONGOING CAPITAL - Utilities: Stormwater - Developer Repayments - Funded 2019 - \$300,000 2020 - \$100,000

Funding this offer will reimburse development projects that have paid for the design and construction of specific regional stormwater improvements

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required by the City's master drainage basin plans that are not fully attributable to the respective development. These improvements are typically flood management projects, stream rehabilitation projects, and/or stormwater quality BMP projects.

Colorado State University (CSU) is requesting reimbursement in the amount of \$297,611 from the City for its share (48%) of the total costs (\$620,022) to design and construct the Centre Avenue Water Quality Pond in the Spring Creek Drainage Basin. Staff from the City and CSU worked together to design a larger regional water quality pond that will accept stormwater runoff from both entities. Most of the regional pond was built on CSU land; however, a portion was built on City land associated with Lilac Park and the Gardens on Spring Creek. City Council adopted Ordinance No. 113, 2016 authorizing the conveyance of a permanent stormwater easement on the City property to CSU to construct the regional stormwater quality pond. Due to the joint benefits of constructing the facility, CSU did not pay any of the cost to the City for granting the permanent easement. It was agreed the City would request funding in the 2019/2020 budget to reimburse CSU in January 2019.

Based on pending development review submittals, it is anticipated that additional reimbursement requests for stormwater facilities will be submitted in 2019 and 2020. Because the timing of reimbursements is dependent on others, specific projects are difficult to anticipate in advance, but it is expected that portions of the North East College Corridor Outfall (NECCO) Laterals that will complete the NECCO Regional Pond system will be submitted. If funding is not available, the pace and location of development within the City will be impacted. An additional \$100,000 is being requested in 2020 for future reimbursements.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.6 - Invest in utility infrastructure aligned with community development
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review

11.11	ENHANCEMENT: CAPITAL REPLACEMENT - Utilities: Stormwater - Castlerock Storm Sewer Evaluation and Repairs - Funded	2019 - \$300,000 2020 - \$0
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This offer is to evaluate, monitor and begin repairs for road settlement associated with the Castlerock Drive Storm Sewer.

The Castlerock Storm Sewer was installed from 2008 to 2011 for flood mitigation. The storm sewer extends from approximately the intersection of Glenmoor Drive and West Plum Street to Red Fox Meadows Natural Area. The large diameter storm sewer ranges in depth from 15 to 30 feet. In 2013, areas of concrete pavement cracking were noticed in Castlerock between Prospect and Avery Park. Utilities has been monitoring the cracking since that time. In 2017, geotechnical investigations revealed settlement of the storm sewer trench as the primary cause of the pavement cracking. The storm sewer was installed using standard practices and inspected daily during construction. This offer will investigate the cause of the settlement, monitor the pavement for further settlement, develop options for repairs, and perform limited repairs of selected areas along the storm sewer alignment. This work will identify the most cost-effective approach for further repairs if needed.

The concrete pavement for Castlerock Drive has areas of settlement and cracking. This condition impacts the rideability and maintenance costs of the road. The settlement needs to be addressed so the road surface can be restored.

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As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### 11.12 ENHANCEMENT: CAPITAL - Utilities: Stormwater - Poudre River at Oxbow Levee - Funded      2019 - \$412,000 2020 - \$0

This offer provides the additional funds needed to complete the Poudre River Oxbow Levee project.

A budget offer was approved for \$850,000 as part of the 2017/2018 budget. As the project progressed through the design and permitting process, staff determined that additional funds were needed. The additional funding is necessary to address handling of contaminated soils and debris along the banks of the river identified as part of the geotechnical investigation.

This project will keep properties in the Buckingham neighborhood from being remapped into the Poudre River 100-year floodplain through the final design permitting and construction of required improvements, including excavation for additional flow conveyance of the river, raising sections of the trail, coordination with the U.S. Army Corps of Engineers, FEMA permitting and Map Revisions.

It was determined during FEMA's Poudre River RiskMAP project, that the existing condition 100-year water surface elevations between Lincoln Avenue and Linden Street may be higher than regulatory base flood elevations. Accordingly, 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 into the 100-year floodplain.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

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### **11.13 ENHANCEMENT: CAPITAL - Utilities: Stormwater - North College Drainage Improvement District, Phase 1 - Funded** **2019 - \$267,800** **2020 - \$0**

Funding this offer, in combination with Offer 1.29 (Engineering) and Offer 40.4 (Economic Health), will complete the preliminary stormwater design for the North College Drainage Improvement District (NCDID) and transportation design for North Mason Street (Alpine Street to Hickory Street), along with Alpine Street, Pinon Street and Hemlock Street (Mason Street to North College Avenue). It also funds final design of the Phase I Stormwater Improvements. All three of these offers need to be funded to accomplish this work.

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. This project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as a low priority.

The North College Urban Renewal Plan area was established in 2004. A drainage analysis and report for the NCDID area was initially completed in 2006. In recent years, there has been increased interest and support by the North College Citizens Advisory Group to implement the necessary street and stormwater improvements needed to promote development and re-development in the area. The URA funded an update to the NCDID drainage analysis that was completed in June 2017. The report includes conceptual stormwater improvements, cost estimates and a phased implementation approach.

Economic Health and Stormwater would jointly fund the 2019 preliminary (50%) stormwater design of the entire project and the final design (100%) of the Phase I project. It is critical that both Stormwater and Transportation considerations be addressed in conjunction with the design of this project.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.6 - Invest in utility infrastructure aligned with community development

### **11.14 ENHANCEMENT: CAPITAL - Utilities: Remington Street Stormwater and Wastewater Improvements - Funded** **2019 - \$705,550** **2020 - \$2,546,200**

Funding this offer will improve stormwater and wastewater infrastructure along Remington Street from Prospect to Spring Creek.

The intersection of Prospect and College is a known street flooding area. This project will address this problem as well as other flood hazards along Remington Street. A budget offer was approved for \$100,000 in 2017 and \$800,000 in 2018 for stormwater improvements. As the design progressed, staff determined that additional stormwater funds were needed to complete the project. The primary reasons for the additional funds are increased size of improvements due to additional identified flood risks and utility conflicts along the corridor. The project was defunded by \$600,000 in 2018 to appropriate for another priority project. It was also identified that the stormwater improvement creates a project coordination opportunity to complete needed wastewater improvements at the same time. The wastewater mains along Remington Street are more than 80 years old, undersized and in need of replacement.

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The project will also allow the stormwater improvements that were constructed at the Prospect Road and College Avenue intersection to function as designed. In addition, the project is a critical element to addressing intersection flooding at Remington and Lake streets in the future.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ENV 4.7 - Continually improve environmental regulatory performance

### **11.15 ENHANCEMENT: CAPITAL - Utilities: Stormwater - Timberline Levee (Design Only) - Funded      2019 - \$103,000 2020 - \$0**

Funding this offer will provide preliminary design and cost estimating for the Poudre River Levee at Timberline Drive.

This project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #3 priority. 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 primary purpose of the Timberline Levee is to provide 100-year regulatory flood protection for the businesses located south of the Poudre River. As a result of the in-progress FEMA Poudre River RiskMAP project, it was determined that water surface elevations (WSEs) on the levee are higher than the current adopted floodplain mapping. As a result, the existing levee does not meet FEMA freeboard requirements (vertical height between WSEs and top of levee). Remediation measures are required for the levee to be re-certified by FEMA. If these measures are not taken, downstream properties currently protected by the levee will be placed back into the 100-year FEMA regulatory Poudre River floodplain. This has serious financial, insurance and development impacts on those properties.

This offer will fund the preliminary design of improvements to restore freeboard and meet FEMA requirements. In the interim, the levee is rated as Provisionally Accredited by FEMA. Additional funding for design and construction of the improvements will be required in the future. The City has two years to complete the improvements and re-certify the levee.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **11.16 ENHANCEMENT: CAPITAL - Utilities: Stormwater - Drake Levee (Design Only) - Funded      2019 - \$103,000 2020 - \$0**

Funding this offer will provide preliminary design and cost estimating for the Poudre River Levee at the Drake Water Reclamation Facility (DWRf).

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This project was evaluated in the Utilities Capital Improvement Planning and Prioritization process as the #2 priority. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, efficiency and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The primary purpose of the Drake Levee is to provide 100-year regulatory flood protection for DWRF, its attendant structures and properties located southwest of the site. Due to the in-progress FEMA Poudre River RiskMAP project, it was determined that water surface elevations (WSEs) on the levee are higher than the current adopted floodplain mapping. As a result, the existing levee does not meet FEMA freeboard requirements (vertical height between WSEs and top of levee). Remediation measures are required for the levee to be re-certified by FEMA. If these measures are not taken, DWRF and downstream properties currently protected by the levee will be placed back into the 100-year FEMA regulatory Poudre River floodplain.

A combination of Stormwater and Wastewater funding (50/50) is needed to complete the project.

This offer will fund the preliminary design and cost estimating of improvements to restore freeboard and meet FEMA requirements. In the interim, the levee is rated as Provisionally Accredited by FEMA. The City has two years to complete the improvements and re-certify the levee. Additional final design and construction funding will be needed to complete the project.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 11.17 ENHANCEMENT: CAPITAL - Utilities: Stormwater - Flood Warning System - Funded

**2019 - \$100,000**

**2020 - \$100,000**

The City of Fort Collins Flood Warning System (FWS) has two major components:

- 1) a gauge network of 79 gauges, three repeater sites, two base stations, and data management and alarm notification software
- 2) a dedicated Stormwater On Call office and field staff that, along with Poudre Fire Authority Office of Emergency Management (PFA OEM) personnel and other City responders and outreach staff, provide 24/7 coverage for incident command of flood emergencies

The FWS includes other partners (NWS, CSU Atmospheric Science) and technical resources for current and forecasted weather conditions that could potentially harm life and property in the community, and disseminates both notifications of flood conditions and useful life safety information to the public.

The Flood Warning community, of which Fort Collins is a leader, has adopted a new telemetry standard, ALERT2, for gauge report transmissions. ALERT2 replaces the older ALERT format, and is designed to prevent the data losses mid- to large-gauge networks experience during heavy rainfall events due to gauge report collisions. ALERT2 will become the prevalent technology within five to seven years, after which ALERT will no longer be supported by the industry.

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Proactively, in 2016, the City upgraded its repeaters, base stations and data management software to ALERT2 with FEMA Hazard Mitigation Grant Program funding, available following the 2013 Colorado floods. Since this FWS gauge network backbone is now in place, the City can move forward with the corresponding upgrade to its gauge network. Each of 65 City-owned gauge ALERT transmitters would be replaced with an ALERT2 unit, get a Global Positioning System (GPS) antenna, and for some gauges, have its radio antenna replaced. The average ALERT2 upgrade cost per site is approximately \$3,000, and the entire system upgrade totals approximately \$200,000.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **11.19 ENHANCEMENT: Utilities: Stormwater Outreach and Engagement Enhanced Effort - 2019 - \$20,000** **Unfunded 2020 - \$20,000**

This offer will fund enhanced community engagement and outreach in the event that the Stormwater Master Planning offer (11.6) is not accepted.

A recent community survey found that there is a portion of the community that is neutral to the Stormwater Program. The Stormwater Program supports many of the quality of life amenities in Fort Collins, including natural areas, river trails, stream restoration and green infrastructure as well as flood protection. The effort to engage the community and conduct outreach beyond general communications and social media programs has never been budgeted. This funding will allow Stormwater to work with potential partners, such as non-profits, and conduct further engagement efforts to promote the Stormwater Program and engage with the community to ensure the programs reflect community values

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **11.20 ENHANCEMENT: Utilities: Stormwater - Drainage and Detention Maintaining Existing Levels 2019 - \$40,500** **of Service - Funded 2020 - \$40,500**

Funding this offer will maintain the existing Level of Service in Stormwater Drainage and Detention Services.

The Stormwater Drainage and Detention Division maintains the stormwater system within the Growth Management Area, which currently includes nearly 200 miles of pipe, 138 miles of bridges, 108 City-owned ponds and a number of inlets and manholes. As the community grows, the area that the Stormwater Drainage and Detention Division covers will grow as well. The 2017/2018 Stormwater Core Budget was reduced in areas such as mowing, streets and bridge maintenance, and sand and gravel supplies to well under the amount that the Drainage and Detention Division had typically spent. In addition, two ponds have been added through the Capital Improvement Program resulting in an additional 15 acres of mowing that will need to be completed, and costs for materials such as sand and gravel are increasing.



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To maintain the existing level of service in the Drainage and Detention Division, an increase in budget over the 2018 budget is needed in the following areas:

- Mowing - increase of \$7,000 (from \$30,000 to \$37,000)
- Street and Bridge Maintenance - increase of \$15,000 (from \$15,000 to \$30,000)
- Sand and Gravel Supplies - increase of \$18,000 (from \$12,000 to \$30,000)

The Water Field Services Department (WFS) collaborates with the Environmental Regulatory Affairs (ERA) Department to respond to spills after hours. WFS staff are the first responders to a call of a potential spill. If the material is found to be hazardous, then the Field Services employee would call ERA on-call staff. In an effort to save funds, ERA has proposed to eliminate their on-call program and have Field Services call Poudre Valley Fire Authority directly to handle the hazardous material. This will save \$39,500 in salary funding. They are also transferring the \$500 fund line item for clean-up of the spills to Drainage and Detention, so that there is funding to pay for clean-up of small spills.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- SAFE 5.4 - Improve emergency management and preparedness

### **11.21 ENHANCEMENT: CAPITAL - Utilities: Wastewater/Water/Stormwater - Geographic Information System Program - Unfunded**

**2019 - \$200,000**

**2020 - \$200,000**

As the Water, Wastewater and Stormwater Utilities increase efforts to address aging infrastructure and asset management, the organizational capacity of the Geographic Information System (GIS) supporting the Water Utility must be advanced. This GIS system is well developed in portions of the Water operational units, but the mapping and analytical capacity element of the existing GIS system must be enhanced to support effective implementation of the Asset Management and ongoing operations of the Water Utility.

The first phase of the project is to conduct a "Roadmap" exercise for \$200,000 with all stakeholders in the Water Utility to identify requirements for the GIS system to support their operations into the future. This work will be done in collaboration with the Electric Utilities and Maximo work teams so that an integrated, enterprise approach to the GIS system is developed. The second phase of the project is to address the high priority actions out of the Roadmap either with a consultant or \$200,000 to develop data and applications within the enterprise system.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

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### **11.22 ENHANCEMENT: 1.0 FTE Operational Technology Cybersecurity Analyst - Utilities: 2019 - \$114,683** **Customer Service & Administration - Funded 2020 - \$113,504**

Operational Technology (OT) environments require support by staff who have a deep understanding of industrial control systems, physical control devices OT topology, and the unique operational objectives that make OT distinct from Information Technology (IT). Utilities has two primary OT environments: one used by Light & Power and one used by Water Treatment and Reclamation. This position would work in both environments, and potentially more in the future. Specific responsibilities are to be defined, but are expected to be similar to those of an IT Systems Analyst, including:

- Diagnose and resolve software/operating system/hardware/connectivity/security problems
- Test individual unit and integrated systems in OT environments
- Monitor OT system health
- Anticipate and act to prevent potential issues with the OT systems
- Assist in developing user and technical manuals; evaluate current manual and automated procedures
- Analyze OT systems components and workflows to determine risks and recommend improvements
- Evaluate solutions for identified gaps in functionality/safety/security
- Train and assist technical staff
- Work with vendors to provide support to OT operators
- May oversee and prioritize the work of vendors
- Remain current with technology and industry best practices

While Utilities has staff to maintain its OT environments, an external 2017 gap analysis identified the need for additional headcount, specifically an OT Analyst, to perform specialized tasks.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### **14.1 ENHANCEMENT: 2.25 FTE - Marijuana and Liquor Regulation and Enforcement - Unfunded 2019 - \$447,246** **2020 - \$274,505**

Funding this offer will improve marijuana and liquor regulation and enforcement by adding technology to license, track and report on related processes and procedures, and by adding necessary staff to ensure thorough application review, more timely attention to violations, increased inspections, proactive compliance checks and investigations, and the ability to respond to frequently changing legislative requirements.

Specifically, this offer includes:

- Purchase of the Accela licensing module
- Conversion of an existing Licensing Coordinator position from contractual to classified

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- Addition of a 1.0 FTE Police Investigative Aide
- Addition of a 1.0 FTE City Attorney focused primarily on marijuana and liquor legislation, regulation and enforcement
- Addition of a 0.25 Legal Assistant to support legal review and enforcement processes

Over the past several years, there has been a steady increase in the number of licenses issued, as well as the number of licenses that modify their premise and/or change ownership, all of which require a significant amount of staff time to process. Colorado voters approved medical and retail marijuana in 2000 and 2012, respectively; local regulations for medical were first adopted in 2010 and for retail in 2014. There has been a steady increase in the number of new liquor and marijuana licenses issued, as well as related transactions (modification of premise, relocation, change of ownership, etc.). A rise in license violations and the need to identify and investigate illegal marijuana and liquor production and distribution operations are of growing concern. Funding this offer helps mitigate concerns, increase community safety, and protect and preserve the City's quality of life and neighborhoods. It also supports the City's Baldrige efforts by streamlining processes and creating standardized systems.

Tax and fee revenues generated by these programs far exceed the current administrative costs and are more than sufficient to cover this offer.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods

### 25.1 Police Office of the Chief and Administration - Funded

**2019 - \$3,529,152**

**2020 - \$3,662,566**

Funding this offer provides resources for the central leadership, accountability, finances, public outreach and personnel functions for Police Services.

The Office of the Chief includes the positions of Chief of Police, Deputy 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 Deputy Chief oversees the Administration Division and serves as the Chief of Staff of the Police Executive Staff. The Public Relations Manager is the primary representative to the media and is responsible for public outreach.

Administration consists of Professional Standards, the Personnel & Training Unit, Internal Affairs, Finance, Crime Analysis, Accreditation, and policy development and maintenance.

The Personnel & Training Unit is responsible for recruiting, hiring and training all personnel for Police Services. The unit consists of one sergeant, four officers, an administrative assistant and three part-time hourly employees.

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Internal Affairs investigates allegations of misconduct by Police Services employees. The office is staffed by one sergeant.

Finance personnel are responsible for budget development, accounts payable, revenue tracking, grant management and reporting, and financial planning for the agency. These functions are performed by one financial analyst and one financial technician.

A crime analyst produces and analyzes data for the purpose of performance management, benchmarking, reporting to the community and resource allocation.

A part-time hourly accreditation manager has been added to the Administration Division to achieve the goal of national accreditation through the Commission for Law Enforcement Accreditation (CALEA). This is an un-budgeted position being paid by salary and productivity savings. An enhancement offer (25.12) has been submitted to fund a full-time manager.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 25.2 Police Patrol Services - Funded

**2019 - \$16,997,553**

**2020 - \$17,551,739**

Funding this offer supports the Patrol Division, and reflects the division's reorganization. Last year, the Patrol Division was divided into two divisions (#1 Patrol Division and #2 Community and Special Services Division). This offer funds the Patrol Division, which includes all the necessary elements for the response to calls for service, proactive enforcement, and quality of life enhancing activities for the community. The funding in this offer staffs an Assistant Chief, 10 shifts of police officers, and community service officers who respond to all types of incidents from minor municipal violations and service requests to disturbances, traffic collisions and serious felony crimes.

In 2017, the Patrol Division responded to 72,378 calls for service, initiated 38,212 proactive events and made 13,568 traffic stops. Calls for service increased and the capacity to be proactive or respond to other priorities decreased. In 2016, Council adopted the Law Enforcement Personnel Allocation Model. This 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 (routine calls and emergency calls). The remaining 30 minutes per hour 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. Due to increased calls for service in 2017, spending 30 minutes per hour on proactive policing became a challenge for officers.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

### 25.3 Police Community and Special Services - Funded

**2019 - \$5,275,824**

**2020 - \$5,339,466**

Funding this offer supports the Community and Special Services Division.

This offer reflects a reorganization in the Police Patrol Division, which created a new Community and Special Services Division. This budget offer basically replaces the previous Patrol Division Specialized Units offer. This offer includes One Assistant Chief, 2 lieutenants, 5 sergeants, 33 police officers and 2 civilians within the following units:

Emergency Management and Special Events: 1 lieutenant is dedicated to working with other City departments and the community on emergency management and special events management.

Community Policing: 1 lieutenant is responsible for leading the agency's community policing teams and initiatives. The following units report to the Community Policing Lieutenant.

District One Nights: 1 sergeant, 1 corporal and 6 officers. The D1 night team's primary focus is to provide a safe nightlife environment in the Downtown area.

District One Days: 1 sergeant, 4 officers, 1 liquor compliance officer and 1 marijuana compliance officer. The D1 day team focuses on quality-of-life issues in the Downtown area during the day. A large amount of the team's time is devoted to addressing disruptive behaviors of the homeless /transient population.

Neighborhood Enforcement Team: 1 sergeant, 9 police officers and 1 Crime Prevention Specialist. NET addresses crime and neighborhood quality of life issues using proactive, community policing approaches. 2 officers are dedicated to the Campus West area.

School Resource Officers: 1 sergeant and 11 police officers provide essential safety and outreach in the schools. By contract, PSD and the City share equally the cost of this program.

SWAT Team: 1 sergeant is assigned full-time to SWAT. The SWAT Team resolves high risk incidents and provides substantial tactical training to police officers.

This offer also provides funding for other special units that do not have personnel assigned such as the Hazardous Devices Team, K9 Unit, and UAS

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program.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population

## 25.4 Police Criminal Investigations Division - Funded

**2019 - \$7,285,943**

**2020 - \$7,405,747**

Funding this offer supports the Criminal Investigations Division (CID), comprised of eight units: 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 people. Subunits each concentrate on a specific crime category.

The services provided by the CID are essential to a safe community. The CID relies on one other program to provide quality service to Fort Collins residents; the Crime Scene Investigator (CSI) program is a collateral assignment where CSI's receive special training and equipment to proficiently process crime scenes. This program funds basic crime scene supplies for CSIs. Twelve KFCG positions reside within the CID: one sergeant, seven detectives and four civilian investigative aides.

CID Investigates most Part I Felony Crimes like Homicide, Rape, Robbery, Burglary, Theft and Aggravated Assault. The CID also investigates Fraud, Deceptive Sales & Business Practices, Skimming, Identity Theft, Gang Crimes, Repeat Offenders/Fugitives and Registered Sex Offenders. The CID provides services to victims of crime (required by state statute), as well as comprehensive crime scene investigation abilities.

CID partners with the Northern Colorado Regional Forensics Lab (NCRFL) 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 includes \$75,000 for Police Services' annual portion of the NCRFL's operations and maintenance costs. This offer also includes \$85,000 to replace the digital evidence processing server.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population

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### 25.5 Police Information Services - Funded

**2019 - \$8,032,610**

**2020 - \$8,244,859**

Funding this offer supports the Police Information Services Division, which is made up of six units: Administration, Police Records, Property & Evidence (P/E), Fort Collins 911 (Dispatch), and Police Information Technology (IT) and Technical Services. These services are essential criminal justice functions protecting residents. The functions provide P/E 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/management of all the paperwork generated by officers, as well as records release to the court and public.

Fort Collins 911 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 Service Officers.

Property & Evidence safely intakes, maintains and releases evidence and recovered property that gets returned to residents. 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 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 laptops, audio/visual devices, iPads, iPhones, etc. Required project work is included in this offer and is being planned for 2019/2020 due to CJIS Compliance and CALEA accreditation requirements as well as necessary building A/V updates.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### 25.6 Police Vehicle Program - Funded

**2019 - \$2,087,704**

**2020 - \$1,781,850**

This offer covers the fleet operational and maintenance costs for vehicles assigned to all four divisions of Fort Collins Police Services. This offer supports all of the operation and maintenance expenses for all marked and unmarked police vehicles, including police motorcycles; vehicles allocated to volunteer and civilian staff pool use; specialized support vehicles and trailers used for riot response, scene command, SWAT team response, Bomb Squad response, collision investigation and crime scene investigations; and six pool cars that officers can use while their patrol car is being serviced or is otherwise unavailable.

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Police Services has used the One-to-One Car Plan for approximately 40 years. The plan assigns a car to every police officer in the agency. By assigning vehicles to sworn officers, the agency is able to rapidly call upon a highly scalable number of officers to respond to any situation, with all of the required equipment needed. Additionally, the one-to-one concept acts as a deterrent to potential traffic violations and criminal acts by increasing police visibility throughout the community, lending to a greater police presence than on-duty vehicles could achieve alone. Officers are required to carry all necessary equipment for performing their duties in their patrol cars. In the event of an emergency, officers can respond directly from home to the scene fully equipped, saving valuable time otherwise used to respond to the police department or service center to pick up a vehicle and equipment.

The One-to-One Car Plan is a valuable component to FCPS' Community Policing model. Additionally, the vehicles are significantly better maintained, as each vehicle is primarily used by only one officer who is responsible for the care and maintenance of their vehicle. It also results in replacing vehicles much less frequently; FCPS vehicles generally last seven to 10 years, whereas pool vehicles last an average of three years.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 25.8 Police Red Light & Camera Radar Program - Funded

**2019 - \$599,897**

**2020 - \$599,964**

Funding this offer maintains the Police Traffic Unit Camera Radar/Red Light enforcement systems consisting of two Camera Radar speed vans and two Camera Red Light systems, and helps address safety concerns through an effective use of technology.

Due to limited resources in staffing, Camera Radar technology serves to effectively extend traffic enforcement in the community. The Camera Radar program is self-funded and provides the revenue necessary to maintain operations. This innovative program also provides for other operational and administrative needs created by traffic issues for the Municipal Court and City Attorney's Office. This funding saves thousands of dollars from the General Fund, furthering traffic safety without the inherent trade-offs of using General Fund dollars.

The hourly civilian camera radar operators work daytime and evening hours. They are dedicated solely to the operation of the camera radar vans for speed enforcement. Camera Red Light systems are self sufficient and require no personnel from the department for their operation. This offer maintains the same basic services that are currently provided.

This program also funds the net replacement cost of Traffic Unit motorcycles (which are in Offer 25.6) and other capital traffic safety equipment when needed, such as maintenance costs of the automated ticket writer system used by patrol officers to issue citations. As police motorcycles are taken out of service, they are sold at a competitive auction and proceeds are used to offset the cost of new units. Three units are anticipated to be replaced in 2019.



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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows

### 25.9 Police Colorado Regional Information Sharing Project [CRISP] - Funded

**2019 - \$494,040**

**2020 - \$515,307**

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 the current software, hardware and maintenance of the system.

As a member of the Colorado Regional Information Sharing Project (CRISP), Fort Collins Police Services (FCPS) partners 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 residents. 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 residents' safety.

CRISP agencies have been able to improve service to Larimer County residents through more timely and accurate shared information. The participating agencies continue to build alliances that enhance interoperability and 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.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

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### **25.11 ENHANCEMENT: 8.0 FTE - Police Services Resources for a Growing Community - Funded** **2019 - \$391,953** **2020 - \$975,974**

Funding this offer provides police officers to meet the demands of a growing community. In 2016, Council adopted a law enforcement personnel allocation model. This model is used to determine the number of officers and community service officers necessary to respond to calls for service. Having enough officers to meet the 30 minutes of reactive and 30 minutes of proactive time is a priority along with a prompt emergency call response time of within 5 minutes and 30 seconds. FCPS is not able to meet either metric without additional personnel. This revised package offer is segmented into respective years (2019/2020).

2019: 1 Police Sergeant and 3 Police Officers

2020: 4 Police Officers

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### **25.12 ENHANCEMENT: 22.0 FTE - Police Agency-Wide Personnel - Unfunded** **2019 - \$1,886,961** **2020 - \$3,391,650**

Funding this offer provides in 2019: 7-officers, 1-academy officer, 2-detectives, 1-Records technician, 1-tech specialist, & 1-administrative assistant. In 2020: 3-officers, 2-detectives, 1-sergeant, 1-lieutenant, 1-Community Service Officer, 2-dispatchers, 1-systems analyst, & 1 sex offender registrar.

Calls for service have increased with population and Patrol cannot meet demands. Adding officers, a CSO, and a sergeant over two years will help Patrol return to service levels which will meet Council's 30/30 time use, and 5m 30s response to Priority One calls and Campus West staffing expectations. Campus West Connections (Council priority) is a cooperative effort between CSU, City groups, and FCPS. The building was funded; however, personnel were not (Offer 29.46). This offer funds officers and a Records Technician II which will staff the front desk and meet community/Council priorities.

The Criminal Investigation Division (CID) experienced a substantial increase in major crimes and serious investigations. The addition of four detectives and a full-time sex offender registrar over two years will allow the CID to continue to provide a high level of service to the community and internal customers.

Continuous hiring and background checks have increased amongst attrition and expansion hiring, the Personnel and Training Unit needs an additional administrative assistant to handle the volume of administrative tasks. This is currently done to a limited degree with several unsustainable un-budgeted part-time employees. The lieutenant will manage accreditation.

Fort Collins 9-1-1 (FC911) had a safety need for 10 dispatchers in the last BFO cycle (offer 29.40) but conservatively requested 4. Only one could be

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funded. Two dispatchers in this cycle will help FC911 meet current service demands and meet safety concerns of officers and citizens by allowing for dedicated radio dispatchers. The technical specialist & systems analyst are needed for full agency support.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows

### **25.13 ENHANCEMENT: Police Regional Training Facility [Jointly owned with Loveland] - Operation 2019 - \$0 and Maintenance - Unfunded 2020 - \$213,404**

Funding this offer will provide operation and maintenance costs related to the Police Regional Training Center (PRTC) that is being jointly constructed and operated by the cities of Loveland and Fort Collins. Operation and maintenance expenses will be split 50/50, as will ownership and construction expenses

This budget enhancement will be used to cover costs related to personnel, administration and classroom building utilities; range support areas; range equipment; and operations costs and track expenses. In addition to general maintenance of the shooting range and driving track, expenses around the use of the facility will also exist, such as scheduling software and security system updates.

Without this funding, Police Services cannot meet its commitments to the Council agreement for this facility and partnership.

The City of Loveland will be the fiscal agent for the facility and will bill the City of Fort Collins on a regular basis for Fort Collins' share of the expenses.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows

### **25.14 ENHANCEMENT: Police Radio Infrastructure - Northern Colorado Regional Communication 2019 - \$58,860 Network [NCRCN] - Funded 2020 - \$58,860**

Funding this offer provides the critical radio infrastructure and assets of the Northern Colorado Regional Communications Network (NCRCN). The NCRCN was established when Fort Collins Police Services, the City of Loveland, Poudre Fire Authority, Poudre School District, Colorado State University Police, Estes Park Police, Estes Park Medical Center, Estes Valley Fire Protection, Estes Park Public Works, University of Colorado Health, Banner Health, Berthoud Fire, Bureau of Reclamation, Federal Protective Service, Loveland Fire Rescue, McKee Medical Center, Northern Colorado Water Conservancy District, Thompson Valley EMS, Wellington Fire and Windsor/Severance Fire decided to collaborate to ensure the regional radio communications system was managed and regulated, and that there was oversight in the use and maintenance of the system.

Over the last several years, the NCRCN board established a new regional partnership to include Larimer County. With the change, a new structure and Intergovernmental Agreement (IGA) was created. The City agreed to enter into the IGA with the City of Loveland and Larimer County, and furthermore agreed to a division of NCRCN assets and towers among the primary partners. With the agreement, the City takes ownership for two of the five radio

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tower sites and the responsibility for the maintenance of equipment and radios, and required services at the two sites (Horsetooth and Poudre Valley Hospital) to ensure compliance with the State of Colorado's Digital Trunked Radio System (DTRS).

Maintaining this critical infrastructure includes the costs of ongoing maintenance and any upgrades as required for functionality or to ensure compliance with the DTRS. Member contributions will help offset costs for upgrades and any new functionality.

Without this funding, Police Services cannot meet the regional radio needs and partnership commitments.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.4 - Improve emergency management and preparedness
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### 25.15 ENHANCEMENT: Police Camera Radar/Red Light Addition - Funded

**2019 - \$575,124**

**2020 - \$576,226**

Funding this offer frames potential expansion of four Red Light intersections and one additional Camera Radar unit to the Police Traffic Unit Camera Radar/Red Light enforcement system. The current system consists of two Camera Radar speed vehicles and two Camera Red Light systems. It helps address safety concerns through an effective use of technology.

Due to limited staffing, Camera Radar technology serves to effectively extend traffic enforcement in the community. Red Light cameras address significant risk intersections by providing consistent red light enforcement in places where staffing, safety, or design features limit the effective deployment of officers. The Camera Radar program is self-funded and provides the scalable 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.

With a growing community and related traffic issues, FCPS has also seen a reduction in speed compliance and available time for proactive patrol, as well as a shrinking Traffic Enforcement Unit. Though not directly linked, fatal crashes rise each year along with serious injury collisions. The Camera Radar/Red Light systems serve as a personnel multiplier at a time when the need is growing.

Municipal Court currently employs one 0.75 FTE contractual clerk to process the Camera Radar/Red Light caseload. In 2017, this clerk processed 18,977 cases. If this clerk is not in the office, there is no backup for customer service coverage. As the clerk is at capacity, the Court is requesting an additional 0.25 FTE hourly clerk to provide additional customer service coverage and to assist with caseload increases associated with any expansion of this system.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### 25.16 ENHANCEMENT: Police Reports Voice-to-Text Transcription - Funded

**2019 - \$88,836**

**2020 - (\$9,305)**

Funding this offer will allow police officers to dictate narratives directly into the Records Management System (RMS) using a voice-to-text technology solution. The offer funds software and licenses for 135 officers. There is a one-time expense of approximately \$55k for licenses and \$41k for required microphones; ongoing Maintenance/Support and User Management Center is \$11k per year. This solution would allow officers to dictate their police report narratives directly into the RMS, make corrections and approve the reports immediately. Using this technology solution will expedite the entire report process returning officers to service more quickly and eliminating many steps from the current process.

The need to find a viable solution to meet the need of transcribing police reports is critical. Current report turnaround times can reach up to several weeks. Funding this solution would decrease the turnaround time for police reports and reduce the overall cost to the Cit (by eliminating the cost of outsourcing and/or overtime). The impact of delayed reports has a negative effect on our residents, investigators, the prosecutors' offices and any number of agencies requiring the information. It also creates deficiencies in timely crime analysis, officer deployment and staffing decisions.

In 2015, Police Services' Records Unit began using an outside transcription company due to the increased volume of police reports. A BFO offer was submitted and approved for transcription services for the 2017-2018 budget. Due to budget constraints, the money was reduced in 2018. Outsourcing police reports to an outside transcription company is very expensive, and the turnaround time from start to completion is problematic because there continues to be a delay. In addition, outsourcing reports costs on average about \$10k per month (\$120k per year).

This new software will enable the department to phase out the current transcription software that costs \$28k annually.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### 25.17 ENHANCEMENT: Police Body Armor - Unfunded

**2019 - \$146,000**

**2020 - \$30,000**

Funding this offer will provide police officers with ballistic rifle protection that they do not currently have. In 2016, the number of officers killed by gunfire

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nationally rose by 56% from prior years. In 2016, the National Law Enforcement Officers Memorial Fund calculated that 20 of the officers killed that year were killed in eight separate mass shootings, the highest total since 1932. Though better training and tactics have reduced the number of line-of-duty deaths, there is an upward trend in officers being killed by gunfire related to high-powered, high-capacity rifles. This trend continued through 2017 and into this year where Colorado has been greatly affected by the loss of three law enforcement officers. As of Feb. 26, 2018, 14 officers across the U.S. had been killed by gunfire; many by suspects using high-powered rifles.

While the ballistic vest provided to FCPS officers provides the highest level of protection for handgun rounds, it does not protect against any level of high velocity rifle round. Ballistic armor should protect officers from the weapons they most commonly face, as well as the weapons they use. All FCPS officers have been supplied with an AR-15 rifle, which fires a 5.56 high velocity round. Considering the national data on officers assaulted and killed in the line of duty, as well as what FCPS officers carry, they need this higher level of ballistic protection to make them safer in routine (patrol) and critical (i.e., active shooter) situations.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### 25.18 ENHANCEMENT: Police Academy Consultant - Unfunded

**2019 - \$50,000**

**2020 - \$0**

Funding this offer will allow Police Services to hire a consultant to conduct a viability study and develop a business plan for a Fort Collins Police Regional Academy. In addition, the consultant would provide a capital improvement plan for facilities to house such an academy.

Currently, FCPS is sending cadets to the Adams County Sheriff's Office Academy at a cost of \$5,800 per student plus travel expenses. Officers require an additional nine weeks of training once they graduate from Adams County Academy to instruct them in the FCPS styles/techniques.

The quality of training at Adams County is acceptable but does not support the values or beliefs of the City of Fort Collins. The recently launched FRCC Police Academy made up of regional partners also presents challenges around styles/techniques that FCPS must then "train out" of new officers.

Due to an average annual attrition of 10 officers and growth expectations of an additional 10 officers, FCPS is moving to an in-house academy for its own officers. Regional agencies have expressed an interest in sending their new hires to an academy operated by FCPS.

An in-house academy would eliminate the nine-week in-house training academy, which is currently required to train out others' techniques and to teach initial elements required to be a police officer in Fort Collins.

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This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe

### **25.19 ENHANCEMENT: Police School Resource Officers for Poudre School District - Unfunded** **2019 - \$389,944** **2020 - \$712,821**

Funding this offer provides the City's share (approximately half) of two School Resource Officer (SRO) corporals beginning in 2019 and two SRO officers beginning in 2020. This offer is contingent upon Poudre School District (PSD) funding the other half of these positions. Preliminary discussions with PSD have indicated support for adding the two corporal positions in the 2018-2019 contract.

The SRO program began in 1995 as a partnership between FCPS and PSD to assign specially trained officers to each school to use problem-solving approaches to accomplish three primary goals:

- Provide a safe learning environment and help reduce school violence
- Improve school/law enforcement collaboration
- Improve perceptions and relations among students, staff and law enforcement officials

The SRO program has been a successful community policing initiative. Increasingly, SROs are conducting training and practice drills for critical incidents that may happen in schools.

As new schools have been added, the program has continued to grow. Eleven SROs now cover 40+ schools across Fort Collins. They are supervised by one sergeant. Two additional SROs at the rank of corporal are 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 traditional middle and high school, with no additional SRO(s) to fill in when one of them is absent (due to training, sick or injury leave, vacation, or being busy on a school-related call). These gaps in coverage can expose the schools to unnecessary risks. The two additional SROs requested in 2020 are necessary to provide coverage for two non-traditional high schools and to provide more backup coverage for other schools. These positions cannot be added until the span of control issues are addressed by adding the corporals.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.4 - Improve emergency management and preparedness

### **25.20 ENHANCEMENT: Debt Service for Police Regional Training Facility - Funded** **2019 - \$661,000** **2020 - \$658,500**

Funding this offer will allow debt to be issued to construct the Police Regional Training Center (PRTC). The PRTC will be jointly constructed and operated

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by the cities of Fort Collins and the City of Loveland.

The PRTC will provide a much-needed driving track, shooting range and classroom space to provide training for Police Services. The space will allow for all POST-certified requirements to be provided with in-house facilities.

The total project cost is \$18.5M that will be split 50/50 between the City of Fort Collins and the City of Loveland. Fort Collins' share will be \$9.25M. In the last budget cycle, \$1.08M was appropriated for the project.

When final design for the project is presented and approved by City Council in late 2019, the remaining \$8.17M for the project will be appropriated, and a bond will be issued to fund the project.

The assumed debt service will be a 20-year bond at 5%. The total amount for the bond will be \$8.17M for the cost of the project and \$50k to cover the cost of issuance for a total debt of \$8.22M with yearly payments at about \$660k.

For the first two years the debt service will be partly paid from reserves. In 2019, 1/3 of the debt service will be paid from ongoing funds and 2/3 paid from reserves. In 2020, 2/3 will be paid from ongoing funds and 1/3 from reserves. Starting in 2021 the full debt service will be paid out of ongoing funds.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows

### **25.21 ENHANCEMENT: Police 3rd Floor Room Alteration - Minor Capital - Unfunded**

**2019 - \$422,870**

**2020 - \$0**

This offer would fund remodeling in the Criminal Investigations Division (CID). CID occupies most of the third floor of the Police Services Building. In this area are five work units: Crimes Against Persons (CAP), Property Crimes (PCU), Financial Crimes (FCU), Criminal Impact (CIU) and Victim Services Unit (VSU). With growth and future expansion of Police Services, work space needs to be re-assessed and re-designed; therefore a remodel to expand usable work space is being requested.

Since the completion of the building in 2007, workflow and demand within the building has changed, specifically for CID. This is in part due to the expansion of work groups based on the increased population, case load, the coordination and participation in the 8th Judicial District Critical Incident Response Protocol (CIRT Team) and the Agency moving forward with CALEA Certification. Therefore, a two-part remodel is being developed, including a small expansion for the Personnel and Training Unit, which also has outgrown its physical space.

First, a west-end remodel would convert two existing storage areas into two interview rooms. Overall, interview room space needs to be increased. Quite commonly during CIRT activations, staff runs out of rooms to conduct recorded interviews. These additional rooms will enhance the other three interview rooms that are currently on the west end. Cost: Approximately \$69,870



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Second, an east-end remodel use take a waiting room that is no longer used due to CALEA certification restrictions, to expand the VSU work area. This unit is expanding and by remodeling the east end, it will take advantage of the unused space, to create work space that is more conducive to their workflow. In addition, four additional work stations will be created for the PCU and FCU work area, thus allowing for the expansion of personnel that is planned. Cost: Approximately \$353,000

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows

### **25.22 ENHANCEMENT: CAPITAL - Police 911 Center Workstation Replacement - Minor Capital - 2019 - \$350,000 Unfunded 2020 - (\$22,000)**

Funding this offer will allow Police Services to purchase 16 new workstations for the Fort Collins 911 Emergency Dispatch Center (FC911). FC911 is a 24/7 operation and receives incoming 911 calls, non-emergency calls and administrative telephone calls for Fort Collins Police, Poudre Fire Authority, UC Health, other City service areas and regional emergency service organizations. Dispatchers are responsible for triaging incoming calls for service (CFS) and dispatching calls to first responders.

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 an updated ergonomics landscape that brings the dispatcher closer to the various screens and controls.

The current workstations are aging with some almost 20 years old. Workstation walls continue to come apart and need to be adjusted on a frequent basis. The current vendor is unable to find comparable parts and some workstations are unable to raise or lower as needed. As the furniture ages, many of the components are failing and often mechanisms stop working due to cables being inadvertently pulled out of worn plugs.

The cable management is extremely limited. At each workstation, there are roughly 50 cables. These cables do not fit into the original tracking system and therefore are sticking out from underneath and behind the workstations. This causes troubleshooting concerns for vendors and safety concerns for employees.

The current workstations limit the number of computers and monitors that can be placed at each console. Currently there are three computers for the following applications; Computer Aided Dispatch (CAD), Radio system and 911 telephone system. Six monitors should be at each console and with changes in technologys, Dispatcher responsibilities continue to grow.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

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### **25.23 ENHANCEMENT: CAPITAL REPLACEMENT - Police Services Uninterrupted Power Supply (UPS) Replacement - Minor Capital Replacement - Funded** **2019 - \$148,540** **2020 - \$0**

Funding this offer replaces the Uninterrupted Power Supply (UPS) at Police Services. The UPS is one of the most mission-critical backup systems that works hand-in-hand with the backup generator to keep Police and 911 public safety systems operational 24/7. In the last 1.5 years, FCPS has experienced two power outages and had to fall back on the UPS system to remain operational. The UPS system ensures uninterrupted transfer to generator power in a power outage, ensures backup power if a generator fails, and conditions the generator and the City's power supplies to ensure clean power flow (without spikes) 24/7 to sensitive police/public safety 911 systems.

The current system is nearing its end of life in approximately one to two years. The original install of this UPS system did not incorporate a maintenance bypass switch/panel, which is an industry best practice for all police UPS systems. Without a maintenance bypass switch/panel, the critical 911 police systems must be taken offline anywhere from four to six hours to replace/maintain an old and/or faulty UPS. This new UPS replacement project will implement a maintenance bypass panel and transformer so that the UPS can be replaced and maintained appropriately without disabling the critical 911 systems.

This project will also incorporate the latest UPS battery technology (Lithium Ion), which lowers costs and extends the life of batteries from 3-5 years (current old lead acid batteries) to 10-15 years (Lithium Ion). The new UPS technology will minimize weight on the data center floor and will take up less space. Note that reports indicate that the original UPS install was minimized in its desired capacity/functionality due to the weight the second floor data center could handle.

The cost of the new system to include the necessary bypass work is \$148,540. The UPS is \$92,540 and the bypass switching infrastructure is \$56,000.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **25.24 ENHANCEMENT: CAPITAL REPLACEMENT - Police Interview and Recording System - Minor Capital Replacement - Unfunded** **2019 - \$178,841** **2020 - \$20,159**

Funding this offer replaces the interview and recording system at Police Services. The current interview/recording system serves several units within Police Services: Criminal Investigations Division, Personnel and Training Unit, Patrol Services and Internal Affairs. The system is used daily to conduct criminal investigation interrogations and interviews. It is also used administratively in hiring and internal investigations and allows for the recording and storage of both audio and visual recordings.

CID, Personnel & Training, Patrol and Internal Affairs completed more than 1,700 interviews in 2017. Investigative interviews are critical for gathering case facts and the recordings are ultimately used in prosecuting criminal cases.

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The current system is at the end of its life. The current vendor is working to keep the system alive and operational; however, the vendor has reported that FCPS can no longer procure any more spares from the manufacturer. As a result, the City has very high operational and support risk on this system. Recently, one interview room camera system failed and required the use of the last spare.

The system originally installed is actually intended for police vehicle recording operations and not specifically designed for Criminal Investigations and/or for the administrative purposes it serves. For example, from an investigators/interviewers perspective, the system has very poor video resolution (480p), which limits the quality of data/evidence that can be captured from interviews. Subtle body language, facial expressions, eye movements, etc., can be vital information in an investigation. Also, the system is an analog fixed viewing room system, which limits flexibility in remote and desktop viewing and general ease of use. A digital recording system would open up more operational flexibility and efficiencies.

A new system will have at least 1080p video quality to meet the needs of the department.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

### 25.25 ENHANCEMENT: Police Services Unmanned Aircraft System (UAS) - Unfunded

**2019 - \$55,000**

**2020 - \$500**

The FCPS Unmanned Aircraft Systems (UAS) team seeks to add an Aeryon Sky Ranger to its fleet. FCPS has a loaned version currently, but will lose it at the end of the year. The aircraft is rugged and is meant for all-weather use, performing best in the cold, but is proven in very hot conditions as well. The Sky Ranger will operate in the snow, rain and wind. The aircraft is rated to handle 40 mph sustained winds and 50 mph gusts. It can fly for approximately 35 minutes at the local altitude, and has the ability to remain constantly on target with in-air replacement (one aircraft taking the place of another needing a new battery).

Unlike current FCPS drones, the Sky Ranger is operated primarily by tablet with a map-based flight control system. It is designed to make waypoint travel missions, stare points and mapping missions extremely easy. Waypoint coordinates can be entered (lat/long and many other forms) and saved. The aircraft always gives its current GPS location and allows the pilot to see where any other point exists (lat/long) by pointing at it on the map. Missions can be pre-set and saved for use time and again simply by loading it. When necessary, the aircraft can also be operated by optional stick controls.

The aircraft has several integrated payloads, including an HD Zoom (30x optical) and MK II dual payload (12 megapixel daytime and thermal cameras). Both payloads have the ability for vector processing and tracking of up to 10 moving targets at a time.

Missions best suited to the Sky Ranger include:

- Search and rescue: Flight and weather endurance. Mission planning, location identification features and vector tracking.

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- SWAT: Constant eyes on (in-air-replacement) and weather endurance. Mission planning features and vector tracking.
- Special Event Monitoring: Mission planning features and weather endurance.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.4 - Improve emergency management and preparedness
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### 25.26 KFCG ENHANCEMENT: Police Services Front Desk Security Contract - Unfunded

**2019 - \$97,302**

**2020 - \$101,461**

Funding this offer will provide Police Services with front desk security officers. This offer funds a private security company with which the City is currently under contract. It is not practical logistically or fiscally to place a police officer at the desk. However, as an emergency services facility, the building must be secure. The security company provides an armed security guard who manages the main public entrance and lobby of the police headquarters building. The guards also interact with the public with general information while managing visitor access to the building. In the event of an emergency, the guards will protect the civilian staff at the front desk as well as prevent further access into the more secure parts of the building.

The current contract provides an armed security guard during hours of operation. The contract provides Police Services with a guard 62 hours per week at an hourly rate of \$23.28 and an overtime hourly rate of \$33.26/hour. The current contract costs the City approximately \$75,000 annually. As a comparison, the current salary for one police officer is approximately \$85,000 not including equipment, vehicle and training. This offer is a lower-cost solution to full-time sworn officers who are needed for calls for service around Fort Collins. Building security at police headquarters is imperative as police stations have consistently been locations of public disturbances and may be targets for violent acts, as has been shown by many recent events in communities of all sizes.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe

### 25.27 ENHANCEMENT: Information Technology Police Laptop Replacement - Funded

**2019 - \$0**

**2020 - \$535,300**

This offer will fund 205 rugged laptop computer replacements for Police Patrol Officers and Community Service Officers (CSO), and seven for Natural Areas Rangers. These laptops are critical for field operations and provide officers access to over 20 software applications and databases which allows officers to effectively and efficiently perform their duties. Patrol officers provide 24-hour police coverage for the community every day of the year and rely heavily on technology as a tool for communication and information. The CSO unit also uses these laptops to document accident report information and complete police reports as required.

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The Patrol and CSO vehicles are essentially the office/workstation for the employee. Most work is completed in the field and having access to the Computer Aided Dispatch (CAD) system and Records Management System (RMS) allows units to search address hazard information, criminal background and contact information on individuals contacted in a timely manner.

While these laptops are on a four-year standard replacement cycle, these units are rugged and more expensive than standard City laptops due to the environment they are used in. This offer covers the cost for this ongoing, scheduled replacement of Police hardware. These units are not included in the City's separate PC replacement request (Offer 3.3).

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### **25.31 KFCG ENHANCEMENT: 1.0 FTE - FC911 Emergency Services Dispatcher - Funded**

**2019 - \$75,000**

**2020 - \$77,773**

Funding this offer will add one Emergency Services Dispatcher position 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. 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 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 one dispatcher at this time. Training new dispatchers takes at least one year, so we must begin to fill this position 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 increase the level of public trust and keep our community safe
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services

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### 33.1 Municipal Court Services - Funded

**2019 - \$1,132,954**

**2020 - \$1,159,703**

Funding this offer will continue operating 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, Poudre Fire Authority Fire Prevention Bureau personnel, Animal Control and Protection Officers, Parking Enforcement Officers, Parks and Natural Areas Rangers, and Code Compliance Officers. In addition, civil cases are occasionally filed in the Court by private citizens. 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 2017, the Court processed and closed 18,977 CR/RL cases, a 13% increase over 2016 due to increased filings. Experienced staff are handling this increase in a timely and appropriate manner, thanks to efficient processes and systems that now include online payment options.

General cases - In 2017, the Court processed and closed 12,821 infraction and misdemeanor cases (in addition to CR/RL cases), a 9% increase over 2016 due to increased misdemeanor filings. Case processing includes such activities as data entry; processing payments, letters and motions; creating payment plans; scheduling hearings; reporting traffic violations to the state; and addressing failures to appear, pay and comply. This caseload is likely to continue to increase through 2020. In order to handle the current caseload most efficiently and effectively, the Court is also requesting enhancements to this ongoing offer to improve staffing levels, add a Probation Division to the Municipal Court Department, further improve the facility and security, and replace outdated court case software.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### 33.2 ENHANCEMENT: 0.2 FTE for Municipal Court Judge and Security Screeners - Funded

**2019 - \$93,268**

**2020 - \$95,169**

Compared to other similar Municipal Courts in Colorado, the Fort Collins Municipal Court's per capita operating budget is very low - \$5.05; less than half the average per capita cost of \$12.74. The caseload is increasing: In 2017, staff handled 13% more camera radar/red light cases than in 2016 and 9% more of all other cases. While the Court prides itself on being lean, Court staff are no longer able to properly handle the increasing caseload, and particularly the increase in misdemeanor filings, with existing staffing levels. The workload has also increased due to state law changes that have added mandatory, often time-sensitive duties, such as sealing and expunging certain records and increased the number of cases in which the City is obligated to appoint and pay for defense counsel.

This enhancement offer includes:

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- Increasing the Municipal Judge position from 0.8 back to 1.0 FTE. This restores the position to its pre-2007 level and is needed due to size and complexity of the current workload. The Chief Judge's position will be reduced from 0.8 to 0.75 FTE and the hourly position for the Assistant Municipal Judge will be increased to 0.25 FTE.
- Continuing funding for two contractual security personnel to perform screening for Court hearings. This was funded for 2018 as part of Phase I of facility improvements, but needs to be added to the base budget for future years.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows

### 33.3 ENHANCEMENT: 0.75 FTE Court Probation Division - Funded

**2019 - \$0**

**2020 - \$65,844**

This is a joint offer from Municipal Court, the City Attorney's Office and Police Services.

This offer proposes a Municipal Court Probation Division to provide individualized case management to both juvenile and adult offenders. The new division would allow the Court to offer probation as an alternative sentence to fines or jail. Probation will include intensive personalized services for defendants, using evidence-based testing and practices to get to the underlying or root cause(s) of the violation(s) committed. Probation goals will include compliance with court-ordered programs, reducing repeat offenses through early intervention thereby lessening the financial impact on the community, and helping defendants remove barriers to leading law-abiding, productive lives within the community. Probation will work closely with City Prosecutors, Police Services, local non-profit organizations, veterans organizations, social service providers and counseling organizations to develop individualized goals as well as approved programs and conditions for defendants.

With input from the prosecution team, the Probation Division will manage each defendant's case(s) for a specific amount of time. Case management could include pre-sentence investigations to determine a defendant's current circumstances and assign appropriate sentencing options, supervising court orders, monitoring compliance with active conditions, developing offender goals, creating useful public service programs, establishing a veterans program closing out successful completions and recording statistical information. Probation will determine what conditions are reasonably necessary to encourage and assist the participant to lead a law-abiding life. Instead of the traditional punitive processes, Probation will use a tiered reward and/or disciplinary process that considers the individual's circumstances and applies appropriate action to help each person successfully overcome obstacles. When necessary, Probation will report non-compliance to the prosecutors.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows

### 51.1 Police Facilities Utilities and Building Operations - Funded

**2019 - \$422,515**

**2020 - \$477,081**

Funding this offer will provide building utilities (electric, natural gas, water, wastewater and storm drainage), custodial, landscaping and snow removal for

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six City buildings that are used by the Fort Collins Police Department:

- Police Services Headquarters
- Northern Colorado Drug Task Force
- Indoor Shooting Range
- New Loveland/Fort Collins Shooting Range
- District 1 Downtown Substation
- District 2 Campus West Connections

Operation Services will review utility bills for these facilities, input usage and cost data into the Utility Manager software and provide department managers various charts and graphs as to their building energy cost and usage.

This offer also includes normal janitorial services, window cleaning and carpet cleaning, and the associated management of those contracts. It also includes monthly and weekly custodial quality inspections.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 51.2 ENHANCEMENT: 215 Mason Community Room Relocation - Unfunded

**2019 - \$0**

**2020 - \$1,120,000**

Funding this offer will renovate and relocate the Community Room at 215 N. Mason St. Relocating the Community Room is necessary to make room for the second phase of security enhancements (Offer 33.4), which will convert the existing Community Room to the sole use of the Municipal Court. The main public entrance for court hearings would be moved to that room, while movable partitions and chairs would be added to improve the flow for those waiting to go through security screening. This will also make it less likely that waiting lines will extend outside, subjecting the public to weather conditions. In the near future, a second courtroom is planned for that space.

The south end of the 215 N. Mason St. building is vacant and would accommodate the required square footage for a new Community Room. This renovation project would involve design and construction to convert this available space to incorporate a new Community Room, unisex restrooms, table and chair storage, and a smaller conference room. The new Community Room could be divided into smaller meeting rooms using a folding wall partition. The proximity of this Community Room will also make it convenient to access from the Civic Center Parking Structure. The construction is anticipated to be completed in 2021.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties



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### 51.3 ENHANCEMENT: Access Control Consolidation - Unfunded

2019 - \$100,000

2020 - \$100,000

Purchasing this offer will help consolidate seven separate City access control systems. Currently in the City's portfolio of buildings with access control, there are 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 looks to consolidate these systems under one database, with the ability to have multiple administrator control, but also with the ability to manage access across the entire City.

This offer includes field hardware (fob readers, door controllers) and software upgrades. Implementation will be covered by the Operation Services Locks and Access Control Specialist.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties

### 73.1 ENHANCEMENT: Municipal Prosecution Technology Tools - Funded

2019 - \$24,755

2020 - \$1,730

This is a request to fund an integration module to allow the City Attorney prosecutors and staff to interface with the existing Enterprise case management software used by Municipal Court personnel, in case the Court's Offer 33.5 for a new case management system, which would include a prosecution module, is not funded. The Court has been using Enterprise since 2000; however, the add-on prosecution module only became available in the last year or two. Without the prosecution module, paper case files are necessary as there is currently no efficient way for the City Attorney's Office (CAO) to store and access electronically all component records necessary for a court case. Court staff sends copies of the Court's files to the CAO as CAO staff cannot access them directly. The prosecution module would improve reliability and consistency, and save CAO prosecutors and staff considerable time in matching police reports to files for arraignments, preparing motions and other documents, and filing documents with the Court. Obtaining the prosecution module allows accurate and current docket information; ensures the attorneys have up-to-date information, including last-minute police reports and witness statements; enhances service to the public by decreasing time spent with defendants and opposing counsel and reducing the number of follow-up communications; and increases the level of consistency in processing of cases. Presently, the Court shares one of its licenses with the CAO. The Court has priority in using this system, so when Court is busy, the Court locks the CAO out of the system, which causes a work stoppage for the CAO. Without access to the system, the prosecution work of the CAO cannot proceed.

This request includes two concurrent user licenses, set-up, installation, backloading to pre-populate data from the existing system, annual maintenance and support.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

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<b>73.2</b>	<b>ENHANCEMENT: 1.0 FTE (0.75 FTE Attorney, 0.25 FTE Legal Assistant) - Municipal Court Prosecution Resources - Funded</b>	<b>2019 - \$175,864</b> <b>2020 - \$120,008</b>
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This offer is to add prosecution personnel in the City Attorney's Office (CAO) to support increasing demands of Municipal Court and to finish unfinished space near the Court for offices and work area for the prosecution team. People who get Municipal Court tickets for misdemeanor or traffic misdemeanor charges must appear in Court for arraignment. People with traffic tickets can appear to contest their tickets. Prosecutors meet with any defendants who ask to talk to a prosecutor about a plea agreement, meet with defense attorneys for pre-trial conferences and prosecute cases set for trial. They also review motions to dismiss camera radar/red light tickets and parking tickets.

Court statistics show that this caseload continues to increase and changes to state law add new requirements. More cases qualify for court-appointed defense counsel (up 66% in 2016 and another 53% in 2017), meaning a higher workload for the Court and prosecutors, and more pre-trial conferences and motions. Cases also take more time now due to the need to review body-cam videos.

Police Services is requesting additional police officers, camera radar vehicles and red-light technology, which will further increase the Court caseload.

