



2021 CITY MANAGER'S
**RECOMMENDED
BUDGET**

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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.

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:

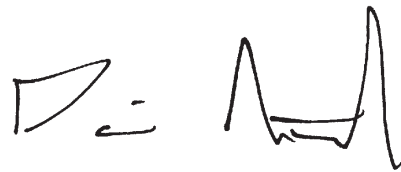
- Minimizing Impacts to Service Delivery
- Strategic Service Enhancements and Redeploys
- Focus on Council Priorities and Support Equity Advancement
- Capital Project Investments – Current and Future
- Difficult Trade-offs
- Maintain Focus on our Workforce

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 '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,

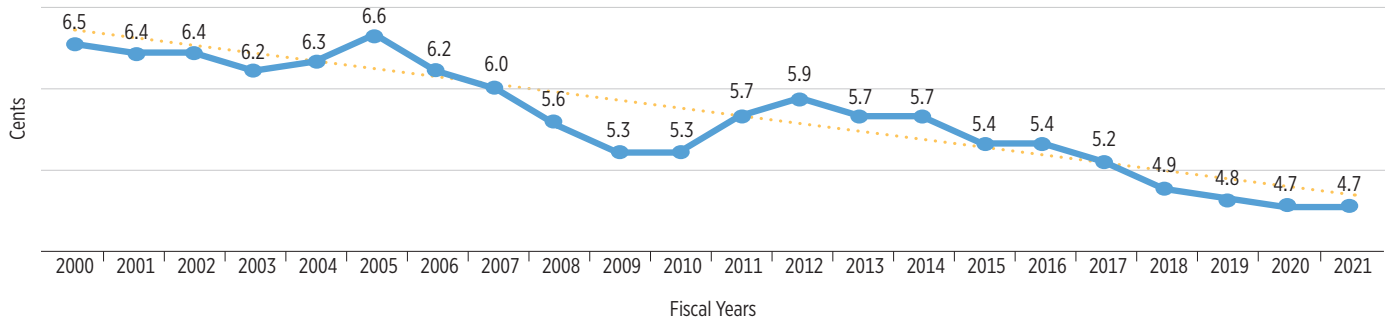
the BLT's actions were strategic with the goal of minimizing the impact to the community and to the City's workforce.

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.

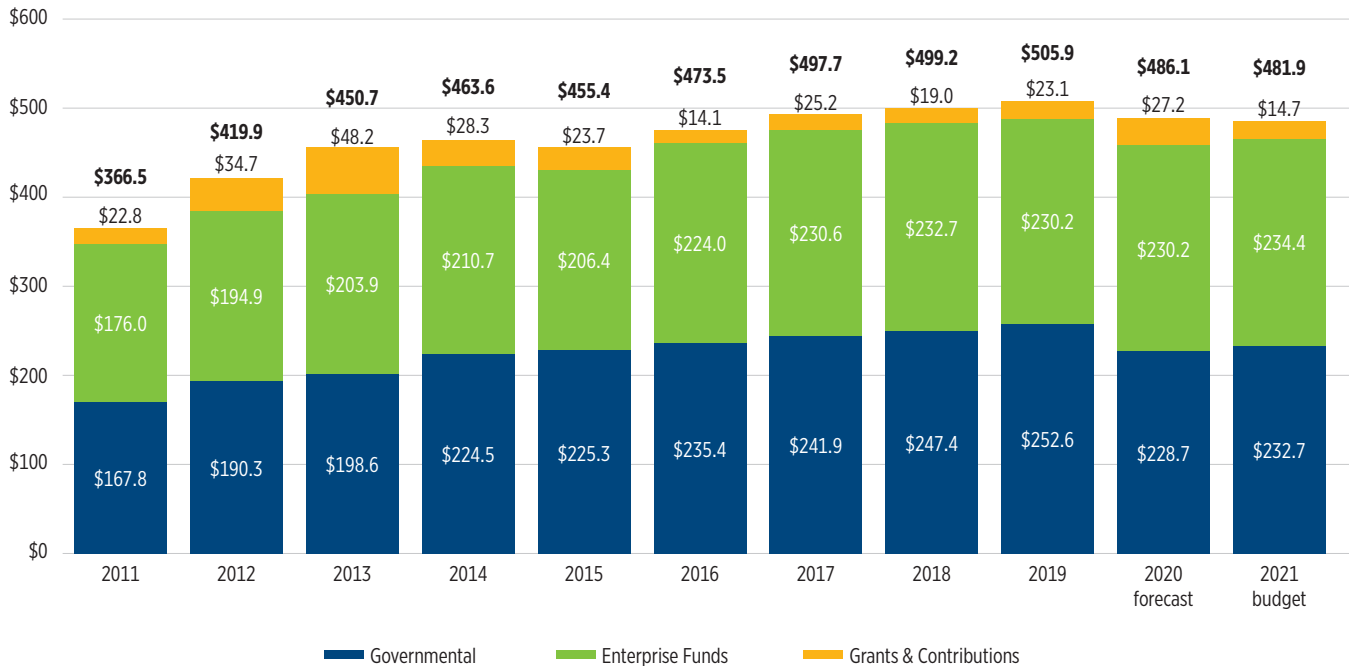
In calculating the Price of Government for the 2021 Budget, it was noted that there were slight changes made to historical data

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.



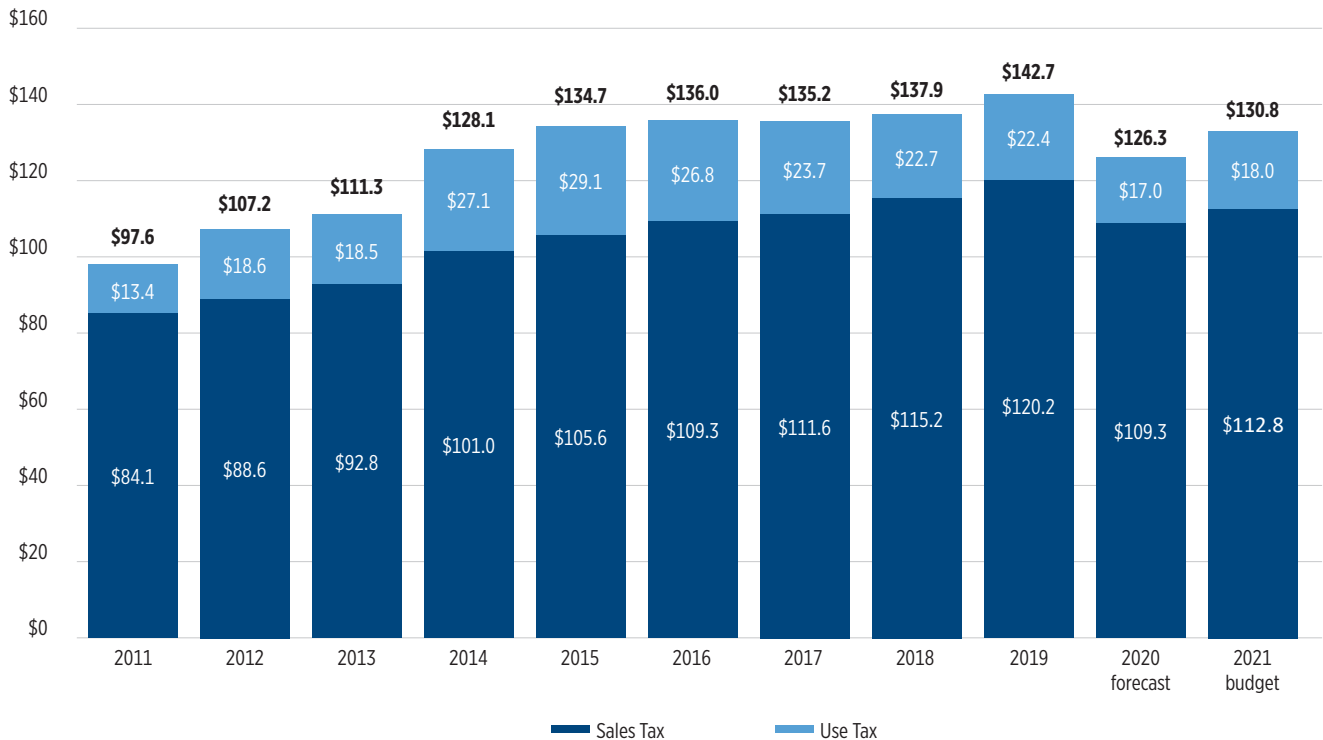
Governmental Revenue

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)

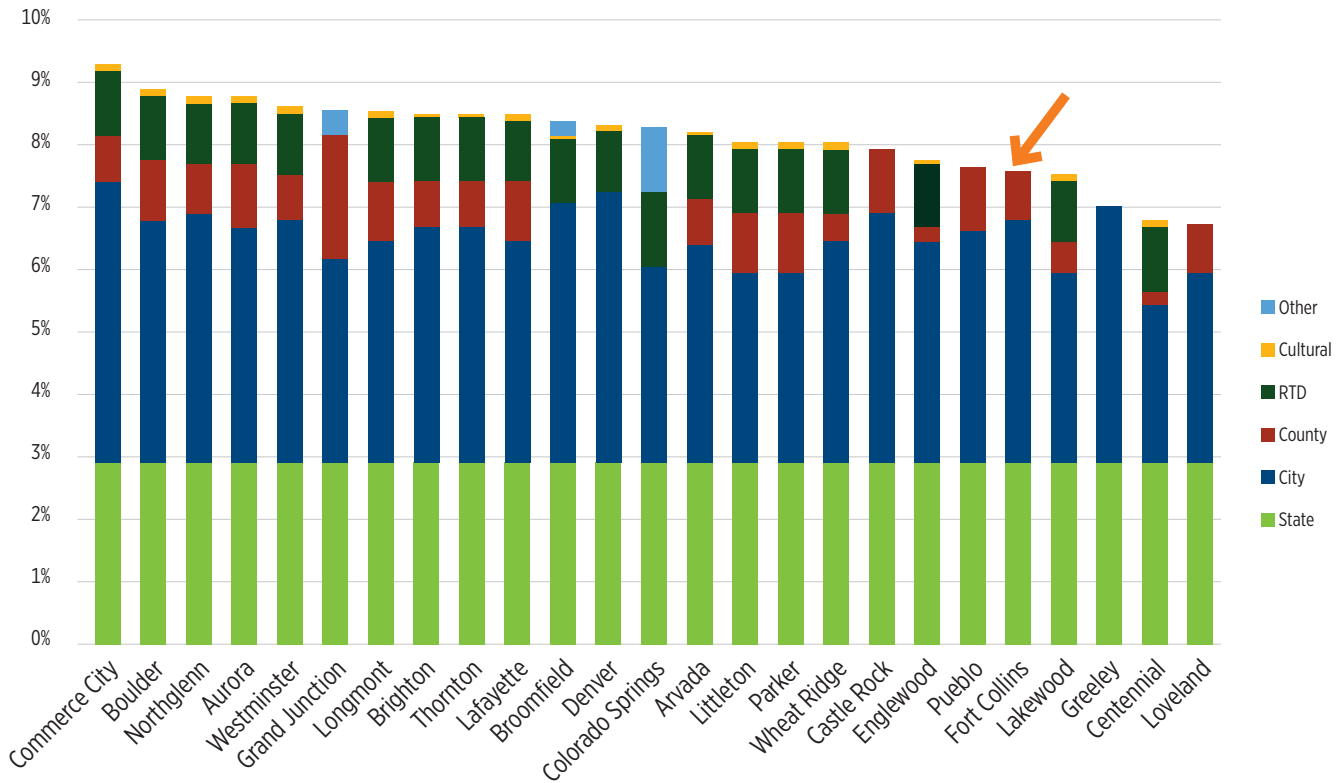


SALES AND USE TAX TRENDS

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:

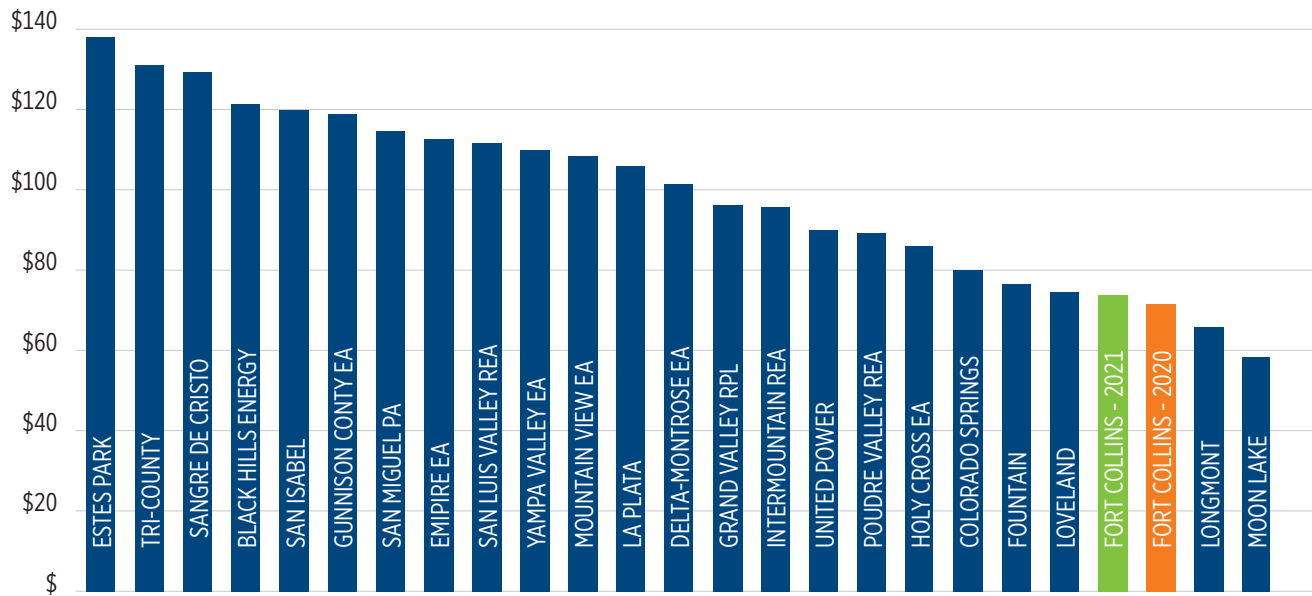
Proposed Utility Rates

	Actual 2019	Actual 2020	Budget 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

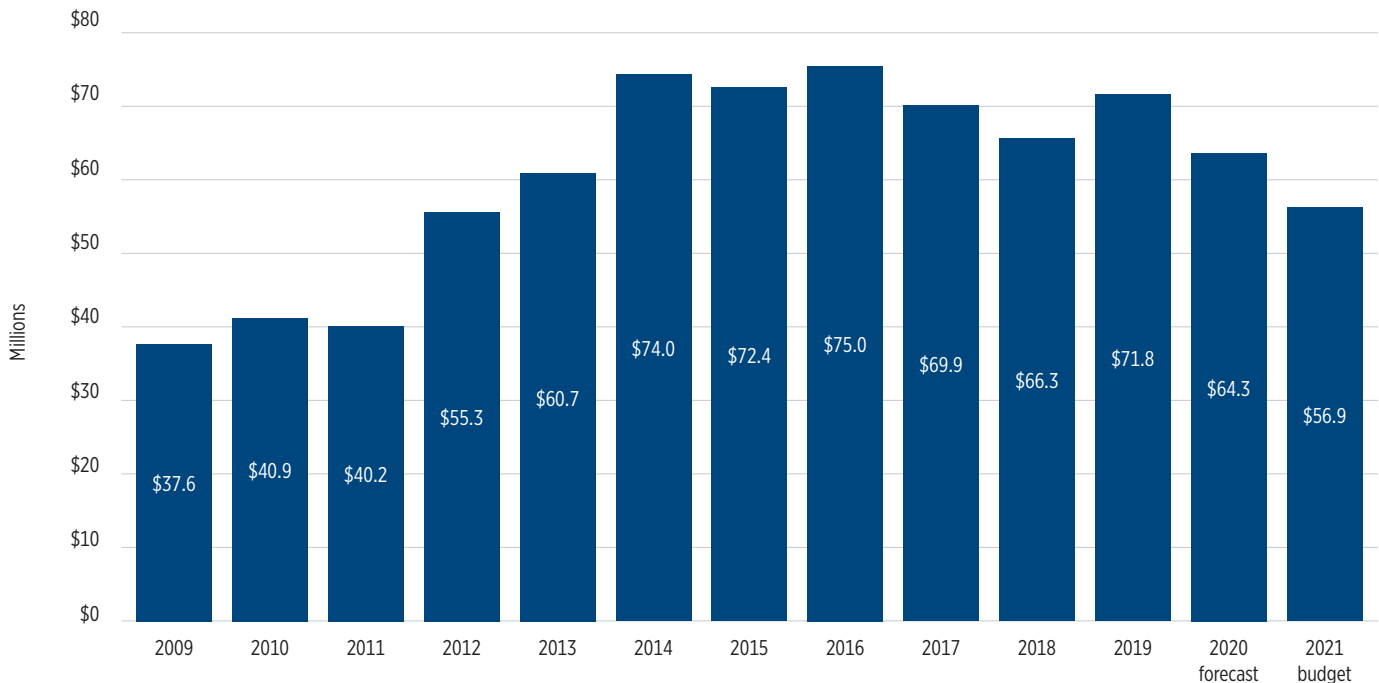


RESIDENTIAL ELECTRIC COST COMPARISON

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.

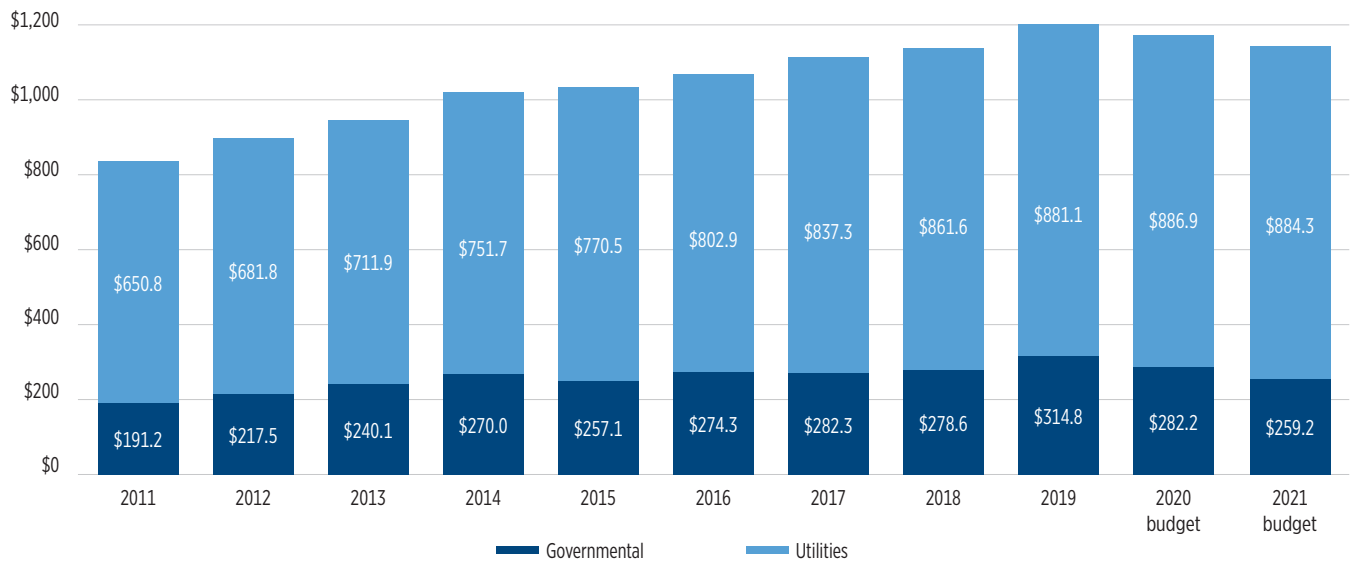
HISTORICAL USE OF RESERVES

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
Grand Total	\$30.1	\$23.5	\$28.8	\$32.7	\$32.1	\$32.1	\$18.6	\$12.0	\$47.5

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 12/31/19	Fund Balance 12/31/20	Fund Balance 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
Grand Total	\$1,196.0	\$1,169.0	\$1,143.5

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 2020*	2021	% Change
Operating	\$648.2	\$632.3	-2.5%
Debt	19.7	22.3	13.4%
Capital	48.3	41.4	-14.2%
Total City Appropriations**	\$716.1	\$696.0	-2.8%
Less			
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%
Total	(\$181.9)	(\$173.5)	-4.6%
Net City Budget	\$534.2	\$522.5	-2.2%

*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.

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
TOTAL	\$2,800

*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 2018	Actual 2019	Budget 2020	Budget 2021	% Change 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%
TOTAL	\$639,326,441	\$712,359,601	\$671,163,744	\$646,427,486	-3.7%
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%
NET REVENUES	\$499,324,927	\$541,795,957	\$519,552,697	\$486,013,432	-6.5%

EXPENDITURES BY TYPE

	Actual 2018	Actual 2019	Budget 2020	Budget 2021	% Change 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	36,277,182	32,685,710	41,789,118	33,134,083	-20.7%
Vehicles & Equipment	9,045,145	17,677,584	6,505,675	8,286,828	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%
TOTAL	\$672,929,017	\$722,276,048	\$716,127,812	\$695,982,737	-2.8%
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%
NET EXPENDITURES	\$525,926,729	\$546,775,214	\$534,247,613	\$522,503,434	-2.2%

EXPENDITURES BY AREA

	Actual 2018	Actual 2019	Budget 2020	Budget 2021	% Change 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 2018	Actual 2019	Budget 2020	Budget 2021	% Change 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%
TOTAL	\$672,929,017	\$722,276,048	\$716,127,812	\$695,982,737	-2.8%
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%
NET EXPENDITURES	\$525,926,729	\$546,775,214	\$534,247,613	\$522,503,434	-2.2%

SUMMARY OF CHANGE IN FUND BALANCE - 2021

Fund	2021 Beginning Fund Balance	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Fund Ending Balance	Percent 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%
TOTAL	1,169,042,685	632,533,497	676,448,615	(43,915,118)	18,392,812	1,143,520,379	-2.2%

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

Service Area and Department	Budget 2019	Budget 2020	Revised 2020	Recommended 2021
Community Services	220.75	222.75	223.75	224.75
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
Executive Services	21.50	21.50	26.10	25.50
City Clerk	6.00	6.00	8.00	8.00
City Manager	15.50	15.50	18.10	17.50
Executive Services	9.80	10.55	10.80	10.80
Municipal Court	9.80	10.55	10.80	10.80
Executive Services	20.25	20.25	20.75	20.75
City Attorney	20.25	20.25	20.75	20.75
Financial Services	47.80	46.80	48.00	49.00
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
Information & Employee Services	188.30	186.30	191.50	192.50
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
Police Services	322.75	326.75	326.75	326.75
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
Planning, Development & Transportation	316.25	316.25	324.75	327.75
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
Sustainability Services	29.50	29.50	30.75	32.75
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
Utility Services	430.00	431.00	442.00	455.00
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
Utilities CS&A	87.50	88.50	88.50	89.50
Light & Power	125.00	125.00	126.00	126.00
TOTAL CLASSIFIED/UNCLASSIFIED	1,606.90	1,611.65	1,645.15	1,665.55
CONTRACTUAL	31.75	29.75	26.75	22.75
TOTAL CLASSIFIED/UNCLASSIFIED/ CONTRACTUAL	1,638.65	1,641.40	1,671.90	1,688.30

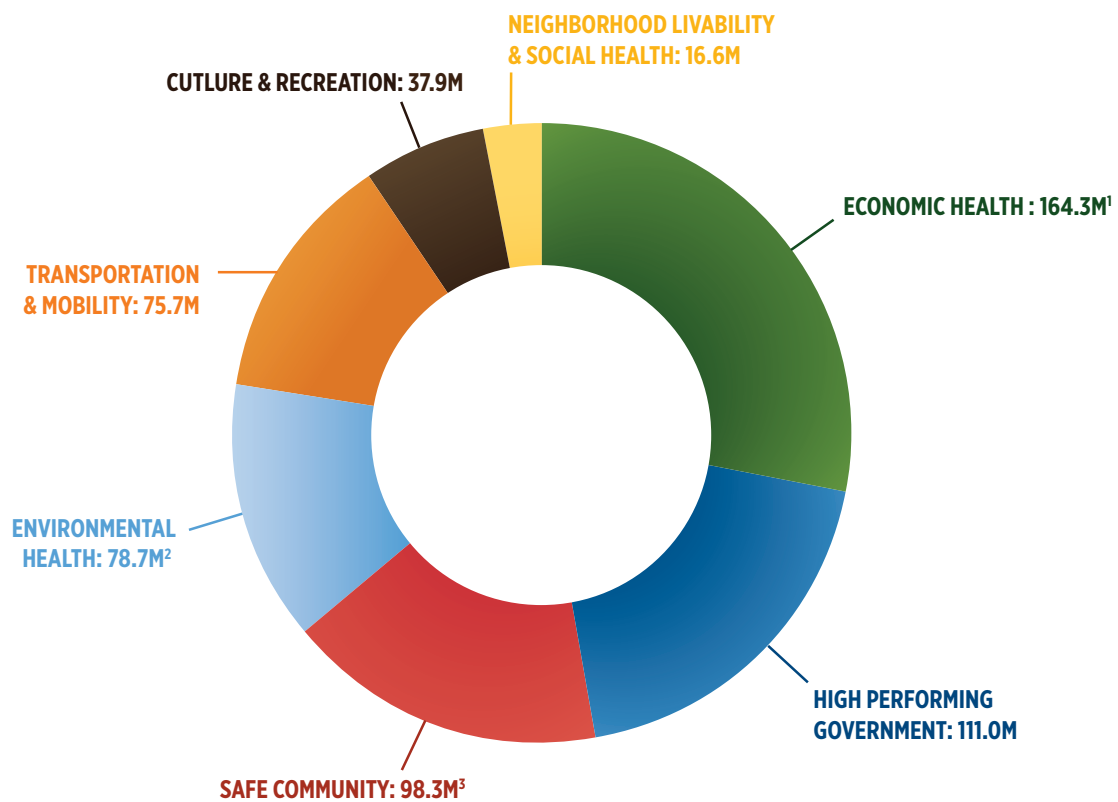
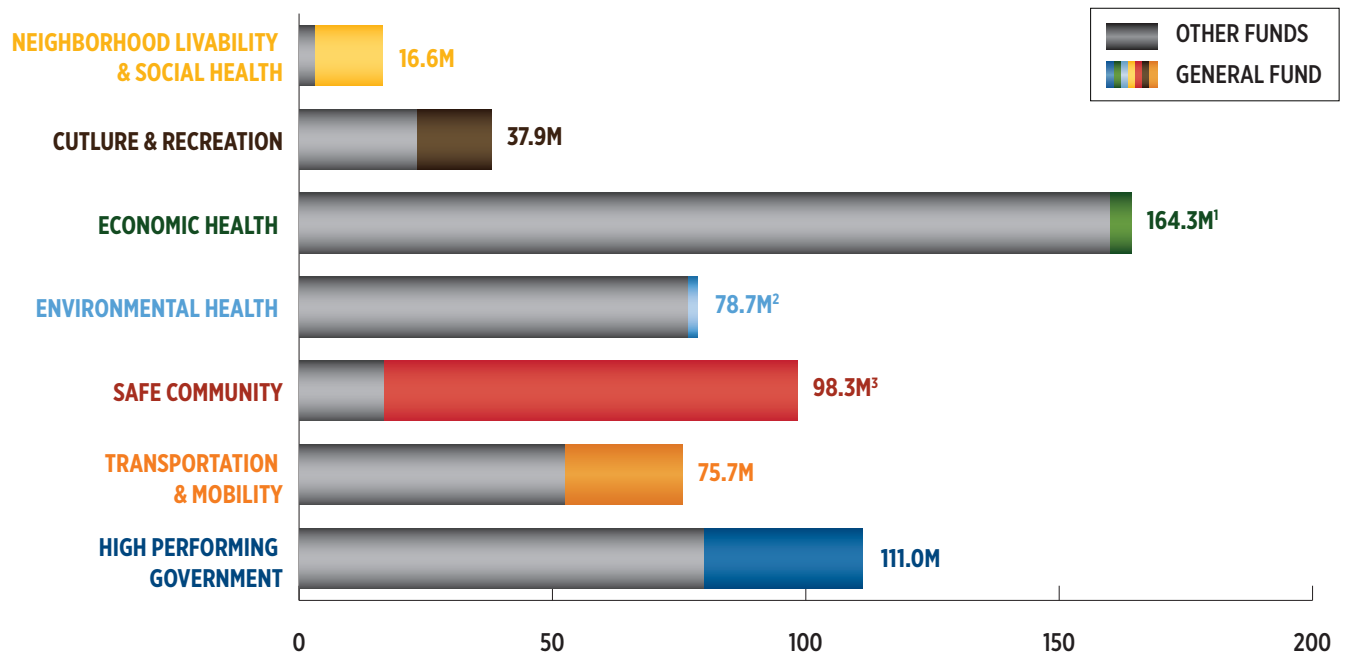
2021 Full Time Equivalents (“FTE”)

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 (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
Total	21.0	(0.6)	6.0	(10.0)	16.4

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.

¹ Light and Power

² Natural Areas, Water, Wastewater

³ Police, Fire, Stormwater

OFFER RECAP

Offers In Outcomes		2021
	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
Total Outcomes		<u>582,445,081</u>

Offers Not Included in Outcomes

<u>Type</u>	<u>Offer</u>	2021
Other	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
Transfers	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
Sub-total		<u>\$113,537,656</u>
Total Appropriations		<u>\$695,982,737</u>

2021 PROPOSED APPROPRIATIONS

GENERAL FUND	2021
	\$182,338,195
ENTERPRISE FUNDS	
Golf Fund	
Operating Total	3,631,315
Total Golf Fund	\$3,631,315
Light & Power Fund	
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
Total Light & Power Fund	\$144,951,760
Water Fund	
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
Total Water Fund	\$35,394,868
Wastewater Fund	
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

	2021
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	13,854,026
Total Wastewater Fund	\$31,996,492
Stormwater Fund	
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	10,692,124
Total Stormwater Fund	\$21,510,307
Broadband Fund	
Operating Total	\$19,563,710
Total Broadband Fund	\$19,563,710
TOTAL ENTERPRISE FUNDS	\$257,048,452
INTERNAL SERVICE FUNDS	
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
TOTAL INTERNAL SERVICE FUNDS	\$83,064,490
SPECIAL REVENUE FUNDS	
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
Total Cultural Services Fund	\$3,932,349

2021 PROPOSED APPROPRIATIONS

	2021
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
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS	\$116,401,586
CAPITAL IMPROVEMENT FUNDS	
General City Capital	
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
Total General City Capital	\$23,139,414
Community Capital Improvement	
Afford Housing Capital Program	500,000
Arterial Intersection Imprvmnt	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
Total Community Capital Improvement	\$2,893,414

2021 PROPOSED APPROPRIATIONS

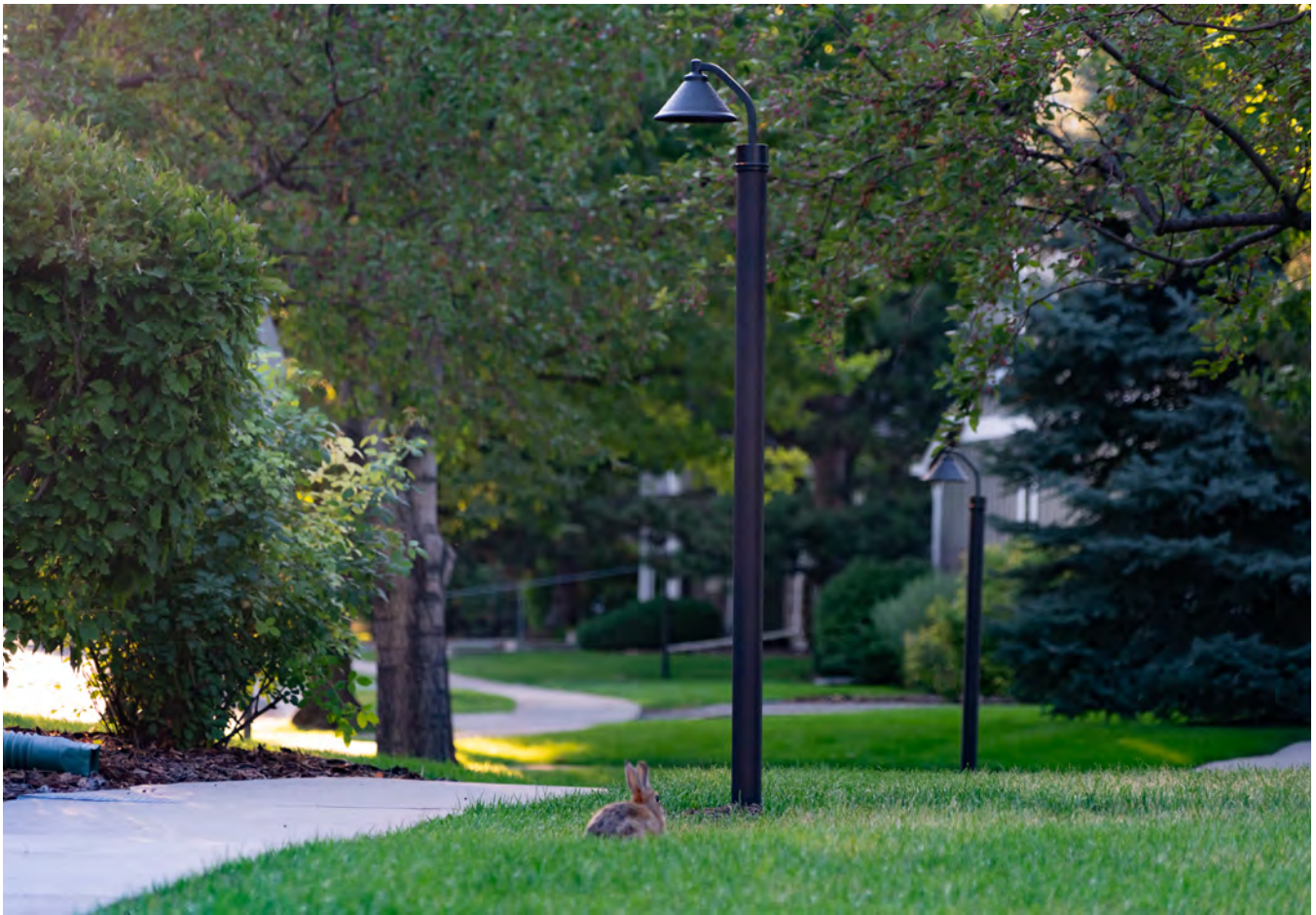
	<u>2021</u>
Conservation Trust Fund	
Operating Total	\$1,057,174
Capital:	
Poudre Trail at I-25	<u>1,500,000</u>
Total Conservation Trust Fund	<u>\$2,557,174</u>

Neighborhood Parkland Fund	
Operating Total	\$389,355
Capital:	
East Comm Pk Maint Fac	1,000,000
Side Hill Neighborhood Park	<u>100,000</u>
Total Neighborhood Parkland Fund	<u>\$1,489,355</u>

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	<u>6,706,744</u>
	<u>\$27,050,657</u>
 GRAND TOTAL	 <u><u>\$695,982,737</u></u>

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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.

