



City of  
Fort Collins



2021 CITY MANAGER'S

# RECOMMENDED BUDGET

ABBREVIATED VERSION

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SEPTEMBER 1, 2020

## TO MAYOR TROXELL & CITY COUNCILMEMBERS:

I am pleased to present you with the 2021 City Manager's Recommended Budget. This budget would have typically been created using the City's priority-based Budgeting for Outcomes (BFO) process, which has been used since 2005. Given the uncertainty caused by the global pandemic, it was determined that modifications needed to be made to both our processes and timelines. As part of those modifications, Council approved Ordinance No. 067-2020 to suspend the City Code to allow the adoption of a one-year budget and temporarily revise the City's budgeting process.

There are three primary components of these modifications. First, for 2021, Council will consider and adopt a one-year budget instead of the traditional two-year (biennial) budget. This practice will continue for the City's 2022 budget. Thereafter, the City will return to a two-year budget and the standard cadence of elections, strategic planning and budgeting Councilmembers, the community, and staff have come to expect. Second, the budgeting process became more tactical, as we were not able to utilize the BFO Teams who play such an important role in the BFO process through the evaluation of budget requests (Offers) and generation of Offer rankings. Third, due to the delays in the budget process while staff addressed the immediate 2020 public health and fiscal implications of the pandemic, we were not able to conduct a standard public engagement process prior to the delivery of this recommended budget. Outreach work is ongoing and will continue into the fall to help inform Council's decisions related to the adoption of the budget.

While significantly modified, key components of our budgeting process still remain, including budget requests that are based on the specific programs and services provided to the community. This is a key aspect of Budgeting for Outcomes compared to traditional budgeting processes that I was committed to preserving this year. Budget requests still specify direct linkage to at least one strategic objective in the City's adopted 2020 Strategic Plan, as well as include performance measures directly related to the proposed program/service.





## STRATEGIC OUTCOMES AND RESULTS

The 2020 Strategic Plan, adopted by City Council in April of this year, reflects the needs and input of the community and priorities of City Council. Although the robust engagement process that led to the adoption of this plan occurred prior to the pandemic, the themes and objectives represented therein represent consistent priorities of the community as expressed over the last several years. Each of the seven Outcomes within the strategic plan has multiple strategic objectives. Achieving these objectives was the basis for staff budget proposals submitted for consideration and for determining which ones are recommended for funding. A description of the Strategic Outcomes is provided below, and a list of the Strategic Objectives is summarized in each of the Outcome Overview sections of this document.



### **Neighborhood Livability & Social Health**

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

### **Culture & Recreation**

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

### **Economic Health**

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

### **Environmental Health**

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

### **Safe Community**

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

### **Transportation & Mobility**

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

### **High Performing Government**

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

During the strategic planning process, metrics are aligned with the Strategic Objectives as they are being created. 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-informed organization, Offers also include one or more metrics that are used as an important input into whether the Offer is recommended for funding. All of these metrics can be accessed in the online budget materials located at [ourcity.fcgov.com/2021budget](http://ourcity.fcgov.com/2021budget).

The quality of the metrics, combined with each Offer's impact in achieving the strategic objectives and other criteria, were a determining factor for funding recommendations.

## FINANCIAL HIGHLIGHTS OF THE BUDGET

The 2021 Recommended Budget aligns resources to help achieve Council's vision as articulated in the 2020 Strategic Plan. It provides for the continuity of quality, ongoing services while maintaining a strong focus on community health and safety concerns related to the Coronavirus. The budget also includes key projects and initiatives that further our vision of being a world-class community.

- The City's overall fund balances are healthy, exceeding the minimum reserve policies established by City Council and as required by State law. Solid financial management of the City and associated City Council decisions have allowed the prudent growth of reserves,

a portion of which is recommended to fill the current gap between anticipated revenue shortfalls and minimizing service impacts to the community.

- The total budget for all City funds for 2021 is \$696.0M. This includes the appropriations for the Urban Renewal Authority, General Improvement District #1 and the Downtown Development Authority.
- Staff has forecasted 2020 declines for most revenue sources and modest growth is forecasted for 2021 off that lower base. For Sales Tax specifically, 2020 is forecasted to have a 9% revenue decline compared to the original budget. Sales Tax is currently projected to grow by 3.0% in 2021. For Use Tax, 2020 is forecasted to have a 24% revenue decline compared to the original budget. Use Tax is currently projected to grow by 3.0% in 2021 to \$18.0M.
- Utility rates are proposed to increase only in the Light and Power Fund. Aside from purchased power cost increases, rate increases are to maintain operations and preserve fund balances in preparation for an anticipated debt issuance in 2023.
- There are no salary adjustments planned for the majority of City staff in 2021. The exception to this is due to the three-year Collective Bargaining Agreement with the Fraternal Order of Police, whereby 2021 is the third year of contractual salary increases. The amount of the increased is formula based on data that won't be available until early Q1 2021.
- The budget includes an overall net increase of 16.40 FTE in 2021. The majority of that staffing occurs in Utility Services (15.0 FTE), primarily in Broadband, and the remaining FTE increases support a broad spectrum of City services.

## MAJOR THEMES OF THE BUDGET

In reflecting on the decisions and final recommendations that are included in this budget, the following themes come to mind as ones you will see reflected throughout the funding recommendations:

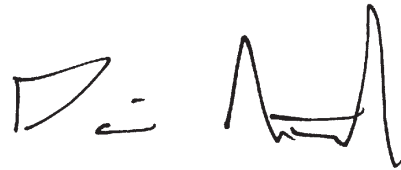
- Minimizing Impacts to Service Delivery
- Strategic Service Enhancements and Redeploys
- Focus on Council Priorities and Support Equity Advancement
- Capital Project Investments – Current and Future
- Difficult Trade-offs
- Maintain Focus on our Workforce

As Fort Collins continues to grow, increased demands for service and desires for new programs and initiatives are to be expected. At the same time, the current impacts from the pandemic and unknown future impacts create significant challenges in meeting those prudent wants and needs of our community. This budget process was likewise reflective of the difficult trade-offs between striving to maintain current levels of service with the realities of these unanticipated revenue declines. I believe this one-year budget balances numerous competing values while still advancing the vision of the City Council and community. It does so without compromising the quality of service our residents and businesses have come to expect from their local government.

With the decision to pursue another one-year budget next year for 2022, I am optimistic that will allow the City to have a better understanding of the trajectory of our economy as more is understood and known about the pandemic's impact on our community. This will also allow time for significant structural change opportunities to be more thoughtfully evaluated as we look forward toward a post-COVID future.

In closing, I'd like to thank the Mayor and City Council for your leadership, collaboration, partnership and visionary thinking about our amazing community. I am deeply grateful for the hard work and dedication of City staff, as well as the input from residents, businesses and not-for-profit organizations about their collective priorities in the 2020 Strategic Plan, which I believe this 2021 Budget reflects and advances in a responsible manner. Thank you.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Darin A. Atteberry'. The signature is stylized with a large initial 'D' and 'A'.

Darin A. Atteberry  
City Manager

## 2021 BUDGET OUTCOMES AND THEMES

The 2021 Budget takes into account available resources, allocates revenues to the highest priorities and seeks to fund the services and programs that are most likely to achieve the seven key Strategic Outcomes identified by Council:

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

The 2020 Strategic Plan and the corresponding strategic objectives within each Outcome are the drivers for the City's budget - budget requests (aka Offers) are prioritized based on how the work associated with the Offer will move the City toward achieving its strategic goals.

Several key themes guided the development of the 2021 Budget including:

### 1. Minimizing Impacts to Service Delivery

Maintaining 24/7/365 services to the community was a major theme during budget discussions. 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. The impacts of the pandemic only increased this tension. A surgical approach was taken to the 2021 Budget to ensure there was minimal impact on service delivery to the community. Many of the service level reductions accepted were in coordination with the reduced demand or required service reduction experienced because of COVID-19.

### 2. Strategic Service Enhancements and Redeploys

Stewardship of taxpayer money was a guiding principle for the Budget Lead Team (BLT) and led to strategic enhancement offers and creative redeploy opportunities. In consideration of the City's financial situation, departments across the organization conservatively submitted enhancement offers; the requests submitted were chosen for their ability to advance Council priorities or to address critical service needs at the City. Redeploy opportunities are a combination of reducing investment in one area and shifting it to another, higher priority focus.

### 3. Focus on Council Priorities and Support Equity Advancement

The 2020 Strategic Plan and the priorities adopted by City Council in 2019 were guiding themes for the BLT throughout budget conversations. While budget restraints resulted in reductions across the organization, staff and leadership were intentional in the decision-making process to maintain programs, positions, and projects that advance Council priorities and support equity advancement. Though few enhancement offers were proposed by departments and were approved by the BLT, the ongoing budgets of departments across the organization support work that maintain and advance Council priorities.

In addition to the offers in the Recommended Budget that support Council priorities, the work of the Community Impact Ad Hoc Committee and the Affordable Housing Ad Hoc Committee will also inform and advance Council's vision for 2021 and beyond. While many of the priorities are reflected in the Recommended Budget, the Ad Hoc



Committees will have additional inputs for Council consideration on changes to the adopted budget, potentially through mid-cycle adjustments and informing the 2022 Budget.

#### **4. Capital Project Investments – Current and Future**

Key planning and infrastructure development projects outlined in City Plan and the Strategic Plan were deliberately selected for funding in the 2021 Recommended Budget for a variety of reasons. The BLT and staff selected projects that could qualify for grant or federal funding, that provided critical asset maintenance or replacement, and that supported community and City Council priorities. In this time of reduction, the City is leveraging various funding sources and innovative approaches to uphold its commitments to the community and to ensure planning, building, operating, and maintaining the City's and community's assets will continue in 2021 and beyond. Getting capital projects to a 'shovel ready' state was also an important consideration for potential future infrastructure stimulus funding.

#### **5. Difficult Trade-offs**

Difficult trade-offs were made as the executive team balanced the need to fill the projected 2021 revenue gap and the goal to maintain the City's services to the community. When determining which services to scale back, attention was placed on areas with reduced service levels due to the COVID-19 pandemic. In many cases, reduced service demand was a deciding factor for which programs saw reductions. The BLT and staff also looked at areas where costs and maintenance to assets could be delayed to future years. With all this in mind,

the BLT's actions were strategic with the goal of minimizing the impact to the community and to the City's workforce.

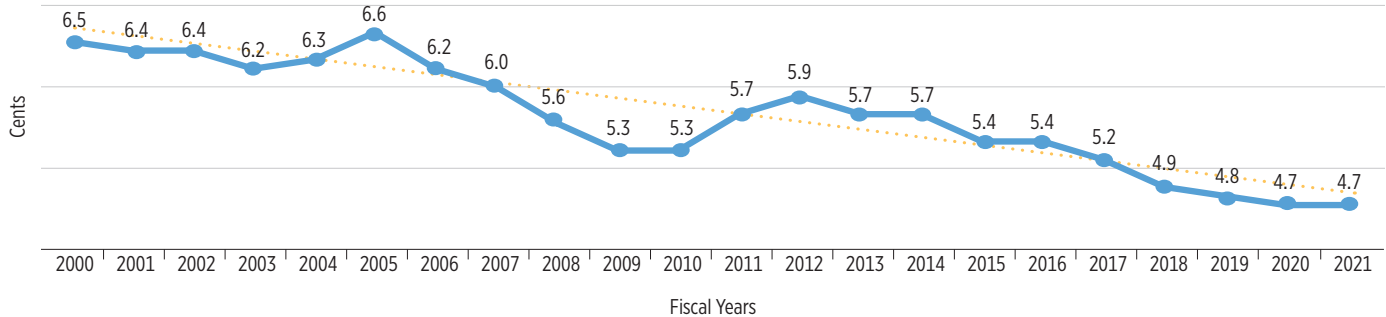
#### **6. Maintain Focus on our Workforce**

As one of the largest employers in the Fort Collins community, it was important for the City to maintain the integrity of the City's workforce. Concentrated effort was placed to avoid layoffs and furloughs in 2021. Strategic decisions to maintain the hiring freeze, which began at the onset of the pandemic, and to establish a pay freeze for 2021 were leveraged to minimize the impact on City employees. In line with the goal of minimizing workforce impact, the City will not decrease employee salaries in 2021. As programmatic and resource budgets were reduced across the organization, the executive team recognizes additional workload burdens will be placed on staff in the coming year. To offset some of these challenges, the City is maintaining its competitive benefits and wellness programming; is finding creative, cost-efficient development programs; is placing importance on safety and risk management; and is leveraging technology systems to assist staff in daily work.



## PRICE OF GOVERNMENT FOR THE CITY OF FORT COLLINS

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



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



### PRICE OF GOVERNMENT

The City modified its use of a priority-based budgeting process known as Budgeting for Outcomes (BFO) to prepare the 2021 Budget. That process, in its purest sense addresses the fundamental question, “How can residents get the most value for the taxes and fees they pay?”

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

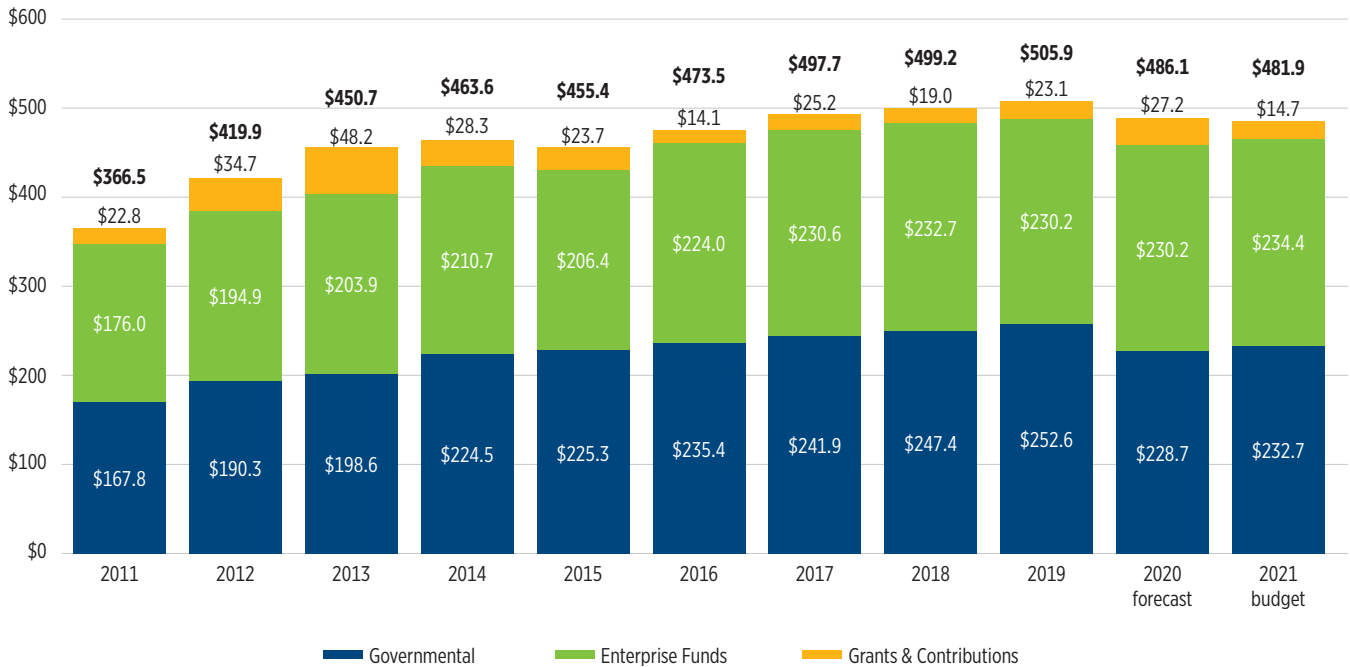
In calculating the Price of Government for the 2021 Budget, it was noted that there were slight changes made to historical data

from the United States Bureau of Economic Analysis (U.S. BEA). This data is a key input in the calculation of the Fort Collins Price of Government, and as such, the historical figures represented in the chart above have been refreshed from prior year budget documents. These changes from the U.S. BEA centered around revisions to the regional Metropolitan Statistical Area (MSA). The prior MSA, the ‘Fort Collins-Loveland MSA,’ was altered to include parts of rural Larimer County that hadn’t previously been included in the economic data to create an updated ‘Fort Collins, CO MSA.’

Fort Collins residents are projected to spend approximately 4.7 cents of each dollar earned on City services in 2021. Over the past twenty years the City’s focus on continuous improvement, combined with prudent fiscal leadership, has helped drive a reduction in the price of government for our residents from a high of 6.6 cents to a recent trend of about 5.0 cents and falling for the last few budget cycles. The other driver of these recent results and estimates is due to new residents moving to the area with higher median incomes.

## CITY REVENUE

(\$ millions)



### 2021 REVENUE

This Budget includes modest assumptions for growth off of the significantly reduced base in 2020 due to the economic impacts of the pandemic. The budget reflects a cautiously optimistic outlook for the next year, while being aware of concerns of national economists about the national economy. This budget assumes health conditions will not worsen significantly from 2020 and moderate growth in economic activity will resume in 2021. This outlook is reflected in the assumptions used to estimate revenues.

The 2021 Budget includes a wide variety of funding sources, many with restrictions and dedications that make allocating resources complex. This section provides an overview of some of the key revenue sources which make up the overall budget.

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



## Governmental Revenue

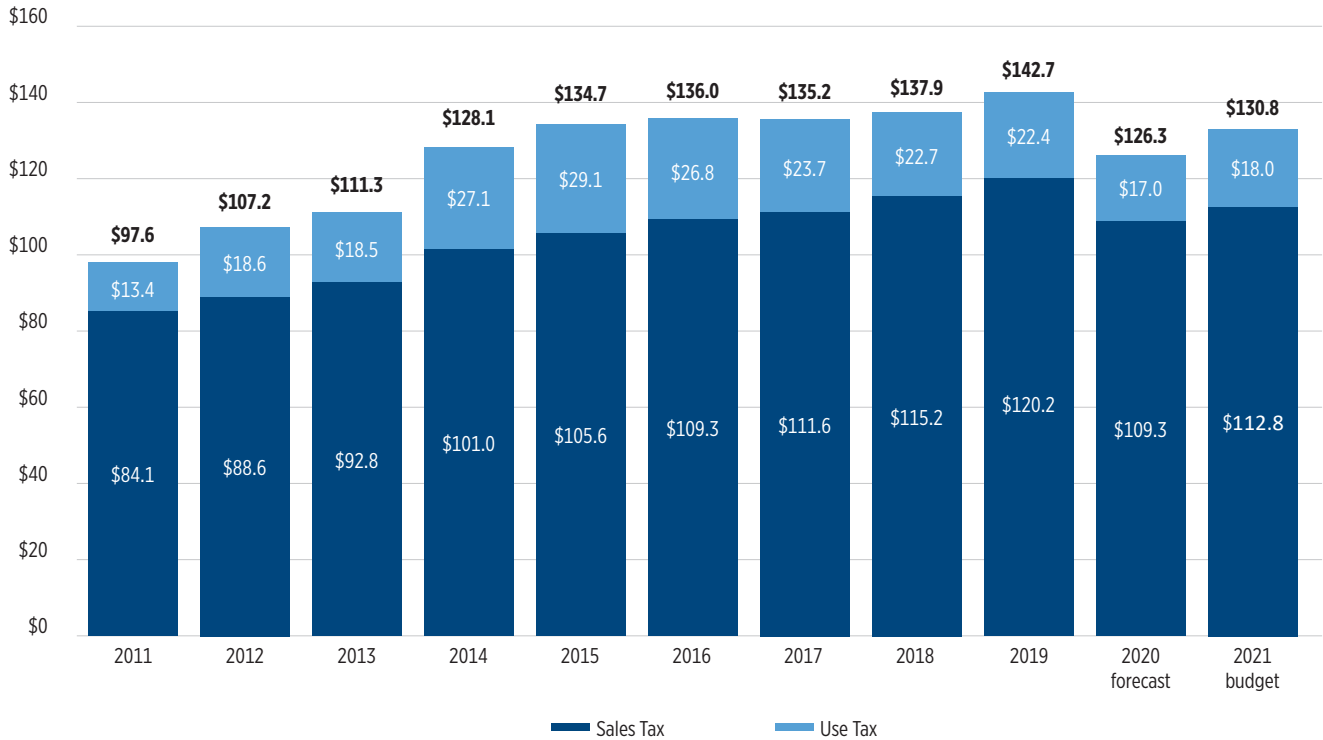
Governmental revenue includes all revenue except those collected from rates that support enterprise operations such as utilities, broadband and golf. The General Fund accounts for 69% of all governmental revenue. Those General Fund revenues support a wide array of basic municipal services and the specific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

- **Sales Tax:** 2021 Sales Tax revenue accounts for about 55% of the General Fund revenue collected and 46% of total governmental revenues. The budget assumes an increase in economic activity in sales tax of 3.0% in 2021, off the significantly reduced base in 2020.
- **Use Tax:** 2021 Use Tax revenue accounts for about 9% of the General Fund revenue collected and 7% of total governmental revenues. The 2021 Budget assumes a base collection of \$14.5M that funds ongoing programs and services. An additional \$3.5M of Use Tax above the base is forecasted for 2021 and that more volatile revenue is generally intended for one-time projects and initiatives.
- **Property Tax:** 2021 Property Tax revenue accounts for about 16% of the General Fund revenue collected and 11% of total governmental revenue. Property Taxes for 2021 are anticipated to increase 1% over actual 2020 assessments.
- **Payments in Lieu of Taxes (PILOT):** PILOTs are collected by all City-owned utilities except for Stormwater. In 2021 these payments account for about 7% of the General Fund revenue.
- **User Charges/Fees:** This category includes park fees, development fees, administrative charges, court costs, etc. This revenue source accounts for about 5% of the General Fund revenue collected and 12% of total governmental revenue. User charges and fees vary significantly by the type of charge or fee.



## SALES AND USE TAX REVENUE

(\$ millions)

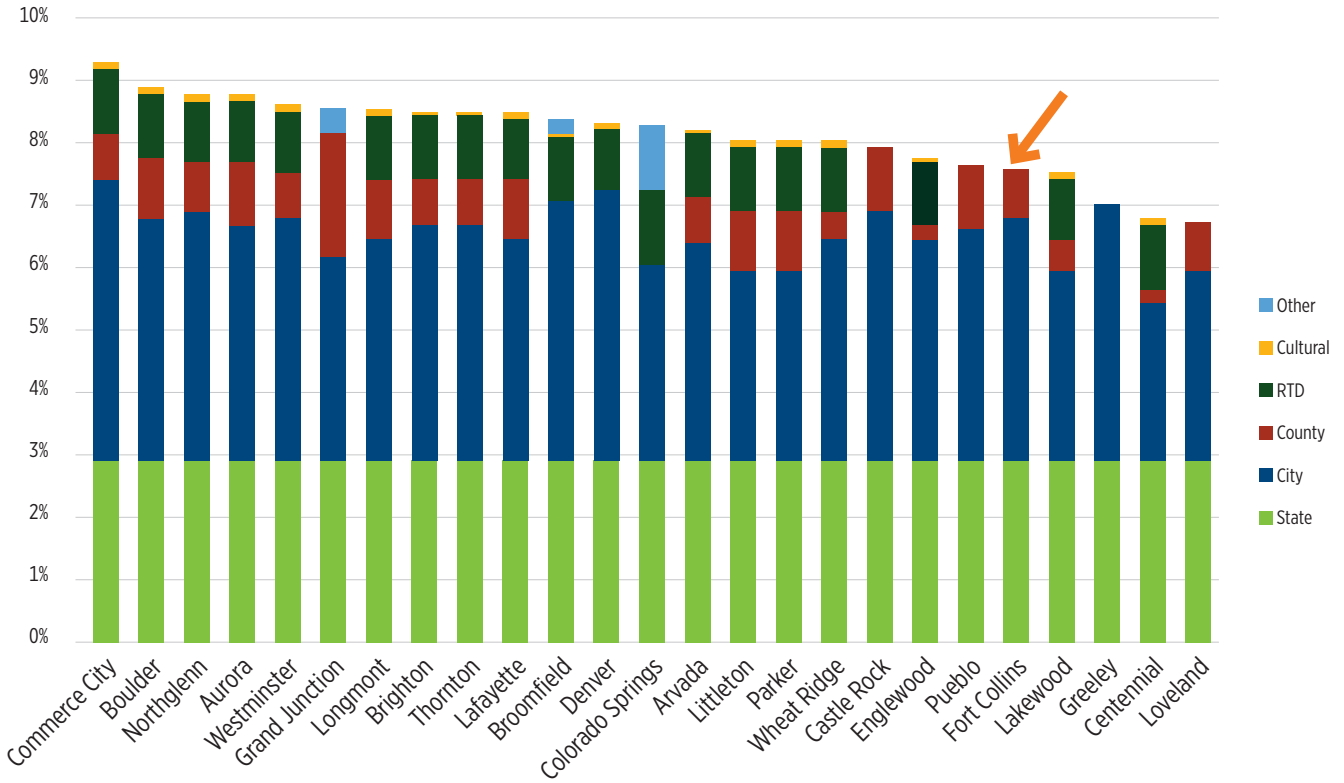


### SALES AND USE TAX TRENDS

Sales tax receipts are forecasted to decline by 9.0% from the original 2020 budget due to the economic impacts of the pandemic. A cautiously optimistic increase in Sales Tax of 3.0% is forecasted for 2021 off that much lower base and City staff will be monitoring continuously throughout the year.

Use tax receipts have historically been volatile and reflect the local community's investment in new equipment and buildings. Since the low mark of collections in 2009 of \$8.3M, Use Tax increased as construction, vehicle purchases, audits, and investments in equipment resumed after the Great Recession. In 2015 Use Tax collections hit a historic high of \$29.1M and have been steadily declining with overall economic tightening. Use Tax in 2020 was originally estimated at \$20.0M and due to the pandemic, that forecast has been reduced to \$17.0M. 2021 is anticipated to have a slight uptick and is forecasted at \$18.0M.

## SALES TAX RATE COMPARISON



### SALES TAX RATE COMPARISON

The combined sales and use tax generates about 53% of governmental revenue annually. In 2019, Fort Collins voters approved a renewal of the original 0.85% City sales tax rate approved in 2010 commonly referred to as Keep Fort Collins Great (KFCG). This renewal was comprised of 0.60% being added to the City’s base sales tax in perpetuity, with the remaining 0.25% subject to renewal at the end of ten years. The revenue generated by both of these tax renewals is now in the General Fund starting in 2021. The overall sales tax rate in Fort Collins is 7.55% including the county and state sales tax rates. The table above 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 July 2020.

## ENTERPRISE FUND REVENUE & UTILITY RATES

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

Rate increases for the existing utilities are:

- **Electric Utility**

Electric rates are proposed to increase 3.0% in 2021, a lower increase than the 5.0% included in the 2019-20 Budget. Of this increase 0.3% 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 October 2020 and the final rates will be incorporated into the 2021 Adopted Budget. The rest of the rate increase in 2021 is being driven by operational and capital infrastructure needs with the City’s distribution system, as well as to preserve fund balances necessary for an anticipated debt service offering in 2023. The 2021 electric rate increases shown are system averages and will vary by rate class and customer.

- **Water, Wastewater and Stormwater Utilities**

All three of these utilities proposed to increase rates 0% in 2021.

The following table is a summary of 2019-2020 actual average rate increases and the 2021 proposed average rate increase in the electric Utility:

### Proposed Utility Rates

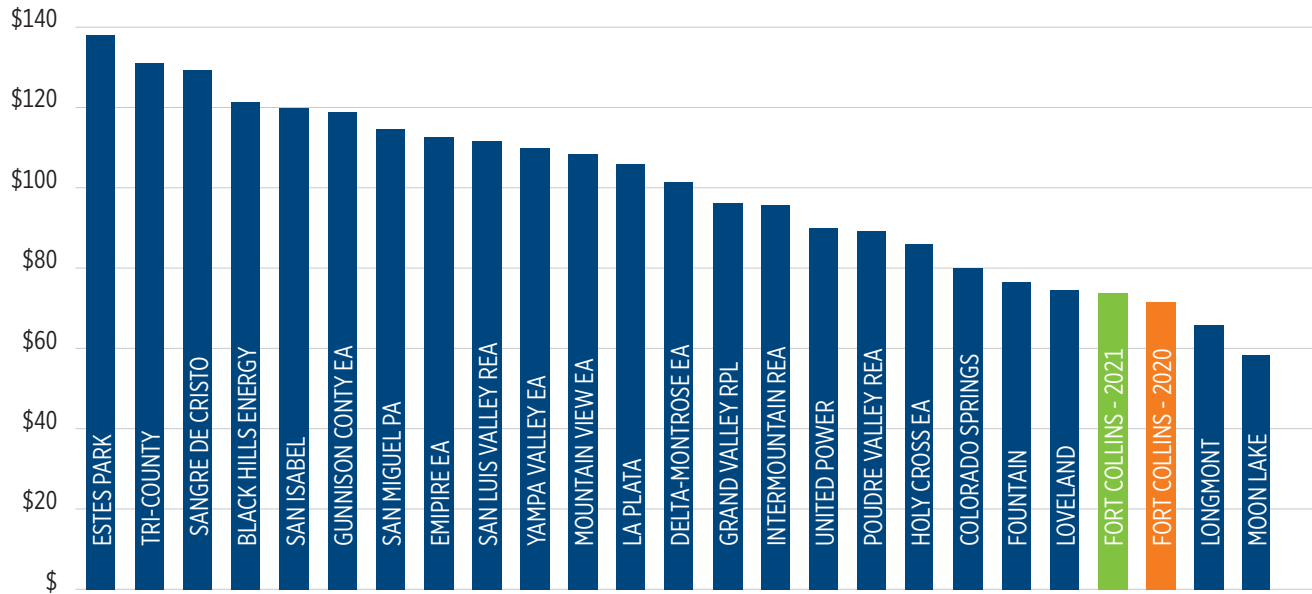
|            | Actual<br>2019 | Actual<br>2020 | Budget<br>2021 |
|------------|----------------|----------------|----------------|
| Electric   | 5.0%           | 5.0%           | 3.0%*          |
| Water      | 0.0%           | 0.0%           | 0.0%           |
| Wastewater | 0.0%           | 0.0%           | 0.0%           |
| Stormwater | 2.0%           | 2.0%           | 0.0%           |

\* Final rate increase depends on the final energy costs approved by the Platte River Power Authority (PRPA) Board in October 2020



## RESIDENTIAL ELECTRIC COST COMPARISON

(700 kWh per month)



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

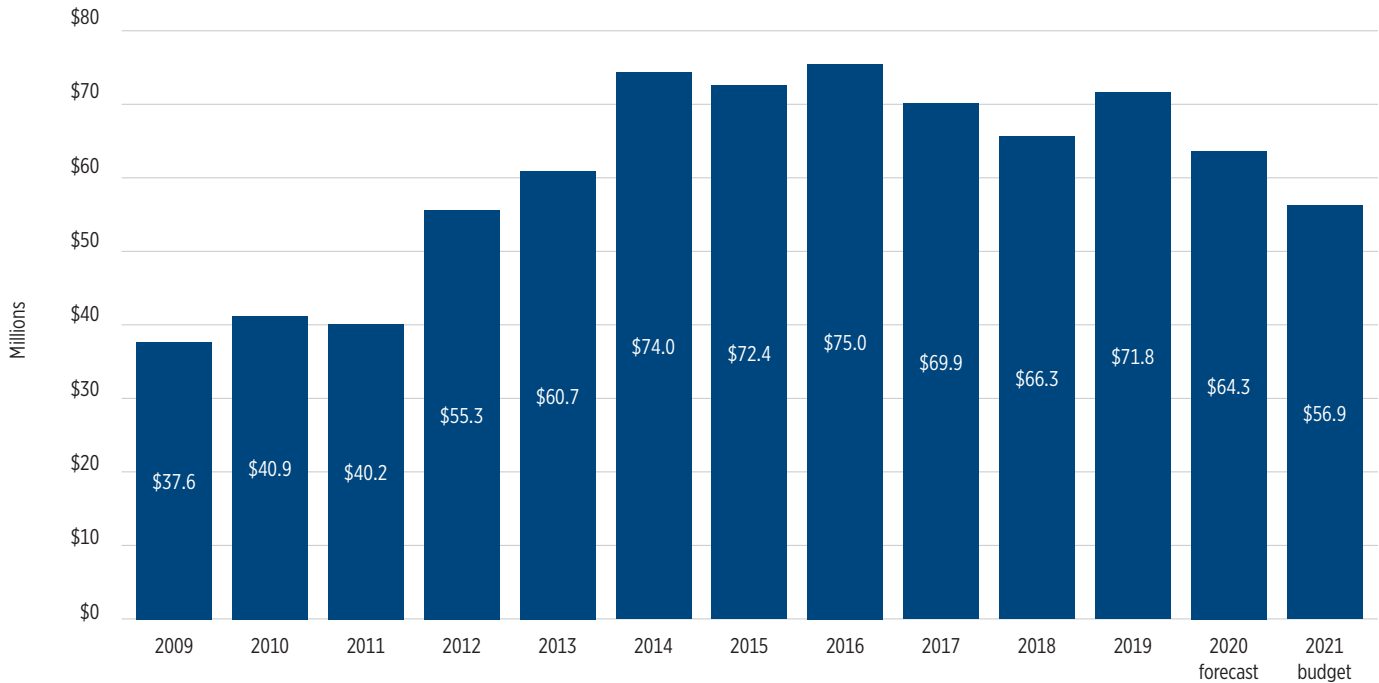
\* Source: Colorado Association of Municipal Utilities, January 2020 data



### RESIDENTIAL ELECTRIC COST COMPARISON

The table above 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 2020 average rates; the green bar represents the cost after the proposed 2021 rate increase.