The Court, in turn, has submitted budget offers to add personnel, hold court five days a week instead of four, and create a probation department.

This offer is necessary to meet community expectations for criminal justice services as the community continues to grow. Increases in Police and Court resources directly affect the workload of the CAO prosecution team.

The Court's 2018 remodel has eliminated one prosecutor office. The increase in defense counsel has led to a need for space for them to confer confidentially with their clients. The one remaining prosecutor office would work well for this purpose. This offer finishes existing unfinished space near the Court to provide substitute space for prosecution staff.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population

<b>75.1</b>	<b>Poudre Fire Operation, Maintenance &amp; Capital (General Fund) - Funded</b>	<b>2019 - \$26,215,616</b>
		<b>2020 - \$27,320,743</b>

This offer is for 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 prevention, community risk reduction and emergency response services

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### 75.2 KFCG: Poudre Fire Authority Operation, Maintenance & Capital - Funded

2019 - \$2,972,456

2020 - \$3,021,465

This offer is for 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 75.1.

This Offer supports the following Strategic Objectives:

- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services

### 87.1 City Manager's Office: Office of Emergency Management - 0.5 FTE plus 1.0 FTE transfer from PFA - Funded

2019 - \$357,449

2020 - \$373,592

This offer provides funding to maintain the current level of service provided by the Office of Emergency Management (OEM), which benefits residents, visitors and employees of Fort Collins by providing preservation of life, safety, property conservation and environmental protection in pre-disaster, disaster and post-disaster periods. OEM 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. It is imperative that the City invests in a robust, organized and efficient Office of Emergency Management.

The OEM is a partnership between the City of Fort Collins, Fort Collins Utilities and Poudre Fire Authority (PFA). PFA currently houses OEM and provides a Battalion Chief as the Emergency Manager, an EM Specialist, and a grant-funded EM Technician. A cohort of internal cross-departmental stakeholders have determined that, to best meet the needs of the growing community and to achieve the City's strategic objectives regarding OEM, the office needs to be placed in the City Manager's Office (CMO), rather than within PFA. The field of emergency management is increasing in complexity, largely because of expanding regulatory and reporting requirements. Locating OEM in CMO will provide OEM with the visibility, access to resources, leadership and authority for effective action in an increasingly complex and important field. Recognizing that the primary function of emergency management is to provide a centralized, proactive framework and planned mechanisms to allow the City to operate effectively during a crisis, OEM will be relocated to the City Manager's Office.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Improve emergency management and preparedness
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### 87.2 ENHANCEMENT: 0.5 FTE City Manager's Office (1 Contractual to Classified, 0.5 FTE Admin Support) - Office Of Emergency Management and Additional General Support - Unfunded

2019 - \$52,839

2020 - \$61,124

This enhancement offer will provide funds to support and demonstrate the City's deep commitment to the importance of properly implementing a robust

## SAFE COMMUNITY

Office of Emergency Management (OEM). This enhancement offer permanently funds the Emergency Planning Specialist position as well as adding administrative support to the City Manager's Office, which continues to see increased demand for administrative support for City Councilmembers.

The Emergency Planning Specialist is currently a grant-funded position which resides in Police Services and has faced staffing turnover difficulties in the past because of the position's temporary nature. Funding a critical OEM position through grants is not considered an industry best practice and is not a sustainable model which puts the OEM's ability to efficiently deliver its services at great risk.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Improve emergency management and preparedness
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

### 87.3 KFCG ENHANCEMENT: Smart City Initiative Strategic Plan - Unfunded

**2019 - \$100,000**

**2020 - \$0**

This offer seeks funding to develop a Smart City Strategic Plan to identify enabling policies, strategies and processes to better coordinate, inform and guide future City efforts in this emerging technical area. Currently, the City provides many programs, services, and plans dealing with technologies that could be considered "Smart," but these efforts are often not internally coordinated or driven by established City policy or strategic linkages. Similarly, the City receives frequent requests from outside vendors, researchers, private firms and public agencies who are interested in launching, testing, researching and/or selling products to the City organization or to the Fort Collins community. At present, there is no central focal point for these Smart City-related inquiries, or adequate internal systems to define and prioritize the vetting of these requests. This makes implementing the "City as a Platform" philosophy difficult and inefficient.

Developing a strategic plan/road map for the City's Smart City Initiative will accomplish the following:

- Define parameters and criteria for Smart City efforts
- Identify strategic linkages to City Strategic Plan objectives
- Develop policy framework to guide development of Smart City program
- Assign a focal point of contact for private sector and other agency initiatives
- Identify Smart City Best Practices and Metrics
- Develop a short-term work plan and long-term vision and goals for program
- Identify key linkages and operational and policy opportunities to combine with Climate Action Plan efforts

This planning endeavor is needed to take the City from its current piecemeal approach to one where resources and staff time are used on Smart City ideas and technologies that best support our established strategic goals and objectives, in particular those that will most impact service delivery, efficiency, quality of life and public safety for residents and businesses.

## SAFE COMMUNITY

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- ECON 3.2 - Maintain and grow diverse employment opportunities
- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group

### 91.1 ENHANCEMENT: Exterior Lighting at Lincoln Center - Funded

2019 - \$0

2020 - \$661,631

This offer requests one-time funding to address the exterior and street lighting at and around the Lincoln Center (LC). The 2013 Lyon Associates Infrastructure Vulnerability Assessment of the Lincoln Center reported issues with the lighting in and around LC. The report states that “Lighting on Magnolia Street was judged to be poor ... as well as the street lights on Mulberry ... which drastically reduced the amount of illumination in the South parking lot, the street, and the sidewalks.” Solutions to the issue have been explored, resulting in this offer.

This offer would allow LC to uphold the City’s commitment to upholding a culture of safety. In the alley behind LC, load and unload for events takes place and is dangerous due to poor visibility. In addition to City employees, this enhancement would increase the safety of guests as they enter and exit the facility. The lighting along Meldrum Street is minimal and the sidewalks there are uneven due to root expansion of the trees along the facility’s perimeter. Staff routinely receive complaints from patrons about the lighting between LC and parking areas. Effective lighting around the facility will act as a crime deterrent and assist in keeping transients from disturbing guests.

New lights would offer optimal efficiency while adhering to the guidelines surrounding the Climate Action Plan and complying with the Night Sky Initiative. Utilities supports the offer and states that post top LED lights would replace the existing units to “provide more energy savings as well as better color rendering and visibility.”

Acquiring this equipment allows the Lincoln Center to continue to lead in cultural experience, while ensuring its ability to provide world-class municipal services and embody a culture of safety. Upgrading the lighting around LC will support the City’s sustainability goals and contribute to the safety of LC guests and the surrounding community.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive behavior of the transient population
- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

### 91.2 ENHANCEMENT: Security Cameras – Museum & Carnegie Center for Creativity - Unfunded

2019 - \$75,000

2020 - \$0

Funding this offer will replace existing CCTV (Closed-Circuit Television/Video Surveillance) system equipment used at Fort Collins Museum of Discovery

## SAFE COMMUNITY

(FCMoD) and will provide a security system at the Carnegie Center for Creativity (CCC).

The current FCMoD system is five years old and experiencing ongoing and repeated failures that make it difficult to monitor and investigate activities. FCMoD is one of the City's largest cultural facilities. The majority of museum visitors are children. Each year, FCMoD welcomes 60,000+ total youth aged 0-18, including 12,000+ children aged 0-2. Visitation continues to increase, especially with the youngest visitors (aged 0-2), due to the latest long-term exhibit, The Tot Spot. Because of this, a functioning security camera system is crucial.

Funding this offer will also add a CCTV system at the CCC. The CCC is a creative reuse of the historic 1904 Carnegie building in Library Park as a community gallery, meeting space, classroom, and site that hosts a variety of arts and cultural events and provides space for artists and community organizations. It is home to FC Public Media and the Downtown FC Creative District.

For both facilities, this offer will significantly improve system reliability and performance by using updated technology, high resolution recordings, and easy retrieval of recorded data in the event that incidents involving collections, citizens, patrons and especially children on premises need to be investigated by police, fire and insurance personnel. No CCTV system currently exists in these spaces, creating a lack in security services.

Approval of this offer will allow FCMoD and CCC to acquire and purchase a system that meets the City's purchasing and operating standards set for CCTV systems.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- SAFE 5.8 - Improve security at City facilities and properties
- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

### 96.1 ENHANCEMENT: Off-Site Cloud Hosting of the FCGov.com Website - Unfunded

**2019 - \$36,000**

**2020 - \$36,000**

Funding this offer will improve the up-time for FCGov.com should there be a significant event that affects the City's network infrastructure. FCGov.com is the community-facing front door and communications platform for the organization and provides access to a number of services such as Utilities billing, community development, building and neighborhood services, employment opportunities, access to City Council, recreational activities, and a host of other City services.

This offer would move the City's website from being hosted internally to a remotely hosted, fault-tolerant, cloud-based service. Only FCGov.com would be hosted externally; all other online systems would remain in the City's network.

FCGov.com is currently hosted within the City's network and while downtime is typically limited to less than one hour per month due to maintenance and patching, a local catastrophic event (e.g., flood, fire, etc.) has the potential to disrupt services for several hours or days. By hosting the website in a resilient cloud infrastructure independent of the City's network, significant service disruptions can be minimized.

## SAFE COMMUNITY

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### 96.2 ENHANCEMENT: Cyber Security Training, Monitoring and Measuring - Funded

2019 - \$70,000

2020 - \$70,000

Funding this offer provides continued support for cyber security related employee training and system vulnerability assessments. In June 2017, a cyber security audit conducted by external consultants for Utility Services recommended re-purposing funds previously approved for a PCI audit, to be used instead to enhance the City's cyber security stance. City Council approved that change, which resulted in monies to cover three services through 2018. This enhancement offer continues these services for 2019 and 2020:

- A citywide video-based training program, which engages employees in monthly 3-5 minute cyber security awareness trainings and tests their comprehension;
- An external continuous monitoring service which provides an objective security rating, used to identify, measure and reduce network related cyber security risks.

In attempting to gain access to organizational or individual data, cyber criminals focus on two vectors— the actual technology environment and human behavior. Recent examples, including CDOT, City of Atlanta, Baltimore's 911 system, DocuSign, etc., point to errors in human behavior which resulted in system interruptions resulting in costly downtime, service disruptions and lost revenue. Funding this enhancement offer allows us to continue informing, educating and testing employees on cyber related topics, along with the ongoing system monitoring to identify network related cyber security risks.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### 96.3 ENHANCEMENT: Event Log and Performance Monitoring Tool - Funded

2019 - \$139,300

2020 - \$18,050

Funding this offer will allow the IT Department to implement a Log and Performance Tool to quickly evaluate the City's IT systems to pinpoint operational inefficiencies and help detect cyber threats that can inhibit day-to-day City operations. The tool will also enhance the City's ability to monitor and provide a proactive response to infrastructure operations and incident resolution. The ability to collect and correlate log data across the infrastructure will allow for greater up-time, stability, reliability, security and sustainability.

This enhancement will allow for a more efficient and expedient approach to infrastructure management by providing a more in-depth insight into and

# SAFE COMMUNITY

intelligence about the interaction of applications, protocols and authentication -- what is working together, where improvements can enhance performance and what challenges are present in the infrastructure.

As the City continues to evolve, the need for this tool is necessary for IT to stay on top of the City's infrastructure and application systems to not only quickly isolate and resolve issues and avoid any potential downtime, but also to enhance service delivery and optimize the use of existing resources.

The use of this tool is relevant to both the City enterprise network and the broadband utility network.

- Perpetual (one-time) License cost: \$90,250
- Annual (ongoing) Support cost: \$18,050
- Professional Services (implementation, configuration and training): \$31,000

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 96.4 ENHANCEMENT: 1.0 FTE - Senior Network Engineer - Unfunded

**2019 - \$111,500**

**2020 - \$136,724**

Funding this offer provides 1.0 FTE for a Senior Network Engineer position in the Infrastructure Division of the IT Department. There continues to be an increasing workload on the City's IT team that stems from organizational growth, mandatory infrastructure updates, addressing the influx of new devices that require an IP address, growing storage demands and a two-year backlog of action items delayed due to lack of resources. A well-managed infrastructure not only focuses on operational efficiency, but also requires an attention to security and risk avoidance. Adding staff will allow the team to address the backlog of action items, keep up with growth and implement new technologies to strengthen the City's cyber security stance.

This position would also support upgrades to the City's network including an updated Virtual Private Network (VPN), research and evaluate new technologies and network management tools, implement the latest and most secure version of internet communication protocols, segment the network to provide security based on business need, perform complex evaluation and compliance checks, and analyze and manage enterprise networks including installations and infrastructure maintenance.

The in-depth knowledge and real-time response capability required for this position makes it unsuitable for a consulting or professional services company to fill.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness



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# Transportation

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



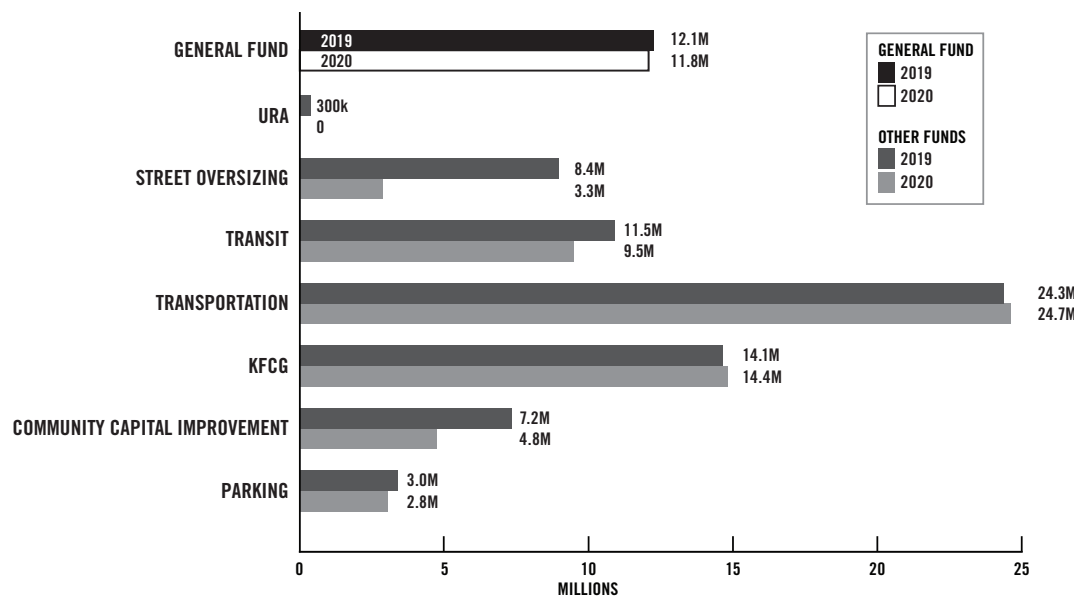


# Transportation

2019 General Fund & Other Funds – 80.9M

2020 General Fund & Other Funds – 71.3M

- Transfort / Dial-a-Ride
- 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 2018 Strategic Plan, are as follows:

- 6.1 Improve safety for all modes of travel
- 6.2 Manage traffic congestion and improve high-priority intersections
- 6.3 Improve transit availability and grow ridership
- 6.4 Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement
- 6.5 Improve aging and/or missing transportation infrastructure that serves Fort Collins
- 6.6 Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure
- 6.7 Address parking needs Downtown, along the MAX corridor and in residential neighborhoods

## 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. Keep Fort Collins Great provides very important funding in this Outcome, as well as funding provided by the General Fund, Transit Fund and Transportation Capital Expansion Fees

## KEY PURCHASES

- Street maintenance
- Bridge repair
- Traffic operations
- Snow & ice removal

- Street sweeping
- Transfort, MAX and Dial-A-Ride services
- Parking services
- Engineering & capital projects
- Safe Routes to Everywhere

<b>ENHANCEMENTS PURCHASED</b>	<b>2019</b>	<b>2020</b>
South Timberline Improvements - Stetson Creek Drive to Trilby Road	2,300,000	0
College Avenue and Trilby Road Intersection Improvements	600,000	0
Railroad Crossing Maintenance	125,000	125,000
North Mason Street Design - Alpine Street to Hickory Street	500,000	200,000
TCEF Great Western Railway Crossings at Timberline Rd & Sharp Point Dr.	300,000	0
City Bridge Program	600,000	600,000
Adaptive Signal System Expansion	57,581	28,281
Bicycle and Pedestrian Infrastructure Maintenance	0	52,000
Backup Generators for Streets Facility and Traffic Facility (Streets portion)	230,000	0
Backup Generators for Streets Facility and Traffic Facility (Traffic portion)	110,000	0
Electric Bus Pilot	880,000	0
Regional Transit Service Partnership from Greeley to Fort Collins	0	100,000
Transfort Capital Asset Repair and Replacement	2,387,000	937,500
Parking Capital Equipment	230,000	10,000
Downtown Mountain Avenue Reshaping Project	0	100,000
Regional Contribution to Larimer County for North I-25 Improvements	460,000	470,000
Debt Service for Prospect & I-25 Interchange	1,377,500	1,376,500
Prospect Road Improvements – Sharp Point Drive to I-25 Frontage Road	2,000,000	0
CCIP - Linden Street Renovation Design and Construction	563,000	2,898,000
CCIP - Bike/Ped Grade-Separated Crossing Fund	2,000,000	0
CCIP - Pedestrian Sidewalk Accessibility Improvements	1,100,000	1,100,000
CCIP - Arterial Intersections	400,000	400,000
CCIP - Willow Street - River District Construction	2,667,000	0
CCIP - Bus Stop Improvements	100,000	100,000
CCIP - Bicycle Infrastructure	350,000	350,000
<b>Positions Added</b>		
0.5 FTE - Systems Specialist - Parking Services Technology and Support	136,646	107,127
1.0 FTE - Park Technician and New Streetscapes	162,998	234,845
	<b>19,636,725</b>	<b>9,189,253</b>

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

<b>REDUCTIONS PURCHASED</b>		
Contractual Median Maintenance	(25,000)	(25,000)
	<b>(25,000)</b>	<b>(25,000)</b>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1		1.2 Transportation Capital Expansion Fee Program	3,303,708	0	249,010	3,054,698 <i>Transportation CEF</i>
2		34.1 Traffic Operations	3,328,350	0	0	3,178,350 <i>Keep Fort Collins Great Transportation</i>
3		34.2 Traffic Operations Equipment	238,715	0	0	238,715 <i>Keep Fort Collins Great</i>
4		45.19 Colorado State University Football Game-Day Transit Services	150,000	0	0	150,000 <i>Transit Services</i>
5		1.1 Engineering Core Offer	2,147,485	0	458,216	1,656,849 <i>Transportation</i>
6		6.1 Transportation Planning Services	560,039	0	0	560,039 <i>Keep Fort Collins Great Transportation</i>
7		45.1 Transit Local Fixed Route Network	16,987,578	148,988 <i>One-time Revenue</i>	6,795,653	9,894,280 <i>Keep Fort Collins Great Transit Services</i>
8		45.3 Dial-A-Ride Service	2,088,000	0	860,080	647,000 <i>Transit Services Transportation</i>
9		46.1 Parking Services	2,377,558	0	0	2,377,558 <i>Parking</i>
10		35.3 Essential Street Operations	3,117,029	0	441,699	2,675,330 <i>Keep Fort Collins Great Transportation</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
11	35.1	Street Maintenance Program	15,889,035	0	0	15,889,035 <i>Keep Fort Collins Great Transportation</i>
12	35.4	Street Sweeping	711,846	0	0	711,846 <i>Transportation</i>
13	35.5	Planning, Development & Transportation (PDT) Work for Others	4,131,021	0	0	4,131,021 <i>Transportation</i>
14	6.4	FC Bikes	436,037	0	0	436,037 <i>Keep Fort Collins Great Transportation</i>
15	6.3	Safe Routes to School Program	169,988	0	0	169,988 <i>Keep Fort Collins Great</i>
16	6.9	School Crossing Guard Program	94,350	0	0	94,350 <i>Keep Fort Collins Great</i>
17	31.1	Streetscape Maintenance	760,969	9,805 <i>Park Fees</i>	751,164	0
18	36.1	Harmony Road Maintenance	272,347	0	0	0 272,347 <i>Transportation</i>
19	34.4	Signal Pole Inspection and Maintenance	100,000	100,000 <i>One-time Revenue</i>	0	0
20	45.5	Transfort 365 Service	870,012	0	672,026	197,986 <i>Transit Services</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
21	46.2	Firehouse Alley Parking Structure Operations and Maintenance	255,224	0	0	255,224 0
						<i>Parking</i>
22	34.5	Neighborhood Traffic Mitigation Program	150,000	88,581	0	61,419 0
				<i>Traffic Calming Surcharge</i>	<i>Keep Fort Collins Great</i>	
23	35.2	Snow and Ice Removal	1,423,431	0	0	1,423,431 0
						<i>Transportation</i>
24	1.3	KFCG City Bridge Program	1,700,000	0	0	1,700,000 0
						<i>Keep Fort Collins Great</i>
25	45.21	ENHANCEMENT: CCIP - Bus Stop Improvements	100,000	0	0	100,000 0
						<i>Community Capital Improvement</i>
26	6.2	ENHANCEMENT: CCIP - Bicycle Infrastructure	350,000	0	0	350,000 0
						<i>Community Capital Improvement</i>
27	1.5	ENHANCEMENT: CCIP - Arterial Intersections	400,000	0	0	400,000 0
						<i>Community Capital Improvement</i>
28	1.24	ENHANCEMENT: CCIP - Pedestrian Sidewalk Accessibility Improvements	1,100,000	0	0	1,100,000 0
						<i>Community Capital Improvement</i>
29	1.11	ENHANCEMENT: CCIP - Bike/Ped Grade-Separated Crossing Fund	2,000,000	0	0	2,000,000 0
						<i>Community Capital Improvement</i>
30	1.10	ENHANCEMENT: CCIP - Linden Street Renovation Design and Construction	563,000	0	0	563,000 0
						<i>Community Capital Improvement</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
31	1.9	ENHANCEMENT: CCIP - Willow Street - River District Construction	2,667,000	0	0	2,667,000 <i>Community Capital Improvement</i>
32	1.26	KFCG ENHANCEMENT: Railroad Crossing Maintenance	125,000	0	0	125,000 <i>Keep Fort Collins Great</i>
33	45.11	ENHANCEMENT: Electric Bus Pilot	880,000	0	0	775,000 <i>Transit Services</i>
34	45.15	ENHANCEMENT: Transfort Capital Asset Repair and Replacement	2,387,000	0	0	2,058,000 <i>Transit Services</i>
35	69.3	ENHANCEMENT: Debt Service for Prospect & I-25 Interchange	1,377,500	0	674,833	219,000 <i>Transportation</i>
36	69.2	ENHANCEMENT: Regional Contribution to Larimer County for North I-25 Improvements	460,000	0	0	460,000 <i>Transportation</i>
37	35.10	ENHANCEMENT: Backup Generators for Streets Facility and Traffic Facility (Streets portion)	230,000	0	0	0 <i>Transportation</i>
38	31.2	ENHANCEMENT: 1.0 FTE - Park Technician and New Streetscapes	162,998	0	162,998	0
39	69.4	ENHANCEMENT: Prospect Road Improvements – Sharp Point Drive to I-25 Frontage Road	2,000,000	0	0	2,750 <i>Transportation</i>
						1,997,250 <i>Transportation CEF</i>



# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
40	45.13	ENHANCEMENT: Regional Transit Service Partnership from Greeley to Fort Collins	0	0	0	0
			One-time Revenue			
41	34.3	KFCG ENHANCEMENT: Adaptive Signal System Expansion	57,581	0	0	57,581
			Keep Fort Collins Great			
42	34.7	ENHANCEMENT: Bicycle and Pedestrian Infrastructure Maintenance	0	0	0	0
			One-time Revenue			
43	1.32	ENHANCEMENT: City Bridge Program	600,000	0	0	600,000
			Transportation			
44	1.12	ENHANCEMENT: South Timberline Improvements - Stetson Creek Drive to Trilby Road	2,300,000	0	0	2,300,000
			Transportation CEF Transportation			
45	1.14	ENHANCEMENT: College Avenue and Trilby Road Intersection Improvements	600,000	0	0	600,000
			Transportation CEF Transportation			
46	35.9	ENHANCEMENT: Backup Generators for Streets Facility and Traffic Facility (Traffic portion)	110,000	0	0	110,000
			Transportation			
47	46.3	ENHANCEMENT: Parking Capital Equipment	230,000	0	0	230,000
			Parking			

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
48	46.7	ENHANCEMENT: 0.5 FTE - Systems Specialist - Parking Services Technology and Support	136,646	0	0	136,646 <i>Parking</i>
49	1.30	ENHANCEMENT: TCEF Great Western Railway Crossings at Timberline Road and Sharp Point Drive	300,000	0	0	0 <i>Transportation CEF</i>
50	1.29	ENHANCEMENT: North Mason Street Design - Alpine Street to Hickory Street	500,000	0	0	440 <i>Transportation CEF</i> <i>URA - N. College District</i>
51	6.15	ENHANCEMENT: Downtown Mountain Avenue Reshaping Project	0	0	0	0 <i>Transportation</i>
52	31.5	REDUCTION: Contractual Median Maintenance	(25,000)	0	(25,000)	0
<b>Funded Offers</b>			<b>80,874,447</b>	<b>347,374</b>	<b>11,040,679</b>	<b>60,517,573</b> <b>8,968,821</b>
53	6.5	Travel Behavior Survey	0	0	0	0 <i>One-time Revenue</i>
54	1.20	ENHANCEMENT: Debt Service for Lemay Realignment and Suniga Road Improvements Project	808,750	171,085	269,583	0 <i>General Fund</i>
55	31.3	ENHANCEMENT: 1.0 FTE - Streetscapes/Horticulture Crew Chief	82,438	0	82,438	0

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
56	69.5	KFCG ENHANCEMENT: Prospect Road Improvements - Sharp Point Drive to I-25 Frontage Road	0	0	0	0
						<i>Keep Fort Collins Great</i>
57	45.6	ENHANCEMENT: 5.0 FTE (4 Bus Operators, 1 Supervisor) - Additional Transfort 365 Service	183,339	0	78,339	105,000
						<i>Transit Services</i>
58	35.12	ENHANCEMENT: Snow and Ice Removal	800,000	0	0	800,000
						<i>Transportation</i>
59	1.13	KFCG ENHANCEMENT: South Timberline Improvements - Stetson Creek Drive to Trilby Road	1,000,000	0	0	1,000,000
						<i>Keep Fort Collins Great</i>
60	1.15	KFCG ENHANCEMENT: College Avenue and Trilby Road Intersection Improvements	800,000	0	0	800,000
						<i>Keep Fort Collins Great</i>
61	6.12	ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Master Plan	325,000	0	0	325,000
						<i>Transportation</i>
62	1.17	ENHANCEMENT: Harmony/Power Trail Grade-Separated Crossing and Trail Extension	400,000	0	0	400,000
						<i>Transportation CEF Transportation</i>
63	1.18	KFCG ENHANCEMENT: Harmony/Power Trail Grade-Separated Crossing and Trail Extension	500,000	0	0	500,000
						<i>Keep Fort Collins Great</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
64	69.1	ENHANCEMENT: I-25 Improvements Local Funding Match	1,125,000	1,125,000	0	0
			<i>One-time Revenue</i>			
65	35.6	ENHANCEMENT: Alley Maintenance	75,000	0	75,000	0
66	45.12	ENHANCEMENT: 8.0 FTE - Bus Operators - North College Corridor Transit Improvements	1,260,000	1,260,000	0	0
			<i>One-time Revenue</i>			
67	1.6	KFCG ENHANCEMENT: Laporte Avenue Bridges and Multimodal Improvements	600,000	0	0	600,000
			<i>Keep Fort Collins Great</i>			
68	45.10	ENHANCEMENT: Dial-A-Taxi Increase Service Availability	109,500	0	109,500	0
69	45.17	ENHANCEMENT: 13.0 FTE (12 Bus Operators, 1 Supervisor) - Improved Service and Increased Frequency to Existing Routes	1,805,887	1,680,000	125,887	0
			<i>One-time Revenue</i>			
70	35.7	ENHANCEMENT: Restore Street Maintenance Program Funding	250,000	0	250,000	0
71	45.20	KFCG ENHANCEMENT: Bus Stop Improvements/Upgrades	361,890	0	0	361,890
			<i>Keep Fort Collins Great</i>			
72	1.27	ENHANCEMENT: Vine Drive Design - College Avenue to Linden Street	300,000	300,000	0	0
			<i>One-time Revenue</i>			

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
73	45.8	ENHANCEMENT: 3.0 FTE - Bus Operators - Southeast Transit Fixed Route and Dial-A-Ride Service	560,000	560,000	0	0
			<i>One-time Revenue</i>			
74	45.16	ENHANCEMENT: 6.0 FTE - Bus Operators - Lincoln/Downtown/Colorado State University Transit Service through Partnerships	1,170,000	1,170,000	0	0
			<i>One-time Revenue</i>			
75	1.19	ENHANCEMENT: Jefferson Street Final Design - College to Lincoln	300,000	300,000	0	0
			<i>One-time Revenue</i>			
76	6.7	KFCG ENHANCEMENT: Hampshire Low-stress Bikeway	300,000	0	0	300,000
			<i>Keep Fort Collins Great</i>			
77	46.5	ENHANCEMENT: MAX Parking Improvements	700,000	0	0	700,000
			<i>Parking</i>			
78	1.4	ENHANCEMENT: Design for Linden Street Bridge and Multimodal Improvements	200,000	200,000	0	0
			<i>One-time Revenue</i>			
79	6.11	ENHANCEMENT: Transportation Options Plan and Program	149,233	0	0	149,233
			<i>Transportation</i>			
80	6.13	KFCG ENHANCEMENT: Motorist Education to Protect Vulnerable Road Users	25,000	0	0	25,000
			<i>Keep Fort Collins Great</i>			
81	31.4	ENHANCEMENT: Streetscape Renovations	400,000	0	0	400,000
			<i>General Fund</i>			

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
82	46.4	ENHANCEMENT: Citywide Parking Master Plan	250,000	250,000	0	0
			<i>One-time Revenue</i>			
83	93.1	ENHANCEMENT: New Block 32 Parking Structure Design	1,500,000	0	0	1,500,000
			<i>Capital Expansion</i>			
84	1.28	ENHANCEMENT: Horsetooth Road and Strauss Cabin Road Design	0	0	0	0
			<i>One-time Revenue</i>			
85	6.10	ENHANCEMENT: Pedestrian Master Plan and FC Walks Program	249,233	0	0	249,233
			<i>Transportation</i>			
86	45.14	ENHANCEMENT: West Elizabeth Enhanced Travel Corridor Implementation Plan	150,000	150,000	0	0
			<i>One-time Revenue</i>			
87	1.16	KFCG ENHANCEMENT: Arthur Ditch Safety Improvements	250,000	0	0	250,000
			<i>Keep Fort Collins Great</i>			
88	45.18	ENHANCEMENT: Microtransit Pilot	100,000	0	100,000	0
89	1.31	ENHANCEMENT: Harmony Road Medians	1,000,000	0	0	1,000,000
			<i>Transportation</i>			
Unfunded Offers			18,090,270	7,166,085	1,090,747	5,141,890
Total Offers			98,964,717	7,513,459	12,131,426	65,659,463
						13,660,369

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1		1.2 Transportation Capital Expansion Fee Program	3,310,728	0	249,404	3,061,324 <i>Transportation CEF</i>
2		34.1 Traffic Operations	3,258,556	0	0	3,258,556 <i>Keep Fort Collins Great Transportation</i>
3		34.2 Traffic Operations Equipment	206,191	0	0	206,191 <i>Keep Fort Collins Great</i>
4		45.19 Colorado State University Football Game-Day Transit Services	150,000	0	0	150,000 <i>Transit Services</i>
5		1.1 Engineering Core Offer	2,162,126	0	475,669	1,680,961 <i>Transportation</i>
6		6.1 Transportation Planning Services	576,331	0	0	576,331 <i>Keep Fort Collins Great Transportation</i>
7		45.1 Transit Local Fixed Route Network	17,376,362	48,951 <i>One-time Revenue</i>	7,125,951	9,901,338 <i>Keep Fort Collins Great Transit Services</i>
8		45.3 Dial-A-Ride Service	2,123,000	0	52,467	563,104 <i>Transit Services Transportation</i>
9		46.1 Parking Services	2,436,082	0	0	2,436,082 <i>Parking</i>
10		35.3 Essential Street Operations	3,165,123	0	443,020	2,722,103 <i>Keep Fort Collins Great Transportation</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
11	35.1	Street Maintenance Program	16,197,149	0	0	16,197,149 <i>Keep Fort Collins Great Transportation</i>
12	35.4	Street Sweeping	725,596	0	0	725,596 <i>Transportation</i>
13	35.5	Planning, Development & Transportation (PDT) Work for Others	4,166,526	0	0	4,166,526 <i>Transportation</i>
14	6.4	FC Bikes	445,798	0	0	445,798 <i>Keep Fort Collins Great Transportation</i>
15	6.3	Safe Routes to School Program	179,056	0	0	179,056 <i>Keep Fort Collins Great</i>
16	6.9	School Crossing Guard Program	94,350	0	0	94,350 <i>Keep Fort Collins Great</i>
17	31.1	Streetscape Maintenance	778,851	10,099 <i>Park Fees</i>	768,752	0
18	36.1	Harmony Road Maintenance	272,641	0	0	0 272,641 <i>Transportation</i>
19	34.4	Signal Pole Inspection and Maintenance	100,000	100,000 <i>One-time Revenue</i>	0	0
20	45.5	Transfort 365 Service	885,992	0	684,402	201,590 <i>Transit Services</i>



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
21	46.2	Firehouse Alley Parking Structure Operations and Maintenance	261,542	0	0	261,542 <i>Parking</i>
22	34.5	Neighborhood Traffic Mitigation Program	150,000	96,881	0	53,119 <i>Traffic Calming Surcharge Keep Fort Collins Great</i>
23	35.2	Snow and Ice Removal	1,424,321	0	0	1,424,321 <i>Transportation</i>
24	1.3	KFCG City Bridge Program	1,700,000	0	0	1,700,000 <i>Keep Fort Collins Great</i>
25	45.21	ENHANCEMENT: CCIP - Bus Stop Improvements	100,000	0	0	100,000 <i>Community Capital Improvement</i>
26	6.2	ENHANCEMENT: CCIP - Bicycle Infrastructure	350,000	0	0	350,000 <i>Community Capital Improvement</i>
27	1.5	ENHANCEMENT: CCIP - Arterial Intersections	400,000	0	0	400,000 <i>Community Capital Improvement</i>
28	1.24	ENHANCEMENT: CCIP - Pedestrian Sidewalk Accessibility Improvements	1,100,000	0	0	1,100,000 <i>Community Capital Improvement</i>
29	1.11	ENHANCEMENT: CCIP - Bike/Ped Grade-Separated Crossing Fund	0	0	0	0 <i>Community Capital Improvement</i>
30	1.10	ENHANCEMENT: CCIP - Linden Street Renovation Design and Construction	2,898,000	0	0	2,898,000 <i>Community Capital Improvement</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
31	1.9	ENHANCEMENT: CCIP - Willow Street - River District Construction	0	0	0	0
					<i>Community Capital Improvement</i>	
32	1.26	KFCG ENHANCEMENT: Railroad Crossing Maintenance	125,000	0	0	125,000
					<i>Keep Fort Collins Great</i>	
33	45.11	ENHANCEMENT: Electric Bus Pilot	0	0	0	0
					<i>Transit Services</i>	<i>General Fund</i>
34	45.15	ENHANCEMENT: Transfort Capital Asset Repair and Replacement	937,500	0	0	750,000
					<i>Transit Services</i>	<i>General Fund Transportation</i>
35	69.3	ENHANCEMENT: Debt Service for Prospect & I-25 Interchange	1,376,500	0	916,000	219,000
					<i>Transportation</i>	<i>General Fund</i>
36	69.2	ENHANCEMENT: Regional Contribution to Larimer County for North I-25 Improvements	470,000	0	0	470,000
					<i>Transportation</i>	
37	35.10	ENHANCEMENT: Backup Generators for Streets Facility and Traffic Facility (Streets portion)	0	0	0	0
						<i>Transportation</i>
38	31.2	ENHANCEMENT: 1.0 FTE - Park Technician and New Streetscapes	234,845	0	234,845	0
39	69.4	ENHANCEMENT: Prospect Road Improvements – Sharp Point Drive to I-25 Frontage Road	0	0	0	0
					<i>Transportation</i>	<i>Transportation CEF</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
40	45.13	ENHANCEMENT: Regional Transit Service Partnership from Greeley to Fort Collins	100,000	100,000	0	0
			<i>One-time Revenue</i>			
41	34.3	KFCG ENHANCEMENT: Adaptive Signal System Expansion	28,281	0	0	28,281
			<i>Keep Fort Collins Great</i>			
42	34.7	ENHANCEMENT: Bicycle and Pedestrian Infrastructure Maintenance	52,000	52,000	0	0
			<i>One-time Revenue</i>			
43	1.32	ENHANCEMENT: City Bridge Program	600,000	0	0	0
44	1.12	ENHANCEMENT: South Timberline Improvements - Stetson Creek Drive to Trilby Road	0	0	0	0
			<i>Transportation CEF</i>			
			<i>Transportation</i>			
45	1.14	ENHANCEMENT: College Avenue and Trilby Road Intersection Improvements	0	0	0	0
			<i>Transportation CEF</i>			
			<i>Transportation</i>			
46	35.9	ENHANCEMENT: Backup Generators for Streets Facility and Traffic Facility (Traffic portion)	0	0	0	0
			<i>Transportation</i>			
47	46.3	ENHANCEMENT: Parking Capital Equipment	10,000	0	0	0
			<i>Parking</i>			

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
48	46.7	ENHANCEMENT: 0.5 FTE - Systems Specialist - Parking Services Technology and Support	107,127	0	0	107,127	0
Parking							
49	1.30	ENHANCEMENT: TCEF Great Western Railway Crossings at Timberline Road and Sharp Point Drive	0	0	0	0	0
Transportation CEF							
50	1.29	ENHANCEMENT: North Mason Street Design - Alpine Street to Hickory Street	200,000	0	0	440	199,560
Transportation Transportation CEF URA - N. College District							
51	6.15	ENHANCEMENT: Downtown Mountain Avenue Reshaping Project	100,000	0	0	100,000	0
Transportation							
52	31.5	REDUCTION: Contractual Median Maintenance	(25,000)	0	(25,000)	0	0
Funded Offers			71,310,574	407,931	10,925,510	56,652,885	3,324,248
53	6.5	Travel Behavior Survey	75,000	75,000	0	0	0
One-time Revenue							
54	1.20	ENHANCEMENT: Debt Service for Lemay Realignment and Suniga Road Improvements Project	808,500	0	539,000	0	269,500
One-time Revenue General Fund							
55	31.3	ENHANCEMENT: 1.0 FTE - Streetscapes/Horticulture Crew Chief	103,682	0	103,682	0	0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
56	69.5	KFCG ENHANCEMENT: Prospect Road Improvements - Sharp Point Drive to I-25 Frontage Road	4,200,000	0	0	0 4,200,000 <i>Keep Fort Collins Great</i>
57	45.6	ENHANCEMENT: 5.0 FTE (4 Bus Operators, 1 Supervisor) - Additional Transfort 365 Service	503,092	0	398,092	105,000 0 <i>Transit Services</i>
58	35.12	ENHANCEMENT: Snow and Ice Removal	800,000	0	0	0 800,000 <i>Transportation</i>
59	1.13	KFCG ENHANCEMENT: South Timberline Improvements - Stetson Creek Drive to Trilby Road	1,000,000	0	0	1,000,000 0 <i>Keep Fort Collins Great</i>
60	1.15	KFCG ENHANCEMENT: College Avenue and Trilby Road Intersection Improvements	800,000	0	0	800,000 0 <i>Keep Fort Collins Great</i>
61	6.12	ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Master Plan	0	0	0	0 0 <i>Transportation</i>
62	1.17	ENHANCEMENT: Harmony/Power Trail Grade-Separated Crossing and Trail Extension	0	0	0	0 0 <i>Transportation CEF Transportation</i>
63	1.18	KFCG ENHANCEMENT: Harmony/Power Trail Grade-Separated Crossing and Trail Extension	1,300,000	0	0	1,300,000 0 <i>Keep Fort Collins Great</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
64	69.1	ENHANCEMENT: I-25 Improvements Local Funding Match	1,125,000	1,125,000	0	0
			<i>One-time Revenue</i>			
65	35.6	ENHANCEMENT: Alley Maintenance	75,000	0	75,000	0
66	45.12	ENHANCEMENT: 8.0 FTE - Bus Operators - North College Corridor Transit Improvements	565,590	0	565,590	0
			<i>One-time Revenue</i>			
67	1.6	KFCG ENHANCEMENT: Laporte Avenue Bridges and Multimodal Improvements	600,000	0	0	600,000
			<i>Keep Fort Collins Great</i>			
68	45.10	ENHANCEMENT: Dial-A-Taxi Increase Service Availability	109,500	0	109,500	0
69	45.17	ENHANCEMENT: 13.0 FTE (12 Bus Operators, 1 Supervisor) - Improved Service and Increased Frequency to Existing Routes	835,863	0	835,863	0
			<i>One-time Revenue</i>			
70	35.7	ENHANCEMENT: Restore Street Maintenance Program Funding	500,000	0	500,000	0
71	45.20	KFCG ENHANCEMENT: Bus Stop Improvements/Upgrades	364,730	0	0	364,730
			<i>Keep Fort Collins Great</i>			
72	1.27	ENHANCEMENT: Vine Drive Design - College Avenue to Linden Street	0	0	0	0
			<i>One-time Revenue</i>			

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
73	45.8	ENHANCEMENT: 3.0 FTE - Bus Operators - Southeast Transit Fixed Route and Dial-A-Ride Service	347,387	0	347,387	0
			One-time Revenue			
74	45.16	ENHANCEMENT: 6.0 FTE - Bus Operators - Lincoln/Downtown/Colorado State University Transit Service through Partnerships	327,028	0	327,028	0
			One-time Revenue			
75	1.19	ENHANCEMENT: Jefferson Street Final Design - College to Lincoln	0	0	0	0
			One-time Revenue			
76	6.7	KFCG ENHANCEMENT: Hampshire Low-stress Bikeway	300,000	0	0	300,000
			Keep Fort Collins Great			
77	46.5	ENHANCEMENT: MAX Parking Improvements	10,400,000	0	0	10,400,000
			Parking			
78	1.4	ENHANCEMENT: Design for Linden Street Bridge and Multimodal Improvements	300,000	300,000	0	0
			One-time Revenue			
79	6.11	ENHANCEMENT: Transportation Options Plan and Program	125,335	0	0	125,335
			Transportation			
80	6.13	KFCG ENHANCEMENT: Motorist Education to Protect Vulnerable Road Users	25,000	0	0	25,000
			Keep Fort Collins Great			
81	31.4	ENHANCEMENT: Streetscape Renovations	400,000	0	0	400,000
			General Fund			

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## TRANSPORTATION - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
82	46.4	ENHANCEMENT: Citywide Parking Master Plan	0	0	0	0
			<i>One-time Revenue</i>			
83	93.1	ENHANCEMENT: New Block 32 Parking Structure Design	0	0	0	0
					<i>Capital Expansion</i>	
84	1.28	ENHANCEMENT: Horsetooth Road and Strauss Cabin Road Design	250,000	250,000	0	0
			<i>One-time Revenue</i>			
85	6.10	ENHANCEMENT: Pedestrian Master Plan and FC Walks Program	100,335	0	0	100,335
						<i>Transportation</i>
86	45.14	ENHANCEMENT: West Elizabeth Enhanced Travel Corridor Implementation Plan	0	0	0	0
			<i>One-time Revenue</i>			
87	1.16	KFCG ENHANCEMENT: Arthur Ditch Safety Improvements	250,000	0	0	250,000
					<i>Keep Fort Collins Great</i>	
88	45.18	ENHANCEMENT: Microtransit Pilot	196,248	0	196,248	0
89	1.31	ENHANCEMENT: Harmony Road Medians	5,250,000	0	0	5,250,000
						<i>Transportation</i>
Unfunded Offers			32,037,290	1,750,000	3,997,390	4,444,730
Total Offers			103,347,864	2,157,931	14,922,900	61,097,615
						25,169,418



# TRANSPORTATION

## 1.1 Engineering Core Offer - Funded

2019 - \$2,147,485

2020 - \$2,162,126

This offer will fund the City's Engineering Department, which is made up of four divisions: Engineering Administration, Surveying, Capital Projects, and Right of Way (ROW) and Development Inspection. The Engineering Department also provides services for Traffic Operations; Streets; Community Development & Neighborhood Services; Planning, Development & Transportation Administration; FC Moves; Parks; Utilities; Police Services; Operation Services; IT; Transfort; the City Attorney's Office, the City Manager's Office, and the Communications & Public Involvement Office.

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

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.2 Transportation Capital Expansion Fee Program - Funded

2019 - \$3,303,708

2020 - \$3,310,728

Funding this offer will operationalize the City's Transportation Capital Expansion Fee (TCEF) Program.

The Transportation Capital Expansion Fee 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 accomplishes the following:

- Implements Council's policy of growth paying its fair share of transportation infrastructure
- Determines and collects impact fees for new development projects
- Contributes funding to growth-related City Capital Projects (with appropriations through separate offers for this budget cycle) and provides project oversight and management, including review, construction and inspection

# TRANSPORTATION

- Reimburses development for constructing roadway improvements above the local street access standards

TCEF is a one-time fee, collected upon development, and is used to fund system improvements related to growth. A minor amount of General Funds are included in the offer to fund improvements addressing existing deficiencies identified as a priority by the City during the development process. This offer appropriates the funds and authorizes staff to administer the TCEF program.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

## 1.3 KFCG City Bridge Program - Funded

**2019 - \$1,700,000**

**2020 - \$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 transportation network.

The City has 287 bridges in its inventory. Of these, more than 50 are older than their design life, meaning the likelihood of their needing to be replaced is high. Note that age is a very high-level evaluation and actual programming of bridge replacements is based on many detailed factors that comprise the specific condition of each bridge.

Staff have used data from bridge inspections and a customized asset management tool to create a bridge maintenance and replacement optimization schedule, and based on this analysis, recommend a funding level necessary to design and replace at least two typical bridges per year, plus inspection and records maintenance. The level of funding needed is \$2.3M per year, which will be used to repair and/or replace bridges throughout the City network.

This offer includes funding for repairs and replacements, and for inspections each year. In the 2015/2016 and 2017/2018 budget cycles bridges were funded through this core offer (\$1.7M/year and an enhancement offer [\$600,000/year] totaling \$2.3M/year). This offer will continue bridge funding at a level similar to what has been used since 2015 through 2018.

Creating long-term, ongoing funding will add flexibility and predictability to the program. This will allow Engineering to coordinate projects with Utilities, Street Maintenance, Parks, Larimer County, Colorado Department of Transportation and other City departments.

Bridge projects in this budget cycle will be prioritized based upon: bridge condition and safety, partnership opportunities, and leveraging bridge funds for federal grants.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

# TRANSPORTATION

## 1.4     **ENHANCEMENT: Design for Linden Street Bridge and Multimodal Improvements - Unfunded**     **2019 - \$200,000** **2020 - \$300,000**

This offer will provide funding for feasibility analysis and conceptual-level design for aesthetic and multi-modal enhancements to the Linden Bridge over the Poudre River and to evaluate sidewalk gaps on Linden Street from the Poudre River to Vine Drive.

Major components included in the feasibility and conceptual-level design effort include:

- separating the at-grade Poudre Trail from Linden Street (in conjunction with Park Planning)
- adding sidewalks on Linden Street from the Poudre River to Vine Drive
- landscaping and urban design opportunities for Linden Street and the Linden Street Bridge over the Poudre River

This offer will fund feasibility analysis and conceptual-level design as a collaborative effort among the City's Engineering, FC Moves, Utilities and Parks Departments. The Engineering Department, through this offer, will analyze potential aesthetic enhancements for the bridge and potential to complete bicycle and pedestrian gaps along Linden Street. Park Planning and Utilities (through Offers 32.7 and 11.12) will analyze the potential for constructing the Poudre River Trail under the exiting Linden Street Bridge.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.5     **ENHANCEMENT: CCIP - Arterial Intersections - Funded**     **2019 - \$400,000** **2020 - \$400,000**

Funding this offer will deliver ballot-mandated improvements to arterial intersections throughout Fort Collins. This program is funded through the Community Capital Improvement Program (CCIP) ¼-cent sales tax passed in the fall of 2014.

The goal of this program is to make prioritized safety, operational and congestion improvements to arterial intersections throughout the community. This offer is a continuation of a 10-year program funded through Building on Basics. The projects are prioritized based on the 2011 Arterial Intersection Prioritization Study, which included a wide variety of data such as traffic volume, accident rates, intersection delay, pedestrian/bicycle safety and transit operations. The results of the Study are aligned with Key Strategic Outcome areas and focus on providing safe and reliable multi-modal travel throughout Fort Collins. The Study is being updated in 2018.

2017 funds were used for the design and construction of the College/Prospect intersection improvements. 2018 funds are being used for the design and construction of the College/Horsetooth intersection improvements.

2019 funds will be used for preliminary design of the College/Drake intersection. The 2020 funds will be used as matching funds for a \$2.25M safety grant, funding improvements to the intersection of College/Trilby. Both intersections are high priority needs from the Study.

# TRANSPORTATION

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## **1.6 KFCG ENHANCEMENT: Laporte Avenue Bridges and Multimodal Improvements - Unfunded 2019 - \$600,000 2020 - \$600,000**

This offer will fund design and construction of multi-modal improvements, bridge maintenance and turn-lane improvements on Laporte Avenue. The project is approximately one mile long on Laporte Avenue from Fishback Avenue to Sunset Street (approximately one-half mile on each side of Taft Hill Road).

This is a collaborative effort between the City's Engineering and FC Moves departments with a majority of the funding coming from these departments.

Major components included in the design and construction effort include:

- implementing a key bicycle infrastructure route in the City's Big Jump area
- replacing two bridges on Laporte, east of Taft Hill
- adding sidewalks and bike lanes to the gaps in the system
- improving existing bus stops
- urban design opportunities

Of the two bridges on Laporte Avenue, both are "functionally obsolete" (lacking adequate bicycle and pedestrian facilities) and one is "structurally deficient."

The total project cost is estimated at \$3M. This offer is highly leveraged with the following contributions: \$1.5M is eligible for funding through Engineering's Bridge Program (this will cover the cost of constructing the two bridges), \$200,000 is eligible from Engineering's Pedestrian Program, and \$100,000 is eligible from FC Moves. The remaining \$1.2M would need to be fronted through a capital project to cover design costs for the bridges and one mile of roadway, and to cover the construction costs of pavement widening and restriping.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

# TRANSPORTATION

## 1.9     **ENHANCEMENT: CCIP - Willow Street - River District Construction - Funded** **2019 - \$2,667,000** **2020 - \$0**

This offer will fund the construction of improvements to Willow Street between College Avenue and Linden Street as identified in the River District Infrastructure Plan and the Willow Street Improvements Conceptual Design Report. This project is identified in the Community Capital Improvement Program (CCIP) ¼-cent sales tax passed in the fall of 2014. The project is currently under design, using 2018 CCIP funds. The 2019 funds are intended for 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:

- Potential for Low Impact Development solutions
- Emphasis on enhancements to pedestrian and bicycle mobility
- Significant urban design enhancements with features focusing on the historic and cultural significance of the River District
- A plaza area enhanced with Art in Public Places elements
- Addition of substantial on-street parking

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins
- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods

## 1.10     **ENHANCEMENT: CCIP - Linden Street Renovation Design and Construction - Funded** **2019 - \$563,000** **2020 - \$2,898,000**

This offer will fund improvements to Linden Street between Jefferson Street and Walnut Street. This project is identified in the Community Capital Improvement Program (CCIP) ¼-cent sales tax passed in the fall of 2014. The 2019 funds will be used for design and public outreach; the 2020 funds are intended for construction.

The project will complement recently constructed improvements along Linden Street (north of Jefferson Street) and the renovation of Old Town Square. The project will improve aging infrastructure and focus on a “convertible street” design.

Project opportunities include:

- Potential for Low Impact Development solutions
- Emphasis on enhancements to pedestrian and bicycle mobility
- Urban design and landscaping enhancements
- A hybrid street concept whereby the entire street becomes a flexible space for all travel modes

# TRANSPORTATION

Future, ongoing operations and maintenance costs are estimated at \$12,000 per year and include: pavements, sidewalks, utilities, traffic signs and striping, snow clearing operations and landscaping/urban design improvements.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.11    **ENHANCEMENT: CCIP - Bike/Ped Grade-Separated Crossing Fund - Funded** **2019 - \$2,000,000** **2020 - \$0**

Funding this offer will deliver ballot-mandated improvements to construct bicycle and pedestrian grade separated crossings (underpasses and overpasses). This is one of the programs specifically funded through the Community Capital Improvement Program (CCIP) ¼-cent sales tax passed in the fall of 2014. The goal of this program is to make prioritized safety improvements at key conflict locations throughout the City.

The projects are prioritized based on the 2018 Bicycle and Pedestrian Grade Separation Prioritization Study, which includes a wide variety of data to develop recommendations including demand, connectivity, safety, public support, social equity and opportunities for grants or other funding partners. The results of the Study are aligned with Key Strategic Outcome areas and focus on providing safe and reliable multi-modal travel throughout Fort Collins.

The 2016 funds were used as local match and overmatch for a Transportation Alternatives Program (TAP) grant for the proposed Power Trail grade separation at Harmony Road. The 2019 funds will be used as matching funds for other grant opportunities for the top five crossing locations from the Study and as partial construction funding for the Harmony/Power Trail project. Other top-ranked locations from the Study include: Mail Creek crossing at Union Pacific, Mason Trail at Drake Road, Power Trail to Caribou at Union Pacific, and Mason Trail at Horsetooth.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel

## 1.12    **ENHANCEMENT: South Timberline Improvements - Stetson Creek Drive to Trilby Road - Funded** **2019 - \$2,300,000** **2020 - \$0**

Funding this offer will complete construction of the four-lane arterial standards of Timberline Road from Stetson Creek Drive to Trilby Road.

This project includes the following elements:

- Completing the four-lane arterial standards for Timberline Road from Stetson Creek Drive to Trilby Road
- Intersection and capacity improvements at the intersection of Timberline with Kechter and Zephyr
- Completing gaps in bicycle and pedestrian facilities
- Constructing raised medians in strategic locations to reduce the number of crashes
- Landscaping improvements

# TRANSPORTATION

A majority of the funding for this project will come from a Surface Transportation Block Grant (STBG) and the Transportation Capital Expansion Fee (TCEF) program; \$500,000 in design funding for this project was appropriated in the spring of 2018 from the TCEF program.

The right-of-way and construction cost for this section of Timberline Road is estimated at \$6.5M. Of this, \$2.3M is eligible for funding through the TCEF program (2019 funding and will be appropriated with this offer), and \$2.2M comes from the STBG grant. The \$2.2M grant funding will be appropriated in 2020 through separate Council action. The remaining \$2M will need to be funded through a capital project (linked to a separate offer [1.13] submitted for KFCG).

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## **1.13 KFCG ENHANCEMENT: South Timberline Improvements - Stetson Creek Drive to Trilby Road - Unfunded**

**2019 - \$1,000,000**  
**2020 - \$1,000,000**

Funding this offer will complete the construction of the four-lane arterial standards of Timberline Road from Stetson Creek Drive to Trilby Road.

This project includes the following elements

- Completing the four-lane arterial standards for Timberline Road from Stetson Creek Drive to Trilby Road
- Intersection and capacity improvements at the intersection of Timberline with Kechter and Zephyr
- Completing gaps in bicycle and pedestrian facilities
- Constructing raised medians in strategic locations to reduce the number of crashes
- Landscaping improvements

A majority of the funding for this project will come from a Surface Transportation Block Grant (STBG) and the Transportation Capital Expansion Fee (TCEF) program. \$500,000 in design funding for this project was appropriated in the spring of 2018 from the TCEF program.

The right-of-way and construction cost for this section of Timberline Road is estimated at \$6.5M. Of this cost \$2.3M is eligible for funding through the TCEF program (2019 funding, which is linked to a separate offer [1.12] submitted for TCEF) and \$2.2M comes from the STBG grant. The \$2.2M grant funding will be appropriated in 2020 through separate Council action. The remaining \$2M will need to be funded through a capital project.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

# TRANSPORTATION

<b>1.14</b>	<b>ENHANCEMENT: College Avenue and Trilby Road Intersection Improvements - Funded</b>	<b>2019 - \$600,000</b>
		<b>2020 - \$0</b>

Funding this Offer will complete design, right of way acquisition, and construction of improvements (above and beyond basic grant-funded operational changes) to the College Avenue and Trilby Road Intersection.

The City has applied for and received a \$2.25 M safety grant for this intersection. The matching funds for the grant (approximately \$225,000) will come from the Arterial Intersection Improvements portion of the Community Capital Investment Program (CCIP) ¼-cent sales tax. When factoring in intersection geometry and traffic volumes, this intersection experiences the second highest rate of crashes in the City.

This project includes the following elements: (1) Adding dual northbound and southbound left turn lanes on College Avenue, (2) Adding a dedicated right turn lane from eastbound Trilby to southbound College Avenue, (3) Replacing the existing traffic signal system, (4) Adding raised medians and bicycle/pedestrian improvements and, (5) landscaping and urban design elements.

The total project cost for this intersection is estimated at \$5.0 M. Of this cost \$600,000 is eligible for funding through the Transportation Capital Expansion Fee (TCEF) program (which will be funded with this offer), \$550,000 will be allocated from the Arterial Intersections CCIP funding, and \$2.25 M comes from the federal safety grant. The remaining \$1.6 M will need to be funded through a capital project (linked to a separate offer submitted for KFCG funding).

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

<b>1.15</b>	<b>KFCG ENHANCEMENT: College Avenue and Trilby Road Intersection Improvements - Unfunded</b>	<b>2019 - \$800,000</b>
		<b>2020 - \$800,000</b>

Funding this Offer will complete design, right of way acquisition, and construction of improvements (above and beyond basic grant-funded operational changes) to the College Avenue and Trilby Road Intersection.

The City has applied for and received a \$2.25 M safety grant for this intersection. The matching funds for the grant (approximately \$225,000) will come from the Arterial Intersection Improvements portion of the Community Capital Investment Program (CCIP) ¼-cent sales tax.

This project includes the following elements: (1) Adding dual northbound and southbound left turn lanes on College Avenue, (2) Adding a dedicated right turn lane from eastbound Trilby to southbound College Avenue, (3) Replacing the existing traffic signal system, (4) Adding raised medians and bicycle/pedestrian improvements and, (5) landscaping and urban design elements.

The total project cost for this intersection is estimated at \$5.0 M. Of this cost, \$600,000 is eligible for funding through the Transportation Capital Expansion



# TRANSPORTATION

Fee (TCEF) program (linked to a separate offer submitted for TCEF), \$550,000 will be allocated from the Arterial Intersections CCIP funding, and \$2.25 M comes from the federal safety grant. The remaining \$1.6 M will need to be funded through a capital project.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

## 1.16 KFCG ENHANCEMENT: Arthur Ditch Safety Improvements - Unfunded

**2019 - \$250,000**

**2020 - \$250,000**

Funding this offer will build upon the initial findings of the Arthur Ditch Alternatives Analysis study completed by the City in 2017. This study identified several conceptual-level alternatives to address the covered section of the ditch between Wood Street and Laurel Street. This offer proposes to refine this study; identifying the preferred alternatives, performing a more thorough feasibility analysis on the preferred alternatives, and completing preliminary engineering and cost estimates for the preferred alternatives.