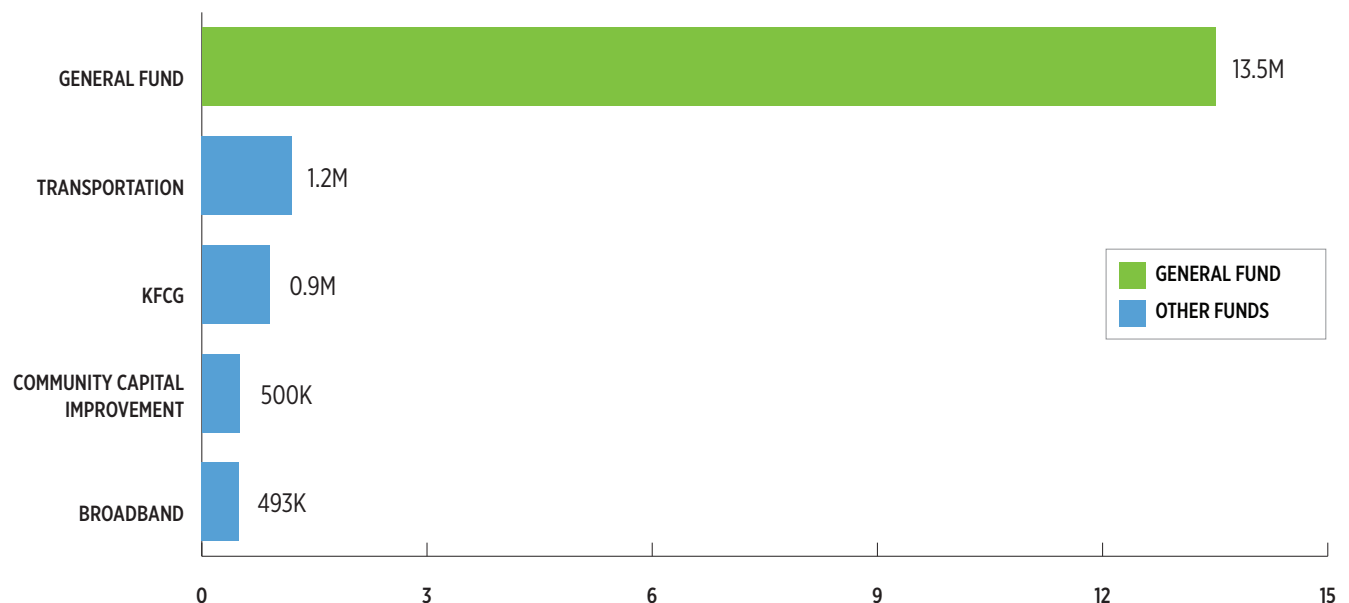




Neighborhood Livability and Social Health

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
Positions Added:			
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

TOTAL: \$1,839,529

** 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
Positions Added:			
33.3	Redeploy: Property and Utility Tax Rebate reductions to support an Income Qualified Navigator (1.0 FTE Contractual)	1.3	0

TOTAL: (\$45,713)

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)

TOTAL: (\$233,011)

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2021

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
17.1 Graffiti Abatement Program Offer Type: Ongoing	138,801	0	138,801	0	0
28.1 Social Sustainability Leadership/Equity/Housing & Homelessness Offer Type: Ongoing	415,721	0	415,721	0	0
28.4 Continuing Enhancement: Homelessness Initiatives - Continuing Support Offer Type: Enhancement	398,000	65,077	0	0	332,923
	<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			<i>Keep Fort Collins Great</i>	
28.2 Human Service Programs & Affordable Housing Offer Type: Ongoing	1,271,782	1,271,782	0	0	0
	<i>One-time Revenue Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			<i>City of Fort Collins</i>	
28.6 Enhancement: 1.0 FTE - Citywide Housing Plan & Implementation and Housing Manager Offer Type: Enhancement	192,404	192,404	0	0	0
	<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>				
28.7 Continuing Enhancement: Human Services Program Grant Funding Offer Type: Enhancement	250,000	250,000	0	0	0
	<i>One-time Revenue</i>				
28.8 Continuing Enhancement: CCIP - Affordable Housing Capital Fund Offer Type: Enhancement	500,000	0	0	500,000	0
				<i>Community Capital Improvement</i>	
30.1 Development Services 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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
30.2 Long-Range Planning Offer Type: Ongoing	637,974	0	637,974	0	0
30.3 CDNS Administrative Services Offer Type: Ongoing	857,865	0	857,865	0	0
30.4 Historic Preservation Offer Type: Ongoing	477,203 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	101,000	376,203	0	0
30.12 Reduction: Temporary Pause Historic Preservation Intern Program Offer Type: Reduction	(28,238)	0	(28,238)	0	0
30.15 Reduction: Temporary Pause Design Assistance Program Offer Type: Reduction	(30,000)	0	(30,000)	0	0
30.5 Building Services Offer Type: Ongoing	2,768,445 <i>Development Review</i>	1,862,998	905,447	0	0
30.13 Redeploy & Reduction: Energy Code Compliance Specialist (change to 100% L&P funding) Offer Type: Redeploy	(45,888)	0	(45,888)	0	0
30.6 Engineering Development Review Offer Type: Ongoing	856,745	0	0	856,745 <i>Transportation</i>	0
30.7 Construction Inspection Offer Type: Ongoing	534,331	0	149,532	384,799 <i>Transportation</i>	0
31.1 Code Compliance Offer Type: Ongoing	806,599 <i>Special Assessments</i>	12,500	794,099	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2021

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
31.2 Neighborhood Services Offer Type: Ongoing	529,604 <i>Special Assessments</i>	12,500	517,104	0	0
31.6 Redeploy: Code Compliance Officer to Manufactured Housing Liaison Offer Type: Redeploy	175	0	175	0	0
31.8 Reduction: Scale Down Neighborhood Services Offer Type: Reduction	(42,773)	0	(42,773)	0	0
31.3 Mediation and Restorative Justice Offer Type: Ongoing	276,827 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	238,273	38,554	0	0
31.4 Larimer Humane Society Offer Type: Ongoing	880,000 <i>Prior KFCG 0.25% for Other Comm & Trans - 1-Time Revenue</i>	113,637	766,363	0	0
31.7 Reduction: Scale Down Larimer Humane Society Service Contract Offer Type: Reduction	(132,000)	0	(132,000)	0	0
31.5 Special Events Offer Type: Ongoing	136,281	0	136,281	0	0
33.1 Low Income, Senior and Disabled Resident Rebate Program Offer Type: Ongoing	249,500	0	249,500	0	0
33.3 Redeploy: Property and Utility Tax Rebate reductions to support an Income Qualified Navigator (1.0 FTE Contractual) 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 Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
33.2 Digital Equity Rebate Program Offer Type: Ongoing	493,176	0	0	493,176 <i>Broadband</i>	0
42.1 Urban Forest Management Offer Type: Ongoing	1,899,487	169,707 <i>Park Fees Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	1,729,780	0	0
42.3 Enhancement: Contractual Pruning of Large Diameter Trees Offer Type: Enhancement	200,000	0	0	0	200,000 <i>Keep Fort Collins Great</i>
42.4 Enhancement: Emerald Ash Borer Infestation Management (1.0 FTE Contractual) Offer Type: Enhancement	299,125	0	0	0	299,125 <i>Keep Fort Collins Great</i>
42.2 Urban Forest Management - Tree Replacement Offer Type: Ongoing	179,352	35,000 <i>Park Fees Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue Tree Donations</i>	94,352	0	50,000 <i>Keep Fort Collins Great</i>
Funded Offers	16,556,500	5,910,880	7,528,852	2,234,720	882,048
Total Offers	16,556,500	5,910,880	7,528,852	2,234,720	882,048

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

17.1 Graffiti Abatement Program - Funded

2021 - \$138,801

Offer Type: Ongoing

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

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

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

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

In 2019, the team addressed 747 issues consisting of 1779 graffiti tags with 74 percent of the graffiti being abated proactively. Graffiti information is received from three sources:

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

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

28.1 Social Sustainability Leadership/Equity/Housing & Homelessness - Funded

2021 - \$415,721

Offer Type: Ongoing

Funding this offer supports the personnel to supervise, coordinate and implement the non-federally funded core services, programs and projects of the Social Sustainability Department (SSD) including the Director, Social Policy & Housing Programs Manager, Equity & Inclusion Coordinator, and 0.5 FTE administrative support position. This includes policy development, convening community collaborations, research and preparing data and plans, performance measures and reporting, seeking funding opportunities and partnerships, training and engagement, and oversight of specific Council priority items.

The key areas of focus include:

- Equity & Inclusion
- Affordable Housing

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

- Homelessness
- Mental & Behavioral Health and Community Well-being

These programs and services are at the heart of the City's delivery of social and human sustainability services with the mission to support a diverse and equitable community that successfully meets the basic needs of all residents. SSD strives to achieve this through programs, policies, and partnerships that provide access and opportunity for all. This offer includes the following functions:

- Collaborating, consulting and influencing internal City departments and external agencies/partners.
- Connecting and collaborating with community partners to work in partnership with other organizations and the community on complex social issues; SSD frequently called upon for its powerful role of convener.

Primary programs and services provided by SSD include:

- Develop collaborative partnerships and long-term solutions to critical community-based issues and Council priorities including affordable housing planning, support and incentives; homelessness prevention, services and solutions; equity and inclusion development, training and coordination; Land Bank; and others.

This work currently supports the following Council Priorities:

Affordable and Achievable Housing Strategies (lead)

Equity & Inclusion (lead)

Manufactured Housing (support)

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.

28.2 Human Service Programs & Affordable Housing - Funded

2021 - \$1,271,782

Offer Type: Ongoing

Funding this offer continues the City's Affordable Housing Fund (AHF) and Human Services Program (HSP) funds and includes oversight/administrative personnel and non-personnel costs. The AHF and HSP provide General Fund financial assistance to affordable housing and human service agencies, since federal funds from Housing & Urban Development's (HUD) CDBG and HOME cannot alone address the community's affordable housing and human service needs. This offer funds 1 FTE Lead Specialist (City Grants & Community Partnerships Coordinator) that oversees the annual competitive funding process, contracts and monitors the recipients, supports community partnerships, and leads the Council Priority around Childcare. The primary services and program support for this offer includes:

- Grant funding, policy development, and forming/maintaining partnerships with human service agencies, affordable housing, childcare, and poverty and homelessness prevention/reduction/mitigation.
- Total annual funding of \$2.9 million in federal and City funding in direct support for affordable housing projects and human service agencies (including childcare, homelessness prevention and services, elder care, food security, enabling people to age in place, etc.)
- Manages \$29M+ invested in affordable housing stock and \$2.5M in homebuyer loans

The current Council Priorities supported by this offer:

- Affordable and Achievable Housing

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- Childcare
- Manufactured Housing

Oversight/administrative costs included in this offer cover staff development, oversight, and support in the competitive funding process (including support for the CDBG Commission and Affordable Housing Board) as well as contract preparation and execution for over 40 agencies and monitoring of funds allocated to recipients.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

28.4 Continuing Enhancement: Homelessness Initiatives - Continuing Support - Funded

2021 - \$398,000

Offer Type: Enhancement

Funding this offer maintains the support of these priority investments of collaborative homelessness services and initiatives to help meet the community goal of making homelessness rare, short lived, and non recurring. City funding support for homelessness initiatives has been ongoing for at least 5 years, and highlights the City's role in emergency, life saving response; strengthening the overall system; and direct funding toward services that advance multiple City objectives. Addressing homelessness must be done collaboratively.

Initiatives requested:

1. Seasonal Overflow Shelter and Emergency Weather Shelter Plan \$80K (will also utilize federal funds as appropriate related to COVID 19): Assistance and coordination with current shelters for community based options for additional shelter space.
2. NoCo Continuum of Care (CoC) \$15K: shifting from Homeward 2020 to a regional CoC support.
3. Murphy Center Operations \$100K: ongoing support for the central hub for homeless services in Fort Collins; staff and infrastructure that facilitate collaboration among over 20 on site agencies providing services to people facing homelessness.
4. Outreach Fort Collins \$100K: ongoing support of community driven outreach to maintain Downtown as a safe and welcoming place for all while connecting vulnerable populations to the services and supportive networks they need.
5. Homeless Management Information System \$15K: ongoing support to collect and provide local homeless count, by name list, and service contacts, which tracks people's entry and exit from homelessness and illuminates critical housing and services gaps (formerly Housing First Initiative now HMIS lead for NoCo CoC).
6. Murphy Center Winter Expansion of Hours/Evening Shelter \$88K: to support the ongoing winter evening hours, Nov. 1 through April 30, M F, 4 9 p.m. to provide increased access to core services (lockers, mail, laundry, showers, food, gear, computers, phones), case management, and warming center

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

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28.6 Enhancement: 1.0 FTE - Citywide Housing Plan & Implementation and Housing Manager - Funded

2021 - \$192,404

Offer Type: Enhancement

Funding this offer will support a Citywide approach to achieving the Council Priority of Affordable and Achievable Housing Strategies, including the Housing Strategic Plan and the Housing Manager that oversees plan development and implementation.

In 2020, with the support from City Council, the City Manager created a Housing Manager position within City staff. This position and its associated work will (1) develop and deliver the Housing Strategic Plan centered in equity and in alignment with community goals; (2) establish clear goals, targets, strategies, roles and definitions for achieving Affordable and Achievable Housing Strategies; and (3) coordinate the Council Ad Hoc Committee that will support the plan's development.

In 2021 and ongoing, this work will ensure plan completion and implementation. Key strategies will focus on how the community (including public and private sector) will achieve the affordable housing goals of 10% of total units that are affordable by 2040, as well as ensuring housing stability and access across the entire housing spectrum. Strategies that prioritize equity (ensuring all community members have access and ability to have their housing needs met) and other community goals, such as carbon-neutral housing stock, will be identified in the process. To achieve this goal, the offer includes the 1.0 FTE Housing Manager position and \$50,000 annually in programmatic resources.

The impact of this work is universal, as not all community members have an affordable, safe, and healthy place to live. For example, the City has 8,790 renters who make less than \$25,000 and only 1,525 affordable units in this range. Further, 21% of homeowners in Fort Collins cannot afford their monthly housing costs. Between 2012 and 2018, median home value increased by 67% while median owner income increased by only 19%. All of these factors combined, and more below, highlight why Affordable and Achievable Strategies are a high priority for Fort Collins.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

28.7 Continuing Enhancement: Human Services Program Grant Funding - Funded

2021 - \$250,000

Offer Type: Enhancement

Funding this offer will maintain the current level of grant money to nonprofit organizations (NPOs) through 2021 via the City's annual competitive funding process for Human Services. Recognizing the limitations of funding for new enhancements, additional funds are not being requested. A decrease in service will result if this offer is not fully funded.

Total funding in 2020 for Human Services grants is \$1,153,998. The grant process uses both General Fund and federal CDBG money. The General Fund portion is \$889,648 and the federal portion is \$264,350. This is an ongoing enhancement because Council added \$250,000 from the General Fund in the 2016 (\$100k) & 2018 (\$150k) budget cycles.

NPOs contribute to Fort Collins' social, economic and community health by providing vital services and improving quality of life for low- and moderate income residents. NPOs have greater demand for their services than available programmatic capacity, demonstrating that the needs of low income residents remain high. Funding requests from NPOs in 2020 totaled \$1.7M. The CDBG Commission reviews the grant applications and recommends funding levels to Council. The grants support Council priorities related to low income and special needs populations, childcare and housing stability.

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Services provided by these funds include childcare scholarships; nutritious food programs for children and seniors; housing counseling/rent assistance; homelessness prevention; services for disabled residents, at risk youth, persons experiencing homelessness, and sexual abuse/domestic violence victims; mental/behavioral health services and services for those striving to achieve self sufficiency.

Lack of services adds additional costs to the community: emergency room visits, jailing, police services, lost self sufficiency, joblessness, homelessness & the risk of self harm or harm to others. Measurable outcomes from each NPO grantee are monitored by the City to ensure clients are benefiting from the NPO services.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- NLSH 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.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

28.8 Continuing Enhancement: CCIP - Affordable Housing Capital Fund - Funded

2021 - \$500,000

Offer Type: Enhancement

Funding this offer will provide authority to spend the voter-approved Affordable Housing Capital Fund (AHCF), which was adopted in 2015 as part of the Community Capital Improvement Program (CCIP). This fund will accumulate \$4 million over ten years. In 2021, the Affordable Housing Capital Fund's projected funding is \$500,000. This offer requests authority to commit the \$500,000 to the construction or rehabilitation of one or more affordable housing projects. Council has directed staff to use this funding source as a match to General Fund reserves for backfilling affordable housing fee waivers and for a Direct Subsidy program designed to provide funding to projects that are close to ready to proceed and where additional funding will finalize funding needs or accelerate the timing of when a project will be constructed. Authority to use the funds as soon as they are available provides flexibility to invest in projects that are time sensitive.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.

30.1 Development Services - Funded

2021 - \$1,586,002

Offer Type: Ongoing

Funding this offer will ensure continuation of all services in the Development Review Center, the central location for planning, zoning, development review, and construction related enforcement services offered to the community.

Development Services implements the policies and plans that guide the City's growth through zoning, development regulations, and permitting processes. Services include review and evaluation of all development and construction proposals from the conceptual design stage, to public hearing and final engineering, through permitting and ongoing enforcement. These services work in concert to uphold the community's expectations for high quality, responsible development that advances the City's social, economic and environmental sustainability goals.

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The work of the Development Review Center:

- Enhances the quality of life and unique sense of place in Fort Collins
- Ensures a safe and healthy built environment for all
- Protects the community's natural habitats and features
- Promotes a healthy economy by providing a range of housing and employment options, retail, services, and amenities
- Provides a transparent public process via neighborhood meetings, public hearings, mailings, online information, and stakeholder outreach

The Development Services group leads and coordinates a team of over 25 City departments/work groups, in collaboration with Poudre Fire Authority, Larimer County, Colorado Department of Transportation, Poudre School District, and other governmental agencies and community partners.

Development and redevelopment have continued at a steady pace from 2016 to 2019, with an average of 373 project submittals per year, resulting in a steadfast demand for services. A focus on continuous improvement has further increased customer expectations for prompt and responsive assistance from planning, zoning, development, building, permitting and the Citywide development review team.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.

30.2 Long-Range Planning - Funded

2021 - \$637,974

Offer Type: Ongoing

Funding this offer supports the creation and implementation of plans that realize the kind of place Fort Collins desires to be in the future. Long range plans vary in scale from a community wide vision (City Plan), to Districts (like Downtown) and Corridors (such as East Mulberry or Midtown), all the way down to Neighborhoods. These plans are driven first and foremost by public input and are intended to directly reflect the community's values and priorities. Long range plans help achieve these goals by:

- Guiding choices for capital expenditures like street, transit, and utility infrastructure
- Setting direction for land use and development regulations that result in housing, employment areas, amenities, and natural resource protection
- Guiding ongoing and future City programs and services

Long range planning puts the City in a position of anticipating rather than reacting, allowing us to tackle community challenges before they become difficult to fully address. Unplanned development patterns, for example, are inefficient and require more resources to maintain, and the high cost of bad or no decisions is likely to make these patterns irreversible. The City's plans ensure a stable road map that benefits from predictable conditions where community members know what to expect as the community changes over time. This is particularly true where long range planning is integrated into the development review process, where adopted plans can be relied upon to reduce uncertainties for the community and those wishing to develop their property.

Not only do plans address the built environment, the group's environmental planning focus supports both natural resource values and residents' quality of life through:

- The Nature in the City program, which targets a 10 minute walk from all residents to natural amenities
- Protection of natural resources and features when development/redevelopment takes place
- Adoption of Land Use Regulations that reduce light pollution

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This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- NLSH 1.8 - Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents

30.3 CDNS Administrative Services - Funded

2021 - \$857,865

Offer Type: Ongoing

Funding this offer will ensure continuation of all administrative services within Community Development and Neighborhood Services (CDNS), which encompasses Development Review, Long-Range Planning, Historic Preservation, Building Services, Neighborhood Services, and the Administrative Services department.

The Community Development and Neighborhood Services Administrative Services Department is highly collaborative and supportive of other City teams and Community Development and Neighborhood Services by way of personnel coverage, direct project support and other duties as given. Services include but are not limited to:

- Support for 3 boards and one commission: Planning and Zoning Board, Landmark Preservation Commission, Zoning Board of Appeals, and the Building Review Board
- Contractor licensing for construction based contractors
- Research and response to open records requests and service area requests
- Administrative hearing support
- Campus West Connections support

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

30.4 Historic Preservation - Funded

2021 - \$477,203

Offer Type: Ongoing

This offer funds Historic Preservation services at current levels. An important community value, historic preservation is an essential component of Fort Collins' vibrancy and character. Services advance economic, cultural and environmental priorities through incentives and leveraging of private investment, development review, sustainable building retrofits and education.

Landmark Loans promote attractive neighborhoods, incentivize sustainable retrofits and leverage funds for further reinvestment. Owners may receive \$7,500 max in matching funds. Loans are repaid upon sale and funds used for new loans. To date \$444,895 of City funds yielded \$1,547,225 in rehabilitation. Prior KFCG funding. Request: \$40,000

Design Assistance: Incentivizes use of professionals experienced in context-sensitive design to encourage compatible construction in established neighborhoods. \$2,000 max per project. 144 properties improved to date. Prior KFCG funding. Request: \$30,000

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Interns: 25-year collaboration with CSU History Dept. ensures City benefits from latest research and best practices; greatly increases capacity for public programming on sustainable historic retrofitting and to promote neighborhood engagement & pride. Provides professional training to graduate students. Request: \$25,000

Survey funds provide professional, independent, and defensible assessments of a property's historic importance in contentious situations and when items may be appealed to Council. Prior KFCG funding. Request: \$4,000

Grant match: Outside grants provide significant funds for historic survey, building rehab and energy retrofits: \$21 million to date. \$1 of City match typically yields \$2 in grants and an equal amount in extra revenue, such as from goods & materials purchased. Prior KFCG funding. Request: \$15,000

Support Landmark Preservation Commission (LPC). Includes required training to keep federal Certified Local Government standing, and for Friend of Preservation award (now in 35th year).

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

30.5 Building Services - Funded

2021 - \$2,768,445

Offer Type: Ongoing

Funding this offer will continue all services within Building Services, which is the central location for Building, Mechanical, Electrical and Plumbing permit submittals, plan reviews, inspections, customer service and construction related code compliance activities offered to the community. These services are critical for ensuring that safety and community values are reflected in the City's future growth for building construction, renovations, alterations and repairs.

Building Services works in concert with internal and external partners to preserve and enhance the City's sense of place, to preserve the historical character of the community, to support City sustainability practices, to promote a healthy economy, and to ensure a safe and secure built environment. The division implements and ensures compliance with City and State laws, rules and codes related to the construction, remodeling, alteration, repair and demolition of buildings and other structures within the City to safeguard life, health and community safety. This includes regular updates to building codes.

Building Services acts as second responders in the role of damage assessment professionals in the event of a natural disaster. These damage assessment professionals have a critical role in recovery after an event. These efforts align with a larger County wide hazard mitigation plan.

The division also manages and oversees the City of Fort Collins Contractor Licensing requirement. This multifaceted licensing program has nationally recognized testing liability insurance, workers compensation insurance and renewal aspects. This program ensures that the community has the highest quality contractors working in Fort Collins.

Building Services will play a crucial role in revitalizing the economy in the upcoming year.

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This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

30.6 Engineering Development Review - Funded

2021 - \$856,745

Offer Type: Ongoing

The Engineering Development Review (EDR) team consists of four engineers, one technician, one administrative support position, and one manager. The EDR team reviews and manages all aspects of design and plan approval for the construction of public and private infrastructure required through the development review process. This includes civil engineering drawings, plats, easement and right-of-way dedications and vacations, engineering review, development agreements, permitting, and coordination with various departments and outside agencies, including attending public meetings for technical support.

Productivity of the EDR team is measured by tracking deadlines in project reviews and Development Agreements. We have shown a review goal above the ninetieth percentile since beginning this practice in the third quarter 2019.

The EDR Team is an essential part of the City, helping to create jobs, tax base, fees and progress.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

30.7 Construction Inspection - Funded

2021 - \$534,331

Offer Type: Ongoing

This offer will fund inspection oversight and coordination of all infrastructure activities (both public and private) within the City right-of-way (ROW).

Engineering Construction Inspection Provides:

- Quality assurance of all improvements within the ROW, which reduces long term maintenance costs
- Development review coordination to identify conflicts and opportunities with private and public projects
- Coordination efforts with all City departments, private utilities, major private developments and partner agencies, which helps reduce project conflicts
- Management of Small Cell (4G & 5G cell towers in the City ROW) permitting process. Small Cell towers are approved by the FCC to utilize City ROW for the placement of their infrastructure. Engineering will be managing the permitting process with review from other City departments.
- Management and enforcement of City ROW codes, regulations, and permitting (e.g., major & minor encroachment permits, Downtown portable signs, illegal signage placed in City ROW, Downtown outdoor eating areas, newspaper racks)

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

30.12 Reduction: Temporary Pause Historic Preservation Intern Program - Funded

2021 - (\$28,238)

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Offer Type: Reduction

Elimination of this hourly staff position would end 25 years of partnership with the CSU History Department to provide training and professional experience to graduate level students and emerging professionals. At just \$25K yearly, this partnership has often more than paid for itself through successful grant writing and assisting residents in applying for financial assistance: In 2018 2019, this position assisted Operation Services and Parks to complete the \$79,286 Ross Proving House grant and prepared \$70,049 in State Tax Credit applications.

Additionally, assisting a small core team of just three individuals, this position increases the Division's capacity by a full 25% and provides both the City's Historic Preservation and Planning Divisions the latest research and best practices, including, most significantly, on the sustainable retrofitting of historic buildings, which comprise 20% of Fort Collins building stock and form a critical piece to achieving Council's Climate Action Plan goals.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

30.13 Redeploy & Reduction: Energy Code Compliance Specialist (change to 100% L&P funding) - Funded

2021 - (\$45,888)

Offer Type: Redeploy

This redeployment offer shifts the Energy Code Compliance Specialist resources from 50/50 co funding between Community Development and Neighborhood Services (CDNS) and Utilities Energy Services to 100% Energy Services. This position is critical to meet business operations, specifically related to ensuring ongoing improvements to the energy code compliance and new energy code adoption, in addition to providing excellent customer service for the builder/developer community in Fort Collins. This position also provides essential services to meet Energy Policy and Climate Action Plan objectives. The responsibilities of this position include:

- Providing high touch customer service, training and education. This position works closely with the contracting and design community to guide and assist in meeting requirements in the adopted energy code. In addition, this position interprets energy compliance reports, performs energy inspections, and often meets with contractors to come up with viable solutions to complex problems. With construction submittals, permits and revenue exceeding previous years in Fort Collins this position is paramount in providing customer service and meeting customer expectations.
- Providing expert analysis, outreach, engagement and support related to the adoption of updated energy codes. The 2021 energy codes will be published in fall of 2020, initiating the City's review and adoption process. The 2021 energy codes include significant advancement in performance which will require engagement, education and training.

The funding for this position has been removed from CDNS and added to Offer 12.123 (Utilities Energy Services) with neutral overall impact through associated reductions in line items for efficiency incentives and consulting services. This approach will have minimal impact on program savings while retaining the community benefits from continued energy code performance.

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This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

30.15 Reduction: Temporary Pause Design Assistance Program - Funded

2021 - (\$30,000)

Offer Type: Reduction

The Design Assistance Program (DAP) was established in 2011 by Council as an educational approach to address the many complaints received from residents about the impacts of poorly designed new construction on neighboring properties and the cumulative effect of incompatible and out of scale development on Fort Collins' overall character. The program has been very successful, measured by a nearly 20% reduction in Access Fort Collins complaints on these issues between 2010 11 and 2018 19. The DAP also offers critical assistance to low-income households that would not otherwise be able to obtain professional design and technical advice from architects, contractors and engineers.

Eliminating funding for the DAP will increase project approval by 2 to 4 weeks and increases the likelihood that a project is referred to the Landmark Preservation Commission. The initial problem the program addressed complaints to Council on out of character construction in established areas will likely increase. It reduces opportunities for low income homeowners to obtain professional advice on construction issues, and reduces funds available to residents to use as match for grants.

The DAP minimizes the impacts of exterior additions and new construction by incentivizing the use of design, construction and engineering professionals with experience in developing context-sensitive solutions. All Old Town Neighborhood and Downtown property owners are eligible for assistance, as well as the owners of Fort Collins Landmark properties anywhere in Fort Collins and their immediate neighbors. Owners may request from \$100 to a maximum of \$2,000 for design consultation, drawings and plans, materials testing and structural engineering reports. In addition to reduced controversy, benefits of the program are reduced approval times and a far greater assurance that a project will be approved. Since its roll out in 2012, the outcomes of 144 construction projects have been improved.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

31.1 Code Compliance - Funded

2021 - \$806,599

Offer Type: Ongoing

Funding this offer provides Code Compliance, Nuisance and Occupancy. These services contribute to the preservation, maintenance, and enhancement of neighborhoods. They encourage voluntary compliance and maintain neighborhood character. These services also reduce or eliminate nuisances that detract from appearance, cleanliness, and overall desirability of neighborhoods.

For the Love of Cities by Peter Kageyama lists the three key aspects or "magic ingredients" to community satisfaction as openness, social offerings and aesthetics. We have also noticed a change in neighborhood pride and engagement around the above. A recent survey indicated neighbors have higher rates of satisfaction when they perceive others are adhering to nuisance and occupancy codes. Based on this information, Code inspectors take great pride in the work they do to enhance

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neighborhood aesthetics. They also have increased participation in opportunities to do outreach and education around the what, why, and how of City ordinances.