## GENERAL FUND - FUND BALANCE 2009-2021



### 2021 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 balances then started to decline starting in 2017 due to the planned use of reserves for capital projects and other strategic investments, as well as actual revenues coming in much closer to budget. Additional reserves will be used in 2020 to balance the anticipated remaining revenue gap after 2020 budget reductions are accounted for. The 2021 Budget includes the use of \$12.2M of General Fund reserves and other one-time funding for planned projects, other capital and equipment replacement and to bridge the 2021 revenue shortfall and allow for continuity of

service as the economy slowly recovers from the pandemic.

Over the last few budget cycles we have intentionally used reserves, especially in the Utility funds, for investments in significant capital projects. The chart at the top of the next page displays the historic chart displays the historical budgeted use of reserves Citywide, which is significantly higher in 2021 due to a \$12.0M contribution to the Vine/Lemay Grade Separated Crossing (bridge), as well as the use of reserves specifically in 2021 to bridge the forecasted revenue gap created by minimizing short-term reductions to City programs and service delivery. Continuity of service was one of the driving themes for the 2021 Budget, amidst a large number of unknowns due to the pandemic.

## HISTORICAL USE OF RESERVES

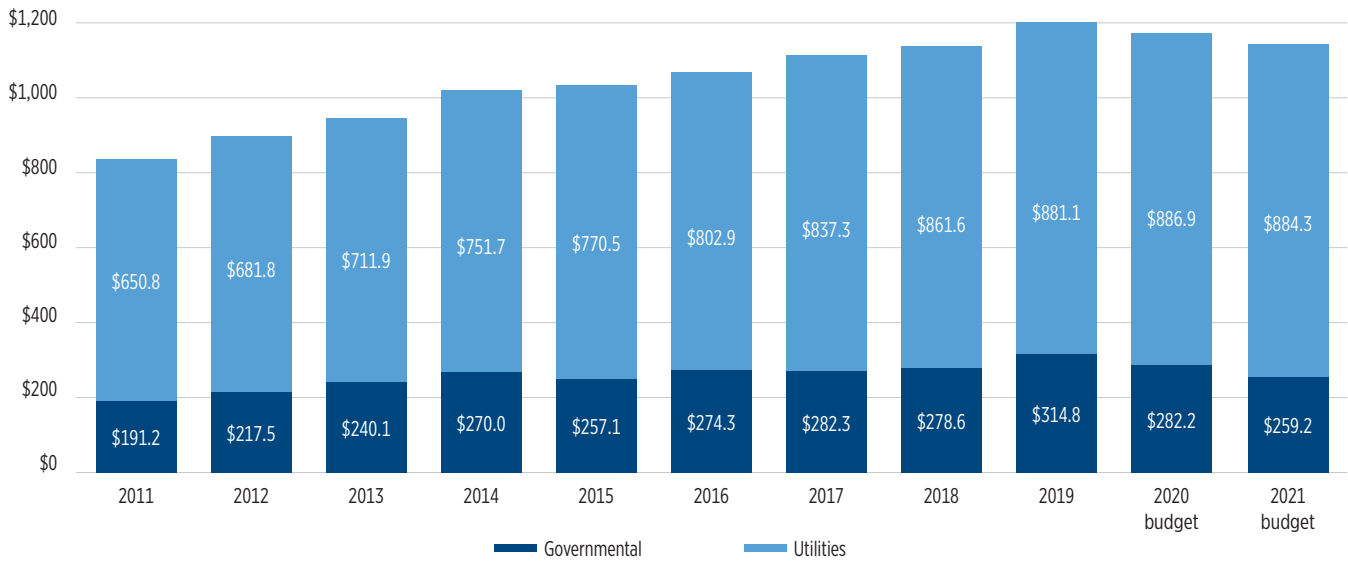
| Fund                  | 2013          | 2014          | 2015          | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          |
|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| General Fund          | \$4.0         | \$4.9         | \$6.2         | \$6.2         | \$6.2         | \$5.1         | \$3.4         | \$4.0         | \$8.3         |
| Capital Expansion     | 2.3           | 0.1           | 6.6           | 1.1           | -             | -             | -             | 1.4           | 3.5           |
| KFCG                  | 2.6           | 0.9           | 2.7           | 2.8           | 5.2           | 4.8           | 1.7           | 1.5           | 3.1           |
| Neighborhood Parkland | 0.8           | 1.1           | -             | -             | 0.8           | 1.2           | 1.4           | -             | -             |
| Natural Areas         | 0.4           | -             | 0.2           | -             | 0.6           | 1.3           | 0.3           | -             | 0.3           |
| Transit               | 0.1           | 0.1           | 0.5           | 0.6           | 0.4           | 0.4           | 0.1           | -             | 1.5           |
| Transportation Cap Ex | -             | -             | -             | -             | 0.9           | 1.1           | 5.4           | 0.2           | 1.1           |
| Transportation        | 0.6           | 0.2           | 1.3           | 0.5           | 1.4           | 2.8           | 2.2           | 2.6           | 1.5           |
| L&P                   | 6.3           | 7.1           | 6.1           | 8.2           | 9.5           | 4.5           | 0.3           | -             | 1.6           |
| Water                 | 3.2           | 4.6           | -             | 7.4           | 1.1           | 1.0           | -             | -             | 2.7           |
| Wastewater            | 1.5           | 0.7           | -             | 3.5           | 1.3           | 6.8           | -             | -             | 7.0           |
| Stormwater            | -             | -             | 1.4           | 0.1           | 1.3           | 1.1           | -             | -             | 4.9           |
| 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           | 0.5           |
| Benefits              | 1.7           | 1.6           | 0.2           | 0.2           | -             | -             | -             | 0.6           | 1.1           |
| 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           | 10.4          |
| <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> | <b>\$47.5</b> |

Note: The figures above exclude the General Employees Retirement Plan Fund since reserves fund the plan, as designed. They also exclude the Broadband Fund due to the communicated business intention of using reserves for operations until anticipated revenue levels cover ongoing expenses.



## YEAR END FUND BALANCE

(\$ millions)



Does not include GID, URA and DDA

| Fund                             | Fund Balance<br>12/31/19 | Fund Balance<br>12/31/20 | Fund Balance<br>12/31/21 |
|----------------------------------|--------------------------|--------------------------|--------------------------|
| General Fund                     | \$71.8                   | \$64.3                   | \$56.9                   |
| Keep Fort Collins Great          | 8.4                      | 6.8                      | 3.9                      |
| Transportation Fund              | 13.5                     | 10.0                     | 8.6                      |
| Capital Projects Fund            | 24.7                     | 26.9                     | 18.3                     |
| Other Governmental Funds         | 107.0                    | 85.7                     | 85.3                     |
| Electric and Telecommunications* | 205.8                    | 197.7                    | 183.9                    |
| Water Fund*                      | 332.9                    | 335.9                    | 337.4                    |
| Wastewater Fund*                 | 190.1                    | 194.2                    | 197.3                    |
| Stormwater Fund*                 | 152.1                    | 157.9                    | 164.3                    |
| Internal Service Funds           | 32.3                     | 35.1                     | 35.4                     |
| Other Funds                      | 57.4                     | 54.6                     | 52.2                     |
| <b>Grand Total</b>               | <b>\$1,196.0</b>         | <b>\$1,169.0</b>         | <b>\$1,143.5</b>         |

Notes:

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



Overall City fund balances are healthy and above local and state requirements for minimum fund balances. Solid financial management of City finances has enabled the prudent build up of reserves, which are typically used for larger capital projects and other strategic investments. This has also allowed the City to temporarily bridge forecasted revenue gaps in the 2021 Budget. The City closely monitors fund balance relative to economic conditions and forecasts. This chart displays Citywide fund balances and how they have changed over the last few years. The table to the left highlights recent fund balance changes for some of the City's major funds.

## TOTAL AND NET CITY BUDGET

(\$ millions)

|                                    | Amended<br>2020* | 2021             | % Change     |
|------------------------------------|------------------|------------------|--------------|
| <b>Operating</b>                   | \$648.2          | \$632.3          | -2.5%        |
| <b>Debt</b>                        | 19.7             | 22.3             | 13.4%        |
| <b>Capital</b>                     | 48.3             | 41.4             | -14.2%       |
| <b>Total City Appropriations**</b> | <b>\$716.1</b>   | <b>\$696.0</b>   | <b>-2.8%</b> |
| <b>Less</b>                        |                  |                  |              |
| Internal Service Funds             | (\$83.8)         | (\$79.9)         | -4.7%        |
| Transfers to Other Funds           | (71.5)           | (66.5)           | -7.1%        |
| GIDs                               | (0.4)            | (0.8)            | 129.4%       |
| URAs                               | (6.6)            | (6.7)            | 1.7%         |
| DDA                                | (19.5)           | (19.5)           | 0.0%         |
| <b>Total</b>                       | <b>(\$181.9)</b> | <b>(\$173.5)</b> | <b>-4.6%</b> |
| <b>Net City Budget</b>             | <b>\$534.2</b>   | <b>\$522.5</b>   | <b>-2.2%</b> |

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



### TOTAL 2021 BUDGET SUMMARY

The rate for sales and use taxes earmarked for general operations remains at 3.10% (now including the renewal of KFCG in 2019) 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 2021 is \$696.0M. The table above compares the amended 2020 budget with the 2021 proposed budget, including the net operating budgets, capital improvement budgets and debt service.

The Net City Budget (the budget excluding internal transfers and charges) for 2021 is proposed to decrease 2.2% compared to the 2020 Net City Amended Budget. Those values for 2020 include other appropriations for the annual Reappropriation Ordinance, the Annual Adjustment Ordinance and other supplemental requests approved by Council throughout the year.

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## 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 2021 Budget total \$41.4M. It is important to note that the City Budget does not typically include grants which can be for significant capital projects. The grants go through individual appropriation ordinances as the grant details and amounts are finalized throughout the year. The primary exceptions to this are the federal operating and capital grants leveraged in the Transit Fund.

The 2021 Budget funds numerous large capital projects in Parks, Transportation and Utilities. These projects include but are not limited to recreational trail development - specifically the Poudre Trail at I-25, Neighborhood Park design and other pre-construction purchases, East Park District Maintenance Facility, Realigned Lemay over Vine Drive, Timberline and Vine intersection improvements, North Mason / North College Phase1 - Design, and street, bridge, intersection and sidewalk improvements. Various infrastructure projects and system improvements across all four utilities are also included in this budget.

### Community Capital Improvement Program (CCIP)

| Project*                             | 2021           |
|--------------------------------------|----------------|
| Affordable Housing                   | \$500          |
| Arterial Intersection Improvements   | 400            |
| Bicycle Infrastructure Improvements  | 350            |
| Bus Stop Improvements                | 100            |
| Nature in the City                   | 250            |
| Pedestrian Sidewalk / ADA-Compliance | 1,200          |
| <b>TOTAL</b>                         | <b>\$2,800</b> |

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

The sixth year of 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 2021 Budget. The CCIP projects include inflation above the 2015 project cost estimates (in thousands of dollars).

# REVENUE SUMMARY

|                                      | Actual<br>2018       | Actual<br>2019       | Budget<br>2020       | Budget<br>2021       | % Change<br>From 2020 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Property Taxes                       | 29,362,981           | 29,870,914           | 32,700,035           | 34,328,552           | 5.0%                  |
| Sales & Use Tax                      | 138,560,154          | 143,144,963          | 140,275,513          | 131,264,745          | -6.4%                 |
| Occupational Privilege Tax           | 2,568,771            | 2,658,592            | 2,855,000            | 3,084,932            | 8.1%                  |
| Lodging Taxes                        | 1,793,694            | 1,946,406            | 1,620,000            | 1,619,877            | 0.0%                  |
| Licenses & Permits                   | 4,044,206            | 3,876,430            | 4,370,000            | 3,220,811            | -26.3%                |
| Fines & Forfeitures                  | 2,827,382            | 2,765,338            | 3,470,726            | 2,938,068            | -15.3%                |
| Intergovernmental                    | 37,587,132           | 39,980,528           | 46,491,238           | 29,710,231           | -36.1%                |
| Payment in Lieu of Taxes             | 10,570,188           | 10,649,820           | 11,152,000           | 11,318,176           | 1.5%                  |
| Charges for Service                  | 100,566,286          | 100,437,695          | 112,926,243          | 103,821,850          | -8.1%                 |
| Charges for Service - Utilities/Golf | 210,278,152          | 211,571,779          | 215,513,000          | 213,341,000          | -1.0%                 |
| Earnings on Investments              | 7,147,856            | 26,306,863           | 7,575,991            | 4,181,764            | -44.8%                |
| Miscellaneous                        | 25,177,922           | 17,919,544           | 21,372,202           | 24,101,386           | 12.8%                 |
| Proceeds of Debt Issuance            | 252,333              | 31,339,237           | 4,250,000            | 3,060,000            | -28.0%                |
| Other Financing Sources              | 3,262,750            | 432,179              | 76,000               | 55,000               | -27.6%                |
| Transfers from Funds                 | 55,602,097           | 78,716,537           | 52,693,337           | 66,487,105           | 26.2%                 |
| Downtown Development Authority       | 9,724,538            | 10,742,777           | 13,822,459           | 13,893,989           | 0.5%                  |
| <b>TOTAL</b>                         | <b>\$639,326,441</b> | <b>\$712,359,601</b> | <b>\$671,163,744</b> | <b>\$646,427,486</b> | <b>-3.7%</b>          |
| Less:                                |                      |                      |                      |                      |                       |
| Internal Service Funds               | (68,612,267)         | (69,133,674)         | (77,235,172)         | (71,963,479)         | -6.8%                 |
| Transfers                            | (55,602,097)         | (78,716,537)         | (52,693,337)         | (66,487,105)         | 26.2%                 |
| GID #1, #15                          | (398,823)            | (416,039)            | (413,700)            | (397,778)            | -3.8%                 |
| URA Funds                            | (5,663,788)          | (11,554,618)         | (7,446,379)          | (7,671,703)          | 3.0%                  |
| Downtown Development Authority       | (9,724,538)          | (10,742,777)         | (13,822,459)         | (13,893,989)         | 0.5%                  |
| <b>NET REVENUES</b>                  | <b>\$499,324,927</b> | <b>\$541,795,957</b> | <b>\$519,552,697</b> | <b>\$486,013,432</b> | <b>-6.5%</b>          |

# EXPENDITURES BY TYPE

|   | Actual 2018             | Actual 2019              | Budget 2020             | Budget 2021             | % Change<br>From 2020 |
|---|-------------------------|--------------------------|-------------------------|-------------------------|-----------------------|
| Salaries & Wages                                    | 120,838,920             | 127,783,127              | 128,105,058             | 128,109,583             | 0.0%                  |
| Benefits  | 42,814,585              | 37,245,229               | 41,546,609              | 41,825,474              | 0.7%                  |
| Professional & Technical                            | 28,629,614              | 32,808,138               | 25,816,857              | 18,015,741              | -30.2%                |
| Governmental Services                               | 33,297,912              | 33,043,963               | 33,860,935              | 33,865,401              | 0.0%                  |
| Other Prof & Tech Services                          | 5,844,552               | 5,138,534                | 4,207,152               | 4,041,741               | -3.9%                 |
| Utility Services                                    | 4,980,789               | 5,283,117                | 5,190,755               | 5,740,411               | 10.6%                 |
| Cleaning Services                                   | 2,440,869               | 2,809,829                | 3,004,225               | 3,077,647               | 2.4%                  |
| Repair & Maintenance Services                       | 29,689,299              | 29,979,217               | 34,896,778              | 37,391,563              | 7.1%                  |
| Rental Services                                     | 4,880,877               | 4,544,328                | 4,549,928               | 3,201,993               | -29.6%                |
| Construction Services                               | 28,841,419              | 32,619,420               | 12,155,006              | 6,981,075               | -42.6%                |
| Other Property Services                             | 174,820                 | 188,413                  | 80,458                  | 48,500                  | -39.7%                |
| Insurance   | 33,685,576              | 36,097,462               | 41,840,854              | 40,390,891              | -3.5%                 |
| Communication Services                              | 2,429,768               | 2,452,771                | 4,734,978               | 6,682,569               | 41.1%                 |
| Internal Admin Services                             | 28,255,174              | 29,254,624               | 32,152,039              | 32,456,589              | 0.9%                  |
| Employee Travel                                     | 1,470,465               | 1,717,695                | 909,900                 | 1,310,635               | 44.0%                 |
| Other Purchased Services                            | 3,333,019               | 3,435,901                | 3,029,178               | 3,330,644               | 10.0%                 |
| Vehicle & Equipment Supplies                        | 6,700,716               | 6,438,715                | 7,923,160               | 7,289,759               | -8.0%                 |
| Land & Building Maint Supplies                      | 2,701,674               | 2,465,236                | 2,655,353               | 2,538,113               | -4.4%                 |
| Infrastructure Maint Supplies                       | 4,500,030               | 6,751,423                | 3,907,924               | 3,354,256               | -14.2%                |
| Utility Supplies                                    | 5,944,760               | 4,758,665                | 3,377,026               | 3,105,079               | -8.1%                 |
| Office & Related Supplies                           | 2,814,278               | 4,397,303                | 4,354,815               | 3,200,749               | -26.5%                |
| Health & Safety Supplies                            | 416,144                 | 513,913                  | 614,987                 | 410,359                 | -33.3%                |
| Purchased Power                                     | 95,269,079              | 94,923,838               | 101,488,500             | 98,407,700              | -3.0%                 |
| Chemical Supplies                                   | 1,337,127               | 1,520,151                | 1,804,172               | 1,648,150               | -8.6%                 |
| Other Supplies                                      | 4,613,654               | 4,521,465                | 6,834,371               | 4,477,642               | -34.5%                |
| Capital Purchases and Other<br>Vehicles & Equipment | 36,277,182<br>9,045,145 | 32,685,710<br>17,677,584 | 41,789,118<br>6,505,675 | 33,134,083<br>8,286,828 | -20.7%<br>27.4%       |
| Depreciation  | 29,684,520              | 30,828,740               | (27,123)                | 15,000                  | -155.3%               |
| Bad Debt Expense                                    | 441,174                 | 564,389                  | 426,000                 | 380,000                 | -10.8%                |
| Rebates & Incentives                                | 4,254,360               | 2,955,129                | 3,962,563               | 3,398,065               | -14.2%                |
| Grants  | 4,056,612               | 4,972,945                | 9,356,409               | 3,937,931               | -57.9%                |
| Debt & Other Uses                                   | 22,891,770              | 27,847,522               | 19,655,644              | 22,288,421              | 13.4%                 |
| Downtown Development Authority                      | 9,790,608               | 8,841,760                | 19,534,122              | 19,534,122              | 0.0%                  |
| Other   | 4,980,430               | 6,493,253                | 34,336,126              | 47,618,918              | 38.7%                 |
| Transfers Out                                       | 55,602,097              | 78,716,537               | 71,548,260              | 66,487,105              | -7.1%                 |
| <b>TOTAL</b>  | <b>\$672,929,017</b>    | <b>\$722,276,048</b>     | <b>\$716,127,812</b>    | <b>\$695,982,737</b>    | <b>-2.8%</b>          |
| Less:   |                         |                          |                         |                         |                       |
| Internal Service Funds                              | (75,673,538)            | (76,735,262)             | (83,847,918)            | (79,941,541)            | -4.7%                 |
| Transfers   | (55,602,097)            | (78,716,537)             | (71,548,260)            | (66,487,105)            | -7.1%                 |
| GID #1, #15   | (496,551)               | (278,702)                | (353,000)               | (809,791)               | 129.4%                |
| URA Funds   | (5,439,494)             | (10,928,573)             | (6,596,898)             | (6,706,744)             | 1.7%                  |
| Downtown Development Authority                      | (9,790,608)             | (8,841,760)              | (19,534,122)            | (19,534,122)            | 0.0%                  |
| <b>NET EXPENDITURES</b>                             | <b>\$525,926,729</b>    | <b>\$546,775,214</b>     | <b>\$534,247,613</b>    | <b>\$522,503,434</b>    | <b>-2.2%</b>          |



# EXPENDITURES BY AREA

|                                | Actual<br>2018 | Actual<br>2019 | Budget<br>2020 | Budget<br>2021 | % Change<br>From 2020 |
|--------------------------------|----------------|----------------|----------------|----------------|-----------------------|
| Investigations                 | 8,380,682      | 7,959,179      | 8,338,810      | 8,514,216      | 2.1%                  |
| Police Information Services    | 8,555,724      | 9,934,545      | 8,376,863      | 7,593,040      | -9.4%                 |
| Patrol                         | 19,348,361     | 18,462,195     | 19,665,778     | 17,356,259     | -11.7%                |
| Community and Special Services | 6,131,312      | 8,140,799      | 7,767,606      | 9,398,097      | 21.0%                 |
| Office of the Chief            | 3,906,334      | 5,689,775      | 4,110,340      | 5,069,992      | 23.3%                 |
| Finance Administration         | 934,568        | 1,125,858      | 1,004,821      | 1,278,885      | 27.3%                 |
| Accounting and Treasury        | 1,587,318      | 1,498,071      | 1,480,422      | 1,566,848      | 5.8%                  |
| Budget                         | 526,915        | 514,852        | 551,717        | 581,742        | 5.4%                  |
| Purchasing                     | 609,032        | 577,091        | 551,612        | 601,778        | 9.1%                  |
| Safety, Security, & Risk Mgmt. | 4,024,313      | 6,662,038      | 4,309,813      | 5,098,182      | 18.3%                 |
| Sales Tax                      | 871,060        | 883,976        | 982,554        | 911,079        | -7.3%                 |
| Recreation                     | 8,594,093      | 8,888,553      | 8,524,760      | 8,184,345      | -4.0%                 |
| Community Services Admin       | 330,454        | 358,783        | 359,538        | 297,801        | -17.2%                |
| Park Planning & Development    | 9,202,220      | 10,348,670     | 5,372,071      | 8,059,110      | 50.0%                 |
| Cultural Services              | 9,328,808      | 9,423,144      | 7,901,134      | 7,785,234      | -1.5%                 |
| Parks                          | 18,180,811     | 17,817,514     | 19,297,987     | 18,089,296     | -6.3%                 |
| Natural Areas                  | 11,872,774     | 12,531,014     | 22,242,513     | 12,861,340     | -42.2%                |
| Utility Financial Operations   | 35,251,725     | 34,499,316     | 19,208,386     | 20,105,566     | 4.7%                  |
| Utilities Strategic Planning   | 201,998        | 272,952        | 256,788        | 280,930        | 9.4%                  |
| Utility Tech. & Cust. Service  | 5,550,437      | 6,804,064      | 4,603,455      | 4,760,621      | 3.4%                  |
| Utilities Customer Connections | 14,531,494     | 13,293,826     | 16,397,558     | 15,120,329     | -7.8%                 |
| L&P Administration             | 124,474,773    | 123,802,312    | 124,014,213    | 118,062,448    | -4.8%                 |
| Ut Water Quality Services Div  | 2,687,351      | 2,690,075      | 2,986,014      | 2,722,959      | -8.8%                 |
| Ut Process & Supervis Cntr Div | 624,708        | 708,902        | 693,715        | 717,648        | 3.4%                  |
| Ut Enviro Regulatory Affairs   | 1,347,458      | 1,367,933      | 1,379,259      | 1,306,241      | -5.3%                 |
| Ut Water Production Div        | 10,294,164     | 5,727,879      | 7,494,570      | 7,235,796      | -3.5%                 |
| Ut Water Resources Div         | 3,054,189      | 2,740,568      | 3,368,698      | 3,404,509      | 1.1%                  |
| Ut Wtr Reclama & Biosolids Div | 11,769,845     | 10,198,003     | 9,132,187      | 6,953,265      | -23.9%                |
| Ut Collection System Div       | 3,712,261      | 2,864,089      | 3,979,538      | 3,993,171      | 0.3%                  |
| Ut Distribution System Div     | 6,577,322      | 7,012,607      | 5,215,810      | 5,634,947      | 8.0%                  |
| Ut Drainage System Div         | 3,212,042      | 4,015,897      | 6,011,843      | 3,679,128      | -38.8%                |
| Ut Water Meters Div            | 641,848        | 731,864        | 787,409        | 938,716        | 19.2%                 |
| Ut Development Review Div      | 0              | 297,611        | 0              | 0              |                       |
| Ut Mstr Plan & Fldpl Admin Div | 93,336         | 437,559        | 563,978        | 0              | -100.0%               |
| Ut Water Systems Engr Div      | 5,166,071      | 5,312,841      | 4,077,929      | 26,095,847     | 539.9%                |
| L&P Electrical Engineering     | 3,369,349      | 3,508,183      | 3,826,200      | 3,819,756      | -0.2%                 |
| L&P Operations & Technology    | 2,742,343      | 2,853,980      | 2,336,868      | 3,023,591      | 29.4%                 |
| Ut Water UTL Engineering Div   | 3,282,415      | 2,014,463      | 2,295,039      | 2,975,747      | 29.7%                 |
| L&P Electric Field Services    | 11,354,460     | 10,565,750     | 11,726,635     | 10,282,261     | -12.3%                |
| Utilities Management           | 1,070,158      | 1,006,852      | 989,742        | 1,011,564      | 2.2%                  |
| Safety and Security            | 126,684        | 117,849        | 524,839        | 113,879        | -78.3%                |
| Broadband                      | 5,386,915      | 24,050,065     | 12,811,670     | 12,933,970     | 1.0%                  |
| PDT Administration             | 2,674,582      | 1,704,111      | 1,556,379      | 1,614,864      | 3.8%                  |
| Transfort / Parking Services   | 25,076,673     | 27,850,417     | 24,140,130     | 25,239,813     | 4.6%                  |
| Comm Dev & Neighborhood Svcs   | 9,037,214      | 9,289,309      | 9,108,147      | 8,524,561      | -6.4%                 |
| FC Moves                       | 2,289,113      | 1,587,763      | 1,312,759      | 1,659,092      | 26.4%                 |
| Streets                        | 24,842,379     | 26,314,049     | 24,371,584     | 23,961,509     | -1.7%                 |
| Traffic                        | 4,486,298      | 4,114,728      | 5,025,530      | 4,385,551      | -12.7%                |
| Engineering                    | 21,391,813     | 21,238,385     | 22,480,911     | 20,956,660     | -6.8%                 |

## EXPENDITURES BY AREA

|                                | Actual<br>2018       | Actual<br>2019       | Budget<br>2020       | Budget<br>2021       | % Change<br>From 2020 |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| City Clerk's Office            | 830,567              | 1,128,105            | 890,723              | 1,289,713            | 44.8%                 |
| City Council                   | 185,563              | 218,441              | 163,456              | 182,790              | 11.8%                 |
| City Manager's Office          | 2,619,969            | 2,752,690            | 11,845,092           | 2,873,036            | -75.7%                |
| Municipal Court                | 1,051,011            | 1,139,727            | 1,312,138            | 1,393,977            | 6.2%                  |
| City Attorney's Office         | 2,389,422            | 2,702,177            | 2,838,608            | 2,861,018            | 0.8%                  |
| Information Technology         | 10,722,085           | 10,220,393           | 11,048,840           | 9,681,470            | -12.4%                |
| Comm. & Public Involvement     | 3,037,988            | 3,359,354            | 3,192,848            | 3,025,540            | -5.2%                 |
| Human Resources                | 34,188,130           | 33,426,438           | 41,472,426           | 38,885,821           | -6.2%                 |
| Operation Services             | 24,251,373           | 23,732,240           | 25,753,510           | 21,543,159           | -16.3%                |
| Economic Health Office         | 2,790,441            | 2,058,873            | 1,467,330            | 1,694,304            | 15.5%                 |
| Social Sustainability          | 2,250,168            | 2,605,343            | 5,622,519            | 3,229,994            | -42.6%                |
| Environmental Services         | 2,937,682            | 2,283,106            | 1,976,482            | 1,905,270            | -3.6%                 |
| Sustainability Services Admin  | 495,171              | 491,705              | 503,815              | 518,646              | 2.9%                  |
| Urban Renewal Authority        | 3,463,826            | 4,197,833            | 4,855,443            | 5,068,599            | 4.4%                  |
| Non Departmental               | 6,657,700            | 6,919,054            | 8,088,228            | 7,749,983            | -4.2%                 |
| Poudre Fire Authority          | 28,067,249           | 29,824,491           | 30,842,208           | 31,007,586           | 0.5%                  |
| Downtown Development Authority | 9,790,608            | 8,841,760            | 19,534,122           | 19,534,122           | 0.0%                  |
| Debt & Other Uses              | 22,891,770           | 27,847,522           | 19,655,644           | 22,288,421           | 13.4%                 |
| Transfers Out                  | 55,602,097           | 78,716,537           | 71,548,260           | 66,487,105           | -7.1%                 |
| <b>TOTAL</b>                   | <b>\$672,929,017</b> | <b>\$722,276,048</b> | <b>\$716,127,812</b> | <b>\$695,982,737</b> | <b>-2.8%</b>          |
| Less:                          |                      |                      |                      |                      |                       |
| Internal Service Funds         | (75,673,538)         | (76,735,262)         | (83,847,918)         | (79,941,541)         | -4.7%                 |
| Transfers                      | (55,602,097)         | (78,716,537)         | (71,548,260)         | (66,487,105)         | -7.1%                 |
| GID #1, #15                    | (496,551)            | (278,702)            | (353,000)            | (809,791)            | 129.4%                |
| URA Funds                      | (5,439,494)          | (10,928,573)         | (6,596,898)          | (6,706,744)          | 1.7%                  |
| Downtown Development Authority | (9,790,608)          | (8,841,760)          | (19,534,122)         | (19,534,122)         | 0.0%                  |
| <b>NET EXPENDITURES</b>        | <b>\$525,926,729</b> | <b>\$546,775,214</b> | <b>\$534,247,613</b> | <b>\$522,503,434</b> | <b>-2.2%</b>          |

# SUMMARY OF CHANGE IN FUND BALANCE - 2021

| Fund                            | 2021<br>Beginning<br>Fund Balance | Revenue            | Expenditures       | Net of<br>Revenue &<br>Expenditures | Net<br>Adjustments<br>to GAAP | Fund Ending<br>Balance | Percent<br>Change |
|---------------------------------|-----------------------------------|--------------------|--------------------|-------------------------------------|-------------------------------|------------------------|-------------------|
| General Fund                    | 64,257,400                        | 174,988,025        | 182,338,195        | -7,350,170                          | 0                             | 56,907,230             | -11.4%            |
| Capital Expansion Fund          | 19,319,127                        | 3,243,741          | 5,409,839          | -2,166,098                          | 0                             | 17,153,029             | -11.2%            |
| Sales & Use Tax Fund            | 834,831                           | 7,822,657          | 7,822,657          | 0                                   | 0                             | 834,831                | 0.0%              |
| Keep Fort Collins Great Fund    | 6,768,167                         | 58,238             | 2,906,991          | -2,848,753                          | 0                             | 3,919,414              | -42.1%            |
| Community Capital Improvement   | 14,416,871                        | 7,895,652          | 2,893,414          | 5,002,238                           | 0                             | 19,419,109             | 583.8%            |
| Natural Areas Fund              | 10,651,168                        | 12,409,374         | 12,635,594         | -226,220                            | 0                             | 10,424,948             | -2.1%             |
| Cultural Services Fund          | 3,122,445                         | 3,868,795          | 3,932,349          | -63,554                             | 0                             | 3,058,891              | -2.0%             |
| Recreation Fund                 | 2,845,993                         | 7,949,467          | 8,227,939          | -278,472                            | 0                             | 2,567,521              | -9.8%             |
| Cemeteries Fund                 | 540,822                           | 775,625            | 773,514            | 2,111                               | 0                             | 542,933                | 0.4%              |
| Perpetual Care Fund             | 2,094,531                         | 75,027             | 26,027             | 49,000                              | 0                             | 2,143,531              | 2.3%              |
| Museum Fund                     | 643,947                           | 1,066,580          | 1,079,098          | -12,518                             | 0                             | 631,429                | -1.9%             |
| Transit Services Fund           | 6,560,192                         | 20,444,555         | 23,368,114         | -2,923,559                          | 0                             | 3,636,633              | -44.6%            |
| Transportation CEF Fund         | 9,358,675                         | 3,223,848          | 2,159,054          | 1,064,794                           | 0                             | 10,423,469             | 11.4%             |
| Transportation Fund             | 10,047,696                        | 33,449,693         | 34,872,691         | -1,422,998                          | 0                             | 8,624,698              | -14.2%            |
| Parking Fund                    | 1,451,405                         | 2,663,243          | 2,663,243          | 0                                   | 0                             | 1,451,405              | 0.0%              |
| Capital Leasing Corp Fund       | 0                                 | 4,795,226          | 4,795,226          | 0                                   | 0                             | 0                      | 0.0%              |
| Neighborhood Parkland Fund      | 11,014,106                        | 1,578,594          | 1,489,355          | 89,239                              | 0                             | 11,103,345             | 0.8%              |
| Conservation Trust Fund         | 2,840,082                         | 1,622,152          | 2,557,174          | -935,022                            | 0                             | 1,905,060              | -32.9%            |
| Capital Projects Fund           | 26,942,704                        | 14,462,563         | 23,139,414         | -8,676,851                          | 0                             | 18,265,853             | -32.2%            |
| Golf Fund                       | 6,951,734                         | 3,657,699          | 3,631,315          | 26,384                              | 119,340                       | 7,097,458              | 2.1%              |
| Electric and Telecommunications | 197,725,049                       | 158,068,094        | 164,515,470        | -6,447,376                          | -7,399,093                    | 183,878,580            | -7.0%             |
| Water Fund                      | 335,863,413                       | 33,197,155         | 35,394,868         | -2,197,713                          | 3,751,596                     | 337,417,296            | 0.5%              |
| Wastewater Fund                 | 194,180,507                       | 25,134,638         | 31,996,492         | -6,861,854                          | 9,936,526                     | 197,255,179            | 1.6%              |
| Stormwater Fund                 | 157,861,471                       | 18,414,820         | 21,510,307         | -3,095,487                          | 9,579,291                     | 164,345,275            | 4.1%              |
| Equipment Fund                  | 14,711,528                        | 12,348,149         | 12,077,533         | 270,616                             | 885,262                       | 15,867,406             | 7.9%              |
| Self Insurance Fund             | 1,983,278                         | 5,693,464          | 5,318,250          | 375,214                             | 0                             | 2,358,492              | 18.9%             |
| Data & Communications Fund      | 2,479,561                         | 9,894,689          | 10,403,689         | -509,000                            | 187,000                       | 2,157,561              | -13.0%            |
| Benefits Fund                   | 14,696,962                        | 35,236,405         | 36,329,581         | -1,093,176                          | 0                             | 13,603,786             | -7.4%             |
| Utility CS&A Fund               | 1,261,433                         | 18,935,437         | 18,935,437         | 0                                   | 159,323                       | 1,420,756              | 12.6%             |
| Employees' Retirement Fund      | 43,736,063                        | 1,490,411          | 5,729,250          | -4,238,839                          | 0                             | 39,497,224             | -9.7%             |
| General Improvement District 1  | 952,568                           | 363,135            | 808,791            | -445,656                            | 0                             | 506,912                | -46.8%            |
| GID #15 - SKYVIEW               | 171,162                           | 34,643             | 1,000              | 33,643                              | 0                             | 204,805                | 19.7%             |
| URA - N. College District       | 1,460,716                         | 2,464,921          | 1,821,087          | 643,834                             | 953,567                       | 3,058,117              | 109.4%            |
| URA - Prospect South TIF Dist   | 1,282,296                         | 754,202            | 437,891            | 316,311                             | 220,000                       | 1,818,607              | 41.8%             |
| URA - MALL FUND                 | 14,785                            | 4,452,580          | 4,447,766          | 4,814                               | 0                             | 19,599                 | 32.6%             |
| <b>TOTAL</b>                    | <b>1,169,042,685</b>              | <b>632,533,497</b> | <b>676,448,615</b> | <b>(43,915,118)</b>                 | <b>18,392,812</b>             | <b>1,143,520,379</b>   | <b>-2.2%</b>      |