The Arthur Ditch was put underground in a concrete culvert through Fort Collins from Wood Street to Laurel Street around 1933. The culvert passes through public right-of-way (ROW) and approximately 67 private properties. Neither the City nor the ditch company agreed to maintain the culvert in private property, and it is now more than 80 years old. The culvert has not been regularly maintained or inspected. The ditch is in a prescriptive easement that is not specifically described or listed in property records. It is likely that many property owners are not aware of its presence under their property.

The culvert is well past its expected useful life and has been rapidly failing in the right-of-way where the City has the responsibility to repair and replace it. While many sections of the Arthur Ditch have been replaced in the public ROW, there are still streets and alleys with the original Arthur Ditch, which is now structurally deficient.

After witnessing the condition of the ditch in the right-of-way, staff have become increasingly concerned that the ditch will begin to fail on private property.

In some cases, the cost to replace the culvert on private property in a traditional manner may exceed the value of the property.

Because the cost to replace the ditch is so high and because of the public ROW and private property owners affected (approximately 67), staff have identified this as a significant public health and safety threat.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

# TRANSPORTATION

## 1.17 **ENHANCEMENT: Harmony/Power Trail Grade-Separated Crossing and Trail Extension - Unfunded** **2019 - \$400,000** **2020 - \$0**

Funding this offer will complete the design and construction of a bicycle and pedestrian grade separation of Harmony Road.

This is a crucial bicycle and pedestrian infrastructure need at the local and regional level as identified in the 2013 North Front Range MPO Bicycle Master Plan, the 2013 City of Fort Collins Paved Recreational Trail Master Plan and the 2014 City of Fort Collins Bicycle Plan.

The existing Power Trail is a 10-foot-wide, multi-use, paved concrete trail running north and south through Fort Collins. The northern end of the trail begins at the Edora Pool and Ice Center (EPIC) and ties into the City's Spring Creek Trail (east-west). A majority of the Power Trail parallels, and is within, the Union Pacific Railroad (UPRR) right-of-way. The trail merges with the Fossil Creek Trail, passes under Trilby Road and Carpenter Road, and connects to the City of Loveland.

The total project cost is estimated at \$5M. Of this, \$400,000 is eligible for funding through the Transportation Capital Expansion Fee (TCEF) program (which will be funded with this offer), \$2M will be allocated from the Bicycle/Pedestrian Grade Separation CCIP funding (which includes \$1.1M from 2016 funding [already appropriated], and \$0.9M from 2019 funding), and \$800,000 comes from a Transportation Alternatives Program (TAP) grant. The remaining \$1.8M will need to be funded through a capital project (linked to a separate offer [1.18] submitted for KFCG).

This offer is being submitted in conjunction with a Parks Planning and Development offer (32.1) to complete the existing three-quarter mile gap in the Power Trail, north and south of Harmony Road.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.18 **KFCG ENHANCEMENT: Harmony/Power Trail Grade-Separated Crossing and Trail Extension - Unfunded** **2019 - \$500,000** **2020 - \$1,300,000**

Funding this offer will complete the design and construction of a bicycle and pedestrian grade separation of Harmony Road.

This is a crucial bicycle and pedestrian infrastructure need at the local and regional level as identified in the 2013 North Front Range MPO Bicycle Master Plan, the 2013 City of Fort Collins Paved Recreational Trail Master Plan and the 2014 City of Fort Collins Bicycle Plan.

The existing Power Trail is a 10-foot-wide, multi-use, paved concrete trail running north and south through Fort Collins. The northern end of the trail begins at the Edora Pool and Ice Center (EPIC) and ties into the City's Spring Creek Trail (east-west). A majority of the Power Trail parallels, and is within, the Union Pacific Railroad (UPRR) right-of-way. The trail merges with the Fossil Creek Trail, passes under Trilby Road and Carpenter Road, and connects to the City of Loveland.

## TRANSPORTATION

The existing Power Trail has approximately a three-quarter mile gap in it, north and south of Harmony Road. The detour route is approximately 1.5 miles long and requires users to cross Harmony Road at grade at McMurry Avenue. This offer proposes to provide a grade separation at Harmony Road and to complete the three-quarter mile gap in the Power Trail.

The total project cost is estimated at \$5M. Of this cost \$400,000 is eligible for funding through the Transportation Capital Expansion Fee (TCEF) program (linked to a separate offer [1.17] submitted for TCEF funding), \$2M will be allocated from the Bicycle/Pedestrian Grade Separation CCIP funding (which includes \$1.1M from 2016 funding [already appropriated] and \$0.9M from 2019 funding), and \$800,000 comes from a Transportation Alternatives Program (TAP) grant. The remaining \$1.8M will need to be funded through a capital project (this offer).

This offer is being submitted in conjunction with a Parks Planning and Development offer (32.1) to complete the existing three-quarter mile gap in the Power Trail, north and south of Harmony Road.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

### **1.19    ENHANCEMENT: Jefferson Street Final Design - College to Lincoln - Unfunded**

**2019 - \$300,000**

**2020 - \$0**

This offer will fund the right-of-way acquisition phase for Jefferson Street from College Avenue to Linden Street. This is a collaborative effort between the City's Engineering and Utilities departments.

The preliminary design was completed in 2018, and the City received clearance from the Colorado Department of Transportation (CDOT) to proceed to the right-of-way acquisition phase.

The primary goals of the project are:

- improve multi-modal facilities
- formalize on-street parking in the area
- replace underground utilities that are nearing the end of their design life
- improve safety by constructing raised medians
- install urban design/landscape improvements

Funding the right-of-way phase will allow:

- an opportunity for final design for the roadway, wet utilities and dry utilities in the 2021/2022 budget cycle
- refinement of the construction cost estimate, which is currently in the \$12-14M range
- getting the project "grant ready" for construction funding opportunities
- evaluating construction alternatives and phasing to minimize impact to local businesses and the travelling public

# TRANSPORTATION

Current funding includes the following: \$1M Congestion Mitigation and Air Quality (CMAQ) federal grant and \$250,000 from the Building on Basics (BOB) intersection funds (this funding was used for an alternatives analysis of the street cross-section, preliminary design and environmental/historical clearances). Additional funding is being requested to complete the right-of-way phase.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

<b>1.20</b>	<b>ENHANCEMENT: Debt Service for Lemay Realignment and Suniga Road Improvements</b>	<b>2019 - \$808,750</b>
	<b>Project - Unfunded</b>	<b>2020 - \$808,500</b>

Funding this offer will complete the final design and construction of the Lemay Realignment (Lincoln to Conifer), a grade-separated roadway bridge over the Burlington Northern Santa Fe (BNSF) Railway and Vine Drive, and the new intersection of Suniga Road and the Lemay Realignment.

This project includes the following elements:

- Completing the four-lane arterial standards for Lemay Avenue at the intersection with Lincoln Street
- Extending Buckingham Street from Ninth Street to the Lemay Realignment
- Building a four-lane roadway bridge over the BNSF Railway and Vine Drive
- Constructing a new arterial-arterial intersection of Lemay Avenue and Suniga Road, northeast of the current Vine Drive and Lemay Avenue intersection
- Completing the Lemay Realignment at the existing intersection with Conifer Street.

The project provides a wide range of benefits, but three important ones are:

- A solution to congestion, access and livability problems for historic neighborhoods near Lemay Avenue (Ninth Street) and Vine Drive
- Improvements to traffic/train-switching delays and safety for the traveling public
- 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 final design and construction funding and is highly leveraged with previous BFO offers and the City's Transportation Capital Expansion Fee (TCEF) program.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

# TRANSPORTATION

## 1.24    **ENHANCEMENT: CCIP - Pedestrian Sidewalk Accessibility Improvements - Funded** **2019 - \$1,100,000** **2020 - \$1,100,000**

This offer will fund the Pedestrian Sidewalk and ADA Compliance Program. To date, the sidewalk program has been funded by the 2005 Building on Basics (BOB) and Keep Fort Collins Great (KFCG) taxes. In the 2015 Community Capital Improvement Program (CCIP) ballot initiative, Safe Routes to Everywhere was approved to continue this program for installation of pedestrian improvements Citywide to eliminate hazards and remove obstacles, along with improvements to bus stops and the bicycle network.

With the cost of Pedestrian Sidewalk and Americans with Disabilities Act (ADA) Compliance Program needs increasing to \$156 million, a sustainable and predictable revenue source is recommended to implement the overall cost of construction.

This offer:

- Supports the recently updated Climate Action Plan to achieve climate action goals
- Supports the recently updated Transportation Master Plan; approximately \$1.4M per year through 2025 has been allocated for pedestrian improvement projects
- Seeks to implement recommendations from the pedestrian needs assessment completed in 2013, and later updated in 2017, which identifies missing or substandard sidewalks and ramps that do not comply with the ADA
- Seeks to incorporate the pedestrian improvement program ADA transition plan into the citywide ADA transition plan
- 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
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 1.26    **KFCG ENHANCEMENT: Railroad Crossing Maintenance - Funded** **2019 - \$125,000** **2020 - \$125,000**

This offer supports safe, quality infrastructure and smooth traffic flow across the City's transportation system by replacing broken and dangerous railroad crossings and maintaining adjacent roadway infrastructure. The Colorado Public Utilities Commission (PUC) requires railroads and local municipalities to share the material and labor costs (50/50 split) for replacement and repair of railroad crossings. This is referenced in the PUC as Code 4 of Colorado Regulations 723-7. Damaged railroad crossings pose a significant safety risk to motorists, bicyclists and pedestrians, as well as the potential for liability claims against the City.

# TRANSPORTATION

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.27    **ENHANCEMENT: Vine Drive Design - College Avenue to Linden Street - Unfunded** **2019 - \$300,000** **2020 - \$0**

Funding this offer will complete the preliminary design for Vine Drive from College Avenue to Linden Street, which is approximately 0.4 miles.

This project includes the following elements:

- Preliminary (30%) design
- Analyzing recent development frontages (including RMI and the City's whitewater park) and preparing for further redevelopment in this area
- Construction estimating to prepare for the 2021/2022 budget cycle
- Analyzing traffic patterns and projected vehicular trips as the Suniga Road corridor continues to be built
- Urban design/landscaping improvements

This offer is being requested in response to recent developments along this corridor, including the upcoming whitewater park, and to prepare for upcoming redevelopments along Vine Drive, College Avenue and Linden Street. Currently, Vine Drive is proposed as a two-lane arterial street. This project will analyze the gaps in the sidewalk and bike lane network, and determine if additional on-street parking is needed.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.28    **ENHANCEMENT: Horsetooth Road and Strauss Cabin Road Design - Unfunded** **2019 - \$0** **2020 - \$250,000**

Funding this offer will complete the preliminary design for Horsetooth Road and Strauss Cabin Road from the intersection of Horsetooth and Ziegler to the intersection of Strauss Cabin and Harmony, which is approximately two miles.

This project includes the following elements:

- Preliminary (30%) design
- Analyzing potential development frontages and existing Natural Areas frontages
- Construction estimating to prepare for future budget cycles
- Providing context-sensitive design solutions for the proposed two-lane collector street section
- Urban design/landscaping opportunities

# TRANSPORTATION

Currently, this section of roadway is a gravel road with no facilities for bicycles/pedestrians and is in Larimer County. This project will analyze the proposed street section and initiate stakeholder and community discussions about future improvements in this area. This design funding will also initiate conversations with Larimer County about the timing of annexing portions or all roadway segments into the City.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.29    **ENHANCEMENT: North Mason Street Design - Alpine Street to Hickory Street - Funded**                      **2019 - \$500,000** **2020 - \$200,000**

Funding this offer will complete the preliminary design for North Mason Street (Alpine Street to Hickory Street), along with Alpine Street, Pinon Street and Hemlock Street (Mason Street to North College Avenue), which total approximately 3,000 feet of street.

This project includes the following elements:

- Preliminary (30%) design
- Analyzing existing and proposed right-of-way lines
- Analyzing utility alignments for design and construction of a proposed stormwater backbone project
- Construction estimating to prepare for future budget cycles or development in the area

This offer includes funding from the URA and is in conjunction with Stormwater Offer 11.13. In recent years the North College Urban Renewal Authority (URA) and members of the North College Citizens Advisory Group (CAG) have expressed interest in implementing stormwater and roadway improvements in this area. The URA is funding half of the estimated \$600,000 design cost, which includes preliminary design for the entire North College Drainage Improvement District (NCDID) storm system (from the Poudre River to the Larimer and Weld Canal, north of Hickory Road along the Mason Street alignment) and final design for the portion of the system south of Hickory Road. The stormwater infrastructure improvements are needed to promote development and re-development of the area.

Funding this offer will allow Engineering staff to finalize roadway alignments and complete preliminary grading plans (2019), followed by right-of-way and/or easement acquisitions for the proposed roadways (2020).

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

# TRANSPORTATION

## 1.30 **ENHANCEMENT: TCEF Great Western Railway Crossings at Timberline Road and Sharp Point Drive - Funded** **2019 - \$300,000** **2020 - \$0**

Funding this offer will complete safety and maintenance improvements where the Great Western Railway crosses with Timberline Road and Sharp Point Drive.

This project includes the following elements:

- Replacing the railroad signal system and crossing material extension to accommodate the six-lane section of Timberline Road (south of Prospect Road)
- Installing a new railroad signal system and crossing material at Sharp Point Drive
- Completing the concrete and asphalt roadways at both crossings
- Completing bicycle and pedestrian gaps along both roadways
- Analyzing a future quiet zone along this stretch of the Great Western Railway as requested by numerous residents in the area

This offer is being requested in response to the lengthy negotiations between the City and Great Western Railway, which began in 2015 for both crossing locations. The railroad construction estimates were completed in early 2016. The City is responsible for the full cost of the railroad construction work at both locations as part of the capital improvements agreements. The City has requested Great Western Railway complete their portion of the projects by the end of 2018, as part of the ongoing negotiations and settlement agreement.

Funding this offer will appropriate \$150,000 to the Timberline/Great Western crossing from Transportation Capital Expansion Fee (TCEF) reserves, and appropriate \$150,000 to the Sharp Point/Great Western crossing from TCEF reserves.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.31 **ENHANCEMENT: Harmony Road Medians - Unfunded** **2019 - \$1,000,000** **2020 - \$5,250,000**

Funding this Offer will replace the existing flush or depressed median on Harmony Road with raised, landscaped medians between College and I-25.

This project includes the following elements: (1) New double curb or splash block design (2) Landscaping in the median (new median widths range from 10' to 22') (3) Storm sewer improvements due to the elimination of the existing open swale for storm water conveyance (4) All design and construction costs.

This offer will improve safety and aesthetics on Harmony Road between College and I-25. While some medians on Harmony Road have been constructed, the majority of Harmony Road has a grass swale or flush paved median with striping.

Funding this offer will appropriate \$1,000,000 to the design of the medians and appropriate \$5,250,000 to the construction of the medians from Harmony



# TRANSPORTATION

Road Reserve.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 1.32 ENHANCEMENT: City Bridge Program - Funded

**2019 - \$600,000**

**2020 - \$600,000**

Funding this Offer will continue the City's Bridge Program which includes on-going bridge inspection, emergency repair, minor maintenance, and bridge reconstruction for the City's transportation network.

The City has 287 bridges in its inventory. Of these, more than 50 are older than their design life, meaning the likelihood of their needing to be replaced is high. Note that age is a very high-level evaluation, and actual programming of bridge replacements is based on many detailed factors which comprises the specific condition of each bridge.

We have used data from our bridge inspections and a customized asset management tool to create a bridge maintenance and replacement optimization schedule. With this analysis, we recommend a funding level necessary to design and replace at least two typical bridges per year, plus inspection and records maintenance. This level of funding needed is \$2.3 M per year, which will be used for repairs and/or replacement of bridges throughout the city network.

This offer includes funding for repairs and replacements, and for inspections each year. In the 2015/2016 and in the 2017/2018 budget cycle bridges were funded through this core offer (\$1.7 M/year and an enhancement offer (\$600,000/year) totaling \$2.3 M/year. This offer will continue bridge funding at a similar level which we have had from 2015 through 2018.

Creating long-term, on-going 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 upon: Bridge Condition and Safety, Partnership Opportunities, and Leveraging bridge funds for federal grants.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

# TRANSPORTATION

## 6.1 Transportation Planning Services - Funded

**2019 - \$560,039**

**2020 - \$576,331**

Funding this offer will continue provision of transportation planning services managed by the FC Moves Department in the Planning, Development & Transportation Service Area. Services include: corridor plans, Master Street Plan, pedestrian planning, capital improvement planning, travel demand modeling, active modes planning, street standard development and maintenance, 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 (6.3 and 6.4).

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 to ensure consistency between local and regional plans.

The 2019-20 Transportation Planning work plan may include:

- Enhanced Travel Corridor Master Plans for the North College/Mountain Vista and Prospect Road corridors
- Development of local, regional, state and federal grant applications to fund 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 the 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 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 6.2 ENHANCEMENT: CCIP - Bicycle Infrastructure - Funded

**2019 - \$350,000**

**2020 - \$350,000**

Funding this offer will apply the 2015 Community Capital Improvement Program (CCIP) annual funding allocated for bicycle improvement projects for 2019-2020. The approved CCIP tax package includes \$350,000 in 2019 and 2020 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 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 in

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achieving the goals that are set forth in City Council policies as articulated in City Plan and the Transportation Master Plan.

The CCIP Bicycle Plan funds are used to increase the capacity and safety of the City's bicycle network. Examples of projects that will be considered as part of the 2019-2020 project selection process are:

- 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 Fort Collins. These routes use existing streets and trails, and improvements are focused on intersections and enhancement to high-stress segments.
- Intersection Improvements: Possible improvements at signalized and unsignalized intersections to proactively address needs throughout Fort Collins.
- 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 bicycle system use to more effectively plan for facilities.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel

## 6.3 Safe Routes to School Program - Funded

**2019 - \$169,988**

**2020 - \$179,056**

Funding this offer will continue the City's Safe Routes to School (SRTS) program housed within the FC Moves Department.

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 City's 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 Six Es of transportation and mobility services: Education, Encouragement, Engineering, Enforcement, Evaluation and Equity. The City's SRTS program leads education, encouragement, evaluation and equity activities while collaborating with other City departments to address engineering and enforcement issues.

SRTS is highly collaborative and supports key City departments and programs including Transportation Planning, FC Bikes, Traffic Operations, Engineering, Police Services, Recreation, Parks and Sustainability. Non-City partners include the Colorado Department of Transportation, Poudre School District, Bike Fort Collins, Safe Kids Larimer County, BASE Camp, Boy Scouts and Girl Scouts, Boys and Girls Clubs, NFRMPO Bike & Ped Collaborative local health organizations, and bike shops and other businesses.

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 staff salary and benefits. Grant funding provides additional resources for new and replacement equipment as well as new programming in response to community requests.

Program staff include an SRTS Coordinator and SRTS Assistant. Local nonprofit organizations are contracted to help deliver the education program.

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This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

## 6.4 FC Bikes - Funded

**2019 - \$436,037**

**2020 - \$445,798**

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) and an upward trend in bicycle ridership and a decrease in bicycle crashes. In 2017, Fort Collins was one of only 10 cities in the country selected to participate in the national Big Jump Program, a reflection of the City's ongoing support of bicycling.

Specific FC Bikes services include:

- Coordinating with City departments and the community to implement the 2014 Bicycle Master Plan
- Planning low-stress bike network and other bike infrastructure improvements
- Bike parking management
- Bike safety initiatives including extensive bicycle and motorist education
- Bicycle Ambassador Program
- Enforcement initiatives with Police Services
- Business outreach
- Bike Share
- Bike to Work Days and Open Streets
- Fort Collins Bike Map
- Ongoing program and project evaluation and data collection

This offer also provides resources to sponsor the Fort Collins Bike Share system, which increases 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). As one of several local sponsors, the City's contribution to the Fort Collins Bike Share Program is decreasing every year while the system continues to expand, and this trend is expected to continue in 2019 and 2020.

The Bike Plan sets a 20% bicycle ridership goal and a goal to reduce bicycle injuries and eliminate fatalities by 2020. Maintaining a comprehensive set of bicycle programs designed to reach new riders and improve safety supports the City's various sustainability and Climate Action Plan goals.

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This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

### 6.5 Travel Behavior Survey - Unfunded

**2019 - \$0**

**2020 - \$75,000**

Funding this offer will continue an annual community-wide travel behavior survey program that collects comprehensive and accurate data on resident and employee multimodal travel.

This program helps the City determine if transportation projects and programs are having the desired impacts and supports data analysis of key transportation indicators. The data adds to the City's understanding of travel behavior, Vehicle Miles Traveled and the modes of transportation being used, all of which are critical to the City's greenhouse gas calculations for the Climate Action Plan. The data provides a comprehensive way of tracking mode shift, which the City uses in metrics reporting. In the first two years of the survey, one round of resident information was collected in 2017 and one round of information about people working within City limits will be collected in 2018. This data is already being used to inform the City Plan Trends and Forces Report, as well as to update Climate Action Plan project charters. The surveys are conducted in three-year cycles: resident survey, employee survey, no survey. For this budget, 2019 will be an off year with no funding and 2020 will be a resident-survey year.

The program includes distribution of a mobile application and companion hard-copy survey that 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.)

Without this program, estimating mode share and other travel behavior relies on regional or census surveys that are infrequent, not always statistically valid and lacking in critical areas, such as non-work trips.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

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## 6.7 KFCG ENHANCEMENT: Hampshire Low-stress Bikeway - Unfunded

2019 - \$300,000

2020 - \$300,000

Funding this offer will supplement Community Capital Improvement Program (CCIP) funds in order to complete the Hampshire Bikeway, a four-mile low-stress bicycle route recommended in the 2014 Bicycle Master Plan. The Hampshire Bikeway is a north-south route connecting five schools and other destinations from West Vine Drive to the Spring Creek Trail. This offer will complete improvements at three major arterial crossings along the corridor, and signage and striping enhancements.

The Bike Plan recommends a 2020 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 composed of more than 50 corridors; each corridor includes recommended projects related to improving intersection crossings, striping and wayfinding signage. The Pitkin Bikeway Corridor Project provides an example of the type of corridor project that will be supported through this funding.

This offer will supplement CCIP funding in order to complete three arterial crossing improvements by 2020 at the following locations along the Hampshire Bikeway: W. Elizabeth St. at Ponderosa Dr., W. Prospect Rd. at Fuqua Dr./Hampshire Rd., and W. Drake Rd. at Hampshire Rd. In addition, bicycle wayfinding and striping enhancements will be installed to provide a seamless and intuitive Citywide bikeway.

The City's arterial street system provides direct connections for people bicycling; however, research shows that most 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
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 6.9 School Crossing Guard Program - Funded

2019 - \$94,350

2020 - \$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 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 PSD schools, primarily 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

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not allow their students to bike or walk to school without the presence of crossing guards.

Providing for the safety of K-8 students crossing these roadways supports the City's goals as stated in:

- Bicycle and pedestrian safety as part of the City's Safe Routes to School program
- Council-adopted Bicycle Plan, Pedestrian Plan and Transportation Master Plan

Currently 10 crossing-guard locations are staffed by 13 crossing guards, benefiting the following schools: Bauder, Beattie, Cache la Poudre, Dunn, Kinard Laurel, O'Dea, Olander and Riffenburgh. Most are staffed twice a day, and some justify additional midday staffing for half-day kindergarten students. Because of the close interaction among crossing guards, students and school staff, the program is most efficiently administered by PSD, including school principals at affected schools. PSD provides all training, uniforms, scheduling, supervision and personnel for this program.

This program is a cost-effective way to support a vital community safety service serving more than 1,000 children each day.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

### 6.10 ENHANCEMENT: Pedestrian Master Plan and FC Walks Program - Unfunded

**2019 - \$249,233**

**2020 - \$100,335**

This offer will fund an update to the City's Pedestrian Plan and add staff to implement a walking program. Last updated in 2011, the Fort Collins Pedestrian Plan has guided the creation of a safe and efficient pedestrian network to improve conditions so walking can be a viable transportation choice to aid in congestion relief and community livability. The focus of the first two plans has been on pedestrian infrastructure including sidewalks, curb ramps and crossings. As a result, the City has a robust pedestrian infrastructure program, funded by the Community Capital Improvement Program (CCIP) quarter-cent tax, which targets and rebuilds, fixes or builds new curb ramps and sidewalks throughout the City.

Master plans, such as the Pedestrian Plan, are typically updated every five years. With the update of the Transportation Master Plan (TMP) being completed in 2019, the Pedestrian Plan is perfectly timed to follow on with an update that will help implement the TMP.

The first year of funding (2019) is for a consultant contract to prepare a Pedestrian Master Plan, as well as a 0.5 hourly position to coordinate the plan. The Plan will be scoped to address the overall vision for walking in Fort Collins, including:

- Safety issues and improvements
- Pedestrian demand and priority areas
- Updates to the Pedestrian Level of Service methodology
- Crossing policy review and update
- Walking education and promotion
- Pedestrian project list
- Funding strategies and action plan

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The second year of funding (2020) is to implement an education and promotion program focused on walking using the 0.5 hourly position. This type of program is a critical companion to the infrastructure work, to educate people on the benefits of walking and to encourage behavior change, with efforts such as:

- Walk-to-work programs
- Walking maps
- Marketing campaign promoting walking
- International Walk to School Day
- Educational and historical walks
- Strengthening partnerships
- Data collection and assessing pedestrian safety issues

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 6.11 ENHANCEMENT: Transportation Options Plan and Program - Unfunded

**2019 - \$149,233**

**2020 - \$125,335**

This offer will fund the development of a program to promote and incentivize innovative transportation options and trip efficiency solutions across Fort Collins (historically known as Travel Demand Management). Reducing the demand on our roads and parking infrastructure (from single-occupancy automobiles) is a proven nationwide strategy to address congestion.

The City currently tackles congestion through intersection improvements (better turn lanes), state-of-the-art traffic management systems and traveler information on FC Trip. A Transportation Options Program complements infrastructure investment by helping and incentivizing people to more efficiently use the transportation system by taking transit, ridesharing, walking, biking and teleworking, instead of driving alone.

Strategies that may be implemented include:

- Incentives for telework and flex schedules
- Improved or subsidized access to transit
- Parking management strategies
- Promotion of bicycling and reducing barriers
- Promotion of walking and reducing barriers
- Ridesharing (vanpool, carpool, car share, bike share)
- Technology applications including programming for mobile devices and intelligent transportation systems

Roadway space is finite; as such it should be managed as a valuable resource. With population growth comes increased demand on the roads, which in



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most parts of Fort Collins will not be widened to absorb more traffic. Road widening in built-out areas impacts neighborhoods and typically has been shown to induce more travel. A Transportation Options program, as funded by this offer, proactively works to shift trips to more efficient (meaning better use of limited street space) modes like transit, bicycling, walking and ridesharing.

The funds are envisioned to initially (2019) develop a plan laying out the program elements and structure. The second year (2020) would fund program operations (including a 0.5 hourly position), education events and incentives.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- TRAN 6.3 - Improve transit availability and grow ridership

<b>6.12</b>	<b>ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Master Plan - Unfunded</b>	<b>2019 - \$325,000</b> <b>2020 - \$0</b>
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This offer will fund a consultant contract to conduct the North College/Mountain Vista Enhanced Travel Corridor (ETC) Plan. This proposed effort is an action item identified in City Plan, the Transportation Master Plan (TMP) and 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 the community. With the success of the MAX bus service in 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. Significant developments are currently underway or proposed that will dramatically impact travel in northeast Fort Collins. 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 outlined in the Climate Action Plan.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.3 - Improve transit availability and grow ridership

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### 6.13 KFCG ENHANCEMENT: Motorist Education to Protect Vulnerable Road Users - Unfunded 2019 - \$25,000 2020 - \$25,000

Funding this offer will expand the reach of the City's FC Bikes Bicycle Ambassador Program (BAP) and Safe Routes to School (SRTS) program housed within the FC Moves Department. Working together, BAP and SRTS will increase bicycle, pedestrian and motor-vehicle driver educational offerings to high-school students and will offer the Bicycle Friendly Driver course to teachers, parents and administrators at K-12 schools.

BAP is the adult education branch of the City's FC Bikes program. BAP aims to make Northern Colorado the safest and best place to ride a bicycle by using BAP members to teach others how to bicycle safely, and how to operate motor vehicles safely when people on bicycles are present. BAP currently has more than 100 members who teach nearly 100 classes and offer bicycle-related educational activities at more than 50 events each year.

The City's SRTS program is also housed in the FC Moves department and has a long-term goal of having 50% of K-12 children safely biking or walking to school. SRTS provides programming at Poudre School District schools in Fort Collins on a specified schedule that ensures all K-8 students receive bike-ped safety education at key stages of their educational development.

In December 2015, FC Bikes launched a motorist-focused course titled Bicycle Friendly Driver (BFD) that has since reached more than 3,900 people in Northern Colorado. BFD is a 90-minute course taught by Bicycle Ambassadors in which motor-vehicle drivers learn how to safely share the road with bicyclists.

With this offer, SRTS and BAP will collaborate to offer Bicycle Friendly Driver to an additional 2,200 people annually -- 1,600 teenage drivers at high schools, as well as 600 parents, teachers and administrators at K-12 schools. Building on the success of SRTS in PSD schools, this will allow the two programs to expand their reach and provide safety education to all members of the family, making the roadways safer for all users. Funding will provide contractual services, office supplies and program supplies.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

### 6.15 ENHANCEMENT: Downtown Mountain Avenue Reshaping Project - Funded 2019 - \$0 2020 - \$100,000

This Offer funds the planning and concept design of a street reshaping project along Mountain Avenue, between Howes Street and the Lincoln Avenue Bridge. This project will redesign the four lane corridor to create a vibrant, multimodal corridor through the center of Old Town Fort Collins. Today, this section of Mountain Avenue has more travel lanes than necessary for the current and projected traffic volumes; a redesign will allow better utilization of the street space to establish a complete and sustainable street, offering benefits for mobility, the downtown, and the environment.

Through this process, design alternatives will be developed and evaluated through extensive public outreach for the downtown Mountain Avenue corridor, building on recommendations from recent planning efforts. The concept design will include streetscape, pedestrian and bicycle facility improvements, new

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landscaping, innovative intersection upgrades at Walnut/Mountain and Jefferson/Mountain, and vehicle access improvements to key destinations downtown including the adjacent parking garages.

Funds will be utilized for concept design and outreach in 2020 , with an offer for final design and implementation anticipated for the 2021-2022 budget cycle.

This project addresses an east west downtown bicycle connectivity gap while creating first/last mile connections to transit (MAX), recent improvements along Lincoln Ave., and existing north south bikeways (Mason and Remington). Further, this project capitalizes on the opportunity to convert this integral street through Old Town Fort Collins into a vibrant gateway accessible to all users, while also piloting innovative infrastructure designs proven successful in other communities around the world.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## 31.1 Streetscape Maintenance - Funded

**2019 - \$760,969**

**2020 - \$778,851**

Funding this offer maintains more than 396 streetscapes (medians and parkways) totaling 85 acres. Streetscapes help provide safe, functional and visually appealing streets for the community.

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

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. Local contractors are not equipped to handle the higher level of maintenance required for these areas. Subsequently the Parks Department horticulture staff has assumed responsibility for 14.44 acres of new and renovated medians with high-density plantings. This approach has been a success in keeping plant life alive and thriving under difficult conditions. The horticulture crew will continue to maintain all new streetscapes developed under the new standards with high-density planting to ensure the success of these locations.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

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## 31.2 ENHANCEMENT: 1.0 FTE - Park Technician and New Streetscapes - Funded

2019 - \$162,998

2020 - \$234,845

Funding this offer will provide resources for new streetscape maintenance responsibilities in 2019 and 2020. Capacity to absorb additional properties is unavailable without maintenance resources and new support personnel.

The Parks Department is tasked with maintaining the City's streetscape system. This program will be required to maintain an additional 265,267 square feet of property in 2019 and 180,076 square feet in 2020. The additional properties necessitate hiring a Park Technician in 2019. The new medians referenced in this offer have already been built through City Capital Improvement Projects. Examples of projects include the Lincoln Corridor (Lemay to Willow), the Prospect and Timberline intersection, Mulberry Bridge, the College and Prospect intersection and the Elizabeth/Shields underpass. The Parks Department assumes responsibility for maintaining these sites after Engineering's two year warranty period is complete.

Streetscape maintenance is requiring more technical expertise in irrigation system water management and conservation, GIS mapping, specialized horticultural knowledge of landscapes, and plant inventory and mortality analysis. It is a year round program and needs appropriate staffing to meet those obligations. The Park Technician is required to manage the horticulture aspects as well as the irrigation management. The goal of this enhancement is to properly resource and staff for additional streetscape maintenance responsibilities and year round demands placed on the program. Maintaining the new streetscapes as designed under the 2013 Streetscape Standards is the goal of the program.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 31.3 ENHANCEMENT: 1.0 FTE - Streetscapes/Horticulture Crew Chief - Unfunded

2019 - \$82,438

2020 - \$103,682

Funding this offer will provide necessary supervision and contract oversight for the expanding streetscapes and horticultural program within the Parks Department. The growth of this program is driven by continual construction of new streetscapes and by the 2013 Streetscape Standards, which has resulted in additional complex planting areas. Currently, this staffing resource is being provided by the Parks Project Manager in charge of the Parks Lifecycle program and a Parks Supervisor. This staffing model is diverting resources away from several essential programs and is not sustainable.

This position's responsibilities will be:

- Oversight of the streetscape maintenance contract. The contractor maintains 75 acres of turf, low-density plantings and hardscape medians and parkways.
- Supervise the internally staffed Enhanced Streetscape Horticultural Program (implementation of the 2013 Streetscape Standards for streetscapes with high-density plantings). Since its inception in 2013, this program has expanded to 14.44 acres without the needed supervision of a Crew Chief.
- Coordination with Engineering on enhanced streetscape projects and working with the Streetscape Standards team (five to six projects per year)
- Coordinate the Parks Horticultural Program that supports planted areas in Parks, Facilities, Cemeteries and Golf (approximately 515,000 square feet in 663 planting areas)

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- Supervise two Park Technicians and 11 hourly positions
- Maintenance of related technical resources (i.e., GIS mapping)
- Outreach and coordination with the CSU Horticultural Program
- Water management of all contracted and enhanced streetscape sites, includes 115 potable water taps and irrigation repairs
- Assistance with median renovations that are managed through the Parks Lifecycle Program (one to two projects per year)

This position will provide needed vision, direction and supervision for this program and will allow resources to be reallocated in other areas of the Parks Department.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 31.4 ENHANCEMENT: Streetscape Renovations - Unfunded

**2019 - \$400,000**

**2020 - \$400,000**

Funding this offer will provide \$400,000 per year for Streetscape renovations that involve irrigation, landscape and decorative hardscape treatments.

The City of Fort Collins is charged with maintaining approximately 85 acres of land in the public right-of-way. Approximately 50 acres of streetscapes are irrigated and in need of major renovations. Streetscapes use more than 24 million gallons of water, with a cost of more than \$145,000. These streetscapes support more than 3,000 trees within the urban forest and are located on major arterials, which help enhance the community character. There are more than 120 irrigation taps spread over three different water utility districts (Fort Collins Utilities, ELCO, Fort Collins/Loveland Water District). Streetscapes renovated through this offer will be converted to meet the 2013 Streetscape Standards, and to promote water conservation techniques and the use of Colorado-specific plant material.

Focus areas include partnering with the Downtown Development Authority (DDA) on planned improvements to Downtown streetscapes; safety improvements for visibility along Foxtail that were requested, but not funded, through the Vibrant Neighborhood Grant process; and completing plantings along the West Drake parkway project that was underfunded due to changing water tap fees. Water conservation-focused sites include areas with a poor history of water usage (consistent pattern of using more than the water budget or extreme due to irreparable irrigation system damage that affects plant mortality) and sites with installation dates of more than 30 years old. Examples of areas include sections along Drake Road, Shields Street, Taft Hill Road, Mountain Avenue, Willox Lane, Timberline Road near Harmony, and West Harmony Road. Additionally, installing centrally controlled irrigation controllers in strategic areas will improve water conservation.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

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## 31.5 REDUCTION: Contractual Median Maintenance - Funded

2019 - (\$25,000)

2020 - (\$25,000)

This offer will reduce funding for contractual median maintenance by \$25,000. The median maintenance contract will be rebid in 2019, and is anticipated to have a significant increase due to increased contractor labor costs. With less funding for the median maintenance contract and cost increases, the number of months medians are maintained will need to be reduced. Currently medians are maintained for nine months. This would need to be reduced to eight or seven months, depending on the bid price, which would delay sprinkler system turn-on, affecting plant health; delay spring clean-up and weeding; and negatively affect the overall look of the medians in the spring.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 34.1 Traffic Operations - Funded

2019 - \$3,328,350

2020 - \$3,258,556

This offer provides ongoing management, maintenance, repair and improvement of the City's traffic infrastructure, helping to 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 in minimizing travel delays, fuel consumption and air pollution.

2019: \$878,658; KFCG: \$0

2020: \$904,402; 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/markings maintenance is critical for public safety and the efficiency of the transportation system.

2019: \$1,044,536; KFCG: \$64,151

2020: \$1,079,004; KFCG: \$64,151

**Traffic Engineering:** Includes traffic signal timing, staffing 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, the 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.

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2019: \$1,194,046

2020: \$1,207,125

Total KFCG requested:

2019: \$64,151

2020: \$64,151

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

## 34.2 Traffic Operations Equipment - Funded

**2019 - \$238,715**

**2020 - \$206,191**

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. 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. KFCG funding has been used to replace critical 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 core services.

Without this funding, maintenance activities will go back to a less cost-effective reactionary mode where items are only replaced when they fail. This tends to be less cost-effective in the long run and has greater implications for users of the transportation system. It is also less strategic as decisions about equipment replacement are driven by immediate needs versus long-term planned asset management goals. By maintaining this funding for equipment replacement, Traffic Operations will be able to continue the proactive maintenance approach created with this funding.

This Offer supports the following Strategic Objectives:

- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins
- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

## 34.3 KFCG ENHANCEMENT: Adaptive Signal System Expansion - Funded

**2019 - \$57,581**

**2020 - \$28,281**

Funding this offer will expand the use of adaptive signal control in Fort Collins. In 2017, work began to install an adaptive signal control system on Harmony Road from Lady Moon to College. That project was completed in early 2018. A second adaptive system is slated for Timberline Road later this

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year.

Adaptive signal control is a state-of-the-art signal timing strategy intended to minimize stops, delays, air pollution and fuel consumption at signalized intersections. In most locations, 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.

Staff's experience with adaptive control on Harmony Road has helped target other specific locations that may benefit most from its use. Staff is proposing the use of adaptive control strategically at intersections on Lemay, Shields, Taft Hill and College. Based on the installation cost on Harmony, the requested \$150,000/year would provide for adaptive control at approximately 10 intersections per year.

This Offer supports the following Strategic Objectives:

- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- ENV 4.2 - Improve indoor and outdoor air quality

## 34.4 Signal Pole Inspection and Maintenance - Funded

**2019 - \$100,000**

**2020 - \$100,000**

Funding this offer will continue the signal pole inspection program started in 2017 and replace signal poles identified through that program. Starting in 2017, a structural engineering firm was retained to inspect signal poles throughout Fort Collins. To date, about half (250) of the City's signal poles have been inspected and six have been identified as in need of replacement. As inspections continue in 2018, staff anticipate that there will be more poles identified for replacement.

This inspection/replacement cycle should be an ongoing part of a traffic signal asset management program. Staff envision signal pole inspections on an industry standard four-year cycle (every other budget cycle) with funds from this offer during non-inspection years going toward replacing signal poles identified during the previous inspection cycle. That being the case, staff anticipate that the \$100,000 of KFCG Funds per year in this offer will be used primarily for signal pole replacements identified in 2017/2018. At approximately \$18,000 per pole, this offer would about cover the replacement of the six poles identified thus far in 2017/2018. Additional poles identified in 2018 would be replaced in 2020.

Maintaining this program also allows the City to retain the structural engineering firm on a standby basis to conduct inspections as the result of unforeseen circumstances. Traffic signal poles are sometimes damaged in traffic accidents. It will be beneficial to have a specialist on call who can inspect these poles to determine if they are fit to remain in operation or if they need to be replaced immediately.



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This Offer supports the following Strategic Objectives:

- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins
- TRAN 6.6 - Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure
- TRAN 6.1 - Improve safety for all modes of travel

## 34.5 Neighborhood Traffic Mitigation Program - Funded

**2019 - \$150,000**

**2020 - \$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 to implement 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 40 residential streets (five to six 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 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 \$150,000/year from the Traffic Calming Surcharge.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- TRAN 6.1 - Improve safety for all modes of travel

## 34.7 ENHANCEMENT: Bicycle and Pedestrian Infrastructure Maintenance - Funded

**2019 - \$0**

**2020 - \$52,000**

This is a joint offer between the Traffic Operations and Streets departments requesting additional funding to maintain new bicycle and pedestrian infrastructure. There are significant maintenance costs associated with bike and pedestrian facilities that are above and beyond current budgeted resources.

The following types of maintenance for new bike/ped facilities would be funded by this offer:

- Pavement - crack repair and potholes
- Sweeping and litter removal

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- Snow removal
- Traffic signals
- Pavement markings
- Traffic signs

New bike facilities require different maintenance strategies. First, the need for arterial street crossings on the City's low-stress bicycle network has resulted in the installation of new traffic signals at a higher rate than in previous budget cycles. By the end of 2018, eight to ten new signals will have been installed in the past two years along with associated pavement markings, often including green-colored markings and extensive directional and wayfinding markings. Protected bike lanes are being added that require new, more expensive maintenance methods. Access to the pavement in the protected areas for repair, sweeping and snow removal requires special equipment and more labor leading to increased cost. This offer is intended to fund these increased costs. The amount was calculated based on actual excess maintenance costs from previously completed bike and traffic signal projects.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel

## 35.1 Street Maintenance Program - Funded

**2019 - \$15,889,035**

**2020 - \$16,197,149**

Funding this offer provides roadway maintenance for 1,957 lane miles of roads. A pavement management system has been implemented and used to analyze pavement conditions and optimize the use of available funding, selecting the right maintenance treatment at the right time on the right street, for maximum benefit and protection of the City's ever-increasing infrastructure investment. Maintaining the existing infrastructure must always be the 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 can cost eight to ten times as much.

Additionally, construction costs continue to rise approximately 5% annually, which has long-term impacts on how much maintenance can be performed on a yearly basis if budgets are not increased at the same levels.

The SMP manages a variety of projects including asphalt repairs, crack sealing, 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 provides maintenance for safe, well-maintained infrastructure such as streets, curb and gutter, sidewalks, bike lanes and pedestrian access ramps. It is a legal requirement to make pedestrian access ramps Americans With Disabilities Act (ADA) compliant adjacent to streets scheduled for resurfacing.

The Alley Maintenance program is now included in the SMP to maintain 241 blocks of alleys. This includes routine maintenance of once-a-year blading in

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every unpaved alley, reconstruction of select alleys to improve drainage, cure problematic locations, and restore aggregate surface.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure
- TRAN 6.1 - Improve safety for all modes of travel
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 35.2 Snow and Ice Removal - Funded

**2019 - \$1,423,431**

**2020 - \$1,424,321**

Funding this offer will provide high quality snow and ice removal services for all modes of transportation through the Snow and Ice Program. A well planned and executed winter operations plan is imperative. This plan strives to maximize services while minimizing the impact to the environment and remain cost-efficient. The goal is to remove snow and ice from streets, bike lanes, sidewalks and pedestrian access ramps 24 hours after a storm. While the severity of each winter storm is unpredictable, the Streets Department will continue to work within its resources to maintain the highest level of customer service possible while balancing efficiency in snow and ice control.

When a storm is forecasted, City crews and contractors are readied 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 contractors 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 and parking. 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
- SAFE 5.4 - Improve emergency management and preparedness
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## 35.3 Essential Street Operations - Funded

**2019 - \$3,117,029**

**2020 - \$3,165,123**

Funding this offer will allow the Streets Department to manage and provide a high level of service for maintenance activities to enhance quality of life and preserve the quality of neighborhoods and business districts.

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Maintenance programs include: mowing, barrow ditches, unpaved roads, potholes, crack sealing, road shoulders, guard rails, asphalt patching, concrete repairs, the MAX corridor, pedestrian lighting, pedestrian underpasses and the adopt-a-street program. This offer also provides 24/7 on-call staff for emergency calls for support on any safety concerns, such as debris in the road or pavement failures.

The support functions are Administration and Information Technology and are vital to maintain a diverse department that represents more than 60 staff encompassing the following programs: Street Maintenance Program, Snow Operations, Emergency Responses, Graffiti, Sweeping, Alleys, Mowing & Road Shoulders, 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 \$210,515 (2019) and \$210,515 (2020).

This Offer supports the following Strategic Objectives:

- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins
- TRAN 6.1 - Improve safety for all modes of travel
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

## 35.4 Street Sweeping - Funded

**2019 - \$711,846**

**2020 - \$725,596**

Funding this offer provides strategic sweeping operations on streets and bike lanes throughout Fort Collins. As part of the street sweeping program, arterial streets (e.g., Horsetooth, Shields, Prospect) and their adjoining bike lanes are scheduled for sweeping once every two weeks. The Downtown area is swept two times per week. Residential and collector streets are swept four times per year.

Other components of the sweeping program include compliance with the Fugitive Dust Policy, bike lane sweeping, MAX/BRT sweeping, Mason Trail sweeping, and 24-hour emergency response for street and bike lane hazards.

Regular street sweeping is important for safety and overall air and water quality by removing debris. Regular street sweeping keeps debris out of the storm drains, improving the water quality and preventing street flooding by keeping storm drains open. Aesthetics is also an important consideration. Street sweeping has always been a demand from the public and the need will only increase as the street network expands with added lane miles and new residential areas.

Another benefit of sweeping is that it promotes the City as a bicycle-friendly community by providing safe traveling surfaces for bicycle commuters.

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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:

- TRAN 6.1 - Improve safety for all modes of travel
- ENV 4.2 - Improve indoor and outdoor air quality
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed

### 35.5 Planning, Development & Transportation (PDT) Work for Others - Funded

**2019 - \$4,131,021**

**2020 - \$4,166,526**

This collaborative offer is an opportunity for City departments, Colorado State University, Poudre School District, developers and public agencies to purchase high quality goods and services at competitive prices from the Streets, Traffic and Engineering departments. This program pays for itself through revenue generated from the following services:

- Street Patching
- Traffic Control
- Snow Removal
- Road Construction
- Crushing Operations
- Contract Sweeping
- Signs and Pavement Marking Installation
- Traffic Signal Construction

This program provides others with a quality product at a reduced cost while using City equipment and employee expertise. Through this program, the Streets Department provides street patching services for the Water, Wastewater and Light & Power departments, and maintenance and construction of new roads for Natural Areas and Wastewater. The program provides sweeping and snow removal services for the Civic Center Parking Structure, the Old Town Parking Structure, Police Services parking lots and various other City parking lots.

The Streets Department also provides traffic control services to all City departments on a full-time and emergency basis 24 hours a day, 365 days per year. Maintaining a high level of consistent, dedicated staff is critical to provide safe work zones for the traveling public and workers, no matter what the situation.

Traffic Operations typically builds or upgrades about four traffic signals per year for development or the City's Capital Improvement Projects. In addition, numerous signing and marking projects occur through this program. Funding for these projects comes from other jurisdictions, developers and other City departments.

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.

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This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- HPG 7.1 - Provide world-class municipal services to residents and businesses
- ENV 4.4 - Achieve the 2020 Road to Zero Waste goals and work toward 2030 zero waste goals

## 35.6 ENHANCEMENT: Alley Maintenance - Unfunded

**2019 - \$75,000**

**2020 - \$75,000**

This is a collaborative offer between the Streets and Forestry departments to provide safe and well maintained alleys for a total yearly cost of \$200,000. The remaining funding for this program is in offer 35.11.

As part of alley maintenance, there is a need to prune or remove woody vegetation for clear passage of high profile vehicles. It will require \$75,000 each year in the 2019/2020 budget cycle broken out as follows: \$25,000 for alley right-of-way surveys and \$50,000 to clear approximately 35 blocks of alley right-of-way each year. Thirty-five blocks of alley clearance per year would translate to a seven-year woody vegetation clearance rotation. This offer is scalable as to the amount of clearance work, but the cost to survey alley rights-of-way is fixed.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- HPG 7.1 - Provide world-class municipal services to residents and businesses
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods

## 35.7 ENHANCEMENT: Restore Street Maintenance Program Funding - Unfunded

**2019 - \$250,000**

**2020 - \$500,000**

One of the City's most valuable transportation assets is the street network, consisting of 1,957 lane miles of pavement, with an estimated replacement value of approximately \$1B. The City has established a goal of maintaining an overall Level of Service (LOS) "B" or "Good," or a pavement condition index (PCI) range of 70-85. In 2018, funding was reduced by \$900,000 as an ongoing reduction. This has a significant impact to the program and the level of service that can be provided. This offer attempts to partially restore the reduction on an incremental basis of \$250,000 in 2019 and \$500,000 in 2020. Over the three-year period of 2018-2020 this equates to a total reduction of \$1.95M if this enhancement is funded. If not, the total reduction to the Street Maintenance Program will be \$2.7M.

While conditions on the overall street network have been improving, if the funding reduction continues, over time it will cause decline in the overall PCI and create a backlog of deferred maintenance that will cost significantly more in future dollars.

While past investments have increased the PCI system-wide, the long-term outlook for the street system is that it will rapidly deteriorate. The program would be forced to focus more on arterial and collector streets, and residential streets would be compromised. It is estimated that the overall PCI will drop

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approximately one point per year, and by 2029 the PCI would be at a LOS “C” or “Fair,” with a PCI rating of 56-69.

This Offer supports the following Strategic Objectives:

- TRAN 6.6 - Maintain Level of Service ‘B’ for City streets and the current level of service for medians and associated infrastructure
- TRAN 6.1 - Improve safety for all modes of travel
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## **35.9    ENHANCEMENT: Backup Generators for Streets Facility and Traffic Facility (Traffic portion)    2019 - \$110,000 - Funded    2020 - \$0**

The Streets and Traffic Operations departments need emergency generators specifically for emergency situations where there is a complete loss of power. The Streets facility has a backup generator that is now 40 years old and no longer works. Repairs are cost-prohibitive due to the age and condition of the generator. The snow command center and material storage facility for granular and liquid use for winter operations has no backup power.

Traffic Operations operates and maintains 182 traffic signals located throughout Fort Collins. Signals can be managed in real-time from the Traffic Operations Center. Using CCTV cameras and other technologies to monitor and evaluate traffic conditions, staff is able to remotely adjust signal timing to maximize traffic flow and reduce congestion resulting from unanticipated events such as work zones, traffic crashes, trains, weather, floods, etc. In order to ensure continuity of operations, Traffic is requesting a backup generator that will allow the continued monitoring and adjustment of traffic signals during a localized power outage that affects the Traffic Operations Center.

The mere thought of a power outage can be daunting for these operations. The generators would allow the facilities to have enough power to operate critical systems. The community counts on the City to provide basic core services. These backup power generators serve to support these basic services as a source of alternative energy in times of crisis and to ensure operations continue despite power grid failures and power supply shortages.

Acting decisively and quickly during emergency situations, especially during times of natural disasters, is imperative to operations. Backup power will also help Streets and Traffic continue important administrative tasks that help manage or keep offices open to handle requests.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- SAFE 5.4 - Improve emergency management and preparedness

## **35.10    ENHANCEMENT: Backup Generators for Streets Facility and Traffic Facility (Streets portion)    2019 - \$230,000 - Funded    2020 - \$0**

The Streets and Traffic Operations departments need emergency generators specifically for emergency situations where there is a complete loss of power. The Streets facility has a backup generator that is now 40 years old and no longer works. Repairs are cost-prohibitive due to the age and condition of the generator. The snow command center and material storage facility for granular and liquid use for winter operations has no backup power.

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Traffic Operations operates and maintains 182 traffic signals located throughout Fort Collins. Signals can be managed in real-time from the Traffic Operations Center. Using CCTV cameras and other technologies to monitor and evaluate traffic conditions, staff is able to remotely adjust signal timing to maximize traffic flow and reduce congestion resulting from unanticipated events such as work zones, traffic crashes, trains, weather, floods, etc. In order to ensure continuity of operations, Traffic is requesting a backup generator that will allow the continued monitoring and adjustment of traffic signals during a localized power outage that affects the Traffic Operations Center.

The mere thought of a power outage can be daunting for these operations. The generators would allow the facilities to have enough power to operate critical systems. The community counts on the City to provide basic core services. These backup power generators serve to support these basic services, as a source of alternative energy in times of crisis and to ensure operations continue despite power grid failures and power supply shortages.

Acting decisively and quickly during emergency situations, especially during times of natural disasters, is imperative to operations. Backup power will also help Streets and Traffic continue important administrative tasks that help manage or keep offices open to handle requests.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- SAFE 5.4 - Improve emergency management and preparedness

## 35.12 ENHANCEMENT: Snow and Ice Removal - Unfunded

**2019 - \$800,000**

**2020 - \$800,000**

Funding this offer will provide high quality snow and ice removal services for all modes of transportation through the Snow and Ice 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 well as being cost efficient. The goal is to remove snow and ice from streets, bike lanes, sidewalks and pedestrian access ramps 24 hours after the storm. While the severity of each winter storm is unpredictable, the Streets Department will continue to work within its resources to maintain the highest level of customer service possible while balancing efficiency in snow and ice control.

When a storm is forecasted, City crews and contractors are readied 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 contractors 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 and parking. It requires multiple pieces of heavy equipment, and snow must be picked up and hauled to a designated snow dump site.



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This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- SAFE 5.4 - Improve emergency management and preparedness
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## 36.1 Harmony Road Maintenance - Funded

**2019 - \$272,347**

**2020 - \$272,641**

Funding this offer will support ongoing maintenance and operation of a key city arterial to ensure quality infrastructure and smooth traffic flow.

Harmony Road is a major arterial road that links I-25 to U.S. Highway 287. In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to own and maintain Harmony Road. The funding is currently part of the 292 fund and is identified as the Harmony Road Maintenance Fund. This is a joint offer between the Streets and Traffic departments to provide routine maintenance such as sweeping, snow and ice removal, pothole repair, traffic signs and signal repairs, pavement markings, and mowing the road shoulders and medians. The expenditures for these activities are drawn directly from the Harmony Road Reserve.

This offer also includes the landscaping, maintenance and utility costs for the Harmony Transfer Center, also known as the Harmony Park and Ride, and the Harmony/I-25 interchange. This facility serves a variety of multi-modes and socio-economic groups: 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 rights-of-way.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- TRAN 6.6 - Maintain Level of Service 'B' for City streets and the current level of service for medians and associated infrastructure

## 45.1 Transit Local Fixed Route Network - Funded

**2019 - \$16,987,578**

**2020 - \$17,376,362**

Funding this offer will provide fixed route transit service within the City of Fort Collins and regional service. This offer is a request for Transfort to continue to provide transportation options for the community via transit service along 22 routes, which include MAX, FLEX (regional service to Loveland/Longmont/Boulder), Around the Horn, Gold and 18 local routes.

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This proposal will pay for bus operator salaries and benefits, fleet maintenance expenses, fuel (bio-diesel and Compressed Natural Gas [CNG]), insurance, operator uniforms and support services, including a contractual transit planner position.

This offer will fund 129,000 hours of revenue service for each of the budget cycle's two years. Anticipated levels of ridership are in excess of 4 million trips per year. Over the last year, fixed route ridership has increased by 6%; from 2013 to 2016 transit ridership in Fort Collins increased by 78%. 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 Federal Transit Administration (FTA) Section 5307 grants (~\$5M)
- State funding from FASTER (~\$400k)
- Advertising fees from the buses and bus shelters along the routes (~\$300K)
- Fare and pass revenue and grant funding from the Bohemian Foundation (which allows youth to travel free of charge on all routes) (~\$600k)
- An Agreement with Colorado State University and the Associated Students of Colorado State University to provide enhanced transit services to campus and surrounding areas (~\$2M)
- Revenue from the use of Transfort's bus wash facility on Trilby Road
- The General Fund or other City sources (~\$9M)

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## 45.3 Dial-A-Ride Service - Funded

**2019 - \$2,088,000**

**2020 - \$2,123,000**

Funding this offer will provide the federally-mandated Dial-A-Ride paratransit service to Americans with Disabilities Act (ADA) eligible individuals within a 3/4-mile radius of an existing transit fixed route, Dial-A-Taxi service that provides taxi vouchers to Dial-A-Ride clients, and specialized shuttle service for individuals with a disability accessing Foothills Gateway, Inc.

The Americans with Disabilities Act of 1990 stipulates that any transit agency offering fixed route service must also provide paratransit service to eligible passengers 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 on 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. The 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. The existing contract rate

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includes increases each year. The existing contract for Dial-A-Ride expires in 2018 and the new per trip rate will be negotiated in 2019. This offer also includes appropriation of funds for Dial-A-Taxi vouchers. Each Dial-A-Taxi voucher is \$20, regardless of trip length, and is paid for at an 80%/20% match of federal and local funds. Dial-A-Taxi trips must start in the service area, but can end at any location.

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 the City's General Fund.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity

## 45.5 Transfort 365 Service - Funded

**2019 - \$870,012**

**2020 - \$885,992**

Funding this offer will provide continued Transfort 365 service (Sundays and holidays) at the current level funded in 2017 and 2018. Six routes (MAX, 2, 3, 8, 14 and 16) currently operate on Sundays and holidays, including paratransit, from 8 a.m. to 7 p.m. The service, which began in August 2017, has been funded by the City, Colorado State University (CSU) and the Associated Students of Colorado State University (ASCSU). CSU and ASCSU contribute approximately 25% of the funding per year.

The provision of 365 service has been well received by transit riders and ridership has exceeded projections by 52%, for a total of approximately 2,000 passenger trips on an average Sunday. The service has provided a lifeline to those who depend on transit for their daily mobility needs. The service has also helped to accommodate demand by visitors to Fort Collins and CSU, and for people traveling to Downtown for events.

Expansion of Sunday and holiday service is proposed in Offer 45.6.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## 45.6 ENHANCEMENT: 5.0 FTE (4 Bus Operators, 1 Supervisor) - Additional Transfort 365 Service - Unfunded

**2019 - \$183,339**

**2020 - \$503,092**

Funding this offer will expand Transfort 365 service to include additional key routes. Six routes currently operate on Sundays and holidays, including MAX, from 8 a.m. to 7 p.m. The level of service that began in August 2017 includes contributions from Colorado State University (CSU) and the

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Associated Students of Colorado State University (ASCSU) in the amounts of \$105k/year each. The existing service is proposed to be continued in Offer 45.5. This offer closes the funding gap for the cost of the existing service (\$71K) and expands paratransit service to the weekday service area on Sundays and holidays (\$80K).