Examples include:

- Increased patrols on bikes, rather than cars easier access to neighbor contacts
- Participation in scheduled events (Open Streets, Earth Day, etc.); pop up events with lemonade stand in targeted neighborhoods
- Continued partnership with Community Liaison programming Community Welcome, Fall Clean up, Shovel Snowdown, etc.
- Collaborative neighborhood problem solving in conjunction with Campus West partners

Staff will continue focusing on outreach, education and voluntary compliance.

Nuisance Cases: 10,628

Total compliant-based: 3,318 31%

Total Proactive: 7,310 69%

Top 3 types of cases:

- Weeds 3,342
- Snow 2,124
- Rubbish 1,918

Occupancy numbers for 2019:

Cases opened 162

Violations found 57

Citations issued 13 (5 for occupancy violations, 8 for failure to provide disclosure statement)

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

31.2 Neighborhood Services - Funded

2021 - \$529,604

Offer Type: Ongoing

Funding this offer provides Neighborhood Services Programs and Outreach that use innovative engagement strategies to improve neighborhood livability; promote inclusive, connected neighborhoods; empower residents to co create sustainable neighborhoods; and link residents, community partners, and City services and resources.

The core philosophy of Neighborhood Services Programs is start where you are, use what you have, and do what you can. No two neighborhoods have the same needs demographic makeup, or ideal vision for their future. Now multiply those diverse needs by 185 neighborhoods in the city and that is the scope of our work. Neighborhood Services Programs are designed to be flexible, proactive, scalable, and reliant on radical participation by neighbors and stakeholders because this work cannot be done by the City alone.

Some programs meet neighbors where they are to provide a starting point for community organizing and participation like the Neighborhood Development Liaison and

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Sustainable Neighborhoods Fort Collins. Other programs create a space for neighbors to maximize available resources to support equity, inclusion, and diversity in program participation.

Neighborhood Services offers a number of resources to neighborhoods through Mini Grants, the Block Party Trailer, and the Neighborhood Connections training program. Neighborhood Services programs also empower neighbors to do what they can through community organizing, active participation, and volunteerism. Mobile Home Park Residents' Rights programs and Adopt A Neighbor both play important roles in neighborhood resilience and create a safety net for vulnerable residents. Programs that increase awareness of community issues and encourage participation in decision-making like proactive and reactive neighborhood meetings, City Lemonade Stand pop up, and Neighborhood Night Out improve neighborhood livability.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- NLSH 1.8 - Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents
- NLSH 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.

31.3 Mediation and Restorative Justice - Funded

2021 - \$276,827

Offer Type: Ongoing

This offer funds Mediation and Restorative Justice (MRJ) to continue current levels of service.

Fort Collins is a safe, friendly and neighborly place to live, except when crime and conflict occur. While we have excellent streets, good water and many other wonderful City amenities, all this is forgotten if a resident has an ongoing heated conflict with a neighbor, or if their child is involved with law enforcement or the justice system or when a crime is committed against them. When this happens, even though basic needs are met, our community no longer feels safe and friendly to this resident or their family. When the impacts of conflict and crime are part of a resident's life, the quality of life and the feeling of neighborhood livability and safety are damaged for this person, their family and other involved friends and neighbors.

For 20 years, the City has provided innovative, community based services to address the impacts of crime and conflict on our community by supporting Mediation and Restorative Justice Services (MRJ). MRJ delivers mediation and other conflict resolution services to residents for:

- community conflicts
- neighbor disputes
- code compliance and development concerns
- landlord tenant and roommate issues
- community group conflicts

MRJ provides restorative justice programs to address the impact of crime in our community. The programs work with crimes committed by young people (ages 10-22). The programs are inclusive and designed to address the needs of:

- young people who commit crimes and their families
- victims of crime and their families
- affected communities and community members

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This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

31.4 Larimer Humane Society - Funded

2021 - \$880,000

Offer Type: Ongoing

This offer funds the contract with Larimer Humane Society (LHS) to provide sheltering and animal control services. LHS has provided these services for more than 20 years and includes animal protection and control services seven days per week and emergency services 24 hours per day. LHS maintains and operates a state of the art animal shelter to provide humane treatment of stray, found, surrendered, dangerous or injured animals. They enforce municipal ordinances related to domestic animals and wild rabies vector animals with human or domestic contact.

In 2019, LHS responded to 7,945 calls for service within Fort Collins, including 2,148 calls for stray animals, 1,405 for bite investigations, 595 for noise disturbances, 716 for welfare investigations. A total of 2,321 domestics were impounded for the City. Animal control removed 452 wildlife, preventing the spread of rabies and other zoonotic diseases.

Larimer Humane Society Services:

- Enforce all Fort Collins animal codes (animals at large, animal welfare, bite investigations, cruelty allegations, dangerous/vicious animals, barking, strays, dead animal pickup and assisting emergency responders)
- Sheltering, licensing, rabies record keeping; in 2019, 25,416 Fort Collins licenses were sold
- Maintain and operate all physical facilities and equipment and provide all personnel necessary for the efficient, effective and humane operation of an animal shelter
- Professional services of a doctor of veterinary medicine for emergency services 24 hours per day
- Maintain community outreach and education programs
- Maintain and provide all medical supplies, instruments and equipment necessary
- Pick up dead animals from public areas, streets and parks
- Sheltering and placement of cats and dogs
- Focus on behavioral work with challenging animals and utilize foster care and enrichment to increase adoptability
- Provide emergency planning and response services for domestic animals in Larimer County

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- NLSH 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.

31.5 Special Events - Funded

2021 - \$136,281

Offer Type: Ongoing

Funding this offer supports special event coordination and permitting.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

Music from the stage flows over the park, as the crowd joyously sings along. The vendor stalls and food trucks entice customers with mouthwatering aromas. Children run and laugh as they enjoy games and bounce houses. Families sit in the shade of the park enjoying the day together.

Festivals and cultural events have become an important element of Fort Collins' identity, economy and culture. A Visit Fort Collins Economic Impact Survey showed that 17% of day visitors and 6% of overnight visitors came to Fort Collins for a festival or event, generating an estimated \$18 million dollars in economic impact.

These events do have other impacts, both positive and negative, on the neighborhoods, businesses, and City facilities in which they are held. The mission of the Special Event Coordination program is to encourage the continued presence and growth of festivals and events in the community, while providing an efficient, effective permit process to ensure the health and safety of the public and reduce adverse impacts on neighborhoods, businesses and public spaces.

This offer funds a dedicated 1.0 FTE Lead Specialist – Special Events (SEC) for the City, which was created in the 2015 2016 Budget, and the Eproval permit application program, in use since 2017. The SEC program's primary deliverables are:

- To facilitate and coordinate special event permit work by City staff in various departments
- To act as a central point of contact for event producers, residents, businesses, and City leadership
- To provide information or guidance about the special events occurring each year in the city to internal and external stakeholders
- To provide an efficient, effective and transparent process for event producers to obtain the necessary permits to hold an event in the City
- To gather input from residents and business owners regarding the potential impacts from events held on their streets.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

31.6 Redeploy: Code Compliance Officer to Manufactured Housing Liaison - Funded

2021 - \$175

Offer Type: Redeploy

This offer proposes redeployment of 1.0 FTE Code Compliance Inspector to a 1.0 FTE Neighborhood Liaison. Neighborhood Services' Neighborhood Liaison role establishes relationships with neighbors, aligns work of City staff with neighborhood outcomes, provides consistent accurate information for residents and increases neighborhood capacity for neighborhood-driven long range planning efforts. The Neighborhood Liaison assists neighbors in navigating the City to connect with subject-matter experts and is the central point person in Neighborhood Services to coordinate cross departmental needs of neighborhoods. Through personal relationships with neighbors, the Neighborhood Liaison gathers information on the effectiveness of public engagement strategies that can maximize outreach by all City departments for target neighborhoods and lends credibility to communications from the City in neighborhoods where trust has been broken.

Neighborhood Liaisons already work with Sustainable Neighborhoods participants and there is potential to apply this model to neighborhoods with vulnerable or susceptible demographics, which requires staff with a high emotional intelligence and cultural sensitivity. As Neighborhood Services expands its role in historically underserved communities in alignment with Council priorities, the role of dedicated Neighborhood Liaisons in coordinating cross departmental teams and effectively communicating the needs of neighbors is increasingly visible and important. Residents of underserved neighborhoods in Fort Collins are often populations identified as "hard to reach" for public engagement, such as senior resident, low English proficiency speakers, and low income residents. The combined impact of issues associated with livability and decreased efficacy of traditional engagement for mobile home parks, multifamily housing, and senior living facilities creates a need for more diverse engagement strategies to connect residents with City & community resources.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 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.

31.7 Reduction: Scale Down Larimer Humane Society Service Contract - Funded

2021 - (\$132,000)

Offer Type: Reduction

This offer reduces funding for the Larimer Humane Society contract for animal control by 15%. Due to the current revenue restraints, Larimer Humane Society is willing to absorb the 15% reduction on a temporary basis. There will be minimal impacts to services and response times. There will likely be a reduction in the amount of pro active patrols (i.e., dog parks), and education and outreach activities may be limited during this time frame. All core services for animal control will be maintained.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- NLSH 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.

31.8 Reduction: Scale Down Neighborhood Services - Funded

2021 - (\$42,773)

Offer Type: Reduction

This offer reduces 2 Program Coordinators from 29 hours weekly to 20 hours weekly, creating \$20,250 in savings. It also reduces an additional \$19,597 in vehicle savings from the Code Compliance budget. This is only possible if the Redeploy Offer 31.6 is accepted.

Current Neighborhood Services Program staff include:

- Neighborhood Services Manager 1.0 FTE
- Senior City Planner, Neighborhood Services 1.0 FTE
- Development Review Liaison 1.0 FTE
- 2 part-time hourly Program Coordinators at 29 hours per week each 1.46 hourly FTE
- o Total 4.46 FTE

Proposed Neighborhood Services Program staff including Redeploy Offer 31.6 and this Reduction Offer 31.8:

- Neighborhood Services Manager 1.0 FTE
- Senior City Planner, Neighborhood Services 1.0 FTE
- Development Review Liaison 1.0 FTE
- Neighborhood Liaison 1.0 FTE
- 2 part-time hourly Program Coordinators at 20 hours per week 1.0 hourly FTE
- o Total 5.0 FTE

These two offers (31.6 and 31.8) together accomplish several things:

- Necessary boost in staff capacity to accomplish both planned program growth and current Council priorities. Specifically, this includes Mobile Home Park liaisons and Sustainable Neighborhood growth. These are outlined in Offer 31.6.
- By reducing hours rather than eliminating a position for current Program Coordinators, it allows us to retain their expertise and flexibility on the team.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

o Coordinators currently support activities such as Mobile Home Park mini-grants, Neighborhood Services mini-grants, Liaisons for Sustainable neighborhoods and points tracking, etc., Adopt a Neighborhood programming and matching, variety of outreach and education and event logistics (most are currently virtual, but will return to more in person opportunities in the future).

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- NLSH 1.8 - Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents
- NLSH 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.

33.1 Low Income, Senior and Disabled Resident Rebate Program - Funded

2021 - \$249,500

Offer Type: Ongoing

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

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

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

The Sales Tax on Food Rebate was established in 1984 and set at \$25 per person in an eligible household; the rebate amount was increased to \$40 per person in 1998. The income eligibility level raised to 50% of AMI in 2005 and the rebate amount per person updated to \$64 dollars in 2019. It will be updated annually.

Applications are submitted by mail, in person, or online, and staff is available to assist applicants. Staff covers all functions of the program (verify income, residency, property values, Utility account types, issue checks, and file). In 2019, the City processed 1,250 applications. The total rebate money issued in 2019 for all three rebate programs was \$256,935.

This Offer supports the following Strategic Objectives:

- NLSH 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.

33.2 Digital Equity Rebate Program - Funded

2021 - \$493,176

Offer Type: Ongoing

The City of Fort Collins is committed to reducing historical and structural barriers to affordable, equitable access to technology. Through the funding of and a

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

commitment to Digital Equity, our goal is to ensure individuals and communities have the digital capacity needed for full participation in our community, lifelong learning, and the economy.

Digital Equity provides an income qualified rate of \$19.95 per month for 1 gig internet speed plus wireless service.

- The reduced rate is a substantial discount from the \$59.95 Residential Service but not at reduced or diminished speeds.
- Wireless service is a critical program component to support how income qualified households currently utilize digital services.
- Anticipated Digital Equity income qualification is 60% Area Median Income, which aligns with local housing vouchers, PSD reduced lunch, and many other community benefits for our residents in need.

Per Council Priority to increase digital equity and reduce the digital divide across our community,

Digital Equity is funded via 6% of Connexion net revenue paid to the General Fund as payment in lieu of taxes (PILOT) to reduce a commercial market advantage of municipal-owned and operated broadband service.

- Digital Equity launch and reach is metered by Connexion's build out and revenue.
- The 2021 broadband PILOT forecast = \$455,000.

This Offer supports the following Strategic Objectives:

- NLSH 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.

33.3 Redeploy: Property and Utility Tax Rebate reductions to support an Income Qualified Navigator (1.0 FTE Contractual) - Funded

2021 - \$0

Offer Type: Redeploy

The City's income-qualified and reduced fee programs are a complex network of standalone benefits, historical ordinances, and seasonal rebate offers with varied eligibility criteria and separate applications.

Across City departments, income-qualified programs are the passionate byproduct of City Council and organizational commitments to underserved populations. However, as each program was created as standalone departmental services, the programs underwent evaluation to assess the structure, strategy, and successes of the rebates and reduced fee programs.

In February 2020, informed by a presentation by Performance and Program Evaluation, the City's Executive Leadership Team discussed the context and history of City income-qualified programming, what poverty looks like in Fort Collins, and explored how to translate key findings from the report into application.

Guided by the internal program evaluation, this offer will:

1. Fund a cross-functional, full-time contractual Income-Qualified Navigator position.
2. Centralize income-qualified programs and fee rebates to include streamlined administration, impact measures, user-informed communication and outreach, customer service, and orchestrated programming.
3. Support the development of a universal application for all City of Fort Collins income-qualified programs.

An Income Qualified Navigator will streamline, centralize and mature the City's income-qualified programs in a commitment to provide excellent and responsive service to income-qualified residents as a unique customer segment.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 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.

42.1 Urban Forest Management - Funded

2021 - \$1,899,487

Offer Type: Ongoing

Funding this offer will support the Forestry Division in managing the Fort Collins municipal urban forest. The offer provides for the maintenance of over 55,000 trees on developed City property, as well as some services that impact private-property trees. The Fort Collins municipal urban forest includes 36,607 street trees and 18,631 park trees. Street trees are located on City right of way along the edge of streets and in medians. Park trees are located in parks, golf courses, cemeteries, recreational and cultural facilities, detention areas and other City properties. The appraised value of the urban forest is more than \$40 million and the total yearly ecological benefit is over \$6.1 million. The care, maintenance and perpetuation of City-property trees provide a safe, healthy and environmentally beneficial municipal urban forest.

Urban Forest Management Services:

- Implement sound management practices for tree pruning, removal and protection that provide for public safety, and enhance tree health and environmental benefits
- Ensure that all development provides tree protection and mitigation plantings to meet Land Use Code requirements
- Enforce the requirements of the Vegetation Ordinance by licensing commercial tree companies, issuing work permits for City-property trees, issuing notices to remove or prune private trees threatening public areas or that are infested with an epidemic insect or disease, and regulating the planting of prohibited species
- Respond to customer requests for tree maintenance and information
- Develop and implement community wide management plans and strategies for epidemic insects and diseases
- Oversee the use of wood debris for best possible uses including recycling, re purposing and mulch distribution programs
- Lead urban forest storm damage response
- Maintain an inventory of trees on City-owned property

Proper management for urban forest promotes an environmentally healthy and visually attractive community.

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Create and maintain a safe, healthy and resilient urban forest.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

42.2 Urban Forest Management - Tree Replacement - Funded

2021 - \$179,352

Offer Type: Ongoing

Funding this offer helps support the Forestry Division's tree replacement program as existing trees are removed due to safety or poor health. On average, Forestry removes over 600 trees per year. This offer provides for the replacement of 330 trees per year, as well as the aftercare and maintenance for the first two years after tree replacement. Due to this replacement gap, Forestry now has over 2,000 vacant sites that have not been replaced.

Tree replacement is an essential service provided to the community and has strong positive impacts on current and future generations, including vulnerable populations within the community.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

Management and services associated with the tree replacement program include but are not limited to:

- Planting and managing replacement trees on City property
- Influencing continued species diversification to create a more resilient urban forest
- Utilizing hourly employees to tank water, mulch and remove stakes of newly planted trees for the first two years that they are in the ground
- Coordinating internal services (i.e., pot holing and stump grinding) with external contract management
- Responding to customer requests for tree replacement, aftercare and maintenance
- Educating community members on the importance of tree aftercare and the benefits of increasing species diversity and canopy cover
- Maintaining an inventory of all newly planted City property trees
- Ensuring that the right tree is planted in the right place, i.e., place trees among other public infrastructure and utilities without creating short- and long term issues

Tree replacement is critical to sustain or increase urban canopy cover throughout the community. It is also essential for maintaining and creating a resilient, healthy, and perpetual urban forest. Replacing every tree removed will help maximize the environmental benefits that the urban forest provides.

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Create and maintain a safe, healthy and resilient urban forest.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

42.3 Enhancement: Contractual Pruning of Large Diameter Trees - Funded

2021 - \$200,000

Offer Type: Enhancement

Funding this offer will support Forestry's tree pruning program for contractual pruning of larger City broadleaf trees (greater than 18-inches in diameter). This pruning frequency standard is set by the City Forester to address potential public safety concerns and to increase the health and longevity of the public urban tree canopy.

Pruning trees in a regular cycle has a significant positive impact on the tree's health and longevity. Keeping a consistent pruning rotation creates less pruning needed with each cycle, increasing tree canopy, and saving time and resources spent on each tree. It also reduces excessive stress on the trees themselves from delayed/reactive pruning, and reduces the impact of storm damage from heavy snows and high winds. In addition, pedestrian and vehicular safety are improved.

At the current level of funding, the Forestry Division is pruning on average 10.4% of broadleaf trees greater than 18-inches in diameter per year. The standard is to prune 14% of this size class each year creating a seven-year pruning rotation. The current pruning rotation equates to 8.5 years, rather than seven years. As the tree canopy matures additional resources will be needed to meet pruning standards.

Keeping our public urban tree canopy healthy is imperative to the City's strategic goals, including the Climate Action Plan and City Plan. The climate benefits of trees are well documented. Trees sequester carbon/pollutants, provide oxygen, reduce energy costs, intercept stormwater, and reduce heat island effect which keeps the built environment cooler.

Each year, trees put on additional growth, which means that some smaller trees (17-inches or less) are moving into the larger diameter size class. To keep up with the growing assets, the Forestry Division is requesting funding to proactively maintain the large diameter trees, improve tree canopy health, and enhance all benefits associated with these invaluable large trees.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Create and maintain a safe, healthy and resilient urban forest.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

42.4 Enhancement: Emerald Ash Borer Infestation Management (1.0 FTE Contractual) - Funded

2021 - \$299,125

Offer Type: Enhancement

Funding this offer will support efforts to implement the Forestry Division's Emerald Ash Borer Management & Response Plan. Implementing the plan is imperative now that Emerald Ash Borer (EAB) has been detected on the north side of Fort Collins.

This offer utilizes an Integrated Pest Management approach which combines management and response elements of pesticide application, tree removal and replacement on public property, as well as continuing a contractual Senior Coordinator position to help implement the plan. It is critical to respond immediately in 2021 or risk a steeper mortality curve by falling behind and becoming dangerously reactive instead of proactive in the management of this pest. Currently there are approximately 70,000 ash trees within Fort Collins including 7,600 ash trees on public property. Approximately 900 smaller or poor condition ash have been proactively removed since 2016.

In 2019, all public ash trees were evaluated for health, condition, and size. The analysis revealed that nearly 2,100 ash trees on public property are eligible for treatment. In addition, there are also 60 ash trees that were identified for immediate removal due to health and structural deficiencies. Ash in the inventory that do not meet treatment criteria will be removed and replaced proactively over the next decade, eventually reducing public ash trees by approximately 75% or more.

This offer provides funding to treat 700 ash trees each year on a 3-year rotational basis starting in 2021 and 205 trees will be replaced due to previous removals.

With EAB now present in Fort Collins, the urgency to protect and replace existing trees is imperative to reduce the negative impacts of tree loss to the Fort Collins community, the urban ecosystem, and the numerous benefits trees provide.

This Offer supports the following Strategic Objectives:


- NLSH 1.9 - Create and maintain a safe, healthy and resilient urban forest.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.



Culture and Recreation

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

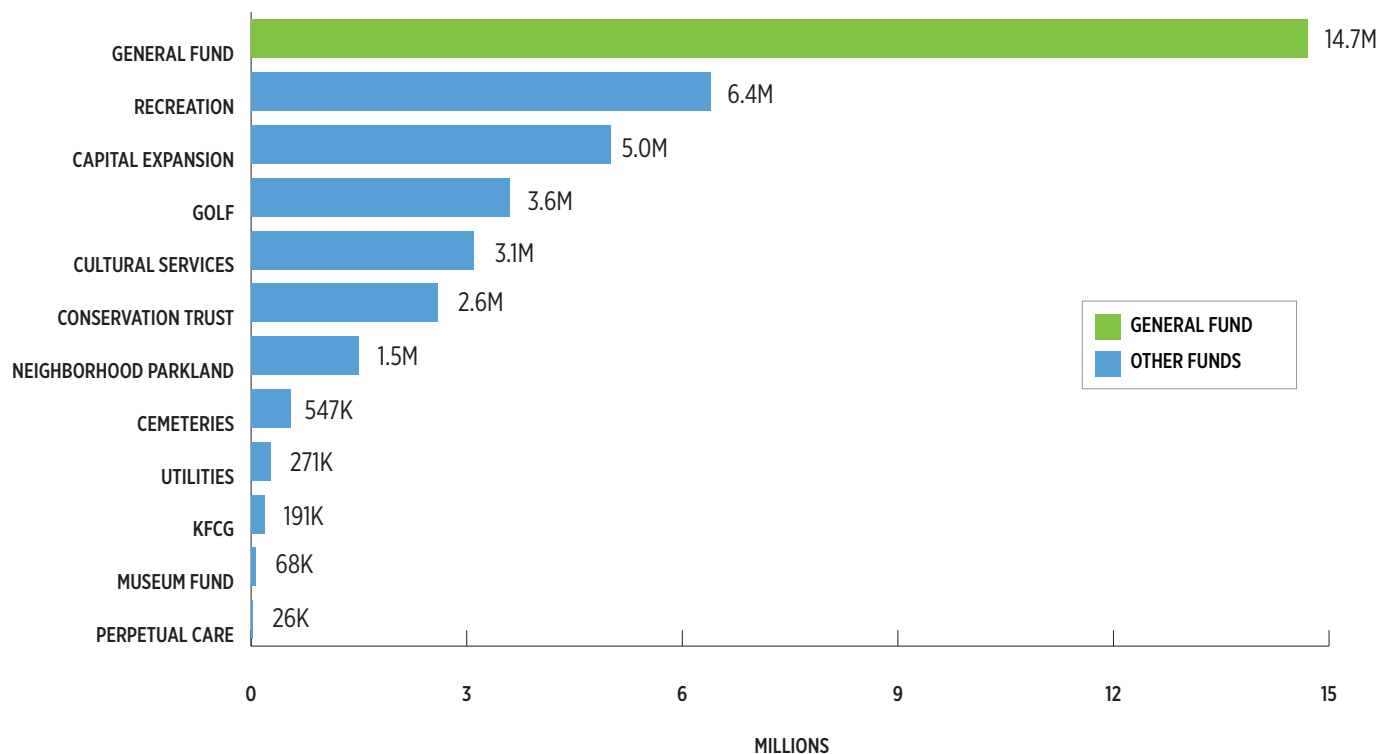




Culture & Recreation

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
TOTAL:			\$702,750

**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
TOTAL:			\$0

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)
TOTAL:		(\$991,950)

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

CULTURE AND RECREATION - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

CULTURE AND RECREATION - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

CULTURE AND RECREATION - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

CULTURE AND RECREATION - 2021

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
50.12 Community Relations and Marketing Services Offer Type: Ongoing	137,550	0	0	137,550 <i>Recreation</i>	0
50.13 Reduced Fee Scholarships Program Offer Type: Ongoing	190,000 <i>Prior KFCG 0.60% - Ongoing Revenue</i>	150,000	0	40,000 <i>Recreation</i>	0
50.14 Community Events Offer Type: Ongoing	11,615	0	0	11,615 <i>Recreation</i>	0
53.1 Community Services Administration and Technology Support Offer Type: Ongoing	439,921 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	52,284	387,637	0	0
53.2 Reduction: Scale Down Community Services Administration Service Level Offer Type: Reduction	(4,000)	0	(4,000)	0	0
64.1 The Lincoln Center Offer Type: Ongoing	3,842,028	0	1,091,543	2,750,485 <i>Cultural Services</i>	0
64.8 Reduction: Scale Down Lincoln Center Operations Offer Type: Reduction	(95,700)	0	(72,000)	(23,700) <i>Cultural Services</i>	0
64.14 Reduction: Scale Down Lincoln Center (Close Non-Event Tuesday & Wednesday) Offer Type: Reduction	(50,000)	0	(50,000)	0	0
64.2 The Gardens on Spring Creek Offer Type: Ongoing	1,673,389 <i>CCIP O&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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
64.9 Reduction: Scale Down Gardens on Spring Creek Services Offer Type: Reduction	(54,690)	0	(54,690)	0	0
64.13 Enhancement: Gardens on Spring Creek Expanded Programs Offer Type: Enhancement <i>Gardens on Spring Creek</i>	702,750	702,750	0	0	0
64.3 Fort Collins Museum of Discovery Offer Type: Ongoing <i>Museum</i>	1,084,690	0	1,016,393	55,779	12,518
64.10 Reduction: Temporary Pause Museum Staff Overtime Offer Type: Reduction	(5,592)	0	(5,592)	0	0
64.4 Carnegie Center for Creativity Offer Type: Ongoing <i>Cultural Services</i>	77,957	0	41,857	36,100	0
64.12 Reduction: Eliminate Programming at the Carnegie Center for Creativity Offer Type: Reduction <i>Cultural Services</i>	(72,957)	0	(30,457)	(42,500)	0
64.7 Art in Public Places (Artwork Only) Offer Type: Ongoing <i>Cultural Services</i>	176,812	0	0	176,812	0
16.1 Utilities: Art in Public Places Offer Type: Ongoing <i>Light & Power Water Wastewater Stormwater</i>	271,320	0	0	271,320	0
64.5 Art in Public Places Admin Offer Type: Ongoing <i>Cultural Services</i>	173,114	0	0	109,560	63,554

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

CULTURE AND RECREATION - 2021

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

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16.1 Utilities: Art in Public Places - Funded

2021 - \$271,320

Offer Type: Ongoing

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

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

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

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

37.2 Operations and Maintenance of City Golf Courses - Funded

2021 - \$3,631,315

Offer Type: Ongoing

Funding this offer will provide operation, maintenance and administration of the City-owned municipal golf courses (City Park Nine, Collindale and SouthRidge).

The municipal golf facilities provide high quality golfing amenities, including a variety of play options and pricing, quality grounds and infrastructure, full service pro shops and concessions. The golf courses also provide cross-country skiing, disc golf, walkers and joggers access during appropriate times. The golf course operations and maintenance are 100 percent self supporting with no cost to the taxpayers. The Golf Division uses a hybrid public/private staffing approach to operate the golf courses. This approach includes daily pro shop operations and services performed by three PGA Golf Professionals. The food and beverage services are provided by Restaurant/Snack Bar Concessionaires. The golf professionals and concessionaires are independent contract vendors acquired through a public bid process. They hire their own staff to operate the pro shops and restaurants.

City staff is in charge of golf course administration and maintenance functions, including mowing, fertilizing and irrigating the turf, tree maintenance, repairing buildings and infrastructure, course setup, maintaining carts and equipment, and any other duties required to keep the courses in excellent condition for play. Golf course administration includes market analysis, life cycle, long- and short term planning, program development and administration, staffing, invoicing, debt servicing and best management practice coordination.

This offer will provide golfing opportunities to all community members at an affordable price and enhances the overall quality of recreation options in Fort Collins.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

38.1 Memorial Parks - Funded

2021 - \$849,541

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Offer Type: Ongoing

Funding this offer will provide operation and maintenance of the City's Cemetery Division within the Parks Department.

Operations include office functions, site maintenance, historical record-keeping, sales of burial spaces and memorialization services at Grandview and Roselawn cemeteries. Maintenance of the cemetery grounds includes preparing memorial sites for interments, setting headstone foundations, irrigation, mowing, trimming and overall care of the property. This offer also includes the Perpetual Care Fund. A portion of each sales fee is collected for the Perpetual Care Fund. Interest earnings from these fees are used to fund, in perpetuity, a portion of ongoing maintenance of the cemetery grounds.

Supporting this offer provides an essential service to the community and honors generations of Fort Collins community members.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

38.2 Reduction: Scale Down Memorial Parks Service Level - Funded

2021 - (\$50,000)

Offer Type: Reduction

Accepting this offer will reduce hourly staff working at the cemeteries during the growing season, May through October. Also, funding available for equipment replacement will be reduced. The impact of the reduction in hourly staff will be delays in mowing, trimming and other grounds maintenance. The cemeteries may not look as well maintained. The reduction in funds for equipment replacement will require using older equipment for a longer period of time and may increase repair costs.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

39.1 Community Parks and Facility Grounds Maintenance - Funded

2021 - \$4,367,798

Offer Type: Ongoing

Funding this offer supports maintenance for 7 community parks (Fossil Creek, Spring Canyon, Edora, Lee Martinez, Rolland Moore, City Park and Twin Silo) totaling 573 acres, and community recreation facility grounds (Edora Pool & Ice Center, Senior Center, Farm at Lee Martinez, Archery Range), 3 maintenance shops, and the 4th of July celebration.

Community parks are the most actively used parks in Fort Collins. They provide space for large events and unique facilities that neighborhood parks cannot accommodate, such as the outdoor pool at City Park, water splash parks, skateboard parks, lighted baseball fields, lighted tennis courts, a disc golf course and a BMX track. The Parks Division also manages the annual 4th of July celebration at City Park. This includes organizing the parade in partnership with Recreation, fireworks and evening entertainment, and preparation and cleanup of City Park.

Community Park site maintenance includes:

- Turf care
- Trash/recycling collection
- Maintaining flower and shrub beds

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- Maintaining, coordinating and scheduling athletic fields, tournaments and park events
- Maintaining tennis courts, horseshoes pits, volleyball courts, bike courses and skate parks
- Cleaning and repairing restrooms, playgrounds, shelters and dog parks
- Snow removal on parking lots and sidewalks
- Cleaning and repairing graffiti and vandalism issues
- Irrigation system maintenance and repairs
- Maintaining water features and fountains
- Operating maintenance shops
- Managing the annual 4th of July celebration

Recreation facility grounds maintenance includes:

- Irrigating and mowing turf
- Trash collection
- Cleaning and maintaining flower and shrub beds
- Snow removal

This offer provides the necessary resources to maintain these highly valued assets safely and for the enjoyment of residents.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

39.2 Neighborhood Parks Maintenance - Funded

2021 - \$3,143,802

Offer Type: Ongoing

Funding this offer supports maintenance for 30 neighborhood parks and 9 pocket parks owned by the City. This offer excludes parks located in the Downtown core. Neighborhood parks vary in size from 0.15 acres to 20 acres. These sites total 373 acres and include the following amenities: 269 acres of turf, 20 softball/baseball diamonds, 25 basketball courts, 31 sports fields, 16 tennis courts, 3 skate parks, 27 restrooms, 36 playgrounds, and 32 shelters. Amenities are provided on a smaller scale than in community parks.