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

| <b>Service Area and Department</b>                    | <b>Budget<br/>2019</b> | <b>Budget<br/>2020</b> | <b>Revised<br/>2020</b> | <b>Recommended<br/>2021</b> |
|---|------------------------|------------------------|-------------------------|-----------------------------|
| <b>Community Services</b>                             | <b>220.75</b>          | <b>222.75</b>          | <b>223.75</b>           | <b>224.75</b>               |
| Community Services Admin                              | 1.00                   | 1.00                   | 2.00                    | 2.00                        |
| Cultural Services                                     | 40.00                  | 42.00                  | 42.50                   | 42.50                       |
| Natural Areas   | 44.50                  | 44.50                  | 43.50                   | 43.50                       |
| Park Planning & Development                           | 7.00                   | 7.00                   | 7.00                    | 7.00                        |
| Parks   | 88.25                  | 88.25                  | 87.75                   | 88.75                       |
| Recreation  | 40.00                  | 40.00                  | 41.00                   | 41.00                       |
| <b>Executive Services</b>                             | <b>21.50</b>           | <b>21.50</b>           | <b>26.10</b>            | <b>25.50</b>                |
| City Clerk  | 6.00                   | 6.00                   | 8.00                    | 8.00                        |
| City Manager  | 15.50                  | 15.50                  | 18.10                   | 17.50                       |
| <b>Executive Services</b>                             | <b>9.80</b>            | <b>10.55</b>           | <b>10.80</b>            | <b>10.80</b>                |
| Municipal Court                                       | 9.80                   | 10.55                  | 10.80                   | 10.80                       |
| <b>Executive Services</b>                             | <b>20.25</b>           | <b>20.25</b>           | <b>20.75</b>            | <b>20.75</b>                |
| City Attorney   | 20.25                  | 20.25                  | 20.75                   | 20.75                       |
| <b>Financial Services</b>                             | <b>47.80</b>           | <b>46.80</b>           | <b>48.00</b>            | <b>49.00</b>                |
| Accounting and Treasury                               | 14.00                  | 14.00                  | 14.00                   | 15.00                       |
| Budget  | 5.00                   | 5.00                   | 5.00                    | 5.00                        |
| Finance Administration                                | 7.00                   | 7.00                   | 6.00                    | 6.00                        |
| Purchasing  | 8.00                   | 8.00                   | 8.00                    | 8.00                        |
| Safety & Risk Management                              | 7.80                   | 7.80                   | 9.00                    | 9.00                        |
| Sales Tax   | 6.00                   | 5.00                   | 6.00                    | 6.00                        |
| <b>Information &amp; Employee Services</b>            | <b>188.30</b>          | <b>186.30</b>          | <b>191.50</b>           | <b>192.50</b>               |
| Communications & Public Involvement                   | 16.30                  | 16.30                  | 16.50                   | 16.50                       |
| Human Resources                                       | 27.00                  | 26.00                  | 27.00                   | 27.00                       |
| Information Technology                                | 70.00                  | 69.00                  | 73.00                   | 74.00                       |
| Operation Services                                    | 75.00                  | 75.00                  | 75.00                   | 75.00                       |
| <b>Police Services</b>                                | <b>322.75</b>          | <b>326.75</b>          | <b>326.75</b>           | <b>326.75</b>               |
| Investigations  | 56.00                  | 56.00                  | 61.00                   | 58.00                       |
| Patrol  | 136.75                 | 141.75                 | 121.00                  | 121.00                      |
| Police Administration                                 | 19.00                  | 19.00                  | 20.75                   | 20.75                       |
| Police Information Services                           | 71.00                  | 71.00                  | 63.00                   | 66.00                       |
| Special Operations                                    | 40.00                  | 39.00                  | 61.00                   | 61.00                       |
| <b>Planning, Development &amp; Transportation</b>     | <b>316.25</b>          | <b>316.25</b>          | <b>324.75</b>           | <b>327.75</b>               |
| Comm Dev & Neighborhood Svcs                          | 65.00                  | 65.00                  | 66.00                   | 66.00                       |
| Engineering   | 33.00                  | 33.00                  | 33.00                   | 33.00                       |
| FC Moves  | 7.00                   | 7.00                   | 9.00                    | 9.00                        |
| PDT Administration                                    | 10.00                  | 10.00                  | 9.00                    | 9.00                        |
| Streets   | 47.50                  | 47.50                  | 47.50                   | 50.50                       |
| Traffic   | 27.00                  | 27.00                  | 27.00                   | 27.00                       |
| Transfort / Parking Services                          | 126.75                 | 126.75                 | 133.25                  | 133.25                      |
| <b>Sustainability Services</b>                        | <b>29.50</b>           | <b>29.50</b>           | <b>30.75</b>            | <b>32.75</b>                |
| Economic Health Office                                | 5.00                   | 5.00                   | 5.00                    | 5.00                        |
| Environmental Services                                | 13.50                  | 13.50                  | 13.75                   | 13.75                       |
| Social Sustainability                                 | 7.50                   | 7.50                   | 7.00                    | 9.00                        |
| Sustainability Services Admin                         | 3.50                   | 3.50                   | 4.00                    | 4.00                        |
| Urban Renewal Authority                               | 0.00                   | 0.00                   | 1.00                    | 1.00                        |
| <b>Utility Services</b>                               | <b>430.00</b>          | <b>431.00</b>          | <b>442.00</b>           | <b>455.00</b>               |
| Broadband   | 29.00                  | 29.00                  | 39.00                   | 52.00                       |
| Water   | 97.00                  | 97.00                  | 99.00                   | 98.00                       |
| Wastewater  | 63.00                  | 63.00                  | 62.00                   | 62.00                       |
| Stormwater  | 28.50                  | 28.50                  | 27.50                   | 27.50                       |
| Utilties CS&A   | 87.50                  | 88.50                  | 88.50                   | 89.50                       |
| Light & Power   | 125.00                 | 125.00                 | 126.00                  | 126.00                      |
| <b>TOTAL CLASSIFIED/UNCLASSIFIED</b>                  | <b>1,606.90</b>        | <b>1,611.65</b>        | <b>1,645.15</b>         | <b>1,665.55</b>             |
| <b>CONTRACTUAL</b>                                    | <b>31.75</b>           | <b>29.75</b>           | <b>26.75</b>            | <b>22.75</b>                |
| <b>TOTAL CLASSIFIED/UNCLASSIFIED/<br/>CONTRACTUAL</b> | <b>1,638.65</b>        | <b>1,641.40</b>        | <b>1,671.90</b>         | <b>1,688.30</b>             |

**2021 Full Time Equivalents (“FTE”)**

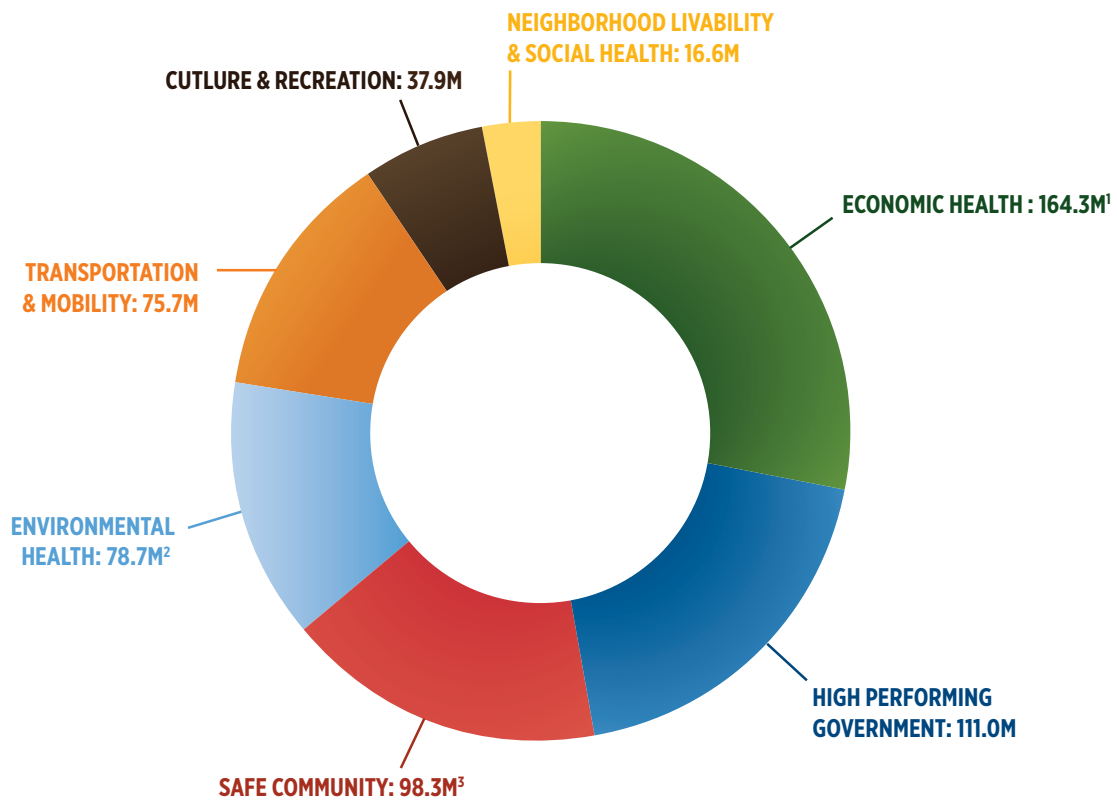
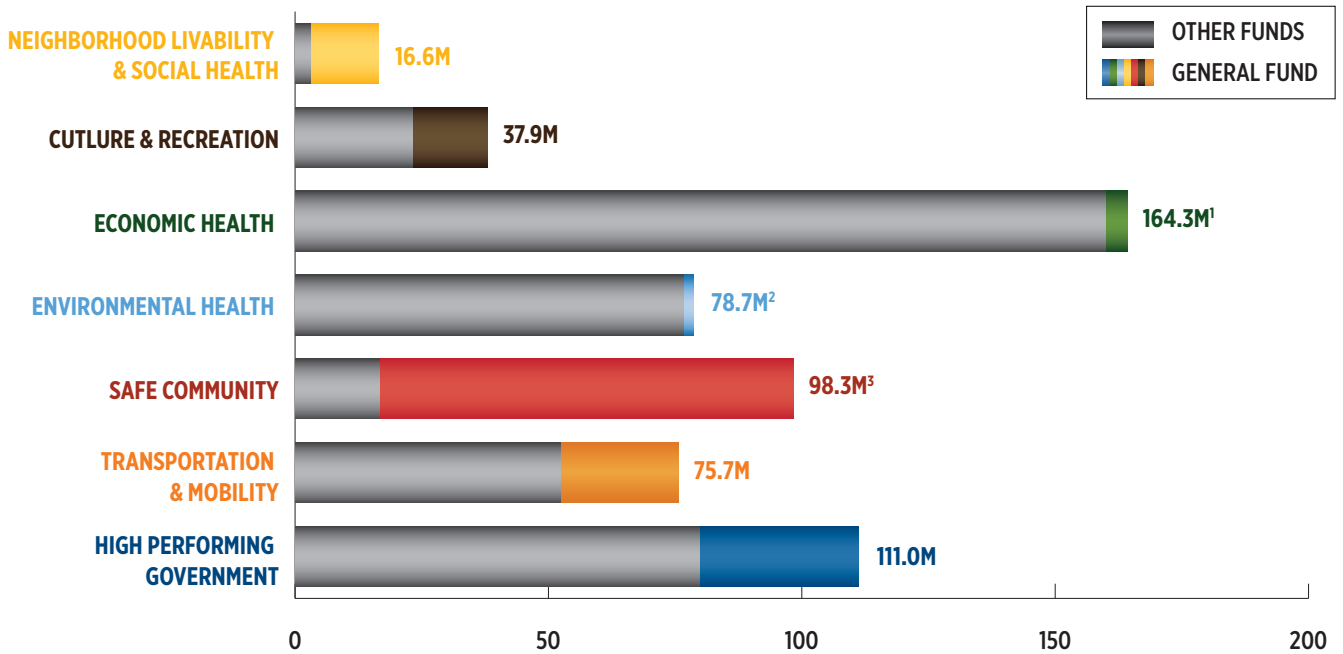
A proposed net increase of 16.40 FTE is included in the 2021 Recommended Budget. The net increase includes the addition of 21.00 classified/unclassified FTE and 6.00 contractual FTE. In addition, the recommended budget includes a 0.60 FTE reduction in classified/unclassified management personnel, and a reduction of 10.00 contractual FTE. The following table summarizes the FTE changes in classified, unclassified management and contractual positions by Service Area.

| Service Area                                    | Classified & Unclassified Mgmt |              | Contractual |               | Net Increase<br>(Decrease) FTE |
|---|--------------------------------|--------------|-------------|---------------|--------------------------------|
|   | Additions                      | Reductions   | Additions   | Reductions    |                                |
| Community Services                              | 1.0                            |              | 2.0         | (2.0)         | 1.0                            |
| Executive Services                              |                                | (0.6)        |             |               | (0.6)                          |
| Financial Services                              | 1.0                            |              |             | (1.0)         | 0.0                            |
| Information & Employee Services                 | 1.0                            |              |             |               | 1.0                            |
| Planning, Development & Transportation Services | 3.0                            |              |             | (4.0)         | (1.0)                          |
| Sustainability Services                         | 2.0                            |              | 1.0         | (2.0)         | 1.0                            |
| Utility Services                                | 13.0                           |              | 3.0         | (1.0)         | 15.0                           |
| <b>Total</b>                                    | <b>21.0</b>                    | <b>(0.6)</b> | <b>6.0</b>  | <b>(10.0)</b> | <b>16.4</b>                    |



# TOTAL ALLOCATION BY OUTCOME: \$696.0M\*

## 2021 General Fund & Other Funds



\* In addition to the seven outcomes, the total allocation by results also includes \$113.5M in 2021 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

| <b>Offers In Outcomes</b>                 | <u><b>2021</b></u>        |
|---|---------------------------|
| Neighborhood Livability and Social Health | 16,556,500                |
| Culture and Recreation                    | 37,915,813                |
| Economic Health                           | 164,283,958               |
| Environmental Health                      | 78,668,006                |
| Safe Community                            | 98,280,911                |
| Transportation                            | 75,701,833                |
| High Performing Government                | 111,038,060               |
| <b>Total Outcomes</b>                     | <u><b>582,445,081</b></u> |

## Offers Not Included in Outcomes

| <u><b>Type</b></u> | <u><b>Offer</b></u>   | <u><b>2021</b></u>                 |
|--------------------|---|------------------------------------|
| <b>Other</b>       | 15.1 Utilities: Light & Power - Payments and Transfers  | 17,224,819                         |
|                    | 15.2 Utilities: Water - Payments & Transfers  | 8,073,117                          |
|                    | 15.3 Utilities: Wastewater - Payments and Transfers   | 7,784,766                          |
|                    | 15.4 Utilities: Stormwater - Payments & Transfers   | 5,858,500                          |
|                    | 15.5 Utility Funds Transfers to the General Fund  | 1,302,306                          |
|                    | 15.6 Utility Funds Transfers to other Funds (not General Fund)                                  | 660,199                            |
|                    | 36.1 General Fund Off the Top: Insurance, GERP Supplemental, SRM Admin charge                   | 1,964,481                          |
|                    | 36.2 General Employee's Retirement Plan   | 5,729,250                          |
|                    | 36.3 Debt Service - Capital Leasing   | 4,795,226                          |
|                    | 36.5 General Fund Non-Departmental: Other (Property Tax, Contingency)                           | 790,000                            |
|                    | 36.6 Enhancement: 3.0 FTE Conversion from Contractual - Traffic Control Supervisors             | 9,222                              |
|                    | 71.1 Skyview South GID #15 Budget Offer   | 1,000                              |
| <b>Transfers</b>   | 72.1 General Fund Support to Various Funds for Operations and Debt Service                      | 31,918,484                         |
|                    | 72.2 Capital Expansion Fund Transfers - Community Parks, Police and General Government Interest | 5,409,839                          |
|                    | 72.3 Transfers to the General Fund  | 3,599,634                          |
|                    | 72.4 Sales & Use Tax Fund Transfer (to Natural Areas)   | 7,822,657                          |
|                    | 72.5 Capital Project Fund Transfer  | 6,303,000                          |
|                    | 72.6 BOB O&M Transfer   | 66,000                             |
|                    | 72.7 Community Capital Improvement Program (CCIP) O&M   | 149,000                            |
|                    | 72.8 Community Capital Improvement Program (CCIP) - Transfer to Capital Projects                | 2,244,414                          |
|                    | 72.9 Transfers between Funds (not General Fund)   | 1,831,742                          |
|                    | <b>Sub-total</b>  | <u><b>\$113,537,656</b></u>        |
|                    | <b>Total Appropriations</b>   | <u><u><b>\$695,982,737</b></u></u> |

# 2021 PROPOSED APPROPRIATIONS

|  | <b>2021</b>          |
|--|----------------------|
| <b>GENERAL FUND</b>  | <b>\$182,338,195</b> |
| <b>ENTERPRISE FUNDS</b>  |                      |
| <b>Golf Fund</b>   |                      |
| Operating Total  | 3,631,315            |
| <b>Total Golf Fund</b>   | <b>\$3,631,315</b>   |
| <b>Light &amp; Power Fund</b>  |                      |
| Operating Total  | \$140,369,413        |
| Capital:   |                      |
| Data Management Program and Analytics Platform                               | 228,627              |
| Art in Public Places   | 14,220               |
| CMMS–Maintenance Management  | 250,000              |
| Dist. System Impr. & Replace.  | 1,972,000            |
| New Capacity-Circuits  | 712,000              |
| Operational Technology   | 1,045,500            |
| Service Center - L&P Parent  | 110,000              |
| Substation Cap Prj - Parent  | 250,000              |
| Capital Total  | 4,582,347            |
| <b>Total Light &amp; Power Fund</b>  | <b>\$144,951,760</b> |
| <b>Water Fund</b>  |                      |
| Operating Total  | \$25,729,475         |
| Capital:   |                      |
| 2019-Enviro Learn Center Dam   | 500,000              |
| Data Management Program and Analytics Platform                               | 153,608              |
| Poudre Canyon Raw Waterline Improvements                                     | 3,200,000            |
| Galvanized Service Replacement   | 500,000              |
| North Mason Waterline  | 100,000              |
| Distribution Replacement Program   | 1,000,000            |
| Operational Technology Asset Replacement Program (SCADA)                     | 515,000              |
| Art in Public Places   | 60,500               |
| CMMS–Maintenance Management  | 166,285              |
| PARENT-Distro Small Projects   | 1,540,000            |
| PARENT-Water Prod Replcmt Prgm   | 1,000,000            |
| PARENT-Watershed Protection  | 80,000               |
| PARENT-Wtr Meter Replacement   | 850,000              |
| Capital Total  | 9,665,393            |
| <b>Total Water Fund</b>  | <b>\$35,394,868</b>  |
| <b>Wastewater Fund</b>   |                      |
| Operating Total  | \$18,142,466         |
| Capital:   |                      |
| DWRP North Process Train Clarifier Replacement Design and Construction       | 6,200,000            |
| Meadow Springs Ranch Vehicle Storage Facility                                | 300,000              |
| North Mason Sewer Main - Design  | 100,000              |
| Developer Repayments   | 750,000              |
| Collection Replacement Program   | 3,000,000            |
| Data Management Program and Analytics Platform                               | 110,741              |
| Capital Replacement Operational Technology Asset Replacement Program (SCADA) | 7,500                |
| Art in Public Places   | 119,500              |

# 2021 PROPOSED APPROPRIATIONS

|   |                             |
|---|-----------------------------|
|   | <b>2021</b>                 |
| CMMS–Maintenance Management                         | 166,285                     |
| PARENT-Collect Small Projects                       | 1,500,000                   |
| PARENT-Cured In Place Pipe                          | 600,000                     |
| PARENT-Water Recl Replcmt Prgm                      | 1,000,000                   |
| Capital Total                                       | <u>13,854,026</u>           |
| <b>Total Wastewater Fund</b>                        | <b><u>\$31,996,492</u></b>  |
| <br>  |                             |
| <b>Stormwater Fund</b>                              |                             |
| Operating Total                                     | \$10,818,183                |
| Capital:  |                             |
| 2017-Castlerock SW Remediation                      | 750,000                     |
| 2017-Magnolia St Outfall Ph 1                       | 500,000                     |
| 2019 - N Mason Area Drainage                        | 1,500,000                   |
| Data Management Program and Analytics Platform      | 100,024                     |
| Art in Public Places                                | 77,100                      |
| Stream Rehabilitation Program                       | 3,100,000                   |
| Poudre Levee Program (Design and some construction) | 1,000,000                   |
| Boxelder Watershed Dams                             | 200,000                     |
| Land Acquisition                                    | 250,000                     |
| Glenmoor Pond Enhancements                          | 250,000                     |
| Cured-in-Place Pipe Lining                          | 450,000                     |
| CMMS–Maintenance Management                         | 55,000                      |
| Developer Repays                                    | 510,000                     |
| Master Planning                                     | 450,000                     |
| Stormwater Basin Improvements                       | 1,500,000                   |
| Capital Total                                       | <u>10,692,124</u>           |
| <b>Total Stormwater Fund</b>                        | <b><u>\$21,510,307</u></b>  |
| <br>  |                             |
| <b>Broadband Fund</b>                               |                             |
| Operating Total                                     | \$19,563,710                |
| <b>Total Broadband Fund</b>                         | <b><u>\$19,563,710</u></b>  |
| <br>  |                             |
| <b>TOTAL ENTERPRISE FUNDS</b>                       | <b><u>\$257,048,452</u></b> |
| <br>  |                             |
| <b>INTERNAL SERVICE FUNDS</b>                       |                             |
| Benefits  | \$36,329,581                |
| Data & Communications                               | 10,403,689                  |
| Equipment   | 12,077,533                  |
| Self Insurance                                      | 5,318,250                   |
| Utility Customer Service & Administration           | 18,935,437                  |
| <b>TOTAL INTERNAL SERVICE FUNDS</b>                 | <b><u>\$83,064,490</u></b>  |
| <br>  |                             |
| <b>SPECIAL REVENUE FUNDS</b>                        |                             |
| Capital Expansion Fund                              | \$5,409,839                 |
| Capital Leasing Corporation Fund                    | 4,795,226                   |
| Cemeteries Fund                                     | 773,514                     |
| Cultural Services Fund                              |                             |
| Operating Total                                     | 3,755,537                   |
| Capital:  |                             |
| Art in Public Places                                | 176,812                     |
| <b>Total Cultural Services Fund</b>                 | <b><u>\$3,932,349</u></b>   |

# 2021 PROPOSED APPROPRIATIONS

|   | <b>2021</b>          |
|---|----------------------|
| General Employees' Retirement Fund                    | \$5,729,250          |
| Keep Fort Collins Great Fund                          |                      |
| Operating Total                                       | 2,906,991            |
| Total Keep Fort Collins Great Fund                    | \$2,906,991          |
| Museum  | 1,079,098            |
| Natural Areas   | 12,635,594           |
| Parking   | 2,663,243            |
| Perpetual Care  | 26,027               |
| Recreation  | 8,227,939            |
| Sales and Use Tax                                     | 7,822,657            |
| Transportation CEF Fund                               | 2,159,054            |
| Transit Services Fund                                 | 23,368,114           |
| Transportation Fund                                   | 34,872,691           |
| <b>TOTAL SPECIAL REVENUE &amp; DEBT SERVICE FUNDS</b> | <b>\$116,401,586</b> |
| <br>  |                      |
| <b>CAPITAL IMPROVEMENT FUNDS</b>                      |                      |
| <b>General City Capital</b>                           |                      |
| Operating Total                                       | \$66,000             |
| Capital:  |                      |
| CCIP Arterial Intersection Imp                        | 400,000              |
| CCIP Bicycle Infrastructure Im                        | 350,000              |
| CCIP Bus Stop Improvements                            | 44,414               |
| CCIP Nature in the City                               | 250,000              |
| CCIP Pedestrian Sidewalk - ADA                        | 1,200,000            |
| City Bridge Program                                   | 1,700,000            |
| College Signals                                       | 969,000              |
| East District Maint Fac                               | 4,800,000            |
| Lemay/Vine Grade Sep Crossing                         | 12,000,000           |
| Oak Street Plaza Renovation                           | 85,000               |
| Parks Raw Water Study                                 | 150,000              |
| Railroad Crossing Replacment                          | 125,000              |
| Vine/Timberline Interstecion                          | 1,000,000            |
| <b>Total General City Capital</b>                     | <b>\$23,139,414</b>  |
| <br>  |                      |
| <b>Community Capital Improvement</b>                  |                      |
| Afford Housing Capital Program                        | 500,000              |
| Arterial Intersection Imprvmt                         | 400,000              |
| Bicycle Infrastructure Imprvmt                        | 350,000              |
| Bus Stop Improvements                                 | 44,414               |
| Gardens Visitor Ctr Expansion                         | 40,000               |
| Lincoln Avenue Bridge                                 | 36,000               |
| Linden St Renovation                                  | 12,000               |
| Nature in the City                                    | 250,000              |
| Pedestrian Sidewalk - ADA                             | 1,200,000            |
| Poudre River Proj (CCIP only)                         | 50,000               |
| Willow Street Improvements                            | 11,000               |
| <b>Total Community Capital Improvement</b>            | <b>\$2,893,414</b>   |

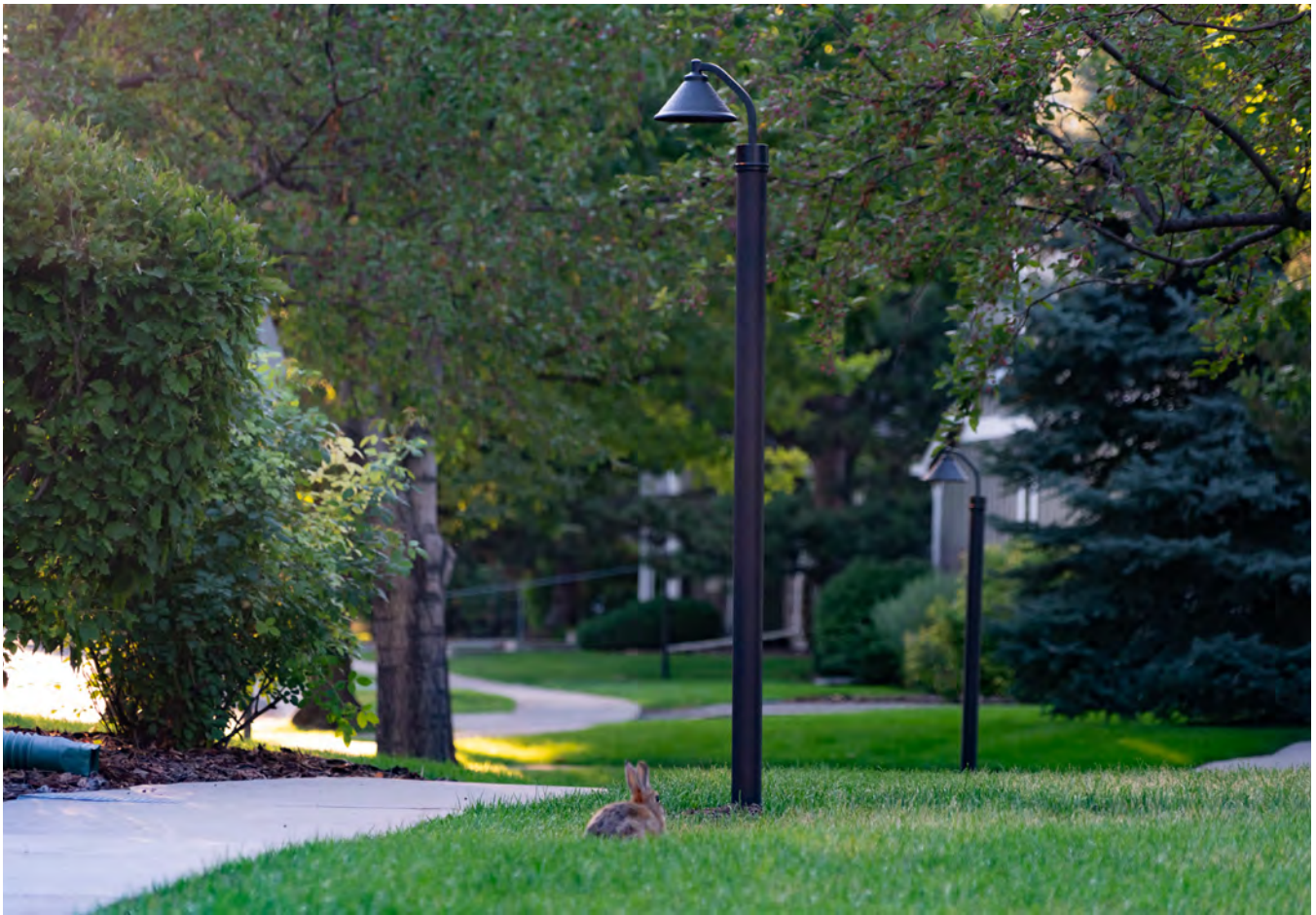
# 2021 PROPOSED APPROPRIATIONS

|   | <b>2021</b>        |
|---|--------------------|
| <b>Conservation Trust Fund</b>          |                    |
| Operating Total                         | \$1,057,174        |
| Capital:                                |                    |
| Poudre Trail at I-25                    | 1,500,000          |
| <b>Total Conservation Trust Fund</b>    | <b>\$2,557,174</b> |
| <br><b>Neighborhood Parkland Fund</b>   |                    |
| Operating Total                         | \$389,355          |
| Capital:                                |                    |
| East Comm Pk Maint Fac                  | 1,000,000          |
| Side Hill Neighborhood Park             | 100,000            |
| <b>Total Neighborhood Parkland Fund</b> | <b>\$1,489,355</b> |

**These funds are included in the Total City Budget, but adopted on separate Ordinances:**

|   |                      |
|---|----------------------|
| Downtown Development Authority (including debt service funds) | \$19,534,122         |
| General Improvement District #1                               | 808,791              |
| General Improvement District #15 Skyview                      | 1,000                |
| URA Debt Service Funds  | 6,706,744            |
|   | <b>\$27,050,657</b>  |
| <br><b>GRAND TOTAL</b>  | <b>\$695,982,737</b> |