365 service has exceeded ridership projections by 52%, for a total of approximately 2,000 passenger trips on an average Sunday. The addition of Sunday and holiday service has provided options, flexibility and basic mobility to those who depend on transit for their daily needs. The service has also helped to accommodate demand by visitors to Fort Collins and CSU, and for people traveling to Downtown for events. The year-round, consistent paratransit service will address citizen requests to increase mobility options for individuals with disabilities who are unable to use the fixed route system.

Based on the demand for existing routes, this offer requests funding to operate additional routes on Sundays and holidays. Routes that have been identified for expansion include 5 (Lemay), 7 (Drake), 9-10 (Old Town West), 18 (Riverside/Prospect) and HORN (CSU campus). Funding this offer will also expand the Dial-A-Ride service area on Sundays. Dial-A-Ride is a federally mandated paratransit service for individuals who are unable to use the fixed route bus system due to a disability. Adding these routes is expected to provide 700 additional daily passenger trips.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## **45.8    ENHANCEMENT: 3.0 FTE - Bus Operators - Southeast Transit Fixed Route and Dial-A-Ride    2019 - \$560,000** **Service - Unfunded    2020 - \$347,387**

Funding this offer would provide new fixed route transit service and demand response paratransit service (Dial-A-Ride) to a portion of the southeast area of Fort Collins. Currently, there is limited transit and paratransit service in areas south of Harmony Road along College, Trilby and Lemay. Residents and social service agencies regularly request service to the area.

This offer would provide access to a fixed route and paratransit for low-income residents in communities such as Provincetowne, clients of social service entities such as Foothills Gateway, senior housing residents, and others living and working along the College, Trilby and Lemay corridors. Fixed route service would operate every 30 minutes, Monday through Saturday from 6:30 a.m. to 6:30 p.m.

A significant portion of the cost of this offer is for Americans with Disabilities Act (ADA)-mandated demand response service required within ¼-mile of the fixed route (cost is approximately 50% fixed route and 50% paratransit, not including a new bus). Dial-A-Ride is expected to be heavily used by Foothills Gateway clients based on past usage. City staff is engaged in discussions with Foothills Gateway about partnering, and while to date Foothills Gateway remains non-committal about funding, it may be willing to contribute in the future.

Projected ridership for the fixed route would be 11 passengers per hour on weekdays (136 per day) and eight passengers per hour on Saturdays (100 per day). Approximately 44 daily trips are anticipated for Dial-A-Ride.

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This offer includes buying one Compressed Natural Gas bus in 2019 to allow service to start in August 2020. To expedite the start of the service, fixed route service could be temporarily contracted out.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## 45.10 ENHANCEMENT: Dial-A-Taxi Increase Service Availability - Unfunded

**2019 - \$109,500**

**2020 - \$109,500**

Funding this offer will allow 15 additional Dial-A-Taxi trips per day for Dial-A-Ride customers. Dial-A-Taxi is a supplemental program that provides voucher subsidies for Dial-A-Ride passengers, individuals who are unable to use the fixed route bus system as a result of a disability. The cost of adding 15 additional Dial-A-Taxi trips per day is \$109,500 annually. An eligibility process is used to determine if someone is eligible for the service. This process includes an application and a health care provider determination.

The voucher program assists in expanding the level of service available through Dial-A-Ride. Specifically, Dial-A-Taxi allows passengers to traverse beyond the limited Dial-A-Ride service area, to travel at any time of day and any day of the week, regardless of whether Dial-A-Ride service is available or fixed route bus service is running. Currently, Dial-A-Taxi trips must originate in the Dial-A-Ride service area, but can end at any destination. The subsidized voucher pays for up to \$20 on the taximeter and the customer is responsible for any overage. The Dial-A-Taxi program has been instrumental in allowing Dial-A-Ride passengers more flexibility and freedom than allowed in a standard Americans with Disabilities Act (ADA) paratransit service program. Contractually, each voucher costs \$20 regardless of the trip length.

The Dial-A-Taxi program is currently being funded by a federal grant and the current level of funding only provides 20 Dial-A-Taxi trips per day. Passengers are allowed to book trips one day in advance. The program has gained popularity and the available trips for the day are regularly reserved within the first 10 minutes of the reservation window opening. For example, by 8:10 a.m. on Saturday all of the available Sunday trips were booked. Requests for additional Dial-A-Taxi services have been made frequently throughout the past year. City staff is concurrently working on several other program changes to maximize the effectiveness of the Dial-A-Taxi program.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership

## 45.11 ENHANCEMENT: Electric Bus Pilot - Funded

**2019 - \$880,000**

**2020 - \$0**

This offer will fund the purchase of one electric bus (zero tailpipe emissions) and charging infrastructure for an electric bus pilot project. Transfort has secured a Congestion Mitigation and Air Quality (CMAQ) grant for \$775,000 to purchase one 35-foot bus and one depot charger; this offer would be used as a local match. The pilot program will help Transfort analyze the transit system's variables and operational characteristics to determine the feasibility of

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transitioning Transfort's fleet to electric.

The purchase of zero-emission vehicles furthers the overall City goals of reducing greenhouse gas emissions and will allow for significant savings in maintenance and fuel costs moving forward. The cost of the bus is approximately \$850,000 and the charger and related infrastructure is \$250,000, making the total project cost \$1.1M. The funding needed less the CMAQ grant is \$325,000. Of that \$325,000 in City funds, \$220,000 in funding is already appropriated in the CCIP Transfort Bus Fleet Replacement project. The remaining \$105,000 will be funded by General Fund reserves that have been dedicated for Transfort bus replacement. The net request in this offer is \$880,000 for the remaining appropriation needed.

This bus would be primarily used on the Horn campus shuttle, which serves the university population but also encompasses student housing and residential neighborhoods (including single-family homes, townhomes and apartment buildings), and connects east/west commuters in this area to the north/south Bus Rapid Transit (MAX) line.

Altoona Test Reports demonstrate electric buses see energy efficiency in the amount of 7.70 kWh/mi, equivalent to 22.14 MPGe (Miles per Diesel Gallon equivalent). This fuel economy would be nearly a four-fold increase in efficiency over the average of Transfort's feet (a mix of CNG and diesel transit vehicles), which is currently 4.06 MPGe.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ENV 4.2 - Improve indoor and outdoor air quality

## **45.12 ENHANCEMENT: 8.0 FTE - Bus Operators - North College Corridor Transit Improvements - 2019 - \$1,260,000 Unfunded 2020 - \$565,590**

Funding this offer will provide additional fixed-route transit service and enhancements along the North College corridor, resulting in expanded transit service on and east of North College.

The specific request is to fund two additional buses exclusively operating on North College with 10-minute frequencies, realign Routes 8/81 to east of College, expand Route 81 days/hours of service with 20-minute headways (60-minute on Sundays), and add shelters to existing bus stops.

Since 2015, stakeholders along North College have requested enhanced transit service. Routes 8/81 have the fastest-growing ridership in Transfort's system with approximately 25K passenger boardings/month. A steady increase in ridership is projected over the next five years. Expanded bus service would be an incremental step toward the enhanced travel corridor concept with bus rapid transit as identified in the Transportation Master Plan and prioritized by Council.

The primary markets for the current routes are clients of social service agencies and residents of mobile home parks. The North College area is evolving with more business growth and new housing development. The demand for social services remains high. A dedicated transit route on North College will support the vision for area revitalization and growing ridership, while providing a viable mobility option to all potential transit users. Improved transit service

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contributes to higher ridership, ultimately reducing single-occupant vehicle travel on North College.

Due to the 18- to 24-month timeframe to purchase and build buses, enhanced service would begin in August 2020, and operating costs for 2020 are pro-rated to reflect that start date. To expedite the start of the service, a portion of fixed route service could be contracted out temporarily to a transportation provider.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- TRAN 6.1 - Improve safety for all modes of travel
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 45.13 ENHANCEMENT: Regional Transit Service Partnership from Greeley to Fort Collins - Funded 2019 - \$0

**2020 - \$100,000**

Funding this offer will allow the City to contribute to regional transit service between Greeley and Fort Collins operated by Greeley-Evans Transit (GET). Travel between Northern Colorado communities has been growing and it is estimated that more than 14,000 people commute daily between Fort Collins, Windsor and Greeley. The high level of in-commuting has a significant impact on congestion and quality of life for residents and travelers.

Regional services are a key mobility option that help address the negative impacts of in-commuting. Following the successes of FLEX, a regional service operated by Transfort that connects communities along Highway 287, and Bustang, a Colorado Department of Transportation (CDOT) service between Fort Collins and Denver, GET proposes a new express route between Greeley and Fort Collins. The service is anticipated to operate seven trips per day between Greeley and Fort Collins, with stops at Colorado State University (CSU), University of Northern Colorado (UNC) and Windsor. The alignment in Fort Collins is proposed to include I-25 from Highway 392 to Highway 14 with a stop at the Harmony Transfer Center (HTC), and along Highway 14/Mulberry to the CSU Transit Center. Passengers would be able to make transfers to other routes at the CSU Transit Center and MAX, and make transfers to Bustang and Transfort's Route 16 at the HTC.

Based on a recent survey, almost 3,000 faculty and students commute between Fort Collins and Greeley, and many others in nearby communities indicated a desire for regional transit service. The result of such a service would be a reduction of intra-regional commuting by single-occupant vehicles, air quality improvements and reduced greenhouse gas emissions, less congestion and higher quality of life for commuters and residents. The proposed funding partners include CDOT; the cities of Greeley, Evans, Windsor and Fort Collins; and CSU and UNC.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

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## **45.14 ENHANCEMENT: West Elizabeth Enhanced Travel Corridor Implementation Plan - Unfunded      2019 - \$150,000 2020 - \$0**

This offer will fund the next steps of the West Elizabeth Enhanced Travel Corridor (ETC) Plan (adopted in 2016 by City Council) and coordinate the effort among City departments and potential partners, such as Colorado State University (CSU).

The ETC Plan envisions efficient, high frequency bus rapid transit-like service on West Elizabeth, extending onto the CSU campus and Downtown, with connections to MAX. The planned enhanced level of transit service addresses demand generated from the densely populated corridor and the large employment center, CSU. Implementing the ETC also addresses heavy transit loads/passengers left behind and infrastructure needs for travel by bicycle or foot. The ETC Plan recommended the following steps to get to a shovel-ready project: coordination of incremental projects, completion of 35% project design, providing environmental assessment work and entering into the project development process for state and federal capital funding. The Plan also recommends a phased approach to implementation. These steps are similar to those used for the MAX project and are typical for a large-scale project.

There are several local, state and federal capital funding sources that could be able to pay for the estimated \$18 million capital costs of the project. However, to be considered for funding, projects must be "shovel-ready." A number of key questions must be addressed in order to prepare this project for funding, such as:

- What are the specific steps needed to advance the project forward?
- How do planned West Elizabeth capital projects fit within the larger project scope and how do approved/planned development projects affect the implementation?
- What specific funding sources are available, including a CSU partnership, and what are the steps to entering the process?
- Are some of the larger elements, such as the roundabouts, bicycle improvements at intersections, and transit signal priority feasible?

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- TRAN 6.1 - Improve safety for all modes of travel
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## **45.15 ENHANCEMENT: Transfort Capital Asset Repair and Replacement - Funded      2019 - \$2,387,000 2020 - \$937,500**

This offer will provide the funds for Transfort to repair, replace and maintain its capital equipment and facilities in 2019 and 2020. This offer is requesting appropriations totaling \$2,387,000 in 2019 and \$937,500 in 2020. This offer provides funding for capital repair, technology, bus/vehicle and equipment replacement items.

For 2019, Transfort was awarded \$1.35 million in Congestion Mitigation and Air Quality (CMAQ) grants for the purchase of three compressed natural gas (CNG) buses to replace diesel buses that are past end-of-life. This award requires \$424,000 in local match, of which \$280,000 is already appropriated in the CCIP Transfort Bus Fleet Replacement project. This leaves \$144,000 to be funded by General Fund reserves that have been dedicated for Transfort bus replacement. The net request for this offer is \$1,494,000 for the remaining total appropriation needed.



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Transfort receives annual federal formula grant funding (5339) for capital repair, replacement and enhancement. In 2019, Transfort anticipates \$540,000 in 5339, which requires a \$135,000 local match. In 2020, Transfort anticipates \$550,000 in 5339, which requires a \$137,500 local match. Transfort receives \$200,000 annually in Colorado Department of Transportation (CDOT) capital grant money. A \$50,000 local match is required. 5339 and CDOT capital grant money is used toward facilities, rolling stock and equipment.

Transfort annually receives federal grant funding to repair and replace its capital equipment and facilities. Over time, federal funding has allowed Transfort to replace its aging fleet; repair and renovate its existing maintenance facility, bus stops and transit centers; and implement new technology that benefits Transfort and its customers. In total, funding this offer will allow Transfort to leverage \$2.09 million in grant funding with a \$609,000 local match in 2019 and \$750,000 in grant funding with a \$187,500 local match in 2020.

Total appropriation requested in this offer is \$2,387,000.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## **45.16 ENHANCEMENT: 6.0 FTE - Bus Operators - Lincoln/Downtown/Colorado State University Transit Service through Partnerships - Unfunded**

**2019 - \$1,170,000**

**2020 - \$327,028**

Funding this offer will assist in establishing partnerships to contribute to a shuttle route linking three important activity centers: Lincoln Corridor, Downtown and Colorado State University (CSU). Transfort has been approached by entities to explore the possibility of a jointly funded service to link Lincoln with CSU. To further pursue new partnerships, Transfort will need to initiate an outreach program directed toward potential funding partners, and provide funding for Transfort's share of the new service. Potential partners for the service include student housing project owners/managers, Lincoln Corridor businesses and employers, Downtown businesses and employers, CSU and Associated Students of CSU.

The Lincoln Corridor/Downtown/CSU route fulfills a need that was identified in the Downtown Plan, the Lincoln Corridor Plan and the Transfort Strategic Operating Plan. The new transit route connects these major activity centers, which together boasts more than 35,000 jobs. In addition, the Downtown area has more than 14,000 residents, the majority of which are age groups that trends have shown are more likely to use alternative modes of transportation (Fort Collins Market Assessment Downtown Plan, 2015).

This route will provide a frequently requested direct connection between the CSU Transit Center and Downtown. Currently, this connection is made only through a transfer between the HORN on-campus shuttle and MAX, or the infrequent service on Route 10.

Funding in 2019 would pay for contract assistance to work with potential partners and solidify funding. The goal would be to begin service in August 2020, and reach a 50% cost share between the City and other partners (approximately \$450K City, \$450K partners). If the goal for partner funding is not met, service would be delayed until sufficient funding is committed or reduced in span or frequency.

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Ridership is projected to be approximately 560 daily passengers or 24 passengers per revenue hour, exceeding Transfort's goal of 20 passengers per revenue hour.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- TRAN 6.1 - Improve safety for all modes of travel
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## **45.17 ENHANCEMENT: 13.0 FTE (12 Bus Operators, 1 Supervisor) - Improved Service and Increased Frequency to Existing Routes - Unfunded**

**2019 - \$1,805,887**

**2020 - \$835,863**

Funding this offer will provide increased frequencies and more reliable service to several existing Transfort routes.

(1) Routes 6 (Taft Hill) & 12 (Horsetooth) are among the system's worst performing due to poor reliability, with just 50% of trips on time, and this is a contributing factor to low ridership. Two options are available for fixing the problems: One is a cost-neutral option that realigns the routes but eliminates service in some areas; the second (captured in this offer) requires funding to support the current service with an additional bus, adds service to the Foothills Mall/Harmony area and has more transfers to MAX. Stabilizing these routes is expected to increase daily ridership by approximately 200 trips. Includes one bus (\$560K) and ongoing service (\$600K).

(2) Provide high-frequency, 15-minute service on Route 7 (Drake), a key east-west MAX connector. Robust connections are an important element of Transfort's strategic plan, and high frequencies provide freedom to passengers by providing service when people need it, reducing wait times, increasing the availability of bus transfers and improving reliability. This enhancement may also reduce the demand for parking spaces at the Drake Station. Weekday ridership is projected to increase by 38% with these changes, from 589 to 812 daily passenger trips. Includes two buses (\$1.12M) and ongoing service (\$748K).

(3) Increase frequencies on Route 19 (Shields) to enhance customer access along Shields and to Colorado State University (CSU), Front Range Community College (FRCC) and Rocky Mountain High School. Since Route 19 runs every 30 minutes only during peak hours, when CSU is in session, the offer would pay to increase service from 60 to 30 minutes at all other times, and 60-minute service on Saturdays. Residents regularly request more service on this route. Transfort projects that this enhanced service will increase weekday ridership by 36% while providing a higher level of reliability for the route. Includes ongoing service (\$346K).

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

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## 45.18 ENHANCEMENT: Microtransit Pilot - Unfunded

2019 - \$100,000

2020 - \$196,248

This offer will fund a feasibility study of City support for a privately operated, flexible transit service, referred to as “microtransit,” and a pilot program to provide a new microtransit service beginning in August 2020. Microtransit is a niche service that can address transit needs in unique situations, such as lower-ridership neighborhoods and other hard-to-serve areas, first-mile/last-mile connections, and service to special populations (e.g., seniors). While microtransit can take many forms, stop locations and schedules are more flexible, ridership on these services are generally lower than fixed-route transit, buses are smaller and carry fewer passengers, fares tend to be higher and ride requests are typically made by smartphone.

Programs providing public funding for microtransit partnerships are growing throughout the country. Most operate as a shuttle service, picking up riders along a flexible route to one or more destinations using vans or similar small transit vehicles. Experiences throughout the country have been mixed and public support for such services has raised several issues, including ADA accessibility, redirecting resources to lower ridership services, equity around cost and access, and high cost per passenger trip.

To understand if microtransit is appropriate for Fort Collins, a feasibility study needs to be prepared. Such a study would establish program goals; analyze demand; identify a candidate service area; investigate regulatory issues, capital and operating costs; and recommend an appropriate operations and marketing plan. The funding would also provide a public process for gathering community input on microtransit in Fort Collins. Pending the results of the study and a recommendation to proceed, the offer would fund a pilot microtransit service to begin in August 2020. This special service would be set up in a viable candidate area using a privately contracted model and vehicles leased or purchased by Transfort.

This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

## 45.19 Colorado State University Football Game-Day Transit Services - Funded

2019 - \$150,000

2020 - \$150,000

Funding this offer will enable Transfort to continue to provide enhanced transit routes during Colorado State University (CSU) football games.

These services are provided before, during and after football games hosted at CSU's Canvas Stadium. CSU and the City work together to design the service; the City is reimbursed for actual costs.

The City of Fort Collins and CSU have entered into an Intergovernmental Agreement (IGA) to fund these services. CSU funds the entire cost of this offer. Additional expanded service on game days necessary to fund community-wide increased demand is funded in Transfort's ongoing core services offer.

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This Offer supports the following Strategic Objectives:

- TRAN 6.3 - Improve transit availability and grow ridership
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City

## 45.20 KFCG ENHANCEMENT: Bus Stop Improvements/Upgrades - Unfunded

**2019 - \$361,890**

**2020 - \$364,730**

Funding this offer will provide the necessary resources to continue upgrading bus stops to be accessible and meet applicable federal regulations and design standards. Transfort estimates an average of 25 bus stops to be upgraded each budget year.

KFCG funding of \$363,287 in 2019 and \$366,173 in 2020 is proposed for ongoing bus stop enhancements to meet applicable federal regulations and design standards, and for concrete repair and maintenance.

The bus stop replacement program is proposed to be funded from two sources (KFCG and CCIP) and totals approximately \$465k each year. This offer proposes the KFCG portion; and Offer 45.21 proposes the Community Capital Improvement Program (CCIP) portion.

Transfort annually receives federal grant funding to repair and replace its capital equipment and facilities. This federal funding is critical to maintain Transfort's assets in a state of good repair. However, a majority of this funding goes toward vehicle fleet replacement and is not sufficient to adequately maintain and upgrade the bus stops. As a result, KFCG and CCIP funding has been used to address bus stop accessibility deficiencies.

Additional bus stop improvements and upgrades are proposed in Offer 45.21.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.3 - Improve transit availability and grow ridership

## 45.21 ENHANCEMENT: CCIP - Bus Stop Improvements - Funded

**2019 - \$100,000**

**2020 - \$100,000**

Funding this offer will provide the necessary resources to continue upgrading bus stops to be accessible and meet applicable federal regulations and design standards. Transfort estimates an average of 25 bus stops to be upgraded each budget year.

Ballot-mandated funding of \$100,000/year in both 2019 and 2020 is proposed for ongoing bus stop enhancements to meet applicable federal regulations and design standards, and for concrete repair and maintenance.

The bus stop replacement program is proposed to be funded from two sources (KFCG and CCIP) and totals approximately \$465k each year. This offer

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proposes the CCIP portion; Offer 45.20 proposes the KFCG portion.

Transfort annually receives federal grant funding to repair and replace its capital equipment and facilities. This federal funding is critical to maintain Transfort's assets in a state of good repair. However, a majority of this funding goes toward vehicle fleet replacement and is not sufficient to adequately maintain and upgrade the bus stops. As a result, KFCG and CCIP funding has been used to address bus stop accessibility deficiencies.

Additional bus stop improvements and upgrades are proposed in Offer 45.20.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.3 - Improve transit availability and grow ridership

## 46.1 Parking Services - Funded

**2019 - \$2,377,558**

**2020 - \$2,436,082**

Funding this offer will continue to provide the core functions and mission of Parking Services including managing public parking, creating on-street parking space turnover, providing parking for those with long-term parking needs, contributing to safe and orderly traffic flow, and enhancing neighborhood quality by enforcing parking regulations. This offer is 100% funded from ongoing Parking revenues.

Parking Services' primary divisions consist of customer service, enforcement, Residential Parking Permit Program, community parking management solutions and facility operations. Parking Services manages the daily operations of the structures, lots and pay machines; parking enforcement and citation management; and administering the sale and renewal of monthly and annual parking permits. Funding continues the operations and maintenance to manage the Civic Center and Old Town parking structures, as well as multiple surface lots, and maintains an existing level of service for the Residential Parking Permit Program (RP3). In addition, Parking Services provides community parking management solutions to address CSU home football games.

Parking Services supports the economic vitality of Downtown Fort Collins by creating on-street parking space turnover by monitoring and enforcing parking time limits and providing parking structures as an alternative. Parking Enforcement contributes to safe and orderly traffic flow and neighborhood quality through the education and enforcement of parking regulations.

This Offer supports the following Strategic Objectives:

- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods

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### 46.2 Firehouse Alley Parking Structure Operations and Maintenance - Funded

2019 - \$255,224

2020 - \$261,542

Funding this offer will provide the necessary operations and maintenance funding to manage the Firehouse Alley Parking Structure. Additionally, this offer will fund the requirement to maintain a reserve for major maintenance in the structure.

The City owns the structure in partnership with the Downtown Development Authority and the Bohemian Foundation. The City's portion of this offer is 100% funded from ongoing Parking revenues.

Services provided by this offer include landscaping and snow removal, facility maintenance and repair, security service, parking technology, video surveillance system and creating reserves. This offer is necessary to properly manage and maintain this City asset that is critical to the long-term sustainability of Downtown, and is consistent with the Parking Plan and Downtown Plan by facilitating infill and redevelopment.

Since the structure opened in December 2017, use is steadily increasing by 5% on average per month as customers become more aware. Currently average use on weekdays is 45% and is 55% on weekends, with max periods on weekends that reach 90%.

This Offer supports the following Strategic Objectives:

- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods
- SAFE 5.8 - Improve security at City facilities and properties

### 46.3 ENHANCEMENT: Parking Capital Equipment - Funded

2019 - \$230,000

2020 - \$10,000

Funding this offer will support the growth of Parking Services infrastructure management and enforcement. This request is for funds entirely from the Parking Services reserve fund.

The Residential Parking Permit Program (RP3) has grown exponentially in the last two years from 822 parking spaces in 2015 to 4,180 in 2017. Projections show similar growth in the next two years, including the enforcement of Colorado State University stadium events. Additionally, Parking Enforcement Officers are now more actively managing and enforcing areas at Downtown's periphery such as the River District, Canyon Avenue, University North and the Mason Corridor.

Funding requests for this offer include replacing two enforcement vehicles equipped with License Plate Recognition (LPR) technology totaling a one-time expense of \$190,000 (\$95,000 per vehicle) in 2019. Additionally, replacement signage for Downtown extended parking enforcement hours will total \$30,000 in 2019. The total cost for RP3 signage will be \$10,000 in 2019 and \$10,000 in 2020.

# TRANSPORTATION

This Offer supports the following Strategic Objectives:

- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods

## 46.4 ENHANCEMENT: Citywide Parking Master Plan - Unfunded

**2019 - \$250,000**

**2020 - \$0**

This offer will fund the development of a Citywide parking plan. The plan will incorporate parking as a critical element of the transportation system.

The recently adopted 2017 Downtown Plan identifies the need for a Citywide parking plan to include a menu of parking options and address funding mechanisms, organizational structure and stakeholder involvement (e.g., parking benefit district).

Questions this plan will address are:

- How does parking support the the City's transportation system goals?
- How can parking policy support the Climate Action Plan?
- How do the City's parking policies address innovations in transportation technology?
- How can the City resource parking services for future growth?

Parking plays a significant role in shaping the community, environmental quality and transportation choices. Aligning parking strategies with policies adopted in City Plan, the Climate Action Plan, and Transportation and Transit Master Plans will be crucial to the success of implementing these plans.

Currently, the City only has policies addressing parking Downtown and for the Residential Parking Permit Program (RP3). Development and economic growth continue to occur throughout commercial corridors. Parking Services is being asked to manage more parking in ways similar to Downtown with limited resources and no policy guidance. A parking study will address these issues and determine future policy.

This Offer supports the following Strategic Objectives:

- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections

## 46.5 ENHANCEMENT: MAX Parking Improvements - Unfunded

**2019 - \$700,000**

**2020 - \$10,400,000**

Funding from this offer will improve parking supply at MAX Bus Rapid Transit (BRT) stations.

Presently, the City is using a \$40K 5304 FTA grant to identify opportunities for investment in park-n-rides near MAX stations. The study will identify opportunities for parking easements, lease agreements, shared parking and fee-simple purchases.

## TRANSPORTATION

The highest-demand park-n-ride for MAX is the Drake Station, which has a 60-space shared parking easement and an additional 18 spaces along the guideway. However, demand far exceeds the capacity with spillover into the former Kmart parking lot averaging 250+ occupancy. The former Kmart is in the process of redevelopment to become a King Soopers grocery store (anticipated groundbreaking in 2019) and will no longer allow spillover beyond the 78 dedicated spaces. The City contracted a feasibility study to develop a parking structure in the easement area and the property owner has expressed willingness to participate in the needed restructuring of the easement agreement.

This request is to fund the entire \$11.1 million, ~300 space parking structure (\$37,000/space). This funding request can potentially be reimbursed, in part or in entirety, by the Urban Renewal Authority through Tax Increment Financing, which will be proposed for this purpose.

The initial phase of this project is to design the structure (architecture and engineering) and procure a long-term lease agreement with the property owner. Based on the cost of the Firehouse Alley Parking Structure in 2017, the cost to design and engineer is estimated at \$600,000.

The recently adopted 2017 Downtown Plan identifies park-n-rides as a key strategy to get people to Downtown without driving and recommends exploring additional parking opportunities outside of Downtown for transit routes that serve Downtown. It also recommends actions to develop station area plans for all MAX stations and identify funding mechanisms for joint development/shared-use opportunities (e.g., public/private partnerships).

This Offer supports the following Strategic Objectives:

- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods
- TRAN 6.3 - Improve transit availability and grow ridership
- ECON 3.4 - Foster infill and redevelopment that enhances the community

46.7	ENHANCEMENT: 0.5 FTE - Systems Specialist - Parking Services Technology and Support - Funded	2019 - \$136,646 2020 - \$107,127
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Funding this offer will support the growth of Parking Services infrastructure management and enforcement by funding an additional 0.5 FTE for internal technical support and provide a parking communication plan and implementation. This request will be funded from ongoing Parking revenues.

Parking Services is implementing the 2017 Downtown Plan by installing new technology in the Old Town and Civic Center Parking Structures, installing more than 3,000 on-street parking sensors, extending on-street enforcement to later hours and introducing a pay-to-stay program in two-hour spaces (requiring 400 signs). With the introduction of these systems, internal technical support for hardware and software is critical to ensure continuity of operations and high-quality service delivery. The additional 0.5 FTE will be used to increase an existing 0.5 FTE to 1.0 full-time support.

Perceptions of parking and safety were identified as the two biggest challenges to doing business in the Downtown Business Association's Strategic Plan. In the strategic planning process, more than 180 business and property owners were engaged through outreach meetings and surveys. Although Downtown is the primary location in need of parking communication, this funding will also assist in communicating about RP3, MAX park-n-rides and CSU Stadium parking restrictions.



# TRANSPORTATION

The Residential Parking Permit Program (RP3) has grown exponentially in the last two years from 822 parking spaces in 2015 to 4,180 in 2017, and projections show similar growth in the next two years, including the enforcement of CSU stadium events. Parking Services is now more actively managing and enforcing areas at Downtown's periphery such as the River District, Canyon Avenue, University North and the Mason Corridor.

Targeted audience development strategies, coupled with annual, seasonal and Downtown-based messaging, will educate Downtown stakeholders and patrons about upcoming parking changes that directly impact Downtown business owners and the Downtown patron experience.

This Offer supports the following Strategic Objectives:

- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods

## 69.1 ENHANCEMENT: I-25 Improvements Local Funding Match - Unfunded

2019 - \$1,125,000

2020 - \$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 in the spring of 2016. The region's goal is to raise \$23 million in local matching funds to help accelerate needed infrastructure improvements 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 6.4 - Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement

## 69.2 ENHANCEMENT: Regional Contribution to Larimer County for North I-25 Improvements - Funded

2019 - \$460,000

2020 - \$470,000

Funding this offer meets the requirements of an Intergovernmental Agreement (IGA) between the City of Fort Collins and Larimer County.

In 2015, City Council adopted Resolution 2015-100 stating its support for a Larimer County proposal to use increased County mill levy funds as a method to facilitate funding Interstate 25 (I-25) improvements. This is a five-year regional contribution of local matching funds for CDOT's North I-25 Improvements Project. With Resolution 2016-077, Council authorized Mayor Troxell to enter into an IGA with Larimer County and participating local agencies, including the City, to contribute local matching funds for this purpose. 2019 and 2020 will satisfy the third and fourth annual installments of these payments to Larimer County.

These funds are estimated to generate a total of \$10 million over the course of the five-year period. The increase in the County Road and Bridge Mill Levy revenues received by the City and the other municipalities will be available to fund construction of roads and streets within their boundaries, making funds

# TRANSPORTATION

from the City's General Fund or other funds available for contribution to the I-25 improvements. The County proposed using these contributions for improvements and local match opportunities on the I-25 Corridor within Larimer County. All eight Larimer County municipalities passed resolutions supporting the proposal.

Fort Collins' total contribution to this five-year funding commitment is \$2,229,731. Fort Collins' annual share of funds is approximately \$450,000 in each of the five years. In 2017, Fort Collins paid \$445,946; in 2018 Fort Collins paid \$453,157.

The local share of Larimer County Road and Bridge Levy funds received by Fort Collins in 2017 was \$1.09 million, reflecting an increase of approximately \$509,000 over that received in 2015 (pre-IGA). The increase in Road and Bridge Funds received covers the amount of Fort Collins' annual contribution, with no negative financial impacts to the City.

This Offer supports the following Strategic Objectives:

- TRAN 6.4 - Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement

## 69.3 ENHANCEMENT: Debt Service for Prospect & I-25 Interchange - Funded

**2019 - \$1,377,500**

**2020 - \$1,376,500**

This offer supports the construction of the I-25 and Prospect interchange as part of the overall North I-25 Improvements Project. The interchange at Prospect Road and I-25 is aging infrastructure that is currently beyond its lifespan, and is failing in level of service (congestion) at peak periods of travel. Existing and planned development in the area are exacerbating congestion and safety issues. The interchange and Prospect Road are a critical gateway into central Fort Collins, as well as into Timnath. The Colorado Department of Transportation (CDOT) will begin constructing the overall North I-25 Improvements Project in late 2018 or early 2019, contributing \$12M toward the total interchange project budget of \$31M. The construction of the I-25 and Prospect interchange is expected to take place from the summer of 2019 to the summer of 2021. The \$17.6M portion of the offer (as stated above for General Fund) will be funded through debt financing. This offer will also include an appropriation of \$1.4M from the Transportation Capital Expansion Fee (TCEF) program.

City Council on Jan. 2, 2018, approved an Intergovernmental Agreement (IGA) to fund \$17M of the remaining project cost in partnership with property owners and the Town of Timnath, which includes \$5M for urban design improvements. An additional \$2M is needed to complete the urban design and irrigation/landscaping after the CDOT project is completed. This partnership agreement with CDOT allows improvements to the I-25 and Prospect interchange to be accelerated by as many as five to ten years. The City has also reached a partnership with adjacent property owners to reimburse \$8.25M of the total contribution over 20 years. On March 6, 2018, City Council approved the financial agreement with the adjacent property owners for the construction of I-25 and Prospect, as well as the establishment of a Metro District to leverage revenue sources for repayment over 20 years.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.4 - Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

# TRANSPORTATION

69.4	ENHANCEMENT: Prospect Road Improvements – Sharp Point Drive to I-25 Frontage Road - Funded	2019 - \$2,000,000 2020 - \$0
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Funding this offer will complete construction of the four-lane arterial standards of Prospect Road from Sharp Point Drive to the I-25 Frontage Road.

This high-priority capital improvement project would complete an important gap in the transportation network, and have significant connectivity and mobility benefits for pedestrians, bicycles and vehicles. Currently, this stretch of Prospect is congested with substantial back-ups and delay during peak travel times, and is lacking adequate bicycle and pedestrian facilities.

With past planning and construction efforts along this regionally significant corridor, the City has acquired a majority of the rights-of-way, has constructed four ultimate-width bridges in the Poudre River and Boxelder Creek areas, and is currently collaborating with the Colorado Department of Transportation (CDOT) and adjacent landowners at Prospect/I-25.

CDOT's current schedule for the reconstruction of the Prospect and I-25 interchange is from summer 2019 through spring 2021. This offer proposes to complete the Prospect improvements by the end of 2020, before the interchange improvements are complete.

Current traffic volumes on East Prospect warrant the need for a four-lane roadway, with volumes expected to increase upon completion of the interchange and the development of several large-scale parcels adjacent to the interchange.

The total project cost for this section of Prospect Road is estimated at \$6.2M. Of this, \$2M is eligible for construction funding through the TCEF program, which would be appropriated with this offer. The remaining \$4.2M would need to be funded through a capital project (linked to a separate offer [69.5] submitted for KFCG); \$900,000 would be repaid over time when development occurs between Summitview and I-25.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

<b>69.5</b>	<b>KFCG ENHANCEMENT: Prospect Road Improvements - Sharp Point Drive to I-25 Frontage Road - Unfunded</b>	<b>2019 - \$0</b> <b>2020 - \$4,200,000</b>
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Funding this offer will complete the construction of the four-lane arterial standards of Prospect Road from Sharp Point Drive to the I-25 Frontage Road.

This high-priority capital improvement project would complete an important gap in the transportation network, and have significant connectivity and mobility benefits for pedestrians, bicycles and vehicles. Currently, this stretch of Prospect is congested with substantial back-ups and delay during peak travel times, and is lacking adequate bicycle and pedestrian facilities.

# TRANSPORTATION

With past planning and construction efforts along this regionally significant corridor, the City has acquired a majority of the rights-of-way, has constructed four ultimate-width bridges in the Poudre River and Boxelder Creek areas, and is currently collaborating with the Colorado Department of Transportation (CDOT) and adjacent landowners at Prospect/I-25.

CDOT's current schedule for the reconstruction of the Prospect and I-25 interchange is from summer 2019 through spring 2021. This offer proposes to complete the Prospect improvements by the end of 2020, before the interchange improvements are complete.

Current traffic volumes on East Prospect warrant the need for a four-lane roadway, with volumes expected to increase upon completion of the interchange and the development of several large-scale parcels adjacent to the interchange.

The total project cost for this section of Prospect Road is estimated at \$6.2M. Of this, \$2M is eligible for construction funding through the TCEF program, which would be appropriated through a separate offer (69.4). The remaining \$4.2M would need to be funded through a capital project (this offer); \$900,000 would be repaid over time when development occurs between Summitview and I-25.

This Offer supports the following Strategic Objectives:

- TRAN 6.1 - Improve safety for all modes of travel
- TRAN 6.2 - Manage traffic congestion and improve high-priority intersections
- TRAN 6.5 - Improve aging and/or missing transportation infrastructure that serves Fort Collins

## 93.1 ENHANCEMENT: New Block 32 Parking Structure Design - Unfunded

**2019 - \$1,500,000**

**2020 - \$0**

This offer will fund the design of a new Downtown parking structure. The Downtown area needs additional parking, particularly in the area where the City offices are located. This new four-level garage is planned for 245 N. Mason St., and would replace the surface parking just north of the 215 N. Mason St. facility.

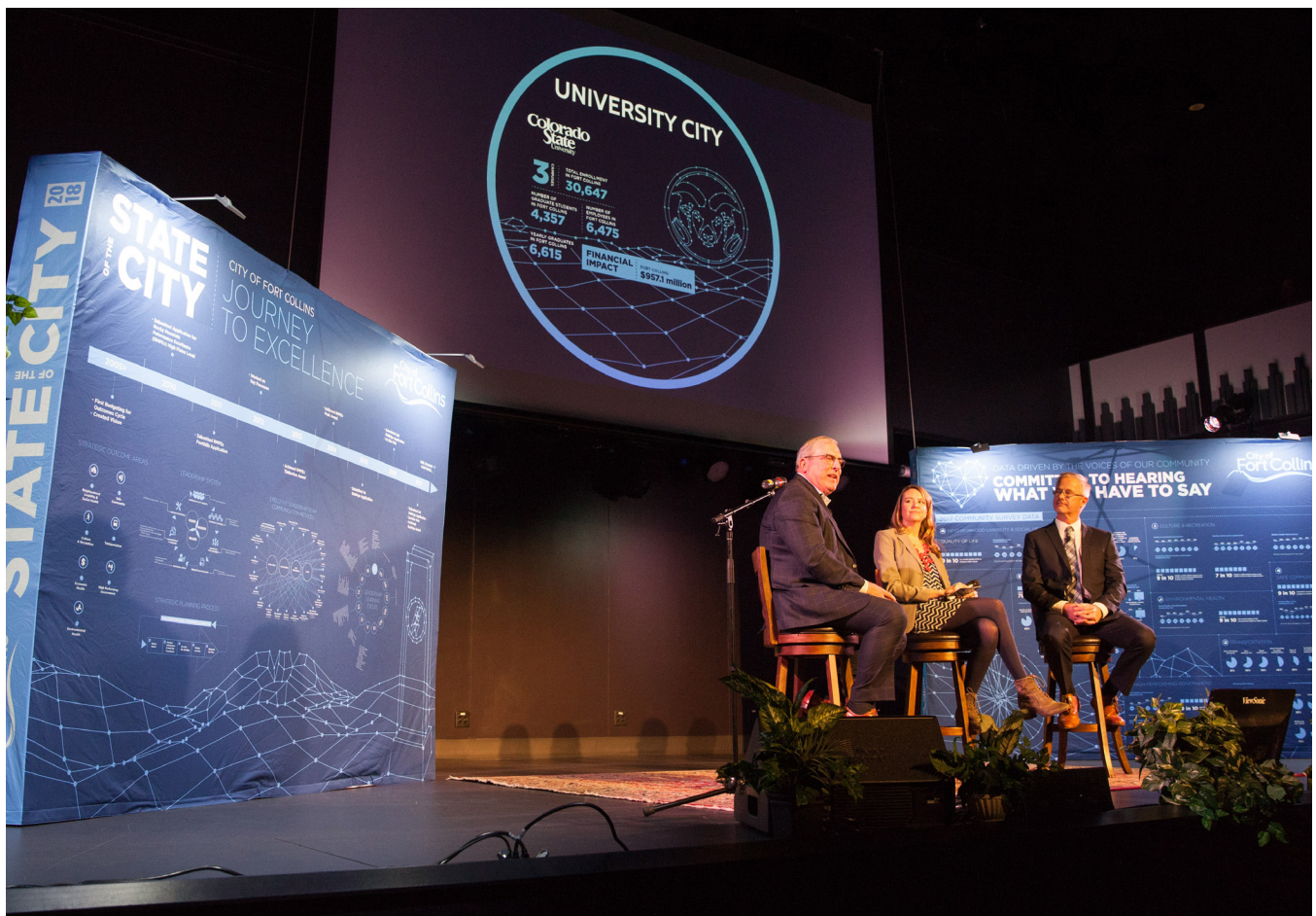
The new 400-space parking structure would have one level below ground, which would contain mechanical equipment and parking stalls for City Fleet vehicles. The remaining three levels would allow parking for both the public and City staff working in the Downtown area. It will include a solar photo-voltaic (PV) system on the top level to off-set the building's energy use, and may also include some retail space to be leased.

This new parking structure is also a part of the Block 32 master plan, which includes a new City Hall if funding is available.

This Offer supports the following Strategic Objectives:

- TRAN 6.7 - Address parking needs Downtown, along the MAX corridor and in residential neighborhoods
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs

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# High Performing Government

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



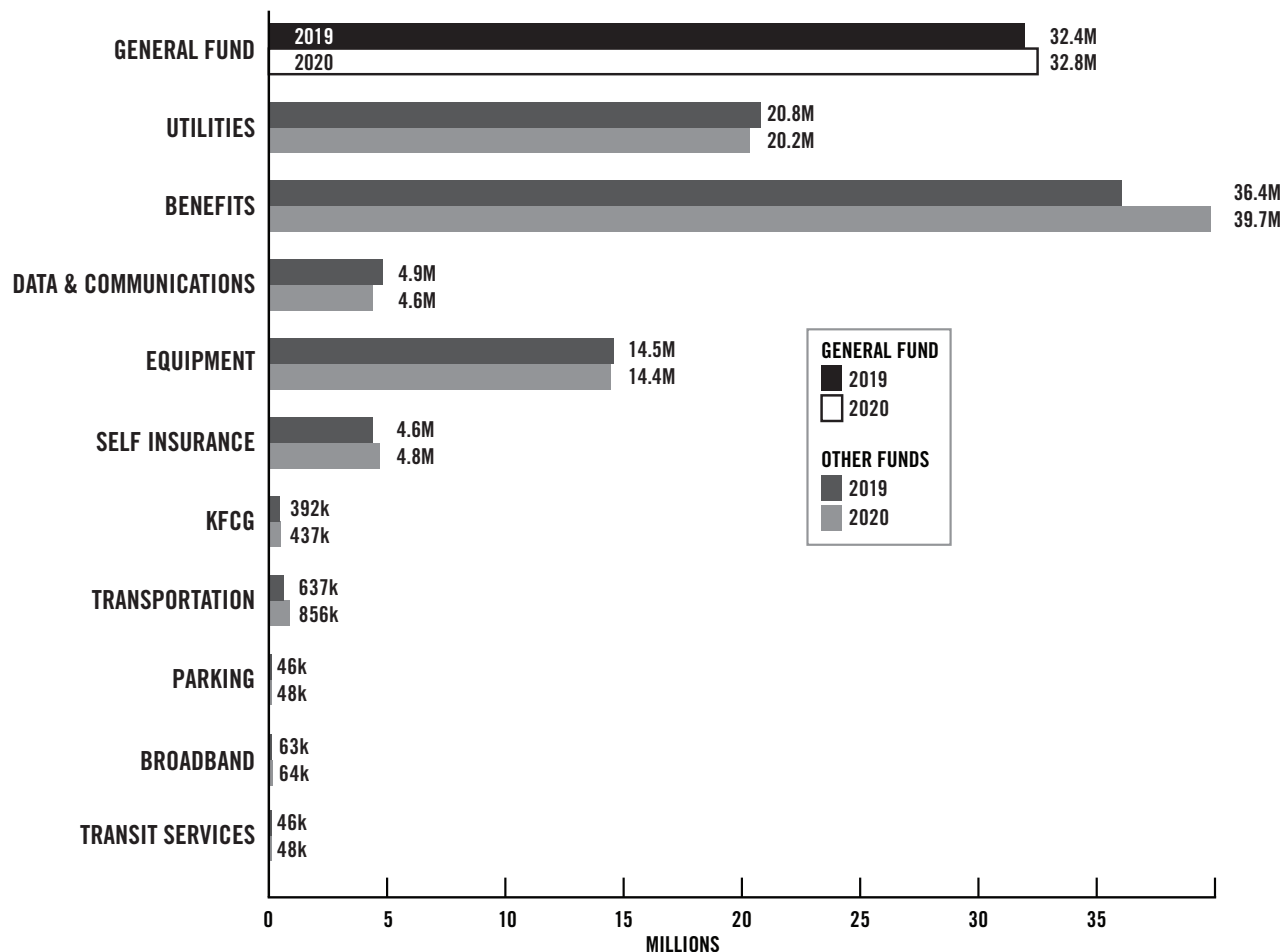


# High Performing Government

2019 General Fund & Other Funds – 114.7M

2020 General Fund & Other Funds – 117.8M

- 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 2018 Strategic Plan, are as follows:

- 7.1 Provide world-class municipal services to residents and businesses
- 7.2 Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- 7.3 Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

- 7.4 Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
- 7.5 Foster a culture of safety and well-being across the City organization
- 7.6 Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- 7.7 Address revenue requirements to meet known and emerging needs
- 7.8 Maintain assets to reduce life cycle costs while improving reliability and accessibility
- 7.9 Proactively influence policy and legislative development at all levels

## FUNDING SOURCES

The High Performing Government Outcome is funded by a wide variety of revenue sources including the General Fund. 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	2019	2020
Video Production Assistance Programs - Fort Collins Public Access Network	30,000	30,000
SharePoint Online	75,000	0
Nearmap PhotoMaps Subscription	16,000	16,000
Update Windows Server OS to Server 2019	150,311	0
State Government Advocacy	45,000	45,000
Office Reconfiguration for the IT Department	115,000	0
Hoffman Mill Road Fuel Site	260,000	0
Facility Major Maintenance	500,000	447,648
Transfort Fuel Site Upgrades	350,000	0
Fleet Vehicle and Equipment Replacements	664,943	1,913,829
City Fund Foundation	146,351	150,052
Arc Flash Hazard Analysis	70,000	30,000
Cyber Insurance	10,206	11,230
Citywide Camera Surveillance Upgrades	2,910	9,028
Fall Protection	42,974	50,000
Utilities: Water/Wastewater/Stormwater - Scanning As-built Plans	45,000	0
CAPITAL - Utilities: Asset Register and Work Order Management System	1,352,750	720,250
CAPITAL - Utilities: 700 Wood St. Building/Facilities	320,000	240,000



<b>Positions Added:</b>		
0.0 Net FTE Utilities (Repurpose): CS&A- Data Enhancement	(28,540)	21,617
0.0 Net FTE Contractual to Classified Conversion - Facilities Project Manager	7,621	7,821
0.5 FTE Increase - Senior Technical Support Specialist	13,771	15,574
1.0 FTE Utilities: CS&A - IT Services - Analyst to replace PRPA resources	0	118,503
1.0 FTE - Communications Coordinator	25,000	25,000
2.0 Contractual FTE Utilities: CS&A - Locates Enhanced Staffing	306,654	215,068
	<b>4,520,951</b>	<b>4,066,620</b>

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

#### **REDUCTIONS PURCHASED**

Utilities: Peer to Peer Recognition Program	(4,000)	(4,000)
Utilities: Collections Services	(30,000)	(30,000)
Scheduled Computer Replacements	(125,000)	(125,000)
CityNews Newsletter	(26,000)	(26,000)
1.0 FTE - Security Specialist (vacant)	(109,813)	(113,635)
	<b>(294,813)</b>	<b>(298,635)</b>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1		2.1 Information Technology Application Services	3,308,135	0	2,025,417	1,282,718 <i>Data &amp; Communications</i>
2		3.1 Information Technology Infrastructure Services	3,158,584	0	1,385,457	1,773,127 <i>Data &amp; Communications</i>
3		3.2 Information Technology Client Services	1,595,972	0	1,134,313	461,659 <i>Data &amp; Communications</i>
4		3.3 Information Technology Infrastructure Equipment	1,610,948	0	411,197	503,168 <i>Keep Fort Collins Great Data &amp; Communications</i>
5		4.1 Information Technology Administration Services	525,320	0	377,166	148,154 <i>Data &amp; Communications</i>
6		5.1 HR Core Services	2,502,957	353,000 <i>One-time Revenue</i>	2,149,957	0
7		5.2 Benefits and Wellness Program	36,382,629	0	0	36,382,629 <i>Benefits</i>
8		10.1 Utilities: Customer Service & Administration - Administration & General Operations	6,124,919	0	0	6,124,919 <i>Utility CS&amp;A</i>
9		10.2 Utilities: Customer Service & Administration - Customer Connections Programs and Services	6,721,829	0	56,355	6,665,474 <i>Utility CS&amp;A</i>
10		10.3 Utilities: Customer Service & Administration - Information Technology Services	5,009,520	0	0	5,009,520 <i>Utility CS&amp;A</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
11	10.4	CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Information Technology Minor Capital	366,800	0	0	366,800	0
						Utility CS&A	
12	13.1	City Clerk Services	808,703	0	808,703	0	0
13	13.2	Elections	518,744	518,744	0	0	0
				One-time Revenue			
14	15.1	Communications and Public Involvement (CPIO)	1,890,719	225,000	1,581,228	84,491	0
				Cable PEG Fees		Keep Fort Collins Great	
15	39.2	City Manager's Office	2,306,049	18,000	2,125,831	162,218	0
				One-time Revenue		Light & Power Water	
16	52.1	Financial Programs and Services	3,956,253	0	3,847,949	0	108,304
							General Fund
17	64.1	PDT Administration	1,254,022	0	600,768	653,254	0
						Transit Services Transportation Parking	
18	10.5	CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Minor Capital	112,500	0	0	112,500	0
						Utility CS&A	
19	63.1	General Legal Services	2,640,408	0	2,245,389	395,019	0
						Light & Power Water Wastewater Stormwater Broadband Utility CS&A	

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
20	39.1	City Council	177,290	0	161,290	16,000 <i>Keep Fort Collins Great</i> 0
21	50.7	ENHANCEMENT: Transfort Fuel Site Upgrades	350,000	0	0	0 <i>Equipment</i> 350,000
22	44.1	Sustainability Services Admin	510,266	0	447,766	62,500 <i>Keep Fort Collins Great</i> 0
23	5.3	Citywide Volunteer Services Program	186,598	0	0	180,366 <i>Keep Fort Collins Great</i> 6,232 <i>Keep Fort Collins Great</i>
24	50.1	Fleet Maintenance, Fueling, and Rentals	13,362,909	0	0	13,362,909 <i>Equipment</i> 0
25	50.2	Facilities Operations	9,799,445	2,981,109	6,705,019	113,317 <i>Facilities Work for Others</i> <i>Equipment</i> 0
26	68.1	Special Event Coordinator	133,027	0	133,027	0 0
27	10.26	REDUCTION: Utilities: Peer to Peer Recognition Program	(4,000)	0	0	(4,000) <i>Utility CS&amp;A</i> 0
28	50.4	Required Building Modifications	600,000	600,000	0	0 <i>One-time Revenue</i> <i>General Fund</i> 0
29	15.2	ENHANCEMENT: 1.0 FTE - Communications Coordinator	25,000	0	0	25,000 <i>Broadband</i> 0
30	52.2	Performance & Program Evaluation (P&PE)	108,304	0	108,304	0 0

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
31	52.5	FC Lean - City of Fort Collins Continuous Improvement Program	93,262	0	93,262	0
32	50.8	ENHANCEMENT: Fleet Vehicle and Equipment Replacements	664,943	0	0	458,295
				<i>One-time Revenue</i>	<i>Keep Fort Collins Great Transportation Equipment</i>	<i>General Fund</i>
33	71.7	Safety, Security & Risk Management Programs & Services	4,659,206	0	0	4,659,206
						<i>Self Insurance</i>
34	39.3	ENHANCEMENT: State Government Advocacy	45,000	45,000	0	0
				<i>One-time Revenue</i>		
35	3.9	ENHANCEMENT: Update Windows Server OS to Server 2019	150,311	0	0	0
						<i>Data &amp; Communications</i>
36	10.19	ENHANCEMENT: CAPITAL - Utilities: Asset Register and Work Order Management System	1,352,750	0	0	1,352,750
						<i>Light &amp; Power Water Wastewater Stormwater</i>
37	3.4	ENHANCEMENT: 0.5 FTE Increase - Senior Technical Support Specialist	13,771	0	0	12,749
					<i>Data &amp; Communications Utility CS&amp;A</i>	<i>Data &amp; Communications</i>
38	10.27	REDUCTION: Utilities: Collections Services	(30,000)	0	0	(30,000)
					<i>Utility CS&amp;A</i>	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
39	2.7	ENHANCEMENT: Nearmap PhotoMaps Subscription	16,000	0	0	3,480 Utility CS&A Data & Communications 12,520
40	10.15	ENHANCEMENT: 1.0 FTE Utilities (Repurpose): Customer Service & Administration - Data Enhancement	(28,540)	0	0	(28,540) Light & Power Utility CS&A 0
41	10.13	ENHANCEMENT: 1.0 FTE Utilities: Customer Service & Administration - Information Technology Services - Analyst to replace PRPA resources	0	0	0	0 Utility CS&A 0
42	10.23	ENHANCEMENT: CAPITAL - Utilities: 700 Wood St. Building/Facilities	320,000	0	0	320,000 Light & Power Water Wastewater Stormwater 0
43	50.3	ENHANCEMENT: Facility Major Maintenance	500,000	485,060 One-time Revenue	0	0 General Fund 14,940
44	2.12	ENHANCEMENT: SharePoint Online	75,000	0	0	0 Data & Communications 75,000
45	50.14	ENHANCEMENT: 1.0 FTE Contractual to Classified Conversion - Facilities Construction Project Manager	7,621	7,621	0	0 Facilities Work for Others 0

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
46	4.2	ENHANCEMENT: Office Reconfiguration for the IT Department	115,000	0	0	0 115,000 <i>Data &amp; Communications</i>
47	50.16	ENHANCEMENT: Hoffman Mill Road Fuel Site	260,000	0	0	0 260,000 <i>Equipment</i>
48	10.24	ENHANCEMENT: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing	306,654	0	0	5,854 300,800 <i>Utility CS&amp;A Utility CS&amp;A</i>
49	71.3	ENHANCEMENT: Cyber Insurance	10,206	0	0	10,206 0 <i>Self Insurance</i>
50	71.6	ENHANCEMENT: Fall Protection	42,974	0	0	42,974 0 <i>Self Insurance</i>
51	71.2	ENHANCEMENT: Arc Flash Hazard Analysis	70,000	0	0	0 70,000 <i>General Fund</i>
52	10.20	ENHANCEMENT: Utilities: Water/Wastewater/Stormwater - Scanning As-built Plans	45,000	0	0	45,000 0 <i>Water Wastewater Stormwater</i>
53	52.7	ENHANCEMENT: City Fund Foundation	146,351	0	0	0 146,351 <i>General Fund</i>
54	15.3	ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)	30,000	0	0	0 30,000 <i>General Fund</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
55	71.4	ENHANCEMENT: Citywide Camera Surveillance Upgrades	2,910	0	0	2,910 <i>Self Insurance</i>
56	71.9	REDUCTION: -1.0 FTE - Security Specialist (vacant)	(109,813)	0	0	(109,813) <i>Self Insurance</i>
57	15.4	REDUCTION: Stop Doing - CityNews Newsletter	(26,000)	0	(26,000)	0
58	3.10	REDUCTION: Scheduled Computer Replacements	(125,000)	0	0	0 <i>General Fund</i>
<b>Funded Offers</b>			<b>114,651,456</b>	<b>5,233,534</b>	<b>26,372,398</b>	<b>80,626,813</b>
59	39.5	ENHANCEMENT: ADA Self-Evaluation and Plan Compliance	196,100	0	0	0 <i>One-time Revenue</i>
60	52.8	ENHANCEMENT: Payroll Processing Optimization Assessment	0	0	0	0 <i>General Fund</i>
61	2.11	ENHANCEMENT: JDE Cloud Migration	0	0	0	0 <i>Utility CS&amp;A</i>
62	63.2	ENHANCEMENT: Legal Office Technology Tools	143,758	0	143,758	0 <i>Data &amp; Communications</i>
63	2.10	ENHANCEMENT: Redundant Licensing for Internet Mapping Software - Geocortex	30,000	0	3,600	1,400 <i>Utility CS&amp;A</i>
						25,000 <i>Data &amp; Communications</i>



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
64	13.5	ENHANCEMENT: 1.0 FTE - Records Manager	122,707	27,500	95,207	0
			<i>One-time Revenue</i>			0
65	5.4	ENHANCEMENT: 1.0 FTE - Recruiting Specialist	83,304	0	83,304	0
66	2.6	ENHANCEMENT: 1.0 FTE - GIS Analyst I	78,473	0	54,475	16,715
					<i>Utility CS&amp;A</i>	<i>Data &amp; Communications</i>
67	5.6	ENHANCEMENT: Leadership Development	100,000	100,000	0	0
			<i>One-time Revenue</i>			0
68	2.4	ENHANCEMENT: ERP Software Evaluation	100,000	0	0	0
						<i>Data &amp; Communications</i>
69	10.16	ENHANCEMENT: 1.0 FTE (Repurpose) Utilities: Customer Service & Administration - Environmental Regulatory Affairs MS4 Program Re-organization	29,160	0	0	29,160
						<i>Utility CS&amp;A</i>
70	13.6	ENHANCEMENT: Redistricting Study	0	0	0	0
			<i>One-time Revenue</i>			0
71	50.10	ENHANCEMENT: New City Hall Design	0	0	0	0
						<i>Capital Expansion</i>
72	2.3	ENHANCEMENT: Development and Test Cloud Environments	28,000	0	16,560	5,060
					<i>Utility CS&amp;A</i>	<i>Data &amp; Communications</i>
73	10.10	ENHANCEMENT: Utilities: Customer Service & Administration - Commercial Data Portal	0	0	0	0
						<i>Utility CS&amp;A</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
74	52.9	ENHANCEMENT: 1.0 FTE - Business and Internal Control Analyst	75,790	0	75,790	0
75	2.2	ENHANCEMENT: 1.0 FTE - Systems Analyst and Enterprise Business Intelligence	251,406	0	119,460	35,477 Utility CS&A Data & Communications
76	13.7	ENHANCEMENT: 1.0 FTE - Elections Coordinator - Election Improvements and Oversight	145,828	27,000	118,828	0
77	68.3	ENHANCEMENT: Special Event Assistant (hourly position)	20,653	0	20,653	0
78	13.3	ENHANCEMENT: Full Attendance of Youth Advisory Board at NLC Conference	14,500	0	14,500	0
79	5.7	ENHANCEMENT: Incentive Awards and Recognition Program	300,000	0	0	300,000 General Fund
80	52.10	ENHANCEMENT: FC Innovates Recognition Program	10,000	0	10,000	0
81	71.8	ENHANCEMENT: Pollution Insurance	37,330	0	0	37,330 General Fund
82	5.5	ENHANCEMENT: 1.0 FTE - Administrative Clerk II	51,884	0	51,884	0
83	52.6	ENHANCEMENT: Consulting for Citywide Benchmarking of Performance Metrics	75,000	0	0	75,000 General Fund