Park Site maintenance includes:

- Irrigating and mowing turf
- Trash/recycling collection
- Cleaning and maintaining flower and shrub beds
- Maintaining, coordinating and scheduling athletic fields, tournaments and park events
- Maintaining tennis courts, horseshoes pits, volleyball courts, bike courses and skate parks
- Cleaning and repairing restrooms, playgrounds, shelters and dog parks
- Snow removal on parking lots and sidewalks
- Cleaning and repairing graffiti and vandalism issues
- Irrigation system maintenance and repairs

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Neighborhood and pocket parks provide a place for families to recreate within proximity to their homes and are essential for providing facilities for youth sports activities throughout the community. Neighborhood parks are used not only by adjoining neighborhoods but are actively used by all youth sports groups in the community for practices and scheduled play. At today's dollars the neighborhood park system is valued at over \$95 million. This community investment and the high use of these parks by neighborhoods and youth sports groups require prudent stewardship and operational efficiencies to keep maintenance costs under control.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

39.3 Hard Surface Trails Maintenance - Funded

2021 - \$368,445

Offer Type: Ongoing

Funding this offer provides maintenance for the 45 miles of City owned hard surface trails located throughout the community. Trails include the Spring Creek, Poudre, Fossil Creek, Power, Rendezvous, Redwood, Longview, and Front Range trails, and trail connectors to parks and neighborhood developments. The City's hard surface trails are one of the most actively used recreation amenities provided by the City. They are also used for numerous running events throughout the year. The trails are a major transportation corridor for individuals commuting to work.

Trail maintenance includes:

- Trail repairs
- Trash pick-up
- Monitoring trails for debris and safety issues
- Repairing infrastructure, such as bridges and fencing
- Mowing
- Weed mitigation and control
- Snow removal
- Cleaning graffiti and repairing vandalism

Snow removal is prioritized for safety purposes, as well as to provide alternative transportation options year round. Trail costs also include printing and stocking map boxes and providing signs as needed along the trail system. Soft surface trails run in conjunction with portions of the hard surface trails. Soft surface trails must be mowed and kept in safe condition for joggers, bicyclists and horseback riders where permitted.

Trails are the most highly used outdoor facilities within Fort Collins. This offer provides the needed resources to maintain the trails and keep them safe and usable for all community members to enjoy.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

39.4 Parks Asset Management and Replacement Program - Funded

2021 - \$620,000

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Offer Type: Ongoing

Funding this offer will provide ongoing support for the current Parks Asset Management Program, which is a core program that repairs and renovates park assets throughout the existing park system. Initiated in 1993, this program supports repair, replacement and renovation of more than 1,000 varied park assets within many different component categories, including: buildings, fields, courts, structures, playgrounds, irrigation, sidewalks, asphalt and water-related park components. The program prioritizes projects based on health and safety concerns and regulatory mandates such as the Americans with Disabilities Act (ADA). The program also looks for opportunities to replace outdated, resource-intensive infrastructure with more sustainable infrastructure that meets current codes and best management practices.

Typically, the Asset Management Program completes 30 40 projects per year including playground renovations, court asphalt repairs and replacement, minor irrigation renovations, walkway and bridge replacement, lighting upgrades, park roadway and parking lot repairs and renovations, building renovations and improvements, fencing replacement, etc. With minimal funding increases in the program over the years and escalating construction costs this program is currently limited to minor capital improvements of less than \$250,000 per project.

This program is essential to keeping park facilities and infrastructure safe and in usable condition. It also enhances the infrastructure and supports growing demand in the parks. This program is imperative to preserving equity within the community to ensure that every household, regardless of the age of the neighborhood, has access to high quality parks.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

39.6 Reduction: Scale Down Community Parks Service Level - Funded

2021 - (\$171,000)

Offer Type: Reduction

Accepting this offer will reduce overtime, botanical care of shrub bed and annual flower plantings, the memorial bench program, staff supplies and an administrative hourly development review position.

Impacts of these reductions include less flexibility in dealing with emergencies, off hours snow removal, and unanticipated problems that create overtime. Annual flower plantings will be eliminated in community parks and recreation facilities, shrubs and perennial plants will not be replaced, and more weeds may be visible at facilities due to reduced staff to maintain these sites. The memorial bench program will be eliminated; community members will no longer be able to purchase benches and locate them in parks or along trails. Staff supplies such as clothing, snow meals and conferences will be reduced. This may affect morale and keeping up to date on technical knowledge. Eliminating the hourly development review position reduces Parks' presence at development review for parks, trails, streetscapes and other projects that affect future maintenance. Not having a watchful eye on future development often creates inefficiencies and maintenance issues after the projects are completed.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

43.1 Recreational Trail Development - Funded

2021 - \$1,642,174

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Offer Type: Ongoing

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

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

1. Poudre Trail at I 25: In association with CDOT improvements on I 25, this offer will complete the construction of the Poudre Trail under I 25 with timing for completion based on CDOT and GOCO Grant requirements. This is a joint project with Larimer County, Windsor, and Timnath and is a significant project that will provide trail connectivity between these communities.
2. Grade-Separated Trail Crossing Projects: Grade-separated trail crossings are one of the primary reasons Fort Collins is identified as a premier community for trail use and access. Several grade-separated trail crossing project opportunities are available in 2021 based on associated street improvement projects planned, including the Vine & Lemay underpass and the Timberline underpass near Bacon Elementary School.
3. Development Partnership Opportunities: Cost share with developers on the construction of trails near new developments.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

43.2 Neighborhood Park Development - Funded

2021 - \$1,489,355

Offer Type: Ongoing

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

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

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

1. Construction of the East Park District Maintenance Facility, located on Environmental Drive near Drake and Ziegler. Maintenance operations for 2 community parks, 5 neighborhood parks, Archery Range and portions of the Poudre, Fossil Creek and Rendezvous trails will be conducted from this facility. Currently, maintenance for this

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district is housed temporarily out of the Fossil Creek Park Maintenance Facility, located at Fossil Creek Park. A portion of this project will be paid for with neighborhood parkland fees, and the remaining with community parkland fees.

2. Design of 1 or more neighborhood parks, as identified in the 2008 Parks & Recreation Plan.
3. Potential purchase of one or more neighborhood park properties and/or raw water shares for use in irrigating new neighborhood parks.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

43.3 Community Park Development - Funded

2021 - \$4,950,000

Offer Type: Ongoing

Funding this offer continues the development of the City's community park system per the Council-adopted 2008 Parks and Recreation Policy Plan. Community parks are typically 50 100 acres in size, designed primarily to serve the needs of neighbors within approximately 4 square miles, although community parks are intended to be a destination for all community members.

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

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

1. Construction of the East Park District Maintenance Facility, located on Environmental Drive near Drake and Ziegler. Maintenance operations for 2 community parks, 5 neighborhood parks, Archery Range and portions of the Poudre, Fossil Creek and Rendezvous trails will be conducted from this facility. Currently, maintenance for this district is housed temporarily out of the Fossil Creek Park Maintenance Facility, located at Fossil Creek Park. A portion of this project will be paid for with neighborhood parkland fees and the remaining with community parkland fees.
2. Raw water study. This study would identify potential raw water sources for future proposed neighborhood and community parks, with a focus in the northeast Fort Collins area. Half the cost of this study will be provided from community parkland fees and half from neighborhood parkland fees.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

43.4 Redeploy: Conservation Trust Trail Construction to Park Maintenance - Funded

2021 - \$0

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Offer Type: Redeploy

Accepting this offer will redeploy Conservation Trust Fund lottery proceeds from being used for trail and underpass construction to parks/trails maintenance. Lottery proceeds have typically been the funding source to build the trail system throughout Fort Collins. The trail system is rated as the most highly valued recreational amenity in Fort Collins and is also used as a transportation corridor for cycling commuters.

Maintenance of the City's parks/trails system is funded substantially by General Fund sales tax dollars. With significant challenges to the economy, sales tax funding is at risk. This redeployment of lottery funds will help the City maintain the parks/trails system and reduce the need for General Fund sales tax funding.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

50.1 Edora Pool Ice Center - EPIC - Funded

2021 - \$1,961,703

Offer Type: Ongoing

Funding this offer supports the Edora Pool Ice Center (EPIC) including programming, staffing and ongoing operational needs. Home to over 600 swim and ice programs, as well as drop-in classes, open swim and free skate opportunities, EPIC serves as an active hub for those interested in year-round aquatic and ice activities. EPIC becomes an economic driver for local hotels and restaurants when hosting State and National competitions in ice and aquatics. In 2019, more than 373,000 visitors came through EPIC's doors including spectators to events. Funding this offer addresses the complex operational needs of the facility, supports vital staffing, and allows valuable programming to continue. EPIC hosts classes for all ages and abilities, partners with many community organizations to increase participation, and positively influences the overall health and well-being of Fort Collins residents. Key programs including Youth and Adult Learn to Swim, Learn to Skate, Certified Lifeguard Training Aqua and Ice Fitness, and Hockey and Figure Skating programs will be funded by this offer, enabling participants to swim or play in a safe and supportive environment. Programs offered through EPIC are continually evaluated to ensure they are addressing the recreational wants and needs of the community in a sustainable manner.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

50.2 Mulberry Pool - Funded

2021 - \$361,486

Offer Type: Ongoing

Funding this offer provides programming, staffing and ongoing operational needs at Mulberry Pool. As Fort Collins' only dedicated indoor aquatics facility, Mulberry Pool features year round lap swimming; aqua fitness classes; a child friendly, interactive play area; and classroom space for additional programming. With pool space availability at a premium in Fort Collins, the Mulberry Pool facility hosted more than 78,000 visitors in 2019 for classes, drop in use, event rentals, and as a practice facility for PSD and Vortex swim teams. Funding this offer enables continuation of valuable programs, including Learn to Swim, Lifeguard Certification, and Aqua Fitness classes, that promote health, safety and a lifelong love of swimming for participants. Programs offered at Mulberry Pool are continually evaluated to ensure they are sustainably addressing the recreational desires of the community, as well as meeting those needs in the most cost effective manner possible.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

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50.3 City Park Pool - Funded

2021 - \$152,293

Offer Type: Ongoing

Funding this offer provides programming, staffing and ongoing operational needs at City Park Pool, Fort Collins' only outdoor public pool. With use limited to the summer swimming season, City Park Pool is a community favorite with more than 58,000 recorded visits in 2019. Key features at City Park Pool include an aquatic play structure lazy river, open swim areas, and two water slides. This offer funds vital maintenance and staffing needs for City Park Pool to ensure guests experience a safe and high quality experience with each visit. City Park Pool offers the community access to a water park environment without having to leave Fort Collins city limits. Recreation staff continually evaluate the facility offerings and use patterns to ensure maximum safety and value for guests each season.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

50.4 Senior Center Pool - Funded

2021 - \$167,900

Offer Type: Ongoing

Funding this offer will provide ongoing Recreation programs, operation, and staffing at the Senior Center Pool. This offer funds a variety of programs that help residents from all socio economic, ethnic, and other backgrounds lead enriched and healthy lives through Aquatic-based programs. This offer funds aquatic programs and facilities for the active adult population in Fort Collins. Funding this offer will provide Recreation programs that influence the community's health and wellness by providing opportunities including Adult Learn to Swim Programs, Aqua Fitness Classes and open lap swimming for the public.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

50.5 Fort Collins Senior Center and Club Tico Facility - Funded

2021 - \$1,554,853

Offer Type: Ongoing

Funding this offer enables the programs, operations, and staff needed to run the Fort Collins Senior Center and nearby Club Tico. Serving as a gym, dance studio, cultural center, and favorite gathering place, the Fort Collins Senior Center plays an integral role in the lives of active seniors in our community. Together, Club Tico and the Senior Center offer a diverse menu of programming throughout the year. Seeing more than 338,000 participants in 2019, program offerings cater to the senior population, including options such as social and educational opportunities, wellness, Zumba, karate, and swing dancing. The Senior Center houses one of three indoor swimming pools in Fort Collins and is also a favorite spot for drop in pickleball players. Club Tico earns departmental revenue primarily through rentals, offering an affordable option for local weddings, parties and events. Programs and schedules are continually evaluated to ensure they are sustainably addressing the recreational desires of the community, as well as meeting those needs in the most cost effective manner possible.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

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50.6 Pottery Studio - Funded

2021 - \$120,662

Offer Type: Ongoing

Funding this offer provides the programming, staffing and operational needs at the Pottery Studio. A unique space in the Recreation family, the Pottery Studio is a fully functioning art facility, offering participants of all ages a place to play and create. Recently upgraded, the Pottery Studio hosts classes and drop-in use times for students to practice or work on their own creations. In addition to programmed classes, the Pottery Studio is available for private instruction, party rentals, and parent and child together classes. In 2019, more than 15,000 people participated in pottery programs including over 170 enrollments by income-qualified residents for reduced fees. Programs and schedules are continually evaluated to ensure they are sustainably addressing the recreational desires of the community, as well as meeting those needs in the most cost-effective manner possible.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

50.7 Adaptive Recreation Opportunities (ARO) - Funded

2021 - \$341,779

Offer Type: Ongoing

Funding this offer provides equitable and inclusive recreation programs and crucial services for individuals with physical and intellectual disabilities. This offer helps the City of Fort Collins meet federal Americans With Disabilities Act (ADA) compliance standards, and funds the staffing, operations and programs managed by Adaptive Recreation Opportunities (ARO). ARO provides nearly 5,000 hours of inclusion support each year that enables participants of all abilities to enjoy physical and social activities. This program team offers active, supportive and fun experiences through three main service areas: Inclusion Support, Specialized Adaptive Programs, and Transition Support. Programs supported through ARO are held at a number of facilities across Fort Collins and online, and enable participants of all ages and abilities to live engaged and active lifestyles. The Recreation Department continually evaluates the needs of the community and works to adjust programming to best offer support. ARO fills a unique space in the Recreation Department, bridging the gap for many individuals who may not be able to participate on their own.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

50.8 Foothills Activity Center (FAC) and Sports - Funded

2021 - \$1,298,808

Offer Type: Ongoing

Funding this offer provides operation and programming at the Foothills Activity Center (FAC) and Sports programs. Quality educational programs, recreational activities, and sports for all participants in a public community recreation setting are the mainstays of the facility. The primary focus of this facility is providing a unique recreation setting with a basketball court, 1 preschool room, 1 fitness room, 1 multi use room, a dance/gymnastics room, and a weight room. In 2019 the FAC's year round operation included over 74,700 drop ins, averaging 204 users per day, and over 900 class offerings in addition to special events. In 2020 the FAC began a journey to become a second State-licensed site within Recreation facilities to focus summer attention toward Camp FunQuest. Popular activities at FAC include sports, fitness, dance, gymnastics, preschool classes, day camps, and rentals. The sports team enjoys partnering with the community by annually hosting the Rattlesnake Rumble, taking place in Spring Canyon Park and serving 600 runners from PSD and Colorado Association of Recreational Athletics (CARA). The FAC offers over 900 programs per year including 260 fitness classes. About 855 users, or roughly 16% of youth sports participants, qualify for the reduced fee program. The true joy of the sports

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program is hosting youth basketball for 2,600 kids annually, adult basketball, volleyball, wheelchair rugby, and many other sports. Overall, sports serve nearly 20,000 participants each year and provide an outlet that features teamwork, sportsmanship, education, and skill development.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

50.9 Northside Aztlan Community Center (NACC) - Funded

2021 - \$1,373,134

Offer Type: Ongoing

Funding this offer provides management, operations and programming at the Northside Aztlan Community Center (NACC). Quality educational programs, recreational activities, and sports for all participants in a public community recreation setting are the mainstays of the facility. The primary focus of this facility is providing a unique recreation setting boasting 3 basketball courts, 4 preschool rooms, 2 fitness rooms, 3 multi use rooms, and a weight room. In 2019 the NACC's year round operation included over 193,811 participations averaging 530 users per day, and over 1,000 class offerings in addition to special events. In 2020 the NACC became the first City-run facility to host a licensed summer camp program, Camp FunQuest, with the ability to host 164 children weekly and is becoming a licensed preschool for the fall of 2020. Popular activities include sports, fitness, dance, preschool classes, day camps, rentals, and quinceaneras. The department brings excitement through community special events. Hogwarts Halloween has been an annual Halloween event drawing trick-or-treaters from Wyoming and all along the Front Range with well over 1,215 children in attendance with their families. The NACC is also the host site for Comic Con and Project Homeless. With the unique three-gym set up, the NACC has been the perfect facility to host youth basketball for 2,600 youth annually, plus adult basketball, volleyball, wheelchair rugby, and many other sports. The NACC provides over 1,000 programs per year including 500 fitness classes with 23% of users qualifying for SilverSneakers and an additional 23% 30% of all participants qualifying for reduced fee program.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

50.10 The Farm at Lee Martinez Park - Funded

2021 - \$389,369

Offer Type: Ongoing

Funding this offer provides operation and programming at The Farm at Lee Martinez Park. Quality educational and recreational experiences for visitors and activity participants in an urban farm setting are the hallmarks of this public facility. The primary focus is to educate participants about farm life and farm animals, expose them to farm history, and to enrich their lives as they learn. In 2019, The Farm's year round operation included almost 51,000 drop in visitors and 148 class offerings in addition to special events and over 2,300 volunteer hours. Popular activities include pony rides, hayrides, rentals, farm classes, day camps, and birthday parties. Treatsylvania has been an annual Halloween event since 1990 drawing trick or treaters from Wyoming and all along the Front Range. There are four main buildings on site, including Larimer County's only known historic Proving Up House, along with numerous outbuildings and sheds. A portion of The Farm is dedicated to the history of farming through displays at the Rotary Club supported Heritage Museum. The Farm is one of the only urban places that allows the community to connect to the agricultural history of the region and includes interactions with horses, cows, goats, pigs, sheep, chickens, ducks, turkeys, and the resident cat. Farm families and "city folk" alike continue to enjoy the sights, sounds, smells, and tranquil setting of this unique public facility. The thrill of milking a cow, riding a pony for the first time, gathering eggs, and maybe even being witness to the birth of a lamb make an experience at The Farm forever memorable.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

50.11 Recreation Administration - Funded

2021 - \$856,675

Offer Type: Ongoing

This offer provides the necessary funding for the Recreation Department's administrative, financial, customer service, community relations, communications and marketing services. Departmental leadership from the Recreation Director ensures best practices in the profession, consistent procedures guiding equitability in serving the public, and innovation for the future. These teams create the backbone operations of Recreation, providing expertise and accountability for areas including financial planning and record keeping, customer service, and technical support. Funding this offer ensures adequate staffing and resources to keep valuable Recreation programs running smoothly and safely, with proper people in place to manage current operations while responsibly and transparently planning for the future. Through key services provided in the administration, financial, communications and customer service teams, Recreation can function at a high level, providing world class facilities, programs, and events to enrich the lives of the Fort Collins community.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

50.12 Community Relations and Marketing Services - Funded

2021 - \$137,550

Offer Type: Ongoing

Funding this offer supports the Recreation Department's quarterly publication, "Recreator," the source most recognized and resourced by the community to engage in recreation activities. Communication and marketing are vital components contributing to the overall success of Recreation. Recent survey results show more than 60% of residents receive their information regarding programming through the Recreator, Recreation's in house program catalog, which is produced by the Community Relations and Marketing (CRM) team and is supported by advertising revenue. In addition to the quarterly production of the Recreator, the CRM team utilizes myriad methods to communicate and engage with the public, in order to better promote overall participation in not only Recreation programs but other Community Service amenities as well. The CRM team continually analyzes user data, social media and web analytics, along with anecdotal feedback to tailor communication methods to best reach diverse audiences.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

50.13 Reduced Fee Scholarships Program - Funded

2021 - \$190,000

Offer Type: Ongoing

Funding this offer provides opportunity for income-qualified residents to take part in recreational activities at a discounted rate. With an ongoing goal of filling the gap for the community, the Reduced Fee Program ensures anyone can access the valuable, engaging, educational and beneficial programs offered through the Recreation Department. In 2019, Recreation issued 4,094 facility passes enabling unlimited drop-in visits to facilities and automated discounts for activity enrollments. Northside Aztlan Community Center, Fort Collins Senior Center, Foothills Activity Center, and Edora Pool Ice Center recorded over 40,000 drop-in visits by reduced fee pass holders in 2019. By minimizing financial barriers, the Recreation Department can continue to serve and support the community with programs that promote health,

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wellness and overall well-being at any age.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

50.14 Community Events - Funded

2021 - \$11,615

Offer Type: Ongoing

Funding this offer enables the planning, production and staffing of community wide events such as Kids in the Park and the 4th of July Parade (fireworks is managed through Parks, Offer 39.1). These events are enjoyed by people of all ages in the community, and often serve as family friendly activities. Kids in the Park, formerly known as Kites in the Park, is the summer kickoff event for many. The event typically draws between 3,000–5,000 participants who are able to attend for free and enjoy the fun, games, food and entertainment throughout the day. The 4th of July Parade is a well loved and well attended annual event. Over the last 10 years we have seen continued growth, with attendance now averaging more than 5,000 people each year. The parade has also been a successful way to highlight Recreation's partnerships with local businesses and organizations within Fort Collins who support and participate in the parade.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

50.15 Continuing Enhancement: Recreation Equipment Life-cycle and Asset Improvements - Unfunded

2021 - \$287,081

Offer Type: Enhancement

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

Some of these projects were planned and budgeted in 2020 but were delayed pending budget concerns, therefore these projects are still needed and included again for 2021.

- Plans and design for a storage facility at EPIC have been completed in 2020. This offer requests continuing the funding for construction in 2021.
- Men's lockers at EPIC are deteriorating and need replaced, delayed from 2020.
- Update to Recreation Operational Plan, delayed from 2020.

Funding for new requests in 2022 includes consultant services for the SE Community Center Outreach and addressing lifecycle needs at The Farm at Lee Martinez Park

Contingency funding for equipment replacement each year is also included in this offer.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

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50.16 Reduction: Scale Down Recreation Group Activity Programs and related supplies - Funded

2021 - (\$204,894)

Offer Type: Reduction

Accepting this offer will reduce programs and program supplies. Programs removed consist of adult social events including Picnic in the Park, the Summer Concert Series, and reductions in SOAP shows and Prairie Sage Dances. Fitness classes that have not reached minimum enrollment numbers will be removed from the schedule. The fitness room at EPIC will be permanently closed to reduce the cost of maintaining equipment. Speed skating will be reduced. Under utilized youth classes at the Pottery Studio will be cancelled. The adult Trips & Travel program will no longer be offered. Open wood shop time at the Senior Center will be cancelled. Supplies and equipment purchases to support other programs areas will be reduced.

Impacts will be to community members who normally participate in these programs, and a reduction in quality of other program services due to lack of staff support, supplies and equipment. The City Employee Wellness program may also be impacted with a reduction in fitness class opportunities.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

50.17 Reduction: Scale Down Facility Hours of Operation (EPIC / City Park Pool / Foothills Activity Center / The Farm) - Funded

2021 - (\$56,732)

Offer Type: Reduction

Accepting this offer will reduce the number of hours some facilities are open. Edora Pool Ice Center (EPIC), City Park Pool, Foothills Activity Center and The Farm at Lee Martinez Park will reduce the number of hours that each facility is open to the public.

- EPIC will close the front desk/customer service at 8 PM.
- City Park Pool will open from noon to 6 PM, eliminating outdoor lap swim in the morning and early entry to the pool.
- Foothills Activity Center will reduce operations 4 hours each day during weekdays (20 hours total) and maintain current hours on the weekends.
- The Farm will close at 4 PM during the month of October.
- The Farm will not continue pony rides after 4 PM.

A decrease in customer service and access to amenities will be noticeable.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

50.18 Reduction: Scale Down Weekend Facility Closures (EPIC / Northside / Senior Center) - Funded

2021 - (\$136,636)

Offer Type: Reduction

This offer closes recreation facilities on certain days of the week.

- Edora Pool Ice Center (EPIC) will close Sundays, and Northside Aztlan Community Center (NACC) will close Sundays except for rentals. NACC will also reduce open hours Monday through Friday by opening 2 hours later and closing 2 hours earlier.
- The Senior Center is offering two options for weekend closures: full closure on Saturday and Sunday, or Senior Center Pool closure only on those days (remaining

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building amenities available for use). The Senior Center will also have early closure hours during the week, alternating with other facilities so that patrons have options for continuing in their normal fitness activities.

- The Farm will close on Tuesdays year round, and close on Wednesday during the months of November and December.

These closures will cause significant service level changes and negative impacts to participation numbers, revenue, and customer satisfaction. Patrons who normally only have time on weekends to enjoy activities would have limited options. The Senior Center typically has an average of 300 visits on Saturday with heavy pickleball use in the morning and use of fitness areas. Youth Learn to Swim programs held at the Senior Center Pool on weekends would be cancelled.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

50.19 Reduction: Scale Down Hourly Staff - Funded

2021 - (\$89,749)

Offer Type: Reduction

This offer substitutes hourly facility staff with full time supervisors and coordinators.

- EPIC supervisors and coordinators would help cover shifts at the front desk, run the ice resurfacing equipment, and be on deck for lifeguarding duties.
- Senior Center will reduce the number of building attendants on duty at any one time.

This offer will significantly impact customer service, the ability to plan and run programs to generate revenue, facility cleanliness and general maintenance. Revenue impacts will need to be determined based on coordinators' ability to plan and run programs. Supervisors will not focus on primary responsibilities while filling in, reducing overall quality of services and management of staff.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

53.1 Community Services Administration and Technology Support - Funded

2021 - \$439,921

Offer Type: Ongoing

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

The Community Services Director manages more than 400 FTE positions and a budget of more than \$54 million, overseeing Cultural Services (Lincoln Center, Museum of Discovery, Art in Public Places, Fort Fund), Recreation, Parks (Parks, Cemeteries, Forestry, and Golf), Park Planning and Development, and Natural Areas. The position provides leadership and guidance to the service area and is a member of the Executive Lead Team (ELT). This position represents the service area departments at ELT and City Council.

The Community Services Technology Team currently consists of two Analyst II, Apps Software positions, and centralized PC hardware/software support through the IT department's HelpDesk. This team supports the infrastructure and technologies that are business critical to the departments of Community Services. Departmental information systems include RecTrac, WebTrac, GolfTrac, Altru (Cultural Management systems), EMS (Event Management System), ShoWare Venue Ticketing, IriSBG, Stone Orchard Cemetery Management, Integrated and Standalone Credit Card Processing, and numerous specialized systems for Museum exhibits and controls,

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irrigation systems controls, Video Security, Digital Signage, Theatrical Systems, Electronic Time Keeping, Points of Sale, TimeClock Plus and Free Public Wi Fi.

The positions in this offer are integral and necessary for the success of the departments in Community Services.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

53.2 Reduction: Scale Down Community Services Administration Service Level - Funded

2021 - (\$4,000)

Offer Type: Reduction

Accepting this offer will eliminate conference and training for IT staff and meals for the Parks and Recreation board meetings. The reduction in conference and training will affect staff's ability to keep up with changing technology within the computer and software industry. The elimination of board member meals during meetings eliminates one avenue of thanking the board members for their service to the community and taking time out during dinner time for meetings.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

64.1 The Lincoln Center - Funded

2021 - \$3,842,028

Offer Type: Ongoing

Funding this offer will support the continued operation and ongoing services of The Lincoln Center.

The Lincoln Center is one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts, and children's programs. It offers high level customer service, high quality visual and performing arts programs, beautiful and useful rental spaces, and enhanced ticketing services. The Lincoln Center works with more than 25 local arts organizations and a range of outside promoters to provide a broad range of activities while growing the creative economy.

The Lincoln Center provides significant benefit to the community through high quality cultural experiences and rental opportunities. The Lincoln Center box office averages sales of over \$3.2 million annually. Since 2017, The Lincoln Center has averaged over 800 events a year.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

64.2 The Gardens on Spring Creek - Funded

2021 - \$1,673,389

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Offer Type: Ongoing

The Gardens on Spring Creek is Fort Collins' community botanic garden. It operates with support from the Friends of the Gardens on Spring Creek, a 501(c)3 organization. The Gardens' mission is to enrich the lives of people and foster environmental stewardship through horticulture. The Friends support this mission through fundraising and advocacy.

In addition, The Gardens implemented a partnership with Butterfly Pavilion, a 501(c)3 organization from Westminster, Colorado to operate the newly opened Butterfly House. Through this partnership, The Gardens will become an accredited zoo as part of Butterfly Pavilion's accreditation with the Association of Zoos and Aquariums.

This offer funds the operations of the Gardens on Spring Creek including \$765,400 in 2021 and \$766,045 in 2022 in revenue earned by The Gardens and The Friends.

After a highly successful capital campaign and two years of full and partial closures, The Gardens completed its original Master Plan and re opened to the public in November 2019. The expansion includes five acres of new gardens (the Great Lawn, Undaunted Garden, Foothills and Prairie Gardens and expanded Wetland), and completion of the Visitors Center adding a community meeting room, expanded lobby and gift shop, cafe and Butterfly House – the first of its kind in the region. The Gardens has now doubled in size allowing for anticipated visitation of 125,000 visitors per year, expanded education and volunteer programs, implementation of new programs and events and an increased living collection of plants and butterflies.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

64.3 Fort Collins Museum of Discovery - Funded

2021 - \$1,084,690

Offer Type: Ongoing

Funding this offer will support Fort Collins Museum of Discovery's (FCMoD) continued operations and sustainable growth. The museum is a cultural icon for Fort Collins. It is an essential part of the City's educational ecosystem, key driver of tourism, and economic engine for jobs, goods and services, and tax generation. FCMoD is a public private partnership between the City of Fort Collins Partner (City) and the Nonprofit Partner (NPP). This partnership supports financial sustainability, outstanding community service, and programmatic innovation. The NPP contributes to the institutional budget with earned revenue, grants, and fundraising.

This offer supports FCMoD's operations, including personnel, facility operations and maintenance, and management. FCMoD's proposed combined operating budget for 2021 is \$2,884,201 with an NPP contribution of \$1,790,918 and a City contribution of \$1,093,283. The proposed combined budget for 2022 is \$2,963,413, with an NPP contribution of \$1,845,675 and City contribution of \$1,117,738. The NPP budget that is reflected here was developed pre COVID.

FCMoD is Northern Colorado's largest museum and home to its only digital dome theater. We strive for national recognition and institutional excellence as a participating member of the Association of Science Technology Centers, and a recipient of accreditation by the American Alliance of Museums, the highest recognition of best practice in the industry. Low income community members visit free of charge 9,000 times each year, and 80% of the Title I schools in Poudre School District visit for annual field trips at discounted rates.

In 2021, FCMoD expects to welcome over 120,000 visitors. Guests will gain access to two special exhibitions approaching timely and urgent topics: mental health and biodiversity. We will continue to prioritize community responsiveness, support safe connection as we recover from the current crisis, and pursue equity and access for all

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community members.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- NLSH 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.

64.4 Carnegie Center for Creativity - Funded

2021 - \$77,957

Offer Type: Ongoing

The Carnegie Center for Creativity is a creative reuse of the historic 1904 Carnegie library building in Library Park. The Carnegie provides affordable, flexible rental space for artists and community organizations, as well as producing its own community oriented exhibits and events. The space includes an art gallery, event and meeting spaces, and a classroom. The City hosts both the annual Youth Art Month exhibit, featuring the artwork of area youth from over 40 local schools, and the annual Fort Collins Artist Studio Tour and Sale and its preview exhibit. Fort Collins Museum of Discovery (FCMoD) offers student tours and camps in the Heritage Courtyard. With limited art gallery and event space in Fort Collins, the need for space that is affordable and available to the public to rent continues to grow.

In 2019, the gallery hosted 46 weeks of exhibits organized by 26 local artists and arts groups and featured well over 250 artists. To support the livelihood of creatives, they are allowed and encouraged to sell their work directly to patrons at the Carnegie. In 2019, the facility welcomed over 11,000 visitors. There were 4,000 gallery visitors during regular hours (12 6 p.m. Wed Sat), 2,000 for First Friday ArtWalk Receptions, and another 4,000 at artist receptions and special events related to exhibits. In 2019, FCMoD offered seven week long summer camps in the historic buildings in the Heritage Courtyard and 89 youth participated in those programs. To further the mission and goals of both departments, the Carnegie has partnered with Recreation to host arts and culture classes. In 2019, 263 young artists took recreation classes at the Carnegie. In 2019, the Carnegie also hosted Gardens on Spring Creek classes while their facility was under construction. There were 174 adult class participants and 82 youth summer camp students learning at the facility. The building also serves as home to Fort Collins Public Media and the Downtown Fort Collins Creative District.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- NLSH 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.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

64.5 Art in Public Places Admin - Funded

2021 - \$173,114

Offer Type: Ongoing

Funding this offer will support the Art in Public Places (APP) program administration. APP is funded in accordance with City Ordinance No. 20, 1995, and enacted in City Code Chapter 23, Article XII. The Ordinance requires City construction projects with a budget over \$250,000 designate 1% of the project budget for art. These funds are used for administration, art, and maintenance for the APP Program. APP maximizes efficiencies as the program budget ebbs and flows with the number of City capital projects and secures additional funding through additional grants and partnerships with community organizations.