# Neighborhood Livability and Social Health

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

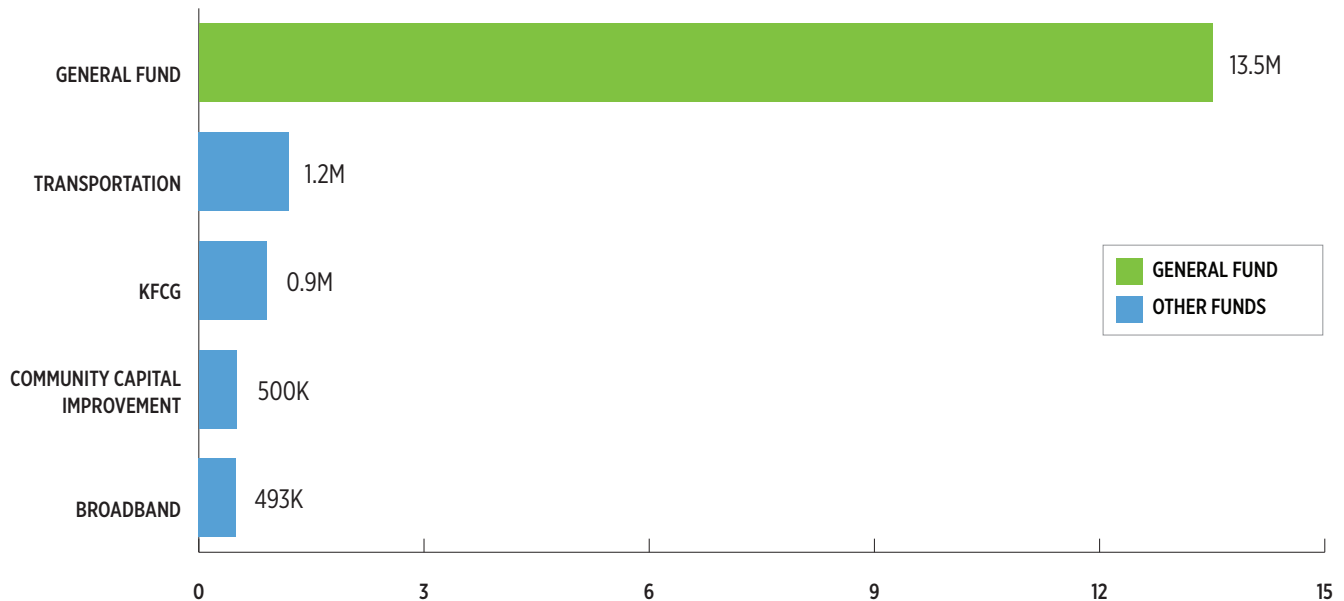




# Neighborhood Livability and Social Health

2021 General Fund & Other Funds – 16.6M

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



## OVERVIEW

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

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

## KEY PURCHASES

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

## ENHANCEMENTS PURCHASED\*

| Offer #                 | Offer Title   | Primary Strat. Obj. | 2021               |
|-------------------------|---|---------------------|--------------------|
| 28.4                    | Continuing Enhancement: Homelessness Initiatives - Continuing Support             | 1.2                 | 398,000            |
| 28.7                    | Continuing Enhancement: Human Services Program Grant Funding                      | 1.2                 | 250,000            |
| 28.8                    | Continuing Enhancement: CCIP - Affordable Housing Capital Fund                    | 1.1                 | 500,000            |
| 42.3                    | Enhancement: Contractual Pruning of Large Diameter Trees                          | 1.9                 | 200,000            |
| <b>Positions Added:</b> |   |                     |                    |
| 28.6                    | Enhancement: 1.0 FTE - Citywide Housing Plan & Implementation and Housing Manager | 1.1                 | 192,404            |
| 42.4                    | Enhancement: Emerald Ash Borer Infestation Management (1.0 FTE Contractual)       | 1.9                 | 299,125            |
| <b>TOTAL:</b>           |   |                     | <b>\$1,839,529</b> |

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

## REDEPLOYS PURCHASED

|                         |   |     |                   |
|-------------------------|---|-----|-------------------|
| 30.13                   | Redeploy & Reduction: Energy Code Compliance Specialist (change to 100% L&P funding)                                | 1.1 | (45,888)          |
| 31.6                    | Redeploy: Code Compliance Officer to Manufactured Housing Liaison   | 1.3 | 175               |
| <b>Positions Added:</b> |   |     |                   |
| 33.3                    | Redeploy: Property and Utility Tax Rebate reductions to support an Income Qualified Navigator (1.0 FTE Contractual) | 1.3 | 0                 |
| <b>TOTAL:</b>           |   |     | <b>(\$45,713)</b> |

## REDUCTIONS PURCHASED

|               |   |  |                    |
|---------------|---|--|--------------------|
| 30.12         | Reduction: Temporary Pause Historic Preservation Intern Program |  | (28,238)           |
| 30.15         | Reduction: Temporary Pause Design Assistance Program            |  | (30,000)           |
| 31.7          | Reduction: Scale Down Larimer Humane Society Service Contract   |  | (132,000)          |
| 31.8          | Reduction: Scale Down Neighborhood Services                     |  | (42,773)           |
| <b>TOTAL:</b> |   |  | <b>(\$233,011)</b> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding   |                         |                                |          |
|---|---------------------|---|-------------------------|--------------------------------|----------|
|   |                     | GENERAL FUND<br>Dedicated   | GENERAL FUND<br>Ongoing | OTHER FUNDS                    | RESERVES |
| 17.1 Graffiti Abatement Program<br>Offer Type: Ongoing  | 138,801             | 0   | 138,801                 | 0                              | 0        |
| 28.1 Social Sustainability Leadership/Equity/Housing & Homelessness<br>Offer Type: Ongoing                        | 415,721             | 0   | 415,721                 | 0                              | 0        |
| 28.4 Continuing Enhancement: Homelessness Initiatives - Continuing Support<br>Offer Type: Enhancement             | 398,000             | 65,077  | 0                       | 0                              | 332,923  |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>                      |                         | <i>Keep Fort Collins Great</i> |          |
| 28.2 Human Service Programs & Affordable Housing<br>Offer Type: Ongoing   | 1,271,782           | 1,271,782   | 0                       | 0                              | 0        |
|   |                     | <i>One-time Revenue<br/>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         | <i>City of Fort Collins</i>    |          |
| 28.6 Enhancement: 1.0 FTE - Citywide Housing Plan & Implementation and Housing Manager<br>Offer Type: Enhancement | 192,404             | 192,404   | 0                       | 0                              | 0        |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>                      |                         |                                |          |
| 28.7 Continuing Enhancement: Human Services Program Grant Funding<br>Offer Type: Enhancement                      | 250,000             | 250,000   | 0                       | 0                              | 0        |
|   |                     | <i>One-time Revenue</i>   |                         |                                |          |
| 28.8 Continuing Enhancement: CCIP - Affordable Housing Capital Fund<br>Offer Type: Enhancement                    | 500,000             | 0   | 0                       | 500,000                        | 0        |
|   |                     | <i>Community Capital Improvement</i>  |                         |                                |          |
| 30.1 Development Services<br>Offer Type: Ongoing  | 1,586,002           | 1,586,002   | 0                       | 0                              | 0        |
|   |                     | <i>Development Review</i>   |                         |                                |          |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding  |                         |             |          |
|--|---------------------|--|-------------------------|-------------|----------|
|  |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS | RESERVES |
| 30.2 Long-Range Planning<br>Offer Type: Ongoing  | 637,974             | 0  | 637,974                 | 0           | 0        |
| 30.3 CDNS Administrative Services<br>Offer Type: Ongoing   | 857,865             | 0  | 857,865                 | 0           | 0        |
| 30.4 Historic Preservation<br>Offer Type: Ongoing  | 477,203             | 101,000  | 376,203                 | 0           | 0        |
|  |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |             |          |
| 30.12 Reduction: Temporary Pause Historic Preservation Intern Program<br>Offer Type: Reduction                     | (28,238)            | 0  | (28,238)                | 0           | 0        |
| 30.15 Reduction: Temporary Pause Design Assistance Program<br>Offer Type: Reduction                                | (30,000)            | 0  | (30,000)                | 0           | 0        |
| 30.5 Building Services<br>Offer Type: Ongoing  | 2,768,445           | 1,862,998  | 905,447                 | 0           | 0        |
|  |                     | <i>Development Review</i>  |                         |             |          |
| 30.13 Redeploy & Reduction: Energy Code Compliance Specialist (change to 100% L&P funding)<br>Offer Type: Redeploy | (45,888)            | 0  | (45,888)                | 0           | 0        |
|  |                     | <i>City of Fort Collins</i>  |                         |             |          |
| 30.6 Engineering Development Review<br>Offer Type: Ongoing   | 856,745             | 0  | 0                       | 856,745     | 0        |
|  |                     | <i>Transportation</i>  |                         |             |          |
| 30.7 Construction Inspection<br>Offer Type: Ongoing  | 534,331             | 0  | 149,532                 | 384,799     | 0        |
|  |                     | <i>Transportation</i>  |                         |             |          |
| 31.1 Code Compliance<br>Offer Type: Ongoing  | 806,599             | 12,500   | 794,099                 | 0           | 0        |
|  |                     | <i>Special Assessments</i>   |                         |             |          |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total   | Offer Funding             |                         |             |          |
|--|---|---------------------------|-------------------------|-------------|----------|
|  |   | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS | RESERVES |
| 31.2 Neighborhood Services<br>Offer Type: Ongoing  | 529,604<br><i>Special Assessments</i>   | 12,500                    | 517,104                 | 0           | 0        |
| 31.6 Redeploy: Code Compliance Officer to<br>Manufactured Housing Liaison<br>Offer Type: Redeploy  | 175   | 0                         | 175                     | 0           | 0        |
| 31.8 Reduction: Scale Down Neighborhood Services<br>Offer Type: Reduction  | (42,773)  | 0                         | (42,773)                | 0           | 0        |
| 31.3 Mediation and Restorative Justice<br>Offer Type: Ongoing  | 276,827<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> | 238,273                   | 38,554                  | 0           | 0        |
| 31.4 Larimer Humane Society<br>Offer Type: Ongoing   | 880,000<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - 1-Time<br/>Revenue</i>  | 113,637                   | 766,363                 | 0           | 0        |
| 31.7 Reduction: Scale Down Larimer Humane Society<br>Service Contract<br>Offer Type: Reduction   | (132,000)   | 0                         | (132,000)               | 0           | 0        |
| 31.5 Special Events<br>Offer Type: Ongoing   | 136,281   | 0                         | 136,281                 | 0           | 0        |
| 33.1 Low Income, Senior and Disabled Resident Rebate<br>Program<br>Offer Type: Ongoing   | 249,500   | 0                         | 249,500                 | 0           | 0        |
| 33.3 Redeploy: Property and Utility Tax Rebate<br>reductions to support an Income Qualified Navigator<br>(1.0 FTE Contractual)<br>Offer Type: Redeploy | 0   | 0                         | 0                       | 0           | 0        |

City of Fort Collins



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding   |                         |                             |   |
|--|---------------------|---|-------------------------|-----------------------------|---|
|  |                     | GENERAL FUND<br>Dedicated   | GENERAL FUND<br>Ongoing | OTHER FUNDS                 | RESERVES                                  |
| 33.2 Digital Equity Rebate Program<br>Offer Type: Ongoing  | 493,176             | 0   | 0                       | 493,176<br><i>Broadband</i> | 0   |
| 42.1 Urban Forest Management<br>Offer Type: Ongoing  | 1,899,487           | 169,707<br><i>Park Fees<br/>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i>                   | 1,729,780               | 0                           | 0   |
| 42.3 Enhancement: Contractual Pruning of Large<br>Diameter Trees<br>Offer Type: Enhancement                    | 200,000             | 0   | 0                       | 0                           | 200,000<br><i>Keep Fort Collins Great</i> |
| 42.4 Enhancement: Emerald Ash Borer Infestation<br>Management (1.0 FTE Contractual)<br>Offer Type: Enhancement | 299,125             | 0   | 0                       | 0                           | 299,125<br><i>Keep Fort Collins Great</i> |
| 42.2 Urban Forest Management - Tree Replacement<br>Offer Type: Ongoing   | 179,352             | 35,000<br><i>Park Fees<br/>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue<br/>Tree Donations</i> | 94,352                  | 0                           | 50,000<br><i>Keep Fort Collins Great</i>  |
| <b>Funded Offers</b>   | <b>16,556,500</b>   | <b>5,910,880</b>  | <b>7,528,852</b>        | <b>2,234,720</b>            | <b>882,048</b>                            |
| <b>Total Offers</b>  | <b>16,556,500</b>   | <b>5,910,880</b>  | <b>7,528,852</b>        | <b>2,234,720</b>            | <b>882,048</b>                            |



# Culture and Recreation

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

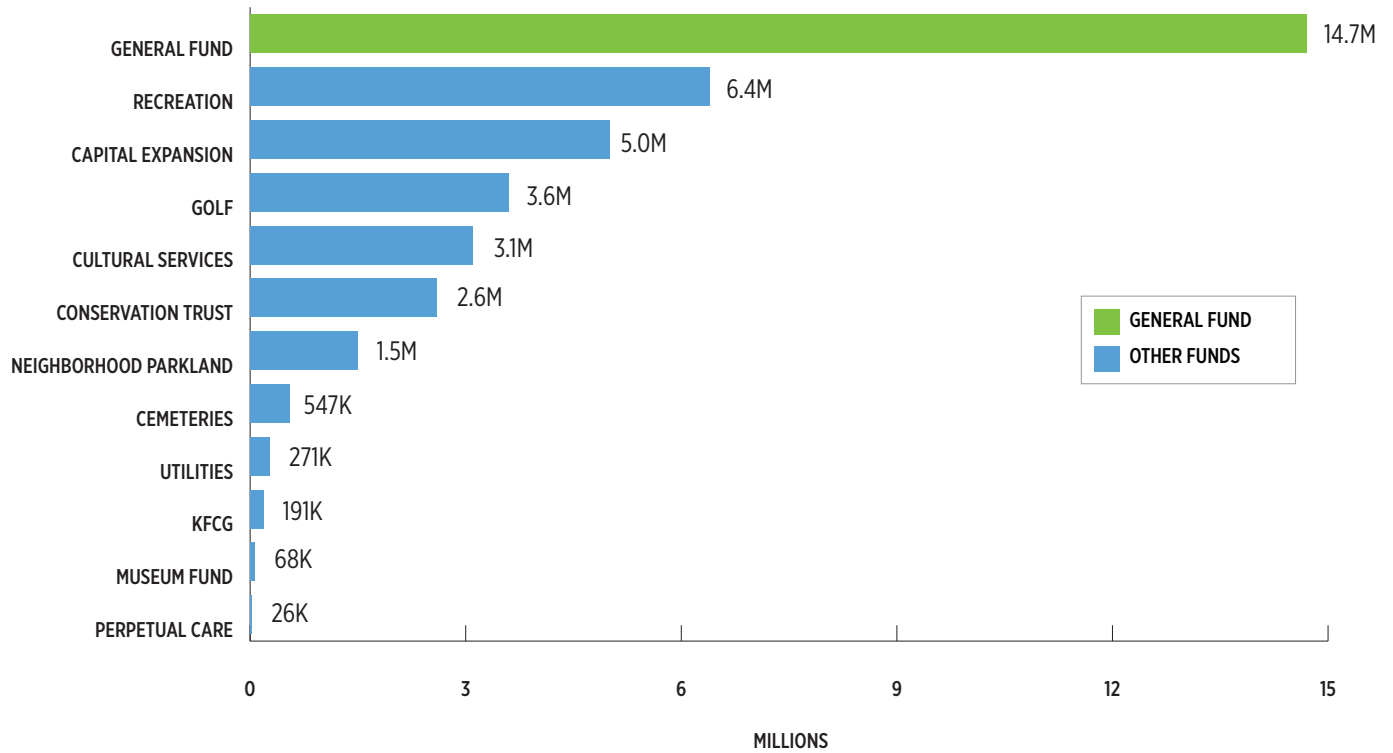




# Culture & Recreation

## 2021 General Fund & Other Funds – 37.9M

- Recreation
- Parks
- Cultural Facilities
- Golf



## OVERVIEW

The Culture and Recreation Outcome includes programs such as Parks, Recreation, Cultural Services, Natural Areas, Trails and Memorial Parks, which are essential elements that distinguish Fort Collins from other communities and enhance our quality of life. The strategic objectives for Culture and Recreation, as outlined in the 2020 Strategic Plan, are as follows:

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

## KEY PURCHASES

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

## ENHANCEMENTS PURCHASED\*

| Offer #       | Offer Title  | Primary Strat. Obj. | 2021             |
|---------------|--|---------------------|------------------|
| 64.13         | Enhancement: Gardens on Spring Creek Expanded Programs | 2.1                 | 702,750          |
| <b>TOTAL:</b> |  |                     | <b>\$702,750</b> |

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

## REDEPLOYS PURCHASED

|               |   |     |            |
|---------------|---|-----|------------|
| 43.4          | Redeploy: Conservation Trust Trail Construction to Park Maintenance | 2.2 | 0          |
| <b>TOTAL:</b> |   |     | <b>\$0</b> |

## REDUCTIONS PURCHASED

|               |  |  |                    |
|---------------|--|--|--------------------|
| 38.2          | Reduction: Scale Down Memorial Parks Service Level   |  | (50,000)           |
| 39.6          | Reduction: Scale Down Community Parks Service Level  |  | (171,000)          |
| 50.16         | Reduction: Scale Down Recreation Group Activity Programs and related supplies                                    |  | (204,894)          |
| 50.17         | Reduction: Scale Down Facility Hours of Operation (EPIC / City Park Pool / Foothills Activity Center / The Farm) |  | (56,732)           |
| 50.18         | Reduction: Scale Down Weekend Facility Closures (EPIC / Northside / Senior Center)                               |  | (136,636)          |
| 50.19         | Reduction: Scale Down Hourly Staff   |  | (89,749)           |
| 53.2          | Reduction: Scale Down Community Services Administration Service Level  |  | (4,000)            |
| 64.8          | Reduction: Scale Down Lincoln Center Operations  |  | (95,700)           |
| 64.9          | Reduction: Scale Down Gardens on Spring Creek Services   |  | (54,690)           |
| 64.10         | Reduction: Temporary Pause Museum Staff Overtime   |  | (5,592)            |
| 64.12         | Reduction: Eliminate Programming at the Carnegie Center for Creativity   |  | (72,957)           |
| 64.14         | Reduction: Scale Down Lincoln Center (Close Non-Event Tuesday & Wednesday)                                       |  | (50,000)           |
| <b>TOTAL:</b> |  |  | <b>(\$991,950)</b> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**CULTURE AND RECREATION - 2021**

| Offer   | Offer Cost<br>Total   | Offer Funding             |                         |   |  |
|---|---|---------------------------|-------------------------|---|--|
|   |   | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                                 | RESERVES   |
| 37.2 Operations and Maintenance of City Golf Courses<br>Offer Type: Ongoing       | 3,631,315   | 0                         | 0                       | 3,631,315<br><i>Golf</i>                    | 0  |
| 38.1 Memorial Parks<br>Offer Type: Ongoing  | 849,541<br><i>Prior KFCG 0.60% - Ongoing Revenue</i>  | 103,995                   | 172,842                 | 572,704<br><i>Cemeteries Perpetual Care</i> | 0  |
| 38.2 Reduction: Scale Down Memorial Parks Service Level<br>Offer Type: Reduction  | (50,000)<br><i>Prior KFCG 0.60% - Ongoing Revenue</i>   | (50,000)                  | 0                       | 0   | 0  |
| 39.1 Community Parks and Facility Grounds Maintenance<br>Offer Type: Ongoing      | 4,367,798<br><i>Park Fees<br/>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue<br/>Prior KFCG 0.60% - 1-Time Revenue</i> | 448,519                   | 3,640,913               | 49,722<br><i>Conservation Trust</i>         | 228,644<br><i>General Fund<br/>Keep Fort Collins Great</i> |
| 39.6 Reduction: Scale Down Community Parks Service Level<br>Offer Type: Reduction | (171,000)   | 0                         | (171,000)               | 0   | 0  |
| 39.2 Neighborhood Parks Maintenance<br>Offer Type: Ongoing                        | 3,143,802<br><i>Park Fees<br/>Prior KFCG 0.60% - Ongoing Revenue</i>  | 1,020,770                 | 2,072,754               | 50,278<br><i>Conservation Trust</i>         | 0  |
| 39.3 Hard Surface Trails Maintenance<br>Offer Type: Ongoing                       | 368,445<br><i>Prior KFCG 0.60% - Ongoing Revenue</i>  | 284,934                   | 83,511                  | 0   | 0  |
| 39.4 Parks Asset Management and Replacement Program<br>Offer Type: Ongoing        | 620,000<br><i>Park Fees<br/>Prior KFCG 0.60% - Ongoing Revenue</i>  | 320,000                   | 0                       | 300,000<br><i>Conservation Trust</i>        | 0  |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**CULTURE AND RECREATION - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding  |                         |   |                                       |
|--|---------------------|--|-------------------------|---|---------------------------------------|
|  |                     | GENERAL FUND<br>Dedicated                            | GENERAL FUND<br>Ongoing | OTHER FUNDS                               | RESERVES                              |
| 43.1 Recreational Trail Development<br>Offer Type: Ongoing                                       | 1,642,174           | 0  | 0                       | 681,789<br><i>Conservation Trust</i>      | 960,385<br><i>Conservation Trust</i>  |
| 43.4 Redeploy: Conservation Trust Trail Construction to Park Maintenance<br>Offer Type: Redeploy | 0                   | 0  | (515,000)               | 515,000<br><i>Conservation Trust</i>      | 0                                     |
| 43.2 Neighborhood Park Development<br>Offer Type: Ongoing  | 1,489,355           | 0  | 0                       | 1,489,355<br><i>Neighborhood Parkland</i> | 0<br><i>Neighborhood Parkland</i>     |
| 43.3 Community Park Development<br>Offer Type: Ongoing   | 4,950,000           | 0  | 0                       | 1,575,000<br><i>Capital Expansion</i>     | 3,375,000<br><i>Capital Expansion</i> |
| 50.1 Edora Pool Ice Center - EPIC<br>Offer Type: Ongoing   | 1,961,703           | 0  | 369,258                 | 1,588,445<br><i>Recreation</i>            | 4,000<br><i>Recreation</i>            |
| 50.2 Mulberry Pool<br>Offer Type: Ongoing  | 361,486             | 361,486<br><i>Prior KFCG 0.60% - Ongoing Revenue</i> | 0                       | 0   | 0                                     |
| 50.3 City Park Pool<br>Offer Type: Ongoing   | 152,293             | 0  | 0                       | 152,293<br><i>Recreation</i>              | 0                                     |
| 50.4 Senior Center Pool<br>Offer Type: Ongoing   | 167,900             | 167,900<br><i>Prior KFCG 0.60% - Ongoing Revenue</i> | 0                       | 0   | 0                                     |
| 50.5 Fort Collins Senior Center and Club Tico Facility<br>Offer Type: Ongoing                    | 1,554,853           | 195,485<br><i>Prior KFCG 0.60% - Ongoing Revenue</i> | 0                       | 1,334,368<br><i>Recreation</i>            | 25,000<br><i>Recreation</i>           |
| 50.6 Pottery Studio<br>Offer Type: Ongoing   | 120,662             | 0  | 0                       | 120,662<br><i>Recreation</i>              | 0                                     |



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**CULTURE AND RECREATION - 2021**

| Offer   | Offer Cost<br>Total                                    | Offer Funding             |                         |                                |                              |
|---|--|---------------------------|-------------------------|--------------------------------|------------------------------|
|   |  | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                    | RESERVES                     |
| 50.7 Adaptive Recreation Opportunities (ARO)<br>Offer Type: Ongoing   | 341,779<br><i>Prior KFCG 0.60% - Ongoing Revenue</i>   | 136,145                   | 0                       | 187,732<br><i>Recreation</i>   | 17,902<br><i>Recreation</i>  |
| 50.8 Foothills Activity Center (FAC) and Sports<br>Offer Type: Ongoing  | 1,298,808  | 0                         | 0                       | 1,274,808<br><i>Recreation</i> | 24,000<br><i>Recreation</i>  |
| 50.9 Northside Aztlan Community Center (NACC)<br>Offer Type: Ongoing  | 1,373,134<br><i>Prior KFCG 0.60% - Ongoing Revenue</i> | 517,849                   | 0                       | 838,785<br><i>Recreation</i>   | 16,500<br><i>Recreation</i>  |
| 50.16 Reduction: Scale Down Recreation Group Activity Programs and related supplies<br>Offer Type: Reduction                                    | (204,894)<br><i>Prior KFCG 0.60% - Ongoing Revenue</i> | (29,228)                  | 0                       | (175,666)<br><i>Recreation</i> | 0                            |
| 50.10 The Farm at Lee Martinez Park<br>Offer Type: Ongoing  | 389,369  | 0                         | 0                       | 371,369<br><i>Recreation</i>   | 18,000<br><i>Recreation</i>  |
| 50.17 Reduction: Scale Down Facility Hours of Operation (EPIC / City Park Pool / Foothills Activity Center / The Farm)<br>Offer Type: Reduction | (56,732)   | 0                         | 0                       | (56,732)<br><i>Recreation</i>  | 0                            |
| 50.18 Reduction: Scale Down Weekend Facility Closures (EPIC / Northside / Senior Center)<br>Offer Type: Reduction                               | (136,636)<br><i>Prior KFCG 0.60% - Ongoing Revenue</i> | (61,178)                  | 0                       | (75,458)<br><i>Recreation</i>  | 0                            |
| 50.19 Reduction: Scale Down Hourly Staff<br>Offer Type: Reduction   | (89,749)   | 0                         | 0                       | (89,749)<br><i>Recreation</i>  | 0                            |
| 50.11 Recreation Administration<br>Offer Type: Ongoing  | 856,675  | 0                         | 246,740                 | 436,865<br><i>Recreation</i>   | 173,070<br><i>Recreation</i> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**CULTURE AND RECREATION - 2021**

| Offer   | Offer Cost<br>Total   | Offer Funding             |                         |                                       |          |
|---|---|---------------------------|-------------------------|---------------------------------------|----------|
|   |   | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                           | RESERVES |
| 50.12 Community Relations and Marketing Services<br>Offer Type: Ongoing                                   | 137,550   | 0                         | 0                       | 137,550<br><i>Recreation</i>          | 0        |
| 50.13 Reduced Fee Scholarships Program<br>Offer Type: Ongoing   | 190,000<br><i>Prior KFCG 0.60% - Ongoing Revenue</i>                            | 150,000                   | 0                       | 40,000<br><i>Recreation</i>           | 0        |
| 50.14 Community Events<br>Offer Type: Ongoing   | 11,615  | 0                         | 0                       | 11,615<br><i>Recreation</i>           | 0        |
| 53.1 Community Services Administration and Technology Support<br>Offer Type: Ongoing                      | 439,921<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> | 52,284                    | 387,637                 | 0                                     | 0        |
| 53.2 Reduction: Scale Down Community Services Administration Service Level<br>Offer Type: Reduction       | (4,000)   | 0                         | (4,000)                 | 0                                     | 0        |
| 64.1 The Lincoln Center<br>Offer Type: Ongoing  | 3,842,028   | 0                         | 1,091,543               | 2,750,485<br><i>Cultural Services</i> | 0        |
| 64.8 Reduction: Scale Down Lincoln Center Operations<br>Offer Type: Reduction                             | (95,700)  | 0                         | (72,000)                | (23,700)<br><i>Cultural Services</i>  | 0        |
| 64.14 Reduction: Scale Down Lincoln Center (Close Non-Event Tuesday & Wednesday)<br>Offer Type: Reduction | (50,000)  | 0                         | (50,000)                | 0                                     | 0        |
| 64.2 The Gardens on Spring Creek<br>Offer Type: Ongoing   | 1,673,389<br><i>CCIP O&amp;M Gardens on Spring Creek</i>                        | 814,350                   | 859,039                 | 0                                     | 0        |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**CULTURE AND RECREATION - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding             |                         |   |                                    |
|---|---------------------|---------------------------|-------------------------|---|------------------------------------|
|   |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS   | RESERVES                           |
| 64.9 Reduction: Scale Down Gardens on Spring Creek Services<br>Offer Type: Reduction                                      | (54,690)            | 0                         | (54,690)                | 0   | 0                                  |
| 64.13 Enhancement: Gardens on Spring Creek Expanded Programs<br>Offer Type: Enhancement<br><i>Gardens on Spring Creek</i> | 702,750             | 702,750                   | 0                       | 0   | 0                                  |
| 64.3 Fort Collins Museum of Discovery<br>Offer Type: Ongoing  | 1,084,690           | 0                         | 1,016,393               | 55,779<br><i>Museum</i>   | 12,518<br><i>Museum</i>            |
| 64.10 Reduction: Temporary Pause Museum Staff Overtime<br>Offer Type: Reduction   | (5,592)             | 0                         | (5,592)                 | 0   | 0                                  |
| 64.4 Carnegie Center for Creativity<br>Offer Type: Ongoing  | 77,957              | 0                         | 41,857                  | 36,100<br><i>Cultural Services</i>  | 0                                  |
| 64.12 Reduction: Eliminate Programming at the Carnegie Center for Creativity<br>Offer Type: Reduction                     | (72,957)            | 0                         | (30,457)                | (42,500)<br><i>Cultural Services</i>  | 0                                  |
| 64.7 Art in Public Places (Artwork Only)<br>Offer Type: Ongoing   | 176,812             | 0                         | 0                       | 176,812<br><i>Cultural Services</i>   | 0                                  |
| 16.1 Utilities: Art in Public Places<br>Offer Type: Ongoing   | 271,320             | 0                         | 0                       | 271,320<br><i>Light &amp; Power<br/>Water<br/>Wastewater<br/>Stormwater</i> | 0                                  |
| 64.5 Art in Public Places Admin<br>Offer Type: Ongoing  | 173,114             | 0                         | 0                       | 109,560<br><i>Cultural Services</i>   | 63,554<br><i>Cultural Services</i> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**CULTURE AND RECREATION - 2021**

| Offer  | Offer Cost        | Offer Funding                             |                           |                   |                                |
|--|-------------------|---|---------------------------|-------------------|--------------------------------|
|  |                   | Total                                     | GENERAL FUND<br>Dedicated | Ongoing           | OTHER FUNDS                    |
| 64.6 Fort Fund<br>Offer Type: Ongoing  | 485,525           | 485,525                                   | 0                         | 0                 | 0                              |
|  |                   | <i>Lodging Taxes</i>                      |                           |                   |                                |
| <b>Funded Offers</b>   | <b>37,915,813</b> | <b>5,621,586</b>                          | <b>9,079,748</b>          | <b>18,295,906</b> | <b>4,918,573</b>               |
| 50.15 Continuing Enhancement: Recreation Equipment<br>Life-cycle and Asset Improvements<br>Offer Type: Enhancement | 287,081           | 95,937                                    | 0                         | 0                 | 191,144                        |
|  |                   | <i>Prior KFCG 0.60% - Ongoing Revenue</i> |                           |                   | <i>Keep Fort Collins Great</i> |
| <b>Unfunded Offers</b>   | <b>287,081</b>    | <b>95,937</b>                             | <b>0</b>                  | <b>0</b>          | <b>191,144</b>                 |
| <b>Total Offers</b>  | <b>38,202,894</b> | <b>5,717,523</b>                          | <b>9,079,748</b>          | <b>18,295,906</b> | <b>5,109,717</b>               |



# Economic Health

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

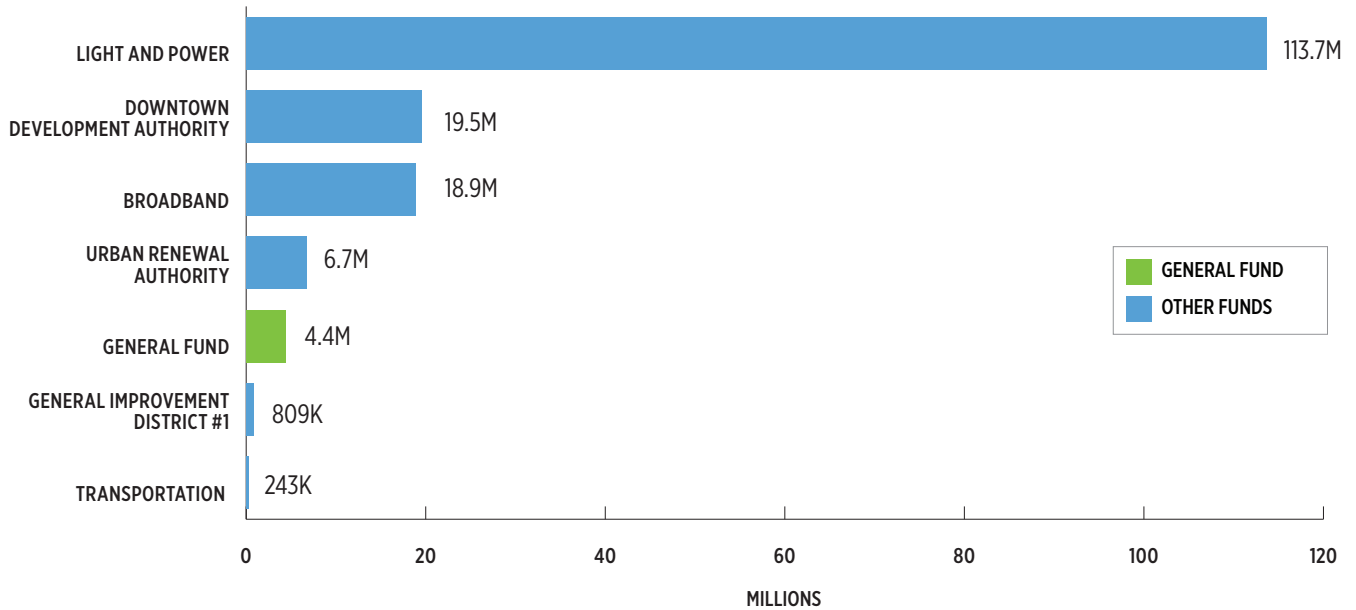




# Economic Health

2021 General Fund & Other Funds – 164.3M

- Business Support
- Electric
- Broadband
- Urban Renewal Authority
- Downtown Development Authority



## OVERVIEW

The Economic Health Outcome funds a package of programs and services that support the Economic Action Plan. It also funds the electric and telecommunication utility systems. The strategic objectives for Economic Health, as outlined in the 2020 Strategic Plan, are as follows:

3.1 Facilitate government and local partners to achieve effective regional economic resilience.

3.2 Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

3.3 Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

3.4 Foster infill and redevelopment opportunities consistent with City Plan policies.

3.5 Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

3.6 Deploy and deliver reliable, high-speed internet services throughout the community.

## KEY PURCHASES

- Economic Health program leadership
- Urban Renewal Authority Operations
- Electric utility purchased power and operations
- Broadband utility operations
- Downtown landscaping, flowers and maintenance
- Downtown Holiday Lighting
- Convention and Visitor Services