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2019

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
84	44.2	ENHANCEMENT: 1.0 FTE - Triple Bottom Line Analyst	95,503	0	95,503	0
85	13.4	ENHANCEMENT: Purchase Election Tabulation System	92,000	80,000	12,000	0
				<i>One-time Revenue</i>		
86	5.8	ENHANCEMENT: Licensed & Customized Interview Guides	25,000	0	25,000	0
Unfunded Offers			2,106,396	234,500	940,522	87,812
Total Offers			116,757,852	5,468,034	27,312,920	80,714,625
						3,262,273

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
1		2.1 Information Technology Application Services	3,357,632	0	2,035,164	1,322,468 <i>Data &amp; Communications</i>
2		3.1 Information Technology Infrastructure Services	3,206,740	0	1,427,964	1,778,776 <i>Data &amp; Communications</i>
3		3.2 Information Technology Client Services	1,642,127	0	1,168,013	474,114 <i>Data &amp; Communications</i>
4		3.3 Information Technology Infrastructure Equipment	1,420,784	0	248,586	454,632 <i>Keep Fort Collins Great Data &amp; Communications</i>
5		4.1 Information Technology Administration Services	538,611	0	383,877	154,734 <i>Data &amp; Communications</i>
6		5.1 HR Core Services	2,516,331	353,000 <i>One-time Revenue</i>	2,163,331	0
7		5.2 Benefits and Wellness Program	39,673,325	0	0	39,111,352 <i>Benefits</i>
8		10.1 Utilities: Customer Service & Administration - Administration & General Operations	6,351,165	0	0	6,351,165 <i>Utility CS&amp;A</i>
9		10.2 Utilities: Customer Service & Administration - Customer Connections Programs and Services	6,854,493	0	58,494	6,795,999 <i>Utility CS&amp;A</i>
10		10.3 Utilities: Customer Service & Administration - Information Technology Services	4,891,667	0	0	4,891,667 <i>Utility CS&amp;A</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding			
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
11	10.4	CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Information Technology Minor Capital	322,180	0	0	322,180	0
						Utility CS&A	
12	13.1	City Clerk Services	833,872	0	833,872	0	0
13	13.2	Elections	225,300	225,300	0	0	0
				One-time Revenue			
14	15.1	Communications and Public Involvement (CPIO)	1,942,211	225,000	1,632,649	84,562	0
				Cable PEG Fees		Keep Fort Collins Great	
15	39.2	City Manager's Office	2,368,829	18,000	2,183,744	167,085	0
				One-time Revenue		Light & Power Water	
16	52.1	Financial Programs and Services	3,961,367	0	3,961,367	0	0
						General Fund	
17	64.1	PDT Administration	1,291,261	0	620,529	670,732	0
						Transit Services Transportation Parking	
18	10.5	CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Minor Capital	50,000	0	0	50,000	0
						Utility CS&A	
19	63.1	General Legal Services	2,722,337	0	2,316,224	406,113	0
						Light & Power Water Wastewater Stormwater Broadband Utility CS&A	

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
20	39.1	City Council	179,736	0	163,736	16,000 <i>Keep Fort Collins Great</i> 0
21	50.7	ENHANCEMENT: Transfort Fuel Site Upgrades	0	0	0	0 <i>Equipment</i> 0
22	44.1	Sustainability Services Admin	523,899	0	461,399	62,500 <i>Keep Fort Collins Great</i> 0
23	5.3	Citywide Volunteer Services Program	189,748	0	0	189,748 <i>Keep Fort Collins Great</i> 0 <i>Keep Fort Collins Great</i>
24	50.1	Fleet Maintenance, Fueling, and Rentals	13,319,571	0	0	13,319,571 <i>Equipment</i> 0
25	50.2	Facilities Operations	9,947,464	3,057,902	6,800,562	89,000 <i>Facilities Work for Others</i> 0 <i>Equipment</i>
26	68.1	Special Event Coordinator	136,554	0	136,554	00
27	10.26	REDUCTION: Utilities: Peer to Peer Recognition Program	(4,000)	0	0	(4,000)0 <i>Utility CS&amp;A</i>
28	50.4	Required Building Modifications	600,000	0	0	0 <i>One-time Revenue</i> 600,000 <i>General Fund</i>
29	15.2	ENHANCEMENT: 1.0 FTE - Communications Coordinator	25,000	0	0	25,0000 <i>Broadband</i>
30	52.2	Performance & Program Evaluation (P&PE)	111,962	0	111,962	00

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
31	52.5	FC Lean - City of Fort Collins Continuous Improvement Program	96,589	0	96,589	0
32	50.8	ENHANCEMENT: Fleet Vehicle and Equipment Replacements	1,913,829	50,159	0	1,329,247
				One-time Revenue	Keep Fort Collins Great Transportation Equipment	General Fund
33	71.7	Safety, Security & Risk Management Programs & Services	4,804,652	0	0	4,804,652
						Self Insurance
34	39.3	ENHANCEMENT: State Government Advocacy	45,000	45,000	0	0
				One-time Revenue		
35	3.9	ENHANCEMENT: Update Windows Server OS to Server 2019	0	0	0	0
						Data & Communications
36	10.19	ENHANCEMENT: CAPITAL - Utilities: Asset Register and Work Order Management System	720,250	0	0	720,250
						Light & Power Water Wastewater Stormwater
37	3.4	ENHANCEMENT: 0.5 FTE Increase - Senior Technical Support Specialist	15,574	0	0	14,452
					Data & Communications Utility CS&A	Data & Communications
38	10.27	REDUCTION: Utilities: Collections Services	(30,000)	0	0	(30,000)
					Utility CS&A	

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
39	2.7	ENHANCEMENT: Nearmap PhotoMaps Subscription	16,000	0	0	3,480 Utility CS&A Data & Communications 12,520
40	10.15	ENHANCEMENT: 1.0 FTE Utilities (Repurpose): Customer Service & Administration - Data Enhancement	21,617	0	0	21,617 Light & Power Utility CS&A 0
41	10.13	ENHANCEMENT: 1.0 FTE Utilities: Customer Service & Administration - Information Technology Services - Analyst to replace PRPA resources	118,503	0	0	118,503 Utility CS&A 0
42	10.23	ENHANCEMENT: CAPITAL - Utilities: 700 Wood St. Building/Facilities	240,000	0	0	240,000 Light & Power Water Wastewater Stormwater 0
43	50.3	ENHANCEMENT: Facility Major Maintenance	447,648	263,684 One-time Revenue	0	0 General Fund 183,964
44	2.12	ENHANCEMENT: SharePoint Online	0	0	0	0 Data & Communications 0
45	50.14	ENHANCEMENT: 1.0 FTE Contractual to Classified Conversion - Facilities Construction Project Manager	7,821	7,821	0	0 Facilities Work for Others 0



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
46		4.2 ENHANCEMENT: Office Reconfiguration for the IT Department	0	0	0	0
						<i>Data &amp; Communications</i>
47		50.16 ENHANCEMENT: Hoffman Mill Road Fuel Site	0	0	0	0
						<i>Equipment</i>
48		10.24 ENHANCEMENT: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing	215,068	0	0	51,297
						<i>Utility CS&amp;A</i>
49		71.3 ENHANCEMENT: Cyber Insurance	11,230	0	0	11,230
						<i>Self Insurance</i>
50		71.6 ENHANCEMENT: Fall Protection	50,000	0	0	50,000
						<i>Self Insurance</i>
51		71.2 ENHANCEMENT: Arc Flash Hazard Analysis	30,000	0	0	0
						<i>General Fund</i>
52		10.20 ENHANCEMENT: Utilities: Water/Wastewater/Stormwater - Scanning As-built Plans	0	0	0	0
						<i>Water Wastewater Stormwater</i>
53		52.7 ENHANCEMENT: City Fund Foundation	150,052	0	0	0
						<i>General Fund</i>
54		15.3 ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)	30,000	0	0	0
						<i>General Fund</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
55	71.4	ENHANCEMENT: Citywide Camera Surveillance Upgrades	9,028	0	0	9,028 0
						<i>Self Insurance</i>
56	71.9	REDUCTION: -1.0 FTE - Security Specialist (vacant)	(113,635)	0	0	(113,635) 0
						<i>Self Insurance</i>
57	15.4	REDUCTION: Stop Doing - CityNews Newsletter	(26,000)	0	(26,000)	0 0
58	3.10	REDUCTION: Scheduled Computer Replacements	(125,000)	0	0	0 (125,000)
						<i>General Fund</i>
<b>Funded Offers</b>			<b>117,848,392</b>	<b>4,245,866</b>	<b>26,778,616</b>	<b>83,963,519</b> <b>2,860,391</b>
59	39.5	ENHANCEMENT: ADA Self-Evaluation and Plan Compliance	9,600	9,600	0	0 0
						<i>One-time Revenue</i> <i>General Fund</i>
60	52.8	ENHANCEMENT: Payroll Processing Optimization Assessment	60,000	0	0	0 60,000
						<i>General Fund</i>
61	2.11	ENHANCEMENT: JDE Cloud Migration	151,125	0	76,320	23,320 51,485
						<i>Utility CS&amp;A</i> <i>Data &amp; Communications</i>
62	63.2	ENHANCEMENT: Legal Office Technology Tools	33,000	0	33,000	0 0
63	2.10	ENHANCEMENT: Redundant Licensing for Internet Mapping Software - Geocortex	5,000	0	3,600	1,400 0
						<i>Utility CS&amp;A</i> <i>Data &amp; Communications</i>

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

# HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
64	13.5	ENHANCEMENT: 1.0 FTE - Records Manager	104,909	0	104,909	0
			<i>One-time Revenue</i>			
65	5.4	ENHANCEMENT: 1.0 FTE - Recruiting Specialist	94,739	0	94,739	0
66	2.6	ENHANCEMENT: 1.0 FTE - GIS Analyst I	94,555	0	67,792	20,714
						<i>Utility CS&amp;A Data &amp; Communications</i>
67	5.6	ENHANCEMENT: Leadership Development	100,000	100,000	0	0
			<i>One-time Revenue</i>			
68	2.4	ENHANCEMENT: ERP Software Evaluation	0	0	0	0
						<i>Data &amp; Communications</i>
69	10.16	ENHANCEMENT: 1.0 FTE (Repurpose) Utilities: Customer Service & Administration - Environmental Regulatory Affairs MS4 Program Re-organization	29,602	0	0	29,602
						<i>Utility CS&amp;A</i>
70	13.6	ENHANCEMENT: Redistricting Study	79,200	79,200	0	0
			<i>One-time Revenue</i>			
71	50.10	ENHANCEMENT: New City Hall Design	2,200,000	0	0	2,200,000
						<i>Capital Expansion</i>
72	2.3	ENHANCEMENT: Development and Test Cloud Environments	23,000	0	16,560	5,060
						<i>Utility CS&amp;A Data &amp; Communications</i>
73	10.10	ENHANCEMENT: Utilities: Customer Service & Administration - Commercial Data Portal	400,000	0	0	400,000
						<i>Utility CS&amp;A</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
74	52.9	ENHANCEMENT: 1.0 FTE - Business and Internal Control Analyst	104,610	0	104,610	0
75	2.2	ENHANCEMENT: 1.0 FTE - Systems Analyst and Enterprise Business Intelligence	188,504	0	135,372	41,363 <i>Utility CS&amp;A Data &amp; Communications</i>
76	13.7	ENHANCEMENT: 1.0 FTE - Elections Coordinator - Election Improvements and Oversight	120,779	0	120,779	0
				<i>One-time Revenue</i>		
77	68.3	ENHANCEMENT: Special Event Assistant (hourly position)	20,929	0	20,929	0
78	13.3	ENHANCEMENT: Full Attendance of Youth Advisory Board at NLC Conference	15,600	0	15,600	0
79	5.7	ENHANCEMENT: Incentive Awards and Recognition Program	300,000	0	0	300,000 <i>General Fund</i>
80	52.10	ENHANCEMENT: FC Innovates Recognition Program	10,000	0	10,000	0
81	71.8	ENHANCEMENT: Pollution Insurance	37,330	0	0	37,330 <i>General Fund</i>
82	5.5	ENHANCEMENT: 1.0 FTE - Administrative Clerk II	58,825	0	58,825	0
83	52.6	ENHANCEMENT: Consulting for Citywide Benchmarking of Performance Metrics	0	0	0	0 <i>General Fund</i>

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2019 - 2020

## HIGH PERFORMING GOVERNMENT - 2020

Rank	Page	Offer	Offer Cost	Offer Funding		
			Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
84	44.2	ENHANCEMENT: 1.0 FTE - Triple Bottom Line Analyst	98,703	0	98,703	0
85	13.4	ENHANCEMENT: Purchase Election Tabulation System	13,000	0	13,000	0
<i>One-time Revenue</i>						
86	5.8	ENHANCEMENT: Licensed & Customized Interview Guides	25,000	0	25,000	0
Unfunded Offers			4,378,010	188,800	999,738	2,721,459
Total Offers			122,226,402	4,434,666	27,778,354	86,684,978
						3,328,404

# HIGH PERFORMING GOVERNMENT

## 2.1 Information Technology Application Services - Funded

2019 - \$3,308,135

2020 - \$3,357,632

This offer proposes funding for the City's Application Services Division, within the IT Department, that supports the various software applications that both the organization and the community uses 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, performs data maintenance and supports 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 for both Oracle and SQL
- 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, FCTrip, OpenBook, the Development Review Proposal site and much more
- Develops and maintains custom applications such as the 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 993,546 documents available to the public dating back to 1889
- Supports the Open Data Portal platform

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 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## 2.2 ENHANCEMENT: 1.0 FTE - Systems Analyst and Enterprise Business Intelligence - Unfunded

2019 - \$251,406

2020 - \$188,504

This offer includes money to fund a 1.0 FTE Systems Analyst position that will support the Business Intelligence (BI) technologies, work with the business to identify data to drive their metrics, work with the technology to get that data entered into a data warehouse, and assist the business in initial analysis of the data once in the data warehouse. This will be a multi-year ongoing effort; this offer is funded to the initial discovery and implementation to meet City requirements.

# HIGH PERFORMING GOVERNMENT

The City generates a large amount of data that could provide significant value to local businesses and academia, as well as transparency to City residents. Making this data available drives the need and demand for a consolidated source of data allowing IT to supply the Open Data Portal and various departments looking to replace a patchwork of reporting with Dashboards, ensuring:

- Everyone gets the same results from identical queries
- The City can manage the data that is made available within the City government and externally
- Access to high-integrity, verified data that is optimized in a common form

To accomplish this the City needs to either manage the data in a database or data warehouse, or manage the methods used to gather the data in a dashboard, or a combination of the two. Otherwise, the City cannot provide reliable data and support costs will continue to increase attempting to validate differing data from disparate sources and data gathering methods.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## 2.3 ENHANCEMENT: Development and Test Cloud Environments - Unfunded

**2019 - \$28,000**

**2020 - \$23,000**

This offer will fund moving Oracle and SQL Development and Test systems to the cloud. In addition to being able to better server the customer base and manage costs, this will provide invaluable knowledge and experience to prepare production systems for the Cloud.

The Cloud offers an opportunity to more closely manage the life cycle of test and development systems without requiring time and resources to create systems in the VMware environment in addition to consuming those resources.

Development and Test systems are where changes are applied to software before they are applied to Production systems; their use is sporadic and their content and configuration change continually. For example, there are several tax table updates that occur in JD Edwards (JDE) every year; these are applied on a JDE Test system and verified before being applied to Production JDE.

Costs:

- \$10,000 Oracle Cloud services (allows purchase of up to three cores)
  - \$13,000 SQL (Azure) Cloud services (2008, 2012, 2014, 2016 SQL x4), minimal relational database server configuration (two cores 16 GB RAM)
  - \$5,000 Education and Training
- \$28,000 total

This offer creates additional ongoing costs that will reduce hardware costs and licensing maintenance, however, it is difficult to quantify the offset since development and test systems reside on virtual servers. This change will use less on-premise hardware and software.

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This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

## 2.4 ENHANCEMENT: ERP Software Evaluation - Unfunded

**2019 - \$100,000**

**2020 - \$0**

The City's ERP system, JD Edwards (JDE), support and licensing fees continue to climb year over year at an average of 6-8% annually. This offer is a one-time fee to identify a consultant through the RFP process and assess the City's use of JDE to identify possible alternative applications that would allow the City to lower costs and take advantage of the latest technologies and best practices.

JDE has been the primary ERP (Enterprise Resource Planning) application in the City since 1999 for Finance (Payroll, Accounts Payable, Accounts Receivable, Budgeting, Purchasing, etc.) and Human Resources. It has been highly customized and an ecosystem of reporting has been built around it to mitigate the shortcoming of its own reporting capabilities adding significant internal support costs to the total cost of ownership. JDE was developed before Cloud technologies and the existence of viable JDE cloud application services.

JDE support and licensing costs to external vendors, including Oracle since our Oracle licensing policy is defined by JDE needs, have averaged approximately \$281,000 annually (2014-2017). In the same time period JDE support hours from the ERP team average approximately \$132,000. That is a combined average of \$413,000 with a definite upward trend.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

## 2.6 ENHANCEMENT: 1.0 FTE - GIS Analyst I - Unfunded

**2019 - \$78,473**

**2020 - \$94,555**

Funding this offer will provide for a GIS Analyst I within the Geographic Information System (GIS) group to keep up with current demands and changing technology. The current workload has increased due to the needs of the organization along with the loss of some resources. The GIS group supports other GIS Analysts within the organization and providing services to departments without their own resources.

The GIS group helps others within the organization with mapping, analysis, reporting, GIS database design, GIS Internet mapping, GIS application implementation, software integration, problem resolution and other needs. The GIS group supports GIS software, including testing new products, new product versions, new operating systems and an enterprise training program. Over time, the GIS group has lost some resources from a volunteer who maintained the data necessary for the Maverick Mapping system used by the Police Patrol staff. This position will help cover this lost resource and will



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help meet the demand for these responsibilities with a focus on our Internet portal tools. These tools include GIS applications for smartphones that assist with data collection.

As the GIS industry has grown and expanded into more specialized applications, more resources are needed to implement, manage, use and support the technology. With this diversity, additional specialized knowledge is needed to set it up and train users. The GIS group assists others in performing their duties and gathering data to analyze and report, providing transparency and fiscal responsibility. As the City works to centralize more services to achieve service levels and realize economies of scale, the demands on the GIS team are continually increasing.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 2.7 ENHANCEMENT: Nearmap PhotoMaps Subscription - Funded

**2019 - \$16,000**

**2020 - \$16,000**

Funding this offer will provide access to updated as well as older aerial imagery for the Fort Collins Growth Management Area through a subscription.

Nearmap provides highly accurate aerial photography that is updated annually. The imagery is being updated in August at a pixel resolution of 2.8". Pixel resolution indicates that each pixel in the image represents 2.8" on the ground. The smaller the resolution, the clearer the image is at large scales. Nearmap is a cloud-based service that hosts these images and provides access to them. The Nearmap product directly integrates with desktop GIS and AutoCAD. The City would also get access to all current US coverage areas and all historical images that Nearmap has flown. This offer is for the standard subscription that provides unlimited user access and 50 gigabyte data use. As this is a subscription, the deliverables are the same for years 1 and 2.

Aerial images are used with mapping, planning, data acquisition and analysis and as underlying base maps showing the most-up-to date conditions on the ground. The City of Fort Collins has periodically paid to get highly accurate 6" and 3" pixel resolution aeriels. The last time the City paid for updated aeriels, it also included additional data so a direct comparison is difficult, but it ran more than \$100,000 in the spring of 2013. The City's images are now very outdated.

The City currently uses imagery in several different departments: Parks, Planning, Utilities, Engineering and Natural Areas. Using updated imagery helps staff plan better and make more informed decisions. This subscription would be a significant reduction in cost compared to traditional aerial acquisition and the City would receive annual updates instead of a single update.

This offer includes two add-on tools, Public Facing and On-Premise, to the Nearmaps subscription at a cost of \$3,000 each per year. These add-ons provide unique advantages in fully using the Nearmap to further serve both the City's internal and external customers.

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This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 2.10 **ENHANCEMENT: Redundant Licensing for Internet Mapping Software - Geocortex -** **2019 - \$30,000** **Unfunded** **2020 - \$5,000**

Funding this offer will provide an additional license of Geocortex, software used by the IT department for Internet mapping. This will increase the stability of the existing website services.

The city has more than 40 internet mapping websites built using Geocortex technology. These sites include: Capital Improvement Projects, Project Coordination, Power Outage, Cemetery Grave Locations, Regional Trail Status and West Nile Hotspots, just to name a few. The demand for internet mapping is steadily increasing as more people understand how they can help display import information to others. The load on the existing server is increasing as more people use these websites. Currently the City has a single license and can only run these sites from a single server. This server is a single point of failure; if something goes wrong none of the websites would be available until the server could be restored.

The additional license would allow this product to be installed on a second server. The software would then be configured to work with the existing server. This new configuration would provide for a load-balanced solution (spreading the load between the two servers evenly) to help alleviate the existing and future load. This configuration would also provide redundancy as each server is identical to the other. If one server fails the other server would take over all the requests without any downtime.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 2.11 **ENHANCEMENT: JDE Cloud Migration - Unfunded** **2019 - \$0** **2020 - \$151,125**

This offer will provide maximum availability for JD Edwards (JDE), minimize internal support and transmute capital investments into expenses. The cloud will provide Disaster Recovery (DR) and free up hardware and software maintenance dollars as well as FTE resources with additional functional and development support. The reduction in FTE resources dedicated to JDE maintenance and ad hoc support will be used to address the backlog in JDE projects. PLEASE NOTE: the software maintenance dollars freed are those associated with Oracle database licensing; the City must still pay for JDE license maintenance.

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A migration into the cloud means that the JDE applications and database will be moved from City Hall West to a secure hardened remote site. It will relieve the City from maintaining hardware and software assets for JDE including Oracle database licensing. "Cloud" simply means you are accessing your assets at a remote location on a vendor's hardware over external networks using a Virtual Private Network (VPN) instead of the City's local area network (LAN) using City capital assets. The City currently uses other Cloud services.

DR is the ability to recover from multiple server failure. The cloud will protect JDE from disaster at the core data center and JDE will be replicated in the cloud to protect it from any one Cloud data center disaster.

There are \$45,125 in one-time fees to set up the private cloud, lift and shift JDE to that cloud, and set up Disaster Recovery that would be funded from Data and Communications Reserves. The ongoing costs for Cloud, DR, Quick Calculator for live queries, and other services is \$106,000 net the offsetting costs:

- \$52,800 offset for Current Technical managed services purchased after the May 23, 2016 Citywide JDE application outage
- \$6,820 offset for Oracle licensing offset (migrate windows server Oracle to the Oracle database appliance)
- \$6,480 offset for necessary hardware

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 2.12 ENHANCEMENT: SharePoint Online - Funded

**2019 - \$75,000**

**2020 - \$0**

Funding this offer will enable the proper planning, migration and implementation of the SharePoint Online collaboration software included with the Office365 plan. Office365 is a subscription plan, similar to a cable TV service that provides access to many television stations. Instead of TV stations, customers have access to Microsoft's productivity suite, which includes Outlook, Word, Excel, PowerPoint, Publisher, OneNote, OneDrive and SharePoint Online. Currently, SharePoint 2010 is deployed and in use by a majority of departments across the organization. Some departments, including Utilities, depend on SharePoint for policies and procedures referenced in staff's daily work. Office365 has been deployed as of 2017. Several of the Microsoft products use the SharePoint Online platform for collaboration, task/project management and storage, and, in some cases, cannot function without SharePoint. For example, when creating a Group in Outlook to share ideas and documents, a SharePoint Online site is created to capture, store and manage the information.

Areas of concern include:

- Only two FTE manage SharePoint 2010 and SharePoint Online
- Each SharePoint 2010 site will need to be reviewed
- Extensive migration of 500+ SharePoint 2010 web sites
- Several SharePoint 2010 websites will need to be rebuilt in SharePoint Online

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- Lack of SharePoint Online expertise
- Inadequate support when responding to issues
- Undocumented policies and training materials
- Insufficient resources for user training

These issues can result in:

- Inefficiencies and delays in migration
- Additional consulting costs to resolve issues
- Potential cybersecurity exposure
- Confused customers due to inadequate training

This offer provides an Increased emphasis on both enhanced and standardized processes to increase efficiency and reduce costs as expected by City leaders, staff and residents. It also aligns with the City's Baldrige efforts and best practices.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 3.1 Information Technology Infrastructure Services - Funded

**2019 - \$3,158,584**

**2020 - \$3,206,740**

This offer funds the maintenance and ongoing operations of the City's IT Infrastructure, which includes assets in the City's private cloud and the public cloud. It includes the management of Networking, Wireless, Servers, Storage and tools foundational to a productive and secure environment. The services, support, licensing and maintenance contracts funded by this offer enable rapid response to user requests, failed components or security issues. It includes access to technical support supplementing the internal expertise as well as funding staff's ability to plan and prepare business continuity solutions.

Because the teams strive for superior stewardship of City resources, this offer funds the ability to ensure tools and applications required to securely manage the infrastructure are up to date, supported and patched while providing a consistent level of service as the City's employee base grows and technology changes.

This offer funds telecommunications and professional services contracts to build and maintain voice and networking systems. It enables management of an increasingly connected set of devices from LED lights to video surveillance cameras to servers running mission-critical applications.

This offer funds the staff that builds and maintains the City's IT Infrastructure and who provide technical support to more than 2,500 City employees as well as City agencies, City Council, PFA, Housing Catalyst and residents. These teams value continual improvement and negotiate contracts to the City's best advantage.

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Systems: Provides and supports physical and virtual servers, storage, email accounts, infrastructure and internet security, firewall implementation and tools that control user access to servers and data.

NetComm: Provides network design, support and security, internet security and voice system support.

This offer funds training and travel for staff ensuring they keep abreast of industry standards, best practices and advances.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## 3.2 Information Technology Client Services - Funded

**2019 - \$1,595,972**

**2020 - \$1,642,127**

Funding this offer provides continued budget for the Information Technology Client Services (CS) team that provides service and support to City employees, departments, City Council and external entities.

In 2012, as the City grew and technology and user services were in greater demand, the CS team was formed. CS provides support and services that City employees use daily. This includes services listed below as well as project work with departments and technology research. CS has a strong customer relationship and is often the face of the IT Department. This is a team of professionals who carry a responsibility for the overall customer experience and perception of technology.

Programs and services offered by CS:

- Helpdesk: Focus on providing exceptional service as the initial contact for users in need of IT assistance.
- Desktop Support: 2nd-level support for systems and apps provided to users; includes thousands of apps and mobile device support. Often serves as a liaison between users and application owners to resolve problems.
- Systems: Manages enterprise applications and servers including Airwatch Mobile Device system, CyberArk system, the IT asset system, SysAid IT ticketing system and desktop patch management.
- Software Compliance: Focuses on City compliance with licensing/user agreements for software. This includes enterprise systems such as Microsoft servers, licensing services for Office 365 and Adobe Acrobat enterprise systems.
- Hardware Services: Purchasing, imaging, and support for all city owned hardware.
- E-waste Services: Manages the City's e-waste process.
- Asset management: Supports the asset management system to include application and server management and reporting.
- Adds, Moves, Changes: Supports new employees, office technology moves, personnel changes and management of VPN access setup.
- Training services as needed.
- On-Call Services: Provides after-hours enterprise IT support 24/7/365.

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This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 3.3 Information Technology Infrastructure Equipment - Funded

**2019 - \$1,610,948**

**2020 - \$1,420,784**

This offer funds ongoing Infrastructure replacements that are unique in both nature and scale, and are called out separately from the ongoing Infrastructure Services Offer. Some components within this offer will also be impacted by enhancement offers, and are referenced individually.

**PC and Laptop Replacements:** This offer funds the replacement of approximately 442 laptops and desktops (PCs) in 2019 and 392 PCs in 2020. This offer also includes 2.0 FTEs to help build the replacements and support Police Department with the Patrol Laptop Replacement offer (25.27). This offer also has funding to cover existing leased PCs that will expire in 2019 with no further lease payments required thereafter. The City decided to adopt a four-year replacement cycle for PCs and to purchase rather than lease.

This offer funds the replacement of a large number of phones, network/voice switches, gateway routers, internal wireless access points (WAP), 10G interfaces, fiber cabling and various operational network needs. This offer also provides funding for Professional Services to guide the implementation of architecture changes and technical transition.

This offer covers replacement costs of Data Management assets that constitute the City's private cloud. This includes server blades, chassis, storage devices that contain more than 750 terabytes of space, virtual servers and other data storage that is replaced via a life-cycle replacement plan approved by the IT Steering Committee.

Lastly, the City has experienced a significant increase in the number of devices that require an IP address. These include phones, devices on the smart grid, multiple endpoint devices (desktops, laptops, tablets), and other devices - sometimes referred to as the internet of things (IOT) - like light bulbs or cameras. As a result, there is an increase to support our IP address management solution due to the increase in the number of requests to connect IOT devices.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

## HIGH PERFORMING GOVERNMENT

### 3.4     **ENHANCEMENT: 0.5 FTE Increase - Senior Technical Support Specialist - Funded** **2019 - \$13,771** **2020 - \$15,574**

Funding this offer will increase the existing 0.5 FTE Technical Support Specialist position for Client Services to 1.0 FTE. This position was at one time a 1.0 FTE but was decreased during earlier recession years.

This position is a vital member of the Information Technology Client Services (CS) team, which was formed as a result of the City's organizational growth and ongoing need for technology support and user services. This team of professionals is often the face of IT with a strong focus on developing and maintaining strong customer relationships to ensure a world-class customer experience and perception of technology.

With the increased growth of programs/services and employees within the City, this team has seen a significant growth in desktop support, software compliance, hardware requests and system support tickets. This team also manages Citywide projects and is responsible for user systems, as well as managing our assets and ensuring an active, timely response to all requests.

This position is responsible for the following:

- IT Asset System: Supports the application and system overall including reporting and data integrity/accuracy.
- Manages the Adobe Acrobat Enterprise Licensing Program, including licensing, auditing, system management and annual true-up activities.
- Provides assistance with the Software Compliance Team. With the addition of Office 365, the volume of software compliance requests has increased 25% from 2017.
- Member of the SysAid Admin Team (one other person) which supports the application and develops forms and processes for IT, as well as the end-user portal and security.
- Provides backup support for the desktop support team.
- Provides project support if necessary.

If this offer is not approved, the team will continue to lag in fulfilling requests from employees across the City. This may impact projects as well.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 3.9     **ENHANCEMENT: Update Windows Server OS to Server 2019 - Funded** **2019 - \$150,311** **2020 - \$0**

Funding this offer will allow the IT Infrastructure team to update the operating systems (OS) of servers running the Windows Server OS to the latest version available, Windows Server 2019. These funds allow the IT Infrastructure team to apply both enhancements to the Server OS as well as performance and security patches when Microsoft makes them available on an ongoing basis.

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The City maintains more than 400 servers, a majority of which run a version of Windows Server OS. By 2019, all versions currently installed will no longer be supported by Microsoft for enhancements. Not being able to take advantage of enhancements to the OS means that the IT infrastructure is not capable of supporting enhancements and/or upgrades to applications providing services to the City because those applications required updates to the Server OS.

This update is crucial to the City's security because it contains the most current security technology and updates. The older an operating system is, the higher the likelihood that malicious actors have discovered and are capable of exploiting vulnerabilities that have not yet been patched. Running a current Windows Server OS and patching it regularly is the most effective way to stay abreast of security issues and remain current on key functionality. Failing to update to the latest Windows Server OS can leave the City open to vulnerabilities whose fixes could prove costlier than the disruption to service caused by the update.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

## 3.10 REDUCTION: Scheduled Computer Replacements - Funded

**2019 - (\$125,000)**

**2020 - (\$125,000)**

This offer would reduce the number of annual computer replacements the IT Department is scheduled to procure based on an established replacement schedule. This reduction essentially would reschedule all computers not assigned to specific staff to a "replace on fail" policy. There are approximately 600 computers in the organization that fall under this category. This offer reduces the number of computer replacements by 70 per year (reference Offer 3.3).

The types of computers that fall into this category would be those computers assigned to conference rooms, training computers, backup or non-primary computers, computers at facilities where a designated person is not assigned, etc.

Moving to a "replace on fail" policy for these specific types of computers can affect their long-term performance and the employees who use them. The systems will not be as efficient as the up-to-date equipment and will take longer to replace as they will be built upon failure. By limiting replacements, there's a potential correlating increase in repair work by the Client Services team, which could hamper other projects as these units would likely no longer be under warranty. In addition, security impacts are hard to fully gauge given threats can be unknown. Once a system becomes a security concern, it would need to be replaced as a failure.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers



# HIGH PERFORMING GOVERNMENT

## 4.1 Information Technology Administration Services - Funded

2019 - \$525,320

2020 - \$538,611

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, Infrastructure and customer services teams of the IT department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Public Library District, Housing Catalyst, Poudre Fire Authority, and others).

The IT department coordinates the governance of the City's technology portfolio through the use of a number of program and departmental steering committees and core team committees that serve to align business and enterprise priorities and strategies. Executive oversight on major initiatives is accomplished through the implementation of an IT Executive Steering Committee, which is comprised of a majority of the City's Executive Lead Team.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## 4.2 ENHANCEMENT: Office Reconfiguration for the IT Department - Funded

2019 - \$115,000

2020 - \$0

This offer would fund the equipment and labor costs to reconfigure the cube layout and add up to an additional 11 cubes for the IT Department at 215 N. Mason St., 3rd floor, south wing. The IT department has 75 employees, and work space for 44. The current configuration maxes out at 41 spaces and three offices. The addition of up to 11 new cubes is necessary to accommodate work location reassignments, project assignments, interns, contract employees, etc. This will increase 55 work spaces; 52 cubes and three offices. This plan calls for cubes to be realigned in order to accommodate the additional spaces. In order to be able to reuse existing inventory, cube sizes will remain the same.

This offer includes evaluation of existing materials for tear-down/re-set of cube walls and work surfaces, costs associated with moving and adding electrical and technology boxes and wiring required as part of the cube reconfigurations and additions, and labor costs to complete the tear-down/reset. The existing cube wall products are no longer available for purchase. All cube materials (walls, counters, cabinets, etc.) are re-use of existing materials, including the 11 new cubes; extra parts are available in the warehouse, per Operation Services.

The reconfiguration and new installations will have to occur in phases. Any costs associated with relocating the department during the reconfiguration have not been factored into this cost estimate.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

# HIGH PERFORMING GOVERNMENT

## 5.1 HR Core Services - Funded

2019 - \$2,502,957

2020 - \$2,516,331

Funding this offer allows Human Resources (HR) to continue to deliver strategic services and programs such as Talent Acquisition, HR Technology Systems Management, Employee Performance/Engagement/Retention, Learning and Organizational Development, Workforce Analytics, Policy Development, Collective Bargaining, and other essential HR Administrative services for the organization.

These core programs and services:

- Ensure a continuous supply of qualified talent: a pipeline of internal and external candidates with the skills required to achieve the City's plans
- Enable a high-performance workforce: a high achieving and diverse workforce with a clear understanding of how their work impacts performance and feels recognized for their contribution
- Strengthen world class leadership: a strong leadership bench and individuals with the key capabilities to impact the City's current and future performance
- Support strategic City and service area initiatives: thought leadership and resources to help leaders and teams accomplish stated outcomes
- Foster safety and well-being: a work environment that is safe, healthy and conscious of long-term family and community goals
- Communicate policies and practices aligned with City values: organizational compliance with employment and labor laws, City directives and labor agreements
- Drive operational efficiency: systems and services that support organizational effectiveness

The City's Total Rewards strategy involves all aspects of the employee life cycle from applicant to alum, including recruiting; developing competitive, market-based compensation, benefits and wellness programs; on-boarding leaders, employees and volunteers; and providing development to build individual and organizational capabilities. Time is spent on employee relations, collective bargaining, managing risk and legal liabilities, and leveraging technology to enhance processes and reporting.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## 5.2 Benefits and Wellness Program - Funded

2019 - \$36,382,629

2020 - \$39,673,325

Funding this offer will provide a comprehensive array of health and wellness benefits, which are critical to attracting and retaining top employee talent. The health and wellness benefits, and the administration of these benefits, are available 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), flexible spending accounts, employee assistance programs, and retirement plans. Additionally, this offer includes funding for the Employee Wellness Program and CityCare - Employee Health & Wellness Center.

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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 and well-being. 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.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

### 5.3 Citywide Volunteer Services Program - Funded

**2019 - \$186,598**

**2020 - \$189,748**

Funding this offer will continue to support a Citywide Volunteer Services Program - FC Volunteer. Volunteers provide a significant resource to the City; 8,126 volunteers contributed 146,000 hours in 2017, or roughly 73 full-time positions. Volunteers impact eight service areas and serve as a key strategy to support a high performing workforce and increased public engagement.

FC Volunteer establishes an annual plan with strategic quarterly and monthly objectives to guide and prioritize initiatives and efforts. Marketing campaigns highlight volunteers' stories and encourage others to volunteer. Branding the program ensures consistent messaging and communication across the City and in the community. National Volunteer Week and the Volunteer Picnic exude gratitude and appreciation, while continuing education builds capacity and capabilities for both volunteers and volunteer coordinators.

Engage is a Volunteer Management System (VMS) used by thousands of people. Volunteers and volunteer coordinators use Engage to handle activities, registrations, waivers, applications, scheduling, feedback, training and reporting. The Volunteer Program Manager is accountable for database administration and technical support.

The FC Volunteer program is a centralized service for community members and departments to contact about placements, metrics, database support, background checks, policies, legal /risk management, consultation, etc. It is a resource for developing new programs, improving existing programs and inter-agency collaboration.

The FC Volunteer program is currently participating in the Service Enterprise Initiative. This national, standard of excellence program is grounded in rigorous research and designed to strengthen organizational capabilities to leverage volunteers more effectively to address community needs. A diagnostic evaluation completed by City employees and leaders across the organization will reveal specific areas to focus process improvements.

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This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

## 5.4 ENHANCEMENT: 1.0 FTE - Recruiting Specialist - Unfunded

**2019 - \$83,304**

**2020 - \$94,739**

Funding this offer will provide Recruiting with 1.0 FTE, which is critical to ensure the City hires competitive and diverse talent to meet the needs of the community now and in the future. Work was done in 2017 establishing a new, centralized recruiting team as well as to provide a completely different applicant and new hire on-boarding experience. Additional recruitment staff will help to alleviate the burden of work on managers, mitigate legal risk and enhance the candidate experience.

With more capacity, staff can make headway on recruiting analytics such as determining which sourcing strategy is best and cost per hire, and qualitative feedback from applicants, hiring managers and new hires. By accurately measuring time-to-fill, recruiters can evaluate the speed of their recruitment processes and determine which recruitment strategies can most quickly produce the needed candidates, therefore significantly reducing the cost of vacancies in jobs by driving down the time it takes to fill a job. Filling jobs faster will increase the success rate of filling positions as it mitigates the risk that candidates will not accept other positions.

In addition to increasing the overall recruiting effectiveness and efficiency, the City is finding it increasingly difficult to attract diverse talent that is currently shaping the next generation of the workforce. Staff needs time to proactively build relationships with local universities and other institutions that will help the City attract a more diverse population. The City also needs to increase its ability and capacity to attract and hire talent in other employment classifications where there is high demand. Using the talent management system to its full potential is necessary to effectively recruit, hire and retain employees, and training and coaching is essential for managers to evaluate candidates and hire the right people. This includes teaching managers behavioral interviewing techniques and evaluating resumes to make good hiring decisions.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

## 5.5 ENHANCEMENT: 1.0 FTE - Administrative Clerk II - Unfunded

**2019 - \$51,884**

**2020 - \$58,825**

Funding this offer provides the Human Resources (HR) Department with needed administrative support by adding a 1.0 FTE Administrative Clerk II position.

HR administrative staff provide high quality services to a diverse customer base. Internal customers include City staff, volunteers, employee dependents

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and retirees. External customers include residents, visitors, applicants, Poudre River Public Library District, Poudre Fire Authority, Metropolitan Planning Organization and the Downtown Development Authority. Services provided include front desk customer support, personnel and benefit records management, employment verification, and managing drug tests and background checks.

Resources are needed to maintain current levels of service, address growing service demands, and manage thousands of personnel and benefits records. HR is working to convert personnel and benefit records to digital files. Record retention laws require HR to maintain these files for 30 years after the employee separates from the organization. These confidential records are not currently backed up and are vulnerable in the event of disaster. Scanning and maintaining the records in accordance with federal, state and municipal regulations requires specific training, strict confidentiality, attention to detail and high accuracy. Due to staffing constraints, HR has had to rely on temporary staff to fill this need, and the turnover of temporary staff and the need to train repeatedly has impeded progress.

Additionally, customers have identified a need to provide a 'one-stop-shop' by ensuring there is always someone to greet walk-in customers and answer phone calls and email requests, disseminating basic HR information and connecting them with the appropriate staff members. Capacity is needed to provide support to the Chief Human Resources Officer (CHRO) who, as a member of ELT, is providing a more strategic and proactive focus and needs support to manage key projects, calendar appointments and executive administrative tasks.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

### 5.6 ENHANCEMENT: Leadership Development - Unfunded

**2019 - \$100,000**

**2020 - \$100,000**

Funding this offer will allow HR to offer Leading at the City, a key development program, for target audience of approximately 400 City leaders and people-managers.

Leading at the City is designed to build and enhance the leadership capabilities of executives, directors, middle managers and first-level managers. This program was launched in 2017, with four sessions delivered and 94 leaders attended; in 2018, two sessions will be delivered with 38 in attendance currently, and an estimated 40 leaders for the fall session. In total, 46% of the target audience will have attended Leading at the City by year-end. The goal of the program is to reach the remaining backlog of leaders, plus acclimating all newly hired and promoted leaders, estimated at 200, to meet the organization's demands for focused, aligned and consistent leadership competencies for all leaders and people-managers across the organization. The delivery commitment for 2019-2020 will be two sessions in 2019 and two sessions in 2020. Beyond 2020, it is anticipated that all newly hired and promoted leaders will register for a Leading at the City session within six months of hire as a standard practice and funded as a steady expense from the Learning and Development budget.

The issue of focused, aligned and consistent demonstration of leadership competencies has been measured by CORE 34 (the City's employee engagement survey) and quarterly performance alignment conversations (QPA) between employees and leaders. Developing our leaders' capabilities is a necessity for the organization to meet and exceed the stated strategic objectives.

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The submission of this enhancement offer serves to drive the development of highly self-aware, agile, focused, and engaged leaders.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

## 5.7 ENHANCEMENT: Incentive Awards and Recognition Program - Unfunded

**2019 - \$300,000**

**2020 - \$300,000**

Funding this Offer will implement a Citywide Incentive Awards and Recognition Program. The program supports the City's Total Rewards strategy to attract, retain, engage, develop and reward a diverse and competitive workforce.

The Incentive Awards and Recognition Program is intended to recognize individual and team achievement of strategic objectives and results, completion of major projects and initiatives, extraordinary effort during times of critical need, and contributions that clearly and significantly impact critical operational goals and deliverables. Awards could include spot bonuses, plaques, gift cards, etc.

Human Resources will design, administer and monitor the program in partnership with Service Area Directors.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

## 5.8 ENHANCEMENT: Licensed & Customized Interview Guides - Unfunded

**2019 - \$25,000**

**2020 - \$25,000**

Funding this offer will ensure all hiring managers can efficiently create customized behavioral interview guides for all positions in the organization. The licensed technology interfaces with the City's integrated talent management system's competency library to identify and select behavioral competencies, which generate a guide that serves as a powerful tool for improving the quality of information gained during the interview process.

Behavioral interviewing is a proven, potent technique for improving the quality of information gained during the interview process. This approach produces predictive data, which improves the accuracy and diversity of hiring decisions because compelling questions yield critical predictors of the candidates' capabilities. Subsequently, candidates' capabilities can be assessed and hiring managers have the information to link behaviors to a candidate's success in the position. It is important to make sure hiring managers are following guidelines for structured, behavioral interviewing to ensure they are getting accurate information and doing it in a manner that is legally defensible.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

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## 10.1 Utilities: Customer Service & Administration - Administration & General Operations - 2019 - \$6,124,919 Funded 2020 - \$6,351,165

Funding this offer will sustain the administration and general operations of the Utilities Service Area. This offer provides funding for the Executive Director's Office, Strategic Financial Planning, Asset Management, Environmental Regulatory Affairs, Locating and Meter Operations, Wellness, Utilities Support Services, and Grounds Maintenance, as well as the transfer to the General Fund for administrative services provided to serve the CS&A internal services fund.

- 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.
- 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.
- Asset Management is implementing a formalized program to optimally use, maintain and replace utility infrastructure.
- Environmental Regulatory Affairs manages the City Environmental Policy achieving compliance with legal and regulatory requirements, pollution prevention and continuous improvement.
- Locating and Meter Operations provides locate services for electric, water, wastewater, and stormwater systems, as well as the City's traffic and fiber optic networks and reading and maintenance of metering infrastructure.
- Wellness provides support and facilitates employee physical and mental well-being through initiatives, programs and education.
- Utilities Support Services and Grounds Maintenance includes a variety of shared services, such as, building maintenance, janitorial and security services, lawn maintenance and snow removal.
- Payments and transfers include those to the General Employees Retirement Plan and Administrative payments to the City's General Fund for shared services such as HR and Accounting.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## HIGH PERFORMING GOVERNMENT

### **10.2 Utilities: Customer Service & Administration - Customer Connections Programs and Services - Funded** **2019 - \$6,721,829** **2020 - \$6,854,493**

This offer sustains world-class Utilities customer service, outreach and engagement. In 2017, customer satisfaction was the highest ever, up 5% from 2016 with an impressive 5% or less dissatisfaction rating for every service area. The Utilities customer experience ranks higher than both national and Front Range benchmarks.

This offer funds the Utilities' Customer Connections Service Unit staffing and resources, which is responsible for generating nearly 1 million timely and accurate utility bills for more than 71,000 electric and 35,000 water customers, responding to more than 119,000 customer calls per year with of hold time of under two minutes, managing more than \$200M in Utility and City revenue, supporting more than 17,000 customers through efficiency programs, and reaching thousands through educational programs and events.

This offer creates strong customer experiences through education, events, creative and diverse communications, and award-winning energy and water efficiency programs. Staff employ a variety of approaches to build relationships and trust with residential, commercial and industrial customers, which is critical as the population and economy grows, evolves and is ever-reliant on Utility services. This offer connects customers to the resources needed to pay and manage bills, manage water and energy use, and thrive at home and in business.

Utilities is a customer service industry now more than ever. Customers demand greater choice, access and convenience. This offer adds value for customers and delivers on Council priorities and regulatory requirements, on top of challenges like physical and cyber security, aging infrastructure, increasing costs, population growth, affordability, an evolving energy grid, climate change, and more. As a municipal utility, the customers are the community and great partners in creating a collective future. Providing an excellent customer experience builds awareness and support, which this only works if customers are provided high-quality service.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs

### **10.3 Utilities: Customer Service & Administration - Information Technology Services - Funded** **2019 - \$5,009,520** **2020 - \$4,891,667**

This offer includes the Utilities' portion of the IT Department's allocation for Enterprise applications, Infrastructure and Administration offers in this budget process. Metrics associated with the Enterprise IT allocation reside in Information Technology offers in the Data & Communications Fund 603. These amounts are not additive to the IT Department offers, but represent the funding mechanism for the Utilities portion of the IT offers. This offer includes the ongoing support and development work of the Application Services - Utilities Dept. More than 100 applications used by Utilities employees are supported, enhanced, and developed by this organization. Over the past eight years Utilities has moved to more modern business applications.

Some of the more enterprise-level systems deployed, being developed and supported by the IT Applications team for Utilities include:



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- Maximo - Computerized Maintenance Management system. This fully functional system is deployed to both water plants and to wastewater operations. The application will be further deployed to remaining water departments and to Light & Power. Some portions of Maximo will be used by the Broadband deployment.
- Utility/Broadband Billing system - Working closely with Broadband team to select and deploy comprehensive solution including new Broadband Billing system.
- Advanced Metering Systems - Reads meters remotely through a wireless mesh network. The back-end business applications that support this system collect 15-minute intervals for electric meter reads and 60-minute intervals for water meter reads, cleanse the data and supply billing determinants to the Utility Billing system.
- ESRI mapping for all Utilities - Will be moving all Utilities mapping to more Enterprise and standard solution, ESRI
- Cyber Security Governance - Working with consultant to develop governance for cyber security throughout Utilities and beyond.
- Time of Day (TOU) - complex rates to be deployed leveraging Advanced Metering capabilities of interval meter reads.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### **10.4 CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Information Technology Minor Capital - Funded**

**2019 - \$366,800**

**2020 - \$322,180**

In order to keep the Utility network secure, periodic upgrades/replacements of network equipment are required. The dollars in the 2019 minor cap are to replace networking equipment at Wood Street. The dollars in the 2020 minor cap are to replace switches and routers at the Drake substation location for Utilities. Keeping the Utility network updated and current is a key deterrent to cyber security intrusions/threats. Utilities' servers in City Hall will also be replaced as needed with dollars funded by this offer to keep them current with cyber security best practices.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses

### **10.5 CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Minor Capital - Funded**

**2019 - \$112,500**

**2020 - \$50,000**

Funding this offer will provide four replacement vehicles, and replacement of grounds maintenance and locate equipment at a total cost of \$167,500. The breakdown of requested vehicles are:

- Two vehicles support regular customer visits and business meetings of the Customer Connections service unit (CCSU). Current vehicles are well past the replacement cycle terms. An internal review was performed to determine of the five shared vehicles currently on-hand in CCSU how many should be replaced. The analysis determined only three vehicles should be replaced based on use and the option to check out pool fleet vehicles. One vehicle was purchased in 2018, with two remaining for 2019.
- One vehicle supports facility and ground maintenance services for all Utilities facility locations.

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- One vehicle supports CCSU's Credit and Collections personnel meter reading services for Option 3 customers, who elected not to allow transmitting of interval data from their smart meter.

Replacement vehicles will be purchased in collaboration with Operation Services and Purchasing standards to align with the Municipal Energy Efficiency initiative related to the vehicles being electric or hybrid.

Key costs identified in this offer are:

- 2019 purchase of one mower \$15,000
- 2019 CCSU purchases one vehicle totaling \$30,000 with ongoing maintenance
- 2019 CCSU purchases one vehicle to support Option 3 meter reading totaling \$30,000, with ongoing maintenance
- 2019 ground maintenance truck replacement totaling \$30,000, with ongoing maintenance
- 2019 locates equipment replacement totaling \$7,500
- 2020 purchase of one mower \$15,000
- 2020 CCSU purchases one vehicle totaling \$35,000 with ongoing maintenance
- 2020 locates equipment replacement totaling \$5,000

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

### 10.10 **ENHANCEMENT: Utilities: Customer Service & Administration - Commercial Data Portal - Unfunded**

**2019 - \$0**

**2020 - \$400,000**

Funding this offer will upgrade commercial customers' data access portal into one accessible, robust and effective system.

This commercial utility portal will enable commercial and industrial customers to monitor their utility use and connect to relevant conservation opportunities. The system will be a web-based platform for customers to view, export and visualize data, as well as leverage current utility programs to increase electric and water efficiency. This system would include features that are currently not available to customers such as viewing data from multiple meters in a single location, month-to-date cost estimates, and usage alerts. In addition to providing customers access to their utility data, this new portal will also serve as an engagement platform for Utilities' programs. As energy policy and Climate Action Plan goals increase, Utilities' programs will need greater participation from business customers. This platform will create a link between the information businesses currently seek out (utility use and cost) and programs that could provide direct benefit to those businesses. Increased education and engagement will lead to increasing uptake in efficiency projects, including installation and building performance measures.

Commercial customers use approximately two-thirds of the community energy and water while only comprising approximately 10% of the total number of utility accounts. This provides a greater opportunity, per account, to deliver results. Access to data that helps commercial and industrial customers better understand their utility consumption is the first step for businesses to make informed utility management decisions.

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This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.1 - Provide world-class municipal services to residents and businesses

## **10.13 ENHANCEMENT: 1.0 FTE Utilities: Customer Service & Administration - Information Technology Services - Analyst to replace PRPA resources - Funded**

**2019 - \$0**

**2020 - \$118,503**

Funding this offer provides 1.0 IT FTE for the Utilities billing system. Eventually, there will be no incremental costs because Utilities will no longer pay Platte River Power Authority for hosting services. Utilities paid PRPA ~\$419K in 2017 to host the billing system (included two Database analysts at PRPA). Utilities formally notified PRPA that a new billing system would be deployed in the City's data center.

Internal hosting costs less. By moving the billing system in-house and supporting it completely internally, Utilities will eventually no longer incur the \$250-419K annual hosting cost. The eventual ongoing savings funds this position with no incremental ongoing costs beginning in late 2020 or early 2021.

The position will provide critically needed back-up support to a primary software engineer who delivers deep support to the billing system and its ~80 interfaces to other systems, including the City's ERP system, JD Edwards. This support includes complex rates offered by Utilities including Time-of-Day rates, Income Qualified rates and solar net metering. Having only one individual who deeply understands the billing system is a serious risk for a system that generates ~\$200M in revenue annually. The position will also provide critical IT technical support to the new eBill (on-line bill pay) solution that replaces a system that was supported by a third party (Kubra) as well as the new Operational Support System used for managing telecom hardware components provisioned to new Utilities customers that subscribe.

This offer replaces paying PRPA for hosting services and their two analysts beginning in late 2020/early 2021. By way of comparison, the City's JDE financial/procurement system is supported by ~5 technical resources. Without this position, Billing would have only two technical support resources. The Utility Billing system is as mission-critical for Utilities and the City as JDE. Need for an additional technical FTE may surface as staff learns more about the new billing system over time.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

## **10.15 ENHANCEMENT: 1.0 FTE Utilities (Repurpose): Customer Service & Administration - Data Enhancement - Funded**

**2019 - (\$28,540)**

**2020 - \$21,617**

Funding this offer will allow Utilities to continue the momentum of being a data-driven organization that enhances how Utilities and its customers use granular data toward investment solutions. This will be accomplished by acquiring a data warehousing solution with the staffing resources needed to be

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able to extract the interval values.

This offer is requesting an Integrated Solutions Architect 1.0 FTE position. Through collaboration with Utilities business units, resources have been committed that provide complete funding for the data warehouse (Offer 9.80), partial funding for an FTE, and resources that enable the cost of this offer to remain minimal while creating value.

Data is one of Utilities' maturing assets, and this offer will begin to enable greater use and advanced analytics. A few examples of expected deliverables from this offer include:

- Asset Replacement Models: This type of modeling enables Utilities to create sophisticated replacement plans that both save money for Utilities and ensure high levels of reliability. Through initial efforts, Light & Power expects to be able to pull \$40M out of its 10-year capital plan for cable replacement.
- Customer Tools: Customer-facing tools are critical for both customer satisfaction and CAP goals, but often come at a high cost and provide inflexible solutions. Annual savings of \$200,000 are expected from Home Energy reports and more than \$500,000 can be avoided for planned customer-facing portals.
- Revenue protection: Power theft in the US alone is estimated at \$6 billion annually. Theft and other losses will be discovered and prevented by detecting anomalies in consumption data.

Ultimately, this offer is anticipated, with metrics, to result in an increase of customer satisfaction, a more agile and future-proof Utilities with customer interactions, and the ability to reduce and avoid future costs that exceed the cost of funding this offer (i.e., return on investment). This offer also allows greater opportunity for university partnerships.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

### **10.16 ENHANCEMENT: 1.0 FTE (Repurpose) Utilities: Customer Service & Administration - 2019 - \$29,160** **Environmental Regulatory Affairs MS4 Program Re-organization - Unfunded 2020 - \$29,602**

This offer will fund the reorganization of the Environmental Regulatory Affairs (ERA) Division to improve the efficacy of the existing stormwater regulatory program. The City of Fort Collins has operated under a Phase 2 Municipal Separate Storm Sewer System (MS4) Permit since 2003. As the city's population has increased, the demands on MS4 Permit implementation have also increased significantly, aligning more with larger, more complex Phase 1 programs such as Denver and Aurora. The required program, and its associated tasks and duties, already exist as part of the ERA mission; no new services are being added, only a change in the business practices to more effectively provide world class services to residents and businesses while meeting MS4 Permit regulatory requirements.

Funding this offer will repurpose an existing Environmental Regulatory Specialist who currently advises on MS4 program implementation and create a new position entitled MS4 Permit Administrator. HR has approved the position to level with the Sciences and Engineering Function, as an M2 within the Managerial Career Group. The MS4 Permit Administrator will have direct input, control, and influence into implementing the five MS4 Permit-required programs including Construction Site Runoff Control, Post-Construction Stormwater Management and Illicit Discharge Detection and Elimination, which

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currently report to the ERA Division Manager.

Funding this offer will also repurpose an existing Environmental Regulatory Specialist, who currently implements the Construction Site Runoff Control Program and advises two Construction Inspectors. The repurposed position will supervise the two Construction Inspectors. In discussion with HR, this position will remain a P2 in Job Architecture, but be compensated accordingly for added supervisory responsibilities. In the current Job Architecture, no move to the Managerial Group can be made for staff that supervise two people or fewer.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ENV 4.7 - Continually improve environmental regulatory performance
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed

### **10.19 ENHANCEMENT: CAPITAL - Utilities: Asset Register and Work Order Management System - 2019 - \$1,352,750 Funded 2020 - \$720,250**

Continued multi-year implementation of the Maximo 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:

More than \$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 pro-actively manage, operate and maintain those assets to help ensure that quality and reliable services are provided. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction, reliability, efficiency and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

#### Work Management:

Managing, scheduling and tracking maintenance and repair work done by multiple crews is critical to providing all Utility services. This system not only supports scheduling and planning of that work, it also integrates and records 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 and Data Collection:

Moving toward a data-driven organization requires the ability to capture both the institutional knowledge and the historical data against assets. This system provides a means for accomplishing that kind of data collection so that it can be analyzed accordingly to aid in key decisionmaking.

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### **10.20 ENHANCEMENT: Utilities: Water/Wastewater/Stormwater - Scanning As-built Plans - Funded 2019 - \$45,000 2020 - \$0**

This offer will fund the conversion of hard copy plans for existing water, wastewater and stormwater infrastructure to electronic plans.

The "as-built" plans for Utilities infrastructure become the document of record for the Utility once a project is constructed. These plans contain valuable information related to the location, size, and materials for water, wastewater and stormwater assets. It is estimated that more than 10,000 hard copy sheets exist of these plans. This project would scan and organize these plans into electronic files that will be permanently archived in a searchable format.

Utilities has undertaken a records management project to develop a strategy to effectively manage critical information. This scanning project was identified as a priority due to the critical nature of the asset information contained on these plans.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### **10.23 ENHANCEMENT: CAPITAL - Utilities: 700 Wood St. Building/Facilities - Funded 2019 - \$320,000 2020 - \$240,000**

Funding this offer will allow major maintenance and building code updates to be performed on the 700 Wood St. Utilities Service Center.

This offer includes front entry design and construction to bring the area into ADA compliance, fire sprinkler system installation within the warehouse area, roofing repairs on the main building and roof replacement on building "C."

700 Wood St. has been identified as needing ADA-related upgrades to certain slopes, parking spaces and slabs. The warehouse has been identified as needing a fire sprinkler system, which will bring the facility up to code for the storage of certain hazardous materials. The main building is in need of various "patch" roof replacements where the current roof is beyond its useful life. Building "C" has been identified as needing an entire roof replacement as it is also beyond its useful life.