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APP began in April 1995. It encourages artistic expression and appreciation in Fort Collins by adding value to the community through acquiring, exhibiting, and maintaining public art. The Council appointed APP Board and project team members select artists and artwork, and the Board makes recommendations to Council for approval. Art donations are also handled through the APP Board, ensuring the City's art collection meets the highest standards. Upcoming projects include transportation corridors, parks, and the annual Transformer Cabinet Mural, Pianos About Town, and Pedestrian Paver projects.

APP is integral to meeting several strategies in the Downtown Plan, FoCo Creates Arts and Culture Master Plan, Economic Health Strategic Plan and Fort Collins City Plan. It creates a distinctive, unique sense of place for Fort Collins and demonstrates a commitment to creativity, helping to attract talented employees and employers. APP adds to the City's mix of cultural assets and is free for the community to enjoy without economic, educational, age, or cultural limitations.

APP is an innovative program that integrates artists into the project team, creating custom artworks made for the capital projects that fund them. The program serves as a model for communities who want to emulate our design team process and successes with Transformer Cabinet Murals and Pianos About Town.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- NLSH 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.
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

64.6 Fort Fund - Funded

2021 - \$485,525

Offer Type: Ongoing

Funding this offer will support the Fort Fund Grant Program.

The Fort Fund Grant Program supports arts and cultural events that enrich the creative vitality of the community, promote local heritage and diversity, provide opportunities for arts and cultural participation, help promote Fort Collins as a cultural center and tourist destination, and promote the health and well being of all residents and visitors.

Established in 1989, the program distributes lodging tax revenues deposited in the City's Cultural Development and Programming Account and the Tourism Programming Account in accordance with the provisions of Section 25 244 of the City Code for this purpose solely. Local nonprofit organizations may apply to Fort Fund for cultural and/or tourism event support. The Cultural Resources Board is authorized to review grant applications based on approved guidelines and make recommendations for Fort Fund grants to City Council, pursuant to Section 2 203(2) of the City Code.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

64.7 Art in Public Places (Artwork Only) - Funded

2021 - \$176,812

Offer Type: Ongoing

Funding this offer will support the Art in Public Places (APP) program, which is celebrating its 25th anniversary in 2020. APP is funded in accordance with City Ordinance

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No. 20, 1995 and enacted in City Code Chapter 23, Article XII. The Ordinance requires City construction projects with a budget over \$250,000 designate 1% of the project budget for art. APP maximizes efficiencies as the program budget ebbs and flows with the number of City capital projects, and secures additional funding through additional grants and partnerships with community organizations.

APP began in April 1995. It encourages artistic expression and appreciation in Fort Collins by adding value to the community through acquiring, exhibiting, and maintaining public art. The Council appointed APP Board and project team members select artists and artwork, and the Board makes recommendations to Council for approval. Art donations are also handled through the APP Board, ensuring the City's art collection meets the highest standards. Upcoming projects include transportation corridors, parks, and our annual Transformer Cabinet Mural, Pianos About Town, and Pedestrian Paver projects.

APP is integral to meeting several strategies in the Downtown Plan, FoCo Creates Arts and Culture Master Plan, Economic Health Strategic Plan and Fort Collins City Plan. It creates a distinctive, unique sense of place for Fort Collins and demonstrates a commitment to creativity, helping to attract talented employees and employers. APP adds to the City's mix of cultural assets and is free for the community to enjoy without economic, educational, age, or cultural limitations.

APP is an innovative program that integrates artists into the project team, creating custom artworks made for the capital projects that fund them. The program serves as a model for communities who want to emulate our design team process and successes with Transformer Cabinet Murals and the Pianos About Town programs.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- NLSH 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.
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

64.8 Reduction: Scale Down Lincoln Center Operations - Funded

2021 - (\$95,700)

Offer Type: Reduction

This offer reduces some of the supplies and services for The Lincoln Center. This includes event production technology replacement (\$30,000), janitorial replacement equipment (\$20,000), and equipment and décor supplies that are rented to, and utilized by, facility renters (\$15,000).

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

64.9 Reduction: Scale Down Gardens on Spring Creek Services - Funded

2021 - (\$54,690)

Offer Type: Reduction

This offers reduces some of the supplies and services for Gardens education programs, horticulture activities and community events.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

64.10 Reduction: Temporary Pause Museum Staff Overtime - Funded

2021 - (\$5,592)

Offer Type: Reduction

This is a reduction of the Salary Overtime line item in the museum's 2021 budget.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- NLSH 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.

64.12 Reduction: Eliminate Programming at the Carnegie Center for Creativity - Funded

2021 - (\$72,957)

Offer Type: Reduction

This offer would discontinue Cultural Services Department programming at the Carnegie Center for Creativity (Carnegie). That would include the loss of affordable community space for art exhibitions, performances, classes, special events, and meetings. In 2019, the gallery hosted 46 weeks of exhibits organized by 26 local artists and arts groups and featured over 250 artists. Over 11,000 people attended programs and events in 2019. The Carnegie hosts both the annual Youth Art Month exhibit, featuring the artwork of area youth from over 40 local schools, and the annual Fort Collins Artist Studio Tour and Sale and its preview exhibit.

This is a combined reduction offer from Operation Services, who manages the building. The lower floor would need to be left open to accommodate the studio and offices of FC Public Media. The main floor of the building, loft meeting space, classroom and outdoor courtyard would be closed to activity.

This offer will decrease off-setting revenue potential by approximately \$42,500 in lost rental income in 2021. If kept open, staff projects savings on personnel costs by utilizing classified staff for additional savings of approximately \$22,800. There are exhibits, classes, and events currently scheduled in the building through May 2021, They would need to be canceled.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.
- NLSH 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.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

64.13 Enhancement: Gardens on Spring Creek Expanded Programs - Funded

2021 - \$702,750

CULTURE AND RECREATION

Offer Type: Enhancement

The Gardens on Spring Creek re opened in November 2019 after two years of full and partial closures resulting in an expansion that doubled the size of the facility adding five acres of new gardens including the Great Lawn and Everitt Pavilion and an expanded Visitor's Center with Butterfly House. During the last budget cycle, it was unknown exactly when The Gardens would re open and new programming could be offered.

This enhancement offer will fund several new and expanded programs planned for 2021 and is self funded from the revenues earned by the programs. It allows the Gardens to use more of its new facilities for their intended purposes including the Everitt Pavilion and Great Lawn for concerts, the Gardens Cafe to provide food to guests, and expanded education programs in the new community meeting room and expanded gardens. If COVID 19 restrictions eliminate or constrain what programs may be offered, budgeted revenues and expenses will be adjusted accordingly.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

64.14 Reduction: Scale Down Lincoln Center (Close Non-Event Tuesday & Wednesday) - Funded

2021 - (\$50,000)

Offer Type: Reduction

This offer closes The Lincoln Center to the public on Tuesdays and Wednesdays throughout the year when events are not scheduled resulting in a decrease of hourly salaries of \$50,000 for concierge and facility attendant staff.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.

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Economic Health

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

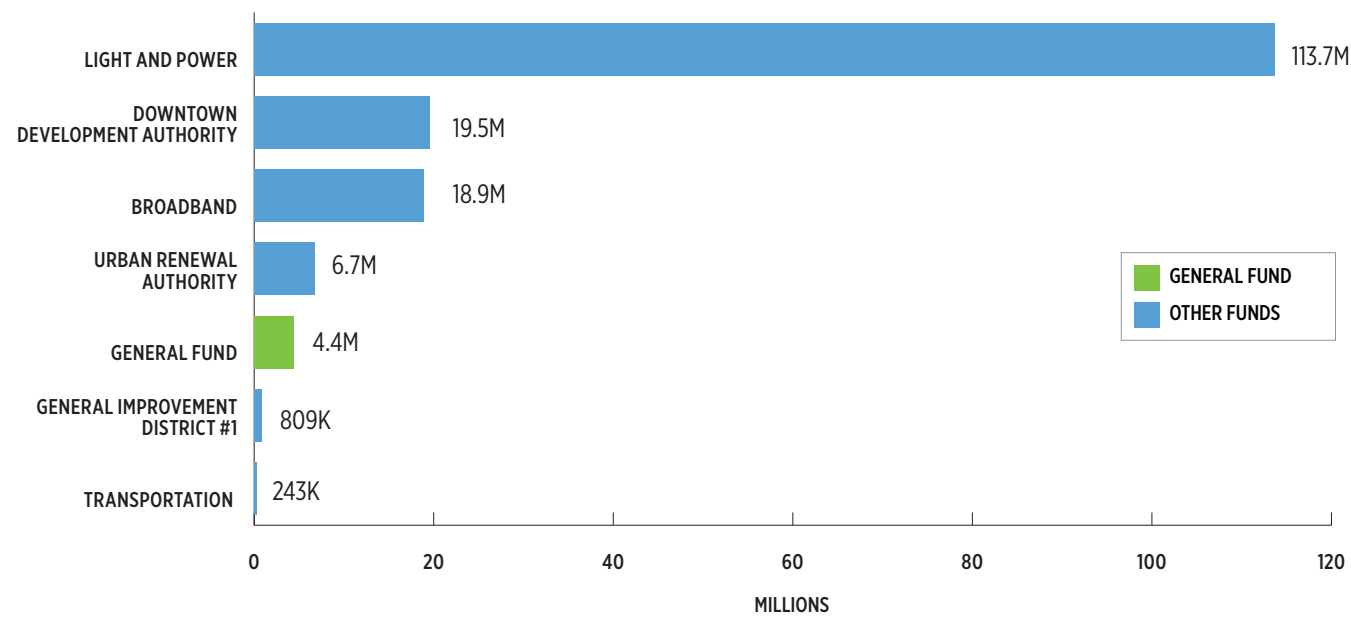




Economic Health

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*

Offer #	Offer Title	Primary Strat. Obj.	2021
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
Positions Added:			
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
		TOTAL:	\$3,477,518

** 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)
		TOTAL:	(\$38,083)

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)
		TOTAL:	(\$445,123)

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ECONOMIC HEALTH - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ECONOMIC HEALTH - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ECONOMIC HEALTH - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ECONOMIC HEALTH - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ECONOMIC HEALTH - 2021

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

ECONOMIC HEALTH

3.1 Engineering Support for Broadband Inspections - Funded

2021 - \$242,545

Offer Type: Ongoing

Funding this offer will provide two Contractual Construction Inspectors to continue work in the Engineering Department and primarily be used for inspection of restoration to the right of way for the City of Fort Collins Broadband program. It will also provide an administrative position to handle the volume of permits that will be issued for the Broadband project.

The City of Fort Collins Broadband program will install fiber at an estimated seven miles a week for a two- to three-year period throughout City rights-of way. The new fiber installation area may include open cut trenching, micro trenching and boring areas in existing asphalt and concrete road surfaces as well as ADA ramps and sidewalks.

These current contractual positions will inspect the repairs and restoration to the public right-of-way infrastructure that will be needed after the Broadband fiber is installed. The position will also inspect the location of the new fiber for required clearances from existing City of Fort Collins assets.

Currently the City of Fort Collins Engineering department has 2 FTEs to support right-of-way inspections and 1 FTE to support the new right-of-way utility installation and provide administration support. It is anticipated that each FTE will continue to maintain the average amount of projects for 2020/2021.

These positions will be responsible for the Broadband-related inspections and will be able to supplement the Classified FTE inspectors as needed.

This Offer supports the following Strategic Objectives:

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

11.1 Utilities: Light & Power - Purchased Power - Funded

2021 - \$93,740,000

Offer Type: Ongoing

Funding this offer will provide for the purchase of wholesale electric power from Platte River Power Authority (Platte River).

The power is purchased through established tariffs and will be a blend of conventional and renewable sources. The wholesale energy purchased is then delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

Platte River is governed by an eight person Board of Directors that includes the mayor (or a designee of the mayor) of each owner community. The other four directors are appointed to four year staggered terms by the governing bodies of the owner community. In this respect, Fort Collins' strategic objectives are represented within the organization.

Platte River was the first electricity generator in the region to provide wind energy to customers in Colorado. It has more than tripled its wind and solar supply since 2013 and has tripled it again in 2020 with the addition of the 225-megawatt (MW) Roundhouse project. Currently, more than 30% of the electricity supplied to Platte River's owner municipalities comes from carbon free resources (hydro, wind, and solar), which ranks among the highest levels provided by wholesale electric suppliers in the Rocky Mountain Region and is about twice the national average.

Platte River's vision is to be a respected leader and responsible power provider improving the region's quality of life through a more efficient and sustainable energy future.

ECONOMIC HEALTH

Platte River's mission is while driving utility innovation, to safely provide reliable, environmentally responsible and financially sustainable energy and services to the ownr communities of Estes Park, Fort Collins, Longmont and Loveland.

Since its inception, Platte River Power Authority has demonstrated a strong commitment to environmental stewardship. Platte River continuously reviews and improves environmental performance, policies, and sustainable business practices.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

11.2 Utilities: Light & Power - Core Operations - Funded

2021 - \$10,188,792

Offer Type: Ongoing

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

To ensure system integrity, City electric facilities are designed, constructed, operated and maintained by qualified personnel only. The offer consists of personnel and associated overhead costs supporting management of the L&P organization, as well as the design, planning and construction related to installing and replacing electrical infrastructure and operating the City's substation and electric system controls. Additionally, tools and safety equipment related to design and construction practices are included.

The Utility has installed more than 99.7% of the electric distribution system underground, which has contributed to a high level of reliability and a clean, attractive community. The high reliability of the electric system, which exceeds national and regional averages, contributes to the economic health of the community by keeping businesses operating and minimizing production losses. Work in this budget cycle will include converting remaining overhead distribution lines to underground, ongoing system replacements and additions, and continued support of Connexion with personnel and infrastructure.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

11.3 Utilities: Light & Power - System Additions & Replacements - Funded

2021 - \$5,585,120

Offer Type: Ongoing

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

The efforts supported by this offer include new customer connections, new subdivision construction, system improvements, and reliability improvements. The offer

ECONOMIC HEALTH

focuses on labor, construction materials, and equipment. These projects are differentiated from New Capacity projects in that:

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

This Offer supports the following Strategic Objectives:

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

11.4 Utilities: Light & Power - Ongoing Capital - Vehicles & Equipment - Funded

2021 - \$206,000

Offer Type: Ongoing

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

This Offer includes heavy equipment, trucks, and vehicles used in the design, construction, operation, maintenance, and repair of the electric system. The amount requested reflects replacement guidelines set forth by Operations Services. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles.

The 2021 offer amount was reduced by deferring a \$239,000 Line Truck in 2020 to carry that amount into 2021. That purchase is included in the 2022 funding amount.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

11.5 Utilities: Light & Power - Ongoing Capital - Substation Capital Upgrades - Funded

2021 - \$250,000

Offer Type: Ongoing

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

Substations are the source of the distribution power delivery system and represent an investment to the City of approximately \$60 million. Projects in this offer include:

- Substation Improvements Misc.: Provides funds for unexpected events that may occur at the electrical substations
- Battery Banks: Replacement of substation 120VDC battery banks used for equipment control
- Load Tap Changer (LTC) Inspection and Repair: Inspection and repair of four LTCs that control the voltage on four substation transformers
- Oil Containment Walls for Substation Power Transformers: Oil containment is necessary should there be a major oil leak
- Replace HVAC Units: Replace HVAC equipment on substation switchgear buildings
- Transformer Radiator Replacements: Install new radiators to replace ones that are leaking
- D20MX RTU Replacements: Replace outdated computer hardware (RTUs) and associated software that monitor and control substation equipment
- SYSCO Network Switches for RTU Upgrades: Network switches associated with the RTU upgrades to provide eSCADA network connectivity
- Feeder Relay Replacements: Replacement of outdated substation feeder protective relays to the current standard

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- Substation Gravel: Replacement of substation site gravel disturbed by construction activities
- Transformer Oil Filtration: Periodic filtering of substation transformer oil to remove moisture, dissolved gases, and add moisture inhibitor
- Substation Security: Replacement of cameras and infrared beams as required
- Power Quality Meters: Update power quality meters at substations
- Equipment for CVR (Conservation Voltage Reduction): Upgrade Substation Load Tap Changer equipment to allow for remote voltage control
- PRPA Circuit Switcher Installations: Install conduit and wiring in the substations

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

11.6 Utilities: Light & Power - Ongoing Capital - Electric Distribution Transformer Replacement - Funded

2021 - \$720,000

Offer Type: Ongoing

Funding this project will provide the labor and materials necessary to support the electric system improvements tied to routine transformer replacements and purchases aligned with system growth and unplanned equipment failures.

Additionally, by analyzing transformer loading data and applying heat transfer models to help predict the expected lifetime of transformers we have identified nearly 1,200 transformers as having a higher risk of failure. Part of this ongoing investment will provide transformer replacements for those identified as being higher risk than the rest of the population to maintain and improve reliability metrics. Also, during planning and design stages for cable replacement areas, electric field crews inspected and identified transformers showing signs of mechanical failure related to leaking apertures or corrosion. Part of this project will also provide transformer replacements for transformers located in cable replacement areas identified as having a higher risk of failure due to mechanical degradation.

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

To ensure reliable service, maintenance inspections continue to identify transformers that require replacement. In 2019, the number of transformers in the field increased by 94 units total; 222 transformers were set in the field and 128 were removed. Of those removed, a significant number (112 units) were removed for impending risk of failure and were appropriately recycled, while the remaining 16 units could either be immediately reused or reconditioned.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

11.7 Utilities: Light & Power - Ongoing Capital - Attrition-Based LED Streetlight Conversion - Funded

2021 - \$642,000

ECONOMIC HEALTH

Offer Type: Ongoing

Funding this offer will provide labor and materials for an attrition based conversion of 70 watt and 100 watt residential streetlights, high mast lights Downtown, as well as the 150 watt, 250 watt, and 400 watt high pressure sodium (HPS) streetlights that are mostly located on arterial and collector streets. LED streetlights last three to four times longer than HPS streetlights and that is the primary economic mechanism by which LED streetlight replacements are justified. Lighting technologies using light emitting diodes (LEDs) can:

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

An attrition based program will only convert streetlights to LED as the existing HPS lights fail. Expected failure rates in 2018 and 2019 were very close to actual failure rates. The addition of a residential streetlight replacement option will increase replacement numbers from roughly 900 to 1,200 lights per year for this cycle, with completion for arterial lights in 7 years and residential in 13 years.

As part of this project, Fort Collins Utilities will also explore the viability of control and monitoring technologies that could reduce streetlight patrol costs and allow for future dynamic control of streetlighting.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

11.8 Utilities: Light & Power - Ongoing Capital - System Cable Replacement - Funded

2021 - \$610,000

Offer Type: Ongoing

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

This offer also includes one time funding of \$450,000 in 2021 for emergency reserves for cable replacements. These emergency funds will not be utilized unless an urgent, unanticipated risk to reliability emerges.

Cables and cable accessories that were installed in the 1970s when the electric distribution system was first undergrounded are reaching their end of life. In the past 10 years the average number of primary cable failures Light & Power experiences annually has tripled from approximately 5 to 17 per year. Without proactive replacement, the number of annual failures is expected to increase. The requested funding was calculated to be what is required to maintain the current level of service, as measured by industry standard performance indices. Electric distribution cable is one of the largest investments that Light & Power has in place and care must be taken to ensure its reliability.

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

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

11.9 Utilities: Light & Power - Ongoing Capital - Distribution Automation - Funded

2021 - \$160,000

Offer Type: Ongoing

This Offer funds the addition of two automated distribution system switches each year. The Distribution Automation (DA) included with these switches uses digital sensors with advanced control and communications technologies for remote control capabilities and monitoring from the System Operations Center. DA can improve the safety, speed, cost, and accuracy of system processes, including fault detection, feeder switching, preventative maintenance, outage notification and restoration and improve customer communication.

Personnel safety is achieved through remote control/operation of switches, which decreases the need for crews to be in a potentially hazardous area if a failure occurs.

Operating costs are reduced by automating functions that required field crews to conduct on-site monitoring and maintenance. Outages are proactively verified in conjunction with the Advanced Meter system rather than waiting for customer calls, optimizing crew response and safety, reducing outage duration and identifying multiple outages correctly.

Adding DA to existing switches while expanding the communications network to integrate with other systems will provide system operators with increased visibility to manage and address reliability issues throughout the system. As Distributed Energy Resources (DER) like solar increase, the necessity and ability to see and control the system through switching and load control increases.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

11.11 Reduction: Utilities: Light & Power General System Maintenance - Funded

2021 - (\$391,009)

Offer Type: Reduction

This offer reduces the Light & Power Operations core offer (11.02) by 3%.

The reductions were identified by object line item, not an across the board decrease, by reviewing prior years' spending and anticipated expenditures. The majority of the adjustments were made from:

- Supplies from Warehouse (\$200K)
- Fuel (\$64K)
- Conference and Travel (\$72K)
- Vehicle repair services (\$42K)
- Decreased annexation service rights fees (\$270K)

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Light & Power anticipates maintaining current service levels with this reduction. The risks to the reduction would be a slight decrease to general system maintenance, which may defer the costs to a later date, and decreased training or learning opportunities.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

11.13 Enhancement: Utilities: Light & Power - Asset Management - Advanced Metering Infrastructure Equipment and Technology Upgrade - Funded

2021 - \$300,000

Offer Type: Enhancement

This offer funds the proactive replacement of advanced metering infrastructure (AMI) equipment prior to obsolescence. The current router model that comprises the AMI wide area network (WAN) is no longer in production and is due to reach end of support in 2023.

This equipment facilitates the transfer of data from the meter to the City IT servers. Additionally, the system relies on data collection devices called Gatekeepers (GK) that communicate with electric and water meters to collect utility consumption and demand used in customer billing, as well as events such as an electric outage. The equipment and design for the GKs are over 10 years old and not able to leverage today's communication capabilities and speed. This equipment has been identified as a bottleneck point in the AMI communication system that impedes meter read success rates and other important functionality such as over the air firmware upgrades and automated remote electric service disconnect/reconnect.

Planning for continuity of supported devices is a critical aspect of the City's responsibility to prevent and minimize cyber security threats and supports alignment with cyber-security practices employed by the City of Fort Collins. Supported equipment also helps ensure the protection of customer privacy through secure transfer of customer data/usage.

This offer would fund the first year in a three year replacement program of both the WAN routers and GK devices. Not funding this offer would put all costs into a two year replacement program in 2022 and 2023 (>\$800K for each year), which has impacts on those budgets.

This offer has been revised to defer some of the investment from 2021 to 2022 to relieve short-term rate pressure.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

11.15 Enhancement: Utilities: Light & Power - Capital Project - Advanced Distribution Management System (ADMS) Additional Functionality - Funded

2021 - \$150,000

ECONOMIC HEALTH

Offer Type: Enhancement

Funding this offer will provide enhanced functionality in the Advanced Distribution Management System (ADMS). Specifically, it will provide a better customer experience with an integration between the ADMS and the new Customer Information System (CIS). Some of the functions it will enable are:

- Upgrades to the existing Interactive Voice Response (IVR) system. This is currently a one way communication tool when customers call Utilities. Upgrading the IVR will allow two way communication to customers and provide flexibility for how customers and Utilities communicate with each other.
- The integration to CIS will ensure that all three systems are aligned with updated customer and electric network connectivity information.

In 2017/2018, Light & Power embarked on a Strategic Technology Roadmap (STR) for operational technology enhancements, integrating with new technology and replacing legacy systems. The STR is comprised of Business Releases (BR) 0 through 6 that implement a consolidated GIS platform and Advanced Distribution Management System (ADMS). BR 0 2, which is nearing completion, replaces the existing CAD/Microsoft Access-based operational mapping tool and Outage Management System (OMS) with enterprise-grade software/support that is the basis for ADMS. It also implements and integrates new GIS based Graphic Work Design (GWD) software that enables electric system design and streamlines business processes into the ADMS. BR 3 and 4 of the STR were planned for in the L&P Capital Improvement Plan (CIP) for implementation in the 2021 2022 BFO cycle.

This enhancement is a scaled back version of BR 3 to help alleviate capital budget constraints that are foreseen in 2021. The offer focuses on technology that helps Light & Power keep up with the rapidly changing utility environment, technologies, and systems.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

11.18 Enhancement: Utilities: Light & Power - Capital Project - Drake & Dixon Automated Tie Circuit - Funded

2021 - \$412,000

Offer Type: Enhancement

This offer will provide funding to build an electrical tie feeder between circuits at Drake Substation 216 and Dixon Substation 824. This project will balance load on the electric feeder system by shifting load from a heavily loaded circuit to a more lightly loaded existing circuit, eliminating the need for a new circuit.

Circuit 824 has been loaded to 90 105% of capacity in the last few years, while circuit 216 has been loaded to 30 40% of capacity over the same period. Circuit 824 has added new apartment and commercial loads of about 1 megawatt (MW) in the last year, with more coming on line in 2021. Resultant loads on both circuits will be around 75% of capacity for each and will reduce risks to system reliability (this capacity number accounts for the need to be able to support other circuits for emergencies).

This project will incorporate a new switch design with a split bus tie between the circuits that will improve flexibility to safely make the tie between the circuits. This design will also reduce staff risk and time needed to accomplish the tie.

The cost of the automated switches will be funded with Offer 11.09 Distribution Automation, which is an ongoing offer to automate two switches on the system every year. For 2020, those funds will be used to purchase and install the automated switches included in this design.

ECONOMIC HEALTH

This Offer supports the following Strategic Objectives:

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

11.19 Enhancement: Utilities: Light & Power - Capital Project - System Relocations Due to Road, Intersection, and Alley Improvements - Funded

2021 - \$300,000

Offer Type: Enhancement

Funding this offer will provide the ability to relocate electric facilities that need to be moved because of projects in the public right-of-way. Light & Power collaborates with the Engineering Department in the design and completion of a broad range of City initiated capital projects such as roadway improvements, bridge replacements and intersection improvements. During the construction of these projects, Light & Power is required to relocate facilities if there is a conflict with the right-of-way improvements. This offer will provide the capital funds necessary to comply with the needed system relocation.

Funds for system relocation were previously taken from the Operations and Maintenance budget. Funding this offer provides the opportunity to correct expenditure allocations.

The original offer requested \$478k in 2021. This has been reduced to reflect balancing the funding between 2021 and 2022 in a two-year budget outlook.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

11.20 Enhancement: Utilities: Light & Power - Disaster Recovery Site Improvements - Unfunded

2021 - \$571,000

Offer Type: Enhancement

This offer will fund improvements to the existing Utilities building located just southwest of the intersection of Mulberry Street and Overland Trail, commonly known as the Overland Substation. These improvements will ensure functional and efficient use of this building as the electric operations center disaster recovery (DR) site. The main improvements are:

- Water/Sewer taps
- Restroom facilities
- Extension of the 800 MHz radio system that communicates to crew personnel in the field
- A reconfiguration of the building space that includes new operator consoles

Within the last two years, office space at Utilities Service Center (USC) has become limited and the substation technician personnel relocated to this building, although it was never intended for this purpose. In March 2020, USC was closed to all employees for a week due to possible COVID 19 contamination. Prior to that closure, staff identified the Overland Substation as the only viable option to establish a DR site for the electrical operations center and made accommodations to ensure continuity of electrical operations.

Failure to fund this offer will perpetuate issues with the Overland Substation work environment the next time this location is used as the disaster recovery site. Funding this offer will provide proper restroom facilities, efficient operating workspaces, and a healthy work environment.

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This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

11.21 Enhancement: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority - Funded

2021 - \$110,000

Offer Type: Enhancement

Funding this offer provides for initial installations at a joint training facility in partnership with Poudre Fire Authority (PFA) that would enable cross functional training and emergency management with Utilities and PFA employees.

In 2014, the Light & Power training field was sold to Parks for the expansion of the disc golf course at Edora Park. The field had been used for training purposes such as pole rescue, bucket truck rescue, vault rescue, pole climbing on poles with de energized apparatus, overhead line construction, transformer connections, and locating underground facilities. The field was used on an interim basis, but the facilities have been removed.

Engineering work has begun on a new field at PFA's current training facility west of Vine Drive and Overland Trail, on Colorado State University (CSU) property leased to PFA. The new field will allow for updated infrastructure for training including poles; vaults; cable configurations; fiber installations; water, stormwater, and sewer line installations; locating; and trench safety and rescue operations.

The electric industry is experiencing a large turnover in skilled workers due to retirements. There will be a need for numerous career days where prospective employees can be shown what a utility does in a safe environment and generate interest in entering the field.

This offer has been revised to spread the project cost over a two-year period and build the training field in phases in 2021 and 2022.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

11.22 Enhancement: Utilities: Light & Power - New Operational Technology Equipment Testing and Miscellaneous Capital - Unfunded

2021 - \$50,000

Offer Type: Enhancement

This offer will allow for the purchase of new hardware technology sample units to verify compatibility and functionality prior to making a full purchase commitment. Much of the electric business is heavily reliant on ever evolving and changing technologies, so we need to change our business requirements to conduct product evaluation to make informed purchasing decisions. In the past, we have used whatever budget was available to fund these investments; however, these new technologies typically become assets on our operational technology systems and should be capitalized.

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In this budget cycle, assessment of the following equipment or technology is expected to occur:

- Updated design and equipment on the Advanced Metering Infrastructure (AMI) system including an updated network switch used to transfer AMI data from the wireless systems to the fiber optic backhaul system
- Equipment and devices necessary to connect distribution switches, AMI/non AMI meters and data collection devices to the Connexion and/or Utilities fiber optic system for redundant and/or more reliable data backhaul/communication methods
- Mobile devices testing for mobile workforce applications and/or solutions
- Distributed Energy Resources (DER) inverter and control systems

Previous examples of new hardware sample unit device testing and evaluation are:

- AMI handheld devices for in-the-field meter reading, programming and troubleshooting
- Next-generation electric meter platforms
- Next-generation AMI wireless routers

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

11.23 Enhancement: Utilities: Light & Power - Purchase Power Rate Increase - Funded

2021 - \$753,000

Offer Type: Enhancement

Funding this offer will provide for the potential 0.56% rate increase of purchases of wholesale electric power from Platte River Power Authority (Platte River).

The power is purchased through established tariffs and will be a blend of conventional and renewable sources. The wholesale energy purchased is then delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

26.1 Downtown General Improvement District (GID) - Operating Budget - Funded

2021 - \$233,791

Offer Type: Ongoing

Funding this offer will provide annual operating expenses for the Downtown GID, including:

- \$25,000 to be used for work related to capital improvements and capital maintenance in the Downtown area not included in the priority sidewalk and curb replacements.
- \$125,000 to be used for Downtown Parks Maintenance (2021 only).
- \$10,000 to be used for the GID Capital Improvement Plan update business outreach and Engagement. Staff plans to conduct a full update of the Capital Improvement Plan in 2021 in coordination with PDT, Utilities and the DDA.
- \$37,000 for residential property tax rebate program

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- \$6,500 for Larimer County Treasurer's fee for collecting the property tax
- \$30,500 for estimated operating costs, including utilities

This offer allocates \$125,000 for a contribution to Downtown Parks maintenance which has historically been funded by the DDA. Due to the impacts of COVID-19, the DDA needs to repurpose some funding for other priorities in 2021 and the GID is picking up this funding for 2021. This is a 2021 need only.

In addition to the items funded directly in the GID offer, there are two other offers that request the use of GID funding:

- Offer 40.1: Downtown Parks and Amenities Maintenance (\$90,000 GID ongoing revenue) - General Improvement District (GID) funds are being requested to support the holiday light program, \$90,000. The DDA also contributes \$35,000 to this program.
- Offer 40.6: Enhancement: Oak Street Plaza Renovation (\$85,000 GID reserves) - Funding this offer would support the needed repairs in Oak Street Plaza. Approximately three years ago, water runoff from the water fountains in the plaza began to flow into the north building adjacent to the Oak Street Plaza, currently occupied by Great Western Bank and to prevent further damage, the fountains were turned off and have not been functioning in the plaza for several years. This work would address the flooding issues and restore Oak Street Plaza.

This Offer supports the following Strategic Objectives:

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

26.2 Metro Districts - Funded

2021 - \$39,000

Offer Type: Ongoing

This offer funds the City's review of proposed Metropolitan District (Metro District) Service Plans submitted by private developers. There is dedicated revenue to support this offer the expense in this offer equals the anticipated revenue to be received.