**ENHANCEMENTS PURCHASED\***

| <b>offer #</b>          | <b>Offer Title</b>  | <b>Primary Strat. Obj.</b> | <b>2021</b>        |
|-------------------------|---|----------------------------|--------------------|
| 11.13                   | Enhancement: Utilities: Light & Power - Asset Management - Advanced Metering Infrastructure Equipment and Technology Upgrade      | 3.5                        | 300,000            |
| 11.15                   | Enhancement: Utilities: Light & Power - Capital Project - Advanced Distribution Management System (ADMS) Additional Functionality | 3.5                        | 150,000            |
| 11.18                   | Enhancement: Utilities: Light & Power - Capital Project - Drake & Dixon Automated Tie Circuit                                     | 3.5                        | 412,000            |
| 11.19                   | Enhancement: Utilities: Light & Power - Capital Project - System Relocations Due to Road, Intersection, and Alley Improvements    | 3.5                        | 300,000            |
| 11.21                   | Enhancement: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority   | 3.5                        | 110,000            |
| 11.23                   | Enhancement: Utilities: Light & Power - Purchase Power Rate Increase  | 3.5                        | 753,000            |
| 26.6                    | Continuing Enhancement: Use and Business Personal Property Tax Rebates  | 3.2                        | 156,739            |
| 26.11                   | Enhancement: Downtown General Improvement District (GID) - Capital Budget   | 3.4                        | 400,000            |
| 40.6                    | Enhancement: Oak Street Plaza Renovation  | 3.3                        | 85,000             |
| <b>Positions Added:</b> |   |                            |                    |
| 40.4                    | Enhancement: Maintenance for Downtown Renovated Spaces (Linden St. - Walnut to Jefferson, Two Alleys) - 1 FTE                     | 3.3                        | 68,786             |
| 60.3                    | Enhancement: Utilities: Broadband Operations - 13 FTE   | 3.6                        | 741,993            |
| <b>TOTAL:</b>           |   |                            | <b>\$3,477,518</b> |

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

**REDEPLOYS PURCHASED**

|               |   |     |                   |
|---------------|---|-----|-------------------|
| 26.9          | Redeploy: Reduction of Industry Clusters to Economic Recovery Support             | 3.3 | 0                 |
| 26.10         | Redeploy: Reduction in Climate Economy to Economic Recovery (1.0 FTE Contractual) | 3.3 | (38,083)          |
| <b>TOTAL:</b> |   |     | <b>(\$38,083)</b> |

**REDUCTIONS PURCHASED**

|               |  |  |                    |
|---------------|--|--|--------------------|
| 11.11         | Reduction: Utilities: Light & Power General System Maintenance             |  | (391,009)          |
| 40.5          | Reduction: Scale Down Park Service and Maintenance Levels in Downtown Core |  | (54,114)           |
| <b>TOTAL:</b> |  |  | <b>(\$445,123)</b> |



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

# ECONOMIC HEALTH - 2021

| Offer   | Offer Cost<br>Total | Offer Funding             |                         |  |          |
|---|---------------------|---------------------------|-------------------------|--|----------|
|   |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                            | RESERVES |
| 3.1 Engineering Support for Broadband Inspections<br>Offer Type: Ongoing  | 242,545             | 0                         | 0                       | 242,545<br><i>Transportation</i>       | 0        |
| 11.1 Utilities: Light & Power - Purchased Power<br>Offer Type: Ongoing  | 93,740,000          | 0                         | 0                       | 93,740,000<br><i>Light &amp; Power</i> | 0        |
| 11.2 Utilities: Light & Power - Core Operations<br>Offer Type: Ongoing  | 10,188,792          | 0                         | 0                       | 10,188,792<br><i>Light &amp; Power</i> | 0        |
| 11.11 Reduction: Utilities: Light & Power General System<br>Maintenance<br>Offer Type: Reduction                          | (391,009)           | 0                         | 0                       | (391,009)<br><i>Light &amp; Power</i>  | 0        |
| 11.3 Utilities: Light & Power - System Additions &<br>Replacements<br>Offer Type: Ongoing                                 | 5,585,120           | 0                         | 0                       | 5,585,120<br><i>Light &amp; Power</i>  | 0        |
| 11.4 Utilities: Light & Power - Ongoing Capital - Vehicles<br>& Equipment<br>Offer Type: Ongoing                          | 206,000             | 0                         | 0                       | 206,000<br><i>Light &amp; Power</i>    | 0        |
| 11.5 Utilities: Light & Power - Ongoing Capital -<br>Substation Capital Upgrades<br>Offer Type: Ongoing                   | 250,000             | 0                         | 0                       | 250,000<br><i>Light &amp; Power</i>    | 0        |
| 11.6 Utilities: Light & Power - Ongoing Capital - Electric<br>Distribution Transformer Replacement<br>Offer Type: Ongoing | 720,000             | 0                         | 0                       | 720,000<br><i>Light &amp; Power</i>    | 0        |
| 11.7 Utilities: Light & Power - Ongoing Capital -<br>Attrition-Based LED Streetlight Conversion<br>Offer Type: Ongoing    | 642,000             | 0                         | 0                       | 642,000<br><i>Light &amp; Power</i>    | 0        |

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

# ECONOMIC HEALTH - 2021

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |                          |                          |
|--|---------------------|---------------------------|-------------------------|--------------------------|--------------------------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS              | RESERVES                 |
| 11.8 Utilities: Light & Power - Ongoing Capital - System Cable Replacement<br>Offer Type: Ongoing  | 610,000             | 0                         | 0                       | 610,000                  | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 11.9 Utilities: Light & Power - Ongoing Capital - Distribution Automation<br>Offer Type: Ongoing   | 160,000             | 0                         | 0                       | 160,000                  | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 11.13 Enhancement: Utilities: Light & Power - Asset Management - Advanced Metering Infrastructure Equipment and Technology Upgrade<br>Offer Type: Enhancement      | 300,000             | 0                         | 0                       | 0                        | 300,000                  |
|  |                     |                           |                         |                          | <i>Light &amp; Power</i> |
| 11.15 Enhancement: Utilities: Light & Power - Capital Project - Advanced Distribution Management System (ADMS) Additional Functionality<br>Offer Type: Enhancement | 150,000             | 0                         | 0                       | 0                        | 150,000                  |
|  |                     |                           |                         |                          | <i>Light &amp; Power</i> |
| 11.18 Enhancement: Utilities: Light & Power - Capital Project - Drake & Dixon Automated Tie Circuit<br>Offer Type: Enhancement                                     | 412,000             | 0                         | 0                       | 0                        | 412,000                  |
|  |                     |                           |                         |                          | <i>Light &amp; Power</i> |
| 11.19 Enhancement: Utilities: Light & Power - Capital Project - System Relocations Due to Road, Intersection, and Alley Improvements<br>Offer Type: Enhancement    | 300,000             | 0                         | 0                       | 0                        | 300,000                  |
|  |                     |                           |                         |                          | <i>Light &amp; Power</i> |
| 11.21 Enhancement: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority<br>Offer Type: Enhancement   | 110,000             | 0                         | 0                       | 110,000                  | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 11.23 Enhancement: Utilities: Light & Power - Purchase Power Rate Increase<br>Offer Type: Enhancement  | 753,000             | 0                         | 0                       | 753,000                  | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ECONOMIC HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding  |                         |                                       |                                       |
|--|---------------------|--|-------------------------|---------------------------------------|---------------------------------------|
|  |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS                           | RESERVES                              |
| 26.1 Downtown General Improvement District (GID) -<br>Operating Budget<br>Offer Type: Ongoing                      | 233,791             | 0  | 0                       | 172,917                               | 60,874                                |
|  |                     |  |                         | <i>General Improvement District 1</i> | <i>General Improvement District 1</i> |
| 26.2 Metro Districts<br>Offer Type: Ongoing  | 39,000              | 39,000   | 0                       | 0                                     | 0                                     |
|  |                     | <i>Economic Incentives</i>   |                         |                                       |                                       |
| 26.3 Cluster & Innovation Support<br>Offer Type: Ongoing   | 226,013             | 117,450  | 108,563                 | 0                                     | 0                                     |
|  |                     | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> |                         |                                       |                                       |
| 26.9 Redeploy: Reduction of Industry Clusters to<br>Economic Recovery Support<br>Offer Type: Redeploy              | 0                   | 0  | 0                       | 0                                     | 0                                     |
|  |                     |  |                         | <i>City of Fort Collins</i>           |                                       |
| 26.10 Redeploy: Reduction in Climate Economy to<br>Economic Recovery (1.0 FTE Contractual)<br>Offer Type: Redeploy | (38,083)            | 0  | (38,083)                | 0                                     | 0                                     |
| 26.4 Business & Workforce Support<br>Offer Type: Ongoing   | 378,809             | 159,549  | 219,260                 | 0                                     | 0                                     |
|  |                     | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> |                         |                                       |                                       |
| 26.5 Economic Health Leadership<br>Offer Type: Ongoing   | 298,035             | 0  | 298,035                 | 0                                     | 0                                     |
| 26.6 Continuing Enhancement: Use and Business<br>Personal Property Tax Rebates<br>Offer Type: Enhancement          | 156,739             | 0  | 0                       | 0                                     | 156,739                               |
|  |                     |  |                         |                                       | <i>General Fund</i>                   |

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

## ECONOMIC HEALTH - 2021

| Offer   | Offer Cost<br>Total | Offer Funding   |                                       |                  |                                       |
|---|---------------------|---|---------------------------------------|------------------|---------------------------------------|
|   |                     | GENERAL FUND<br>Dedicated   | GENERAL FUND<br>Ongoing               | OTHER FUNDS      | RESERVES                              |
| 26.11 Enhancement: Downtown General Improvement District (GID) - Capital Budget<br>Offer Type: Enhancement                            | 400,000             | 0   | 0                                     | 100,000          | 300,000                               |
|   |                     |   | <i>General Improvement District 1</i> |                  | <i>General Improvement District 1</i> |
| 40.1 Downtown Parks and Amenities Maintenance<br>Offer Type: Ongoing  | 1,876,117           | 279,377   | 1,506,740                             | 90,000           | 0                                     |
|   |                     | <i>CCIP O&amp;M<br/>Park Fees<br/>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> | <i>General Improvement District 1</i> |                  |                                       |
| 40.5 Reduction: Scale Down Park Service and Maintenance Levels in Downtown Core<br>Offer Type: Reduction                              | (54,114)            | 0   | (54,114)                              | 0                | 0                                     |
| 40.2 Downtown Maintenance - DDA<br>Offer Type: Ongoing  | 367,813             | 367,813   | 0                                     | 0                | 0                                     |
|   |                     | <i>DDA Contributions</i>  |                                       |                  |                                       |
| 40.4 Enhancement: Maintenance for Downtown Renovated Spaces (Linden St. - Walnut to Jefferson, Two Alleys)<br>Offer Type: Enhancement | 68,786              | 68,786  | 0                                     | 0                | 0                                     |
|   |                     | <i>CCIP O&amp;M<br/>DDA Contributions<br/>Park Fees</i>   |                                       |                  |                                       |
| 40.6 Enhancement: Oak Street Plaza Renovation<br>Offer Type: Enhancement  | 85,000              | 0   | 0                                     | 0                | 85,000                                |
|   |                     |   |                                       |                  | <i>General Improvement District 1</i> |
| 60.1 Utilities: Broadband - Core Operations<br>Offer Type: Ongoing  | 18,150,830          | 0   | 0                                     | 12,235,809       | 5,915,021                             |
|   |                     |   |                                       | <i>Broadband</i> | <i>Broadband</i>                      |
| 60.3 Enhancement: Utilities: Broadband Operations - 13 FTE<br>Offer Type: Enhancement   | 741,993             | 0   | 0                                     | 0                | 741,993                               |
|   |                     |   |                                       |                  | <i>Broadband</i>                      |

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

## ECONOMIC HEALTH - 2021

| Offer   | Offer Cost<br>Total | Offer Funding             |                  |  |  |
|---|---------------------|---------------------------|------------------|--|--|
|   |                     | GENERAL FUND<br>Dedicated | Ongoing          | OTHER FUNDS  | RESERVES   |
| 66.1 Urban Renewal Authority<br>Offer Type: Ongoing   | 759,138             | 0                         | 0                | 759,138  | 0  |
|   |                     |                           |                  | URA - N. College District<br>URA - Prospect South TIF Dist<br>URA - MALL |  |
| 66.2 URA Debt Service<br>Offer Type: Ongoing  | 5,947,606           | 0                         | 0                | 5,947,606  | 0  |
|   |                     |                           |                  | URA - N. College District<br>URA - Prospect South TIF Dist<br>URA - MALL |  |
| 70.1 Convention and Visitor's Bureau Annual Support<br>Offer Type: Ongoing  | 1,133,915           | 1,133,915                 | 0                | 0  | 0  |
|   |                     | Lodging Taxes             |                  |  |  |
| 74.1 DDA Operating and Capital Budget<br>Offer Type: Ongoing  | 19,534,122          | 0                         | 0                | 13,822,459   | 5,711,663  |
|   |                     |                           |                  | Downtown Development Authority<br>Debt Service Fund - DDA                | Downtown Development<br>Authority<br>Debt Service Fund - DDA |
| <b>Funded Offers</b>  | <b>164,283,958</b>  | <b>2,165,890</b>          | <b>2,040,401</b> | <b>145,944,377</b>   | <b>14,133,290</b>  |
| 11.20 Enhancement: Utilities: Light & Power - Disaster<br>Recovery Site Improvements<br>Offer Type: Enhancement                                       | 571,000             | 0                         | 0                | 0  | 571,000  |
|   |                     |                           |                  |  | Light & Power  |
| 11.22 Enhancement: Utilities: Light & Power - New<br>Operational Technology Equipment Testing and<br>Miscellaneous Capital<br>Offer Type: Enhancement | 50,000              | 0                         | 0                | 0  | 50,000   |
|   |                     |                           |                  |  | Light & Power  |
| <b>Unfunded Offers</b>  | <b>621,000</b>      | <b>0</b>                  | <b>0</b>         | <b>0</b>   | <b>621,000</b>   |
| <b>Total Offers</b>   | <b>164,904,958</b>  | <b>2,165,890</b>          | <b>2,040,401</b> | <b>145,944,377</b>   | <b>14,754,290</b>  |



# Environmental Health

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

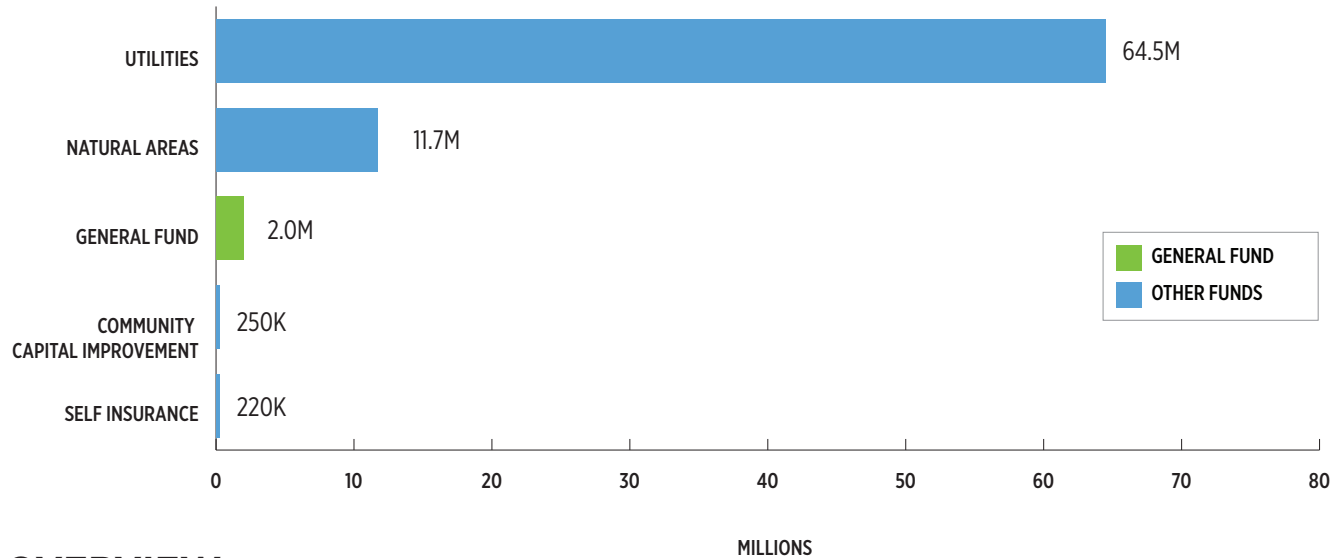




# Environmental Health

2021 General Fund & Other Funds – 78.7M

- Water
- Wastewater
- Natural Areas
- Environmental Services



## OVERVIEW

The Environmental Health Outcome funds a variety of programs that are a high priority for our community and City Council, including air quality and waste reduction. The majority of this budget funds efficiency and conservation programs in the water and wastewater utilities, as well as the utilities Light and Power renewable energy purchase. These efforts support the City’s Climate Action Plan efficiency goals. The Environmental Health Outcome also includes offers funded by the dedicated .25% sales tax for Natural Areas. The strategic objectives for Environmental Health, as outlined in the 2020 Strategic Plan, are as follows:

- 4.1 Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals.
- 4.2 Improve indoor and outdoor air quality.
- 4.3 Enhance efforts to achieve 2030 zero waste goals.
- 4.4 Provide a reliable, high-quality water supply.
- 4.5 Protect and enhance natural resources on City-owned properties and throughout the community.
- 4.6 Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- 4.7 Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

## KEY PURCHASES

- Water operations and distribution
- Water conservation
- Wastewater operations
- Energy efficiency programs & renewable energy purchases
- Environmental services and Timberline Recycling Center operations
- Air quality & waste reduction
- Natural Areas program, land management & visitor services
- Nature in the City



**ENHANCEMENTS PURCHASED\***

| <b>Offer #</b>          | <b>Offer Title</b>  | <b>Primary Strat. Obj.</b> | <b>2021</b> |
|-------------------------|---|----------------------------|-------------|
| 12.10                   | Enhancement: Utilities: Water Capital Replacement - Operational Technology Asset Replacement Program (SCADA)      | 4.4                        | 515,000     |
| 12.21                   | Enhancement: Utilities: Water - Poudre Canyon Raw Waterline Improvements  | 4.4                        | 3,200,000   |
| 12.23                   | Enhancement: Utilities: Water - Environmental Learning Center Dam Design  | 4.5                        | 500,000     |
| 12.24                   | Enhancement: Utilities: Water - Galvanized Service Replacement  | 4.4                        | 500,000     |
| 12.28                   | Enhancement: Utilities: Water - Large Valve Maintenance Program   | 4.4                        | 200,000     |
| 12.29                   | Enhancement: Utilities: Water - North Mason Waterline - Design  | 4.4                        | 100,000     |
| 12.31                   | Enhancement: Utilities: Water - Distribution Replacement Program  | 4.4                        | 1,000,000   |
| 12.67                   | Enhancement: Utilities: Wastewater - Capital Replacement Operational Technology Asset Replacement Program (SCADA) | 4.6                        | 7,500       |
| 12.81                   | Enhancement: Utilities: Wastewater - DWRf North Process Train Clarifier Replacement Design and Construction       | 4.6                        | 6,200,000   |
| 12.82                   | Enhancement: Utilities: Wastewater - Meadow Springs Ranch Vehicle Storage Facility                                | 4.5                        | 300,000     |
| 12.84                   | Enhancement: Utilities: Wastewater - Water Reclamation Facilities Mapping   | 4.6                        | 250,000     |
| 12.86                   | Enhancement: Utilities: Wastewater - Sanitary Sewer Emergency Repair Manual                                       | 4.6                        | 50,000      |
| 12.87                   | Enhancement: Utilities: Wastewater - North Mason Sewer Main - Design  | 4.6                        | 100,000     |
| 12.88                   | Enhancement: Utilities: Wastewater - Developer Repayments   | 4.6                        | 750,000     |
| 12.89                   | Enhancement: Utilities: Wastewater - Collection Replacement Program   | 4.6                        | 3,000,000   |
| 12.131                  | Enhancement: Utilities: Light & Power - Demand Response Technology Upgrade  | 4.1                        | 435,500     |
| 12.132                  | Enhancement: Utilities: Light & Power - Epic Loans Capital Accounting   | 4.1                        | 3,060,000   |
| 62.2                    | Enhancement: Nature in the City - CCIP  | 4.5                        | 250,000     |
| <b>Positions Added:</b> |   |                            |             |
| 12.22                   | Enhancement: Utilities: Water - Contractual Halligan Reservoir Permitting Manager (1 FTE)                         | 4.4                        | 97,278      |

**TOTAL: \$20,515,278**

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

**REDUCTIONS PURCHASED**

|        |  |           |
|--------|--|-----------|
| 12.41  | Reduction: Utilities: Water - Miscellaneous Non-personnel Decreases  | (454,519) |
| 12.101 | Reduction: Utilities: Wastewater - Miscellaneous Non-personnel Decreases   | (370,350) |
| 12.128 | Reduction: Utilities: Light & Power - Support Services   | (297,259) |
| 12.141 | Reduction: Utilities: Environmental Regulatory Affairs   | (23,817)  |
| 12.151 | Reduction: Utilities: Stormwater - Household Hazardous Waste Collection Events   | (65,600)  |
| 27.7   | Reduction: Municipal Sustainability and Adaptation Plan (Elimination of Municipal Innovation Fund and Sustainability Engagement for Employees) | (34,300)  |
| 27.8   | Reduction: Scaled Down Waste Reduction & Recycling (Reduced Outreach, Education and Memberships)   | (10,746)  |
| 27.9   | Reduction: Scaled Down Climate Commitment (City- and Community-Led Climate Engagement)   | (28,465)  |
| 27.10  | Reduction: Scaled Down Air Quality Programming: Engagement & Monitoring Equipment  | (47,959)  |
| 27.11  | Reduction: Elimination of Holiday Tree Recycling Program (City-sponsored drop off sites)   | (15,000)  |
| 61.8   | Reduction: Scale Down Natural Areas Land Conservation  | (400,000) |

**TOTAL: (\$1,748,015)**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding             |                         |                           |                         |
|---|---------------------|---------------------------|-------------------------|---------------------------|-------------------------|
|   |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS               | RESERVES                |
| 12.1 Utilities: Water - Water Treatment<br>Offer Type: Ongoing  | 5,738,456           | 0                         | 0                       | 5,738,456<br><i>Water</i> | 0                       |
| 12.2 Utilities: Water - Water Resources<br>Offer Type: Ongoing  | 3,345,792           | 0                         | 0                       | 3,345,792<br><i>Water</i> | 0                       |
| 12.3 Utilities: Water - Water Quality Lab<br>Offer Type: Ongoing  | 1,124,621           | 0                         | 0                       | 1,124,621<br><i>Water</i> | 0                       |
| 12.4 Utilities: Water - Transmission and Distribution<br>Offer Type: Ongoing  | 3,101,137           | 0                         | 0                       | 3,101,137<br><i>Water</i> | 0                       |
| 12.5 Utilities: Water - Meters Operation and Maintenance<br>Offer Type: Ongoing   | 789,316             | 0                         | 0                       | 789,316<br><i>Water</i>   | 0                       |
| 12.6 Utilities: Water - Engineering<br>Offer Type: Ongoing  | 759,811             | 0                         | 0                       | 759,811<br><i>Water</i>   | 0                       |
| 12.7 Utilities: Water - Conservation<br>Offer Type: Ongoing   | 1,080,189           | 0                         | 0                       | 1,080,189<br><i>Water</i> | 0                       |
| 12.8 Utilities: Water - Minor Capital<br>Offer Type: Ongoing  | 1,628,800           | 0                         | 0                       | 1,628,800<br><i>Water</i> | 0                       |
| 12.9 Utilities: Water Capital Replacement - Water<br>Treatment and Source of Supply<br>Offer Type: Ongoing  | 1,000,000           | 0                         | 0                       | 1,000,000<br><i>Water</i> | 0                       |
| 12.10 Enhancement: Utilities: Water Capital Replacement<br>- Operational Technology Asset Replacement<br>Program (SCADA)<br>Offer Type: Enhancement | 515,000             | 0                         | 0                       | 0                         | 515,000<br><i>Water</i> |

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

## ENVIRONMENTAL HEALTH - 2021

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |              |                      |
|--|---------------------|---------------------------|-------------------------|--------------|----------------------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS  | RESERVES             |
| 12.11 Utilities: Water Capital Replacement - Watershed Protection<br>Offer Type: Ongoing                           | 80,000              | 0                         | 0                       | 80,000       | 0                    |
|  |                     |                           |                         | <i>Water</i> |                      |
| 12.12 Utilities: Water - Distribution Small Capital Projects<br>Offer Type: Ongoing                                | 1,540,000           | 0                         | 0                       | 1,540,000    | 0                    |
|  |                     |                           |                         | <i>Water</i> |                      |
| 12.13 Utilities: Water - Meter Capital<br>Offer Type: Ongoing  | 850,000             | 0                         | 0                       | 850,000      | 0                    |
|  |                     |                           |                         | <i>Water</i> |                      |
| 12.21 Enhancement: Utilities: Water - Poudre Canyon Raw Waterline Improvements<br>Offer Type: Enhancement          | 3,200,000           | 0                         | 0                       | 3,200,000    | 0                    |
|  |                     |                           |                         | <i>Water</i> |                      |
| 12.22 Enhancement: Utilities: Water - Contractual Halligan Reservoir Permitting Manager<br>Offer Type: Enhancement | 97,278              | 0                         | 0                       | 97,278       | 0                    |
|  |                     |                           |                         | <i>Water</i> |                      |
| 12.23 Enhancement: Utilities: Water - Environmental Learning Center Dam Design<br>Offer Type: Enhancement          | 500,000             | 0                         | 0                       | 250,000      | 250,000              |
|  |                     |                           |                         | <i>Water</i> | <i>Natural Areas</i> |
| 12.24 Enhancement: Utilities: Water - Galvanized Service Replacement<br>Offer Type: Enhancement                    | 500,000             | 0                         | 0                       | 0            | 500,000              |
|  |                     |                           |                         |              | <i>Water</i>         |
| 12.28 Enhancement: Utilities: Water - Large Valve Maintenance Program<br>Offer Type: Enhancement                   | 200,000             | 0                         | 0                       | 0            | 200,000              |
|  |                     |                           |                         |              | <i>Water</i>         |
| 12.29 Enhancement: Utilities: Water - North Mason Waterline - Design<br>Offer Type: Enhancement                    | 100,000             | 0                         | 0                       | 100,000      | 0                    |
|  |                     |                           |                         | <i>Water</i> |                      |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |             |                   |
|--|---------------------|---------------------------|-------------------------|-------------|-------------------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS | RESERVES          |
| 12.31 Enhancement: Utilities: Water - Distribution Replacement Program<br>Offer Type: Enhancement  | 1,000,000           | 0                         | 0                       | 0           | 1,000,000         |
|  |                     |                           |                         |             | <i>Water</i>      |
| 12.41 Reduction: Utilities: Water - Miscellaneous Non-personnel Decreases<br>Offer Type: Reduction   | (454,519)           | 0                         | 0                       | (454,519)   | 0                 |
|  |                     |                           |                         |             | <i>Water</i>      |
| 12.61 Utilities: Wastewater – Water Reclamation and Biosolids<br>Offer Type: Ongoing   | 5,900,462           | 0                         | 0                       | 5,900,462   | 0                 |
|  |                     |                           |                         |             | <i>Wastewater</i> |
| 12.62 Utilities: Wastewater – Pollution Control Lab<br>Offer Type: Ongoing   | 1,263,921           | 0                         | 0                       | 1,263,921   | 0                 |
|  |                     |                           |                         |             | <i>Wastewater</i> |
| 12.63 Utilities: Wastewater – Trunk and Collection<br>Offer Type: Ongoing  | 1,722,179           | 0                         | 0                       | 1,722,179   | 0                 |
|  |                     |                           |                         |             | <i>Wastewater</i> |
| 12.64 Utilities: Wastewater – Engineering<br>Offer Type: Ongoing   | 536,547             | 0                         | 0                       | 536,547     | 0                 |
|  |                     |                           |                         |             | <i>Wastewater</i> |
| 12.65 Utilities: Wastewater – Minor Capital<br>Offer Type: Ongoing   | 978,000             | 0                         | 0                       | 978,000     | 0                 |
|  |                     |                           |                         |             | <i>Wastewater</i> |
| 12.66 Utilities: Wastewater Capital Replacement - Water Reclamation and Biosolids<br>Offer Type: Ongoing   | 1,000,000           | 0                         | 0                       | 1,000,000   | 0                 |
|  |                     |                           |                         |             | <i>Wastewater</i> |
| 12.67 Enhancement: Utilities: Wastewater - Capital Replacement Operational Technology Asset Replacement Program (SCADA)<br>Offer Type: Enhancement | 7,500               | 0                         | 0                       | 7,500       | 0                 |
|  |                     |                           |                         |             | <i>Wastewater</i> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |                   |                   |
|--|---------------------|---------------------------|-------------------------|-------------------|-------------------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS       | RESERVES          |
| 12.68 Capital Replacement - Utilities: Wastewater -<br>Collection System Small Capital Projects<br>Offer Type: Ongoing                             | 1,500,000           | 0                         | 0                       | 1,500,000         | 0                 |
|  |                     |                           |                         | <i>Wastewater</i> |                   |
| 12.69 Capital Replacement - Utilities: Wastewater - Cured<br>in Place Pipe Lining<br>Offer Type: Ongoing   | 600,000             | 0                         | 0                       | 600,000           | 0                 |
|  |                     |                           |                         | <i>Wastewater</i> |                   |
| 12.81 Enhancement: Utilities: Wastewater - DWRP North<br>Process Train Clarifier Replacement Design and<br>Construction<br>Offer Type: Enhancement | 6,200,000           | 0                         | 0                       | 0                 | 6,200,000         |
|  |                     |                           |                         |                   | <i>Wastewater</i> |
| 12.82 Enhancement: Utilities: Wastewater - Meadow<br>Springs Ranch Vehicle Storage Facility<br>Offer Type: Enhancement                             | 300,000             | 0                         | 0                       | 300,000           | 0                 |
|  |                     |                           |                         | <i>Wastewater</i> |                   |
| 12.84 Enhancement: Utilities: Wastewater - Water<br>Reclamation Facilities Mapping<br>Offer Type: Enhancement                                      | 250,000             | 0                         | 0                       | 250,000           | 0                 |
|  |                     |                           |                         | <i>Wastewater</i> |                   |
| 12.86 Enhancement: Utilities: Wastewater - Sanitary<br>Sewer Emergency Repair Manual<br>Offer Type: Enhancement                                    | 50,000              | 0                         | 0                       | 50,000            | 0                 |
|  |                     |                           |                         | <i>Wastewater</i> |                   |
| 12.87 Enhancement: Utilities: Wastewater - North Mason<br>Sewer Main - Design<br>Offer Type: Enhancement   | 100,000             | 0                         | 0                       | 100,000           | 0                 |
|  |                     |                           |                         | <i>Wastewater</i> |                   |
| 12.88 Enhancement: Utilities: Wastewater - Developer<br>Repayments<br>Offer Type: Enhancement  | 750,000             | 0                         | 0                       | 0                 | 750,000           |
|  |                     |                           |                         |                   | <i>Wastewater</i> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |                          |                          |
|--|---------------------|---------------------------|-------------------------|--------------------------|--------------------------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS              | RESERVES                 |
| 12.89 Enhancement: Utilities: Wastewater - Collection Replacement Program<br>Offer Type: Enhancement         | 3,000,000           | 0                         | 0                       | 3,000,000                | 0                        |
|  |                     |                           |                         | <i>Wastewater</i>        |                          |
| 12.101 Reduction: Utilities: Wastewater - Miscellaneous Non-personnel Decreases<br>Offer Type: Reduction     | (370,350)           | 0                         | 0                       | (370,350)                | 0                        |
|  |                     |                           |                         | <i>Wastewater</i>        |                          |
| 12.121 Utilities: Light & Power - Purchase Power - Community Renewable (Tariff 7)<br>Offer Type: Ongoing     | 1,900,000           | 0                         | 0                       | 1,900,000                | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 12.122 Utilities: Light & Power - Purchase Power - Community Renewable<br>Offer Type: Ongoing                | 2,014,700           | 0                         | 0                       | 2,014,700                | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 12.123 Utilities: Light & Power - Energy Services<br>Offer Type: Ongoing                                     | 4,732,842           | 0                         | 0                       | 4,732,842                | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 12.128 Reduction: Utilities: Light & Power - Support Services<br>Offer Type: Reduction                       | (297,259)           | 0                         | 0                       | (297,259)                | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 12.124 Utilities: Light & Power - Demand Response<br>Offer Type: Ongoing                                     | 638,663             | 0                         | 0                       | 638,663                  | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 12.125 Utilities: Light & Power - Renewable Customer Programs<br>Offer Type: Ongoing                         | 625,000             | 0                         | 0                       | 625,000                  | 0                        |
|  |                     |                           |                         | <i>Light &amp; Power</i> |                          |
| 12.131 Enhancement: Utilities: Light & Power - Demand Response Technology Upgrade<br>Offer Type: Enhancement | 435,500             | 0                         | 0                       | 0                        | 435,500                  |
|  |                     |                           |                         |                          | <i>Light &amp; Power</i> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding  |                         |  |          |
|--|---------------------|--|-------------------------|--|----------|
|  |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS                                | RESERVES |
| 12.132 Enhancement: Utilities: Light & Power - Epic Loans<br>Capital Accounting<br>Offer Type: Enhancement                           | 3,060,000           | 0  | 0                       | 3,060,000                                  | 0        |
|  |                     |  |                         | <i>Light &amp; Power</i>                   |          |
| 12.138 Utilities: Customer Service & Administration -<br>Environmental Regulatory Affairs<br>Offer Type: Ongoing                     | 904,160             | 0  | 0                       | 904,160                                    | 0        |
|  |                     |  |                         | <i>Self Insurance<br/>Utility CS&amp;A</i> |          |
| 12.141 Reduction: Utilities: Environmental Regulatory<br>Affairs<br>Offer Type: Reduction  | (23,817)            | 0  | 0                       | (23,817)                                   | 0        |
|  |                     |  |                         | <i>Utility CS&amp;A</i>                    |          |
| 12.147 Utilities: Stormwater - Stormwater Quality Programs<br>Offer Type: Ongoing  | 469,086             | 0  | 0                       | 469,086                                    | 0        |
|  |                     |  |                         | <i>Stormwater</i>                          |          |
| 12.151 Reduction: Utilities: Stormwater - Household<br>Hazardous Waste Collection Events<br>Offer Type: Reduction                    | (65,600)            | 0  | 0                       | (65,600)                                   | 0        |
|  |                     |  |                         | <i>Stormwater</i>                          |          |
| 27.1 Environmental Services Leadership<br>Offer Type: Ongoing  | 206,875             | 0  | 206,875                 | 0  | 0        |
| 27.2 Waste Reduction & Recycling<br>Offer Type: Ongoing  | 480,390             | 113,650  | 366,740                 | 0  | 0        |
|  |                     | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> |                         |  |          |
| 27.8 Reduction: Scaled Down Waste Reduction &<br>Recycling (Reduced Outreach, Education and<br>Memberships)<br>Offer Type: Reduction | (10,746)            | (100)  | (10,646)                | 0  | 0        |
|  |                     | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> |                         |  |          |