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2019 - 700 Wood St. Roofing Repairs (\$170,000 split by fund (L&P 50%, Water 25%, Wastewater 12.5% and Stormwater 12.5%))

2019 - 700 Wood St. Warehouse Fire Sprinkler (L&P 50%, Water 25%, Wastewater 12.5% and Stormwater 12.5%)

2019 Total: \$320,000

2020 - 700 Wood St. Building "C" Roof Replacement \$100,000 split by fund (L&P 100%)

2020 - 700 Wood St. Front Entry (Design & Construction) \$140,000 split by fund (L&P 50%, Water 25%, Wastewater 12.5% and Stormwater 12.5%)

2020 Total: \$240,000

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### **10.24 ENHANCEMENT: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates** 2019 - \$306,654 **Enhanced Staffing - Funded** 2020 - \$215,068

This offer funds 2.0 contractual FTE Utility Facility Locators, and their associated trucks and equipment for the 2019-2020 budget cycle. Utility Facility Locators mark underground lines any time excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current staff of locators mark City water, wastewater, stormwater, electric, traffic signal loops, and IT/fiber. Current staffing levels are efficient, but the creation of the City Broadband utility and its construction will significantly increase the workload of this group. The construction will start in 2018 and carry into the end of 2020 or beginning of 2021. Preliminary estimates call for 7-10 lane miles per week of construction activity, and will eventually pass every residence and business in City Limits. Current staffing runs with a full schedule daily, so in order to take on this additional work, more resources will be needed. Accurate and timely locates are essential to prevent injury to construction workers and damage to Utility and City infrastructure.

It is anticipated that the two contractual positions may sunset after the completion of the installation project, which will span three years into 2021. The contracts will be reviewed on an annual basis, with the expectation that the contracts will be requested for the first year of the 2021-2022 budget cycle.. The trucks and equipment from the two sun-setted employees can be used in lieu of future replacements, which would save approximately \$100,000 in minor capital expenditures in upcoming budget cycles.

The funding for the Locates group comes from the CS&A fund, as they do work for all four Utilities. They also bill other City departments for locates they perform for them.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

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### 10.26 REDUCTION: Utilities: Peer-to-Peer Recognition Program - Funded

2019 - (\$4,000)

2020 - (\$4,000)

Not funding this offer will reduce ongoing expenses by \$4,000 each year from the seven-year internal employee engagement program created as part of the Utility for the 21st Century Initiative (U21C). The majority of the funds support gift cards and copy and reproduction services.

Utilities began the Peer-to-Peer Recognition Program as part of U21C in 2011. The purpose of the program is to encourage Utilities employees to nominate their peers for outstanding work that exemplifies the organization's values of stewardship, innovation, teamwork, safety, collaboration, customer service and integrity.

The Peer-to-Peer Recognition Program has been a valuable contributor to employee engagement among Utilities colleagues. However, with the Human Resources Citywide annual Public Service Employee Recognition week managing the same approach, continuing the program at Utilities with non-HR personnel on a volunteer basis is not optimal and duplicative.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers

### 10.27 REDUCTION: Utilities: Collections Services - Funded

2019 - (\$30,000)

2020 - (\$30,000)

Not funding this offer will reduce third-party collections services on past-due utility accounts. Supporting collections is not the optimal use of funds due to the perpetual lien ordinance.

Per City Code, past-due utility accounts represent a perpetual lien on the property to which services were delivered. As a result, when the property is sold past-due amounts are collected at title transfer. Since property sale could take months or potentially years, property owners and managers in this university community have relied on Utilities to collect tenants' past-due amounts prior to sale. However, this bad debt is less than .001% of Utilities' annual revenue, representing a negligible amount of bad debt versus the cost to administer and collect on past-due accounts, knowing those funds will be paid as part of the property sale.

Changing the existing process will reduce revenue collected between the time the account becomes delinquent and when the property is sold. However, based on the revenue received and cost of the vendor and staff time there is sufficient support to reduce this ongoing expense. For example, in 2017, Utilities sent 1,728 delinquent accounts totaling \$374,641 to the collection agency. They collected \$106,924 and the agency was paid \$38,662; associated staff time is estimated to be approximately 25% of an FTE salary of ~\$50,000, which is \$12,500. Thus, the return on investment is about 9%. The 2017 summary represents a typical collection year scenario. In comparison, Utilities received \$84,302,701 in revenue from the various payment methods including 2,191 from title payments totaling \$498,208, thus demonstrating the revenue is received.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers



# HIGH PERFORMING GOVERNMENT

## 13.1 City Clerk Services - Funded

**2019 - \$808,703**

**2020 - \$833,872**

Funding this offer will maintain the mission-critical organizational support provided by the City Clerk's Office 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:

- City Council agenda production and related planning and management documents
- Election management (FTE staffing only; temporary election workers, overtime and non-personal services are included in Offer 13.2)
- Boards and Commissions coordination
- Licensing (liquor, medical marijuana, retail marijuana)
- Passport services (on behalf of, and controlled by, the U.S. Dept. 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 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 municipal services to residents and businesses
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.9 - Proactively influence policy and legislative development at all levels

## 13.2 Elections - Funded

**2019 - \$518,744**

**2020 - \$225,300**

This offer will fund the 2019 regular municipal election. By Charter, regular elections are held in April of odd-numbered years. In addition, any number of initiatives or referendums could be generated by the Council or by citizens.

The April 2019 election will be conducted by mail ballot. As was first done in 2013, the City will pay postage for all voted ballots returned by mail. For the first time, full-scale signature verification will be implemented, and election activities will continue for the eight days after election day to allow for verification/reconciliation of discrepant/missing signatures.

Funding is also included for a special election in November of each year. November elections, coordinated with Larimer County, provide the City with an additional opportunity to place ballot measures before the voters. November is the only time, other than at the regular election in April, that TABOR questions can be considered by voters.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

### **13.3    ENHANCEMENT: Full Attendance of Youth Advisory Board at NLC Conference - Unfunded      2019 - \$14,500 2020 - \$15,600**

Funding this offer will allow all nine members of the Youth Advisory Board (YAB), accompanied by two adult chaperones, to attend the National League of Cities Conference in Washington, D.C. This offer provides funding for the remaining 7 YAB members and 1 additional chaperone. Funding was previously established in 2017 for 2 YAB members and 1 chaperone.

In 2017, Council approved funding for two members of the Youth Advisory Board, along with one adult chaperone, to attend the National League of Cities Conference in Washington, D.C. After attendance in 2017, the two attending members and their chaperone reported to Council on their experiences at the Conference. Council expressed a desire to have more members attend in 2018, and four YAB members and one adult chaperone attended. The cost for sending additional attendees exceeded the budget for 2018.

The youth delegation was exposed to skills, tools, and resources to advocate, lobby, and create grassroots efforts in local politics. Networking with other youth delegates from across the nation provides the Fort Collins delegation with a better understanding of common issues and fosters new ideas. Youths attending this conference have expressed a newfound interest in political science as a career choice. Attendees typically have the opportunity to meet and collaborate with the Mayor and City Council in an intimate setting and meet with local legislators to discuss key issues.

This Offer supports the following Strategic Objectives:

- HPG 7.9 - Proactively influence policy and legislative development at all levels

### **13.4    ENHANCEMENT: Purchase Election Tabulation System - Unfunded      2019 - \$92,000 2020 - \$13,000**

Funding this offer would allow the City Clerk's Office to purchase an election tabulation system, rather than rent it for each election.

Currently, election tabulation equipment is rented from Dominion Election Solutions with an estimated rental cost of \$18,000 for the April 2019 election. This is the same equipment used by Larimer County, and is one of only two systems approved by the Secretary of State for use in Colorado. The City is unable to rent or borrow equipment from Larimer County due to extensive chain-of-custody regulations placed on County elections.

Outright purchase of the equipment has been quoted at just under \$80,000, with an annual maintenance agreement of \$12,000 in 2019 and \$13,000 in 2020.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

## 13.5 ENHANCEMENT: 1.0 FTE - Records Manager - Unfunded

2019 - \$122,707

2020 - \$104,909

Funding this offer will improve records management activities across the City by developing organization-wide policy, oversight and common approaches for managing records and simplifying retrieval efforts. This is expected to increase service efficiency and transparency for the public, minimize duplicative efforts from staff, and help avoid the risks and consequences of State law compliance issues. Specifically, this offer adds a 1.0 FTE Certified Records Manager in the City Clerk's Office, together with technology to facilitate public record requests.

Currently, there are multiple disparate approaches to records throughout the City organization. Many departments use a common document management system to store images, most available to the public through CityDocs; however, with no organization-wide policy, oversight or common approach there are areas of significant concern that need to be addressed, including:

- Saving documents in multiple locations making retrieval complicated and time consuming
- No standard policies for contract records and data management
- No centralized storage of important originals such as contracts
- Lack of version control or using the wrong version of documents
- Having duplicate documents saved in various locations with no assurance that what is being provided is the final, approved document
- No overall records retention policy to guide storage, destruction and archiving efforts
- An outdated retention schedule

These issues can result in:

- Inefficiencies and delays in filling records requests
- Confusion on the part of staff and citizens
- Poor perception of City processes
- Added costs to the City and citizens
- Exposure to legal risks
- Potential security exposures

This offer provides Increased emphasis on transparency, streamlined/standardized processes and training Citywide to increase knowledge, efficiency and reduce costs expected by City Leaders, staff and citizens. It also aligns with the City's Baldrige efforts and best practices.

# HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

## 13.6 ENHANCEMENT: Redistricting Study - Unfunded

2019 - \$0

2020 - \$79,200

Funding this offer will provide an improved process for addressing redistricting when new population data is obtained from the 2020 census.

Pursuant to City Code Section 7-87, when a deviation in population numbers exceeds 10% between Council Districts, the City Clerk is required to make recommendations to City Council on boundary adjustments and possible redistricting options that, to the extent possible, equalize the population in each district. The City Clerk must review the population numbers any time the County amends its precinct boundaries (which the City must match) and within 18 months after the US decennial census is published. The City Clerk must do another review at least once every six years after making a recommendation following the decennial census.

As development patterns have evolved, the need has grown for new and more systematic methods for evaluating possible district boundary changes and identifying the related effects. It is anticipated that this problem will continue as development concentrates in areas where vacant land is available. Increased focus on the process for analyzing the district boundaries will result in better information for Council in evaluating proposed changes.

Using census data as an initial population data point makes sense, and the Charter requires that district boundaries be drawn to equalize district population and result in contiguous, undivided districts. With the next census in 2020, the timing is right to move forward with an effort to examine our method of establishing and recalibrating Council Districts. This funding is intended to lead to an updated approach for revising Council Districts based on 2020 census data prior to the 2021 election.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.9 - Proactively influence policy and legislative development at all levels

## 13.7 ENHANCEMENT: 1.0 FTE - Elections Coordinator - Election Improvements and Oversight - Unfunded

2019 - \$145,828

2020 - \$120,779

Funding this offer will result in timely and ongoing process improvements related to elections, increased transparency and oversight during elections, and a path forward for succession planning as long-term employees ready for retirement.

Recently, citizens have approached the Election Code Committee (ECC) and City Clerk staff requesting increased oversight and enforcement of campaign spending and disclosure requirements. A variety of mistakes and lapses can and do occur, because local elections tend to be the training ground for people entering politics and because City elections are starting to attract outside interests unfamiliar with local regulations. Although the

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primary objective of the campaign finance disclosure system is transparency to the public, some desire a process where committee information is actively checked for accuracy and truthfulness, where financial report submissions are thoroughly reviewed and verified, and where quick resolution to problems is initiated through securing corrections or invoking penalties.

Local elections have grown more time consuming and complicated. There has been a 49% increase in eligible electors over the past 20 years. There have been new requirements and processes established such as signature verification, special accommodations for military/overseas voters, marketing campaigns, web page development/maintenance, remote ballot drop-off locations and the management/training of a growing number of temporary election workers. A full-time Election Coordinator who can focus exclusively on election matters would ensure all essential duties and responsibilities related to elections are given the appropriate time and consideration. This position would also provide the capacity needed to address new expectations associated with campaign finance oversight, offer training/orientation for those who want to participate in the election process and provide an opportunity for succession planning.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

### 15.1 Communications and Public Involvement (CPIO) - Funded

**2019 - \$1,890,719**

**2020 - \$1,942,211**

This offer enables fundamental services from the Communications and Public Involvement Office (CPIO), including FCTV video production/cable access and graphics services. It includes management, development and implementation of a variety of communication and public engagement programs 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, the OurCity online engagement platform, 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 allows the City to inform the public about and cablecast or live stream public meetings, communicate City policy discussions and decisions, produce a variety of video programs of community interest, and facilitate distribution of emergency information for the community.

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 to create a variety of print, video and online products and collateral materials
- Creative services and media production support for community and 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

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City. It also fulfills video production and distribution commitments among the City and Larimer County partners funded through Intergovernmental Agreements.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe

### 15.2 ENHANCEMENT: 1.0 FTE - Communications Coordinator - Funded

**2019 - \$25,000**

**2020 - \$25,000**

This offer is for a Communications Coordinator position in the Communications and Public Involvement (CPIO) department to provide essential communication support for key community, Council and organizational priorities, as well as supporting City Broadband marketing and communications. Funding for this position would reduce \$41,817 from ongoing CPIO consulting services as there would be less reliance on external vendor support.

The CPIO team currently supports overall communications for 23 City departments, and graphics and video production for the entire City organization. The Communications Coordinator will provide essential communications and graphics capacity and will contribute to the overall success of City project implementation and public engagement. Community growth, coupled with the addition of new projects and lines of business, has increased the demand for CPIO support. This position will allow CPIO to continue to provide excellent customer service and high quality work to inform, involve and inspire the community.

Comments from the 2016 and 2017 Internal Services Survey, which measures City employee opinions about internal support services, indicated that while CPIO produces high quality work, they do not have enough capacity to support all of the requirements of the organization in a timely fashion. Consultation dollars were added in the last budget cycle to supplement capacity by providing external support. This consultation support did not significantly increase capacity, as CPIO was required to manage the consultant work and tackle implementation. A support position would better provide additional capacity.

"Re-imagining Community Engagement" was identified as a Council priority in 2017. This offer supports that priority by enabling the CPIO team to increase the level of communications and engagement services it provides the City organization and the entire community.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe

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### **15.3    ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media) - Funded**

**2019 - \$30,000**

**2020 - \$30,000**

This offer provides support to Fort Collins Public Access Network (FCPAN - 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 residents and non-profit organizations 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 use FCPAN's video services, as they operate with small budgets and would benefit greatly from matching funds for production services.

Located at the Carnegie Center for Creativity, 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. 2017-2018 BFO funds enabled FCPAN to produce 20+ programs for and offer production services to more than 15 non-profits in Fort Collins. This offer would help to expand FCPAN's ability to financially assist and partner with the non-profit segment of the community.

Strategic objectives for the 2019/2020 period include:

- Provide no fewer than 18 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 10%.
- Live stream performances, programming and content to citizens without cable service.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City
- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

### **15.4    REDUCTION: Stop Doing - City News Newsletter - Funded**

**2019 - (\$26,000)**

**2020 - (\$26,000)**

This offer would cease the printed distribution of City News, a monthly newsletter that is mailed to all City of Fort Collins Utilities customers who receive a paper bill. For 2018, 49,000 copies of the newsletter were printed and mailed each month. In the 2017 Community Survey, 65% of respondents indicated they get their information from City News.

If this Stop Doing Offer is purchased, the City would move the newsletter to a digital-only format. The current digital version averages about 1,400 recipients per month.

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This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers

### 39.1 City Council - Funded

**2019 - \$177,290**

**2020 - \$179,736**

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of our municipal government. The Councilmembers and Mayor receive a small monthly stipend and work to conduct business in accordance with the City Charter and Municipal Code and ensure a well-managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of 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, gatherings and at the state and federal level. As active Councilmembers they also conduct regular "Listening Sessions" where they engage with constituents.

The City Council participates in and benefits from professional development, networking and speaking opportunities both locally and nationally. Major conferences for Council include National League of Cities, which occurs twice a year and the Colorado Municipal League, which occurs annually.

Primary duties of the City Council include:

- Providing guidance and direction for the administration of all City services and ensuring the City is delivering results that citizens want at a price they are willing to pay
- Analyzing and enacting policies
- Adopting the City budget
- Acting as the hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge
- Authorizing the issuance of bonds and other debt financing mechanisms
- Engaging 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 municipal services to residents and businesses
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.9 - Proactively influence policy and legislative development at all levels



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### 39.2 City Manager's Office - Funded

**2019 - \$2,306,049**

**2020 - \$2,368,829**

This offer provides senior executive management and support of the organization through the work of the City Manager and staff. The City Manager and Assistant City Managers provide 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 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 and/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 four senior executives. Support includes coordinating Council materials, complex calendaring and travel arrangements, tracking and coordinating more than 700 service requests per year, and daily staffing for walk-in and telephone contacts.

This offer includes Policy and Performance Excellence staff, a Graduate Management Assistant, Equal Opportunity & Compliance Manager, and a Financial Coordinator who oversees five departmental budgets. None of these staff have administrative support.

Policy and Project Managers support a variety of policy projects and the Legislative Program. Projects and are often cross-departmental and/or Council priorities.

The Performance Excellence program uses continuous improvement processes and focus teams to build organizational capacity.

The Graduate Management Program is designed to attract and develop talented individuals with an interest in a local government management career and results in mutual benefit to both the Assistant and the organization.

The Equal Opportunity & Compliance Manager oversees and manages equal opportunity employment efforts, City ADA, and Title VI Programs.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

### 39.3 ENHANCEMENT: State Government Advocacy - Funded

**2019 - \$45,000**

**2020 - \$45,000**

This offer is to continue funding the contract with Bowditch and Cassell Public Affairs, the City's contract lobbyist who has helped elevate Fort Collins' legislative success at the state level. Proactive legislative advocacy requires a constant presence in the Capitol and sustained relationships with a broad

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range of legislators and staff.

This offer continues to fund an outsourced contract advocate for the City to work at the Colorado General Assembly. The City's contract lobbyist works with the Policy and Project Managers and Legislative Review Committee (LRC-Councilmembers) to serve the City's state legislative needs year-round.

Having this contract lobbyist has helped improve the City's legislative process and secure efficiencies in communicating and getting feedback on the City's legislative priorities. The lobbyists' expertise helps the City take more informed positions on various bills and enables the City to better prioritize when to use things like staff testimony to help pass or kill specific bills. This expertise has resulted in a legislative success related to a Council priority of addressing rolling coal, and in killing bills the City has opposed.

Bowditch and Cassell are based full-time in Denver and function as the City's representative at the Capitol and among state agencies. City staff still coordinate and direct day-to-day advocacy activities and staff the LRC. Having a full-time presence in Denver allows staff to spend more time in Fort Collins, focusing on other policy and project priorities, including federal legislative activities. Staff believes continuing the relationship with Bowditch and Cassell will only further increase the City's legislative effectiveness.

This Offer supports the following Strategic Objectives:

- HPG 7.9 - Proactively influence policy and legislative development at all levels

### 39.5 ENHANCEMENT: ADA Self-Evaluation and Plan Compliance - Unfunded

**2019 - \$196,100**

**2020 - \$9,600**

This offer will fund a full ADA assessment of City Parks/Natural Areas and related physical environments; recreational and educational programs and services; website accessibility; and policies and procedures throughout the City that relate to ADA, service delivery and program access.

Federal regulations require state and local entities to maintain a current "Self-Evaluation and Transition Plan" ("The ADA Plan") per Americans with Disabilities Act (ADA) standards. This offer will fund the development of an updated ADA Evaluation and Plan to continue the City's work on accessibility for the next ten years. This entails a third-party industry expert to evaluate public facilities, infrastructure, policies, programs and services to identify areas for improvement and then develop an ongoing plan to complete any needed improvements. Some of this work is already complete, such as an inventory of City sidewalks and curb ramps, and an audit of City facilities and bus stops.

The City's existing Evaluation and Plan has not been updated since the most recent ADA Standards update. Some federal grants require a current ADA Plan. Revising and updating the Plan will help the City identify and prioritize remaining areas for improvement, remaining eligible for federal grants that require a current ADA Plan.

The ADA Plan provides the guidance for work such as the City Hall remodel to improve access to services and programs like obtaining a passport or attending City Council meetings.

Work funded by this offer will include:

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- Assessment of City operations, services and programs
- Update of Citywide ADA Plan for work already completed
- Review of existing policies and procedures related to accessibility
- Recommendation of a Plan for City Council consideration
- Funding for closed captioning service at City Council meetings (two years)

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations
- NLSH 1.4 - Co-create a more inclusive and equitable community that promotes unity and honors diversity
- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 44.1 Sustainability Services Admin - Funded

**2019 - \$510,266**

**2020 - \$523,899**

This offer will fund Sustainability Services Area (SSA) leadership. It includes the staff to analyze, plan, implement and direct 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 and optimize outcomes within the organization and the community. SSA is the sole lead on nine Council priorities, and joint lead on four.

This offer:

- 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 Service Area management
- Assists in developing and managing Sustainability performance metrics
- 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
- Oversees and establishes strategic direction on public communication for sustainability issues and programs including marketing, web development, social media, Council presentations, other presentations and Service Area Requests
- Leads process improvement and talent attraction, retention and development across SSA
- Assists in developing, implementing and promoting Executive Lead Team programs and policies

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.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### 44.2 ENHANCEMENT: 1.0 FTE - Triple Bottom Line Analyst - Unfunded

**2019 - \$95,503**

**2020 - \$98,703**

This offer funds a single contact for the City's new Triple Bottom Line Scan (TBLS). They will be a subject matter expert, trainer, facilitator and evaluator, who will work with program/project leads across the City to correctly complete a scan and evaluate risks, trade-offs, impacts and outcomes before starting a project. This FTE brings the technical skills to ensure analysis is thorough, consistent and supported.

The scan includes 33 questions about economic, social and environmental impacts. Completing the scan, a requirement for major programs and projects, allows project leads to proactively identify potential outcomes and provide connections to help avoid, mitigate or clearly communicate trade-offs. If implemented effectively, the scan can improve transparency and drive results that are more strongly aligned with the City's value of TBL stewardship. Even if outcomes don't change, conducting the TBLS upholds the City's commitment to considering all aspects of a proposal.

This staffing would:

- Increase Citywide ability to perform strategic evaluations at the beginning of a program/project/policy
- Facilitate support to all service areas to help increase the scan's effectiveness
- Bridge to existing staff resources with expertise that may help improve project outcomes
- Document assumptions and anticipated impacts at project initiation, providing a valuable baseline of early metrics to be leveraged in later analysis. No standardized process exists today to document these assumptions.
- Ensure consistent metrics are available for TBL, which plays a critical role in telling the story of how the City's TBL approach improves the community's overall well-being and sense of place

To fully integrate TBL into core operations and services, the scan must provide immediate value to diverse sets of stakeholders. Resourcing staff to help perform, interpret and act on scan output ensures accuracy and consistency, encourages transparency and improves outcomes, while reinforcing commitment to Sustainability goals.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.1 - Provide world-class municipal services to residents and businesses

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## 50.1 Fleet Maintenance, Fueling, and Rentals - Funded

2019 - \$13,362,909

2020 - \$13,319,571

Funding this offer will provide vehicle and equipment maintenance for more than 2,000 City vehicles and equipment.

Fleet maintenance includes repairs, preventative maintenance, DOT inspections, parts inventory, after-hours call-outs, bus cleaning, and remote service calls for the City's fleet.

Fueling involves the purchase of fuel, operation and environmental compliance of various internal and external fuel sites, and a mobile fuel truck. This offer also supports the City's alternative fuels program and associated infrastructure.

Fleet Rentals provides rental services for departments to check out a vehicle from the City's vehicle pool program or facilitate the rental of equipment from outside vendors on an as-needed basis.

Administration includes purchasing, accounting, management, data collection and reporting, and license plates/titles.

This offer is fully funded by departments that use these services.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## 50.2 Facilities Operations - Funded

2019 - \$9,799,445

2020 - \$9,947,464

Funding this offer will provide building maintenance, safe swimming pools, custodial services, project management, utilities, real estate and mail services for general governmental City facilities. Non-General Fund facilities, alterations, renovations, project management and real estate services are all charged back to the departments who use or request that service.

2019:

This offer requests \$9.83 million while \$3 million is recouped through chargebacks.

The financial breakdown of this offer is:

Facility Maintenance \$8,027,633  
 Utilities \$451,094  
 Project Management Services \$571,642  
 Real Estate Services \$554,863  
 Mail Services \$221,500

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2020:

This offer requests \$10 million while \$3.1 million is recouped through chargebacks.

The financial breakdown of this offer is:

Facility Maintenance \$8,142,568  
 Utilities \$466,085  
 Project Management Services \$589,400  
 Real Estate Services \$571,982  
 Mail Services \$221,500

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- HPG 7.1 - Provide world-class municipal services to residents and businesses
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## 50.3 ENHANCEMENT: Facility Major Maintenance - Funded

**2019 - \$500,000**

**2020 - \$447,648**

Funding this offer will allow necessary major maintenance to be performed on City facilities. This offer includes City Park Pool re-plastering, replacing EPIC main electrical components, Operation Services mechanical heating system (HVAC) and elevator replacement, and replace portions of the EPIC ice rink plumbing, Streets Facility exterior brick work, and parking lot maintenance at various General Fund facilities (City Hall, EPIC, Northside Atzlan Center and 215 N. Mason St.).

Highlights:

- City Park Pool shell is 20 years old and is due for re-plastering.
- A catastrophic failure to the EPIC Motor Control Center (MCC) is a safety concern and would shut the entire facility down.
- Operation Services elevator is undependable, obsolete, and parts can no longer be purchased. The HVAC system is more than 30 years old and piping is past its useful life.
- EPIC ice rink header is leaking and beyond its useful life.
- The Streets Facility exterior brick is crumbling and failing, which compromises the building envelope. It is also a safety hazard if the bricks fall.
- Proper parking lot maintenance will save money by extending the life of those lots.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

## HIGH PERFORMING GOVERNMENT

### 50.4 Required Building Modifications - Funded

2019 - \$600,000

2020 - \$600,000

This offer will fund City facility modifications that are necessary to increase the City's compliance with legal requirements. In 2016, the City went through a comprehensive process to identify those facilities that require accessibility modifications or improvements. Through this process, the City determined that various modifications at 46 existing facilities are necessary. These modifications were prioritized in the plan and the first two years have been completed. The remaining cost of these modifications is \$5.7 million.

In 2019, modifications are planned for the Lincoln Center, Streets Facility, 117 N. Mason St. and Collindale Clubhouse. In 2020, modifications include EPIC and Lee Martinez Farm.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 50.7 ENHANCEMENT: Transfort Fuel Site Upgrades - Funded

2019 - \$350,000

2020 - \$0

Funding this offer will replace a compressed natural gas (CNG) compressor at the Transfort fueling site. The Transfort site currently has two compressors, one of which is 30 years old and has reached the end of its useful life. This compressor is inefficient, under-sized and unable to keep up with bus fueling in a timely fashion. When the other compressor is out of service (maintenance, repair, etc), this compressor does not have the capacity to fuel the entire fleet of buses before they need to go back into service. In addition, as the remaining diesel buses are replaced in the next two to three years, additional compression will be required. Currently, 78% of the transit buses run on natural gas. This site is also used by other departments.

The new compressor will have the ability to fuel buses faster which could ultimately reduce labor costs. It will also include connectivity so that it can be remotely monitored.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 50.8 ENHANCEMENT: Fleet Vehicle and Equipment Replacements - Funded

2019 - \$664,943

2020 - \$1,913,829

Funding this offer will make the principle and interest payments for vehicles and equipment purchased using lease-purchase financing in 2019 and 2020 in accordance to the City's replacement policy. Funding for this offer comes from various departments requesting the replacements in the form of rental payments. The following departments are included:

- Police Services
- Parks Maintenance
- Forestry
- Facilities

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- Streets
- Traffic

The following replacements have been identified:

2019:

Police: 24 sport utility vehicles, 2 pickups, 4 "outright" purchases

Parks Maintenance: 6 pickups, 4 mowers, 5 utility trucksters, 4 trailers, 1 backhoe, 2 skidsteer loaders, 1 sweeper, 1 dump truck

Facilities: 2 compact vans

Streets: 1 dump truck, 1 traffic control truck, 2 pickups, 1 plow, 1 spreader

Traffic: 2 flatbed trucks, 1 pickup

2020:

Police: 11 sport utility vehicles, 2 pickups, 1 hybrid sedan, 4 "outright" purchases

Parks Maintenance: 5 pickups, 2 mowers, 4 utility trucksters, 2 trailers, 1 loader, 1 skid steer

Facilities: 1 compact van

Streets: 2 tractors (semi), 2 trucks, 1 plow, 1 spreader

Traffic: 1 bucket truck, 2 pickups

There are four vehicles for both 2019 and 2020 included in this offer for the Northern Colorado Drug Task Force. These vehicles have a replacement cycle of every two years. These vehicles are traded in for low-mileage replacements. The replacement vehicles are not lease-purchased, but rather purchased "outright." The cost of replacing these vehicles is \$75,000 in 2019 and \$75,000 in 2020.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

## 50.10 ENHANCEMENT: New City Hall Design - Unfunded

**2019 - \$0**

**2020 - \$2,200,000**

This offer funds the design portion of a new City Hall that is master-planned for Block 32. The new City Hall is anticipated to be a three-story, approximately 120,000-square-foot facility, and would be ready to build in approximately five years if funding were available. Space planning will confirm the actual size of the facility needed and desired layout. Once a design is completed, then a detailed cost estimate will be calculated.

The following departments or functions are planned to be housed in the new City Hall:

- Council Chambers
- City Attorney
- City Clerk



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- City Manager
- Communications and Public Involvement
- Community Services
- Finance
- Purchasing
- Human Resources
- Information Technology
- Sustainability Services
- Safety, Security and Risk Management

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses

## **50.14 ENHANCEMENT: 1.0 FTE Contractual to Classified Conversion - Facilities Construction** **2019 - \$7,621** **Project Manager - Funded** **2020 - \$7,821**

Funding this offer will convert a contractual Project Management position to full-time classified position. This contractual position was created in 2016 because the workload warranted another project manager. It is evident that this workload is increasing with multiple renovations, building access modifications and new capital projects. This position currently has six to twelve projects assigned at any given time, with several others in the conception stage.

The difference in the total compensation is \$7,580 annually.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

## **50.16 ENHANCEMENT: Hoffman Mill Road Fuel Site - Funded** **2019 - \$260,000** **2020 - \$0**

This offer is to fund two-thirds of the design and construction of the Hoffman Mill Road fuel site. The fuel site is a partnership among Operation Services, Streets, and Natural Areas. Each department will fund one-third of the total cost of the site. The Natural Areas Department has their portion already appropriated in the Nix Farm expansion capital project.

This fuel site would primarily be used by the Natural Areas and Streets fleet, but would also be available to any department working on the east side of Fort Collins. All ongoing operational expenses are funded by departments that use this fuel site.

Both unleaded and bio-diesel will be available at this site with total capacity of 3,000 gallons. This site will also be connected to the City's "Fuelmaster"

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fuel inventory tracking system. The strategic location of this fuel site will eliminate driving vehicles or transporting equipment to another fuel site, making fueling more convenient and efficient, producing less emissions.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

### 52.1 Financial Programs and Services - Funded

**2019 - \$3,956,253**

**2020 - \$3,961,367**

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. Staff are proactive and analytical in their support of the organization's decision-making, and 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 both transactional and analytical functions, which include accounting, sales tax, treasury, accounts payable, payroll and purchasing (transactional), as well as financial reporting, grants compliance and budget services (analytical). 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 Public Library District, Poudre Fire Authority (PFA), the General Improvement Districts (GIDs) and the Northern Colorado Regional Airport. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and legacy projects. In order to proactively assist in developing 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 municipal services to residents and businesses
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### 52.2 Performance & Program Evaluation (P&PE) - Funded

**2019 - \$108,304**

**2020 - \$111,962**

Funding this offer continues the Performance & Program Evaluation (P&PE) effort in the Finance Department that was implemented in 2017. This offer requests the continuation of funding for one dedicated employee who is currently working to ensure that City programs are meeting the expectations that were established prior to implementation.

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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 their results.

The analyst works across the City to look at the benefits expected from various programs and projects. As part of the analysis, due diligence is performed to assess if projects are meeting expectations. Results of the analysis include status reports, updates on changes in scope, objective refinement and performance assessment. The assessments may take many forms, but include statistical financial measures such as Payback, ROI and NPV. In addition to financial measures, a qualitative subjective analysis is performed to evaluate community and intangible benefits. Lessons learned from these analyses are then 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 whether 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? This offer continues 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 municipal services to residents and businesses
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### 52.5 FC Lean - City of Fort Collins Continuous Improvement Program - Funded

**2019 - \$93,262**

**2020 - \$96,589**

Funding this offer continues the City's FC Lean program, which was launched in mid-2017 to focus on continuous process improvement (CPI) using the Lean methodology. This program includes two dedicated employees who are working on a systematic, enterprise-wide approach to problem-solving that reduces errors, improves customer service, decreases cycle time and reduces costs. This program is meant to improve service delivery to residents and businesses.

The 2014 feedback report from Rocky Mountain Performance Excellence acknowledged 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 program was originally in direct response to that feedback and has enabled the City to take steps in deploying CPI tools, techniques and methodologies.

FC Lean is comprised of two components. The first is training courses that are separated into three types: Lean Basics (an introductory course), Lean Managers (a change management focused course) and Lean Leaders. This latter course is an intensive, hands-on training that enables participants to take CPI projects from conception through pilot implementation. Each class has a maximum of eight students; four successfully graduated from the first cohort in Q1 2018.

The second part of the program is focused on CPI projects. Although the City's 2017 employee survey indicated more than 32.4% said "Process

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Improvement" would most improve job performance, there has been a challenge in project development. Staff often state they don't have time to address improvement opportunities, even though they know those projects would have a positive impact on their work. Learning this has been a driver in overhauling the Lean Managers course so that it focuses more on change management and the key role managers have in supporting their staff teams in process improvement work that will improve results.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

### **52.6    ENHANCEMENT: Consulting for Citywide Benchmarking of Performance Metrics - Unfunded    2019 - \$75,000 2020 - \$0**

This offer will provide one-time funding for a consultant to assist with the City's benchmarking efforts. The firm awarded the contract will learn about the performance measures the City uses in its online Community Dashboard and Strategy Maps, an internal executive review of the City's performance in achieving the strategic plan. Then, through a systematic approach, the consultant will actively search for applicable metrics tracked by other organizations or reported in various industry journals. Those metrics must be "apples-to-apples" metrics, meaning that nearly every aspect of the measure is the same as the City defines and measures it. Another benefit of this research may be the identification of benchmarkable measures that are similar to the City's existing measures, but would require a minor modification to current methodology.

Benchmarking has been long known as a weakness in the City's performance measurement program and has been highlighted as an opportunity for improvement in Malcolm Baldrige National Quality Program feedback reports. Internally, this has also been identified as an area for improvement. However, there has not been Citywide organizational knowledge and capacity to make significant progress in this area due to higher organizational priorities.

Dedicating resources to organizational efforts is important for making progress on those initiatives. Staff has attempted this with interns and other short-term labor, but with very little to show for it. Review of those situations indicated that strong experience with performance measures and benchmarking is an important component that was missing in those past attempts at benchmarking. That said, there is no organization in the US that staff is aware of that has found the formula for success in benchmarking. As such, this attempt at benchmarking might not be fruitful, but it does build upon previous efforts to improve the City's performance measurement program.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### **52.7    ENHANCEMENT: City Fund Foundation - Funded    2019 - \$146,351 2020 - \$150,052**

City Fund was initially reviewed at a work session in early 2017 and refined based on the feedback of many influential local donors and a local resource

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with fundraising experience. The result was a strategy to support and strengthen existing fundraising and community relations, coordinate and orchestrate City donor relations and build a City Fund endowment.

In the future, City fundraising activity for large projects should be coordinated and supported by City Fund to ensure consistency, compliance with standards and best practices, accountability to donors, and appropriate orchestration of funding requests. Benefits of this investment include elevating fundraising practices across the City, establishing consistent standards and practices in fundraising activities, making donors feel honored and appreciated, and increasing City capacity for charitable contributions.

Based on the objectives of the City Fund, this consulting position will provide support and guidance in the following ways:

- Improve the current process of City fundraising by coordinating internal efforts and protocol and ensuring effective relationship management with key donors.
- Strengthen the current fundraising process by prioritizing efforts with internal departments based on size, complexity and significance of the fundraising event, and the type of donor that would be most critical. Also, provide guidance and direction to both internal staff and external groups.
- Create a City Endowment Fund, organize an advisory board and conduct fundraising for the endowment to meet a specified fundraising target. The goal is for the City Fund to be completely self-sustaining.

This Offer supports the following Strategic Objectives:

- HPG 7.7 - Address revenue requirements to meet known and emerging needs

### 52.8 ENHANCEMENT: Payroll Processing Optimization Assessment - Unfunded

**2019 - \$0**

**2020 - \$60,000**

Funding this offer will deliver a comprehensive project plan to improve City payroll processing technologies, policies, training and procedures.

This offer will deliver a consultant-driven study spanning an assessment of current state, recommendations for enhancements, and a sequenced, objective-driven project plan to achieve recommendations.

The current state assessment would study:

- Quarterly and year-end tax/IRS compliance processing
- Bi-weekly payroll processing, including existing pain points concerning employees with multiple positions and overtime calculations
- Leading drivers of out-of-line payroll correction checks
- Sufficiency of existing JDE configuration
- Benchmarking City headcount (both direct Payroll staff and indirect timekeepers) against similarly sized and configured organizations
- Understanding of business rationale for, and configuration of, department-specific time keeping source systems

The consultant would deliver recommendations for:

- Feasibility of third-party service offerings, both in terms of comprehensive third-party service offerings (full outsourcing) as well as outsourcing more targeted "cafeteria" components such as pension, W-2, garnishment, or quarterly tax processing

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- Modifications to JDE and/or third-party bolt-on software
- Process and policy modifications for both central staff and departments
- Standard training program for new employees and managers

Staff would return in a future budget cycle to fund and execute the recommended project plan, to the extent it requires any external resourcing or purchases.

The "why" behind this offer is that the JDE configuration is suboptimal, department-specific systems aren't monitored, and managers lack adequate training on Department of Labor rules. As a result staff lacks tools to detect or prevent all accuracy risks as they occur in a growing organization. Instead staff relies on paycheck corrections as employees bring them forward.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

## 52.9 ENHANCEMENT: 1.0 FTE - Business and Internal Control Analyst - Unfunded

2019 - \$75,790

2020 - \$104,610

Funding this offer will create a technical and project lead for the Finance department's ERP and control-related projects.

The position created by this offer will have the following responsibilities:

- Evaluate risks and opportunities across technological and people processes. In this context, risk refers to compliance, accuracy, fraud and abuse. Opportunities refers to inefficiencies and sub-optimal technology configurations.
- Research options and determine resolutions to business process issues that are efficient and compliant for end-users to administer
- Lead projects to design, define requirements, develop, implement and improve certain systems and/or controls
- Participate in joint ERP meetings with IT and HR affecting current and future system functionality as they relate to JD Edwards and associated Business Intelligence platforms
- Expertise in business process together with existing technologies to optimize financial processes within Finance and throughout the city
- Design, build and maintain reports, business forms and security
- Create an onboarding process for financial positions for systems, tools and processes
- Coordinate system testing to validate IT upgrades, patches, interfaces and bolt-on implementations of ERP technology
- Coordinate the development and maintenance of process documentation, user manuals and other documentation related to business and/or technological processes
- Perform training for end-users of key ERP systems

Examples of existing unresourced projects with risks and/or opportunities are:

- Credit card receipting rebuild
- Risk assessment within City departments over separation of duties, asset safeguarding and manager oversight
- Cash-handling control walkthroughs

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- Fixed asset system enhancements
- Updates to Crystal reports and troubleshooting
- P-card expense report audits
- JDE testing for biannual upgrade cycles
- Payroll testing for high profile projects like Job Architecture and benefits redesign
- Seasonal support in Accounting

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

### 52.10 ENHANCEMENT: FC Innovates Recognition Program - Unfunded

**2019 - \$10,000**

**2020 - \$10,000**

Funding this offer will demonstrate a formal organizational commitment to fostering a culture of innovation. The program also supports the City's value of Excellence in exploring creative approaches to service delivery and problem-solving, and seeking ways to innovate and improve.

FC Innovates, a volunteer team of City staff, piloted the first FC Innovates Event in 2014 and has hosted the event on an annual basis since through support from the City's Innovation Fund. Each year, the program attracts individuals from across the organization and provides developmental opportunities that enhance the knowledge, skills and abilities of employees as they ideate and implement their innovations.

After three years of Innovation Fund support and demonstrated success, this enhancement offer seeks to formally prioritize the FC Innovates program's holistic approach to the personal, social and structural components of an innovative culture.

Funding for this offer will support:

- The annual FC Innovates Event, an internal conference providing training, tools and resources for idea generation
- Quarterly "Creativity" events, geared toward skill development and community building
- The annual Innovation Awards, which showcases and recognizes innovative behavior and solution implementation

A resilient Culture of Innovation requires focus on three areas:

- How the City prepares for Innovation
- Whether the environment encourages and protects breakthrough thinking
- How to systematically move an idea forward

Considerations in each of these areas include how the organization both motivates its employees, and provides them with the ability – skills and permission – to co-create. Support for FC Innovates ensures an ongoing commitment to ensuring all employees have the space, and support to think creatively about the way the City does business.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses

## 63.1 General Legal Services - Funded

**2019 - \$2,640,408**

**2020 - \$2,722,337**

This offer will fund the operation of the City Attorney's Office (CAO) to maintain the level and quality of service necessary to adequately support the basic legal needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a fast-paced and rapidly changing environment and requires extensive research, writing and negotiation as well as creativity and a thorough understanding of the City's priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs 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 City Council. The array of other legal documents prepared and reviewed by the CAO is vast, and requires significant expertise and attention to detail and to the City's interests.

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 CAO attorneys attend all City Council meetings, and the meetings of a wide variety of Council committees, City Boards and Commissions, and other City bodies.

These responsibilities call for a workforce with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that the objectives of the City Council and City staff are met. 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 municipal services to residents and businesses
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.9 - Proactively influence policy and legislative development at all levels

## 63.2 ENHANCEMENT: Legal Office Technology Tools - Unfunded

**2019 - \$143,758**

**2020 - \$33,000**

This offer requests funds for legal practice management and integrated document management software. Such systems are standard for many public and private legal offices and will help the CAO keep pace with the increasing demand for legal services, and data and information about how and when such



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services are provided to the City organization. This offer includes resources for maintenance, updating, customization and training necessary to effectively deploy the software. The CAO is and has been engaged in thorough and thoughtful investigation of the most effective software solutions.

The CAO's goal is to obtain software that will efficiently integrate and manage all electronic information related to a single case or legal project in one integrated application, including task management, time tracking, knowledge management in text (rather than index) searchable documentation, and collaboration among historically independent professional staff. If obtained, this will reduce inefficiencies otherwise inherent in managing multiple applications that do not connect related information, requiring duplicate data entry and locating, accessing and managing information over multiple applications.

If desired software features are obtained and implemented, the CAO and its clients will be able to electronically initiate requests for service, check the status of a pending legal matter, see relevant documents and electronically collaborate with attorneys assigned to relevant legal matters. The ideal software will effectively manage legal claims and statutes of limitation. The software may ultimately allow the CAO to absorb more future workload before adding more employees to the office. The preferred software will include a workflow management function with established processes for completing work. Overall, the software will allow for greater efficiency and transparency of CAO operations and services.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

### 64.1 PDT Administration - Funded

**2019 - \$1,254,022**

**2020 - \$1,291,261**

This offer funds the Office of the Director of Planning, Development and Transportation (PDT), including the Director, Deputy Director, Finance Staff and Executive Administrative Assistant. The PDT Service Area is comprised of six departments: Community Development and Neighborhood Services, Engineering, Streets, Traffic Operations, Transport/Parking Services, and FC Moves (Transportation Planning). PDT has more than 331 employees and a total budget of more than \$57 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 the Economic Health, Safe Community, Neighborhood Livability & Social Health, and Transportation outcome areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services and how the administration team plays a role across all areas. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration:

- Provides administrative leadership, direction and coordination to six PDT departments
- Provides PDT's internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in Citywide efforts such as employee engagement, performance measurement, performance excellence and culture of safety

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review

## 68.1 Special Event Coordinator - Funded

2019 - \$133,027

2020 - \$136,554

This offer continues to fund a dedicated 1.0 FTE Special Event Coordinator for the City, which was created in the 2015/2016 Budget. The primary deliverables are:

- To facilitate and coordinate special event permit work by City staff in various departments
- To act as a central point of contact for event producers, residents, businesses and City leadership
- To provide information or guidance about the special events occurring each year in Fort Collins to internal and external stakeholders
- To provide an efficient, effective and transparent process for event producers to obtain the necessary permits to hold an event in the City
- To gather input from residents and business owners regarding the potential impacts from events held on their streets or in their neighborhoods

Large festivals and cultural events, like Cinco de Mayo, Taste of Fort Collins, Colorado Brewer's Festival, the Peach Festival and NewWestFest, have become an important element of Fort Collins' identity, economy and culture. In 2016, the Visit Fort Collins Economic Impact Study showed that 17% of day visitors and 6% of overnight visitors came to Fort Collins to attend a festival or event, generating more than \$18 million in economic impact per year.

In addition to these large community events, the Special Event Coordinator also provides direction and assistance and issues permits for neighborhood block parties, 5K run/walks, and works with Vibrant Neighborhood grant recipients on their events.

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 ensure the health and safety of the public and reduce adverse impacts on neighborhoods, businesses and public spaces.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- NLSH 1.5 - Foster positive and respectful neighbor relationships and open communication

## 68.3 ENHANCEMENT: Special Event Assistant (hourly position) - Unfunded

2019 - \$20,653

2020 - \$20,929

This offer funds an hourly Special Event Assistant position for the Special Event Coordination program for the City of Fort Collins. This offer requests an additional \$6,414 in 2019 and \$6,936 in 2020 to provide for a part-time hourly, 20 hour per week, Special Event Assistant position to assist the Special Event Coordinator in processing and reviewing special event permits. This position is not benefited.

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When the Special Event Coordinator position was originally created and approved in 2014, it was placed in Police Services. The assumption was that adequate resources for administrative and operating support existed within the Police Services staff and budget.

In 2015, the position was, instead, placed in PDT Administration, where additional administrative resources necessary for successful program implementation were not available. As the workload began increasing in 2016, rather than add additional administrative FTE in the 2017/2018 budget, staff right-sized the budget to include \$6,240 for a seasonal intern to work 20 hours per week for 26 weeks during the busy permitting/event season.

In October 2017, an online special event permit application was launched, replacing a cumbersome, paper-based application process that used administrative staff in Police Services, Parks and other departments. With the shift to the on-line application and approval process, all of the administrative oversight of SEP applications has been consolidated in the Special Event Coordinator position. Police Services estimates their two administrative positions were spending 10-15 hours per week processing applications. The Parks Large Event Permit was combined with the online system and Parks estimates that they are saving 5-10 hours per week on permit administration.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses

### 71.2 ENHANCEMENT: Arc Flash Hazard Analysis - Funded

**2019 - \$70,000**

**2020 - \$30,000**

This offer funds a multi-year plan to conduct Arc Flash Hazard Analysis to ensure compliance with the updated National Fire Protection Agency (NFPA) 70 E guidelines.

The Arc Flash Hazard Analysis funding will provide:

- Site Documentation and Field Collection of Data (to determine arc flash incident energy levels and flash protection boundary levels for 12 facilities)
- Arc Flash Assessments (recommendations to mitigate arc flash hazards and online drawings of all surveyed equipment)
- Complete reports of findings for all facilities (both written and hard copy)
- Customized written Electrical Safety Program (will include elements that cover maintenance, awareness, controls, auditing and risk assessments)

Arc flash is an electric current that passes through air when insulation or isolation between electrified conductors is no longer sufficient to withstand the applied voltage. The flash is immediate, and the result of these incidents can cause severe injury including burns. An arc flash can cause minor injuries, third degree burns, and potential death as well as other injuries including blindness, hearing loss, nerve damage and cardiac arrest. Electrical arcs produce some of the highest temperatures known to occur on earth, up to 35,000°F, which is four times the temperature of the surface of the sun.

In 2015, the NFPA 70 E: Standard in Electrical Safety in the Workplace guidelines were updated to provide increased protection employees by reducing exposure to major electrical hazards. The Arc Flash Hazard Analysis will minimize the potential of workplace injuries and fatalities due to shock, electrocution and arc blast. Additionally, it will assist the Safety, Security & Risk Management department in identifying potential arch flash hazards throughout the City, to remove and/or mitigate those hazards, to correctly label all electrical equipment and to provide appropriate Personal Protection

# HIGH PERFORMING GOVERNMENT

Equipment to City employees.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

## 71.3 ENHANCEMENT: Cyber Insurance - Funded

**2019 - \$10,206**

**2020 - \$11,230**

This offer will fund Cyber Insurance that is necessary to help the organization mitigate risk exposure by offsetting costs involved with recovery after a cyber-related security breach. This covers claims and expenses related to first and third parties. It also covers other common reimbursable expenses such as necessary forensic investigations, monetary losses due to network downtime and data loss and legal expenses associated with the release of personal information, legal settlements and cyber extortion.

State and local government organizations face a growing cybercrime threat. Hackers are targeting municipalities and state agencies in part because they are often vulnerable to breach than better-defended enterprise networks. This leaves attackers highly motivated to pull off a successful heist of data or funds, disrupting operations, exposing public figures or conducting espionage.

Premium Costs and Limits:

- The limits of the Cyber Insurance are \$1M, which is based on the recommended industry standards, with an annual premium of \$10,209 for 2019.
- The premium for 2020 will be \$11,230.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

## 71.4 ENHANCEMENT: Citywide Camera Surveillance Upgrades - Funded

**2019 - \$2,910**

**2020 - \$9,028**

This offer will fund closed circuit television (CCTV) camera software upgrades. These annual upgrades will enable the City to more effectively deter crime and security issues, and promote the safety and security of City personnel, patrons, assets and operations.

This funding will cover:

- Initial Software installation
- Software upgrades
- New Version Releases

Currently, the City's inventory of CCTV cameras is operating with disparate software versions that are causing operational issues, such as poor footage, lapses in coverage and, in some cases, failure to capture vital data. This funding will allow all camera software to have the necessary technical upgrades and to improve performance and eliminate compatibility issues that are currently being experienced at City facilities.

# HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

## 71.6 ENHANCEMENT: Fall Protection - Funded

2019 - \$42,974

2020 - \$50,000

This offer will fund the documentation and consultation necessary to add pre-manufactured fall protection over a two-year period in City facilities, to ensure compliance with the updated guidelines in the Code of Federal Regulations (CFR) 29 Part 1910, Subpart I.

Fall Protection Assessment funding will provide architectural and engineering services, including:

- Review of structural design criteria and minimum OSHA standards
- Evaluation of structurally favorable tie off locations
- Tie off and anchorage design and detailing for interface with existing roof structures
- Site assessments and roof plan drawings for each building that identify recommended attachment points

Falls from heights are among the leading causes of serious work-related injuries and deaths. In November 2017, OSHA issued a final rule on Walking-Working Surfaces and Personal Fall Protection Systems to better protect workers in general industry from these hazards by updating and clarifying standards and adding training and inspection requirements. OSHA estimates that these changes will prevent 29 fatalities and 5,842 lost-workday injuries every year.

- 300 Laporte Ave.
- 215 N. Mason St.
- 112 E. Willow St.
- 281 College Ave.
- 300 Laporte Ave. B
- 2221 S. Timberline Rd.
- 117 N. Mason St.
- 1599 City Park Dr.
- 2554 Midpoint Dr.
- 1801 Riverside Dr.
- 408 Mason Ct.
- 413 S. Bryan Ave.
- 5824 Wright Ave.
- 1200 Raintree Dr.
- 2145 Centre Ave.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

# HIGH PERFORMING GOVERNMENT

## 71.7 Safety, Security & Risk Management Programs & Services - Funded

2019 - \$4,659,206

2020 - \$4,804,652

Funding this offer will foster a safe culture across the organization. This includes:

- expertise to partner with all business units to prevent injuries and lower claims costs and exposures, and conduct safety audits
- 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 \$50,000-750,000 per claim.

The offer supports regulatory requirements for Department of Transportation and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks biannually on all drivers.

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 by both employees and citizens.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

## 71.8 ENHANCEMENT: Pollution Insurance - Unfunded

2019 - \$37,330

2020 - \$37,330

This offer will fund Pollution Insurance necessary to protect against potential liability from damage caused by hazardous waste materials. Pollution insurance will cover costs associated with legal defense and court costs, contamination cleanup efforts, property transfers, errors and omissions, and potential fines.

Local government and municipalities face a troubling range of environmental exposures through the services they provide and the facilities that they own and operate. Current and former landfills, waste treatment and transfer facilities, stormwater and drainage, and sewer systems all carry broad pollution risks. Cities are required by the Clean Water Act to prevent pollution to water and storm water systems and they are legally liable if they fail to do so. In the event of a release or a spill, the City is typically responsible for the cleanup efforts. Because these risks are not covered by Property and Casualty insurance programs, additional coverage is necessary.

## HIGH PERFORMING GOVERNMENT

Premium Costs and Limits:

- The limits of the Pollution Insurance are \$1M, which is based on the recommended industry standards, with an annual premium of \$36,242.
- Fees and taxes are \$1,087.26.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

**71.9 REDUCTION: -1.0 FTE - Security Specialist (vacant) - Funded**

**2019 - (\$109,813)**

**2020 - (\$113,635)**

During the 2019/2020 budging process this position became vacant and the decision was made to keep the vacancy to further costs savings within the City and cover additional budget shortfalls.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers

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## BUDGETING, ACCOUNTING & FUNDS

**AUTHORIZATION TO SPEND** - Council approves expenditures by appropriation ordinances, including those from fund balances. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available.

**BUDGET BASIS** -The basis or principle used for budgeting is the same as that used for accounting, with a few exceptions, and varies according to the fund type.

Governmental Funds use the *modified-accrual basis of accounting*. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary and Fiduciary Funds use the *full accrual basis of accounting*. Revenues are recognized when they are earned and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual based accounting debt proceeds are recorded as liabilities rather than as revenue (funding source). For these reasons a reconciliation and adjustment is made on these fund statements to show the difference between the budgetary basis and the accounting basis. Examples of the these funds are Light & Power, Water, Wastewater, Storm Drainage, Golf, all the internal service funds, and the pension retirement fund.

**BUDGET TYPES** – Budgets are either *lapsing* or *non-lapsing*. Lapsing budgets are annual budgets used for operating and maintenance activities and make up the vast majority of appropriations. Non-lapsing budgets are authorized for the length of a capital project or the term of a grant.

**FUND ACCOUNTING** - Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is treated as a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account and a savings account. Revenues are deposited into the checking account and are used to pay for operations and other ongoing activities throughout the year. Any excess of revenues over expenditures are placed in a savings account at year end. The savings account is called fund balance and can be restricted, committed or assigned for a specified purpose.

**FUND TYPES** - The City of Fort Collins utilizes several types of funds: General Fund, Special Revenue and Debt Service Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds.

The *General Fund* is the largest fund and includes such services as Police; Planning, Development and Transportation; Parks and Natural Resources; Facility Operations and Maintenance; Financial; Executive, Legal and Judicial; and Human Resources. The General Fund also makes significant contributions several other funds such as Recreation, Cultural Services, Cemeteries, Transportation and Transit (the City's bus system, Transfort).

*Special Revenue* and *Debt Service Funds* each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or

resolution. Examples of Special Revenue Funds are Cultural Services and Facilities, Cemeteries, Recreation, Transit, and Transportation. The Debt Service Funds are used for payments on the City's long-term debt.

*Enterprise Funds* are self-supporting through user fees. Light and Power, Water, Wastewater, Stormwater and Broadband Utilities, and the Golf Fund are classified as Enterprise Funds. The accounting for enterprise funds is similar to private sector business accounting.

*Internal Service Funds* provide support to other City departments. Included in this category are: the Benefits Fund; the Equipment Fund which supports the city fleet and vehicle maintenance; Data & Communications Fund which supports the City telephone and computer systems; the Self Insurance Fund for city liability insurance, and the Utility Customer Service and Administration Fund which provides management, support services, and customer services for the five utility funds. Internal Service Funds are self-supported by charges and transfers from the various funds that use their services.

The City's governmental Capital Projects are accounted for in the Capital Projects Fund, Conservation Trust Fund, and Neighborhood Parkland Fund. Note that these funds do not account for capital projects related to the Enterprise Funds. Operation and maintenance costs associated with each capital project are budgeted separately in an operating fund.

**LEGAL LEVEL OF CONTROL** – Spending against lapsing budgets is legally capped at the fund level. Although departments cannot move lapsing appropriations between funds, they can move budget between Service Areas and Departments within a fund. Spending for capital projects and grants is capped at the authorized non-lapsing budget. Council must approve, by ordinance, moving appropriations from one capital project or grant to another. They must also approve moving appropriations between lapsing to non-lapsing budgets.

**NET CITY BUDGET** - Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of *transfers* between funds and *internal service fund charges*. Because each fund is a separate entity, Council must appropriate the expenditure in the fund transferring the funds and must appropriate the funds in the receiving fund. Simply put, revenues and expenditures between City funds are accounted for twice and occasionally three times in arriving at total appropriations of the City. For this reason, the total appropriated and authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. The Net City budget is arrived at by excluding the transfers and internal service fund activity.