State statute authorizes the formation of Metro Districts by private developers subject to City Council review and approval. In 2018, the City adopted a refined policy related to the review and consideration of Metro District service plans. This new policy expands the circumstances in which City Council will consider the use of Metro Districts, likely leading to a rise in the number of applicants for this tool.

This offer provides the necessary staff capacity and third party review to ensure consistency with the City's adopted policy and provide City Council with an expert recommendation. Staff capacity will manage intake of letters of interest and applications, coordination of internal and third party review, negotiation of Service Plan terms and the process of presenting a recommendation to City Council. Funds used to purchase third party professional services will primarily be used for outside counsel, financial analysis, and in some cases engineering review of infrastructure plans.

This offer will deliver consistent review of proposed Metro District Service Plans. Dedicated staff will manage an interdepartmental team of Planning, Development & Transportation; Economic Health; City Attorney; and Finance resulting in decreased impacts on each.

Metro Districts can provide a wide variety of public improvements and services. When deployed judiciously, these special districts can support developers in achieving specific community goals, such as denser land use patterns, Nature in the City, urban agriculture, renewable energy deployment, and many more.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- NLSH 1.7 - Develop options and assess the feasibility of the annexation of the Mulberry Corridor.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

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26.3 Cluster & Innovation Support - Funded

2021 - \$226,013

Offer Type: Ongoing

Funding this offer enables the Economic Health Office's (EHO) investment in innovation and cluster development in Fort Collins. This work includes the Climate Economy, City as a Platform, and Industry Cluster development. The funds support a 1.00 FTE position (contractual) and programmatic costs.

The Economic Health Leadership offer (26.5) provides overall strategic leadership, organizational integration, and data analysis essential to the success of this offer.

EHO engages in several specific activities to support cluster and innovation development, including:

- Direct sponsorship of Innosphere, a local business incubator and equity fund manager
- Direct sponsorship of Startup Week, a local week-long event to educate and accelerate start-up companies
- Direct sponsorship of NoCoBio, a regional initiative intended to support the growth and development of bioscience businesses in Northern Colorado
- Ongoing support and development of regional industry clusters in partnership with other regional communities and private entities
- Engagement in direct support of innovative businesses practices

Staff funded by this offer support the business climate and businesses in the community by:

- Supporting numerous entities and activities that create a strong local entrepreneurial ecosystem
- Supporting events that help local entrepreneurs and businesses engage with that ecosystem
- Working regionally to identify and support industry clusters with strong growth potential and that support local community values (e.g., Clean Energy, Circular Economy, etc.)
- Engaging directly with individual businesses to develop durable partnerships with the City regarding new and innovative approaches to municipal challenges

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

26.4 Business & Workforce Support - Funded

2021 - \$378,809

Offer Type: Ongoing

This offer funds the City investment in business support and workforce development, including funding for 2.00 FTE positions (classified) and programmatic costs associated with a variety of business and workforce support activities.

The Economic Health Leadership offer (26.5) provides overall strategic leadership, organizational integration and data analysis essential to the success of this offer.

This offer specifically focuses on 2 Council priorities: small business support & strategies that create community jobs. Indirectly, staff funded by this offer also support the Council priority: affordable and accessible childcare.

In 2020, the City conducted the annual Business Survey to understand business sentiment and satisfaction. Highlights include:

- Employment opportunities – 66% positive (lower than benchmarks)

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- Informing business of community issues and values – 51% (lower than benchmarks)
- # of qualified applicants – 33% (similar to benchmarks)
- Very unlikely to relocate business outside City – 84%

EHO engages in several specific activities to support businesses and workforce development, including:

- Business retention and expansion engagement
- Sector partnership around workforce development
- Minority- and women-owned business support
- Support of Larimer County Small Business Development Center
- Talent 2.0 Strategic Plan implementation

This offer supports businesses in the community by:

- Conducting individual business retention and expansion visits to understand specific business needs and challenges.
- Hosting business listening sessions quarterly on a variety of topics. Past topics include LatinX Business Owners, Women-Owned Businesses, Start Ups, West Elizabeth Merchants.
- Supporting sector partnerships to engage in workforce development activities such as manufacturing business visits for high school students and parents.
- Hosting the annual Business Appreciation Breakfast to express gratitude to business community partners.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

26.5 Economic Health Leadership - Funded

2021 - \$298,035

Offer Type: Ongoing

Funding this offer supports the Economic Health Office (EHO) Director, data analyst and administrative support to efficiently pursue Council policies and goals on business support and engagement (both small business and primary employers), workforce development, support of disadvantaged business entities (DBEs), innovation, redevelopment, and economic analysis and performance measurement.

EHO work directly addresses 2 Council priorities: small business support and strategies that create community jobs. In addition, EHO indirectly supports Council's priority on affordable and accessible childcare.

EHO leadership manages a staff of 7.00 FTE (classified, contractual, and hourly) and an annual ongoing budget of nearly \$1.0 million (2019). In addition, EHO leadership provides strategic oversight and policy guidance to the Urban Renewal Authority (Offer 66.1) with an annual budget of \$6,708,493. Administrative support is critical in providing excellent customer service.

EHO is committed to the Triple Bottom Line and works to advance economic health goals while considering impacts and opportunities for social and environmental health.

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Based on the annual Business Survey and economic conditions, Fort Collins faces several economic issues:

- Retaining Existing Businesses – 41% (lower than benchmarks)
- Supporting or Creating New Jobs – 46% (lower than benchmarks)
- Support of Disadvantaged Business Entities (DBEs) (e.g., Women , Minority , and Veteran Owned)

The Director oversees planning/policy development for both economic health and redevelopment, business engagement, workforce development, innovation and entrepreneurial support, and cluster development.

This offer supports the business climate and businesses in the community by:

- Engaging in ongoing policy discussions within the City organization.
- Working and leading collaborative engagement with regional partners.
- Providing real-time data analysis to target business support interventions and inform strategy.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

26.6 Continuing Enhancement: Use and Business Personal Property Tax Rebates - Funded

2021 - \$156,739

Offer Type: Enhancement

Funding this offer will support existing Business Assistance Packages providing use and business personal property tax rebates to Broadcom (formerly Avago Wireless Technologies). These assistance packages were previously approved by City Council and require annual appropriation of the applicable rebates (Resolution 2011 066 and Resolution 2012 096).

Each project eligible for a rebate is described below:

- Avago/Broadcom Phase I Building 4 Retrofit: Provided use and business personal property (BPP) tax rebate for the retrofit of a portion of Building 4 and the addition of 92 new jobs. All use tax has been paid out on this project.
- Avago/Broadcom Phase II Building 4 FBar Facility: Provided use and BPP tax rebates for the retrofit of a portion of Building 4 and the addition of 135 jobs. All use tax payments were spread across 7 years for this project. In addition, the BPP rebate extends for 10 years.

The payments for this budget cycle include:

- Use Tax Rebate: \$86,271; BPP Tax Rebate: \$70,468

Employment verifications are conducted annually from detailed employment information supplied by the company new hire vs. attrition replacement differences. Additionally, Economic Health Staff compare information provided by the company with the Quarterly Census of Employment and Wages data acquired from the Colorado Department of Labor.

This Offer supports the following Strategic Objectives:

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

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26.9 Redeploy: Reduction of Industry Clusters to Economic Recovery Support - Funded

2021 - \$0

Offer Type: Redeploy

This offer redeploys \$50,000 of programmatic funding from the Cluster & Innovation Support offer (Offer 26.3). These funds will be redeployed to support Economic Recovery efforts related to the COVID 19 pandemic.

Economic Recovery will be a key part of the community's response to the COVID 19 pandemic. The redeployment of these funds recognizes and prioritizes limited resources to address the most important needs. Additionally, this redeployment will support two Council priorities: small business support and strategies that create community jobs. The proposed utilization of funds will support businesses, especially small businesses, that have been hit hard by the Stay-at-Home Order and subsequent stages of re opening.

Funds will support Economic Recovery in a variety of ways including the following (not an exhaustive list):

- Additional funding to support the maintenance of the ForFortCollins.com website
- Funding to support marketing campaigns linked to the ForFortCollins.com website and brand, to encourage re engagement by businesses and residents in the local economy (shop local, support local personal services providers, etc.)
- Funding to support the maintenance of the NoCoRecovers.com website
- Funds to support enhancing staff capacity through hourly staff to deliver on Economic Recovery objectives

EHO stood up both ForFortCollins.com and NoCoRecovers.com as digital resources for businesses during the Stay-at-Home phase of the statewide response to the COVID 19 pandemic. Both resources will become central assets in the local and regional recovery efforts. Ongoing maintenance of these resources should continue throughout the recovery process. Most experts estimate the recovery will take several years to achieve previous economic levels. Therefore, supporting these resources will likely be a multi year proposition.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.

26.10 Redeploy: Reduction in Climate Economy to Economic Recovery (1.0 FTE Contractual) - Funded

2021 - (\$38,083)

Offer Type: Redeploy

This offer redeploys a contractual 1.0 full time equivalent (FTE) position from the Cluster & Innovation Support offer (Offer 26.3). The position will be redeployed to support Economic Recovery efforts related to the COVID 19 pandemic.

Economic Recovery will be a key part of the community's response to the COVID 19 pandemic. The redeployment of this position recognizes and prioritizes limited resources to address the most important needs. Additionally, this redeployment will support two Council priorities: small business support and strategies that create community jobs. The proposed redeployment and rescoping of an existing contractual 1.0 FTE will support businesses, especially small businesses, that have been hit hard by the Stay-at-Home Order and subsequent stages of re opening.

The position will support Economic Recovery in a variety of ways including the following (not an exhaustive list):

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- Enhance capacity of the Economic Health Office to engage directly with more impacted businesses
- Special emphasis will be placed on engaging directly with disadvantaged businesses (minority , women , low income , and veteran owned)
- Engage directly in developing resources to support businesses for deployment on ForFortCollins.com, NoCoRecovers.com, and the City's business web page

In March 2020, EHO tossed out its strategic plan for the year focusing efforts solely on response and recovery from the COVID 19 pandemic. These efforts require significantly increased engagement directly with businesses to provide guidance, clarification, and connections to resources. The ForFortCollins.com and NoCoRecovers.com websites have provided useful information for businesses and will continue to provide this information. However, this does not replace the need for additional direct business engagement by EHO staff.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

26.11 Enhancement: Downtown General Improvement District (GID) - Capital Budget - Funded

2021 - \$400,000

Offer Type: Enhancement

Funding this offer will provide annual operating and capital expenses for the Downtown GID, including:

- \$100,000 to be used for priority sidewalk and curb replacements in the Downtown area (2021 and 2022)
- \$300,000 to be used for a contribution to the Downtown Development Authority (DDA) alley enhancement project planned for 2021 construction, which implements the guiding Capital Improvements Plan (CIP) (2021 only)
- This offer allocates \$100,000 for priority sidewalk and curb replacements. Engineering analyzed intersections in the GID area to identify which ones are damaged and/or not accessible. In 2020, Engineering began repairing intersection corners ranked with the highest risk and greatest need for repair. At the end of 2020, Engineering will reevaluate the GID area and prioritize intersections for 2021 work. The funds will be put into a capital project business unit and will be available for up to two years to ensure that any delays to this work that are due to weather or other events do not impact the availability of funding and ability to get the work done.
- This offer allocates \$300,000 for a contribution to the DDA alley enhancement project planned for 2021 construction, which includes two alleys: (1) Oak to Olive Street, west of College Avenue (Ace Hardware) and (2) Tenney Court to Mason Street adjacent to the Civic Center Parking Structure. The DDA's estimated project budget for development is \$3.4 million dollars. This project will expand the connectivity to other enhanced alleyways. The alley enhancement project was ranked as Priority Level 1 in the list of projects identified in the GID 2011 Capital Improvement Plan (CIP). The DDA has an estimated annual budget for maintenance of \$105,000 for the alleys.

The overall approach to management of GID capital priorities is coordinated with PDT, Utilities and the DDA. In addition, staff plans to conduct a full update of the Capital Improvement Plan in 2021.

This Offer supports the following Strategic Objectives:

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

40.1 Downtown Parks and Amenities Maintenance - Funded

2021 - \$1,876,117

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Offer Type: Ongoing

Funding this offer provides support for the Parks Department's outside grounds maintenance for City-owned facilities, parks and infrastructure within the Downtown core area. The Downtown core is a unique attribute to the inventory of businesses in Fort Collins.

This area is defined as College Avenue between Vine Drive and Mulberry Street, and three blocks east and west of College Avenue. Maintenance areas include street corners, tree grates, medians, Old Town Square, Oak Street Plaza, parks (Washington, Library, Civic Center, Whitewater, Old Fort Collins Heritage), City facilities, Linden Street north to the Poudre River, and the Police headquarters building on Timberline Road. This offer also includes funding for the holiday lights along College Avenue and Old Town Square.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; graffiti removal; power washing College Avenue corners and sidewalks, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians. Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintaining 135,000 square feet of flower beds, 244 hanging baskets and 350 pots. Staff plants approximately 45,000 annual flowers in pots, beds and baskets every spring. All flowers are grown locally. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

The level of maintenance the City provides in the Downtown core area has been integral to the area's success, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

40.2 Downtown Maintenance - DDA - Funded

2021 - \$367,813

Offer Type: Ongoing

Funding this offer provides support for the Parks Department's outside grounds maintenance for Downtown Development Authority (DDA) owned or maintained facilities and infrastructure within the Downtown core area. This area encompasses Old Town Square and Downtown Development Authority renovated alleys.

Maintenance includes litter control, irrigation maintenance, shrub bed maintenance, infrastructure repair, graffiti removal, power washing, snow removal, and interactive water feature operation and maintenance. The flower program includes planting and maintaining flower beds, pots and hanging baskets. All flowers are grown locally. The DDA also contributes to the festive holiday lighting program in the Downtown core.

Old Town Square (OTS) is under a shared maintenance agreement with the DDA. The City contributes 1/3 and the DDA contributes 2/3 of maintenance funding. Total costs directly associated with OTS for 2021 will be \$250,000; DDA's share is \$167,360. The City's share, \$82,640, is included in the Downtown Landscaping offer 40.1. The City also has an Intergovernmental Agreement with the DDA for maintenance of renovated alleys. The DDA has renovated five alleys since 2010. Old Firehouse Alley and Montezuma Fuller Alley were completed in 2010. The Dalzell, Wattles and Corbin alleys were completed in 2011 in the Campus North sub district. The extension of Old Firehouse and the Beardmore, Reidhead, and Godinez alleys were constructed in 2018. Total maintenance costs in this offer for the alleys are \$167,900 for 2021. The DDA pays 100% of maintenance costs for the alleys.

ECONOMIC HEALTH

The partnership between the City and the DDA to maintain these areas and provide space for events has been integral to the success of the Downtown area, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

40.4 Enhancement: Maintenance for Downtown Renovated Spaces (Linden St. - Walnut to Jefferson, Two Alleys) - Funded

2021 - \$68,786

Offer Type: Enhancement

Funding this offer supports the maintenance of the newly renovated section of Linden Street between Walnut Street and Jefferson Street and two alleys to be renovated in 2021 by the Downtown Development Authority (DDA).

The Linden Street renovation will be completed in mid-2021 turning this section of sidewalks and road into a drivable plaza area that can be closed to vehicle traffic for various events and activities Downtown. Improvements include flower pots, hanging baskets and planters; additional light poles and tivolli lighting; cafe tables and other seating; extended patio zone for increased restaurant capacity; and pavers replacing old cement sidewalks and asphalt road. Maintenance responsibilities include planting and care of all flower pots, baskets and beds; irrigation maintenance; contractual power washing of the area; contractual snow removal on sidewalks; infrastructure cleaning and repair; and additional trash collection due to increased activity. This offer requests five months of maintenance in 2021.

The renovated alleys are located between West Oak Street and West Olive Street, one block west of South College Avenue, and the Tenney Court Alley extension from North Mason Street to Laporte Avenue (behind the Civic Center Parking Structure). The renovation projects are anticipated to be completed in the fall of 2021. Maintenance includes litter control; irrigation maintenance; shrub bed, flower pot and hanging basket maintenance; infrastructure repairs; graffiti removal; ice removal; and power washing. This offer will request three months of maintenance funding for these sites.

Properly maintaining these renovated spaces provides a clean, safe and attractive environment that enhances the vibrant economic activity in the Downtown core.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

40.5 Reduction: Scale Down Park Service and Maintenance Levels in Downtown Core - Funded

2021 - (\$54,114)

Offer Type: Reduction

Funding this reduction offer will reduce various maintenance services and supplies. Watering will be reduced to 80% from 90% of water needed for plants, non emergency vehicle repairs will be delayed, and maintenance supplies will be reduced. Infrastructure repairs will be delayed. Conference attendance will be limited to the maintaining of licenses and certifications. There will be less supplies to adequately maintain sites and less support for staff education.

Event support outside of the immediate downtown area will be eliminated. Parks will no longer provide bike racks, picnic tables and portable water fountains to these events. This affects approximately 6 events per year.

ECONOMIC HEALTH

Overtime to deal with after hours issues and emergencies will be reduced. There will be a less timely response to issues that arise.

Pruning budget for the downtown core area trees will be reduced from \$57,300 to \$47,186. Tree pruning at facilities, parks and along College Avenue will be delayed.

This Offer supports the following Strategic Objectives:

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

40.6 Enhancement: Oak Street Plaza Renovation - Funded

2021 - \$85,000

Offer Type: Enhancement

Funding this offer would support the needed repairs in Oak Street Plaza. Approximately three years ago, water runoff from the laminar fountains in the plaza began to infiltrate the north building adjacent to the Oak Street Plaza, currently occupied by Great Western Bank. To prevent further damage, the fountains were turned off and have not been functioning in the plaza for several years. Without the fountains, plaza activity has reduced significantly, resulting in undesirable behavior from some visitors to the plaza. The Park Planning & Development Department and consultant (Aqua Engineering) investigated the fountain system, and identified the following issues:

- Water run off from the fountains is infiltrating adjacent buildings, causing damage to those structures.
- The black granite sculptures in the plaza are a concern and need to be removed, as they are slick and may incite injury from someone slipping and falling on them when they are wet.
- The fountain system is subject to frequent clogging from leaflets, resulting in reduced performance from the system.
- Pressure loss in the fountain system results in the water jets falling short of the intended targets (black granite sculptures), which exacerbates the run off issue.
- Plaza visitors are interacting with the fountains and blocking the flow of the water jets, resulting in increased surface run off toward adjacent buildings.
- The fog system is no longer functioning.

Plaza repairs would address the identified issues listed above. Reconstructing the fountain will address safety concerns, improve reliability, remove drainage issues, and improve the overall appearance of the plaza area.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

60.1 Utilities: Broadband - Core Operations - Funded

2021 - \$18,150,830

Offer Type: Ongoing

This offer supports the ongoing work of building out a community-wide fiber to the home/business network. Services include both residential and business internet, phone, and video options. Completion of this project involves the work of the following teams: Marketing and Sales, Network Operations and Technical Support, and Outside Plant (OSP). Numerous vendors and capital expenses are also involved but are not included in this offer.

Connexion Marketing & Sales maximizes opportunities to inform and engage Fort Collins residents and businesses about Fort Collins Connexion and its services. The marketing objective is to secure a minimum of 28.2% market share by installing one or more services per premise. The long term goal is to reach a 45-50% percent

ECONOMIC HEALTH

market share. This will be accomplished using a variety of tactics that will provide brand, product and service recognition. The Connexion sales team works with medium- to enterprise-level businesses to provide standard and customized internet, phone, and video broadband services. Sales also supports multi family dwellings and HOA relationships to develop bulk or custom services.

Network Operations and Technical Support staff assist all customers with product and service issues, monitor performance and perform upgrades, design and implement network architecture, and provide outstanding customer service at all levels.

The Outside Plant Team (OSP) is responsible for building, maintaining, and managing the fiber infrastructure for the new Connexion network as well as the existing City of Fort Collins fiber network infrastructure. The team performs quality control over this fiber infrastructure during the turnover process from the construction vendor to the City's ownership. As Connexion grows, the OSP team (including its contractors and vendors) are responsible for adding residential and commercial customers to this network as services become available throughout Fort Collins.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

60.3 Enhancement: Utilities: Broadband Operations - 13 FTE - Funded

2021 - \$741,993

Offer Type: Enhancement

This offer supports the funding of additional FTEs needed to ramp up operations of the broadband initiative that was approved by voters. The purpose of this enhancement is to ensure flexibility to address anticipated increases in activity and demand in the build, production, network and technical support needs of the broadband initiative. Connexion has entered into an Intergovernmental Agreement (IGA) with the cities of Loveland and Estes Park. Per the IGA, Connexion will provide technical support for Loveland and Estes Park customers as these cities stand up their broadband systems. The additional FTE increase for sales, marketing and customer support were detailed in the original business plan.

This Offer supports the following Strategic Objectives:

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

66.1 Urban Renewal Authority - Funded

2021 - \$759,138

Offer Type: Ongoing

This offer funds Urban Renewal Authority (URA) administration and operations. The URA's mission is to leverage private capital investment and stimulate sustainable development and public improvement projects in areas of the community where reinvestment and redevelopment is significantly impaired. The URA currently has four active tax increment financing (TIF) districts.

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

- Transform blighted areas into vibrant neighborhoods
- Catalyze projects and accelerate investments that would not otherwise happen, thereby creating improvements with lasting value

ECONOMIC HEALTH

- Encourage development projects that enhance the local character, culture, economy and quality of life
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings and development projects in support of the City's Climate Action Plan
- Retain, expand and attract businesses for the purpose of improving the City's economic base as demonstrated by projects that retain/create jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed use projects, that will capture additional revenue to the area
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development, e.g., lack of infrastructure, environmental contamination, presence of floodplain, or unsuitable soils
- Encourage development that is consistent with City Plan, subarea plans and approved Urban Renewal Plans
- Create, accelerate and enhance projects that meet broader community objectives including those of our taxing entities

The URA is not dependent on the General Fund; funding comes from incremental property & sales tax revenues resulting from new activity enabled & catalyzed by URA investments

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

66.2 URA Debt Service - Funded

2021 - \$5,947,606

Offer Type: Ongoing

This offer funds the payment of Urban Renewal Authority (URA) debt and obligation payments across three tax increment financing (TIF) districts. The College and Drake URA does not have obligation payments since it was established in 2020. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan agreements.

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

North College TIF Debt/Obligation Payments:

Total Debt
 2021 Principal \$953,567 2022 Principal \$985,781
 2021 Interest \$315,034 2022 Interest \$281,219

Market Bonds:

2021 Principal \$665,000 2022 Principal \$690,000
 2021 Interest \$283,963 2022 Interest \$257,363

RM12 Loan (from General Fund):

2021 Principal \$288,567 2022 Principal \$295,781

ECONOMIC HEALTH

2021 Interest \$31,071 2022 Interest \$23,856

Prospect South TIF Debt/Obligation Payments:
 2021 Principal \$220,000 2022 Principal \$230,000
 2021 Interest \$149,544 2022 Interest \$138,544

Foothills TIF Debt/Obligation Payments:
 Total 2021 \$4,309,461 Total 2022 \$4,395,651

2021 Property Tax Increment Payments \$3,813,265
 2022 Property Tax Increment Payments \$3,889,530
 2021 Sales Tax Increment \$496,196
 2022 Sales Tax Increment \$506,120

Note: North College Repayment derived from fixed URA 1.5% administration charge on property tax increment.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

70.1 Convention and Visitor's Bureau Annual Support - Funded

2021 - \$1,133,915

Offer Type: Ongoing

The City of Fort Collins contracts with Visit Fort Collins (VFC) to provide convention and visitor services. Since 2006, the contract has been based on a funding model whereby VFC receives 70% of the 3% lodging tax dollars; the Cultural Resources Board receives the remaining 30% to distribute as Fort Fund grants.

VFC's convention sales and marketing efforts focus on three major markets: sports (youth and amateur), religious and associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Share Program, area brewers, the Downtown Business Association, the Downtown Development Authority, North and South Business Associations, and multiple City departments.

VFC produces numerous marketing tools including: a website that includes a popular calendar featuring local events and cultural activities, a section for residents, and a mobile site; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and parents, and local residents. With a limited advertising budget, VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. This offer also includes research projects including conversion studies to measure marketing effectiveness, convention and meeting marketing intelligence platforms, and visitor profiles.

Sustainability programs are a major part of VFC's public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural environment.

VFC will utilize the operation of the Downtown Visitor Information Center to inform visitors and residents of the many recreational and cultural activities in Fort Collins.

ECONOMIC HEALTH

The Certified Tourism Ambassador program will engage all aspects of the community in tourism. Since the program's introduction in 2014, over 674 individuals have become certified.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

74.1 DDA Operating and Capital Budget - Funded

2021 - \$19,534,122

Offer Type: Ongoing

The Fort Collins Downtown Development Authority (DDA) was created in 1981, according to Colorado Revised Statutes 31-25-804, 1973, as amended, for the purpose of planning and implementing projects and programs within the boundaries of the DDA. By state statute the purpose of the ad valorem tax levied on all real and personal property in the Downtown development district, not to exceed five mills, shall be for the budgeted operations of the authority. Additionally, the DDA and the City adopted a Plan of Development that specifies the projects and programs the DDA would undertake. In order to carry out the purposes of the state statute and the Plan of Development, the City, on behalf of the DDA, has issued various debts, which require debt servicing.

This Offer supports the following Strategic Objectives:

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



Environmental Health

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

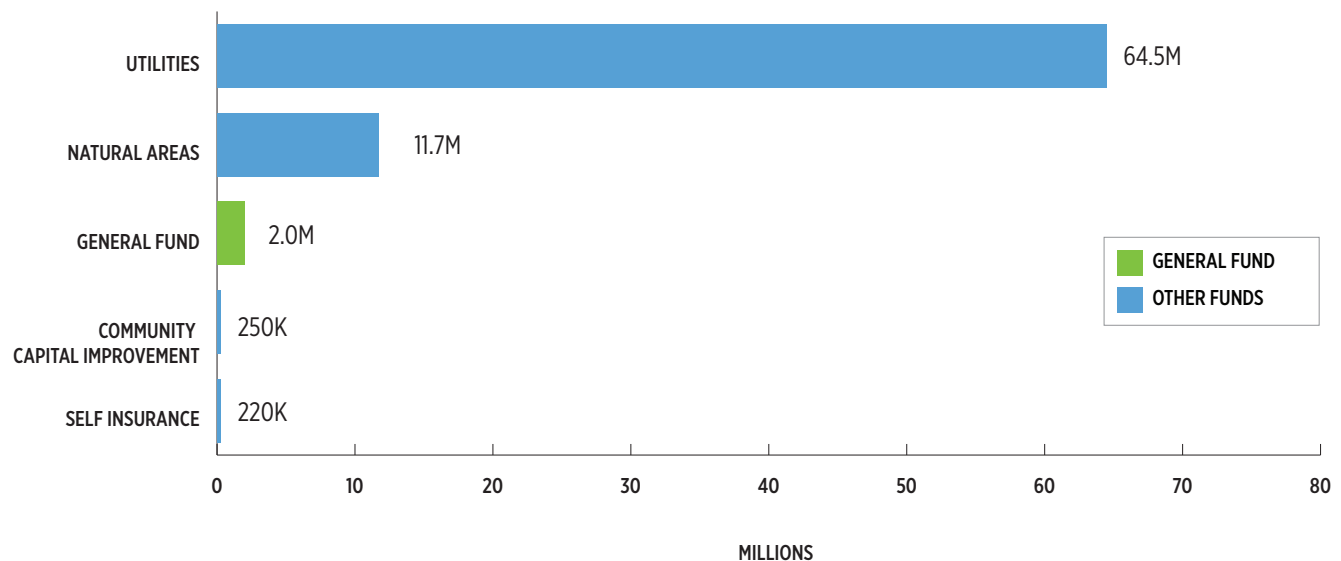




Environmental Health

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*

Offer #	Offer Title	Primary Strat. Obj.	2021
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
Positions Added:			
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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
12.1 Utilities: Water - Water Treatment Offer Type: Ongoing	5,738,456	0	0	5,738,456 <i>Water</i>	0
12.2 Utilities: Water - Water Resources Offer Type: Ongoing	3,345,792	0	0	3,345,792 <i>Water</i>	0
12.3 Utilities: Water - Water Quality Lab Offer Type: Ongoing	1,124,621	0	0	1,124,621 <i>Water</i>	0
12.4 Utilities: Water - Transmission and Distribution Offer Type: Ongoing	3,101,137	0	0	3,101,137 <i>Water</i>	0
12.5 Utilities: Water - Meters Operation and Maintenance Offer Type: Ongoing	789,316	0	0	789,316 <i>Water</i>	0
12.6 Utilities: Water - Engineering Offer Type: Ongoing	759,811	0	0	759,811 <i>Water</i>	0
12.7 Utilities: Water - Conservation Offer Type: Ongoing	1,080,189	0	0	1,080,189 <i>Water</i>	0
12.8 Utilities: Water - Minor Capital Offer Type: Ongoing	1,628,800	0	0	1,628,800 <i>Water</i>	0
12.9 Utilities: Water Capital Replacement - Water Treatment and Source of Supply Offer Type: Ongoing	1,000,000	0	0	1,000,000 <i>Water</i>	0
12.10 Enhancement: Utilities: Water Capital Replacement - Operational Technology Asset Replacement Program (SCADA) Offer Type: Enhancement	515,000	0	0	0	515,000 <i>Water</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ENVIRONMENTAL HEALTH - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ENVIRONMENTAL HEALTH - 2021

		Offer Cost Total	Offer Funding			
Offer			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
12.31	Enhancement: Utilities: Water - Distribution Replacement Program Offer Type: Enhancement	1,000,000	0	0	0	1,000,000 <i>Water</i>
12.41	Reduction: Utilities: Water - Miscellaneous Non-personnel Decreases Offer Type: Reduction	(454,519)	0	0	(454,519)	0 <i>Water</i>
12.61	Utilities: Wastewater – Water Reclamation and Biosolids Offer Type: Ongoing	5,900,462	0	0	5,900,462	0 <i>Wastewater</i>
12.62	Utilities: Wastewater – Pollution Control Lab Offer Type: Ongoing	1,263,921	0	0	1,263,921	0 <i>Wastewater</i>
12.63	Utilities: Wastewater – Trunk and Collection Offer Type: Ongoing	1,722,179	0	0	1,722,179	0 <i>Wastewater</i>
12.64	Utilities: Wastewater – Engineering Offer Type: Ongoing	536,547	0	0	536,547	0 <i>Wastewater</i>
12.65	Utilities: Wastewater – Minor Capital Offer Type: Ongoing	978,000	0	0	978,000	0 <i>Wastewater</i>
12.66	Utilities: Wastewater Capital Replacement - Water Reclamation and Biosolids 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) 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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
12.68 Capital Replacement - Utilities: Wastewater - Collection System Small Capital Projects Offer Type: Ongoing	1,500,000	0	0	1,500,000 <i>Wastewater</i>	0
12.69 Capital Replacement - Utilities: Wastewater - Cured in Place Pipe Lining Offer Type: Ongoing	600,000	0	0	600,000 <i>Wastewater</i>	0
12.81 Enhancement: Utilities: Wastewater - DWRF North Process Train Clarifier Replacement Design and Construction Offer Type: Enhancement	6,200,000	0	0	0 <i>Wastewater</i>	6,200,000
12.82 Enhancement: Utilities: Wastewater - Meadow Springs Ranch Vehicle Storage Facility Offer Type: Enhancement	300,000	0	0	300,000 <i>Wastewater</i>	0
12.84 Enhancement: Utilities: Wastewater - Water Reclamation Facilities Mapping Offer Type: Enhancement	250,000	0	0	250,000 <i>Wastewater</i>	0
12.86 Enhancement: Utilities: Wastewater - Sanitary Sewer Emergency Repair Manual Offer Type: Enhancement	50,000	0	0	50,000 <i>Wastewater</i>	0
12.87 Enhancement: Utilities: Wastewater - North Mason Sewer Main - Design Offer Type: Enhancement	100,000	0	0	100,000 <i>Wastewater</i>	0
12.88 Enhancement: Utilities: Wastewater - Developer Repayments Offer Type: Enhancement	750,000	0	0	0 <i>Wastewater</i>	750,000

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ENVIRONMENTAL HEALTH - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ENVIRONMENTAL HEALTH - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ENVIRONMENTAL HEALTH - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ENVIRONMENTAL HEALTH - 2021

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
27.7 Reduction: Municipal Sustainability and Adaptation Plan (Elimination of Municipal Innovation Fund and Sustainability Engagement for Employees) Offer Type: Reduction	(34,300)	(31,350)	(2,950)	0	0
	<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>				
27.6 Timberline Recycling Center Offer Type: Ongoing	293,016	293,016	0	0	0
	<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>				
61.1 Natural Areas - Land Conservation 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 Offer Type: Reduction	(400,000)	0	0	(400,000)	0
				<i>Natural Areas</i>	
61.2 Natural Areas - Department Management Offer Type: Ongoing	1,266,267	0	0	1,266,267	0
				<i>Natural Areas</i>	
61.3 Natural Areas - Public Engagement Offer Type: Ongoing	626,237	0	0	626,237	0
				<i>Natural Areas</i>	
61.4 Natural Areas - Resource Management Offer Type: Ongoing	1,551,065	0	0	1,551,065	0
				<i>Natural Areas</i>	
61.5 Natural Areas - Trails and Visitor Amenities 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 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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
61.7 Natural Areas - Planning & Special Projects Offer Type: Ongoing	1,371,695	0	46,994	1,324,701 <i>Natural Areas</i>	0
62.1 Nature in the City Offer Type: Ongoing	100,991 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	100,991	0	0	0
62.2 Enhancement: Nature in the City - CCIP Offer Type: Enhancement	250,000	0	0 <i>Community Capital Improvement</i>	250,000	0
Funded Offers	78,668,006	580,774	1,420,853	66,747,064	9,919,315
12.26 Enhancement: Utilities: Water/Wastewater/Stormwater - WFO West Wing Remodel Concept Plan Offer Type: Enhancement	70,000	0	0	0	70,000 <i>Water Wastewater Stormwater</i>
12.30 Enhancement: Utilities: Water - Xeriscape Incentive Program for HOA and Commercial Properties Offer Type: Enhancement	100,000	0	0	0	100,000 <i>Water</i>
12.32 Enhancement: Utilities: Water - Distribution Replacement Program Offer Type: Enhancement	2,000,000	0	0	0	2,000,000 <i>Water</i>
12.90 Enhancement: Utilities: Wastewater - Mulberry Water Reclamation Facility UV Disinfection Replacement Offer Type: Enhancement	2,300,000	0	0	0	2,300,000 <i>Wastewater</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

ENVIRONMENTAL HEALTH - 2021

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

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12.1 Utilities: Water - Water Treatment - Funded

2021 - \$5,738,456

Offer Type: Ongoing

This offer funds the operations, maintenance, and management of the City's Water Treatment Operations. The mission of the Water Production Division is "To produce a reliable supply of safe, affordable, and aesthetically pleasing drinking water for the customers of Fort Collins Utilities."