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding   |                         |             |          |
|---|---------------------|---|-------------------------|-------------|----------|
|   |                     | GENERAL FUND<br>Dedicated   | GENERAL FUND<br>Ongoing | OTHER FUNDS | RESERVES |
| 27.11 Reduction: Elimination of Holiday Tree Recycling Program (City-sponsored drop off sites)<br>Offer Type: Reduction | (15,000)            | (15,000)  | 0                       | 0           | 0        |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>                            |                         |             |          |
| 27.3 Air Quality<br>Offer Type: Ongoing   | 441,380             | 70,795  | 370,585                 | 0           | 0        |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>                            |                         |             |          |
| 27.10 Reduction: Scaled Down Air Quality Programming: Engagement & Monitoring Equipment<br>Offer Type: Reduction        | (47,959)            | (20,176)  | (27,783)                | 0           | 0        |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>                            |                         |             |          |
| 27.4 Climate Commitment<br>Offer Type: Ongoing  | 457,934             | 47,500  | 358,806                 | 51,628      | 0        |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i><br><i>Utility CS&amp;A</i> |                         |             |          |
| 27.9 Reduction: Scaled Down Climate Commitment (City- and Community-Led Climate Engagement)<br>Offer Type: Reduction    | (28,465)            | (9,902)   | (18,563)                | 0           | 0        |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>                            |                         |             |          |
| 27.5 Municipal Sustainability<br>Offer Type: Ongoing  | 162,145             | 31,350  | 130,795                 | 0           | 0        |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>                            |                         |             |          |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding  |                         |                      |                      |
|--|---------------------|--|-------------------------|----------------------|----------------------|
|  |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS          | RESERVES             |
| 27.7 Reduction: Municipal Sustainability and Adaptation Plan (Elimination of Municipal Innovation Fund and Sustainability Engagement for Employees)<br>Offer Type: Reduction | (34,300)            | (31,350)   | (2,950)                 | 0                    | 0                    |
|  |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |                      |                      |
| 27.6 Timberline Recycling Center<br>Offer Type: Ongoing  | 293,016             | 293,016  | 0                       | 0                    | 0                    |
|  |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |                      |                      |
| 61.1 Natural Areas - Land Conservation<br>Offer Type: Ongoing  | 4,907,972           | 0  | 0                       | 4,907,972            | 0                    |
|  |                     |  |                         | <i>Natural Areas</i> |                      |
| 61.8 Reduction: Scale Down Natural Areas Land Conservation<br>Offer Type: Reduction  | (400,000)           | 0  | 0                       | (400,000)            | 0                    |
|  |                     |  |                         | <i>Natural Areas</i> |                      |
| 61.2 Natural Areas - Department Management<br>Offer Type: Ongoing  | 1,266,267           | 0  | 0                       | 1,266,267            | 0                    |
|  |                     |  |                         | <i>Natural Areas</i> |                      |
| 61.3 Natural Areas - Public Engagement<br>Offer Type: Ongoing  | 626,237             | 0  | 0                       | 626,237              | 0                    |
|  |                     |  |                         | <i>Natural Areas</i> |                      |
| 61.4 Natural Areas - Resource Management<br>Offer Type: Ongoing  | 1,551,065           | 0  | 0                       | 1,551,065            | 0                    |
|  |                     |  |                         | <i>Natural Areas</i> |                      |
| 61.5 Natural Areas - Trails and Visitor Amenities<br>Offer Type: Ongoing   | 1,488,347           | 0  | 0                       | 1,419,532            | 68,815               |
|  |                     |  |                         | <i>Natural Areas</i> | <i>Natural Areas</i> |
| 61.6 Natural Areas - Facility Operations<br>Offer Type: Ongoing  | 722,747             | 0  | 0                       | 722,747              | 0                    |
|  |                     |  |                         | <i>Natural Areas</i> |                      |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding   |                         |   |  |
|---|---------------------|---|-------------------------|---|--|
|   |                     | GENERAL FUND<br>Dedicated   | GENERAL FUND<br>Ongoing | OTHER FUNDS                                     | RESERVES   |
| 61.7 Natural Areas - Planning & Special Projects<br>Offer Type: Ongoing   | 1,371,695           | 0   | 46,994                  | 1,324,701<br><i>Natural Areas</i>               | 0  |
| 62.1 Nature in the City<br>Offer Type: Ongoing  | 100,991             | 100,991<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> | 0                       | 0   | 0  |
| 62.2 Enhancement: Nature in the City - CCIP<br>Offer Type: Enhancement  | 250,000             | 0   | 0                       | 250,000<br><i>Community Capital Improvement</i> | 0  |
| <b>Funded Offers</b>  | <b>78,668,006</b>   | <b>580,774</b>  | <b>1,420,853</b>        | <b>66,747,064</b>                               | <b>9,919,315</b>                                     |
| 12.26 Enhancement: Utilities:<br>Water/Wastewater/Stormwater - WFO West Wing<br>Remodel Concept Plan<br>Offer Type: Enhancement             | 70,000              | 0   | 0                       | 0   | 70,000<br><i>Water<br/>Wastewater<br/>Stormwater</i> |
| 12.30 Enhancement: Utilities: Water - Xeriscape Incentive<br>Program for HOA and Commercial Properties<br>Offer Type: Enhancement           | 100,000             | 0   | 0                       | 0   | 100,000<br><i>Water</i>                              |
| 12.32 Enhancement: Utilities: Water - Distribution<br>Replacement Program<br>Offer Type: Enhancement  | 2,000,000           | 0   | 0                       | 0   | 2,000,000<br><i>Water</i>                            |
| 12.90 Enhancement: Utilities: Wastewater - Mulberry<br>Water Reclamation Facility UV Disinfection<br>Replacement<br>Offer Type: Enhancement | 2,300,000           | 0   | 0                       | 0   | 2,300,000<br><i>Wastewater</i>                       |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**ENVIRONMENTAL HEALTH - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding  |                         |                   |                                     |
|--|---------------------|--|-------------------------|-------------------|-------------------------------------|
|  |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS       | RESERVES                            |
| 12.91 Enhancement: Utilities: Wastewater - Collection Replacement Program<br>Offer Type: Enhancement   | 2,000,000           | 0  | 0                       | 0                 | 2,000,000<br><i>Wastewater</i>      |
| 12.92 Enhancement: Utilities: Wastewater - Mulberry Water Reclamation Facility Aeration System Rehabilitation Phase 1<br>Offer Type: Enhancement | 2,190,000           | 0  | 0                       | 0                 | 2,190,000<br><i>Wastewater</i>      |
| 12.130 Enhancement: Utilities: Light & Power - Demand Response Devices<br>Offer Type: Enhancement  | 55,000              | 0  | 0                       | 0                 | 55,000<br><i>Light &amp; Power</i>  |
| 12.133 Enhancement: Utilities: Light & Power - Non-Residential Solar Rebates #1<br>Offer Type: Enhancement                                       | 150,000             | 0  | 0                       | 0                 | 150,000<br><i>Light &amp; Power</i> |
| 27.12 Reduction: Timberline Recycling Center - Gate Fee Changes<br>Offer Type: Reduction   | (33,000)            | (33,000)   | 0                       | 0                 | 0                                   |
|  |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |                   |                                     |
| <b>Unfunded Offers</b>   | <b>8,832,000</b>    | <b>(33,000)</b>  | <b>0</b>                | <b>0</b>          | <b>8,865,000</b>                    |
| <b>Total Offers</b>  | <b>87,500,006</b>   | <b>547,774</b>   | <b>1,420,853</b>        | <b>66,747,064</b> | <b>18,784,315</b>                   |



# Safe Community

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

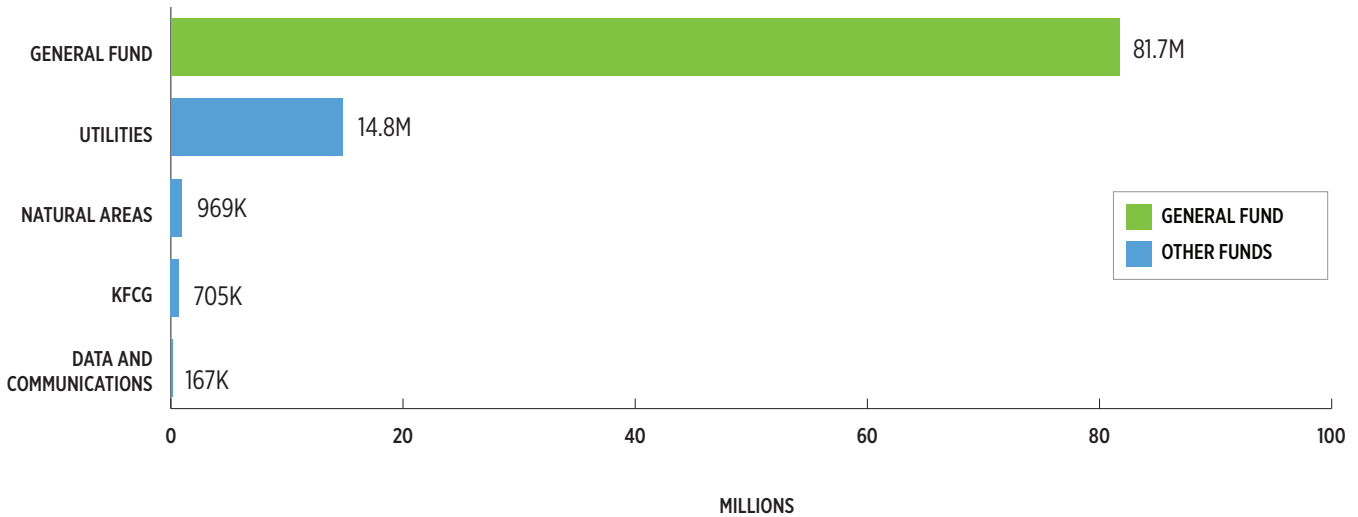




# Safe Community

2021 General Fund & Other Funds – 98.3M

- Police
- Fire
- Stormwater
- Municipal Court



## OVERVIEW

Public safety services are foundational to a healthy, vibrant community. This budget maintains the current levels of service for police, fire and emergency response. In addition, it funds stormwater capital and operations that work to protect people and structures from flooding and to protect the quality of stream, rivers and other vital water resources. The strategic objectives for the Safe Community Outcome, as outlined in the 2020 Strategic Plan, are as follows:

- 5.1 Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- 5.2 Meet the expected level of core and specialized police services as the community grows.
- 5.3 Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.
- 5.4 Continue to deploy comprehensive emergency preparedness and management strategies.
- 5.5 Address flooding risk for the protection of people, property and the environment.
- 5.6 Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- 5.7 Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- 5.8 Improve security at City facilities and properties.

## KEY PURCHASES

- Fire, police, and emergency dispatch services
- Patrol, detectives, and specialized units
- Poudre Fire Authority operations
- Municipal court
- Emergency management services
- Stormwater operations and capital program

**ENHANCEMENTS PURCHASED\***

| <b>Offer #</b> | <b>Offer Title</b>   | <b>Primary Strat. Obj.</b> | <b>2021</b> |
|----------------|--|----------------------------|-------------|
| 7.2            | Enhancement: Technology Infrastructure and Process Performance   | 5.6                        | 85,000      |
| 14.11          | Enhancement: Utilities: Stormwater - Poudre Levee Program (Design and some construction)               | 5.5                        | 1,000,000   |
| 14.12          | Enhancement: Utilities: Stormwater - Oak Street Stormwater Improvements - Design                       | 5.5                        | 500,000     |
| 14.13          | Enhancement: Utilities: Stormwater - North Mason / North College Phase1 - Design and some construction | 5.5                        | 1,500,000   |
| 14.14          | Enhancement: Utilities: Stormwater - Castlerock Road Repairs   | 5.5                        | 750,000     |
| 14.16          | Enhancement: Utilities: Stormwater - Boxelder Watershed Dams   | 5.5                        | 200,000     |
| 14.17          | Enhancement: Utilities: Stormwater - Land Acquisition  | 5.5                        | 250,000     |
| 14.18          | Enhancement: Utilities: Stormwater - Glenmoor Pond Enhancements  | 5.5                        | 250,000     |
| 14.20          | Enhancement: Utilities: Stormwater - Cured-in-Place Pipe Lining  | 5.5                        | 450,000     |
| 14.26          | Enhancement: Utilities: Stormwater - Enhancement to Maintain Levels of Service                         | 5.5                        | 68,206      |
| 25.2           | Enhancement: Emergency Preparedness and Security - Security Programming and Technology                 | 5.8                        | 144,425     |
| 48.2           | Enhancement: 0.75 Hourly FTE for Assistant Municipal Judges and Camera Radar/Red Light Court Clerk     | 5.1                        | 74,008      |
| 65.3           | Enhancement: Encampment Cleaning and Prevention  | 5.7                        | 108,000     |

**TOTAL: \$5,379,639**

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

**REDEPLOYS PURCHASED**

|                         |   |     |          |
|-------------------------|---|-----|----------|
| 18.12                   | Redeploy: Evidence Software   | 5.1 | 0        |
| <b>Positions Added:</b> |   |     |          |
| 18.26                   | Redeploy: Police Campus West and Bike Patrol to Homelessness Coordinator (1.0 FTE), Street Outreach and Restorative Justice | 5.7 | (19,254) |

**TOTAL: (\$19,254)****REDUCTIONS PURCHASED**

|       |  |  |           |
|-------|--|--|-----------|
| 18.21 | Reduction: Scale Down Police Services Multiple Departments           |  | (200,000) |
| 63.2  | Reduction: Scale Down West Nile Virus Program Education and Outreach |  | (39,000)  |

**TOTAL: (\$239,000)**

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

# SAFE COMMUNITY - 2021

| Offer  | Offer Cost<br>Total | Offer Funding             |                                  |             |          |
|--|---------------------|---------------------------|----------------------------------|-------------|----------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing          | OTHER FUNDS | RESERVES |
| 7.1 IT Cybersecurity<br>Offer Type: Ongoing  | 438,293             | 0                         | 356,382                          | 81,911      | 0        |
|  |                     |                           | <i>Data &amp; Communications</i> |             |          |
| 7.2 Enhancement: Technology Infrastructure and<br>Process Performance<br>Offer Type: Enhancement                             | 85,000              | 0                         | 0                                | 0           | 85,000   |
|  |                     |                           | <i>Data &amp; Communications</i> |             |          |
| 14.1 Utilities: Stormwater - Drainage & Detention<br>Offer Type: Ongoing   | 1,676,004           | 0                         | 0                                | 1,676,004   | 0        |
|  |                     |                           | <i>Stormwater</i>                |             |          |
| 14.2 Utilities: Stormwater - Engineering<br>Offer Type: Ongoing  | 1,734,771           | 0                         | 0                                | 1,734,771   | 0        |
|  |                     |                           | <i>Stormwater</i>                |             |          |
| 14.3 Utilities: Stormwater - Minor Capital<br>Offer Type: Ongoing  | 700,000             | 0                         | 0                                | 700,000     | 0        |
|  |                     |                           | <i>Stormwater</i>                |             |          |
| 14.4 Utilities: Stormwater - Master Plan Updates<br>Offer Type: Ongoing  | 450,000             | 0                         | 0                                | 450,000     | 0        |
|  |                     |                           | <i>Stormwater</i>                |             |          |
| 14.5 Utilities: Stormwater - Developer Repayments<br>Offer Type: Ongoing   | 510,000             | 0                         | 0                                | 510,000     | 0        |
|  |                     |                           | <i>Stormwater</i>                |             |          |
| 14.6 Utilities: Stormwater - Collection System Small<br>Projects<br>Offer Type: Ongoing                                      | 1,500,000           | 0                         | 0                                | 1,500,000   | 0        |
|  |                     |                           | <i>Stormwater</i>                |             |          |
| 14.7 Utilities: Stormwater - Stream Rehabilitation<br>Program<br>Offer Type: Ongoing   | 3,100,000           | 0                         | 0                                | 3,100,000   | 0        |
|  |                     |                           | <i>Stormwater</i>                |             |          |
| 14.11 Enhancement: Utilities: Stormwater - Poudre Levee<br>Program (Design and some construction)<br>Offer Type: Enhancement | 1,000,000           | 0                         | 0                                | 1,000,000   | 0        |
|  |                     |                           | <i>Stormwater</i>                |             |          |



## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

# SAFE COMMUNITY - 2021

| Offer   | Offer Cost<br>Total | Offer Funding             |                         |             |                                |
|---|---------------------|---------------------------|-------------------------|-------------|--------------------------------|
|   |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS | RESERVES                       |
| 14.12 Enhancement: Utilities: Stormwater - Oak Street<br>Stormwater Improvements - Design<br>Offer Type: Enhancement                          | 500,000             | 0                         | 0                       | 0           | 500,000<br><i>Stormwater</i>   |
| 14.13 Enhancement: Utilities: Stormwater - North Mason /<br>North College Phase1 - Design and some<br>construction<br>Offer Type: Enhancement | 1,500,000           | 0                         | 0                       | 0           | 1,500,000<br><i>Stormwater</i> |
| 14.14 Enhancement: Utilities: Stormwater - Castlerock<br>Road Repairs<br>Offer Type: Enhancement  | 750,000             | 0                         | 0                       | 0           | 750,000<br><i>Stormwater</i>   |
| 14.16 Enhancement: Utilities: Stormwater - Boxelder<br>Watershed Dams<br>Offer Type: Enhancement  | 200,000             | 0                         | 0                       | 0           | 200,000<br><i>Stormwater</i>   |
| 14.17 Enhancement: Utilities: Stormwater - Land<br>Acquisition<br>Offer Type: Enhancement   | 250,000             | 0                         | 0                       | 0           | 250,000<br><i>Stormwater</i>   |
| 14.18 Enhancement: Utilities: Stormwater - Glenmoor<br>Pond Enhancements<br>Offer Type: Enhancement   | 250,000             | 0                         | 0                       | 250,000     | 0<br><i>Stormwater</i>         |
| 14.20 Enhancement: Utilities: Stormwater - Cured-in-Place<br>Pipe Lining<br>Offer Type: Enhancement   | 450,000             | 0                         | 0                       | 450,000     | 0<br><i>Stormwater</i>         |
| 14.26 Enhancement: Utilities: Stormwater - Enhancement<br>to Maintain Levels of Service<br>Offer Type: Enhancement                            | 68,206              | 0                         | 0                       | 68,206      | 0<br><i>Stormwater</i>         |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**SAFE COMMUNITY - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding  |                         |                                |           |
|---|---------------------|--|-------------------------|--------------------------------|-----------|
|   |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS                    | RESERVES  |
| 18.1 Police Office of the Chief and Administration<br>Offer Type: Ongoing   | 4,811,319           | 0  | 4,811,319               | 0                              | 0         |
| 18.26 Redeploy: Police Campus West and Bike Patrol to Homelessness Coordinator (1.0 FTE), Street Outreach and Restorative Justice<br>Offer Type: Redeploy | (19,254)            | 102,087  | (121,341)               | 0                              | 0         |
|   |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |                                |           |
| 18.2 Police Patrol Services<br>Offer Type: Ongoing  | 15,713,978          | 5,083,496  | 9,006,788               | 0                              | 1,623,694 |
|   |                     | <i>Prior KFCG 0.60% - 1-Time Revenue</i>                             |                         |                                |           |
|   |                     | <i>Prior KFCG 0.60% - Ongoing Revenue</i>                            |                         |                                |           |
| 18.3 Police Special Operations Division<br>Offer Type: Ongoing  | 8,636,502           | 1,044,439  | 7,592,063               | 0                              | 0         |
|   |                     | <i>PSD Revenue for SRO Traffic Calming Surcharge</i>                 |                         |                                |           |
| 18.4 Police Criminal Investigations Division<br>Offer Type: Ongoing   | 8,124,793           | 0  | 8,124,793               | 0                              | 0         |
| 18.12 Redeploy: Evidence Software<br>Offer Type: Redeploy   | 0                   | 0  | 0                       | 0                              | 0         |
|   |                     | <i>City of Fort Collins</i>  |                         |                                |           |
| 18.5 Police Information Services<br>Offer Type: Ongoing   | 7,267,299           | 535,862  | 6,731,437               | 0                              | 0         |
|   |                     | <i>Ambulance Contract</i>  |                         |                                |           |
| 18.21 Reduction: Scale Down Police Services Multiple Departments<br>Offer Type: Reduction   | (200,000)           | 0  | (200,000)               | 0                              | 0         |
| 18.6 Police Vehicle Program<br>Offer Type: Ongoing  | 1,971,950           | 179,148  | 1,087,807               | 0                              | 704,995   |
|   |                     | <i>Camera Radar</i>  |                         | <i>Keep Fort Collins Great</i> |           |

# Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

## SAFE COMMUNITY - 2021

| Offer  | Offer Cost<br>Total                      | Offer Funding  |                         |  |                     |
|--|--|--|-------------------------|--|---------------------|
|  |  | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS  | RESERVES            |
| 18.7 Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN)<br>Offer Type: Ongoing      | 93,860                                   | 0  | 0                       | 0  | 93,860              |
|  | <i>Prior KFCG 0.60% - 1-Time Revenue</i> |  |                         |  | <i>General Fund</i> |
| 18.8 Police Red Light & Camera Radar Program<br>Offer Type: Ongoing  | 847,810                                  | 847,810  | 0                       | 0  | 0                   |
|  |  | <i>Camera Radar</i>  |                         |  |                     |
| 18.9 Police Colorado Regional Information Sharing Project [CRISP]<br>Offer Type: Ongoing                                 | 417,313                                  | 290,845  | 126,468                 | 0  | 0                   |
|  |  | <i>CAD System</i>  |                         |  |                     |
| 18.10 Police Regional Training Facility [Jointly owned with Loveland] - Operation and Maintenance<br>Offer Type: Ongoing | 186,173                                  | 0  | 186,173                 | 0  | 0                   |
| 18.28 Police Collective Bargaining Unit Contractual Wage Increases<br>Offer Type: Ongoing                                | TBD                                      | 0  | TBD                     | 0  | 0                   |
| 25.1 City Manager's Office: Office of Emergency Preparedness and Security<br>Offer Type: Ongoing                         | 504,774                                  | 0  | 403,111                 | 101,663  | 0                   |
|  |  |  |                         | <i>Light &amp; Power<br/>Water<br/>Wastewater<br/>Stormwater</i> |                     |
| 25.2 Enhancement: Emergency Preparedness and Security - Security Programming and Technology<br>Offer Type: Enhancement   | 144,425                                  | 144,425  | 0                       | 0  | 0                   |
|  |  | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |  |                     |
| 48.1 Municipal Court Services - General and Camera Radar/Red Light Caseload<br>Offer Type: Ongoing                       | 1,046,458                                | 43,377   | 403,081                 | 0  | 600,000             |
|  |  | <i>Camera Radar</i>  |                         |  | <i>General Fund</i> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**SAFE COMMUNITY - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding  |                         |                      |                     |
|--|---------------------|--|-------------------------|----------------------|---------------------|
|  |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS          | RESERVES            |
| 48.2 Enhancement: 0.75 Hourly FTE for Assistant Municipal Judges and Camera Radar/Red Light Court Clerk<br>Offer Type: Enhancement | 74,008              | 74,008   | 0                       | 0                    | 0                   |
|  |                     | <i>Camera Radar</i>  |                         |                      |                     |
| 48.5 Municipal Court Services - Specialized Services<br>Offer Type: Ongoing  | 273,511             | 273,511  | 0                       | 0                    | 0                   |
|  |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |                      |                     |
| 63.1 West Nile Virus Program Management<br>Offer Type: Ongoing   | 375,864             | 375,864  | 0                       | 0                    | 0                   |
|  |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |                      |                     |
| 63.2 Reduction: Scale Down West Nile Virus Program Education and Outreach<br>Offer Type: Reduction                                 | (39,000)            | (39,000)   | 0                       | 0                    | 0                   |
|  |                     | <i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> |                         |                      |                     |
| 65.1 Parks Ranger Program<br>Offer Type: Ongoing   | 276,998             | 100,000  | 176,998                 | 0                    | 0                   |
|  |                     | <i>Prior KFCG 0.60% - Ongoing Revenue</i>                            |                         |                      |                     |
| 65.2 Natural Areas Rangers<br>Offer Type: Ongoing  | 969,474             | 0  | 0                       | 969,474              | 0                   |
|  |                     |  |                         | <i>Natural Areas</i> |                     |
| 65.3 Enhancement: Encampment Cleaning and Prevention<br>Offer Type: Enhancement  | 108,000             | 0  | 0                       | 40,000               | 68,000              |
|  |                     |  |                         | <i>Stormwater</i>    | <i>General Fund</i> |
| 68.1 Municipal Prosecution<br>Offer Type: Ongoing  | 358,861             | 0  | 358,861                 | 0                    | 0                   |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**SAFE COMMUNITY - 2021**

| Offer   | Offer Cost<br>Total                       | Offer Funding             |                         |                   |                   |
|---|---|---------------------------|-------------------------|-------------------|-------------------|
|   |   | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS       | RESERVES          |
| 73.1 Poudre Fire Operation, Maintenance & Capital<br>(General Fund)<br>Offer Type: Ongoing                    | 31,173,521                                | 3,062,980                 | 28,110,541              | 0                 | 0                 |
|   | <i>Prior KFCG 0.60% - Ongoing Revenue</i> |                           |                         |                   |                   |
| <b>Funded Offers</b>  | <b>98,280,911</b>                         | <b>12,118,852</b>         | <b>67,154,481</b>       | <b>12,632,029</b> | <b>6,375,549</b>  |
| 14.21 Enhancement: Utilities: Stormwater - Maple Street<br>Improvements - Design<br>Offer Type: Enhancement   | 500,000                                   | 0                         | 0                       | 0                 | 500,000           |
|   |   |                           |                         |                   | <i>Stormwater</i> |
| 14.22 Enhancement: Utilities: Stormwater - Dirt<br>Management Study at Forney Site<br>Offer Type: Enhancement | 60,000                                    | 0                         | 0                       | 0                 | 60,000            |
|   |   |                           |                         |                   | <i>Stormwater</i> |
| <b>Unfunded Offers</b>  | <b>560,000</b>                            | <b>0</b>                  | <b>0</b>                | <b>0</b>          | <b>560,000</b>    |
| <b>Total Offers</b>   | <b>98,840,911</b>                         | <b>12,118,852</b>         | <b>67,154,481</b>       | <b>12,632,029</b> | <b>6,935,549</b>  |



# Transportation & Mobility

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

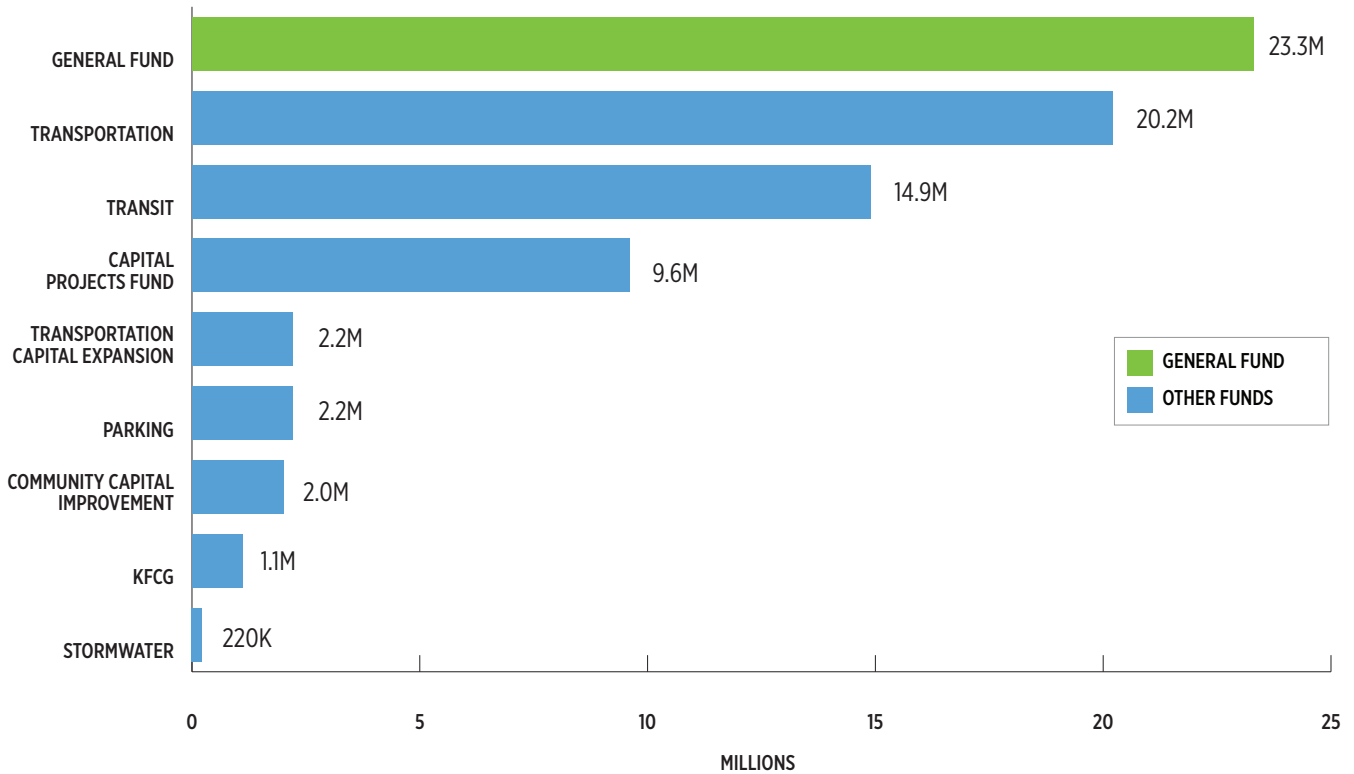




# Transportation & Mobility

2021 General Fund & Other Funds – 75.7M

- Transfort / Dial-a-Ride
- Multimodal Transportation
- Street Maintenance
- Capital Improvements



## OVERVIEW

This budget maintains high-priority transportation and mobility services such as Transfort, Dial-A-Ride and other public transit services, as well as traffic management, street maintenance, snow removal and street sweeping. The strategic objectives for the Transportation and Mobility Outcome, as outlined in the 2020 Strategic Plan, are as follows:

- 6.1 Improve safety for people using all modes of travel.
- 6.2 Manage traffic congestion and improve high-priority intersections for all users.
- 6.3 Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- 6.4 Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement.
- 6.5 Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations.
- 6.6 Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.
- 6.7 Manage safety, congestion and quality of life impacts from train operations in Fort Collins.