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# GENERAL FUND - 100

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$72,400,765</b>	<b>\$74,961,837</b>	<b>\$69,853,892</b>	<b>\$57,815,108</b>	<b>\$54,949,636</b>
<b>Revenues</b>					
Taxes	108,842,908	109,330,572	112,058,314	114,578,400	117,469,900
Licenses and Permits	3,740,888	3,809,880	3,698,338	3,920,000	4,020,000
Fines and Forfeitures	2,151,744	2,033,894	1,827,000	2,557,124	2,620,726
Intergovernmental	12,575,111	14,052,239	16,840,013	13,922,544	14,355,025
Charges for Service	10,132,917	9,506,463	9,360,667	9,820,105	10,460,769
Earnings on Investments	497,882	1,147,269	1,291,350	1,458,485	1,506,898
Miscellaneous	1,797,575	2,323,800	816,855	889,105	952,145
<b>Total Revenues</b>	<b>\$139,739,027</b>	<b>\$142,204,118</b>	<b>\$145,892,537</b>	<b>\$147,145,763</b>	<b>\$151,385,463</b>
<b>Other Financing Sources</b>					
Other Financing Sources	0	640,169	0	0	0
Transfers In	955,314	1,329,931	1,387,843	2,258,481	2,300,996
<b>Total Other Financing Sources</b>	<b>\$955,314</b>	<b>\$1,970,100</b>	<b>\$1,387,843</b>	<b>\$2,258,481</b>	<b>\$2,300,996</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$140,694,341</b>	<b>\$144,174,218</b>	<b>\$147,280,380</b>	<b>\$149,404,244</b>	<b>\$153,686,459</b>
<b>Expenditures</b>					
Investigations	5,829,301	6,101,996	6,072,092	6,147,954	6,205,898
Police Information Services	7,050,277	6,896,902	12,848,935	7,515,777	7,476,889
Patrol	15,775,873	17,763,911	17,312,742	19,602,709	20,678,955
Community and Special Services	3,105,866	3,364,531	3,080,681	3,759,059	3,779,857
Office of the Chief	3,118,503	4,289,513	3,651,805	3,211,209	3,484,181
Economic Health Office	4,016,930	2,432,799	1,430,498	1,286,817	1,080,410
Social Sustainability	1,409,206	1,548,975	2,270,759	1,354,604	1,385,673
Environmental Services	2,144,184	2,469,096	2,176,696	1,510,151	1,596,027
Sustainability Services Admin	402,004	423,986	427,457	447,766	461,399
Finance Administration	903,357	675,490	903,444	1,014,515	930,856
Accounting and Treasury	1,283,253	1,777,455	1,615,368	1,500,318	1,545,014
Budget	399,209	469,271	563,699	544,470	561,753
Purchasing	511,992	543,233	645,257	544,599	562,651
Sales Tax	859,321	895,483	1,030,159	969,768	989,196
Non Departmental	1,254,492	1,695,009	1,891,571	2,131,687	2,163,152
Information Technology	0	0	0	0	0
Comm. & Public Involvement	2,830,728	2,818,089	2,912,908	2,934,144	3,020,564
Human Resources	3,071,893	2,910,304	2,702,893	2,502,957	2,516,331
Operation Services	10,638,212	12,033,908	12,414,199	13,219,345	13,440,304
Community Services Admin	271,095	351,474	297,749	306,458	315,768
Cultural Services	1,171,832	1,244,642	1,448,600	1,607,901	2,087,296
Parks	9,044,925	10,515,101	12,549,190	11,892,905	12,782,417
Natural Areas	147,340	140,583	201,412	206,288	135,498
City Clerk's Office	886,014	1,074,256	1,011,023	1,327,447	1,059,172
PDT Administration	603,618	2,078,462	2,221,456	1,137,922	1,174,432
Comm Dev & Neighborhood Svcs	7,141,820	7,894,923	9,726,061	8,354,662	8,615,583
FC Moves	84,933	8,192	6,300	0	0
City Attorney's Office	2,098,589	2,232,009	2,359,670	2,841,027	2,844,075
City Council	154,571	163,591	158,916	161,290	163,736
City Manager's Office	2,081,346	2,451,803	2,351,353	2,708,498	2,787,421
Municipal Court	710,251	893,677	1,069,712	1,154,289	1,243,174
Poudre Fire Authority	20,556,911	24,012,449	25,009,640	26,215,616	27,320,743
<b>Total Expenditures</b>	<b>\$109,557,848</b>	<b>\$122,171,117</b>	<b>\$132,362,246</b>	<b>\$128,112,152</b>	<b>\$132,408,425</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	240,757	8,946	9,517	0	3,500
Transfers Out	28,334,664	27,102,100	26,947,401	24,157,564	24,509,495
<b>Total Other Financing Uses</b>	<b>\$28,575,421</b>	<b>\$27,111,046</b>	<b>\$26,956,918</b>	<b>\$24,157,564</b>	<b>\$24,512,995</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$138,133,269</b>	<b>\$149,282,163</b>	<b>\$159,319,164</b>	<b>\$152,269,716</b>	<b>\$156,921,420</b>
<b>Net Change in Fund Balance</b>	<b>\$2,561,072</b>	<b>(\$5,107,945)</b>	<b>(\$12,038,784)</b>	<b>(\$2,865,472)</b>	<b>(\$3,234,961)</b>
<b>Ending Fund Balance</b>	<b>\$74,961,837</b>	<b>\$69,853,892</b>	<b>\$57,815,108</b>	<b>\$54,949,636</b>	<b>\$51,714,675</b>

Frozen Appropriations not included in this Fund Statement

# CAPITAL EXPANSION FUND - 250

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$22,923,588</b>	<b>\$21,168,688</b>	<b>\$17,831,294</b>	<b>\$17,622,533</b>	<b>\$19,506,248</b>
<b>Revenues</b>					
Fees-General Government	1,105,636	978,065	370,800	950,000	950,000
Fees-Public Safety	1,187,329	1,012,174	523,700	940,000	940,000
Fees-Cult., Park, Rec, Nat. A.	2,509,802	2,078,604	2,100,000	2,100,000	2,100,000
Other Charges for Service	125,028	106,243	84,872	90,000	90,000
Interest Revenue	83,482	281,920	314,510	343,075	357,991
Other Earnings on Investments	66,299	43,390	35,000	25,640	22,460
<b>Total Revenues</b>	<b>\$5,077,576</b>	<b>\$4,500,395</b>	<b>\$3,428,882</b>	<b>\$4,448,715</b>	<b>\$4,460,451</b>
<b>Other Financing Sources</b>					
Proceeds of Debt Issuance	0	1,634,364	150,000	0	0
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$1,634,364</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$5,077,576</b>	<b>\$6,134,759</b>	<b>\$3,578,882</b>	<b>\$4,448,715</b>	<b>\$4,460,451</b>
<b>Expenditures</b>					
Fire Capital Expansion	234,354	1,631,089	364,355	0	0
Capital Expansion-General	0	5,805	0	0	0
Police Capital Expansion	0	2,368	0	0	0
Community Parkland Capital Exp	1,559	18,103	0	0	0
<b>Total Expenditures</b>	<b>\$235,913</b>	<b>\$1,657,365</b>	<b>\$364,355</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Uses</b>					
Transfers Out	6,596,564	6,180,424	3,423,288	2,565,000	4,015,000
<b>Total Other Financing Uses</b>	<b>\$6,596,564</b>	<b>\$6,180,424</b>	<b>\$3,423,288</b>	<b>\$2,565,000</b>	<b>\$4,015,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$6,832,476</b>	<b>\$7,837,789</b>	<b>\$3,787,643</b>	<b>\$2,565,000</b>	<b>\$4,015,000</b>
<b>Net Change in Fund Balance</b>	<b>(\$1,754,900)</b>	<b>(\$1,703,030)</b>	<b>(\$208,761)</b>	<b>\$1,883,715</b>	<b>\$445,451</b>
<b>Net Adjustments to GAAP</b>	<b>\$0</b>	<b>(\$1,634,364)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$21,168,688</b>	<b>\$17,831,294</b>	<b>\$17,622,533</b>	<b>\$19,506,248</b>	<b>\$19,951,699</b>

*Frozen Appropriations not included in this Fund Statement*

# SALES & USE TAX FUND - 251

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$3,735,255</b>	<b>\$1,248,124</b>	<b>\$748,538</b>	<b>\$480,625</b>	<b>\$480,625</b>
<b>Revenues</b>					
Sales & Use Tax	8,215,955	8,172,281	8,157,300	8,294,300	8,437,200
Interest Revenue	(2,811)	30,685	30,915	14,243	14,862
Other Miscellaneous	300	3,274	0	0	0
<b>Total Revenues</b>	<b>\$8,213,444</b>	<b>\$8,206,239</b>	<b>\$8,188,215</b>	<b>\$8,308,543</b>	<b>\$8,452,062</b>
<b>Other Financing Sources</b>					
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$8,213,444</b>	<b>\$8,206,239</b>	<b>\$8,188,215</b>	<b>\$8,308,543</b>	<b>\$8,452,062</b>
<b>Expenditures</b>					
Internal Admin Services	53	0	0	0	0
<b>Total Expenditures</b>	<b>\$53</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Uses</b>					
Transfers to Funds	10,700,521	8,705,826	8,456,128	8,308,543	8,452,062
<b>Total Other Financing Uses</b>	<b>\$10,700,521</b>	<b>\$8,705,826</b>	<b>\$8,456,128</b>	<b>\$8,308,543</b>	<b>\$8,452,062</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$10,700,574</b>	<b>\$8,705,826</b>	<b>\$8,456,128</b>	<b>\$8,308,543</b>	<b>\$8,452,062</b>
<b>Net Change in Fund Balance</b>	<b>(\$2,487,131)</b>	<b>(\$499,587)</b>	<b>(\$267,913)</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$1,248,124</b>	<b>\$748,538</b>	<b>\$480,625</b>	<b>\$480,625</b>	<b>\$480,625</b>

Frozen Appropriations not included in this Fund Statement

# KEEP FORT COLLINS GREAT FUND - 254

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$16,830,090</b>	<b>\$15,479,895</b>	<b>\$12,731,259</b>	<b>\$7,732,838</b>	<b>\$6,419,743</b>
<b>Revenues</b>					
Taxes	27,447,055	27,413,695	27,735,200	28,200,200	28,686,400
Earnings on Investments	97,569	211,352	228,133	261,104	272,456
Miscellaneous	7,500	486	0	0	0
<b>Total Revenues</b>	<b>\$27,552,124</b>	<b>\$27,625,533</b>	<b>\$27,963,333</b>	<b>\$28,461,304</b>	<b>\$28,958,856</b>
<b>Other Financing Sources</b>					
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Source:</b>	<b>\$27,552,124</b>	<b>\$27,625,533</b>	<b>\$27,963,333</b>	<b>\$28,461,304</b>	<b>\$28,958,856</b>
<b>Expenditures</b>					
Salaries & Wages	5,185,924	5,603,044	6,717,245	6,460,135	6,670,145
Benefits	1,507,774	1,619,458	1,598,809	1,665,160	1,750,338
Other Personnel Costs	1,163	637	(95,792)	(14,135)	(14,852)
Professional & Technical	1,165,518	1,594,600	2,166,369	579,502	705,476
Governmental Services	3,360,829	3,440,820	2,955,605	3,058,894	3,110,496
Other Prof & Tech Services	772,921	1,079,100	1,213,875	776,431	794,314
Utility Services	41,525	30,256	30,769	221,839	225,808
Cleaning Services	43,564	72,281	66,605	190,362	193,201
Repair & Maintenance Services	5,138,554	4,442,561	5,056,849	2,862,560	2,765,074
Rental Services	409,633	692,697	236,626	850,887	837,905
Construction Services	3,254,972	5,039,222	4,576,903	5,207,045	5,356,402
Other Property Services	0	40,887	8,000	0	0
Insurance	16,596	0	0	17,640	18,434
Communication Services	22,287	90,106	64,854	578,462	578,771
Internal Admin Services	2,373	3,428	1,758	1,265	1,288
Employee Travel	66,623	75,225	55,519	85,175	85,175
Other Purchased Services	81,412	186,586	448,725	131,410	130,685
Vehicle & Equipment Supplies	267,298	353,369	398,792	552,994	590,269
Land & Building Maint Supplies	83,485	207,323	193,713	460,930	311,765
Infrastructure Maint Supplies	577,916	1,205,525	1,506,100	1,634,637	1,632,795
Utility Supplies	61,157	27,756	0	30,000	30,000
Office & Related Supplies	168,618	192,064	35,335	64,696	66,820
Health & Safety Supplies	2,636	3,338	5,955	71,265	62,275
Chemical Supplies	0	0	5,000	1,000	1,000
Other Supplies	444,550	640,909	668,070	738,096	656,678
Land	426,257	21,499	97	0	0
Buildings	115,183	29,011	0	0	0
Infrastructure	2,681,297	121,547	1,947,404	1,811,000	1,811,000
Improvements Other Than Bldg	769,601	751,330	1,019,642	550,000	550,000
Vehicles & Equipment	566,292	810,425	614,753	159,391	105,609
Other Capital Outlay	330,026	369,197	263,907	27,850	27,850
Rebates & Incentives	7,116	6,325	6,000	6,000	6,000
Grants	772,966	1,543,787	1,165,107	979,908	979,908
Other	25,827	22,857	(30,840)	0	0
<b>Total Expenditures</b>	<b>\$28,371,893</b>	<b>\$30,317,171</b>	<b>\$32,901,754</b>	<b>\$29,760,399</b>	<b>\$30,040,629</b>
<b>Other Financing Uses</b>					
Debt Service	498,132	36,498	37,500	0	0
Transfers to Funds	32,294	20,500	22,500	14,000	14,000
<b>Total Other Financing Uses</b>	<b>\$530,426</b>	<b>\$56,998</b>	<b>\$60,000</b>	<b>\$14,000</b>	<b>\$14,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$28,902,320</b>	<b>\$30,374,169</b>	<b>\$32,961,754</b>	<b>\$29,774,399</b>	<b>\$30,054,629</b>
<b>Net Change in Fund Balance</b>	<b>(\$1,350,195)</b>	<b>(\$2,748,635)</b>	<b>(\$4,998,421)</b>	<b>(\$1,313,095)</b>	<b>(\$1,095,773)</b>
<b>Ending Fund Balance</b>	<b>\$15,479,895</b>	<b>\$12,731,259</b>	<b>\$7,732,838</b>	<b>\$6,419,743</b>	<b>\$5,323,970</b>

Frozen Appropriations not included in this Fund Statement

# COMMUNITY CAPITAL IMPROVEMENT - 255

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$0</b>	<b>\$6,755,503</b>	<b>\$7,972,700</b>	<b>\$10,194,000</b>	<b>\$10,582,300</b>
<b>Revenues</b>					
Taxes	8,187,503	8,178,557	8,157,300	8,294,300	8,437,200
Earnings on Investments	(15,826)	70,011	0	0	0
<b>Total Revenues</b>	<b>\$8,171,677</b>	<b>\$8,248,568</b>	<b>\$8,157,300</b>	<b>\$8,294,300</b>	<b>\$8,437,200</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$8,171,677</b>	<b>\$8,248,568</b>	<b>\$8,157,300</b>	<b>\$8,294,300</b>	<b>\$8,437,200</b>
<b>Expenditures</b>					
Capital Outlay	0	0	250,000	400,000	400,000
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$400,000</b>	<b>\$400,000</b>
<b>Other Financing Uses</b>					
Transfers Out	1,416,174	7,031,372	5,686,000	7,506,000	5,185,000
<b>Total Other Financing Uses</b>	<b>\$1,416,174</b>	<b>\$7,031,372</b>	<b>\$5,686,000</b>	<b>\$7,506,000</b>	<b>\$5,185,000</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$1,416,174</b>	<b>\$7,031,372</b>	<b>\$5,936,000</b>	<b>\$7,906,000</b>	<b>\$5,585,000</b>
<b>Net Change in Fund Balance</b>	<b>\$6,755,503</b>	<b>\$1,217,197</b>	<b>\$2,221,300</b>	<b>\$388,300</b>	<b>\$2,852,200</b>
<b>Ending Fund Balance</b>	<b>\$6,755,503</b>	<b>\$7,972,700</b>	<b>\$10,194,000</b>	<b>\$10,582,300</b>	<b>\$13,434,500</b>

Frozen Appropriations not included in this Fund Statement



# NEIGHBORHOOD PARKLAND FUND - 270

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$8,357,718</b>	<b>\$10,160,268</b>	<b>\$9,669,379</b>	<b>\$8,918,683</b>	<b>\$7,568,976</b>
<b>Revenues</b>					
Fees-Cult., Park, Rec, Nat. A.	3,038,222	2,495,488	1,330,000	2,000,000	2,000,000
Interest Revenue	17,802	142,606	131,379	198,703	207,343
Other Miscellaneous	472	415	0	0	0
<b>Total Revenues</b>	<b>\$3,056,495</b>	<b>\$2,638,508</b>	<b>\$1,461,379</b>	<b>\$2,198,703</b>	<b>\$2,207,343</b>
<b>Other Financing Sources</b>					
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Source:</b>	<b>\$3,056,495</b>	<b>\$2,638,508</b>	<b>\$1,461,379</b>	<b>\$2,198,703</b>	<b>\$2,207,343</b>
<b>Expenditures</b>					
New Site Acquisition	449,778	251,375	0	0	0
New Park Site Development	375	1,892	(722,029)	2,347,850	0
Waters Way Repairs	49,871	0	(7,125)	0	0
9-11 Memorial Project	10,318	2,400	0	0	0
Impact Fee Analysis	0	41,908	0	0	0
Eastridge Park	0	1,580	0	0	0
Maple Hill Water Delivery	0	744,885	0	0	0
Streets Facility Park	0	3,673	1,450,000	0	0
Whitewater Neighborhood Park	0	42,814	0	0	0
Avery Pk Restroom ADA Upgrade	0	67,046	820	0	0
SE Neigh Parks Raw Water	0	0	260,000	0	0
Water Supply Assessment	0	0	13,334	0	0
Office Improvements	0	0	200,000	0	0
Lee Martinez Park Addition	35,667	0	0	0	0
Romero	5,041	747	0	0	0
Avery Park Improvements	85,905	163,227	0	0	0
Maple Hill Park	58,240	1,228,475	0	0	0
Trailhead Park	129,405	1,580	339,570	592,000	0
Side Hill Neighborhood Park	0	0	0	200,000	0
Parkland & Administration Cost	411,180	549,785	657,568	387,237	398,527
<b>Total Expenditures</b>	<b>\$1,235,780</b>	<b>\$3,101,387</b>	<b>\$2,192,138</b>	<b>\$3,527,087</b>	<b>\$398,527</b>
<b>Other Financing Uses</b>					
Transfers Out	18,166	28,010	19,937	21,323	11,460
<b>Total Other Financing Uses</b>	<b>\$18,166</b>	<b>\$28,010</b>	<b>\$19,937</b>	<b>\$21,323</b>	<b>\$11,460</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$1,253,946</b>	<b>\$3,129,397</b>	<b>\$2,212,075</b>	<b>\$3,548,410</b>	<b>\$409,987</b>
<b>Net Change in Fund Balance</b>	<b>\$1,802,550</b>	<b>(\$490,888)</b>	<b>(\$750,696)</b>	<b>(\$1,349,707)</b>	<b>\$1,797,356</b>
<b>Ending Fund Balance</b>	<b>\$10,160,268</b>	<b>\$9,669,379</b>	<b>\$8,918,683</b>	<b>\$7,568,976</b>	<b>\$9,366,332</b>

Frozen Appropriations not included in this Fund Statement

# CONSERVATION TRUST FUND - 271

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$2,007,268</b>	<b>\$2,504,410</b>	<b>\$3,013,078</b>	<b>\$3,191,294</b>	<b>\$3,172,733</b>
<b>Revenues</b>					
Capital Grants/Contributions	1,723,378	1,594,852	1,450,000	1,500,000	1,500,000
Interest Revenue	7,033	32,472	28,365	49,279	51,422
<b>Total Revenues</b>	<b>\$1,730,411</b>	<b>\$1,627,324</b>	<b>\$1,478,365</b>	<b>\$1,549,279</b>	<b>\$1,551,422</b>
<b>Other Financing Sources</b>					
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Source:</b>	<b>\$1,730,411</b>	<b>\$1,627,324</b>	<b>\$1,478,365</b>	<b>\$1,549,279</b>	<b>\$1,551,422</b>
<b>Expenditures</b>					
Trail Acquisition/Development	85,146	10,143	333,990	998,983	1,010,547
Trees Along the Trails	49,294	9,000	0	0	0
Longview Corridor Trail	45,729	116,171	110,000	0	0
Fossil Crk Trl Undrps @ BNSF	658,213	423,998	0	0	0
Power Trl Crossing @ Keenland	28,249	0	0	0	0
Zephyr Trail at Kechter Farms	86,421	0	0	0	0
Pateros Creek Trail Spur	32,844	0	0	0	0
Fossil Ck Trl-Shields/College	338	176,857	408,310	0	0
Front Range Trail	0	14,707	(13,788)	0	0
Village at Horsetooth Trail	0	0	75,800	0	0
East Ridge Cost Share	0	0	(9,402)	0	0
FC Trl/FC Dr to CF Prairie	0	1,056	0	0	0
Hydro Bank and Trl Repair	0	0	106,000	0	0
Power Trl to Spring Creek	0	0	32,400	0	0
Power Trail Behind EPIC	0	0	15,000	0	0
Fossil Creek Trail	7,060	133,544	0	0	0
Administration	214,547	206,430	216,568	128,961	133,145
<b>Total Expenditures</b>	<b>\$1,207,840</b>	<b>\$1,091,907</b>	<b>\$1,274,878</b>	<b>\$1,127,944</b>	<b>\$1,143,692</b>
<b>Other Financing Uses</b>					
Transfers Out	25,429	26,749	25,271	439,896	415,731
<b>Total Other Financing Uses</b>	<b>\$25,429</b>	<b>\$26,749</b>	<b>\$25,271</b>	<b>\$439,896</b>	<b>\$415,731</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$1,233,269</b>	<b>\$1,118,656</b>	<b>\$1,300,149</b>	<b>\$1,567,840</b>	<b>\$1,559,423</b>
<b>Net Change in Fund Balance</b>	<b>\$497,142</b>	<b>\$508,668</b>	<b>\$178,216</b>	<b>(\$18,561)</b>	<b>(\$8,001)</b>
<b>Ending Fund Balance</b>	<b>\$2,504,410</b>	<b>\$3,013,078</b>	<b>\$3,191,294</b>	<b>\$3,172,733</b>	<b>\$3,164,732</b>

Frozen Appropriations not included in this Fund Statement

# NATURAL AREAS FUND - 272

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$13,452,454</b>	<b>\$16,013,686</b>	<b>\$16,838,869</b>	<b>\$4,760,393</b>	<b>\$4,633,305</b>
<b>Revenues</b>					
Intergovernmental	5,009,845	5,022,002	4,100,000	4,250,000	4,250,000
Charges for Service	60,491	64,877	35,000	61,000	61,000
Earnings on Investments	34,972	213,233	215,061	291,371	304,039
Miscellaneous	201,841	316,001	95,000	135,000	135,000
<b>Total Revenues</b>	<b>\$5,307,149</b>	<b>\$5,616,113</b>	<b>\$4,445,061</b>	<b>\$4,737,371</b>	<b>\$4,750,039</b>
<b>Other Financing Sources</b>					
Other Financing Sources	33,800	229,283	0	0	0
Transfers In	8,757,362	8,705,826	8,456,128	8,308,543	8,452,062
<b>Total Other Financing Sources</b>	<b>\$8,791,162</b>	<b>\$8,935,109</b>	<b>\$8,456,128</b>	<b>\$8,308,543</b>	<b>\$8,452,062</b>
<b>Total Revenues &amp; Other Financing Source:</b>	<b>\$14,098,311</b>	<b>\$14,551,222</b>	<b>\$12,901,189</b>	<b>\$13,045,914</b>	<b>\$13,202,101</b>
<b>Expenditures</b>					
NA Land Conservation	3,769,779	6,045,206	11,084,846	4,246,699	5,056,924
NA Enforcement	738,300	820,338	788,862	993,365	980,511
NA Education	584,406	505,477	586,734	596,269	617,461
NA Program Management	725,799	915,444	878,854	937,610	961,629
NA Resource Management	1,574,795	1,714,446	3,389,907	3,073,667	3,232,638
NA Public Improvements	1,813,465	1,173,234	1,948,997	1,467,208	1,500,146
NA Facility Operations	326,418	414,653	566,946	374,183	385,938
NA Land Management	534,664	652,172	825,456	0	0
<b>Total Expenditures</b>	<b>\$10,067,627</b>	<b>\$12,240,971</b>	<b>\$20,070,602</b>	<b>\$11,689,001</b>	<b>\$12,735,247</b>
<b>Other Financing Uses</b>					
Transfers Out	1,469,452	1,485,068	4,909,064	1,484,001	188,907
<b>Total Other Financing Uses</b>	<b>\$1,469,452</b>	<b>\$1,485,068</b>	<b>\$4,909,064</b>	<b>\$1,484,001</b>	<b>\$188,907</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$11,537,079</b>	<b>\$13,726,039</b>	<b>\$24,979,665</b>	<b>\$13,173,002</b>	<b>\$12,924,154</b>
<b>Net Change in Fund Balance</b>	<b>\$2,561,232</b>	<b>\$825,183</b>	<b>(\$12,078,476)</b>	<b>(\$127,088)</b>	<b>\$277,947</b>
<b>Ending Fund Balance</b>	<b>\$16,013,686</b>	<b>\$16,838,869</b>	<b>\$4,760,393</b>	<b>\$4,633,305</b>	<b>\$4,911,252</b>

Frozen Appropriations not included in this Fund Statement

# CULTURAL SERVICES FUND - 273

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$1,929,392</b>	<b>\$2,396,201</b>	<b>\$2,609,422</b>	<b>\$2,313,131</b>	<b>\$2,009,842</b>
<b>Revenues</b>					
Intergovernmental	77,522	15,000	0	0	0
Charges for Service	2,531,172	3,035,604	2,616,000	2,735,635	2,799,280
Earnings on Investments	3,485	43,227	43,118	62,703	65,429
Miscellaneous	182,628	112,550	35,000	36,000	38,700
<b>Total Revenues</b>	<b>\$2,794,808</b>	<b>\$3,206,381</b>	<b>\$2,694,118</b>	<b>\$2,834,338</b>	<b>\$2,903,409</b>
<b>Other Financing Sources</b>					
Other Financing Sources	0	2,100	0	0	0
Transfers In	1,230,516	1,314,809	1,546,506	1,291,172	1,870,107
<b>Total Other Financing Sources</b>	<b>\$1,230,516</b>	<b>\$1,316,909</b>	<b>\$1,546,506</b>	<b>\$1,291,172</b>	<b>\$1,870,107</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$4,025,324</b>	<b>\$4,523,290</b>	<b>\$4,240,624</b>	<b>\$4,125,510</b>	<b>\$4,773,516</b>
<b>Expenditures</b>					
Personnel Services	1,562,153	1,759,069	1,723,343	1,976,310	2,058,096
Purchased Prof & Tech Services	1,132,118	1,353,724	1,249,614	1,199,269	1,202,208
Purchased Property Services	91,637	101,031	102,408	152,405	152,459
Other Purchased Services	385,401	472,342	452,310	427,354	427,649
Supplies	223,677	230,275	356,496	334,389	334,435
Capital Outlay	162,524	376,876	500,901	301,557	703,600
Other	1,005	725	135,490	9,047	9,047
<b>Total Expenditures</b>	<b>\$3,558,515</b>	<b>\$4,294,044</b>	<b>\$4,520,562</b>	<b>\$4,400,331</b>	<b>\$4,887,494</b>
<b>Other Financing Uses</b>					
Transfers Out	0	16,025	16,353	28,468	29,164
<b>Total Other Financing Uses</b>	<b>\$0</b>	<b>\$16,025</b>	<b>\$16,353</b>	<b>\$28,468</b>	<b>\$29,164</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$3,558,515</b>	<b>\$4,310,069</b>	<b>\$4,536,915</b>	<b>\$4,428,799</b>	<b>\$4,916,658</b>
<b>Net Change in Fund Balance</b>	<b>\$466,809</b>	<b>\$213,221</b>	<b>(\$296,291)</b>	<b>(\$303,289)</b>	<b>(\$143,142)</b>
<b>Ending Fund Balance</b>	<b>\$2,396,201</b>	<b>\$2,609,422</b>	<b>\$2,313,131</b>	<b>\$2,009,842</b>	<b>\$1,866,700</b>

Frozen Appropriations not included in this Fund Statement

# RECREATION FUND - 274

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$2,951,267</b>	<b>\$2,718,913</b>	<b>\$2,281,617</b>	<b>\$1,848,704</b>	<b>\$1,464,215</b>
<b>Revenues</b>					
Operating Grants/Contributions	106,251	22,756	0	0	0
Fees-Cult., Park, Rec, Nat. A.	5,622,177	6,021,821	6,130,033	6,375,274	6,553,001
Interest Revenue	14,924	50,663	54,077	62,545	65,264
Rents	162,009	131,915	140,600	138,080	138,080
Contributions & Donations	17,257	21,807	12,500	16,550	17,050
Sale of Property	6,911	84	0	0	0
Non Operating	0	285	0	0	0
Other Miscellaneous	6,360	17,360	8,000	7,000	7,000
<b>Total Revenues</b>	<b>\$5,935,887</b>	<b>\$6,266,690</b>	<b>\$6,345,210</b>	<b>\$6,599,449</b>	<b>\$6,780,395</b>
<b>Other Financing Sources</b>					
Other Financing Sources	0	1,950	0	0	0
Transfers from Funds	970,935	641,344	748,162	587,532	566,990
<b>Total Other Financing Sources</b>	<b>\$970,935</b>	<b>\$643,294</b>	<b>\$748,162</b>	<b>\$587,532</b>	<b>\$566,990</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$6,906,822</b>	<b>\$6,909,984</b>	<b>\$7,093,372</b>	<b>\$7,186,981</b>	<b>\$7,347,385</b>
<b>Expenditures</b>					
Recreation Administration	1,558,563	1,031,723	1,347,862	1,292,492	1,426,706
Special Revenue Accounts	97,923	52,381	156,041	90,423	90,790
EPIC	1,534,999	1,761,568	1,825,871	1,989,298	2,059,299
Adaptive Recreation	0	0	0	0	0
City Park Pool	148,661	118,624	154,962	167,674	200,750
Adult Programs & Senior Center	1,472,019	1,617,274	1,681,810	1,665,635	1,725,027
NACC	710,152	757,158	783,360	756,523	777,422
Child Development	233,452	236,943	311,246	305,919	318,763
Sports	767,230	803,478	902,345	874,763	900,926
Farm	315,900	319,659	330,083	374,529	392,701
Recreation Grants	105,277	616,423	0	0	0
<b>Total Expenditures</b>	<b>\$6,944,176</b>	<b>\$7,315,230</b>	<b>\$7,493,579</b>	<b>\$7,517,256</b>	<b>\$7,892,384</b>
<b>Other Financing Uses</b>					
Transfers Out	195,000	32,050	32,706	54,214	55,542
<b>Total Other Financing Uses</b>	<b>\$195,000</b>	<b>\$32,050</b>	<b>\$32,706</b>	<b>\$54,214</b>	<b>\$55,542</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$7,139,176</b>	<b>\$7,347,280</b>	<b>\$7,526,285</b>	<b>\$7,571,470</b>	<b>\$7,947,926</b>
<b>Net Change in Fund Balance</b>	<b>(\$232,354)</b>	<b>(\$437,296)</b>	<b>(\$432,913)</b>	<b>(\$384,489)</b>	<b>(\$600,541)</b>
<b>Ending Fund Balance</b>	<b>\$2,718,913</b>	<b>\$2,281,617</b>	<b>\$1,848,704</b>	<b>\$1,464,215</b>	<b>\$863,674</b>

Frozen Appropriations not included in this Fund Statement

# CEMETERIES FUND - 275

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$603,217</b>	<b>\$617,752</b>	<b>\$730,623</b>	<b>\$246,866</b>	<b>\$218,289</b>
<b>Revenues</b>					
Charges for Service	392,563	494,428	405,900	458,000	469,150
Earnings on Investments	1,826	8,108	8,693	13,009	13,574
Miscellaneous	11,989	15,421	12,500	14,000	14,000
<b>Total Revenues</b>	<b>\$406,378</b>	<b>\$517,957</b>	<b>\$427,093</b>	<b>\$485,009</b>	<b>\$496,724</b>
<b>Other Financing Sources</b>					
Other Financing Sources	2,600	6,250	0	0	0
Transfers In	195,104	184,912	187,626	188,390	191,254
<b>Total Other Financing Sources</b>	<b>\$197,704</b>	<b>\$191,162</b>	<b>\$187,626</b>	<b>\$188,390</b>	<b>\$191,254</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$604,082</b>	<b>\$709,119</b>	<b>\$614,719</b>	<b>\$673,399</b>	<b>\$687,978</b>
<b>Expenditures</b>					
Personnel Services	424,756	434,368	467,472	467,979	493,132
Purchased Prof & Tech Services	19,404	19,604	12,025	26,651	26,764
Purchased Property Services	71,860	60,061	77,635	79,260	81,483
Other Purchased Services	13,085	11,782	16,918	14,259	14,260
Supplies	38,687	47,034	40,669	59,316	60,269
Capital Outlay	21,165	7,157	0	50,000	50,000
Other	590	0	0	0	0
<b>Total Expenditures</b>	<b>\$589,547</b>	<b>\$580,005</b>	<b>\$614,719</b>	<b>\$697,465</b>	<b>\$725,908</b>
<b>Other Financing Uses</b>					
Transfers Out	0	16,243	483,757	4,510	4,620
<b>Total Other Financing Uses</b>	<b>\$0</b>	<b>\$16,243</b>	<b>\$483,757</b>	<b>\$4,510</b>	<b>\$4,620</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$589,547</b>	<b>\$596,248</b>	<b>\$1,098,476</b>	<b>\$701,975</b>	<b>\$730,528</b>
<b>Net Change in Fund Balance</b>	<b>\$14,535</b>	<b>\$112,871</b>	<b>(\$483,757)</b>	<b>(\$28,576)</b>	<b>(\$42,550)</b>
<b>Ending Fund Balance</b>	<b>\$617,752</b>	<b>\$730,623</b>	<b>\$246,866</b>	<b>\$218,289</b>	<b>\$175,739</b>

Frozen Appropriations not included in this Fund Statement

# PERPETUAL CARE FUND - 276

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$1,800,009</b>	<b>\$1,838,651</b>	<b>\$1,898,865</b>	<b>\$1,953,678</b>	<b>\$2,010,678</b>
<b>Revenues</b>					
Charges for Service	56,607	60,865	55,000	57,000	59,000
Earnings on Investments	6,682	23,670	28,024	34,534	36,035
<b>Total Revenues</b>	<b>\$63,289</b>	<b>\$84,535</b>	<b>\$83,024</b>	<b>\$91,534</b>	<b>\$95,035</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$63,289</b>	<b>\$84,535</b>	<b>\$83,024</b>	<b>\$91,534</b>	<b>\$95,035</b>
<b>Expenditures</b>					
Perpetual Care	156	182	187	0	0
<b>Total Expenditures</b>	<b>\$156</b>	<b>\$182</b>	<b>\$187</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Uses</b>					
Transfers Out	24,491	24,139	28,024	34,534	36,035
<b>Total Other Financing Uses</b>	<b>\$24,491</b>	<b>\$24,139</b>	<b>\$28,024</b>	<b>\$34,534</b>	<b>\$36,035</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$24,647</b>	<b>\$24,321</b>	<b>\$28,211</b>	<b>\$34,534</b>	<b>\$36,035</b>
<b>Net Change in Fund Balance</b>	<b>\$38,642</b>	<b>\$60,214</b>	<b>\$54,813</b>	<b>\$57,000</b>	<b>\$59,000</b>
<b>Ending Fund Balance</b>	<b>\$1,838,651</b>	<b>\$1,898,865</b>	<b>\$1,953,678</b>	<b>\$2,010,678</b>	<b>\$2,069,678</b>

Frozen Appropriations not included in this Fund Statement

# MUSEUM FUND - 277

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$1,023,699</b>	<b>\$889,852</b>	<b>\$886,026</b>	<b>\$710,275</b>	<b>\$98,175</b>
<b>Revenues</b>					
Earnings on Investments	3,969	12,659	14,311	17,535	18,297
Miscellaneous	3	17	50,000	111,000	111,000
<b>Total Revenues</b>	<b>\$3,972</b>	<b>\$12,676</b>	<b>\$64,311</b>	<b>\$128,535</b>	<b>\$129,297</b>
<b>Other Financing Sources</b>					
Other Financing Sources	341	0	0	0	0
Transfers In	798,507	1,006,179	821,903	947,304	983,122
<b>Total Other Financing Sources</b>	<b>\$798,848</b>	<b>\$1,006,179</b>	<b>\$821,903</b>	<b>\$947,304</b>	<b>\$983,122</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$802,820</b>	<b>\$1,018,855</b>	<b>\$886,214</b>	<b>\$1,075,839</b>	<b>\$1,112,419</b>
<b>Expenditures</b>					
Museum	936,667	1,022,681	1,061,965	1,680,188	1,104,478
<b>Total Expenditures</b>	<b>\$936,667</b>	<b>\$1,022,681</b>	<b>\$1,061,965</b>	<b>\$1,680,188</b>	<b>\$1,104,478</b>
<b>Other Financing Uses</b>					
Transfers Out	0	0	0	7,751	7,941
<b>Total Other Financing Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,751</b>	<b>\$7,941</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$936,667</b>	<b>\$1,022,681</b>	<b>\$1,061,965</b>	<b>\$1,687,939</b>	<b>\$1,112,419</b>
<b>Net Change in Fund Balance</b>	<b>(\$133,847)</b>	<b>(\$3,826)</b>	<b>(\$175,751)</b>	<b>(\$612,100)</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$889,852</b>	<b>\$886,026</b>	<b>\$710,275</b>	<b>\$98,175</b>	<b>\$98,175</b>

Frozen Appropriations not included in this Fund Statement



# TRANSIT SERVICES FUND - 290

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>(\$261,849)</b>	<b>(\$1,782,600)</b>	<b>\$4,186,412</b>	<b>\$3,586,254</b>	<b>\$3,593,311</b>
<b>Revenues</b>					
Operating Grants/Contributions	4,512,280	10,212,837	5,641,600	7,519,649	7,616,279
Capital Grants/Contributions	82,011	631,236	4,837,925	2,833,000	750,000
Other Intergovernmental	1,100,365	478,683	110,000	334,921	344,968
Fees-General Government	0	0	3,100	3,100	3,100
Fees-Transportation	741,969	948,052	1,279,832	905,878	913,426
Other Charges for Service	13,451	24,883	0	0	0
Interest Revenue	3,044	(8,483)	24,509	0	0
Contributions & Donations	8,171	10,211	375,000	0	0
Other Miscellaneous	78,722	50,584	15,000	0	0
<b>Total Revenues</b>	<b>\$6,540,013</b>	<b>\$12,348,002</b>	<b>\$12,286,966</b>	<b>\$11,596,548</b>	<b>\$9,627,773</b>
<b>Other Financing Sources</b>					
Proceeds of Debt Issuance	0	0	0	0	0
Other Financing Sources	10,547	4,882	0	0	0
Transfers from Funds	7,206,021	9,045,274	9,029,198	9,641,667	9,956,822
<b>Total Other Financing Sources</b>	<b>\$7,216,568</b>	<b>\$9,050,156</b>	<b>\$9,029,198</b>	<b>\$9,641,667</b>	<b>\$9,956,822</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$13,756,581</b>	<b>\$21,398,157</b>	<b>\$21,316,164</b>	<b>\$21,238,215</b>	<b>\$19,584,595</b>
<b>Expenditures</b>					
Salaries & Wages	6,367,977	6,764,369	7,189,790	7,530,896	7,749,370
Benefits	2,368,141	2,451,300	2,667,903	2,720,460	2,868,505
Other Personnel Costs	1,565	2,234	(155,662)	(203,087)	(209,193)
Professional & Technical	1,535,507	851,687	1,470,175	2,275,381	2,310,616
Governmental Services	792,080	1,194,106	1,230,506	1,271,040	1,371,040
Other Prof & Tech Services	234,436	240,125	160,000	160,000	160,000
Utility Services	142,436	146,070	144,056	142,153	145,116
Cleaning Services	2,047	20,255	1,575	72,458	74,631
Repair & Maintenance Services	1,605,145	1,760,195	1,928,990	2,127,576	2,366,288
Rental Services	11,895	14,466	0	0	0
Insurance	368,133	272,611	664,542	78,391	81,375
Communication Services	101,755	111,559	85,850	115,000	115,000
Internal Admin Services	3,375	7,497	6,339	8,385	8,530
Employee Travel	16,099	31,892	21,235	23,000	23,000
Other Purchased Services	122,324	144,741	121,700	126,700	126,700
Vehicle & Equipment Supplies	826,649	838,776	996,706	1,050,756	1,021,001
Land & Building Maint Supplies	1,446	0	0	0	0
Office & Related Supplies	46,154	49,878	49,000	60,000	60,000
Other Supplies	72,944	76,880	89,800	99,800	99,800
Vehicles & Equipment	0	0	3,347,406	0	0
Other Capital Outlay	650,696	378,516	1,750,000	3,397,000	937,500
Bad Debt Expense	6,528	7,888	0	0	0
Other	0	0	81,000	9,810	0
<b>Total Expenditures</b>	<b>\$15,277,332</b>	<b>\$15,365,046</b>	<b>\$21,850,911</b>	<b>\$21,065,719</b>	<b>\$19,309,279</b>
<b>Other Financing Uses</b>					
Transfers to Funds	0	64,100	65,411	165,439	169,865
<b>Total Other Financing Uses</b>	<b>\$0</b>	<b>\$64,100</b>	<b>\$65,411</b>	<b>\$165,439</b>	<b>\$169,865</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$15,277,332</b>	<b>\$15,429,146</b>	<b>\$21,916,322</b>	<b>\$21,231,158</b>	<b>\$19,479,144</b>
<b>Net Change in Fund Balance</b>	<b>(\$1,520,751)</b>	<b>\$5,969,011</b>	<b>(\$600,158)</b>	<b>\$7,057</b>	<b>\$105,451</b>
<b>Ending Fund Balance</b>	<b>(\$1,782,600)</b>	<b>\$4,186,412</b>	<b>\$3,586,254</b>	<b>\$3,593,311</b>	<b>\$3,698,762</b>

Frozen Appropriations not included in this Fund Statement

# TRANSPORTATION CEF FUND - 291

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$16,825,364</b>	<b>\$19,612,702</b>	<b>\$25,128,918</b>	<b>\$17,077,126</b>	<b>\$13,590,936</b>
<b>Revenues</b>					
Charges for Service	4,822,143	7,781,081	4,500,000	4,515,000	4,515,000
Earnings on Investments	59,616	279,907	294,324	443,938	463,240
Miscellaneous	104,433	18,895	100,000	0	0
<b>Total Revenues</b>	<b>\$4,986,191</b>	<b>\$8,079,883</b>	<b>\$4,894,324</b>	<b>\$4,958,938</b>	<b>\$4,978,240</b>
<b>Other Financing Sources</b>					
Transfers In	224,028	219,919	219,919	249,010	249,404
<b>Total Other Financing Sources</b>	<b>\$224,028</b>	<b>\$219,919</b>	<b>\$219,919</b>	<b>\$249,010</b>	<b>\$249,404</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$5,210,219</b>	<b>\$8,299,802</b>	<b>\$5,114,243</b>	<b>\$5,207,948</b>	<b>\$5,227,644</b>
<b>Expenditures</b>					
Personnel Services	211,291	163,164	207,657	212,336	219,355
Purchased Prof & Tech Services	23,506	31,820	218,566	105,000	105,000
Purchased Property Services	7,345	34,855	82,200	30,000	30,000
Other Purchased Services	151,614	128,182	155,192	151,372	151,373
Supplies	141	831	5,950	0	0
Capital Outlay	949,858	2,092,909	5,701,142	2,775,000	2,775,000
Other	0	27,773	0	30,000	30,000
<b>Total Expenditures</b>	<b>\$1,343,755</b>	<b>\$2,479,533</b>	<b>\$6,370,707</b>	<b>\$3,303,708</b>	<b>\$3,310,728</b>
<b>Other Financing Uses</b>					
Transfers Out	1,079,127	304,052	6,795,329	5,390,430	199,560
<b>Total Other Financing Uses</b>	<b>\$1,079,127</b>	<b>\$304,052</b>	<b>\$6,795,329</b>	<b>\$5,390,430</b>	<b>\$199,560</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$2,422,881</b>	<b>\$2,783,585</b>	<b>\$13,166,035</b>	<b>\$8,694,138</b>	<b>\$3,510,288</b>
<b>Net Change in Fund Balance</b>	<b>\$2,787,338</b>	<b>\$5,516,217</b>	<b>(\$8,051,792)</b>	<b>(\$3,486,190)</b>	<b>\$1,717,356</b>
<b>Ending Fund Balance</b>	<b>\$19,612,702</b>	<b>\$25,128,918</b>	<b>\$17,077,126</b>	<b>\$13,590,936</b>	<b>\$15,308,292</b>

Frozen Appropriations not included in this Fund Statement

# TRANSPORTATION FUND - 292

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$17,056,080</b>	<b>\$17,550,770</b>	<b>\$15,376,551</b>	<b>\$10,754,124</b>	<b>\$8,605,616</b>
<b>Revenues</b>					
Taxes	8,197,774	8,178,557	8,157,300	8,294,300	8,437,200
Licenses and Permits	260,346	312,127	217,500	250,000	350,000
Intergovernmental	8,662,177	8,666,382	8,436,195	9,107,413	9,247,589
Charges for Service	4,729,071	5,184,881	4,104,089	5,430,045	5,387,247
Earnings on Investments	27,091	379,807	274,339	343,567	358,505
Miscellaneous	92,777	151,333	27,500	35,000	35,000
<b>Total Revenues</b>	<b>\$21,969,235</b>	<b>\$22,873,087</b>	<b>\$21,216,923</b>	<b>\$23,460,325</b>	<b>\$23,815,541</b>
<b>Other Financing Sources</b>					
Other Financing Sources	15,648	231,910	0	0	0
Transfers In	5,020,560	3,594,171	2,815,788	1,523,754	1,599,185
<b>Total Other Financing Sources</b>	<b>\$5,036,208</b>	<b>\$3,826,081</b>	<b>\$2,815,788</b>	<b>\$1,523,754</b>	<b>\$1,599,185</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$27,005,443</b>	<b>\$26,699,168</b>	<b>\$24,032,711</b>	<b>\$24,984,079</b>	<b>\$25,414,726</b>
<b>Expenditures</b>					
PDT Administration	124,282	554,946	530,313	535,264	545,264
Engineering	2,471,884	2,488,107	2,752,323	3,145,724	3,138,261
Streets	17,138,749	19,239,141	16,359,332	16,324,570	16,415,970
Traffic	4,077,544	4,275,605	4,106,801	4,221,996	4,062,849
FC Moves	1,419,438	707,310	834,021	556,844	570,547
<b>Total Expenditures</b>	<b>\$25,231,897</b>	<b>\$27,265,108</b>	<b>\$24,582,790</b>	<b>\$24,784,398</b>	<b>\$24,732,891</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	539,191	54,123	0	0	0
Transfers Out	739,665	1,554,156	4,072,349	2,348,189	3,245,490
<b>Total Other Financing Uses</b>	<b>\$1,278,856</b>	<b>\$1,608,279</b>	<b>\$4,072,349</b>	<b>\$2,348,189</b>	<b>\$3,245,490</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$26,510,753</b>	<b>\$28,873,387</b>	<b>\$28,655,139</b>	<b>\$27,132,587</b>	<b>\$27,978,381</b>
<b>Net Change in Fund Balance</b>	<b>\$494,690</b>	<b>(\$2,174,218)</b>	<b>(\$4,622,428)</b>	<b>(\$2,148,508)</b>	<b>(\$2,563,655)</b>
<b>Ending Fund Balance</b>	<b>\$17,550,770</b>	<b>\$15,376,551</b>	<b>\$10,754,124</b>	<b>\$8,605,616</b>	<b>\$6,041,961</b>

Frozen Appropriations not included in this Fund Statement

# PARKING FUND - 294

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$1,510,396</b>	<b>\$1,516,953</b>	<b>\$1,796,034</b>	<b>\$1,496,088</b>	<b>\$1,303,680</b>
<b>Revenues</b>					
Intergovernmental	15,512	22,967	60,000	60,000	60,000
Charges for Service	2,256,427	2,611,588	2,325,960	2,633,000	2,633,000
Earnings on Investments	6,869	19,937	9,498	32,291	33,695
Miscellaneous	37,077	42,232	98,590	127,813	130,737
<b>Total Revenues</b>	<b>\$2,315,885</b>	<b>\$2,696,724</b>	<b>\$2,494,048</b>	<b>\$2,853,104</b>	<b>\$2,857,432</b>
<b>Other Financing Sources</b>					
Transfers In	52,227	58,685	815,000	0	0
<b>Total Other Financing Sources</b>	<b>\$52,227</b>	<b>\$58,685</b>	<b>\$815,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$2,368,112</b>	<b>\$2,755,408</b>	<b>\$3,309,048</b>	<b>\$2,853,104</b>	<b>\$2,857,432</b>
<b>Expenditures</b>					
Personnel Services	1,092,258	1,008,289	1,259,728	1,243,044	1,287,767
Purchased Prof & Tech Services	297,506	346,697	346,061	431,278	402,638
Purchased Property Services	420,110	489,895	595,671	907,271	926,773
Other Purchased Services	62,161	68,785	58,798	144,943	114,007
Supplies	44,152	46,001	51,542	51,042	51,303
Capital Outlay	444,709	412,169	1,190,083	205,000	15,000
Other	660	181	0	0	0
<b>Total Expenditures</b>	<b>\$2,361,555</b>	<b>\$2,372,019</b>	<b>\$3,501,883</b>	<b>\$2,982,578</b>	<b>\$2,797,488</b>
<b>Other Financing Uses</b>					
Transfers Out	0	104,309	107,111	62,934	64,851
<b>Total Other Financing Uses</b>	<b>\$0</b>	<b>\$104,309</b>	<b>\$107,111</b>	<b>\$62,934</b>	<b>\$64,851</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$2,361,555</b>	<b>\$2,476,328</b>	<b>\$3,608,994</b>	<b>\$3,045,512</b>	<b>\$2,862,339</b>
<b>Net Change in Fund Balance</b>	<b>\$6,557</b>	<b>\$279,080</b>	<b>(\$299,946)</b>	<b>(\$192,408)</b>	<b>(\$4,907)</b>
<b>Ending Fund Balance</b>	<b>\$1,516,953</b>	<b>\$1,796,034</b>	<b>\$1,496,088</b>	<b>\$1,303,680</b>	<b>\$1,298,773</b>

Frozen Appropriations not included in this Fund Statement

# GENERAL IMPROVEMENT DISTRICT 1 - 252

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b><i>Beginning Fund Balance</i></b>	<b>\$419,051</b>	<b>\$601,585</b>	<b>\$836,753</b>	<b>\$679,209</b>	<b>\$879,551</b>
<b>Revenues</b>					
Property Taxes	294,929	288,646	308,000	308,000	314,160
Shared Revenues	45,047	47,788	37,000	45,000	45,000
Interest Revenue	1,468	7,067	5,563	14,342	14,965
Other Miscellaneous	0	1,615	0	0	0
<b>Total Revenues</b>	<b>\$341,443</b>	<b>\$345,115</b>	<b>\$350,563</b>	<b>\$367,342</b>	<b>\$374,125</b>
<b>Total Revenues &amp; Other Financing Source:</b>	<b>\$341,443</b>	<b>\$345,115</b>	<b>\$350,563</b>	<b>\$367,342</b>	<b>\$374,125</b>
<b>Expenditures</b>					
Salaries & Wages	0	0	0	0	0
Benefits	1,456	0	0	0	0
Professional & Technical	5,901	5,773	11,500	11,500	11,500
Other Prof & Tech Services	540	102	6,000	6,000	6,000
Utility Services	2,034	2,372	2,500	4,500	4,500
Construction Services	4,183	18,180	375,000	60,000	60,000
Internal Admin Services	112	36	107	0	0
Other Purchased Services	0	13	0	0	0
Infrastructure	0	0	0	0	0
Rebates & Incentives	29,683	28,470	23,000	30,000	30,000
<b>Total Expenditures</b>	<b>\$43,909</b>	<b>\$54,946</b>	<b>\$418,107</b>	<b>\$112,000</b>	<b>\$112,000</b>
<b>Other Financing Uses</b>					
Transfers to Funds	115,000	55,000	90,000	55,000	55,000
<b>Total Other Financing Uses</b>	<b>\$115,000</b>	<b>\$55,000</b>	<b>\$90,000</b>	<b>\$55,000</b>	<b>\$55,000</b>
<b>Total Expenditures &amp; Other Financing Use:</b>	<b>\$158,909</b>	<b>\$109,946</b>	<b>\$508,107</b>	<b>\$167,000</b>	<b>\$167,000</b>
<b>Net Change in Fund Balance</b>	<b>\$182,534</b>	<b>\$235,168</b>	<b>(\$157,544)</b>	<b>\$200,342</b>	<b>\$207,125</b>
<b><i>Ending Fund Balance</i></b>	<b>\$601,585</b>	<b>\$836,753</b>	<b>\$679,209</b>	<b>\$879,551</b>	<b>\$1,086,677</b>

Frozen Appropriations not included in this Fund Statement

# GID #15 - SKYVIEW - 293

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b><i>Beginning Fund Balance</i></b>	<b>\$121,946</b>	<b>\$153,259</b>	<b>\$186,667</b>	<b>\$219,762</b>	<b>\$257,543</b>
<b>Revenues</b>					
Taxes	29,139	29,182	30,200	32,784	33,439
Intergovernmental	2,363	2,902	2,100	2,800	2,800
Earnings on Investments	394	1,908	1,795	3,197	3,336
<b>Total Revenues</b>	<b>\$31,896</b>	<b>\$33,992</b>	<b>\$34,095</b>	<b>\$38,781</b>	<b>\$39,575</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$31,896</b>	<b>\$33,992</b>	<b>\$34,095</b>	<b>\$38,781</b>	<b>\$39,575</b>
<b>Expenditures</b>					
Professional & Technical	583	584	1,000	1,000	1,000
<b>Total Expenditures</b>	<b>\$583</b>	<b>\$584</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$583</b>	<b>\$584</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>Net Change in Fund Balance</b>	<b>\$31,313</b>	<b>\$33,408</b>	<b>\$33,095</b>	<b>\$37,781</b>	<b>\$38,575</b>
<b><i>Ending Fund Balance</i></b>	<b>\$153,259</b>	<b>\$186,667</b>	<b>\$219,762</b>	<b>\$257,543</b>	<b>\$296,118</b>

Frozen Appropriations not included in this Fund Statement

# TIMBERLINE/PROSPECT SID #94 - 300

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$71,746</b>	<b>\$150,137</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,955</b>
<b>Revenues</b>					
Interest Revenue	492	3,157	0	1,955	2,040
Assessments	77,899	7,054	0	0	0
<b>Total Revenues</b>	<b>\$78,391</b>	<b>\$10,211</b>	<b>\$0</b>	<b>\$1,955</b>	<b>\$2,040</b>
<b>Other Financing Sources</b>					
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Source:</b>	<b>\$78,391</b>	<b>\$10,211</b>	<b>\$0</b>	<b>\$1,955</b>	<b>\$2,040</b>
<b>Expenditures</b>					
Other	0	76,241	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$76,241</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Financing Uses</b>					
Transfers to Funds	0	84,108	0	0	0
<b>Total Other Financing Uses</b>	<b>\$0</b>	<b>\$84,108</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$0</b>	<b>\$160,349</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Change in Fund Balance</b>	<b>\$78,391</b>	<b>(\$150,137)</b>	<b>\$0</b>	<b>\$1,955</b>	<b>\$2,040</b>
<b>Ending Fund Balance</b>	<b>\$150,137</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,955</b>	<b>\$3,995</b>

Frozen Appropriations not included in this Fund Statement

# CAPITAL LEASING CORP FUND - 304

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Revenues</b>					
Rents	58,447	59,702	0	63,748	65,430
Contributions & Donations	0	0	0	300,000	300,000
<b>Total Revenues</b>	<b>\$58,447</b>	<b>\$59,702</b>	<b>\$0</b>	<b>\$363,748</b>	<b>\$365,430</b>
<b>Other Financing Sources</b>					
Transfers from Funds	4,559,973	4,570,753	5,509,829	6,213,123	4,835,779
<b>Total Other Financing Sources</b>	<b>\$4,559,973</b>	<b>\$4,570,753</b>	<b>\$5,509,829</b>	<b>\$6,213,123</b>	<b>\$4,835,779</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$4,618,420</b>	<b>\$4,630,455</b>	<b>\$5,509,829</b>	<b>\$6,576,871</b>	<b>\$5,201,209</b>
<b>Expenditures</b>					
Professional & Technical	1,000	1,000	0	0	0
Other Prof & Tech Services	1,650	3,300	3,500	4,000	4,200
Other	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$2,650</b>	<b>\$4,300</b>	<b>\$3,500</b>	<b>\$4,000</b>	<b>\$4,200</b>
<b>Other Financing Uses</b>					
Debt Service	4,615,770	4,626,155	5,506,329	6,509,121	5,131,579
Transfers to Funds	0	0	0	63,750	65,430
<b>Total Other Financing Uses</b>	<b>\$4,615,770</b>	<b>\$4,626,155</b>	<b>\$5,506,329</b>	<b>\$6,572,871</b>	<b>\$5,197,009</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$4,618,420</b>	<b>\$4,630,455</b>	<b>\$5,509,829</b>	<b>\$6,576,871</b>	<b>\$5,201,209</b>
<b>Net Change in Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Frozen Appropriations not included in this Fund Statement



# EMPLOYEES' RETIREMENT FUND - 700

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$43,050,288</b>	<b>\$43,869,310</b>	<b>\$48,807,732</b>	<b>\$45,067,982</b>	<b>\$40,985,041</b>
<b>Revenues</b>					
Fees-General Government	1,720,650	1,652,786	1,700,000	1,525,000	1,475,000
Interest Revenue	2,496,850	7,032,454	208,000	221,309	230,931
Other Miscellaneous	0	256	0	0	0
<b>Total Revenues</b>	<b>\$4,217,500</b>	<b>\$8,685,496</b>	<b>\$1,908,000</b>	<b>\$1,746,309</b>	<b>\$1,705,931</b>
<b>Other Financing Sources</b>					
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Source:</b>	<b>\$4,217,500</b>	<b>\$8,685,496</b>	<b>\$1,908,000</b>	<b>\$1,746,309</b>	<b>\$1,705,931</b>
<b>Expenditures</b>					
Professional & Technical	30,534	26,650	27,500	29,000	29,000
Other Prof & Tech Services	0	0	0	0	0
Employee Travel	81	103	0	0	0
Other Purchased Services	11	0	0	0	0
Other Supplies	117	0	250	250	250
Other	3,367,735	3,720,322	5,620,000	5,800,000	6,000,000
<b>Total Expenditures</b>	<b>\$3,398,478</b>	<b>\$3,747,074</b>	<b>\$5,647,750</b>	<b>\$5,829,250</b>	<b>\$6,029,250</b>
<b>Total Expenditures &amp; Other Financing Use:</b>	<b>\$3,398,478</b>	<b>\$3,747,074</b>	<b>\$5,647,750</b>	<b>\$5,829,250</b>	<b>\$6,029,250</b>
<b>Net Change in Fund Balance</b>	<b>\$819,022</b>	<b>\$4,938,422</b>	<b>(\$3,739,750)</b>	<b>(\$4,082,941)</b>	<b>(\$4,323,319)</b>
<b>Ending Fund Balance</b>	<b>\$43,869,310</b>	<b>\$48,807,732</b>	<b>\$45,067,982</b>	<b>\$40,985,041</b>	<b>\$36,661,722</b>