These operations include:

- Water Treatment Administration
- Sources of Water Supply (SOS), including operation of infrastructure that delivers water to the Water Treatment Facility from Joe Wright Reservoir and the Poudre River
- Operation and maintenance of the Water Treatment Facility including the storage of treated drinking water
- The instrumentation and controls needed to monitor and operate the Water Treatment Facility and other related infrastructure
- The monitoring and protection of the City's source watersheds

In 2019, 8.3 billion gallons of water were treated with a 100% compliance rate, meeting and exceeding all state and federal requirements for safe drinking water.

This offer funds the personnel, equipment, materials, and services required to meet the water needs of the community while ensuring a reliable water supply for future generations.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.2 Utilities: Water - Water Resources - Funded

2021 - \$3,345,792

Offer Type: Ongoing

Funding this offer will support the Water Resources Division (WRD), which manages the City's water supplies to provide safe and reliable water. This offer also funds the Rigden Reservoir Operations and Maintenance budget, which is a key facility for managing the City's water supplies.

The Water Resources Division provides the following services:

- Management, planning, and stewardship of the City's raw water rights and supply system, which has an estimated value of over \$3 billion
- Manages the Water Utility's water supplies and provides detailed water accounting to the State of Colorado
- Operates Rigden Reservoir
- Pays raw water assessments from entities that provide water supplies to the Utilities and administers surplus water rentals in many years
- Plans for future water supplies, facilities and operations to ensure a reliable and resilient water supply for current and future Water Utility customers
- Plans for impacts of climate change to the City's water supplies
- Maintains detailed modeling and analyses that support long term planning efforts
- Supports the acquisition of additional storage capacity through the Halligan Water Supply Project
- Develops water supply requirements that ensure adequate water supplies for new development
- Implements the Council-approved Water Supply & Demand Management Policy

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The Water Resources Division works closely with the Water Conservation Department at Utilities to promote appropriate water use by our customers, and with the Parks and Natural Areas departments to help manage water rights for their land and facilities, as well as provide assistance in protecting the health of the Poudre River

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

12.3 Utilities: Water - Water Quality Lab - Funded

2021 - \$1,124,621

Offer Type: Ongoing

This offer will fund the operation of the Utilities' Water Quality Laboratory (WQL), which provides chemical, physical and microbiological testing of raw and finished drinking waters for the City's Drinking Water Treatment Facility and Watershed Program.

The WQL provides the following services:

- Routine weekly water testing at 31 locations throughout the water distribution system to ensure water quality is maintained from the time it leaves the Water Treatment Facility to when it reaches the customer's connection to the system.
- Sampling and analytical services that support the Utilities Water Production Division in meeting state standards for quality and reporting under the Colorado Drinking Water Regulations and also support three collaborative source water quality monitoring programs on the Poudre and Big Thompson Rivers and Horsetooth Reservoir.
- Testing services for other City departments and special projects like the Halligan Reservoir Water Supply Project and other regional Utility customers.
- Routine collection and analysis of source water and drinking water treatment process samples; maintenance and operation of analytical water testing instruments.
- Administration of the lab information management system (LIMS) for laboratory workflow and data management.
- Administration of a laboratory quality assurance program.

In 2019, the WQL analyzed 5,636 samples for a total of 42,014 individual analyses.

This offer funds the personnel, equipment, materials and services necessary to meet and exceed regulatory requirements for safe drinking water, and to support treatment operations and water supply planning efforts in a safe and cost effective manner.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

12.4 Utilities: Water - Transmission and Distribution - Funded

2021 - \$3,101,137

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Offer Type: Ongoing

Funding this offer will provide for all Water Transmission and Distribution services, including the management, operations and maintains of the following services:

Water Transmission & Distribution: Operates and maintains water mains, valves, hydrants, taps and water services for the City and Utilities customers. Responds to 24/7 customer service calls, leaks, breaks and other repairs needed in the system. Implements and manages the Cross Connection Backflow Prevention Program as required by the Colorado Department of Health and Environment.

Computerized Maintenance Management System (CMMS): Water Utilities CMMS is in part funded by Water Transmission and Distribution and provides work order management, planner scheduler staff, map revisions, and inventories to provide accurate and relevant data to increase safety and efficiency when performing maintenance.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

12.5 Utilities: Water - Meters Operation and Maintenance - Funded

2021 - \$789,316

Offer Type: Ongoing

Funding this offer will provide for all Water Metering services, including the management, operations and maintenance of the following services:

Water Metering: ensures that customers receive accurate, efficient and reliable metered water service and supports and provides an accountability service cost recovery method for the Water Utilities. Proactively maintains and replaces water meters and modules through a strategic asset management process.

Computerized Maintenance Management System (CMMS): Water Utilities CMMS is in part funded by Water Transmission and Distribution and provides work order management, planner scheduler staff, map revisions, and inventories to provide accurate and relevant data to increase safety and efficiency when performing maintenance.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

12.6 Utilities: Water - Engineering - Funded

2021 - \$759,811

Offer Type: Ongoing

Funding this offer will provide for Water Engineering services for the City's Water Utility.

Water Engineering services include Development Review and Project Management for the Water Utility Capital Improvement Program. These services support the

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overall purpose of the Water Utility to provide safe, reliable drinking water to customers. This offer includes key program components as described below:

Development Review works with new development and building permit proposals to ensure the City's design standards for the water distribution system are met. Development Review also oversees the Water construction inspectors and coordinates design and construction of new distribution systems with the Water Field Services Superintendent in conjunction with new and redevelopment projects.

Project Management services manage the design and construction of all projects identified in the water distribution and water treatment master plans and incorporated into the Water Utility Capital Improvement Program.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

12.7 Utilities: Water - Conservation - Funded

2021 - \$1,080,189

Offer Type: Ongoing

Funding this offer will maintain the Utilities Water Conservation programs and services that safeguard water resources, provide customers with cost saving opportunities for Utility bills, and work toward City Council approved Water Efficiency Plan goals (2016) and Utilities Water Resource planning goals. These goals include reaching average community water use of 130 gallons per person per day. Reaching this goal requires an 8% reduction from the five year average (2015 2019), an outcome that is achievable through water conservation programs as evidenced by consistent reductions in water use over the past 10 years.

"Doing more with less" isn't just a water efficiency principle, it's how the Water Conservation team approaches day to day operations, continually adapting to meet the ever evolving needs of the community. Water Conservation programs and services include residential and commercial water rebates; the Xeriscape Incentive Program; free to the customer services, such as data driven water monitoring through WaterSmart, trainings, water budgets and efficiency audits; critical internal services, including irrigation plan review; and maintaining and managing responses to the Water Shortage Action Plan.

Water conservation and efficiency programs are the most cost effective strategy for managing water and are foundational to a sustainable water future, preserving the ability to thrive in the arid west. Program cost is estimated to be \$0.35 per 1,000 gallons saved. Acquiring the same amount of water through water purchases is over 18 times more costly. These important public services also support the economy and community by lowering utility bills, reducing risks to water using businesses, creating jobs, and improving the resilience of homes and businesses. With climate change, hotter, drier conditions can be expected with increasingly variable water supplies. Proactively implementing water conservation is fiscally and environmentally responsible.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

12.8 Utilities: Water - Minor Capital - Funded

2021 - \$1,628,800

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Offer Type: Ongoing

This offer funds the purchase or replacement of minor capital assets for the Water Utility. Minor capital funds are used for small projects that involve replacement or improvement to current assets, purchase and/or replacement of fleet vehicles, computer hardware purchases, minor building and office improvements, and purchase of water rights or related expenses.

Minor capital projects and expenditures anticipated for the 2021 2022 budget cycle include but are not limited to:

Water Production Division:

- Treatment filter media replacement
- Raw water pipeline repairs
- Storage tank drainage improvements
- Minor building improvements & renovations
- Repairs and improvements to building and tank appurtenances including sidewalks and stairs
- Replacing a 35 year-old dump truck

Water Quality Services:

- Purchase of lab equipment, office furniture and small lab instruments

Supervisory Control Systems:

- Replacement of hardware, software and equipment for Programmable Logic Controllers and process monitoring

Water Transmission & Distribution:

- Replacement or upkeep of vehicles and equipment in accordance with revised COVID 19 related guidelines from Fleet Services

Water Resources:

- Purchase of water rights or other expenses that assess, increase or improve the Utilities water supplies, such as water system modeling upgrades or minor water supply projects

In addition, all divisions will incur expenses related to minor building and office repairs and improvements, as well as vehicle replacement as indicated by the Fleet Services vehicle replacement schedule, which considers age, mileage, repair costs and purchase cost to determine replacement date.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

12.9 Utilities: Water Capital Replacement - Water Treatment and Source of Supply - Funded

2021 - \$1,000,000

Offer Type: Ongoing

This offer funds the Capital Replacement program for the Fort Collins Water Treatment Facility (Facility), treated water storage tanks and pump stations, and the Source

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of Supply (SOS) system that includes the Michigan Ditch, Joe Wright Reservoir, and the Cache la Poudre River Intake Facility.

Capital replacement includes the major maintenance and replacement of aging infrastructure.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to water customers. In 2019, the Facility treated more than 8 billion gallons of water while meeting and exceeding 100% of all state and federal requirements for safe drinking water. The ongoing replacement of critical infrastructure is essential for continuing to meet all state and federal drinking water regulations and to providing the high quality of water expected by customers. Replacement projects are systematically identified through master planning and maintenance management programs (Maximo) and are included in the Utilities Capital Improvement Planning and prioritization process. Capital Improvement priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance and efficiency. Performance targets for established levels of service and assessing the condition of assets drive the priorities of the capital replacement program and the projects outlined in this offer.

Planned replacement projects include, but are not limited to:

- Replacing sand and anthracite in dual media filters
- Replacing aging, leaking valves; old water pipelines; old tanks and pumps
- Replacing electrical components such as Motor Control Centers (MCCs), switches and Programmable Logic Controllers (PLCs)
- Replacing aging instruments
- Replacing building components such as roofs
- Coating walls

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

12.10 Enhancement: Utilities: Water Capital Replacement - Operational Technology Asset Replacement Program (SCADA) - Funded

2021 - \$515,000

Offer Type: Enhancement

This offer funds the Capital Replacement program for operational control and data collection assets at the City's Water Production Division.

These assets, commonly referred to as "SCADA systems" (Supervisory Control and Data Acquisition), employ technologies to conduct water treatment operations using computers and programmable, electronic controllers. SCADA Systems also facilitate collection of key data used to monitor plant performance and ensure compliance with regulatory requirements.

Replacing aging assets in the operational technology environment is critical to the effectiveness of the treatment process. Along with the need for effective treatment, the replacement of this infrastructure is driven by industry standards, such as the National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), American Water Works Association (AWWA), and many other governing entities. As threats such as cyber attacks continue to grow, it is critical to have a SCADA system that is current. Replacement of legacy assets helps protect water treatment operations against cyber vulnerabilities and provides a more versatile system that allows optimization of business and operations.

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Planned replacement projects include but are not limited to:

- Replacement of Programmable Logic Controllers (these are industrial-grade computers used specifically for controlling specific processes in the water treatment facilities)
- Replacement of Human Machine interface Clients (these are computer workstations used to control the wastewater treatment process)

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

12.11 Utilities: Water Capital Replacement - Watershed Protection - Funded

2021 - \$80,000

Offer Type: Ongoing

This offer funds continued protections to the City's source drinking water supplies through investment in watershed protection and forest health management projects in collaboration with local and regional partners such as the Coalition for the Poudre River Watershed (CPRW), Big Thompson Watershed Coalition (BTWC), the US Forest Service, and other key stakeholders.

The types of projects this funding would support include, but are not limited to, forest treatments that reduce hazardous fuels to mitigate risks associated with large catastrophic wildfires, stream channel and riparian area improvements to reduce or prevent sediment erosion, and reducing the threat of pollution from adjacent roadways and other dispersed sources.

Nearly 50,000 acres of the Poudre watershed burned in 2012 and the impacts on the City's water quality, supply availability and water treatment operations were prolonged, severe and expensive. The remaining 260,000 unburned acres are considered "functioning at risk" with specific concerns related to "fire regime" and "forest health" conditions according to the USFS Watershed Condition Framework (2011).

In 2017, the City of Fort Collins joined other western water utilities, including Denver Water and Colorado Springs Utilities, in partnering directly with watershed coalitions the US Forest Service, and other agencies to mitigate the imminent threats that wildfires pose to drinking water supplies.

By working in collaboration with others, the City can more effectively work across land management jurisdictions and leverage financial investments for broader impact. This work helps maintain the continuity of water supplies, avoid increased water treatment costs, and prevent negative impacts to the local economy.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

12.12 Utilities: Water - Distribution Small Capital Projects - Funded

2021 - \$1,540,000

Offer Type: Ongoing

Funding this offer will provide for design and construction of smaller high priority water main

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replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in house forces.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The Water Distribution System Replacement Program was evaluated in the Utilities Capital Improvement Planning and Prioritization process and ranked #6 in priority. The City faces the challenge of replacing this aging infrastructure in a timely and cost effective manner that maintains a safe, reliable water service for the community. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The following locations are planned to have water mains replaced with this offer:

- Spring Canyon Ct 500 Blk
- Innovation Drive 4800 Blk
- McMurry Ave 5200 Blk
- Beaver Creek Dr 4200 4300
- Brentford Dr 1500 1600 Blk
- Kimball Rd 900 Blk
- Westminster 3400 Blk
- Alta Vista

Changes in condition and other factors may change the priority over time. The Utility must be agile and adapt as necessary, which may change these projects over time.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

12.13 Utilities: Water - Meter Capital - Funded

2021 - \$850,000

Offer Type: Ongoing

Funding this offer will provide ongoing replacements of water metering infrastructure, both meters and communication modules, as the system ages or problems are identified. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

Meters are a very important part of the Water Utility Infrastructure. Water meters have been required for commercial and multi-family water customers for over 60 years and for single family residential customers since 1990. The Utility has more than 34,000 meters in the distribution system. Under typical conditions, meters must be repaired or replaced approximately every 15 years. Inaccurate water meters result in lost revenue and customer confidence. As meters wear out, the Metering Division replaces them and rebuilds the old meter for future use.

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This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

12.21 Enhancement: Utilities: Water - Poudre Canyon Raw Waterline Improvements - Funded

2021 - \$3,200,000

Offer Type: Enhancement

Funding this offer will replace and protect vital raw water infrastructure to maintain reliable water deliveries from the Poudre River to the City's Water Treatment Facility.

The City owns and operates two raw water transmission pipelines in the Poudre Canyon. One of those pipelines is a 27 inch diameter water transmission pipeline that provides approximately 1/3 of the City's water supply to customers. A section of this steel pipeline is currently exposed and is at high risk for failure.

The goal of this project is to ensure the structural integrity and operational longevity of the City's raw water pipelines in the Poudre Canyon. The project will either replace or relocate portions of the raw water system at the exposed Poudre River crossing, eliminating regular maintenance activities such as repeated, short term, interim measures to protect the pipeline. The project will consider the existing habitat needs of the Poudre River and the river's users to develop a long term solution that may require pipe alignment modifications, deeper burial depths of the pipeline, consolidation of both pipelines, and/or localized river channel stabilization.

Improvements to the Poudre Canyon waterline will replace aging infrastructure from the 1950s and eliminate the risk of failure, which ensures the continued delivery and reliability of raw water from the Poudre River to the Water Treatment Facility and a reliable water supply for customers. Mitigating the existing situation provides an opportunity to modify the pipe alignment to provide increased resilience to the water system.

The deliverable for this project will be the design and construction of a long term, resilient repair to the City's critical water infrastructure.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

12.22 Enhancement: Utilities: Water - Contractual Halligan Reservoir Permitting Manager - Funded

2021 - \$97,278

Offer Type: Enhancement

This offer continues to fund one full time contractual Project Manager position for one year to assist the Halligan Water Supply Project. Funding for the position will be primarily sourced from the Halligan Project's capital budget.

The City's Water Supply and Demand Management Policy identifies a critical need to develop additional water storage, and the Halligan Project is essential to securing additional water storage and water supply for the City. The project is anticipated to cost \$100-150 million, \$18 million of which has already been spent to date in ongoing federal and state permitting processes.

Significant accomplishments were achieved in 2019 and 2020, with completion of the Draft Environmental Impact Statement (EIS), and commencement of design activities and the state's Fish and Wildlife Mitigation Plan process. Two additional permitting processes also will commence over the next two years.

ENVIRONMENTAL HEALTH

This offer will create a temporary, contractual position to assist in managing several of the various state and county permitting processes. The offer continues funding 1.0 contractual FTE for the duration of 2021, which is essential to manage the multiple concurrent permitting processes. Staffing projections for the Halligan Project are on par with other entities proposing large water supply projects (e.g., Denver Water, Northern Water, Colorado Springs Utilities).

Hiring of this contractual position has already helped reduce project expenses that would otherwise be incurred by outside consultants. Additionally, this contractual FTE helps expedite the permitting process, which can save as much as \$500,000 per year of permitting avoided. Compared to hiring consultants to manage these permitting processes for the year, the contractual FTE is estimated to save approximately \$80,000 of project cost.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

12.23 Enhancement: Utilities: Water - Environmental Learning Center Dam Design - Funded

2021 - \$500,000

Offer Type: Enhancement

Funding this offer provides final design and pre construction support for rebuilding a severely damaged diversion structure on the Cache la Poudre River at the Environmental Learning Center (ELC). The diversion structure must be rebuilt to maintain a critical instream flow water right held by the City. The ELC water right protects the City and the river from future flow depletions.

If awarded, this offer will fund the completion of design (from 60% level to 100%) and pre construction support for the diversion structure. The ELC water right requires a diversion structure in the river to divert water into a side channel that flows for three quarters of a mile before meeting back up with the main channel. In the past few decades, the City has built several temporary diversion structures designed to wash out in higher flows, all of which were damaged or destroyed in flood conditions. This project will result in a more permanent diversion structure and eliminate the risk of the City losing this valuable water right.

The ELC water right prevents 10,000 acre feet of water annually from being diverted from the river upstream of the ELC (east of the intersection of Drake and Timberline roads). The water right is valued at approximately \$150 million and provides critical flows that benefit fish and riparian habitat in a reach that has experienced some of the lowest flows of the urban Poudre River. Thus, the ELC project aligns well with the City's commitment to maintaining a healthy and resilient Poudre River.

In 2019 and 2020, Natural Areas and Utilities staff worked in partnership with a team of consultants on the first phase of design (0 60%) and scoping of permitting costs (funded by BFO Offer 9.16). The project schedule is on track and the team has developed conceptual level designs for three alternatives. A design alternative will be selected in spring/early summer 2020.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.24 Enhancement: Utilities: Water - Galvanized Service Replacement - Funded

2021 - \$500,000

ENVIRONMENTAL HEALTH

Offer Type: Enhancement

This offer will fund the development of a galvanized service replacement program.

Since the early 1950s and continuing today, Fort Collins Utilities actively replaces older galvanized services when they are found due to leaks caused by the brittle nature of the services. A galvanized service is an iron or steel pipe that has been coated with a protective layer of zinc to prevent corrosion and rust. There are approximately 100 known galvanized services and 800 services of unknown material in the distribution system.

Fort Collins Utilities has approximately 34,000 services in the water distribution system. This program would inventory the unknown services and replace the known galvanized services. Most of the galvanized services have a lead connection (called a “gooseneck”) between the service and the water main. This connection is approximately 18 24 inches in length and was made of lead material for its flexible properties. The lead poses a potential risk to water quality in the system. The risk is thought to be small, in part due to Utilities’ corrosion control program. Additional treatment is provided before the water leaves the Water Treatment Facility to reduce the risk of corrosion of these and other service lines. To ensure the highest possible level of water quality, the services should be removed and replaced with service lines that meet current standards.

Fort Collins Utilities has always been aggressive about maintaining the highest water quality for customers. This offer will fund public outreach, the inventory of unknown service lines and the replacement of galvanized service lines.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

12.26 Enhancement: Utilities: Water/Wastewater/Stormwater - WFO West Wing Remodel Concept Plan - Unfunded

2021 - \$70,000

Offer Type: Enhancement

Funding this offer will fund a building remodel or renovation concept plan for the Water Field Operations and Water Shop Buildings (West Wing of 700 Wood Street Utilities Service Center). Currently between Water, Wastewater, Stormwater and Water Meter Shop there are approximately 70 employees that share a restroom, locker room and showers. These operators are also sharing cubicles in less than 6 feet distancing between each other and in most cases do not have partitions. In areas with Construction crews and crew chiefs many of the members do not have a dedicated desk, or area for a laptop.

Proceeding with an alternative study to options for remodeling and renovations would focus mainly on creating additional space, additional locker rooms for Women, Men and non-gender employees. A more updated and open design would attract more employees and workforce and would be focused on cultivating a diverse and equitable culture. Additionally renovated workspaces, locker rooms, restrooms and lunch room would be effective in retaining existing employees and staff.

It should be noted that this offer would only provide a concept plan and alternatives. These alternatives would come with high level cost per square foot estimates. These estimates would be used to further evaluate and craft future budget offers for consideration.

ENVIRONMENTAL HEALTH

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

12.28 Enhancement: Utilities: Water - Large Valve Maintenance Program - Funded

2021 - \$200,000

Offer Type: Enhancement

Funding this offer will develop a program focused on operations and maintenance of large water valves.

The Water Utility has nearly 300 valves associated with water mains greater than 16 inches in diameter. These water mains deliver treated water to smaller water mains and ultimately to customers. They are a critical piece of the transmission system because they are used to isolate pipelines in case of a shutdown or pipe failure. Detailed operations and maintenance procedures are needed so these valves are ready to operate when needed.

The program will outline operational and maintenance strategies for large valves such as testing, maintenance scheduling, water distribution modeling, redundancy evaluation, corrosion protection, emergency repair procedures and other water utility industry best practices. If implemented, these strategies will improve the reliability of the water transmission system by ensuring these valves are always operational. Inadequate maintenance of water valves can lead to increased shutdown times during replacements and repairs.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

12.29 Enhancement: Utilities: Water - North Mason Waterline - Design - Funded

2021 - \$100,000

Offer Type: Enhancement

This offer will fund the design of waterline improvements around North Mason Street.

This offer will fund the design of the water distribution system that will parallel the proposed North Mason storm sewer. The design will identify the preferred alignment of the waterline as well as ensure compatibility with existing and future development in the area. It is critical that the waterline is designed with the storm sewer improvements to ensure proper utility spacing and right-of-way needs for long-term operations and maintenance.

This offer will ensure high quality reliable water supply for the North Mason area including sufficient water supply for fire protection.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

12.30 Enhancement: Utilities: Water - Xeriscape Incentive Program for HOA and Commercial Properties - Unfunded

2021 - \$100,000

ENVIRONMENTAL HEALTH

Offer Type: Enhancement

Funding this offer responds to community demand for water-wise, attractive landscapes, while simultaneously meeting Utilities' goal to maximize efficient use of existing water supplies through cost-effective programs. Only 7 percent of Utilities water accounts are commercial customers, yet they use nearly half of our treated water. This offer expands the successful residential Xeriscape Incentive Program (XIP) to HOA and Commercial Properties. There is a growing need to support water-wise landscape transformation projects.

Many HOAs and business parks have large areas of under-used, high-water turfgrass. Staff receives over 30 requests annually asking for assistance to help develop resilient landscapes that are both functional, beautiful, use water wisely and support more native, pollinator-friendly species. One neighborhood was able to cut their water use in half and benefit their neighborhood: "We wanted to create a natural space for various plants and creatures and were excited to create a place for people to enjoy and be inspired." This offer helps our community pursue typically very costly projects that require professional landscape and irrigation contractors, irrigation upgrades, and more. Through a competitive process, customers may receive up to \$15,000 per project.

Grant funding currently supports a pilot, and only 8 of 19 projects submitted were able to be funded in 2020. These projects will transform 13.5 acres and achieve an estimated annual water savings of 4.6 million gallons. There are 21 customers on the waitlist for 2021.

Without additional funding this program will not continue after 2021. By funding this offer we can:

- 1) Continue to provide excellent customer service and support customer goals
- 2) Responsibly manage our water supplies by increasing water efficiency
- 3) Increase resilient and pollinator friendly habitats throughout Fort Collins
- 4) Ensure landscape projects meet high-quality City aesthetic standards and satisfy customer expectation

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.31 Enhancement: Utilities: Water - Distribution Replacement Program - Funded

2021 - \$1,000,000

Offer Type: Enhancement

Funding this offer will provide design and construction for priority waterlines identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the water distribution system such as quality, reliability, resiliency and safety. The Water Distribution Master Plan identified high priority portions of the system for replacement or rehabilitation based on the system age, main break history and fire flow capacity. The program will replace aging water distribution infrastructure with new infrastructure that meets current standards. The program will focus on waterlines generally in the Downtown and City Park areas where Utilities records indicate the water system was installed in the early 1900s.

The Waterline Replacement Program will improve levels of service for quality, reliability, resilience and safety. If aging waterlines are not replaced, the water system will continue to see an increase in main breaks and water quality incidents, and a decrease in fire flow capacity.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

ENVIRONMENTAL HEALTH

12.32 Enhancement: Utilities: Water - Distribution Replacement Program - Unfunded

2021 - \$2,000,000

Offer Type: Enhancement

Funding this offer will provide design and construction for priority waterlines identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the water distribution system such as quality, reliability, resiliency and safety. The Water Distribution Master Plan identified high priority portions of the system for replacement or rehabilitation based on the system age, main break history and fire flow capacity. The program will replace aging water distribution infrastructure with new infrastructure that meets current standards. The program will focus on waterlines generally in the Downtown and City Park areas where Utilities records indicate the water system was installed in the early 1900s.

The Waterline Replacement Program will improve levels of service for quality, reliability, resilience and safety. If aging waterlines are not replaced, the water system will continue to see an increase in main breaks and water quality incidents, and a decrease in fire flow capacity.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

12.41 Reduction: Utilities: Water - Miscellaneous Non-personnel Decreases - Funded

2021 - (\$454,519)

Offer Type: Reduction

This reduction offer reduces Water Utility ongoing offers by \$454K or 1.7%.

The reductions were identified by object line item, not an across the board decrease, by reviewing prior years' spend and anticipated expenditures. The majority of the adjustments were made from:

- Chemicals (\$28K)
- Professional and Technical Services (\$153K)
- Utilities (\$134K)
- Supplies (\$93K)

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.

12.61 Utilities: Wastewater – Water Reclamation and Biosolids - Funded

2021 - \$5,900,462

Offer Type: Ongoing

This offer funds the core services of the Water Reclamation and Biosolids Facilities and associated infrastructure and activities.

The Water Reclamation and Biosolids (WRB) Division treats City of Fort Collins wastewater at either the Mulberry or Drake Water Reclamation Facility to meet or exceed regulatory requirement prior to returning to the Cache la Poudre River, Fossil Creek Reservoir Inlet Ditch, or Meadow Springs Ranch (where water reclamation biosolids are applied to the land). This offer funds the management, operations, and maintenance activities to ensure the community's public and environmental health.

In 2019, the WRB Division on average treated 14.7 million gallons of wastewater per day and land-applied over 2,200 dry tons of biosolids on Meadow Springs Ranch.

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The Ranch is used for cattle grazing and is abundant with local flora and wildlife.

The Drake Water Reclamation Facility (DWRF) also provides on average close to 3 million gallons of regulatory-compliant reuse water to Platte River Power Authority's Rawhide Facility. This reuse water is critical in ensuring reliable and fiscally responsible electric power to Fort Collins residents.

Additionally, this offer provides necessary funding to manage the Environmental Protection Agency's required Industrial Pretreatment Program, Biosolids Application program, Colorado Department of Health Clean Water program, and water reuse programs.

This offer provides funding to maintain a trained, skilled workforce including State Certified Operators, Licensed Electricians, Licensed Plumbers, Machinists, Industrial Pretreatment Specialists, and Resource Recovery staff. All facilities and operations operate in alignment with recognized Environmental Management Systems focused on continual improvement, regulatory compliance, and pollution prevention

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

12.62 Utilities: Wastewater – Pollution Control Lab - Funded

2021 - \$1,263,921

Offer Type: Ongoing

This offer will fund the operation of the Utilities Pollution Control Laboratory (PCL), which conducts chemical and microbiological testing of water and wastewater for the City's two Water Reclamation Facilities. These analytical services support the Utilities Water Reclamation & Biosolids division in meeting regulatory reporting requirements under the National Pollutant Discharge Elimination System (NPDES) and other State regulations, and assist with the optimization of wastewater treatment processes. The PCL also provides testing services for other City departments, special studies, regional monitoring partnerships and other regional Utility customers.

PCL operations specifically include the routine collection and analysis of river and wastewater treatment process samples, maintenance and operation of analytical water testing instruments, administration of the Laboratory Information Management System (LIMS) for laboratory workflow and data management, and administration of a laboratory quality assurance program. In 2019, the PCL analyzed 7,324 samples for a total of 24,255 individual analyses.

This offer funds the personnel, equipment, materials and services necessary to meet and exceed regulatory requirements for clean water, and support treatment operations and facility planning efforts in a safe and cost effective manner.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

12.63 Utilities: Wastewater – Trunk and Collection - Funded

2021 - \$1,722,179

Offer Type: Ongoing

Funding this offer will provide for all Wastewater Trunk and Collection operations core services, including the management, operation and maintenance

ENVIRONMENTAL HEALTH

Wastewater Trunk & Collection operates and maintains a 458-mile-long wastewater collection system, including maintenance of more than 10,000 manholes, mainline televising, sewer cleaning, root removal, lining and rehabilitation, infiltration/inflow control and customer service.