## KEY PURCHASES

- Transfort, MAX and Dial-A-Ride services
- Street maintenance, snow/ice removal, and bridge repair
- Traffic operations
- Sidewalk and other mobility improvements
- Safe Routes to Everywhere
- Street sweeping
- Parking services
- Engineering & capital projects

## ENHANCEMENTS PURCHASED\*

| Offer #                 | Offer Title   | Primary Strat. Obj. | 2021       |
|-------------------------|---|---------------------|------------|
| 1.4                     | Enhancement: CCIP Arterial Intersections  | 6.1                 | 400,000    |
| 1.5                     | Enhancement: CCIP - Pedestrian Sidewalk - ADA   | 6.1                 | 1,200,000  |
| 1.6                     | Continuing Enhancement: Railroad Crossing Maintenance   | 6.1                 | 125,000    |
| 1.11                    | Enhancement: Realigned Lemay over Vine Drive and the Burlington Northern-Santa Fe Railroad Tracks | 6.5                 | 12,000,000 |
| 1.12                    | Enhancement: Timberline/Vine Intersection Improvements  | 6.2                 | 1,000,000  |
| 1.13                    | Enhancement: College Avenue Signal Improvements   | 6.2                 | 969,000    |
| 2.5                     | Enhancement: CCIP Bicycle Infrastructure  | 6.3                 | 350,000    |
| 44.5                    | Enhancement: Regional Transit Service Partnership from Greeley to Fort Collins                    | 6.3                 | 120,000    |
| 44.6                    | Enhancement: Replacement Buses Compressed Natural Gas (CNG)                                       | 6.1                 | 1,860,000  |
| 44.7                    | Enhancement: Replacement Bus Zero Emissions & Charger   | 6.3                 | 1,070,000  |
| 44.8                    | Continuing Enhancement: Capital Assets & Projects   | 6.1                 | 1,168,750  |
| 44.9                    | Enhancement: CCIP - Bus Stop Improvements   | 6.1                 | 44,414     |
| 44.10                   | Continuing Enhancement: Midday and Weekend FLEX to Boulder Bus Service                            | 6.1                 | 200,000    |
| 44.11                   | Enhancement: North College BRT Planning Study   | 6.3                 | 350,000    |
| <b>Positions Added:</b> |   |                     |            |
| 41.3                    | Enhancement: Horticulture/Streetscapes Crew Chief   | 6.5                 | 0          |

**TOTAL: \$20,857,164**

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



**REDUCTIONS PURCHASED**

|       |   |           |
|-------|---|-----------|
| 2.7   | Reduction: Eliminate Current Bike Share for New Model | (49,500)  |
| 2.8   | Reduction: Scale Down Mobility Management in FC Moves | (12,000)  |
| 10.6  | Reduction: Scale Down Essential Street Operations     | (313,203) |
| 10.7  | Reduction: Scale Down Street Sweeping                 | (125,342) |
| 10.10 | Reduction: Scale Down Street Maintenance Program      | (803,697) |
| 41.4  | Reduction: Scale Down Streetscapes Service Level      | (67,000)  |
| 44.12 | Reduction: Scale Down Transfort Service Level         | (836,076) |
| 46.6  | Reduction: Scale Down Traffic Signals Locates         | (25,000)  |
| 46.9  | Reduction: Scale Down Traffic Operations Equipment    | (42,074)  |
| 46.10 | Reduction: Scale Down Traffic Engineering Operations  | (81,158)  |

**TOTAL: (\$2,355,050)**

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**TRANSPORTATION AND MOBILITY - 2021**

| Offer   | Offer Cost<br>Total   | Offer Funding             |                         |   |   |
|---|---|---------------------------|-------------------------|---|---|
|   |   | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                                       | RESERVES  |
| 1.1 Capital Projects<br>Offer Type: Ongoing   | 564,619   | 0                         | 0                       | 564,619<br><i>Transportation</i>                  | 0   |
| 1.2 City Bridge Program<br>Offer Type: Ongoing  | 1,700,000<br><i>Prior KFCG 0.60% - Ongoing Revenue</i>                          | 1,700,000                 | 0                       | 0   | 0   |
| 1.3 Transportation Capital Expansion Fee Program<br>Offer Type: Ongoing   | 1,068,459   | 0                         | 0                       | 1,068,459<br><i>Transportation CEF</i>            | 0   |
| 1.4 Enhancement: CCIP Arterial Intersections<br>Offer Type: Enhancement   | 400,000   | 0                         | 0                       | 400,000<br><i>Community Capital Improvement</i>   | 0   |
| 1.5 Enhancement: CCIP - Pedestrian Sidewalk - ADA<br>Offer Type: Enhancement  | 1,200,000   | 0                         | 0                       | 1,200,000<br><i>Community Capital Improvement</i> | 0   |
| 1.6 Continuing Enhancement: Railroad Crossing Maintenance<br>Offer Type: Enhancement  | 125,000<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> | 125,000                   | 0                       | 0   | 0   |
| 1.11 Enhancement: Realigned Lemay over Vine Drive and the Burlington Northern-Santa Fe Railroad Tracks<br>Offer Type: Enhancement | 12,000,000  | 0                         | 0                       | 0   | 12,000,000<br><i>General Fund Transportation Capital Projects</i> |
| 1.12 Enhancement: Timberline/Vine Intersection Improvements<br>Offer Type: Enhancement  | 1,000,000   | 0                         | 0                       | 0   | 1,000,000<br><i>Transportation CEF Transportation</i>             |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**TRANSPORTATION AND MOBILITY - 2021**

| Offer  | Offer Cost<br>Total  | Offer Funding             |                         |   |  |
|--|--|---------------------------|-------------------------|---|--|
|  |  | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS   | RESERVES   |
| 1.13 Enhancement: College Avenue Signal Improvements<br>Offer Type: Enhancement    | 969,000  | 0                         | 0                       | 876,000<br><i>Capital Projects</i>                                | 93,000<br><i>Transportation CEF<br/>Transportation</i> |
| 2.1 FC Moves Mobility Management<br>Offer Type: Ongoing                            | 498,073<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i>  | 90,000                    | 0                       | 408,073<br><i>Transit Services<br/>Transportation<br/>Parking</i> | 0  |
| 2.8 Reduction: Scale Down Mobility Management in FC Moves<br>Offer Type: Reduction | (12,000)   | 0                         | 0                       | (12,000)<br><i>Transportation</i>                                 | 0  |
| 2.2 Safe Routes to School<br>Offer Type: Ongoing                                   | 175,197<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - 1-Time<br/>Revenue<br/>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> | 175,197                   | 0                       | 0   | 0  |
| 2.3 Active Modes<br>Offer Type: Ongoing  | 469,333<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i>  | 469,333                   | 0                       | 0   | 0  |
| 2.7 Reduction: Eliminate Current Bike Share for New Model<br>Offer Type: Reduction | (49,500)<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i>   | (49,500)                  | 0                       | 0   | 0  |
| 2.4 FC Moves Education & Engagement<br>Offer Type: Ongoing                         | 136,989<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i>  | 97,638                    | 0                       | 39,351<br><i>Transit Services</i>                                 | 0  |

# TRANSPORTATION AND MOBILITY - 2021

| Offer   | Offer Cost<br>Total | Offer Funding  |                         |                                      |                                |
|---|---------------------|--|-------------------------|--------------------------------------|--------------------------------|
|   |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS                          | RESERVES                       |
| 2.5 Enhancement: CCIP Bicycle Infrastructure<br>Offer Type: Enhancement         | 350,000             | 0  | 0                       | 350,000                              | 0                              |
|   |                     |  |                         | <i>Community Capital Improvement</i> |                                |
| 2.6 School Crossing Guard Program<br>Offer Type: Ongoing                        | 94,500              | 94,500   | 0                       | 0                                    | 0                              |
|   |                     | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> |                         |                                      |                                |
| 10.1 Street Maintenance Program<br>Offer Type: Ongoing                          | 16,142,632          | 7,105,306  | 0                       | 8,079,302                            | 958,024                        |
|   |                     | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> |                         | <i>Transportation</i>                | <i>Keep Fort Collins Great</i> |
|   |                     | <i>Prior KFCG 0.60% - Ongoing<br/>Revenue</i>                                |                         |                                      |                                |
| 10.10 Reduction: Scale Down Street Maintenance Program<br>Offer Type: Reduction | (803,697)           | (485,770)  | 0                       | (317,927)                            | 0                              |
|   |                     | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> |                         | <i>Transportation</i>                |                                |
|   |                     | <i>Prior KFCG 0.60% - Ongoing<br/>Revenue</i>                                |                         |                                      |                                |
| 10.2 Snow and Ice Removal<br>Offer Type: Ongoing                                | 1,420,149           | 0  | 0                       | 1,420,149                            | 0                              |
|   |                     |  |                         | <i>Transportation</i>                |                                |
| 10.3 Essential Street Operations<br>Offer Type: Ongoing                         | 3,345,441           | 477,335  | 0                       | 2,262,617                            | 605,489                        |
|   |                     | <i>Prior KFCG 0.60% - Ongoing<br/>Revenue</i>                                |                         | <i>Transportation</i>                | <i>General Fund</i>            |
| 10.6 Reduction: Scale Down Essential Street Operations<br>Offer Type: Reduction | (313,203)           | 0  | 0                       | (313,203)                            | 0                              |
|   |                     |  |                         | <i>Transportation</i>                |                                |
| 10.4 Street Sweeping<br>Offer Type: Ongoing                                     | 719,115             | 499,115  | 0                       | 220,000                              | 0                              |
|   |                     | <i>Prior KFCG 0.60% - Ongoing<br/>Revenue</i>                                |                         | <i>Stormwater</i>                    |                                |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**TRANSPORTATION AND MOBILITY - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding  |                         |                                      |  |
|---|---------------------|--|-------------------------|--------------------------------------|--|
|   |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS                          | RESERVES   |
| 10.7 Reduction: Scale Down Street Sweeping<br>Offer Type: Reduction                         | (125,342)           | 0  | 0                       | (125,342)<br><i>Transportation</i>   | 0  |
| 10.5 Planning, Development & Transportation (PDT)<br>Work for Others<br>Offer Type: Ongoing | 4,147,452           | 0  | 0                       | 4,147,452<br><i>Transportation</i>   | 0  |
| 22.1 Harmony Road Maintenance<br>Offer Type: Ongoing  | 272,641             | 0  | 0                       | 0                                    | 272,641<br><i>Transportation</i>                                 |
| 41.2 Streetscape Maintenance<br>Offer Type: Ongoing   | 1,010,346           | 280,909<br><i>BOB O&amp;M<br/>Park Fees<br/>Prior KFCG 0.60% - 1-Time<br/>Revenue</i>  | 729,437                 | 0                                    | 0  |
| 41.4 Reduction: Scale Down Streetscapes Service Level<br>Offer Type: Reduction              | (67,000)            | 0  | (67,000)                | 0                                    | 0  |
| 41.3 Enhancement: Horticulture/Streetscapes Crew Chief<br>Offer Type: Enhancement           | 0                   | 0  | 0                       | 0<br><i>City of Fort Collins</i>     | 0  |
| 44.1 Transit Fixed Route Network<br>Offer Type: Ongoing                                     | 17,110,754          | 2,260,798<br><i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - 1-Time<br/>Revenue<br/>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> | 5,601,384               | 6,877,692<br><i>Transit Services</i> | 2,370,880<br><i>Keep Fort Collins Great<br/>Transit Services</i> |
| 44.12 Reduction: Scale Down Transfort Service Level<br>Offer Type: Reduction                | (836,076)           | 0  | (836,076)               | 0                                    | 0  |
| 44.3 Game Day Transit Service<br>Offer Type: Ongoing  | 100,000             | 0  | 0                       | 100,000<br><i>Transit Services</i>   | 0  |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**TRANSPORTATION AND MOBILITY - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding             |                         |  |                                    |
|---|---------------------|---------------------------|-------------------------|--|------------------------------------|
|   |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                                    | RESERVES                           |
| 44.4 Dial-A-Ride<br>Offer Type: Ongoing   | 1,891,500           | 0                         | 1,024,500               | 867,000<br><i>Transit Services</i>             | 0                                  |
| 44.5 Enhancement: Regional Transit Service Partnership<br>from Greeley to Fort Collins<br>Offer Type: Enhancement | 120,000             | 0                         | 100,000                 | 20,000<br><i>Transit Services</i>              | 0                                  |
| 44.6 Enhancement: Replacement Buses Compressed<br>Natural Gas (CNG)<br>Offer Type: Enhancement                    | 1,860,000           | 0                         | 0                       | 1,858,091<br><i>Transit Services</i>           | 1,909<br><i>Transit Services</i>   |
| 44.7 Enhancement: Replacement Bus Zero Emissions &<br>Charger<br>Offer Type: Enhancement                          | 1,070,000           | 0                         | 0                       | 852,200<br><i>Transit Services</i>             | 217,800<br><i>Transit Services</i> |
| 44.8 Continuing Enhancement: Capital Assets & Projects<br>Offer Type: Enhancement                                 | 1,168,750           | 0                         | 0                       | 935,000<br><i>Transit Services</i>             | 233,750<br><i>Transit Services</i> |
| 44.9 Enhancement: CCIP - Bus Stop Improvements<br>Offer Type: Enhancement   | 44,414              | 0                         | 0                       | 44,414<br><i>Community Capital Improvement</i> | 0                                  |
| 44.10 Continuing Enhancement: Midday and Weekend<br>FLEX to Boulder Bus Service<br>Offer Type: Enhancement        | 200,000             | 0                         | 0                       | 0  | 200,000<br><i>Transit Services</i> |
| 44.11 Enhancement: North College BRT Planning Study<br>Offer Type: Enhancement                                    | 350,000             | 0                         | 0                       | 280,000<br><i>Transit Services</i>             | 70,000<br><i>Transit Services</i>  |
| 45.1 Parking Services<br>Offer Type: Ongoing  | 2,355,074           | 0                         | 405,911                 | 1,949,163<br><i>Parking</i>                    | 0                                  |
| 45.2 Firehouse Alley Parking Structure<br>Offer Type: Ongoing   | 238,031             | 0                         | 0                       | 238,031<br><i>Parking</i>                      | 0                                  |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**TRANSPORTATION AND MOBILITY - 2021**

| Offer   | Offer Cost<br>Total   | Offer Funding             |                         |                                    |                               |
|---|---|---------------------------|-------------------------|------------------------------------|-------------------------------|
|   |   | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                        | RESERVES                      |
| 46.1 Traffic Engineering<br>Offer Type: Ongoing                                     | 1,201,859   | 0                         | 0                       | 1,201,859<br><i>Transportation</i> | 0                             |
| 46.10 Reduction: Scale Down Traffic Engineering Operations<br>Offer Type: Reduction | (81,158)  | 0                         | 0                       | (81,158)<br><i>Transportation</i>  | 0                             |
| 46.2 Traffic Signals<br>Offer Type: Ongoing   | 994,083<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>   | 135,000                   | 0                       | 859,083<br><i>Transportation</i>   | 0                             |
| 46.6 Reduction: Scale Down Traffic Signals Locates<br>Offer Type: Reduction         | (25,000)  | 0                         | 0                       | (25,000)<br><i>Transportation</i>  | 0                             |
| 46.3 Signs and Pavement Markings<br>Offer Type: Ongoing                             | 1,123,526<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> | 344,151                   | 0                       | 779,375<br><i>Transportation</i>   | 0                             |
| 46.4 Traffic Operations Equipment<br>Offer Type: Ongoing                            | 269,946<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>   | 241,900                   | 0                       | 28,046<br><i>Transportation</i>    | 0                             |
| 46.9 Reduction: Scale Down Traffic Operations Equipment<br>Offer Type: Reduction    | (42,074)<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>  | (42,074)                  | 0                       | 0                                  | 0                             |
| 46.5 Neighborhood Traffic Mitigation Program<br>Offer Type: Ongoing                 | 150,000<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i>   | 53,119                    | 0                       | 0                                  | 96,881<br><i>General Fund</i> |
| <b>Funded Offers</b>  | <b>75,701,833</b>   | <b>13,571,957</b>         | <b>6,958,156</b>        | <b>37,051,346</b>                  | <b>18,120,374</b>             |

# TRANSPORTATION AND MOBILITY - 2021

| Offer   | <u>Offer Cost</u> |                   | <u>Offer Funding</u>    |                   |                   |  |
|---|-------------------|-------------------|-------------------------|-------------------|-------------------|--|
|   | Total             | Dedicated         | GENERAL FUND<br>Ongoing | OTHER FUNDS       | RESERVES          |  |
| 1.7 Continuing Enhancement: Bridge Program<br><i>Offer Type: Enhancement</i>                                  | 600,000           | 0                 | 0                       | 0                 | 600,000           | <i>Transportation</i>  |
| 1.10 Enhancement: Laporte Avenue Roadway and Multimodal Safety Improvements<br><i>Offer Type: Enhancement</i> | 2,827,500         | 0                 | 0                       | 1,000,000         | 1,827,500         | <i>Transportation CEF<br/>Transportation</i>   |
| 10.9 Enhancement: Snow and Ice Removal<br><i>Offer Type: Enhancement</i>                                      | 1,000,000         | 0                 | 0                       | 1,000,000         | 0                 | <i>Transportation</i>  |
| 44.13 Reduction: Additional Scale Down Transfort Service Level<br><i>Offer Type: Reduction</i>                | (836,076)         | 0                 | (836,076)               | 0                 | 0                 |  |
| 45.3 Enhancement: Parking Structure Preventative & Critical Repairs<br><i>Offer Type: Enhancement</i>         | 459,500           | 459,500           | 0                       | 0                 | 0                 | <i>One-time Revenue</i>  |
| 46.7 Reduction: Pause Neighborhood Traffic Mitigation Program<br><i>Offer Type: Reduction</i>                 | (150,000)         | (150,000)         | 0                       | 0                 | 0                 | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue<br/>Traffic Calming Surcharge</i> |
| 46.8 Reduction: Scale Down Signs and Pavement Markings<br><i>Offer Type: Reduction</i>                        | (64,151)          | (64,151)          | 0                       | 0                 | 0                 | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i>                               |
| <b>Unfunded Offers</b>  | <b>3,836,773</b>  | <b>245,349</b>    | <b>(836,076)</b>        | <b>2,000,000</b>  | <b>2,427,500</b>  |  |
| <b>Total Offers</b>   | <b>79,538,606</b> | <b>13,817,306</b> | <b>6,122,080</b>        | <b>39,051,346</b> | <b>20,547,874</b> |  |





# High Performing Government

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

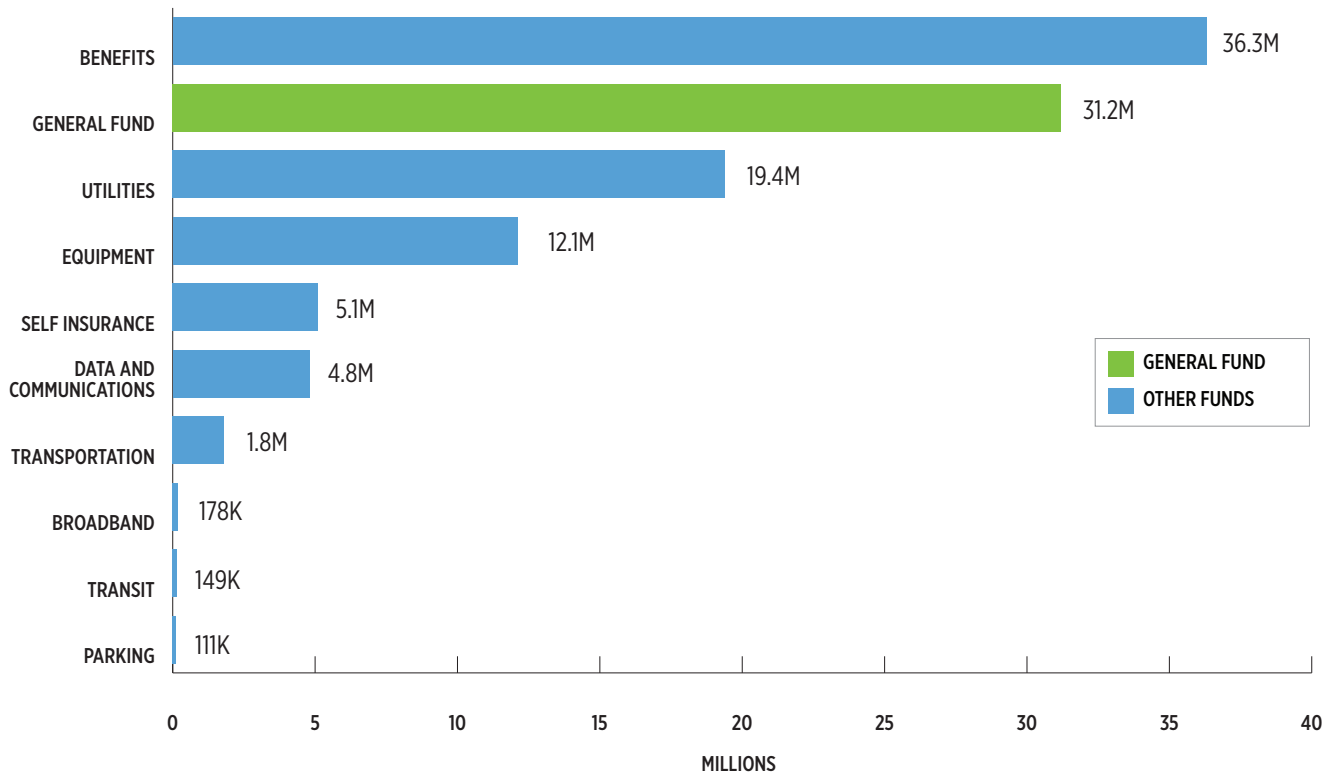




# High Performing Government

2021 General Fund & Other Funds – 111.0M

- Administrative, Legal & Municipal Services
- City Council
- Internal Services
- Utility Customer Service



## OVERVIEW

The majority of Offers in the High Performing Government Outcome are for internal services which provide essential support systems for City operations, including City Council, City Attorney, City Manager, City Clerk, Communications and Public Involvement, Finance, Human Resources, Information Technology and Operation Services (Fleet, Facilities and Real Estate), as well as employee benefits and insurance. Core Utility support services, such as customer service and administration, commercial accounts and communication, finance and grounds maintenance are also included in this Outcome, as well as administration for areas that cover multiple outcomes, such as Sustainability Services and Planning, Development & Transportation. The strategic objectives for High Performing Government, as outlined in the 2020 Strategic Plan, are as follows:

- 7.1 Provide world-class municipal services through operational excellence and a culture of innovation.
- 7.2 Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- 7.3 Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- 7.4 Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- 7.5 Foster a culture of safety, well-being, resilience and sustainability across the City organization.
- 7.6 Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

- 7.7 Address long-term projected gap between available revenue and what is required to meet known and emerging needs.
- 7.8 Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- 7.9 Proactively influence policy and legislative development at all levels.

## KEY PURCHASES

- City Council core services, City Manager’s Office, City Clerk’s Office, and City Attorney’s Office
- Residential and business connections: Communications and Public Involvement Office, FCTV services, E-Government, and Utility Customer Service and Administration
- Internal support functions: Information Technology, Telecommunications, Finance, Purchasing, Human Resources, Safety, Risk Management and Operations Services (Fleet, Facilities and Real Estate)
- Operations Services for building, vehicle and equipment maintenance and repairs
- Special events and volunteer coordination
- Benefits & wellness programs

## ENHANCEMENTS PURCHASED\*

| Offer #                 | Offer Title  | Primary Strat. Obj. | 2021               |
|-------------------------|--|---------------------|--------------------|
| 4.10                    | Enhancement: Self-Service Technology and Capabilities  | 7.6                 | 125,000            |
| 9.8                     | Enhancement: Hourly Support for Connexion Marketing, Design, and Branding                                  | 7.1                 | 35,000             |
| 13.19                   | Enhancement: Utilities: Customer Service & Administration - Data Management Program and Analytics Platform | 7.1                 | 593,000            |
| 13.20                   | Enhancement: CAPITAL - Utilities: Asset Register and Work Order Management System                          | 7.8                 | 637,570            |
| 13.21                   | Enhancement: Utilities: Exadata Billing Platform   | 7.1                 | 430,000            |
| <b>Positions Added:</b> |  |                     |                    |
| 13.16                   | Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing  | 7.8                 | 170,828            |
| 13.17                   | Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Application Support                    | 7.1                 | 91,595             |
| 32.8                    | Enhancement: 1.0 FTE Payroll Coordinator   | 7.1                 | 65,344             |
| <b>TOTAL:</b>           |  |                     | <b>\$2,148,337</b> |

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

**REDUCTIONS PURCHASED**

|       |  |             |
|-------|--|-------------|
| 6.2   | Reduction: IT - Temporary Pause Conference and Training Funding  | (20,498)    |
| 6.3   | Reduction: IT Software and Support Services, Tools, and Programs   | (111,186)   |
| 8.7   | Reduction: HR - Temporary Pause Leadership Development, Crucial Conversations, and Other Developmental Courses and Programs  | (170,000)   |
| 9.6   | Reduction: CPIO - Temporary Pause Operational Costs, Media Monitoring, and Advertising for Communications Public Involvement | (29,443)    |
| 13.26 | Reduction: Utilities: Customer Service & Administration Support Services and Maintenance                                     | (656,137)   |
| 24.4  | Reduction: Scale Down - City Manager's Office - Performance Excellence, Core 34 & All Manager's Meeting                      | (80,500)    |
| 32.9  | Reduction: Scale Down - Cash and Transaction Consolidation   | (64,000)    |
| 32.10 | Reduction: Pass Through Online Fee for Sales Tax filing  | (25,000)    |
| 35.2  | Reduction: Scale Down Safety & Risk Management Supplies, Consulting and Medical Services                                     | (122,000)   |
| 51.7  | Reduction: Scale Down Board and Commission Programming   | (22,000)    |
| 51.8  | Reduction: Scale Down City Clerk Administration  | (12,300)    |
| 55.11 | Reduction: Fleet Fuel Savings  | (825,000)   |
| 55.12 | Reduction: Temporary Pause Fleet Supplies and Parts  | (250,000)   |
| 55.13 | Reduction: Temporary Pause Outside Repairs and Maintenance   | (400,000)   |
| 55.14 | Reduction: Temporary Pause Fleet Rental  | (200,000)   |
| 55.15 | Reduction: Increased Oil Change Interval   | (125,000)   |
| 55.16 | Reduction: Temporary Pause Facility Engineering, Design and Consulting Work  | (150,000)   |
| 55.17 | Reduction: Temporary Pause Facility Maintenance Contractor Services  | (150,000)   |
| 55.18 | Reduction: Scale Down Hours of Downtown Restrooms  | (75,000)    |
| 55.20 | Reduction: Temporary Pause Electrical Contractor Services  | (50,000)    |
| 55.22 | Reduction: Eliminate Custodial Trash Removal from Individual Offices   | (43,000)    |
| 55.29 | Reduction: Sell or Reassign Under Utilized Vehicles  | (10,000)    |
| 75.1  | 2021 Hiring Freeze   | (3,024,544) |

**TOTAL: (\$6,615,608)**

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

# HIGH PERFORMING GOVERNMENT - 2021

| Offer   | Offer Cost<br>Total | Offer Funding             |                                  |             |                                  |
|---|---------------------|---------------------------|----------------------------------|-------------|----------------------------------|
|   |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing          | OTHER FUNDS | RESERVES                         |
| 4.1 IT Applications - ERP Services<br>Offer Type: Ongoing                             | 1,084,443           | 0                         | 712,372                          | 372,071     | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 4.2 IT Applications - E-Government Services<br>Offer Type: Ongoing                    | 407,913             | 0                         | 300,252                          | 107,661     | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 4.3 IT Applications - Geographic Information Services<br>Offer Type: Ongoing          | 607,648             | 0                         | 327,651                          | 279,997     | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 4.4 IT Applications - Document Management Services<br>Offer Type: Ongoing             | 369,449             | 0                         | 271,939                          | 97,510      | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 4.5 IT Applications - Development Tracking Services<br>Offer Type: Ongoing            | 532,909             | 0                         | 0                                | 532,909     | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 4.6 IT Applications - Open Data Program<br>Offer Type: Ongoing                        | 207,118             | 0                         | 152,453                          | 54,665      | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 4.10 Enhancement: Self-Service Technology and Capabilities<br>Offer Type: Enhancement | 125,000             | 0                         | 0                                | 0           | 125,000                          |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 5.1 IT Infrastructure - Network Services<br>Offer Type: Ongoing                       | 1,251,978           | 0                         | 393,927                          | 858,051     | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 5.2 IT Infrastructure - Email & Voice Services<br>Offer Type: Ongoing                 | 615,706             | 0                         | 0                                | 536,706     | 79,000                           |
|   |                     |                           | <i>Data &amp; Communications</i> |             | <i>Data &amp; Communications</i> |
| 5.3 IT Infrastructure - Data Management<br>Offer Type: Ongoing                        | 1,050,825           | 0                         | 739,228                          | 311,597     | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |
| 5.4 IT Infrastructure - Client Services<br>Offer Type: Ongoing                        | 2,039,905           | 0                         | 1,406,718                        | 633,187     | 0                                |
|   |                     |                           | <i>Data &amp; Communications</i> |             |                                  |

## Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

# HIGH PERFORMING GOVERNMENT - 2021

| Offer  | Offer Cost<br>Total   | Offer Funding             |                         |             |   |
|--|---|---------------------------|-------------------------|-------------|---|
|  |   | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS | RESERVES                                    |
| 5.5 IT Infrastructure - Asset Equipment Replacement<br>Offer Type: Ongoing   | 1,366,925<br><i>Prior KFCG 0.60% - Ongoing Revenue</i>                          | 30,000                    | 690,509                 | 396,416     | 250,000<br><i>Data &amp; Communications</i> |
| 6.1 IT Administration Services<br>Offer Type: Ongoing  | 854,547   | 0                         | 607,995                 | 246,552     | 0<br><i>Data &amp; Communications</i>       |
| 6.2 Reduction: IT - Temporary Pause Conference and Training Funding<br>Offer Type: Reduction   | (20,498)  | 0                         | (14,760)                | (5,738)     | 0<br><i>Data &amp; Communications</i>       |
| 6.3 Reduction: IT Software and Support Services, Tools, and Programs<br>Offer Type: Reduction  | (111,186)   | 0                         | (67,093)                | (44,093)    | 0<br><i>Data &amp; Communications</i>       |
| 8.1 HR Core Services<br>Offer Type: Ongoing  | 1,995,910   | 0                         | 1,995,910               | 0           | 0   |
| 8.2 Talent Development<br>Offer Type: Ongoing  | 532,834   | 0                         | 532,834                 | 0           | 0   |
| 8.7 Reduction: HR - Temporary Pause Leadership Development, Crucial Conversations, and Other Developmental Courses and Programs<br>Offer Type: Reduction | (170,000)   | 0                         | (170,000)               | 0           | 0   |
| 8.3 Volunteer Services Program<br>Offer Type: Ongoing  | 197,496<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> | 197,496                   | 0                       | 0           | 0   |
| 8.4 Wellness<br>Offer Type: Ongoing  | 333,124   | 0                         | 0                       | 333,124     | 0<br><i>Benefits</i>                        |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding   |                         |                                      |                              |
|---|---------------------|---|-------------------------|--------------------------------------|------------------------------|
|   |                     | GENERAL FUND<br>Dedicated   | GENERAL FUND<br>Ongoing | OTHER FUNDS                          | RESERVES                     |
| 8.5 City Benefits and Retirement Administration<br>Offer Type: Ongoing  | 35,996,457          | 0   | 0                       | 34,903,281<br><i>Benefits</i>        | 1,093,176<br><i>Benefits</i> |
| 9.1 FCTV Video Services<br>Offer Type: Ongoing  | 491,962             | 52,000<br><i>Communications Fees</i>  | 439,962                 | 0                                    | 0                            |
| 9.2 Communications and Public Involvement Central Communications<br>Offer Type: Ongoing   | 982,550             | 0   | 982,550                 | 0                                    | 0                            |
| 9.6 Reduction: CPIO - Temporary Pause Operational Costs, Media Monitoring, and Advertising for Communications Public Involvement<br>Offer Type: Reduction | (29,443)            | 0   | (29,443)                | 0                                    | 0                            |
| 9.3 Inclusive Public Engagement<br>Offer Type: Ongoing  | 195,556             | 195,556<br><i>Prior KFCG 0.25% for Other Comm &amp; Trans - Ongoing Revenue</i> | 0                       | 0                                    | 0                            |
| 9.4 Public, Educational and Governmental Programming (PEG)<br>Offer Type: Ongoing   | 216,000             | 216,000<br><i>Cable PEG Fees</i>  | 0                       | 0                                    | 0                            |
| 9.8 Enhancement: Hourly Support for Connexion Marketing, Design, and Branding<br>Offer Type: Enhancement  | 35,000              | 0   | 0                       | 0                                    | 35,000<br><i>Broadband</i>   |
| 13.1 Utilities: Customer Service & Administration - Customer Service<br>Offer Type: Ongoing   | 3,794,830           | 0   | 67,499                  | 3,727,331<br><i>Utility CS&amp;A</i> | 0                            |
| 13.2 Utilities: Customer Service & Administration - Communications & Marketing<br>Offer Type: Ongoing   | 968,980             | 0   | 0                       | 968,980<br><i>Utility CS&amp;A</i>   | 0                            |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |                         |          |
|--|---------------------|---------------------------|-------------------------|-------------------------|----------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS             | RESERVES |
| 13.3 Utilities: Customer Service & Administration -<br>Customer Accounts<br>Offer Type: Ongoing  | 644,499             | 0                         | 0                       | 644,499                 | 0        |
|  |                     |                           |                         | <i>Utility CS&amp;A</i> |          |
| 13.4 Utilities: Customer Service & Administration -<br>Community Engagement & Workforce<br>Culture/Environmental Projects<br>Offer Type: Ongoing | 1,228,510           | 0                         | 0                       | 1,228,510               | 0        |
|  |                     |                           |                         | <i>Utility CS&amp;A</i> |          |
| 13.5 Utilities: Customer Service & Administration - Meter<br>System Inspection<br>Offer Type: Ongoing  | 141,148             | 0                         | 0                       | 141,148                 | 0        |
|  |                     |                           |                         | <i>Utility CS&amp;A</i> |          |
| 13.6 Utilities: Customer Service & Administration -<br>Locating Operations<br>Offer Type: Ongoing  | 991,342             | 0                         | 0                       | 991,342                 | 0        |
|  |                     |                           |                         | <i>Utility CS&amp;A</i> |          |
| 13.7 Utilities: Customer Service & Administration -<br>Grounds Maintenance<br>Offer Type: Ongoing  | 336,872             | 0                         | 0                       | 336,872                 | 0        |
|  |                     |                           |                         | <i>Utility CS&amp;A</i> |          |
| 13.8 Utilities: Customer Service & Administration -<br>Support Services & Wellness<br>Offer Type: Ongoing  | 1,725,105           | 0                         | 0                       | 1,725,105               | 0        |
|  |                     |                           |                         | <i>Utility CS&amp;A</i> |          |
| 13.9 Utilities: Customer Service & Administration -<br>Executive Director's Office<br>Offer Type: Ongoing  | 563,435             | 0                         | 0                       | 563,435                 | 0        |
|  |                     |                           |                         | <i>Utility CS&amp;A</i> |          |
| 13.10 Utilities: Customer Service & Administration -<br>Finance & Asset Management<br>Offer Type: Ongoing  | 1,692,265           | 0                         | 0                       | 1,692,265               | 0        |
|  |                     |                           |                         | <i>Utility CS&amp;A</i> |          |



Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding             |                         |   |                                     |
|---|---------------------|---------------------------|-------------------------|---|-------------------------------------|
|   |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS   | RESERVES                            |
| 13.11 Utilities: Customer Service & Administration - Information Technology<br>Offer Type: Ongoing  | 5,252,753           | 0                         | 0                       | 5,252,753<br><i>Utility CS&amp;A</i>  | 0                                   |
| 13.12 Utilities: Customer Service & Administration - Minor Capital<br>Offer Type: Ongoing   | 203,000             | 0                         | 0                       | 203,000<br><i>Utility CS&amp;A</i>  | 0                                   |
| 13.13 Utilities: Customer Service & Administration - Information Technology Minor Capital<br>Offer Type: Ongoing                            | 376,629             | 0                         | 0                       | 376,629<br><i>Utility CS&amp;A</i>  | 0                                   |
| 13.16 Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing<br>Offer Type: Enhancement  | 170,828             | 0                         | 0                       | 170,828<br><i>Utility CS&amp;A</i>  | 0                                   |
| 13.17 Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Application Support<br>Offer Type: Enhancement                    | 91,595              | 0                         | 0                       | 91,595<br><i>Utility CS&amp;A</i>   | 0                                   |
| 13.19 Enhancement: Utilities: Customer Service & Administration - Data Management Program and Analytics Platform<br>Offer Type: Enhancement | 593,000             | 0                         | 0                       | 593,000<br><i>Light &amp; Power<br/>Water<br/>Wastewater<br/>Stormwater</i> | 0                                   |
| 13.20 Enhancement: CAPITAL - Utilities: Asset Register and Work Order Management System<br>Offer Type: Enhancement                          | 637,570             | 0                         | 0                       | 387,570<br><i>Water<br/>Wastewater<br/>Stormwater</i>                       | 250,000<br><i>Light &amp; Power</i> |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer   | Offer Cost<br>Total | Offer Funding  |                         |   |                            |
|---|---------------------|--|-------------------------|---|----------------------------|
|   |                     | GENERAL FUND<br>Dedicated  | GENERAL FUND<br>Ongoing | OTHER FUNDS   | RESERVES                   |
| 13.21 Enhancement: Utilities: Exadata Billing Platform<br>Offer Type: Enhancement   | 430,000             | 0  | 0                       | 368,738<br><i>Light &amp; Power<br/>Water<br/>Wastewater<br/>Stormwater</i> | 61,262<br><i>Broadband</i> |
| 13.26 Reduction: Utilities: Customer Service & Administration Support Services and Maintenance<br>Offer Type: Reduction               | (656,137)           | 0  | 0                       | (656,137)<br><i>Utility CS&amp;A</i>  | 0                          |
| 24.1 City Council<br>Offer Type: Ongoing  | 182,790             | 0  | 182,790                 | 0   | 0                          |
| 24.2 City Manager's Office - Executive Staff, Administrative & Financial Support<br>Offer Type: Ongoing                               | 1,705,990           | 0  | 1,538,906               | 167,084<br><i>Light &amp; Power<br/>Water</i>                               | 0                          |
| 24.4 Reduction: Scale Down - City Manager's Office - Performance Excellence, Core 34 & All Manager's Meeting<br>Offer Type: Reduction | (80,500)            | 0  | (80,500)                | 0   | 0                          |
| 24.3 City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division<br>Offer Type: Ongoing                 | 598,347             | 0  | 598,347                 | 0   | 0                          |
| 29.1 Sustainability Services Administration<br>Offer Type: Ongoing  | 518,646             | 62,500   | 456,146                 | 0   | 0                          |
|   |                     | <i>Prior KFCG 0.25% for Other<br/>Comm &amp; Trans - Ongoing<br/>Revenue</i> |                         |   |                            |
| 32.1 Purchasing and Procurement Services<br>Offer Type: Ongoing   | 601,778             | 0  | 601,778                 | 0   | 0                          |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |                                    |          |
|--|---------------------|---------------------------|-------------------------|------------------------------------|----------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                        | RESERVES |
| 32.2 Accounting and Financial Transaction Services<br>Offer Type: Ongoing  | 1,565,504           | 0                         | 1,565,504               | 0                                  | 0        |
| 32.9 Reduction: Scale Down - Cash and Transaction Consolidation<br>Offer Type: Reduction                               | (64,000)            | 0                         | (64,000)                | 0                                  | 0        |
| 32.3 Sales Tax Services<br>Offer Type: Ongoing   | 686,579             | 0                         | 686,579                 | 0                                  | 0        |
| 32.10 Reduction: Pass Through Online Fee for Sales Tax filing<br>Offer Type: Reduction                                 | (25,000)            | 0                         | (25,000)                | 0                                  | 0        |
| 32.4 Strategic Financial and Budgeting Services<br>Offer Type: Ongoing   | 1,035,585           | 0                         | 1,035,585               | 0                                  | 0        |
| 32.5 Program Evaluation and FC Lean<br>Offer Type: Ongoing   | 409,049             | 0                         | 409,049                 | 0                                  | 0        |
| 32.6 City Give Programs and Services<br>Offer Type: Ongoing  | 154,724             | 0                         | 154,724                 | 0                                  | 0        |
| 32.8 Enhancement: 1.0 FTE Payroll Coordinator<br>Offer Type: Enhancement   | 65,344              | 0                         | 65,344                  | 0                                  | 0        |
| 35.1 Safety & Risk Management Programs & Services<br>Offer Type: Ongoing   | 5,295,363           | 0                         | 0                       | 5,295,363<br><i>Self Insurance</i> | 0        |
| 35.2 Reduction: Scale Down Safety & Risk Management Supplies, Consulting and Medical Services<br>Offer Type: Reduction | (122,000)           | 0                         | 0                       | (122,000)<br><i>Self Insurance</i> | 0        |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |   |          |
|--|---------------------|---------------------------|-------------------------|---|----------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS   | RESERVES |
| 51.1 City Clerk Administration<br>Offer Type: Ongoing                                | 648,087             | 0                         | 648,087                 | 0   | 0        |
| 51.8 Reduction: Scale Down City Clerk Administration<br>Offer Type: Reduction        | (12,300)            | 0                         | (12,300)                | 0   | 0        |
| 51.2 Liquor and Marijuana Licensing<br>Offer Type: Ongoing                           | 187,397             | 0                         | 187,397                 | 0   | 0        |
| 51.3 Boards and Commissions<br>Offer Type: Ongoing                                   | 103,709             | 0                         | 103,709                 | 0   | 0        |
| 51.7 Reduction: Scale Down Board and Commission Programming<br>Offer Type: Reduction | (22,000)            | 0                         | (22,000)                | 0   | 0        |
| 51.5 Elections<br>Offer Type: Ongoing  | 384,820             | 0                         | 384,820                 | 0   | 0        |
| 54.1 Engineering Administration<br>Offer Type: Ongoing                               | 446,357             | 0                         | 0                       | 446,357<br><i>Transportation</i>                                    | 0        |
| 55.11 Reduction: Fleet Fuel Savings<br>Offer Type: Reduction                         | (825,000)           | 0                         | 0                       | (825,000)<br><i>Equipment</i>                                       | 0        |
| 54.2 Engineering Survey<br>Offer Type: Ongoing                                       | 430,311             | 0                         | 430,311                 | 0   | 0        |
| 54.3 PDT Administration<br>Offer Type: Ongoing                                       | 1,770,999           | 0                         | 273,161                 | 1,497,838<br><i>Transit Services<br/>Transportation<br/>Parking</i> | 0        |
| 55.1 Fleet Fuel<br>Offer Type: Ongoing   | 3,336,931           | 0                         | 0                       | 3,336,931<br><i>Equipment</i>                                       | 0        |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer  | Offer Cost<br>Total                            | Offer Funding             |                         |                               |                                  |
|--|--|---------------------------|-------------------------|-------------------------------|----------------------------------|
|  |  | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS                   | RESERVES                         |
| 55.2 Fleet Maintenance and Operations<br>Offer Type: Ongoing   | 7,135,542                                      | 0                         | 0                       | 7,135,542<br><i>Equipment</i> | 0                                |
| 55.12 Reduction: Temporary Pause Fleet Supplies and Parts<br>Offer Type: Reduction                         | (250,000)                                      | 0                         | 0                       | (250,000)<br><i>Equipment</i> | 0                                |
| 55.13 Reduction: Temporary Pause Outside Repairs and Maintenance<br>Offer Type: Reduction                  | (400,000)                                      | 0                         | 0                       | (400,000)<br><i>Equipment</i> | 0                                |
| 55.14 Reduction: Temporary Pause Fleet Rental<br>Offer Type: Reduction                                     | (200,000)                                      | 0                         | 0                       | (200,000)<br><i>Equipment</i> | 0                                |
| 55.15 Reduction: Increased Oil Change Interval<br>Offer Type: Reduction                                    | (125,000)                                      | 0                         | 0                       | (125,000)<br><i>Equipment</i> | 0                                |
| 55.4 Facility Maintenance<br>Offer Type: Ongoing   | 5,851,288<br><i>Facilities Work for Others</i> | 1,250,000                 | 1,971,658               | 0                             | 2,629,630<br><i>General Fund</i> |
| 55.16 Reduction: Temporary Pause Facility Engineering, Design and Consulting Work<br>Offer Type: Reduction | (150,000)                                      | 0                         | (150,000)               | 0                             | 0                                |
| 55.17 Reduction: Temporary Pause Facility Maintenance Contractor Services<br>Offer Type: Reduction         | (150,000)<br><i>Facilities Work for Others</i> | (42,000)                  | (108,000)               | 0                             | 0                                |
| 55.18 Reduction: Scale Down Hours of Downtown Restrooms<br>Offer Type: Reduction                           | (75,000)                                       | 0                         | (75,000)                | 0                             | 0                                |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |             |          |
|--|---------------------|---------------------------|-------------------------|-------------|----------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS | RESERVES |
| 55.20 Reduction: Temporary Pause Electrical Contractor Services<br>Offer Type: Reduction<br><i>Facilities Work for Others</i>            | (50,000)            | (10,000)                  | (40,000)                | 0           | 0        |
| 55.5 Facility Major Maintenance<br>Offer Type: Ongoing   | 465,000             | 0                         | 465,000                 | 0           | 0        |
| 55.6 Operation Services Administration<br>Offer Type: Ongoing<br><i>Equipment</i>  | 951,561             | 0                         | 324,833                 | 626,728     | 0        |
| 55.7 Facility Custodial, Utilities and Security<br>Offer Type: Ongoing<br><i>Facilities Work for Others</i>                              | 4,216,970           | 625,000                   | 3,591,970               | 0           | 0        |
| 55.22 Reduction: Eliminate Custodial Trash Removal from Individual Offices<br>Offer Type: Reduction<br><i>Facilities Work for Others</i> | (43,000)            | (14,000)                  | (29,000)                | 0           | 0        |
| 55.8 Fleet Equipment Replacement - Ongoing Payments<br>Offer Type: Ongoing<br><i>Equipment</i>   | 2,447,773           | 0                         | 0                       | 2,447,773   | 0        |
| 55.9 Facilities Project Management, Real Estate Services and Internal Mail<br>Offer Type: Ongoing<br><i>Facilities Work for Others</i>   | 1,372,519           | 1,281,019                 | 91,500                  | 0           | 0        |
| 55.10 Required Building Modifications<br>Offer Type: Ongoing<br><i>General Fund</i>  | 600,000             | 0                         | 0                       | 0           | 600,000  |
| 55.23 Fleet Vehicle and Equipment Replacements<br>Offer Type: Ongoing<br><i>Transportation<br/>Broadband<br/>Equipment</i>               | 648,932             | 0                         | 221,399                 | 427,533     | 0        |
| 55.29 Reduction: Sell or Reassign Under Utilized Vehicles<br>Offer Type: Reduction<br><i>Equipment</i>                                   | (10,000)            | 0                         | 0                       | (10,000)    | 0        |

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

**HIGH PERFORMING GOVERNMENT - 2021**

| Offer  | Offer Cost<br>Total | Offer Funding             |                         |  |                  |
|--|---------------------|---------------------------|-------------------------|--|------------------|
|  |                     | GENERAL FUND<br>Dedicated | GENERAL FUND<br>Ongoing | OTHER FUNDS  | RESERVES         |
| 67.1 General Legal Services<br>Offer Type: Ongoing   | 2,502,157           | 0                         | 2,088,402               | 413,755<br><i>Light &amp; Power<br/>Water<br/>Wastewater<br/>Stormwater<br/>Broadband<br/>Utility CS&amp;A</i> | 0                |
| 75.1 2021 Hiring Freeze<br>Offer Type: Reduction   | (3,024,544)         | 0                         | (2,724,348)             | (300,196)<br><i>Natural Areas<br/>Water<br/>Wastewater<br/>Self Insurance<br/>Utility CS&amp;A</i>             | 0                |
| <b>Funded Offers</b>   | <b>111,038,060</b>  | <b>3,843,571</b>          | <b>24,087,354</b>       | <b>77,984,067</b>  | <b>5,123,068</b> |
| 4.8 Enhancement: ERP Replacement Evaluation and Roadmap<br>Offer Type: Enhancement                                   | 150,000             | 0                         | 0                       | 0<br><i>Data &amp; Communications</i>  | 150,000          |
| 4.9 Reduction: IT - Eliminate Open Data Program<br>Offer Type: Reduction   | (103,977)           | 0                         | (74,880)                | (29,097)<br><i>Data &amp; Communications</i>   | 0                |
| 8.9 Reduction: HR - CityCare Onsite Medical and Health Facility<br>Offer Type: Reduction                             | (800,000)           | 0                         | 0                       | (800,000)<br><i>Benefits</i>   | 0                |
| 13.18 Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Data Management<br>Offer Type: Enhancement | 100,255             | 0                         | 0                       | 100,255<br><i>Utility CS&amp;A</i>   | 0                |
| <b>Unfunded Offers</b>   | <b>(653,722)</b>    | <b>0</b>                  | <b>(74,880)</b>         | <b>(728,842)</b>   | <b>150,000</b>   |
| <b>Total Offers</b>  | <b>110,384,338</b>  | <b>3,843,571</b>          | <b>24,012,474</b>       | <b>77,255,225</b>  | <b>5,273,068</b> |

## **BUDGET TERMS**

### **Accrual Basis**

The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.

### **Administrative Charges**

Allocates the cost of general administrative departments that are required to manage the City and provide support to all funds.

### **Ad Valorem Tax**

Tax based on the Assessed Valuation of property. Also known as Property Taxes.

### **Appropriation**

Legal authorization granted by City Council to make expenditures and incur obligations for specific purposes up to a specific dollar amount. For lapsing/operating fund budgets, appropriations lapse at the end of each fiscal year. For non-lapsing/project funds appropriations do not lapse but continue in force until fully expended or until the purpose for which they were granted has been accomplished, abandoned, or revised by the City Council.

### **Appropriation Ordinance**

An ordinance by which appropriations are made legal. It is the method by which the City Council authorizes expenditures for the subsequent fiscal year.

### **Assessed Valuation**

Basis for determining property taxes. Assessor determines assessed valuation of real property by using a value percentage of the property's actual value. The percentage is determined by the State of Colorado.

### **Authority**

A government or public agency created to perform a single function or a restricted group of related activities. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

### **BART**

Budget Analysis and Reporting Tool. Software developed internally by City staff and supported by external vendor for budgeting and reporting purposes.

### **Benchmark**

A comparison of the actual performance of a service provided with cities providing a like service, a national standard, or an accepted best practice. Used as one element of performance measures.



**BFO Team**

Group of employees (could include residents) that develops purchasing plans and requests for offers (results) for each priority. These teams also create a Result Map showing the factors that lead to or impact the result. These teams also rank the offers based on how they match the request for offers.

**Bond**

Written promise to pay a specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

**Budget**

Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Upon approval by Council, the budget appropriation ordinance is the legal basis for expenditures in the budget year.

**Budgeting for Outcomes (BFO)**

Budgeting for outcomes is a form of priority based budgeting where spending is linked to overall community results. Instead of the traditional approach to budgeting that begins with last year's budget, the starting point for the budget process becomes setting priorities and establishing the amount of revenue available for achieving those priorities. The budget process shifts from paying for costs to buying results. We ask "What's the best way to produce the most value with the dollars we have?" to better align the services delivered by the City with the things that are most important to the community.

**Capital Outlay**

Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.

**Capital Improvement Program**

An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.), with estimated costs, sources of funding and timing of work over a period of time.

**Capital Project**

Projects involving the purchase or construction of capital assets. Often a capital project encompasses the purchase of land and the construction of a building or facility, or major street construction or reconstruction. Design, engineering or architectural fees are often a part of a capital project.

**Capital Projects Fund**

A fund created to account for financial resources and the payment of the acquisition or construction of capital assets such as public facilities, streets, etc.

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

Fort Collins has had a dedicated tax for capital projects since 1973. The tax and the term

have varied over the years. The tax initiative, currently known as the Community Capital Improvement Program (CCIP), was renewed in April 2015 and expires December 31, 2025. CCIP, formerly known as Building on Basics, is dedicated to community improvements. Project highlights using this funding from 2019-2020 include Bus stop improvements, Bicycle infrastructure improvements, Linden Street renovation, Nature in the City, and numerous improvements to streets.

### **Classified Employee**

An authorized, budgeted position which is included in the City Pay Plan. Classified employees may be either full-time (1.0 FTE consisting of a 40 hour work week or equivalent) or part-time (0.5 FTE or greater, with a work week of a minimum of 20 and a maximum of 39 hours). These employees are covered by the City's Personnel Policies and Procedures Manual.

### **Certificates of Participation**

Debt instrument used to acquire and construct major capital facilities and improvements. Through the Fort Collins Leasing Corporation, the City issues certificates of participation (COP's). The debt is secured by the constructed facilities and improvements, and debt service payments are made from the rents collected by the Leasing Corporation, based upon lease agreements between the City and the Corporation.

### **Contingency**

An appropriation of funds to cover unforeseen expenditures which may occur during the budget year.

### **Debt Service**

Payment of principal and interest related to long-term debt.

### **Depreciation**

Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

### **Encumbrances**

Appropriations committed by contract for goods or services which will not be paid for until the next fiscal year.

### **Enterprise Fund**

A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

### **Expenditures**

Cost of goods received or services offered.

**Fiscal Year**

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Fort Collins' fiscal year is January 1 through December 31.

**Full-time Equivalent (FTE) Employee**

The hourly equivalent of a full-time employee. An FTE can be made up of either one full-time employee or two or more part-time employees whose total hours equal 40 per week.

**Fund**

An accounting entity with revenues and expenditures which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance**

The balance remaining in a fund after expenditures have been subtracted from revenues.

**General Fund**

The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund provides a majority of city services to the residents of Fort Collins.

**General Obligation Bond**

Bonds which the full faith and credit of the issuing government are pledged for payment.

**Grants**

Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose or activity.

**Home Rule**

Statutory and constitutional provisions which allow municipalities to exercise powers of local self-government such as the administration and collection of local taxes. The City of Fort Collins is a home rule municipality.

**Hourly Employee**

A City employee who fills a temporary or short-term position. Such employees provide contingency staffing for City operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

**Impact Fees**

Charge imposed on developers to offset the cost of infrastructure and related services that will have to be provided by local government.

**Indicator**

A measure that quantifies the achievement of a result.

**Infrastructure**

Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

**Input Measure**

The amount of resources invested, used or spent for services, products or activities.

**Intergovernmental Revenue**

Revenue from other governments (i.e., County, State, Federal) in the form of grants, entitlements, or shared revenues.

**Internal Service Fund**

A fund used to account for the financing of services provided by one department to other departments of the City. Internal Service Funds are usually operated like a business.

**Lapsing Appropriation**

An appropriation is made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or ends, unless otherwise provided by law.

**Lease-Purchase Agreements**

Contractual agreements which are termed "leases" but, which in substance, amount to purchase contracts, for equipment and machinery.

**Maturity**

The date on which the principal or stated value of investments or debt obligations are due and may be reclaimed.

**Mill Levy**

Rate applied to Assessed Valuation of property to determine property taxes. A mill is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of assessed valuation. The City's maximum mill levy per City Charter, excluding debt service, is fifteen mills.

**Modified Accrual Basis**

Revenues are recorded as the amount becomes measurable and available. Expenditures are recorded when the liability is incurred.

**Net Operating Budget**

Represents the amount of money necessary to provide for the day to day functions of city government. It does not include internal transfers between funds, nor does it include expenditures for debt service and capital projects.

**Offer**

A description of services, programs or initiatives that will produce a desired result provided by a service provider. Multiple similar offers can be bundled within a package, but each offer is independently evaluated if it will be bought or not.

## Offer Type

Offers are separated into 1 of 8 types, which helps to compare like offers across the Outcomes.

- **Capital Project:** An Offer for 1) new design and/or construction, 2) expansion of existing assets, or 3) renovation of an existing 'vertical' asset, like a building. Would also include improvements to existing assets that bring the asset to modern design standards. Offers of this Type need to indicate it is a Capital Project in the Offer Narrative and are likely applicable to APP.
- **Asset Management:** An Offer for existing asset inventory as it relates to life cycle costs and future needs. Ideally, this is supported by an Asset Management Plan or a Replacement Schedule. Offers for Major Repair, Replacement, or Maintenance over \$20k should use this Offer Type. Would also include renewing existing assets to current regulatory standards.
  - Examples include: Parks life cycle equipment and horizontal assets like roads, pipes, cables, duct banks, etc.
- **Enhancement:** Either 1) a new program/service/FTE or 2) an increased level of service for an existing program/service beyond inflation that requires additional ongoing funding.
- **1-Time Enhancement:** A new program/service or contractual FTE that requires one-time funding.
- **Continuing Enhancement:** An Enhancement Offer approved in the last budget cycle.
- **Ongoing:** Anything else not described in the other Offer Types - existing programs/services at the same level of service currently being provided to the community.
- **Reduction:** Either 1) the elimination of or 2) reduced level of service for an existing program/service/FTE.
- **Redeploy:** These are 'net zero' Offers that propose to shift budget from one program or service to a different one of higher priority that directly supports a Council Priority Dashboard item or a current Strategic Objective. The budget associated with the program or service proposed to be stopped should be included in an Ongoing Offer.

## Ordinance

A formal legislative enactment by the Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

**Outcome**

The City of Fort Collins works to continuously improve seven key Outcome areas: Neighborhood Livability and Social Health, Culture and Recreation, Economic Health, Environmental Health, Safe Community, Transportation and Mobility, and High Performing Government. The City budget is divided among these seven areas, and revenue is allocated to support policies and initiatives that drive improvement in outcomes.

**Performance Measure**

Measurements that reflect the service that is being provided and permit objective evaluation of the service program.

**Personnel Services**

Salaries, salary driven costs, and compensated benefits for classified, unclassified, hourly, and seasonal employees.

**PILOT (Payment in Lieu of Taxes)**

An estimate of the amount of taxes that would be chargeable to a utility if owned privately.

**Quality Measure**

The mathematical expression of how well the service, product or activity was delivered, based on characteristics important to the customers.

**Ranking Platform**

A rank ordering of all offers to achieve a certain result. It displays offers which offers are to be funded (bought) and which ones are not (unfunded).

**Reserve**

A portion of a fund balance which has been legally segregated for a specific use.

**Resources**

Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

**Revised Budget**

Most recent estimate of revenue and expenditures including additional appropriations made throughout the year and encumbrances carried over from the prior year.

**Seasonal Employee**

A City employee who works for a department during a specific season or for a specific work project. Such employees are typically hired for positions which fluctuate significantly with the time of year or the specific nature of the work, such as summer recreation employees, or warm-weather construction employees. Such employment needs are typically cyclical, with the same general needs occurring each year.

**Special Assessment**

A levy made against certain properties to defray part or all of the cost of a specific

improvement or service deemed to primarily benefit those properties.

### **Special Assessment Fund**

A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which special assessments are levied.

### **Special Revenue Fund**

A fund used to account for the proceeds of specific revenue sources that are legally restricted to be spent for specified purposes. An example is the Recreation Fund that collects fees from recreational users and is legally restricted to spend those fees for recreational purposes.

### **Supplemental Requests**

Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

### **Tax Increment Financing (TIF)**

A financing technique that requires creation of a district whose assessed property value is "frozen". The tax collected on the growth of the district's incremental, or property value over the "frozen" value, is used to finance capital improvements in the district.

### **Transfers**

Legally authorized intra-city transfers of appropriations from one City fund to another City fund. Revenue and expenditures are accounted for in both funds. For example, sales and use taxes are collected in the Sales and Use Tax Fund and recorded as revenue. The taxes are then expensed in the Sales and Use Tax Fund as transfers to various other funds. In the receiving fund the transfer is accounted for as revenues and, when spent, again accounted for as an expense.

### **Unclassified Employee**

An employee who is not a part of the City's pay and classification system. This includes either Unclassified Management Employees, or Hourly/Seasonal employees.

### **Undesignated Fund Balance**

A portion of a fund balance that has not been designated or reserved for any specific use.

### **User Fees**

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

# CAPITAL PROJECTS 2021

## By Outcome

| Offer #                         | 2021  |
|---------------------------------|---|
| <b>CULTURE &amp; RECREATION</b> |   |
|                                 | Recreational Trail Development  |
| 43.1                            | Administration \$142,174  |
| 43.1                            | Paved Recreational Trail Development 1,500,000  |
|                                 | <u>Total Recreational Trail Development \$1,642,174</u>                                     |
|                                 | Neighborhood Park Development   |
| 43.2                            | Administration \$389,355  |
| 43.2                            | Side Hill Neighborhood Park 100,000   |
| 43.2                            | East Community Park Maintenance Facility 1,000,000  |
|                                 | <u>Total Neighborhood Park Development \$1,489,355</u>                                      |
|                                 | Community Park Development  |
| 43.3                            | Parks Raw Water Study \$150,000   |
| 43.3                            | East Community Park Maintenance Facility 4,800,000  |
|                                 | <u>Total Neighborhood Park Development \$4,950,000</u>                                      |
|                                 | <b><u>TOTAL CULTURE &amp; RECREATION \$8,081,529</u></b>                                    |
| <b>ECONOMIC HEALTH</b>          |   |
| 11.5                            | Utilities: Light & Power - Substation Capital Upgrades \$250,000                            |
| 11.6                            | Utilities: Light & Power - Electric Distribution Transformer Replacement 720,000            |
| 11.7                            | Utilities: Light & Power - Attrition-Based LED Streetlight Conversion 642,000               |
| 11.8                            | Utilities: Light & Power - System Cable Replacement 610,000                                 |
| 11.15                           | Utilities: Light & Power - Advanced Distribution Management 150,000                         |
|                                 | System (ADMS) Additional Functionality  |
| 11.18                           | Utilities: Light & Power - Drake & Dixon Automated Tie Circuit 412,000                      |
| 11.19                           | Utilities: Light & Power - System Relocations Due to Road, 300,000                          |
|                                 | Intersection, and Alley Improvements  |
| 40.6                            | Oak Street Plaza Renovation 85,000  |
|                                 | <b><u>TOTAL ECONOMIC HEALTH \$3,169,000</u></b>   |
| <b>ENVIRONMENTAL HEALTH</b>     |   |
| 12.11                           | Utilities: Water - Watershed Protection \$80,000  |
| 12.12                           | Utilities: Water - Distribution Small Capital Projects 1,540,000                            |
| 12.13                           | Utilities: Water - Meter Capital 850,000  |
| 12.21                           | Utilities: Water - Poudre Canyon Raw Waterline Improvements 3,200,000                       |
| 12.23                           | Utilities: Water - Environmental Learning Center Dam Design 500,000                         |
| 12.24                           | Utilities: Water - Galvanized Service Replacement 500,000                                   |
| 12.29                           | Utilities: Water - North Mason Waterline - Design 100,000                                   |
| 12.31                           | Utilities: Water - Distribution Replacement Program 1,000,000                               |
| 12.68                           | Utilities: Wastewater - Collection System Small Capital Projects 1,500,000                  |
| 12.69                           | Utilities: Wastewater - Cured in Place Pipe Lining 600,000                                  |
| 12.81                           | Utilities: Wastewater - DWRP North Process Train Clarifier Replacement Design and 6,200,000 |
|                                 | Construction  |
| 12.82                           | Utilities: Wastewater - Meadow Springs Ranch Vehicle Storage Facility 300,000               |
| 12.87                           | Utilities: Wastewater - North Mason Sewer Main - Design 100,000                             |
| 12.88                           | Utilities: Wastewater - Developer Repayments 750,000  |
| 12.89                           | Utilities: Wastewater - Collection Replacement Program 3,000,000                            |
| 12.131                          | Utilities: Light & Power - Demand Response Technology Upgrade 435,500                       |
|                                 | <b><u>TOTAL ENVIRONMENTAL HEALTH \$20,655,500</u></b>                                       |



# CAPITAL PROJECTS 2021

## By Outcome

| Offer #                                 | 2021                |
|---|---------------------|
| <b>SAFE COMMUNITY</b>                   |                     |
| 14.6                                    | \$1,500,000         |
| 14.7                                    | 3,100,000           |
| 14.11                                   | 1,000,000           |
| 14.12                                   | 500,000             |
| 14.13                                   | 1,500,000           |
| 14.14                                   | 750,000             |
| 14.16                                   | 200,000             |
| 14.17                                   | 250,000             |
| 14.18                                   | 250,000             |
| 14.20                                   | 450,000             |
| <b>TOTAL SAFE COMMUNITY</b>             | <b>\$9,500,000</b>  |
| <b>TRANSPORTATION</b>                   |                     |
| 1.4                                     | 400,000             |
| 1.5                                     | 1,200,000           |
| 1.6                                     | 125,000             |
| 1.11                                    | 12,000,000          |
| 1.12                                    | 1,000,000           |
| 1.13                                    | 969,000             |
| 2.5                                     | 350,000             |
| 44.6                                    | 1,860,000           |
| 44.7                                    | 1,070,000           |
| 44.8                                    | 1,168,750           |
| 44.9                                    | 44,414              |
| <b>TOTAL TRANSPORTATION</b>             | <b>\$20,187,164</b> |
| <b>HIGH PERFORMING GOVERNMENT</b>       |                     |
| 13.20                                   | \$637,570           |
| <b>TOTAL HIGH PERFORMING GOVERNMENT</b> | <b>\$637,570</b>    |
| <b>TOTAL CAPITAL PROJECTS</b>           | <b>\$62,230,763</b> |
| <i>Utilities</i>                        | <i>\$33,877,070</i> |
| <i>All Other Service Areas</i>          | <i>\$28,353,693</i> |

\*Note: the above list is inclusive of all 2021 Offers that encompass a Capital Project, but non-capital costs necessary to complete the project are sometimes included in the total Offer amount.



INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

This  
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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 105th ICMA Annual Conference  
in Nashville/Davidson County, Tennessee

21 October 2019

A handwritten signature in black ink, appearing to read 'Marc A. Ott'.

MARC A. OTT  
ICMA EXECUTIVE DIRECTOR

A handwritten signature in blue ink, appearing to read 'Karen Pinkos'.

KAREN PINKOS  
ICMA PRESIDENT

# User Fee Highlights for 2021

**Community Development & Neighborhood Services / Engineering** – 2019 CDNS / Engineering fee overhaul is reflected in this document. That overhaul included most Development and Building fees. In addition to those revisions, CDNS is also proposing to make several other changes – in some cases, increases or decreases to accurately capture the cost of service provision; in others, to consolidate or remove fees altogether.

**Transit** – No changes to existing Transit Fees proposed. Two new fees proposed to be added: Bus Wash Fee (per IGA with PSD), and CDL Testing Fee.

**Parking Services** – Proposing elimination of some fees due to 2019 implementation of gateless parking technology. Otherwise no changes proposed. Fees set by Municipal Court removed from this document, as these are not Administrative User Fees.

**Streets** – Proposing \$5/ton increase to Ice Buster fee, and a \$1/ton increase to Recycled Asphalt and Crushed Concrete charges.

**Traffic Operations** – Proposing elimination of Resubmittal Fees for Work Area Traffic Control, and addition of a Daily Fee for Working on Arterial Roadways and for Working on Collector Roadways.

**Recreation Facility Rentals and Activities** – Following the broad fee restructuring that Recreation went through in 2018, the proposed changes for 2020 are limited (relative to the number of fees charged by Recreation for various purposes). The increases that are being proposed are to keep up with rising costs (inflation, minimum wages, & other costs).

**Parks** – Proposing approx. 3% increase in hourly rates for ‘Billable Services’ (turf care, snow removal, etc.), and to add a 10% Facility Surcharge on top of facility rental fees.

**Parks: Outdoor Sports Facilities** – Proposing addition of \$1 Recreation Activity Fee Facility Surcharge, as well as a 10% Facility Surcharge on top of facility rental fees.

**Cemetery Fund & Perpetual Care** – Automatically increased by Denver/Boulder CPI of 2.5% in both 2021. Not required to go to Council every year.

**Golf** – Golf User Fee increases being proposed are in accordance with Golf’s typical fee assessment schedule, which is a 3-year rotation: year one, green fees; year two, carts; and year three, driving range.

**Natural Areas** – Proposal to increase hourly rates for Primrose Studio at Reservoir Ridge NA, and to eliminate fees for walk-in or bike-in access to Gateway NA.

## **Cultural Services & Facilities**

- *Lincoln Center* – Proposing slight increase to ‘Technical Services Labor’ hourly cost, as well as the addition of Overtime and Doubletime rates for ‘Technical Services Labor’. All other fees flat.

- *Gardens on Spring Creek* – No changes proposed.
- *Carnegie Center for Creativity* – Proposing an increase to most fees of approx. 10% in 2021.

**City Clerk** – Several changes to marijuana related fees, but not regarding increases / decreases in the fee amounts. These changes were driven, at least in part, by statutory changes at the state level. Those changes lead to consolidation of some fees, as well as changes to the nomenclature used to describe the fees. There are a few slight changes to fee amounts proposed, which are highlighted on the schedule.

**Police Services** – Proposing addition of quarter hour rates for 911 Dispatch Recording & Redacting and a \$5/device fee for the use of digital storage solutions.

**Information Technology – GIS:** GIS fees that existed previously (map printing fees, data CD fee) are no longer applicable; as such, they've been removed.