Frozen Appropriations not included in this Fund Statement

# URA - N. COLLEGE DISTRICT - 800

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$1,593,176</b>	<b>\$1,888,095</b>	<b>(\$501,319)</b>	<b>(\$622,004)</b>	<b>(\$792,372)</b>
<b>Revenues</b>					
Property Taxes	1,457,830	1,689,687	1,491,660	1,799,193	1,835,177
Interest Revenue	81,680	20,537	10,303	21,717	22,662
<b>Total Revenues</b>	<b>\$1,539,511</b>	<b>\$1,710,224</b>	<b>\$1,501,963</b>	<b>\$1,820,910</b>	<b>\$1,857,839</b>
<b>Other Financing Sources</b>					
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$1,539,511</b>	<b>\$1,710,224</b>	<b>\$1,501,963</b>	<b>\$1,820,910</b>	<b>\$1,857,839</b>
<b>Expenditures</b>					
Personnel Services	129,596	127,173	113,053	302,542	310,950
Purchased Prof & Tech Services	31,396	125,022	179,339	172,221	172,899
Purchased Property Services	0	2,800,041	0	183,211	219,292
Other Purchased Services	4,661	16,010	8,883	11,790	11,790
Supplies	479	549	1,000	7,100	7,100
Capital Outlay	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$166,132</b>	<b>\$3,068,795</b>	<b>\$302,275</b>	<b>\$676,864</b>	<b>\$722,031</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	1,078,461	4,299,571	1,220,108	1,222,258	1,217,657
Transfers Out	0	0	303,000	300,000	0
<b>Total Other Financing Uses</b>	<b>\$1,078,461</b>	<b>\$4,299,571</b>	<b>\$1,523,108</b>	<b>\$1,522,258</b>	<b>\$1,217,657</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$1,244,592</b>	<b>\$7,368,366</b>	<b>\$1,825,383</b>	<b>\$2,199,122</b>	<b>\$1,939,688</b>
<b>Net Change in Fund Balance</b>	<b>\$294,919</b>	<b>(\$5,658,142)</b>	<b>(\$323,420)</b>	<b>(\$378,212)</b>	<b>(\$81,849)</b>
<b>Net Adjustments to GAAP</b>	<b>\$0</b>	<b>\$3,268,728</b>	<b>\$202,735</b>	<b>\$207,844</b>	<b>\$213,081</b>
<b>Ending Fund Balance</b>	<b>\$1,888,095</b>	<b>(\$501,319)</b>	<b>(\$622,004)</b>	<b>(\$792,372)</b>	<b>(\$661,140)</b>

*Frozen Appropriations not included in this Fund Statement*

# URA - PROSPECT SOUTH TIF DIST - 801

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>(\$4,435,238)</b>	<b>(\$4,831,618)</b>	<b>(\$4,610,847)</b>	<b>(\$4,374,421)</b>	<b>(\$3,985,329)</b>
<b>Revenues</b>					
Property Taxes	445,852	480,883	458,856	518,118	528,480
Interest Revenue	5,689	3,743	15,944	15,316	15,982
<b>Total Revenues</b>	<b>\$451,540</b>	<b>\$484,626</b>	<b>\$474,800</b>	<b>\$533,434</b>	<b>\$544,462</b>
<b>Other Financing Sources</b>					
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$451,540</b>	<b>\$484,626</b>	<b>\$474,800</b>	<b>\$533,434</b>	<b>\$544,462</b>
<b>Expenditures</b>					
Purchased Prof & Tech Services	8,917	9,618	11,677	2,079	2,142
Purchased Property Services	610,043	11,762	11,762	11,762	11,762
<b>Total Expenditures</b>	<b>\$618,960</b>	<b>\$21,380</b>	<b>\$23,439</b>	<b>\$13,841</b>	<b>\$13,904</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	377,547	395,063	377,224	415,523	424,594
<b>Total Other Financing Uses</b>	<b>\$377,547</b>	<b>\$395,063</b>	<b>\$377,224</b>	<b>\$415,523</b>	<b>\$424,594</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$996,507</b>	<b>\$416,442</b>	<b>\$400,663</b>	<b>\$429,364</b>	<b>\$438,498</b>
<b>Net Change in Fund Balance</b>	<b>(\$544,967)</b>	<b>\$68,184</b>	<b>\$74,137</b>	<b>\$104,070</b>	<b>\$105,964</b>
<b>Net Adjustments to GAAP</b>	<b>\$148,587</b>	<b>\$152,587</b>	<b>\$162,289</b>	<b>\$285,022</b>	<b>\$298,701</b>
<b>Ending Fund Balance</b>	<b><u>(\$4,831,618)</u></b>	<b><u>(\$4,610,847)</u></b>	<b><u>(\$4,374,421)</u></b>	<b><u>(\$3,985,329)</u></b>	<b><u>(\$3,580,664)</u></b>

*Frozen Appropriations not included in this Fund Statement*

# URA - MALL FUND - 803

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>(\$2,891)</b>	<b>(\$2,891)</b>	<b>\$15,373</b>	<b>\$29,220</b>	<b>\$29,220</b>
<b>Revenues</b>					
Property Taxes	0	1,246,223	3,482,234	2,429,393	2,754,740
Sales & Use Tax	0	205,255	737,931	809,798	822,844
Other Charges for Service	4,499	0	0	0	0
Interest Revenue	0	(56)	0	0	0
<b>Total Revenues</b>	<b>\$4,499</b>	<b>\$1,451,422</b>	<b>\$4,220,165</b>	<b>\$3,239,191</b>	<b>\$3,577,584</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$4,499</b>	<b>\$1,451,422</b>	<b>\$4,220,165</b>	<b>\$3,239,191</b>	<b>\$3,577,584</b>
<b>Expenditures</b>					
Purchased Prof & Tech Services	4,499	24,924	14,759	64,516	71,175
Purchased Property Services	0	1,408,234	4,191,559	3,174,675	3,506,409
<b>Total Expenditures</b>	<b>\$4,499</b>	<b>\$1,433,158</b>	<b>\$4,206,318</b>	<b>\$3,239,191</b>	<b>\$3,577,584</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$4,499</b>	<b>\$1,433,158</b>	<b>\$4,206,318</b>	<b>\$3,239,191</b>	<b>\$3,577,584</b>
<b>Net Change in Fund Balance</b>	<b>\$0</b>	<b>\$18,264</b>	<b>\$13,847</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>(\$2,891)</b>	<b>\$15,373</b>	<b>\$29,220</b>	<b>\$29,220</b>	<b>\$29,220</b>

*Frozen Appropriations not included in this Fund Statement*

# GOLF FUND - 500

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$5,369,318</b>	<b>\$5,653,073</b>	<b>\$5,998,373</b>	<b>\$6,344,694</b>	<b>\$6,589,866</b>
<b>Revenues</b>					
Charges for Service	3,400,221	3,435,768	3,522,000	3,583,000	3,618,000
Earnings on Investments	3,368	16,090	19,805	22,411	23,386
Miscellaneous	34,426	44,598	41,000	48,000	48,000
<b>Total Revenues</b>	<b>\$3,438,015</b>	<b>\$3,496,456</b>	<b>\$3,582,805</b>	<b>\$3,653,411</b>	<b>\$3,689,386</b>
<b>Other Financing Sources</b>					
Other Financing Sources	10,600	3,319	0	0	0
Transfers In	0	0	0	125,000	0
<b>Total Other Financing Sources</b>	<b>\$10,600</b>	<b>\$3,319</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$3,448,615</b>	<b>\$3,499,775</b>	<b>\$3,582,805</b>	<b>\$3,778,411</b>	<b>\$3,689,386</b>
<b>Expenditures</b>					
Personnel Services	1,402,833	1,365,155	1,368,168	1,473,596	1,548,408
Purchased Prof & Tech Services	464,831	514,288	517,138	660,919	549,554
Purchased Property Services	261,829	316,060	332,818	355,783	362,568
Other Purchased Services	153,061	203,246	210,166	203,200	207,728
Supplies	352,013	336,538	354,149	382,717	388,273
Capital Outlay	181,940	26,246	0	0	0
Other	322,906	328,330	20,674	138,058	55,787
<b>Total Expenditures</b>	<b>\$3,139,413</b>	<b>\$3,089,862</b>	<b>\$2,803,113</b>	<b>\$3,214,273</b>	<b>\$3,112,318</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	614,662	653,308	720,749	489,591	503,123
Transfers Out	45,419	61,078	64,366	68,600	69,923
<b>Total Other Financing Uses</b>	<b>\$660,081</b>	<b>\$714,386</b>	<b>\$785,115</b>	<b>\$558,191</b>	<b>\$573,046</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$3,799,494</b>	<b>\$3,804,248</b>	<b>\$3,588,228</b>	<b>\$3,772,464</b>	<b>\$3,685,364</b>
<b>Net Change in Fund Balance</b>	<b>(\$350,879)</b>	<b>(\$304,472)</b>	<b>(\$5,423)</b>	<b>\$5,947</b>	<b>\$4,022</b>
<b>Net Adjustments to GAAP</b>	<b>\$634,637</b>	<b>\$649,775</b>	<b>\$351,744</b>	<b>\$239,225</b>	<b>\$113,303</b>
<b>Ending Fund Balance</b>	<b>\$5,653,073</b>	<b>\$5,998,373</b>	<b>\$6,344,694</b>	<b>\$6,589,866</b>	<b>\$6,707,191</b>

*Frozen Appropriations not included in this Fund Statement*

# LIGHT & POWER FUND - 501

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$201,087,112</b>	<b>\$202,950,793</b>	<b>\$206,728,542</b>	<b>\$204,078,767</b>	<b>\$203,128,322</b>
<b>Revenues</b>					
Other Intergovernmental	337,380	225,524	220,000	0	0
Fees-Light and Power	125,072,991	128,730,192	130,530,000	135,573,000	140,395,000
Interest Revenue	227,142	482,752	762,456	559,686	584,020
Other Earnings on Investments	22,765	39,969	10,000	30,000	30,000
Contributions & Donations	6,414,998	5,490,709	3,148,500	3,230,000	3,230,000
Sale of Property	76,772	94,886	0	0	0
Non Operating	1,034,175	1,128,016	760,000	920,000	670,000
Other Miscellaneous	774,299	797,155	450,000	560,000	560,000
<b>Total Revenues</b>	<b>\$133,960,520</b>	<b>\$136,989,203</b>	<b>\$135,880,956</b>	<b>\$140,872,686</b>	<b>\$145,469,020</b>
<b>Other Financing Sources</b>					
Other Financing Sources	46,650	116,551	0	0	0
Transfers from Funds	67,000	0	0	0	0
<b>Total Other Financing Sources</b>	<b>\$113,650</b>	<b>\$116,551</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$134,074,170</b>	<b>\$137,105,754</b>	<b>\$135,880,956</b>	<b>\$140,872,686</b>	<b>\$145,469,020</b>
<b>Expenditures</b>					
Light & Power Operations	19,594,920	20,360,079	10,318,133	10,371,079	10,660,788
L&P Payments and Transfers	15,651,795	14,985,926	16,261,275	16,784,963	17,133,471
L&P Purchase of Power	90,640,003	92,892,983	94,367,080	98,509,300	101,988,500
L&P System Additions	12,200,187	6,340,194	6,023,279	5,727,077	5,949,972
L&P Capital Projects	10,759,525	8,339,884	7,297,955	4,376,904	3,891,679
L&P Energy Services	5,960,263	5,126,556	6,699,556	5,024,208	5,078,296
L&P Operating Grants	26,836	0	0	0	0
L&P Capital Grants	54,075	480,748	0	0	0
<b>Total Expenditures</b>	<b>\$154,887,604</b>	<b>\$148,526,371</b>	<b>\$140,967,278</b>	<b>\$140,793,531</b>	<b>\$144,702,706</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	1,981,334	1,992,263	2,017,636	25,312	25,312
Transfers Out	103,715	235,226	235,846	392,761	423,292
<b>Total Other Financing Uses</b>	<b>\$2,085,049</b>	<b>\$2,227,489</b>	<b>\$2,253,482</b>	<b>\$418,073</b>	<b>\$448,604</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$156,972,653</b>	<b>\$150,753,860</b>	<b>\$143,220,760</b>	<b>\$141,211,604</b>	<b>\$145,151,310</b>
<b>Net Change in Fund Balance</b>	<b>(\$22,898,482)</b>	<b>(\$13,648,106)</b>	<b>(\$7,339,804)</b>	<b>(\$338,918)</b>	<b>\$317,710</b>
<b>Net Adjustments to GAAP</b>	<b>\$24,762,163</b>	<b>\$17,425,855</b>	<b>\$4,690,029</b>	<b>(\$611,527)</b>	<b>(\$1,088,515)</b>
<b>Ending Fund Balance</b>	<b>\$202,950,793</b>	<b>\$206,728,542</b>	<b>\$204,078,767</b>	<b>\$203,128,322</b>	<b>\$202,357,517</b>

*Frozen Appropriations not included in this Fund Statement*

# WATER FUND - 502

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$287,894,771</b>	<b>\$298,806,406</b>	<b>\$315,621,628</b>	<b>\$321,417,120</b>	<b>\$324,720,261</b>
<b>Revenues</b>					
Fees-Water	29,663,540	30,767,419	29,070,000	29,980,000	29,980,000
Other Charges for Service	112,342	4,638	0	0	0
Interest Revenue	275,901	743,103	1,021,160	1,060,514	1,106,624
Other Earnings on Investments	66,826	43,860	35,000	25,640	22,460
Rents	182,541	166,011	110,000	110,000	110,000
Contributions & Donations	7,346,828	10,837,818	4,620,000	2,370,000	2,620,000
Sale of Property	3,386	19,077	20,000	20,000	20,000
Non Operating	7,001	40,534	30,000	15,000	15,000
Other Miscellaneous	227,802	182,497	150,000	145,000	145,000
<b>Total Revenues</b>	<b>\$37,886,166</b>	<b>\$42,804,956</b>	<b>\$35,056,160</b>	<b>\$33,726,154</b>	<b>\$34,019,084</b>
<b>Other Financing Sources</b>					
Proceeds of Debt Issuance	0	1,634,364	150,000	150,000	150,000
Other Financing Sources	25,310	75,946	0	0	0
Transfers from Funds	0	0	0	333,000	167,000
<b>Total Other Financing Sources</b>	<b>\$25,310</b>	<b>\$1,710,310</b>	<b>\$150,000</b>	<b>\$483,000</b>	<b>\$317,000</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$37,911,476</b>	<b>\$44,515,266</b>	<b>\$35,206,160</b>	<b>\$34,209,154</b>	<b>\$34,336,084</b>
<b>Expenditures</b>					
Water Minor Capital	951,555	1,491,741	1,946,336	1,734,600	1,738,800
Water Payments and Transfers	13,750,823	13,612,759	8,051,702	9,038,878	9,092,979
Water Trans & Distribution	3,116,572	3,113,955	3,265,089	3,375,688	3,459,872
Water Meter Operations	616,245	538,689	783,624	767,470	801,869
Water Production	5,129,835	5,383,372	5,536,752	5,777,038	5,798,816
Water Quality	1,053,635	1,058,798	1,173,140	1,126,007	1,155,082
Water Resources	2,396,293	2,858,476	2,952,688	3,205,669	3,153,633
Water Capital Projects	23,221,929	11,142,351	9,882,986	4,851,900	3,301,750
<b>Total Expenditures</b>	<b>\$50,236,887</b>	<b>\$39,200,141</b>	<b>\$33,592,317</b>	<b>\$29,877,250</b>	<b>\$28,502,801</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	3,345,025	2,982,964	2,611,861	357,447	188,222
Transfers Out	207,838	426,813	432,839	332,489	338,191
<b>Total Other Financing Uses</b>	<b>\$3,552,863</b>	<b>\$3,409,778</b>	<b>\$3,044,700</b>	<b>\$689,936</b>	<b>\$526,413</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$53,789,750</b>	<b>\$42,609,918</b>	<b>\$36,637,017</b>	<b>\$30,567,186</b>	<b>\$29,029,214</b>
<b>Net Change in Fund Balance</b>	<b>(\$15,878,274)</b>	<b>\$1,905,348</b>	<b>(\$1,430,857)</b>	<b>\$3,641,968</b>	<b>\$5,306,870</b>
<b>Net Adjustments to GAAP</b>	<b>\$26,789,911</b>	<b>\$14,909,875</b>	<b>\$7,226,350</b>	<b>(\$338,827)</b>	<b>(\$2,188,879)</b>
<b>Ending Fund Balance</b>	<b>\$298,806,406</b>	<b>\$315,621,628</b>	<b>\$321,417,120</b>	<b>\$324,720,261</b>	<b>\$327,838,252</b>

*Frozen Appropriations not included in this Fund Statement*

# WASTEWATER FUND - 503

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$162,603,234</b>	<b>\$170,722,746</b>	<b>\$178,609,134</b>	<b>\$181,199,187</b>	<b>\$185,738,153</b>
<b>Revenues</b>					
Other Fines & Forfeitures	1,125	800	0	0	0
Operating Grants/Contributions	626,650	0	0	0	0
Capital Grants/Contributions	116,915	543,667	0	0	0
Other Intergovernmental	83,044	0	0	0	0
Fees-Wastewater	23,296,749	23,949,484	22,930,000	24,010,000	24,010,000
Interest Revenue	133,477	552,614	616,897	798,967	833,704
Rents	101,830	94,472	100,000	90,000	90,000
Contributions & Donations	3,846,560	3,867,372	1,290,000	1,290,000	1,290,000
Sale of Property	10,525	930	0	0	0
Other Miscellaneous	88,013	64,577	30,000	30,000	30,000
<b>Total Revenues</b>	<b>\$28,304,887</b>	<b>\$29,073,916</b>	<b>\$24,966,897</b>	<b>\$26,218,967</b>	<b>\$26,253,704</b>
<b>Other Financing Sources</b>					
Other Financing Sources	71,260	10,835	0	0	0
Transfers from Funds	125,000	0	0	0	0
<b>Total Other Financing Sources</b>	<b>\$196,260</b>	<b>\$10,835</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$28,501,147</b>	<b>\$29,084,751</b>	<b>\$24,966,897</b>	<b>\$26,218,967</b>	<b>\$26,253,704</b>
<b>Expenditures</b>					
WW Minor Capital	628,792	847,451	1,057,494	814,900	827,500
WW Payments and Transfers	10,955,473	11,142,336	6,062,518	5,689,678	5,786,529
WW Trunk and Collection	1,901,651	2,027,771	2,078,370	1,876,798	1,924,564
WW Water Quality	1,180,634	1,148,774	1,300,734	1,227,870	1,261,529
WW Water Reclamation	5,417,099	5,595,347	5,708,764	5,696,659	5,820,181
WW Capital Projects	6,306,878	10,819,820	12,664,450	7,732,240	6,071,257
<b>Total Expenditures</b>	<b>\$26,390,528</b>	<b>\$31,581,499</b>	<b>\$28,872,331</b>	<b>\$23,038,145</b>	<b>\$21,691,560</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	2,477,095	2,505,311	2,867,500	2,620,815	2,643,707
Transfers Out	71,766	210,986	226,046	293,927	211,708
<b>Total Other Financing Uses</b>	<b>\$2,548,861</b>	<b>\$2,716,297</b>	<b>\$3,093,546</b>	<b>\$2,914,742</b>	<b>\$2,855,415</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$28,939,389</b>	<b>\$34,297,797</b>	<b>\$31,965,877</b>	<b>\$25,952,887</b>	<b>\$24,546,975</b>
<b>Net Change in Fund Balance</b>	<b>(\$438,242)</b>	<b>(\$5,213,045)</b>	<b>(\$6,998,980)</b>	<b>\$266,080</b>	<b>\$1,706,729</b>
<b>Net Adjustments to GAAP</b>	<b>\$8,557,753</b>	<b>\$13,099,433</b>	<b>\$9,589,034</b>	<b>\$4,272,886</b>	<b>\$2,577,560</b>
<b>Ending Fund Balance</b>	<b>\$170,722,746</b>	<b>\$178,609,134</b>	<b>\$181,199,187</b>	<b>\$185,738,153</b>	<b>\$190,022,442</b>

*Frozen Appropriations not included in this Fund Statement*



# STORMWATER FUND - 504

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$118,115,156</b>	<b>\$128,190,105</b>	<b>\$135,005,720</b>	<b>\$141,673,791</b>	<b>\$148,295,117</b>
<b>Revenues</b>					
Non-Bus Licenses & Permits	22,350	27,100	0	0	0
Operating Grants/Contributions	0	0	0	0	0
Capital Grants/Contributions	3,229,130	10,061	0	0	0
Fees-Stormwater	15,620,342	16,755,272	16,210,000	17,170,000	17,510,000
Interest Revenue	135,425	328,330	415,305	438,325	457,383
Contributions & Donations	1,301,236	1,078,414	800,000	680,000	570,000
Sale of Property	1,148	(149,324)	0	0	0
Non Operating	38,956	17,400	0	0	0
Other Miscellaneous	25,101	163,835	0	0	0
<b>Total Revenues</b>	<b>\$20,373,688</b>	<b>\$18,231,087</b>	<b>\$17,425,305</b>	<b>\$18,288,325</b>	<b>\$18,537,383</b>
<b>Other Financing Sources</b>					
Other Financing Sources	12,908	24,326	0	0	0
Transfers from Funds	0	2,556	0	0	0
<b>Total Other Financing Sources</b>	<b>\$12,908</b>	<b>\$26,882</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$20,386,596</b>	<b>\$18,257,969</b>	<b>\$17,425,305</b>	<b>\$18,288,325</b>	<b>\$18,537,383</b>
<b>Expenditures</b>					
Stormwater Minor Capital	266,843	284,314	226,767	383,232	533,232
Stormwater Operations	3,229,177	3,483,726	3,613,340	3,958,298	4,067,930
SW Payments and Transfers	5,871,611	5,736,860	3,688,212	4,043,992	4,144,945
SW Capital Projects	13,190,050	8,749,825	7,499,959	4,654,237	6,294,460
Utility Customer & Admin Svcs	0	0	0	166,671	162,746
<b>Total Expenditures</b>	<b>\$22,557,681</b>	<b>\$18,254,723</b>	<b>\$15,028,278</b>	<b>\$13,206,430</b>	<b>\$15,203,313</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	4,125,799	4,135,422	3,253,104	3,200,163	1,658,792
Transfers Out	247,317	622,718	321,451	411,049	417,751
<b>Total Other Financing Uses</b>	<b>\$4,373,116</b>	<b>\$4,758,140</b>	<b>\$3,574,555</b>	<b>\$3,611,212</b>	<b>\$2,076,543</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$26,930,797</b>	<b>\$23,012,863</b>	<b>\$18,602,833</b>	<b>\$16,817,642</b>	<b>\$17,279,856</b>
<b>Net Change in Fund Balance</b>	<b>(\$6,544,201)</b>	<b>(\$4,754,895)</b>	<b>(\$1,177,528)</b>	<b>\$1,470,683</b>	<b>\$1,257,527</b>
<b>Net Adjustments to GAAP</b>	<b>\$16,619,149</b>	<b>\$11,570,508</b>	<b>\$7,845,599</b>	<b>\$5,150,643</b>	<b>\$5,470,294</b>
<b>Ending Fund Balance</b>	<b>\$128,190,105</b>	<b>\$135,005,720</b>	<b>\$141,673,791</b>	<b>\$148,295,117</b>	<b>\$155,022,938</b>

*Frozen Appropriations not included in this Fund Statement*

# BROADBAND FUND - 505

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$3,005,933)</b>	<b>(\$6,338,333)</b>
<b>Revenues</b>					
Interest Revenue	0	0	0	0	0
Non Operating	0	0	0	0	250,000
Accounts Not Specified	0	0	0	387,600	5,403,900
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$387,600</b>	<b>\$5,653,900</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$387,600</b>	<b>\$5,653,900</b>
<b>Expenditures</b>					
Salaries & Wages	0	0	517,086	0	0
Benefits	0	0	0	0	0
Other Personnel Costs	0	0	155,125	0	0
Professional & Technical	0	0	1,477,939	0	0
Other Prof & Tech Services	0	0	60,000	0	0
Rental Services	0	0	32,667	0	0
Communication Services	0	0	39,600	0	0
Employee Travel	0	0	0	0	0
Other Purchased Services	0	0	100,000	0	0
Vehicle & Equipment Supplies	0	0	8,441	0	0
Office & Related Supplies	0	0	67,221	0	0
Other Supplies	0	0	0	0	0
Vehicles & Equipment	0	0	0	0	0
Other Capital Outlay	0	0	479,430	0	0
Other	0	0	111,897,220	9,484,725	12,473,735
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$114,834,729</b>	<b>\$9,484,725</b>	<b>\$12,473,735</b>
<b>Other Financing Uses</b>					
Debt Service	0	0	15,000	0	0
Transfers to Funds	0	0	503,096	63,063	64,053
<b>Total Other Financing Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$518,096</b>	<b>\$63,063</b>	<b>\$64,053</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$0</b>	<b>\$0</b>	<b>\$115,352,825</b>	<b>\$9,547,788</b>	<b>\$12,537,788</b>
<b>Net Change in Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$115,352,825)</b>	<b>(\$9,160,188)</b>	<b>(\$6,883,888)</b>
<b>Net Adjustments to GAAP</b>	<b>\$0</b>	<b>\$0</b>	<b>\$112,346,892</b>	<b>\$5,827,788</b>	<b>\$5,827,788</b>
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$3,005,933)</b>	<b>(\$6,338,333)</b>	<b>(\$7,394,433)</b>

*Frozen Appropriations not included in this Fund Statement*

# EQUIPMENT FUND - 601

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$5,614,004</b>	<b>\$7,719,014</b>	<b>\$6,597,804</b>	<b>\$8,401,730</b>	<b>\$10,394,505</b>
<b>Revenues</b>					
Operating Grants/Contributions	170,822	0	0	0	0
Capital Grants/Contributions	0	141,880	0	0	0
Fees-General Government	8,795,158	8,785,401	11,105,458	10,908,000	11,509,000
Interest Revenue	20,762	64,962	52,529	84,381	88,050
Rents	612,438	3,097,152	3,086,404	3,119,767	3,152,500
Contributions & Donations	0	49,000	0	0	0
Sale of Property	(8,675)	(46,493)	5,000	0	0
Other Miscellaneous	6,428	7,393	1,000	2,000	2,000
<b>Total Revenues</b>	<b>\$9,596,933</b>	<b>\$12,099,295</b>	<b>\$14,250,391</b>	<b>\$14,114,148</b>	<b>\$14,751,550</b>
<b>Other Financing Sources</b>					
Proceeds of Debt Issuance	0	(2,512,632)	0	0	0
Other Financing Sources	169,304	193,287	90,000	76,000	76,000
Transfers from Funds	1,398,693	0	0	0	0
<b>Total Other Financing Sources</b>	<b>\$1,567,997</b>	<b>(\$2,319,345)</b>	<b>\$90,000</b>	<b>\$76,000</b>	<b>\$76,000</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$11,164,929</b>	<b>\$9,779,950</b>	<b>\$14,340,391</b>	<b>\$14,190,148</b>	<b>\$14,827,550</b>
<b>Expenditures</b>					
Personnel Services	3,056,084	3,177,083	3,313,316	3,379,166	3,500,810
Purchased Prof & Tech Services	251,648	229,202	177,742	82,200	53,700
Purchased Property Services	1,729,528	2,087,352	2,172,572	2,323,340	2,430,567
Other Purchased Services	87,416	74,646	82,423	67,944	68,622
Supplies	3,047,143	3,039,251	4,950,724	4,337,036	4,755,859
Capital Outlay	724,140	1,045,635	423,731	911,500	330,000
Other	1,214,383	1,562,062	6,000	0	(27,123)
<b>Total Expenditures</b>	<b>\$10,110,342</b>	<b>\$11,215,231</b>	<b>\$11,126,507</b>	<b>\$11,101,186</b>	<b>\$11,112,435</b>
<b>Other Financing Uses</b>					
Debt & Other Uses	1,540,250	2,965,381	3,061,719	3,180,308	3,138,713
Transfers Out	0	56,088	57,235	174,704	151,838
<b>Total Other Financing Uses</b>	<b>\$1,540,250</b>	<b>\$3,021,469</b>	<b>\$3,118,954</b>	<b>\$3,355,012</b>	<b>\$3,290,551</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$11,650,592</b>	<b>\$14,236,700</b>	<b>\$14,245,461</b>	<b>\$14,456,198</b>	<b>\$14,402,986</b>
<b>Net Change in Fund Balance</b>	<b>(\$485,662)</b>	<b>(\$4,456,750)</b>	<b>\$94,930</b>	<b>(\$266,050)</b>	<b>\$424,564</b>
<b>Net Adjustments to GAAP</b>	<b>\$2,590,672</b>	<b>\$3,335,540</b>	<b>\$1,708,997</b>	<b>\$2,258,825</b>	<b>\$1,558,243</b>
<b>Ending Fund Balance</b>	<b>\$7,719,014</b>	<b>\$6,597,804</b>	<b>\$8,401,730</b>	<b>\$10,394,505</b>	<b>\$12,377,312</b>

*Frozen Appropriations not included in this Fund Statement*

# SELF INSURANCE FUND - 602

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$1,685,336</b>	<b>\$1,556,808</b>	<b>\$1,564,981</b>	<b>\$1,715,901</b>	<b>\$1,829,641</b>
<b>Revenues</b>					
Fees-General Government	3,459,005	3,382,460	3,401,904	2,858,571	3,018,984
Interest Revenue	10,607	48,988	32,630	0	0
Other Miscellaneous	81,848	41,575	0	0	0
<b>Total Revenues</b>	<b>\$3,551,459</b>	<b>\$3,473,022</b>	<b>\$3,434,534</b>	<b>\$2,858,571</b>	<b>\$3,018,984</b>
<b>Other Financing Sources</b>					
Transfers from Funds	600,000	1,602,505	1,764,286	1,930,652	1,935,779
<b>Total Other Financing Sources</b>	<b>\$600,000</b>	<b>\$1,602,505</b>	<b>\$1,764,286</b>	<b>\$1,930,652</b>	<b>\$1,935,779</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$4,151,459</b>	<b>\$5,075,527</b>	<b>\$5,198,820</b>	<b>\$4,789,223</b>	<b>\$4,954,763</b>
<b>Expenditures</b>					
Salaries & Wages	493,798	713,615	751,081	651,280	670,822
Benefits	130,006	201,016	227,719	200,229	210,747
Other Personnel Costs	11,134	7,500	(17,502)	(19,281)	(19,904)
Professional & Technical	201,216	179,752	401,192	208,000	208,000
Other Prof & Tech Services	2,232	1,338	0	0	0
Cleaning Services	4,420	878	6,000	4,000	4,000
Repair & Maintenance Services	12,943	29,821	61,513	148,059	121,203
Construction Services	0	1,046	0	0	0
Insurance	2,991,834	3,510,835	3,214,195	2,955,112	3,060,214
Communication Services	11,423	15,187	10,700	16,000	16,000
Internal Admin Services	672	626	568	750	750
Employee Travel	12,030	16,329	16,080	15,500	15,500
Other Purchased Services	6,987	16,751	19,200	17,900	17,900
Vehicle & Equipment Supplies	0	430	0	0	0
Office & Related Supplies	22,464	18,132	11,500	19,500	19,500
Health & Safety Supplies	177,008	138,765	129,054	151,000	151,000
Other Supplies	8,252	12,703	11,400	13,000	13,000
Bad Debt Expense	1,162	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,087,582</b>	<b>\$4,864,722</b>	<b>\$4,842,700</b>	<b>\$4,381,049</b>	<b>\$4,488,732</b>
<b>Other Financing Uses</b>					
Transfers to Funds	192,405	202,632	205,200	294,434	302,543
<b>Total Other Financing Uses</b>	<b>\$192,405</b>	<b>\$202,632</b>	<b>\$205,200</b>	<b>\$294,434</b>	<b>\$302,543</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$4,279,987</b>	<b>\$5,067,354</b>	<b>\$5,047,900</b>	<b>\$4,675,483</b>	<b>\$4,791,275</b>
<b>Net Change in Fund Balance</b>	<b>(\$128,528)</b>	<b>\$8,173</b>	<b>\$150,920</b>	<b>\$113,740</b>	<b>\$163,488</b>
<b>Ending Fund Balance</b>	<b>\$1,556,808</b>	<b>\$1,564,981</b>	<b>\$1,715,901</b>	<b>\$1,829,641</b>	<b>\$1,993,129</b>

Frozen Appropriations not included in this Fund Statement

# DATA & COMMUNICATIONS FUND - 603

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$2,383,412</b>	<b>\$4,113,605</b>	<b>\$3,822,110</b>	<b>\$3,937,049</b>	<b>\$2,975,677</b>
<b>Revenues</b>					
Fees-General Government	2,156,322	2,136,118	1,916,950	2,145,681	2,169,122
Other Charges for Service	573	476	0	0	0
Interest Revenue	16,625	63,052	62,285	92,874	96,912
Other Miscellaneous	1,178	8,816	0	0	0
<b>Total Revenues</b>	<b>\$2,174,698</b>	<b>\$2,208,461</b>	<b>\$1,979,235</b>	<b>\$2,238,555</b>	<b>\$2,266,034</b>
<b>Other Financing Sources</b>					
Other Financing Sources	1,400	3,550	0	0	0
Transfers from Funds	8,619,930	7,490,778	8,022,361	7,737,746	8,201,650
<b>Total Other Financing Sources</b>	<b>\$8,621,330</b>	<b>\$7,494,328</b>	<b>\$8,022,361</b>	<b>\$7,737,746</b>	<b>\$8,201,650</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$10,796,028</b>	<b>\$9,702,790</b>	<b>\$10,001,596</b>	<b>\$9,976,301</b>	<b>\$10,467,684</b>
<b>Expenditures</b>					
Salaries & Wages	3,657,739	3,893,085	4,157,257	4,303,151	4,448,214
Benefits	1,010,536	1,112,948	1,237,839	1,284,350	1,350,738
Other Personnel Costs	10,649	1,046	(93,734)	(108,390)	(111,590)
Professional & Technical	253,800	476,362	328,339	178,644	149,450
Governmental Services	0	0	0	0	0
Other Prof & Tech Services	134,529	166,404	226,126	518,300	236,050
Cleaning Services	168	155	0	0	0
Repair & Maintenance Services	1,684,742	2,299,565	2,737,950	2,571,862	2,459,858
Rental Services	0	25	2,109	0	0
Communication Services	370,946	405,803	428,714	424,201	424,201
Internal Admin Services	2,670	3,472	3,269	3,287	3,354
Employee Travel	124,822	110,073	124,000	108,397	108,397
Other Purchased Services	22,340	10,386	8,572	10,260	10,260
Vehicle & Equipment Supplies	471	424	882	450	450
Office & Related Supplies	640,122	1,446,301	559,342	1,235,623	1,627,174
Health & Safety Supplies	247	0	0	0	0
Other Supplies	18,875	17,135	11,700	13,506	(40,738)
Infrastructure	0	85	0	0	0
Vehicles & Equipment	1,071,223	90,280	1,473,452	0	0
Depreciation	203,605	147,182	0	0	0
<b>Total Expenditures</b>	<b>\$9,207,483</b>	<b>\$10,180,731</b>	<b>\$11,205,816</b>	<b>\$10,543,641</b>	<b>\$10,665,818</b>
<b>Other Financing Uses</b>					
Debt Service	423,577	259,525	182,295	79,700	0
Transfers to Funds	0	0	0	240,066	248,013
<b>Total Other Financing Uses</b>	<b>\$423,577</b>	<b>\$259,525</b>	<b>\$182,295</b>	<b>\$319,766</b>	<b>\$248,013</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$9,631,061</b>	<b>\$10,440,256</b>	<b>\$11,388,111</b>	<b>\$10,863,407</b>	<b>\$10,913,831</b>
<b>Net Change in Fund Balance</b>	<b>\$1,164,968</b>	<b>(\$737,467)</b>	<b>(\$1,386,515)</b>	<b>(\$887,106)</b>	<b>(\$446,147)</b>
<b>Net Adjustments to GAAP</b>	<b>\$565,183</b>	<b>\$446,013</b>	<b>\$1,501,454</b>	<b>(\$74,266)</b>	<b>(\$156,000)</b>
<b>Ending Fund Balance</b>	<b>\$4,113,605</b>	<b>\$3,822,110</b>	<b>\$3,937,049</b>	<b>\$2,975,677</b>	<b>\$2,373,530</b>

*Frozen Appropriations not included in this Fund Statement*

# BENEFITS FUND - 604

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$5,438,071</b>	<b>\$4,949,059</b>	<b>\$9,226,703</b>	<b>\$9,822,066</b>	<b>\$9,827,970</b>
<b>Revenues</b>					
Charges for Service	28,274,906	31,131,385	32,836,170	36,183,060	38,902,344
Earnings on Investments	21,942	84,880	122,523	165,473	172,668
Miscellaneous	40,000	40,412	40,000	40,000	40,000
<b>Total Revenues</b>	<b>\$28,336,848</b>	<b>\$31,256,677</b>	<b>\$32,998,693</b>	<b>\$36,388,533</b>	<b>\$39,115,012</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$28,336,848</b>	<b>\$31,256,677</b>	<b>\$32,998,693</b>	<b>\$36,388,533</b>	<b>\$39,115,012</b>
<b>Expenditures</b>					
Personnel Services	716,275	824,674	763,730	911,806	942,112
Purchased Prof & Tech Services	1,046,614	949,706	1,009,922	1,100,458	1,112,716
Purchased Property Services	11,262	7,000	13,780	8,460	8,460
Other Purchased Services	27,037,517	25,163,602	30,594,508	33,782,132	37,592,237
Supplies	14,668	34,049	21,390	17,800	17,800
Capital Outlay	0	0	0	0	0
Other	(476)	0	0	561,973	0
<b>Total Expenditures</b>	<b>\$28,825,860</b>	<b>\$26,979,032</b>	<b>\$32,403,330</b>	<b>\$36,382,629</b>	<b>\$39,673,325</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$28,825,860</b>	<b>\$26,979,032</b>	<b>\$32,403,330</b>	<b>\$36,382,629</b>	<b>\$39,673,325</b>
<b>Net Change in Fund Balance</b>	<b>(\$489,012)</b>	<b>\$4,277,644</b>	<b>\$595,363</b>	<b>\$5,904</b>	<b>(\$558,313)</b>
<b>Ending Fund Balance</b>	<b>\$4,949,059</b>	<b>\$9,226,703</b>	<b>\$9,822,066</b>	<b>\$9,827,970</b>	<b>\$9,269,657</b>

*Frozen Appropriations not included in this Fund Statement*

# UTILITY CS&A FUND - 605

## COMPARATIVE BUDGET STATEMENT

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020
<b>Beginning Fund Balance</b>	<b>\$763,751</b>	<b>\$2,261,377</b>	<b>\$1,534,094</b>	<b>\$1,779,616</b>	<b>\$2,123,304</b>
<b>Revenues</b>					
Operating Grants/Contributions	0	6,137	0	0	0
Fees-General Government	15,661,310	13,808,475	16,690,973	17,024,792	17,365,287
Interest Revenue	24,870	12,959	5,498	76,448	79,772
Non Operating	1,196,829	1,244,724	1,080,000	1,085,000	1,085,000
Other Miscellaneous	109,917	103,970	50,000	75,000	75,000
<b>Total Revenues</b>	<b>\$16,992,926</b>	<b>\$15,176,265</b>	<b>\$17,826,471</b>	<b>\$18,261,240</b>	<b>\$18,605,059</b>
<b>Other Financing Sources</b>					
Other Financing Sources	4,008	2,500	0	0	0
Transfers from Funds	336,513	202,632	205,200	388,726	398,493
<b>Total Other Financing Sources</b>	<b>\$340,521</b>	<b>\$205,132</b>	<b>\$205,200</b>	<b>\$388,726</b>	<b>\$398,493</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$17,333,447</b>	<b>\$15,381,397</b>	<b>\$18,031,671</b>	<b>\$18,649,966</b>	<b>\$19,003,552</b>
<b>Expenditures</b>					
Salaries & Wages	6,919,210	6,999,196	7,771,837	8,033,772	8,445,255
Benefits	2,199,842	2,381,279	2,674,699	2,773,056	2,960,451
Other Personnel Costs	35,755	39,453	(136,209)	(201,622)	(184,621)
Professional & Technical	1,135,625	1,095,195	1,145,773	1,097,478	1,087,827
Other Prof & Tech Services	94,947	168,507	161,755	240,350	240,350
Utility Services	194,314	208,759	196,444	230,129	235,085
Cleaning Services	132,902	157,264	144,838	193,905	199,271
Repair & Maintenance Services	1,041,554	1,098,926	2,191,859	2,456,645	2,229,260
Rental Services	245,460	146,510	110,299	93,750	93,750
Construction Services	5,356	59,186	0	0	0
Other Property Services	1,043	0	0	0	0
Insurance	36,474	29,223	30,100	14,437	14,957
Communication Services	394,562	300,093	322,293	313,062	316,062
Internal Admin Services	67,001	95,836	132,806	193,313	198,087
Employee Travel	111,125	111,113	129,432	139,360	141,360
Other Purchased Services	546,928	508,374	597,410	574,840	554,840
Vehicle & Equipment Supplies	38,929	39,796	49,683	60,435	55,325
Land & Building Maint Supplies	29,942	21,872	23,000	27,800	27,800
Utility Supplies	4,909	2,586	1,890	3,150	3,150
Office & Related Supplies	120,258	215,698	200,145	154,470	153,120
Health & Safety Supplies	39,621	8,243	10,450	11,680	11,180
Other Supplies	156,848	128,935	132,775	178,315	171,145
Buildings	0	37,847	27,847	0	0
Vehicles & Equipment	124,065	50,743	348,000	244,500	87,000
Other Capital Outlay	0	0	70,000	0	0
Depreciation	87,156	73,146	0	0	0
Bad Debt Expense	0	6,507	0	0	0
Grants	7,200	1,350	15,000	8,000	8,000
Other	175	0	0	0	0
<b>Total Expenditures</b>	<b>\$13,771,200</b>	<b>\$13,985,636</b>	<b>\$16,352,127</b>	<b>\$16,840,825</b>	<b>\$17,048,654</b>
<b>Other Financing Uses</b>					
Transfers to Funds	2,088,649	2,153,342	2,195,665	2,109,941	2,118,669
<b>Total Other Financing Uses</b>	<b>\$2,088,649</b>	<b>\$2,153,342</b>	<b>\$2,195,665</b>	<b>\$2,109,941</b>	<b>\$2,118,669</b>
<b>Total Expenditures &amp; Other Financing Use</b>	<b>\$15,859,849</b>	<b>\$16,138,978</b>	<b>\$18,547,792</b>	<b>\$18,950,766</b>	<b>\$19,167,323</b>
<b>Net Adjustments to GAAP</b>	<b>\$24,032</b>	<b>\$30,297</b>	<b>\$761,642</b>	<b>\$644,488</b>	<b>\$443,287</b>
<b>Net Change in Fund Balance</b>	<b>\$1,473,598</b>	<b>(\$757,580)</b>	<b>(\$516,121)</b>	<b>(\$300,800)</b>	<b>(\$163,771)</b>
<b>Ending Fund Balance</b>	<b>\$2,261,377</b>	<b>\$1,534,094</b>	<b>\$1,779,616</b>	<b>\$2,123,304</b>	<b>\$2,402,820</b>

Frozen Appropriations not included in this Fund Statement



## **BUDGET PROCESS AND BASIS**

### **The City Budget**

The City provides a wide variety of services to an estimated 171,000 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 2019 and 2020. 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 2019-2020 Biennial Budget was prepared using Budgeting for Outcomes (BFO)**

For the 7<sup>th</sup> 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](http://www.fcgov.com/budget)

The City Manager's Recommended Budget is submitted to City Council before the first Monday in September per City Charter requirements. The Recommended Budget is made available for public inspection at this time and information about it is published in the local newspaper for public review. In addition, two public hearings and several Council Work Sessions are held in September and October. The budget for the ensuing 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 2<sup>nd</sup> half of the year is used to fine-tune (adjust) the current fiscal year for previously unforeseen events. In addition, if revenue is received during the fiscal year from a source that was not anticipated at the time of budget adoption or it is deemed that there is a prudent need to use financial reserves, Council may appropriate that unanticipated revenue or prior year reserves for expenditure anytime during the year.

## **BUDGET TERMS**

### **Accrual Basis**

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

### **Administrative Charges**

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

### **Ad Valorem Tax**

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

### **Appropriation**

Legal authorization granted by City Council to make expenditures and incur obligations for specific purposes up to a specific dollar amount. For lapsing/operating fund budgets, appropriations lapse at the end of each fiscal year. For non-lapsing/project funds appropriations do not lapse but continue in force until fully expended or until the purpose for which they were granted has been accomplished, abandoned, or revised by the City Council.

### **Appropriation Ordinance**

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

### **Assessed Valuation**

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

### **Authority**

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

### **BART**

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

### **Benchmark**

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

**BFO Team**

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

**Bond**

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

**Budget**

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

**Budgeting for Outcomes (BFO)**

Budgeting for outcomes is a form of priority based budgeting where spending is linked to overall community results. Instead of the traditional approach to budgeting that begins with last year's budget, the starting point for the budget process becomes setting priorities and establishing the amount of revenue available for achieving those priorities. The budget process shifts from paying for costs to buying results. We ask "What's the best way to produce the most value with the dollars we have?" to better align the services delivered by the City with the things that are most important to the community.

**Capital Outlay**

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

**Capital Improvement Program**

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

**Capital Project**

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

**Capital Projects Fund**

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

**Community Capital Improvement Program (CCIP) Tax**

Fort Collins has had a dedicated tax for capital projects since 1973. The tax and the term

have varied over the years. The tax initiative, currently known as the Community Capital Improvement Program (CCIP), was renewed in April 2015 and expires December 31, 2025. CCIP, formerly known as Building on Basics, is dedicated to community improvements. Project highlights using this funding from 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, Safe Community, 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 (unfunded).

**Reserve**

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

**Resources**

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

**Revised Budget**

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

**Seasonal Employee**

A City employee who works for a department during a specific season or for a specific work

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

**Special Assessment**

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

**Special Assessment Fund**

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

**Special Revenue Fund**

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

**Supplemental Requests**

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

**Tax Increment Financing (TIF)**

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

**Transfers**

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

**Unclassified Employee**

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

**Undesignated Fund Balance**

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

**User Fees**

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



## CAPITAL PROJECTS 2019-2020

### By Outcome

Offer #		2019	2020
<b>CULTURE &amp; RECREATION</b>			
26.3	Design and Cost Estimates for Irrigation System Replacement at SouthRidge and City Park Nine	\$125,000	\$0
32.7	Poudre River Downtown Master Plan Reach 4 Feasibility Study	100,000	0
32.10	East Community Park	550,000	0
32.10	Northeast Community Park	1,550,000	3,550,000
	Neighborhood Park Development		
32.2	Administration	\$398,410	\$409,987
32.2	Side Hill Neighborhood Park	200,000	0
32.2	Trailhead Park	600,000	0
32.2	New Park Site Development	2,350,000	0
	Total Neighborhood Park Development	<u>\$3,548,410</u>	<u>\$409,987</u>
	Recreational Trail Development		
32.1	Administration	\$144,387	\$148,876
32.1	Paved Recreational Trail Development	1,023,453	1,010,547
	Total Recreational Trail Development	<u>\$1,167,840</u>	<u>\$1,159,423</u>
	<b>TOTAL CULTURE &amp; RECREATION</b>	<b>\$7,041,250</b>	<b>\$5,119,410</b>
<b>ECONOMIC HEALTH</b>			
8.6	Utilities: Light & Power - Substation Capital Upgrades	\$649,000	\$624,000
8.7	Utilities: Light & Power - Electric Distribution Transformer Replacement	800,000	827,500
8.8	Utilities: Light & Power - Attrition-Based LED Streetlight Conversion	341,360	351,600
8.9	Utilities: Light & Power - System Cable Replacement	500,000	500,000
8.12	Utilities: Light & Power - New Feeder Capacity - Circuit 724 to Serve North College Area	980,000	0
8.15	Utilities: Light & Power - New Feeder Capacity - Circuit to Serve Drake & Lemay Area	500,000	0
8.16	Utilities: Light & Power - New Feeder Capacity - Circuit 576B to Serve West Harmony Area	0	457,600
8.25	Utilities: Light & Power - Supervisory Control Operations Center Remodel	0	950,000
	<b>TOTAL ECONOMIC HEALTH</b>	<b>\$3,770,360</b>	<b>\$3,710,700</b>
<b>ENVIRONMENTAL HEALTH</b>			
9.6	Utilities: Water - Distribution Small Projects	\$1,400,000	\$1,540,000
9.9	Utilities: Water - Watershed Protection	80,000	80,000
9.16	Utilities: Water - Environmental Learning Center Dam Rehabilitation - Design & Permitting	500,000	250,000
9.21	Utilities: Water - Water Solids Handling - Gravity Thickener (Design Only)	575,000	0
9.43	Utilities: Wastewater - Collection System Small Projects	1,400,000	1,500,000
9.44	Utilities: Wastewater - Cured in Place Pipe Lining	600,000	600,000
9.45	Utilities: Wastewater - Water Reclamation and Biosolids	1,000,000	1,000,000
9.46	Utilities: Wastewater - Pollution Control Lab Instrumentation	50,000	50,000
9.47	Utilities: Wastewater - Maple St. and Pearl St. Wastewater Main	587,000	0
9.48	Utilities: Wastewater - North College Wastewater Improvements	206,000	711,000
9.56	Utilities: Wastewater - DWRP Dewatering HVAC Replacement	0	656,000
9.62	Utilities: Wastewater - Drake Water Reclamation Facility Carbon Addition Phase 1	1,700,000	500,000
9.63	Utilities: Wastewater - Drake Water Reclamation Facility Headworks Capital Project Design	0	800,000
9.64	Utilities: Wastewater/Water - New Pollution Control and Water Quality Lab 30% Design	1,000,000	0
9.70	Utilities: Wastewater - Pollution Control Lab Repairs	225,000	0
9.73	Utilities: Wastewater - Drake Water Reclamation Bio Gas to Cogeneration (Additional	800,000	0
86.11	CCIP - Nature in the City	186,070	185,571
	<b>TOTAL ENVIRONMENTAL HEALTH</b>	<b>\$10,309,070</b>	<b>\$7,872,571</b>
<b>SAFE COMMUNITY</b>			
11.4	Utilities: Stormwater - Stream Rehabilitation Program	\$801,000	\$1,408,900
11.5	Utilities: Stormwater - Collection System Replacement - Small Capital Projects	1,400,000	1,500,000
11.6	Utilities: Stormwater - Basin Master Plan Updates	450,000	450,000
11.11	Utilities: Stormwater - Castlerock Storm Sewer Evaluation and Repairs	300,000	0
11.12	Utilities: Stormwater - Poudre River at Oxbow Levee	412,000	0
11.13	Utilities: Stormwater - North College Drainage Improvement District, Phase 1	267,800	0

## CAPITAL PROJECTS 2019-2020

### By Outcome

Offer #		2019	2020
11.14	Utilities: Stormwater - Remington Street Stormwater and Wastewater Improvements	705,550	2,546,200
11.15	Utilities: Stormwater - Timberline Levee (Design Only)	103,000	0
11.16	Utilities: Stormwater - Drake Levee (Design Only)	103,000	0
<b>TOTAL SAFE COMMUNITY</b>		<b>\$4,542,350</b>	<b>\$5,905,100</b>
<b>TRANSPORTATION</b>			
1.3/1.32	City Bridge Program	\$2,300,000	\$2,300,000
1.5	CCIP - Arterial Intersections Improvements	400,000	400,000
1.9	CCIP - Willow Street - River District Construction	2,667,000	0
1.10	CCIP - Linden Street Renovation Design and Construction	563,000	2,898,000
1.11	CCIP - Bike/Ped Grade Separated Crossing Fund	2,000,000	0
1.12	South Timberline Improvements - Stetson Creek Drive to Trilby Road	2,300,000	0
1.14	College Avenue and Trilby Road Intersection Improvements	600,000	0
1.24	CCIP - Pedestrian Sidewalk Accessibility Improvements	1,100,000	1,100,000
1.29	North Mason Street Design - Alpine Street to Hickory Street	500,000	200,000
1.30	TCEF Great Western Railway Crossings at Timberline Road and Sharp Point Drive	300,000	0
6.2	CCIP - Bicycle Infrastructure	350,000	350,000
6.15	Downtown Mountain Avenue Reshaping Project	0	100,000
69.4	Prospect Road Improvements – Sharp Point Drive to I-25 Frontage Road	2,000,000	0
<b>TOTAL TRANSPORTATION</b>		<b>\$12,780,000</b>	<b>\$5,048,000</b>
<b>HIGH PERFORMING GOVERNMENT</b>			
10.19	Utilities: Asset Register and Work Order Management System	\$1,352,750	\$720,250
10.23	Utilities: 700 Wood St. Building/Facilities	320,000	240,000
50.16	Hoffman Mill Road Fuel Site	260,000	0
<b>TOTAL HIGH PERFORMING GOVERNMENT</b>		<b>\$1,932,750</b>	<b>\$960,250</b>
<b>TOTAL CAPITAL PROJECTS</b>		<b>\$40,375,780</b>	<b>\$28,616,031</b>
<i>Utilities</i>		<i>\$18,435,710</i>	<i>\$17,302,800</i>
<i>All Other Service Areas</i>		<i>\$21,940,070</i>	<i>\$11,313,231</i>

**For immediate release**

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**FORT COLLINS RECOGNIZED FOR PERFORMANCE MANAGEMENT LEADERSHIP**

**Washington, DC, July 6, 2018** —The International City/County Management Association (ICMA) is pleased to announce that Fort Collins, Colorado, has been recognized for its data-driven management and reporting efforts with a Certificate of Excellence in Performance Management.

“Performance management is a bedrock principle of professional local government management,” ICMA Executive Director Marc A. Ott said. “By recognizing these leaders, ICMA hopes to encourage others to make a commitment to collect and analyze data, report it transparently, and use it to continuously engage their communities and improve their organizations.”

Certificates are based on established criteria and are awarded at three levels: Achievement, Distinction, and the highest level of recognition, Excellence. Recipients at all levels collect and verify data to ensure reliability, train staff in performance measurement, and report data to the public through budgets, newsletters, and/or information provided to elected officials.

Certificates of Distinction are awarded to those who also provide comparative and benchmarking information to the public, use performance data in strategic planning and operational decision-making, and share their knowledge with other local governments through presentations, site visits, and other networking activities.

Certificates of Excellence go to those who also track and report key outcomes, survey residents and local government employees, incorporate data into performance dashboards or other visual communications, and foster the development of a performance culture throughout their organizations.

Fort Collins is among 29 jurisdictions receiving the Certificate of Excellence, and one of 57 recognized overall. This is the ninth year the city’s performance management efforts have been recognized by ICMA.

A complete list of recipients and examples of programs that exemplify the certificate criteria appear on the [Certificate Program](#) page on the ICMA website.

ICMA will officially recognize recipients at its 104th Annual Conference in Baltimore, Maryland, September 23-26, and in the October 2018 issue of [PM](#) (Public Management) magazine.

Criteria for the 2019 certificates will be announced in November 2018. Any local government may apply. For further information, contact [gyoung@icma.org](mailto:gyoung@icma.org).

**Want to Hear More About Performance Management?** Browse the ICMA [Performance Management](#) topic and add it to your interests.

#### [About ICMA](#)

ICMA, the International City/County Management Association, advances professional local government management worldwide through leadership, management, innovation, and ethics. ICMA is second only to the federal government in the collection, analysis, and dissemination of data focused on issues related to local government management. Through expansive partnerships with local governments, federal agencies, nonprofits, and philanthropic funders, the organization gathers information on topics such as sustainability, health care, aging communities, economic development, homeland security, and performance measurement and management data on a variety of local government services—all of which support related training, education, and technical assistance.

ICMA provides support, publications, data and information, peer and results-oriented assistance, and training and professional development to more than 11,000 city, town, and county experts and other individuals and organizations throughout the world.



INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

This  
Certificate of Excellence

is presented to

*Fort Collins, CO*

for exceeding the standards established by the International City/County Management Association in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented at the 104th ICMA Annual Conference  
in Baltimore, Maryland

26 September 2018

A handwritten signature in black ink, appearing to read "Marc A. Ott".

Marc A. Ott  
ICMA Executive Director

A handwritten signature in black ink, appearing to read "David Johnstone".

David Johnstone  
ICMA President

## User Fee Highlights for 2019-20

**Cemetery Fund & Perpetual Care** – Automatically increased by Denver/Boulder CPI of 2.5% in both 2019 and 2020. Not required to go to Council every year.

**City Clerk** – No changes for 2019-20.

**Community Development & Neighborhood Services/Engineering** – No changes for 2019-20.

**Cultural Services & Facilities** – Lincoln Center proposes a consolidation of fees for Performance Hall events and the Magnolia Theatre for performance event usage with the corresponding Custodial Fees as a customer service enhancement.

**Golf** – Golf increases user fees in a three-year rotation, year one – green fees, year two – carts and year three – driving range. Green fees are scheduled to increase in 2019 and carts fees in 2020. An analysis of similar fees at courses in surrounding communities was done to insure fees are competitive with other municipal golf courses in the area. The fee increases will generate approximately \$70,000 in additional revenue in 2019 and an additional \$45,000 in 2020. Fee increases were approved by the Golf Board and are as follows for the 2019-2020 seasons.

1. 9-hole and 18-hole greens fees: 4-7% increases for 2019 with some additional increases in 2020, depending on time of day and youth, adult or senior play.
2. SuperPass: 2.9% increase.

**Information Technology: GIS** – No changes for 2019-20.

**Natural Areas** – Changes to Gateway Park fees for 2019 ranging from \$1-10 for vehicle and annual passes and from \$50 to \$80 for Shelter fees.

**Parking Services** – Proposed decrease of fee for Failure to Pay citations for structures and surface lots from \$100 to \$25 due to transition to gateless structures. This was proposed to Judge Lane and approved.

New fees for parking and permits for the Firehouse Alley Parking Structure, Canyon Street on-street parking spaces and Stadium Events.

**Parks** – The below fee increases are anticipated to generate approximately \$25,000 in additional revenue each year in 2019 and 2020.

1. Parks increased user fees for large events, showmobile, shelters, archery range, trail usage, and horseshoe events. Most of these fees have not been increased in several years.
2. Fees for new levels of attendance at large events and types of runs on the trails have been added in the 2019/2020 budget cycle to better reflect Parks costs for these events.
3. Billable Services increase by inflation each year to recover costs of operation when doing work for others. An analysis of similar fees in surrounding communities was done to insure fees are competitive with other communities.

**Parks: Outdoor Sports Facilities** – Parks increased user fees for sports facilities (ballfields, soccer fields, etc). Most of these fees have not been increased in several years. These fees are charged to individuals and outside user groups to recover costs of reserving and maintaining these sites for games and practices above the basic maintenance needs for these sites. Every effort is made to keep youth and Poudre School District prices affordable for community youth programs. An analysis of similar fees in surrounding communities was done to insure fees are competitive with other communities. Increased use of facilities by the City's Recreation Department reduced revenues collected in 2017.

**Police Services** – Changes to costs for outside entities to hire off-duty officers, wherein the formula remains the same for determining those fees in 2019-20.

**Recreation: Facility Rentals and Activities** – Recreation did a broad restructuring of their fees in 2018, including consolidation of some pass types to improve customer service and reduce confusion. The below fee increases are anticipated to generate approximately \$222,000 in additional revenue in 2019 and \$257,000 in 2020. Additional fee changes for 2019 and 2020 are as follows and changes will essentially offset the increase to the minimum wage rate:

1. 25-Admission Pass for all age groups increase \$15.
2. Daily pass/drop-in fees increase \$1-3 depending on age group.
3. EPIC Skate Passes increase \$15.
4. EPIC Room Rentals increase \$1-6/hour.
5. Change in fee charging from per class to per hour on some swimming programs.
6. Farm Day Camp fee increases \$2-10 per session across all camp types.
7. Increase in personal training fees in 2020 \$5 or less per session, although fees are still significantly below private market averages.
8. Adult Sports fees increase about \$10-25 per league across all sports.
9. Corporate membership fees increase an average \$1-15 depending on pass type.

**Traffic Operations** – Fees changes have been proposed outside of and prior to this exercise. if PDT does not receive approval for the new fee structure, the fees will not change.

**Transit** – No changes for 2019-20.