One of the main responsibilities of the Collection system crews is routine maintenance of the system. Wastewater maintenance crews responded to 58 related problem calls during 2019. Of the 58 calls, two calls were attributed to problems in the City's sewer mains.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

12.64 Utilities: Wastewater – Engineering - Funded

2021 - \$536,547

Offer Type: Ongoing

Funding this offer will provide for Wastewater Engineering services for the City's Wastewater Utility.

Wastewater Engineering services include Development Review and Project Management for the Wastewater Utility Capital Improvement Program. These services support the overall purpose of the Wastewater Utility of providing for the collection and treatment of wastewater for the protection of downstream receiving waters. This offer includes key program components as described below:

Development Review works with new development and building permit proposals to ensure the City's design standards for the wastewater collection system are met. Development Review also oversees the Wastewater construction inspectors and coordinates design and construction of new collection systems with the Wastewater Field Services Superintendent in conjunction with new and redevelopment projects.

Project Management services manage the design and construction of all projects identified in the wastewater collection and water reclamation master plans and incorporated into the wastewater utility capital improvement program.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

12.65 Utilities: Wastewater – Minor Capital - Funded

2021 - \$978,000

Offer Type: Ongoing

This offer funds the purchase or replacement of minor capital wastewater enterprise assets. Minor capital is used for small projects that involve replacement or improvement to current assets, purchase and/or replacement of fleet vehicles, computer hardware purchases, and minor building and office improvements. The primary outcome of this offer is focused on managing assets to ensure levels of service for Utilities customers are maintained or improved, particularly for reliability, quality and efficiency. Minor capital projects and expenditures anticipated for the 2021 budget cycle include but are not limited to:

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Water Reclamation and Biosolids Division:

- Minor Treatment Train improvements
- Minor building improvements and renovations
- Repairs and improvements to building appurtenances including sidewalks and stairs
- Resource Recovery large vehicle replacement

Water Quality Services:

- Minor Lab Building improvements and renovations and minor laboratory and equipment purchases

Supervisory Control Systems:

- Replacement of software and Programmable Logic Controllers

Wastewater Trunk and Collections

- Lease Payment on Excavator
- New Tandem Dump Truck for Construction

In addition, all divisions will incur expenses related to minor building and office repairs and improvements, as well as vehicle replacement as indicated by the Fleet Services vehicle replacement schedule, which considers age, mileage, repair costs and purchase cost to determine replacement date.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

12.66 Utilities: Wastewater Capital Replacement - Water Reclamation and Biosolids - Funded

2021 - \$1,000,000

Offer Type: Ongoing

This offer funds the capital replacement program for the Drake Water Reclamation Facility (DWRF), Mulberry Water Reclamation Facility (MWRF), and Meadow Springs Ranch (MSR). Capital replacement projects include the major maintenance, repair and replacement of aging infrastructure at these facilities.

As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets, and resources to support reliable, high quality service to water customers. Capital replacement planning and implementation is a key attribute of the Utilities Asset Management Program and is essential for continuing to meet or exceed all compliance standards.

Replacement projects are systematically identified through master planning and the maintenance management system (Maximo), and are included in the Utilities Capital Improvement Planning and Prioritization process. Capital improvement priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance, and efficiency. Performance and targets for established levels of service and assessing the condition of assets drive the priorities of the capital replacement program and the projects outlined in this offer.

Proposed projects include but are not limited to:

- Influent Monitoring Compliance Modifications
- Underground Glycol Line Replacement Phase 1

ENVIRONMENTAL HEALTH

- Non Potable Line Replacement Phase 1
- NPT RAS Pump and Motor Assemblies
- Heat Exchanger Redundancy
- MWRF BREW Building Geothermal System Investigation
- DWRF Various HVAC Replacements
- MWRF Maintenance Building Furnace Replacement
- NPT Mixed Liquor Return VFDs
- DWRF Solids Odor Control Media Replacement
- NPT WAS Solids Probes

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

12.67 Enhancement: Utilities: Wastewater - Capital Replacement Operational Technology Asset Replacement Program (SCADA) - Funded

2021 - \$7,500

Offer Type: Enhancement

This offer funds the Capital Replacement program for operational control and data collection assets for the City's Water Reclamation and Biosolids Division.

These assets, commonly referred to as "SCADA systems" (Supervisory Control and Data Acquisition), employ technologies to conduct water reclamation operations using computers and programmable, electronic controllers. SCADA Systems also facilitate collection of key data used to monitor plant performance and ensure compliance with regulatory requirements.

Replacing aging assets in the operational technology environment is critical to the effectiveness of the treatment process. Along with the need for effective treatment, the replacement of this infrastructure is driven by industry standards, such as the National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), American Water Works Association (AWWA), and many other governing entities. As threats such as cyber attacks continue to grow, it is critical to have a SCADA system that is current. Replacing legacy assets helps protect water treatment operations against cyber vulnerabilities and provides a more versatile system that allows optimization of business and operations.

Planned replacement projects include but are not limited to:

- Replacement of Programmable Logic Controllers (these are industrial grade computers used specifically for controlling specific processes in the water treatment facilities)
- Replacement of Human Machine Interface Clients (these are computer workstations used to control the wastewater treatment process)

ENVIRONMENTAL HEALTH

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

12.68 Capital Replacement - Utilities: Wastewater - Collection System Small Capital Projects - Funded

2021 - \$1,500,000

Offer Type: Ongoing

Funding this offer will provide for design and construction of smaller high priority wastewater sewer main replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in house forces.

As part of its Asset Management Program, the Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

The current estimated plan for 2020 construction and replacement is:

- Laporte Alley 700 800 Blk
- Meldrum 200 N Blk
- Shields: Magnolia to Olive
- Lakewood 1300 Blk
- City Park Ave 1200 to 1300 Blk
- Meldrum 100 N Blk
- Meldrum 200 S Blk
- Gordon Alley East 600 Blk
- 600 Blk City Park
- 400 500 Blk Laporte: Whitcomb to Sherwood
- Alley Beavers Market East
- Alley Wells Fargo North to Olive
- Fairview 1200 Blk
- Fairview 1300 Blk

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

12.69 Capital Replacement - Utilities: Wastewater - Cured in Place Pipe Lining - Funded

2021 - \$600,000

ENVIRONMENTAL HEALTH

Offer Type: Ongoing

Funding this offer will improve the integrity of several thousand lineal feet of sanitary sewer main through the installation of Cured In Place Pipe (CIPP) lining.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

CIPP lining is considered a 'trenchless' rehabilitation method as it does not require excavating in the street. CIPP is a jointless, seamless, pipe within a pipe to rehabilitate pipes. A resin saturated felt tube made of polyester, fiberglass cloth or a number of other materials suitable for resin impregnation, is inverted or pulled into a damaged pipe. It is usually done from the upstream access manhole. Lateral connections (services) are also restored without excavation via a remote-controlled device that drills a hole in the liner at the point of the lateral connection.

Portions of the wastewater collection system are approaching the end of their useful life. The deterioration of the pipes causes sewer line breaks and failures, infiltration of ground water into the collection system resulting in higher treatment costs, possible contamination of ground water, and causes damage to streets and private property.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

12.81 Enhancement: Utilities: Wastewater - DWRf North Process Train Clarifier Replacement Design and Construction - Funded

2021 - \$6,200,000

Offer Type: Enhancement

This offer funds the design and construction to rehabilitate the Drake Water Reclamation Facility (DWRf) North Process Train (NPT) Final Clarifiers.

The NPT was originally constructed in 1974 and, other than some flow improvements in 1996, the structure and mechanical and electrical equipment are original. The project would include replacing all mechanical and electrical equipment, investigating and repairing influent and effluent structures, removing and replacing the clarifier weir covers and possibly modifying the structural configuration to minimize the water quality impairment caused by the current layout.

As part of the 2017 Water Reclamation Facility Master Plan, a condition assessment provided integrity ratings in the areas of mechanical, electrical, structural, HVAC and EI&C. It deemed the NPT final clarifiers poor and barely serviceable with likely failures in the short term and substantial work required to remain safe. Specific equipment needs include the support column and drive assembly, energy dissipation structure, skimmer arm and sludge suction header, scum baffle and weir, bridge and walkway. These clarifiers need to be replaced to maintain the reliability and treatment effectiveness of DWRf.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

ENVIRONMENTAL HEALTH

12.82 Enhancement: Utilities: Wastewater - Meadow Springs Ranch Vehicle Storage Facility - Funded

2021 - \$300,000

Offer Type: Enhancement

This offer funds an equipment storage building at Meadow Springs Ranch (MSR), which is operated by the Water Reclamation and Biosolids Division. Located 30 miles north of Fort Collins on the Wyoming border, MSR is the location where Utilities applies about 1,300 tons of regulatory-compliant biosolids annually.

MSR provides a critical environmental regulatory function for the City in the areas of biosolids land application, working cattle ranch, and environmental stewardship. In order to perform the critical operational functions of MSR, staff must maintain and operate various pieces of heavy equipment, including farm equipment fleet, tools, and machinery. This equipment (valued at approximately \$1.2 million) is currently exposed to the harsh environment, including extreme wind and weather. In 2019, our 2017 Ford F250 had over \$6,500 in repairs related to mice infestation that resulted in damaged wiring, unsafe HVAC, and destroyed cab interior.

Both the 2009 and 2014 MSR Master Plans have identified the need for this storage facility to provide a weather and rodent proof location to store equipment. This also addresses several staff safety issues with rodents and other vector-carrying species. Vehicles left outside deteriorate more rapidly when exposed to the sun than if stored in a garage facility. Grazing operations generates ~\$160K annually using onsite equipment.

The proposed facility would house several tractors, dump truck, front end loader, mini ex, skid steer and bucket truck. A block heater would ideally be installed in the garage to keep expensive machinery from freezing. The preferred facility would be a steel structure on a concrete pad. The proposed location is on the southwest corner of the existing biosolids storage facility, and would be built into an existing embankment.

This offer also provides a significant increase in employee safety related to rodent infested equipment, which can expose staff to disease and other harmful situations.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

12.84 Enhancement: Utilities: Wastewater - Water Reclamation Facilities Mapping - Funded

2021 - \$250,000

Offer Type: Enhancement

This offer will fund an ongoing program to locate and document underground utilities for the Drake Water Reclamation Facility (DWRF), Mulberry Water Reclamation Facility (MWRF) and supporting infrastructure.

The underground utilities program may include using various exploration methods to locate utility piping, verify geographical and geospatial locations and pipe condition, and create a database to document collected data for future use. This database will be updated on a continuous basis and include utilities associated with current and future projects.

Previous efforts included gathering historic record drawings, which date back to the 1950s at DWRF, and consolidating the pipe schematics into one base map drawing. This offer may include any exploration and data collection efforts at MWRF in addition to continuing these efforts at DWRF.

ENVIRONMENTAL HEALTH

Piping systems and location needs will be prioritized to maximize the funds provided by this ongoing offer. Thorough location efforts combined with quality data collection and storage integration will provide reliable underground utility information, improve the accuracy of plans, minimize onsite locates, and assist in repair and replacement efforts.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.86 Enhancement: Utilities: Wastewater - Sanitary Sewer Emergency Repair Manual - Funded

2021 - \$50,000

Offer Type: Enhancement

This offer will fund the development of a sanitary sewer emergency repair manual.

The emergency repair manual will identify procedures for effectively responding to failures of large sewer mains. These procedures are needed to maintain wastewater conveyance to avoid sewer backups and potential spilling of wastewater into the environment. The manual will include guidance on items such as on call contacts, public notifications, by pass pumping, wastewater flow rates and inventory of spare materials.

The manual will assist City crews and contractor crews in responding to sewer repairs to minimize service disruptions and potential wastewater spills.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.87 Enhancement: Utilities: Wastewater - North Mason Sewer Main - Design - Funded

2021 - \$100,000

Offer Type: Enhancement

This offer will fund the design of wastewater collection improvements around North Mason Street.

This offer will fund the design of the wastewater collection system that will parallel the proposed North Mason storm sewer. The design will identify the preferred alignment of the wastewater main as well as ensure compatibility with existing and future development in the area. It is critical that the wastewater main is designed with the storm sewer improvements to ensure there is proper utility spacing and right-of-way needs for long term operations and maintenance.

This offer will ensure reliable wastewater collections for the North Mason area.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

12.88 Enhancement: Utilities: Wastewater - Developer Repayments - Funded

2021 - \$750,000

Offer Type: Enhancement

Funding this offer will reimburse development projects that have paid for the design and construction of specific regional wastewater improvements required by the City's

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approved wastewater master plans that are not fully attributable to the respective development. These improvements are typically projects that require upsizing or additional downstream wastewater mains to convey flows to wastewater interceptor mains.

Development is occurring in the northwest area of Fort Collins near Suniga Road. The Northfield development will construct additional regional wastewater improvements that are not fully attributable to that specific development. Staff from the City and Development Consulting team have been coordinating efforts to address both public and private participation. The developer also will provide easements if required for installation and maintenance of the new facilities. Initial preliminary estimates indicate the reimbursable portion to the developer will be approximately \$750,000.

Based on pending development review submittals, no additional wastewater reimbursement requests are anticipated in 2021. Because the timing of reimbursements is dependent on others, specific projects are difficult to anticipate in advance. If funding is not available, the pace and location of development within the city will be impacted.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.89 Enhancement: Utilities: Wastewater - Collection Replacement Program - Funded

2021 - \$3,000,000

Offer Type: Enhancement

Funding this offer will provide design and construction for priority wastewater mains identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the wastewater collection system such as quality, reliability, resiliency and safety. The Wastewater Collection Master Plan identified high priority portions of the system for replacement based on age, condition and size. The program will replace or rehabilitate aging wastewater collection infrastructure with new infrastructure that meets current standards. The program will focus on sewer lines generally in the Downtown and City Park areas where Utilities records indicate the wastewater system was installed in the early 1900s.

The Wastewater Main Replacement Program will improve levels of service for quality, reliability, resiliency and safety. If aging wastewater mains are not replaced, the wastewater system will continue to see an increase in sewer backups and maintenance costs.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.90 Enhancement: Utilities: Wastewater - Mulberry Water Reclamation Facility UV Disinfection Replacement - Unfunded

2021 - \$2,300,000

Offer Type: Enhancement

This offer is to design and construct the rehabilitation of the Mulberry Water Reclamation Facility (MWRF) ultra-violet (UV) disinfection system. MWRF is the oldest City wastewater facility with a rated capacity of 6 MGD. MWRF's UV disinfection is the last stage of the treatment process responsible for minimizing the pathogens in the wastewater effluent to meet regulatory requirements prior to being discharged to the Poudre River.

MWRF was converted from chlorine gas disinfection to UV disinfection in 1996 and except for some gate reconfigurations in 1998 and communications upgrades in 2009, the control cabinets, UV lamp modules and mechanical equipment are 24 years old. The project would include the replacement of the existing ballast and control

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cabinets, UV lamps modules, control instrumentation and evaporative cooling system. Replacement of the programmable logic control (PLC) is recommended. The new system will have additional power modulation allowing for more efficient operation.

As part of the 2017 Water Reclamation Facility Master Plan, a condition assessment was completed and provided integrity ratings in the areas of mechanical, electrical, structural, HVAC and EI&C. The condition assessment rated the MWRF UV System was a 4, meaning poor with likely failures in short-term and substantial work required to remain safe, and are deemed barely serviceable and replacement was recommended within 5-7 years.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.91 Enhancement: Utilities: Wastewater - Collection Replacement Program - Unfunded

2021 - \$2,000,000

Offer Type: Enhancement

Funding this offer will provide design and construction for priority wastewater mains identified for replacement or rehabilitation.

This offer will implement strategies to cost-effectively maximize improvements to levels of service for the wastewater collection system such as quality, reliability, resiliency and safety. The Wastewater Collection Master Plan identified high priority portions of the system for replacement based on age, condition and size. The program will replace or rehabilitate aging wastewater collection infrastructure with new infrastructure that meets current standards. The program will focus on sewer lines generally in the Downtown and City Park areas where Utilities records indicate the wastewater system was installed in the early 1900s.

The Wastewater Main Replacement Program will improve levels of service for quality, reliability, resiliency and safety. If aging wastewater mains are not replaced, the wastewater system will continue to see an increase in sewer backups and maintenance costs.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.92 Enhancement: Utilities: Wastewater - Mulberry Water Reclamation Facility Aeration System Rehabilitation Phase 1 - Unfunded

2021 - \$2,190,000

Offer Type: Enhancement

Funding this Offer will provide design and construction for the rehabilitation of the Mulberry Water Reclamation Facility (MWRF) aeration system.

This Offer will replace one of the existing aeration blowers that has failed, modify the existing aeration basin, and update process control programming. These improvements are needed to meet new aeration requirements for biological nutrient removal process as well as provide redundancy in the treatment process. In addition the existing blowers are no longer supported by the manufacturer and can no longer be repaired or modified.

The rehabilitation of the MWRF aeration system will improve levels of service for reliability and resiliency. If the aeration system is not rehabilitated, the current system at MWRF risks losing the redundancy required by the Colorado Department of Public Health and Environment (CDPHE). Also, if one of the existing aeration blowers is not replaced, future repairs of the existing aeration blowers will be limited since they are no longer supported by the manufacturer.

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.101 Reduction: Utilities: Wastewater - Miscellaneous Non-personnel Decreases - Funded

2021 - (\$370,350)

Offer Type: Reduction

This reduction offer reduces the Wastewater ongoing offers by \$370K or 3.4%.

The reductions were identified by object line item, not an across the board decrease, by reviewing prior years' spend and anticipated expenditures. The majority of the adjustments were made from:

- Professional and Technical Services (\$170K)
- Chemicals (\$35K)
- Conference and Travel (\$26K)

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.121 Utilities: Light & Power - Purchase Power - Community Renewable (Tariff 7) - Funded

2021 - \$1,900,000

Offer Type: Ongoing

This offer sustains ongoing renewable energy power purchase requirements from Platte River Power Authority Standard Offer Wholesale Tariff (formerly under Tariff 7). It supports the Fort Collins energy and climate goals looking toward 2030 (80% carbon reduction and 100% renewable electricity).

This offer includes the purchase of 76,000,000 kilowatt hours of renewable energy under Platte River Power Authority Standard Offer Wholesale Tariff (\$1,992,000 annually). This Tariff includes a component of wind energy formerly comprised by Tariff 7. The purchase of this amount of electricity is based upon Fort Collins Utilities' prior commitments.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.122 Utilities: Light & Power - Purchase Power - Community Renewable - Funded

2021 - \$2,014,700

Offer Type: Ongoing

This offer funds ongoing renewable energy power purchase requirements from multiple sources. It supports the Fort Collins energy and climate goals looking toward 2030 (80% carbon reduction and 100% renewable electricity).

This offer resources:

- The purchase of electricity output from solar systems via power purchase agreements (PPA) from the Solar Power Purchase Program (SP3). The basis of SP3 is a

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fixed price, 20 year PPA between Fort Collins Utilities and commercial customers for solar energy generation. This arrangement is commonly known as a “feed in tariff.” The budget for this item is estimated from 2019 production and planned SP3 projects for 2020.

- Funding for the virtual net metering solar payments to subscribers of the Riverside Community Solar project.
- Funding for the net production payments for residential and commercial net metered customers. The budget for this item is estimated based on production in 2019 with a forecast of incremental solar installations in 2020 and 2021.

These three components of the offer are all based upon Fort Collins code, adopted rates, interconnection agreements and power purchase agreements.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.123 Utilities: Light & Power - Energy Services - Funded

2021 - \$4,732,842

Offer Type: Ongoing

This offer sustains community wide energy services programs, including the staffing and resources to deliver annual efficiency and conservation results objectives. This offer is linked to those for Community Renewables and Demand Response; together these offers provide customer programs for the transition to the next-generation electricity system by focusing on carbon reduction, customer load shaping and grid flexibility.

This offer resources:

- Energy Services team staffing, supporting implementation for efficiency, renewables and demand response initiatives
- Coordination with Platte River Power Authority on common programs
- Efficiency Works Business incentives and technical assistance
- Epic Homes Program incentives, technical assistance and program management
- Consumer product incentives
- Home Energy Reports and Digital Engagement
- Building Energy and Water Program administration
- Energy code development, training, education and enforcement
- Battery storage and electrification programs
- Coordination for Utilities efforts on the Climate Action Plan, including emissions accounting

Savings result in annual carbon emissions reductions of more than 25,000 metric tons annually. Efficiency program savings are delivered at an average cost of 3.5 cents per kilowatt hour, 40% lower than the cost of wholesale electricity. Approximately 75% of the funding in this offer provides direct rebates or services to customers.

This offer is based upon consistent program funding for the last four years, but also includes an 8.5% reduction from 2020 levels.

Efficiency and conservation are one of the most cost effective carbon emissions reduction strategies. These programs support the triple bottom line by savings money or utility bills, creating jobs, reducing greenhouse gas emissions, and improving the comfort, safety, and productivity of homes and businesses. Utilities reports on progress related to these outcomes with an annual update to City Council.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.124 Utilities: Light & Power - Demand Response - Funded

2021 - \$638,663

Offer Type: Ongoing

This offer sustains ongoing operations of Utilities Peak Partners Program and Demand Response Management System (DRMS). This offer is linked to those for Community Renewables and Energy Services; together these offers provide customer programs for the transition to the next-generation electricity system by focusing on carbon reduction, customer load shaping and grid flexibility.

The DRMS provides a software platform for managing customer owned appliances (thermostats, electric water heaters, etc.) in a way that benefits both the customer and the overall operation of the electric grid. This platform, managing equipment in over 4,000 homes in Fort Collins, increases resilience of the electric grid, when operated together with Platte River Power Authority.

This offer resources:

- DRMS software, hosting and maintenance
- Call center customer support
- Field technician to support maintenance and installation
- Program management and customer care services
- Incentives for multifamily properties
- Customer support for public electric vehicle charging station
- Integration with Nest, Honeywell and Ecobee thermostats
- Integration with grid interactive water heaters

The DRMS forecasts, dispatches and controls equipment by reducing consumption at peak times. The DRMS supports two way, real time communications with devices, providing a forecast of available load and verification of results, assisting with the integration of increased renewable energy. "Bring your own device" is a strategic development to provide exceptional customer service through choice and develop first hand experience with new technologies to prepare for upcoming Internet of Things technologies.

Overall savings are expected to increase over time as the DRMS evolves to include additional resources (e.g., solar and batteries) & provide new services (e.g., participation in electricity markets). This is an innovative and flexible platform to monitor, manage & control customer-located grid resources.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

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12.125 Utilities: Light & Power - Renewable Customer Programs - Funded

2021 - \$625,000

Offer Type: Ongoing

This offer sustains funding for community renewable programs in support of Fort Collins energy and climate goals and customer choice for self generation, including residential and non residential solar rebates. This offer is linked to those for Energy Services and Demand Response; together these offers provide customer programs for the transition to the next-generation electricity system by focusing on carbon reduction, customer load shaping and grid flexibility.

This offer funds:

- Solar rebates for residential and non residential customers (\$615,000)
- Administration of the Participating Solar Contractors Network and related customer outreach
- Coordination of the battery storage incentives funded in the Energy Services ongoing offer (12.123) through rebate administration and interconnection agreements
- Operations and maintenance of the Riverside Community Solar Project (with dedicated funding from the project's escrow fund)

These funding levels support the installation of up to 350 new residential and three to five non residential solar systems and about 2,250 kW (Fort Collins had about 16,500 kW of distributed solar capacity at the end of 2019). The rebate typically accounts for 10% or less of the project cost, leveraging the remaining 90% from customer investment. These funding levels are expected to be able to provide a continuous, year round program for customers and contractors. The Participating Contractor Network requires contractors to maintain high customer service standards and transparency of pricing information to support customer decision making.

Solar self generation supports Utilities' vision of an integrated electric system with high penetration of distributed energy resources. Solar customers receive full credit for solar energy self consumed and are compensated for electricity exported at the current Council adopted rates. Utilities reports on progress related to the Energy Policy outcomes with an annual update to City Council.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.128 Reduction: Utilities: Light & Power - Support Services - Funded

2021 - (\$297,259)

Offer Type: Reduction

This offer balances an increase in funding for demand response and a reduction in funding for community wide energy services programs, including resources that deliver annual efficiency and conservation results objectives.

The proposed net amount of this reduction offer is based on achieving a 5% reduction for the Energy Services line item in Utilities Financial Monthly Report (FMR) that includes three business units (Energy Services, Demand Response and Renewable Customer Programs). This reduction offer achieves the Utilities target reduction of 5% below the 2020 budget amount across these three business units.

Specific reductions were made in the following Energy Services categories, with an objective of minimizing potential negative impact to customer programs and community savings:

- Travel and conferences

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- Copy and reproduction
- Advertising and marketing
- Consultant services
- Customer incentives

The offer increases funding for demand response (Offer 12.124) to cover the ongoing expenditures associated with managing demand response assets in place by the end of 2020. Increased funding for demand response (\$100,337) balances with reductions in Energy Services (\$397,596) to achieve the target 5% reduction overall.

Customer focused programs for efficiency, conservation and distributed renewables remain among the most cost effective carbon emissions reduction strategies the City offers. These programs support the triple bottom line by saving money on utility bills, creating jobs, reducing greenhouse gas emissions, and improving the comfort, safety, and productivity of homes and businesses. Utilities reports on progress related to these outcomes with an annual update to City Council.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.130 Enhancement: Utilities: Light & Power - Demand Response Devices - Unfunded

2021 - \$55,000

Offer Type: Enhancement

Funding this offer supports expanding “Bring Your Own Device” (thermostats and grid interactive water heater [GIWH]) for the current Demand Response Management System (DRMS). The DRMS provides a software platform for managing customer owned appliances (thermostats, electric water heaters, etc.) in a way that benefits both the customer and the overall operation of the electric grid. Currently multiple models/makes of Wi Fi thermostats and one type of GIWH can participate in the Peak Partners program. Different types of devices in the program means diversity on the electric loads (water heaters often run at different times than air conditioners), providing higher value to the Utility.

This Offer resources:

- Addition of 200 Wi Fi thermostats (100 Nest, 50 Honeywell and 50 Ecobee) from residential customers into demand response activities
- Addition of 20 units of GIWH, which will enable customers to participate in demand response activities, shift their load to off peak, and store thermal energy in a “distributed battery” system
- Incentives to participating customers
- Vendors' fees
- Program management and software costs

The GIWH component of this offer is designed to cover the difference in cost to turn a heat pump electric water heater into 'Grid Interactive' one. Participating customers benefit from shifting their load to off peak times and the Utility benefits by being able to store low to zero carbon energy, contributing to the Climate Action Goals.

'Bring your own device' is a strategic enhancement to provide exceptional customer service through choice and develop first hand experience with new technologies to prepare for upcoming Internet of Things technologies.

This offer was deferred to 2022 (\$55,000) to help achieve Light & Power financial objectives.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.131 Enhancement: Utilities: Light & Power - Demand Response Technology Upgrade - Funded

2021 - \$435,500

Offer Type: Enhancement

Funding this offer supports continuation of the current Peak Partners Electric Water Heater Program by upgrading communications equipment that will become obsolete. This program currently uses the AT&T 3G network to communicate with the electric water heaters' controller units (known as DCU3s). The 3G network is scheduled for retirement by AT&T in the first quarter of 2022 to make room for upcoming 5G technologies.

Over 2,400 DCU3s have been deployed in the service territory and they will become stranded assets when the 3G network is turned off. Collectively, participants in this program shift over 400 megawatt hours/year from on peak to off peak hours saving the average participant \$50 annually. Further, these devices are critical to managing wholesale energy costs during peak usage and are a cost effective tool to help shape the community's energy use by controlling energy intensive electric water heaters. A technology refresh is needed to continue program operations.

This offer includes:

- Purchase of 2,500 next generation controllers
- Turn key field services to install the controllers
- Recycling of old controllers
- Turn key call center and customer communication services
- Program management for execution of the technology replacement project

This offer is linked to the Energy Services ongoing and Demand Response ongoing offers. Together these offers provide customer programs for the transition to the next generation electricity system by focusing on carbon reduction, customer load shaping and grid flexibility.

Funding for this offer was included in the 2019 Utilities Light & Power Capital Improvement Plan. However, funding was moved from 2021 to 2022 to achieve Light & Power enterprise fund financial objectives. This will result in an interim loss of demand response resources for part of 2022.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.132 Enhancement: Utilities: Light & Power - Epic Loans Capital Accounting - Funded

2021 - \$3,060,000

Offer Type: Enhancement

Funding this offer enables the ongoing management of the Epic Loan program without negatively impacting the Utilities Light & Power enterprise fund. Epic Loans are

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funded with previously committed Light & Power reserves, grant funds and debt capital from third parties. Epic Loan capital is repaid by participating customers via their loan payments on utility bills. This offer enables the annual appropriations from these sources to administer the loan program for customers and the associated debt service with lending partners.

This offer includes:

- \$2,500,000 appropriation of loan capital funds coming from dedicated Epic Loan accounts
- \$560,000 appropriation for debt service to third party capital providers

Epic Loans offer customers attractive and simple financing for single-family-home energy efficiency and solar projects. The program uses the guidelines of the Efficiency Works Home and Solar Rebate programs to qualify eligible projects. Loans are available up to \$25,000 with terms up to 15 years with loan servicing on the utility bill.

Fort Collins' On Bill Finance program (previously also known as Home Efficiency Loan Program or HELP, and now called the Epic Loan Program) is a component of the Epic Homes portfolio, and supports a number of community and City Council priorities, including ambitious goals for energy efficiency and renewables, reduced greenhouse gas emissions and increased equity and well being for residents. Meeting these objectives will require, among other activities, greater numbers of property owners to undertake comprehensive efficiency improvements in the coming years, particularly for older, less efficient rental properties that make up a significant percentage of the City's housing stock.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.133 Enhancement: Utilities: Light & Power - Non-Residential Solar Rebates #1 - Unfunded

2021 - \$150,000

Offer Type: Enhancement

This offer supplements funds for solar rebates for non residential customer projects, including commercial, institutional and non profit customers. Projects of this type are generally located on commercial rooftops, providing a valuable opportunity in our land constrained service territory. These systems are "net metered" to benefit the owner through reduction in on site utility bills. This offer supports achieving the Fort Collins energy and climate goals.

This offer resources:

- Solar rebates for non residential customers (\$150,000 annually), with up to \$50,000 available per solar system

These funding levels support the installation of four to six additional solar systems and approximately 0.5 megawatts of new capacity annually. The rebate and funding levels, combined with those in the Renewable Customer Programs offer, are expected to meet the anticipated interest from non residential customers on an annual basis. As a result, the commercial rebate program will be able to provide a year round rebate program for customers and solar contractors, creating a predictable business environment for solar contractors and customers.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

12.138 Utilities: Customer Service & Administration - Environmental Regulatory Affairs - Funded

2021 - \$904,160

Offer Type: Ongoing

Funding this offer provides environmental regulatory compliance and stewardship programs for municipal operations. The offer includes:

- Stormwater permit implementation
- Administration of construction and post construction stormwater inspection programs
- Regulated waste and pollution prevention programs
- Drinking water and wastewater facility regulatory support
- Stationary source air permitting and asbestos management
- Contaminated property management
- Implementation of Environmental Management Systems (EMS)
- Above-ground and underground oil and fuel storage tank management
- Regulatory compliance assistance, regulatory tracking, and reporting
- Environmental permit application and negotiation
- Education and training services

This offer supports continued activities of the Environmental Regulatory Affairs (ERA) Division. The ERA mission directly addresses the stated goals of the City of Fort Collins Environmental Policy and programs are designed to ensure we maintain our commitment conducting operations in a manner that is environmentally responsible and reflective of the community's strong commitment to the environment, optimizing decisions that are inclusive of the economy and social equity.

ERA is an internal services team of subject matter experts who partner with City operations to meet or exceed environmental legal compliance obligations and voluntary commitments. We develop and implement programs for pollution prevention, energy conservation and natural resource protection and work to foster a culture through strong commitment, education and investment where all employees are empowered and expected to proactively perform work in an environmentally responsible manner. An environmental management system and internal audit program establishes proactive processes to create measurable objectives for evaluating environmental performance and carry out corrective actions when deficiencies are identified.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a reliable, high-quality water supply.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

12.141 Reduction: Utilities: Environmental Regulatory Affairs - Funded

2021 - (\$23,817)

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Offer Type: Reduction

The reductions were identified by object line item, not an across the board decrease, by reviewing prior years' spend and anticipated expenditures. The majority of the adjustments were made from:

- Professional and Technical Services (\$13K)
- Conference and Travel (\$8K)
- Computer Hardware/Software (\$2K)

The Environmental Regulatory Affairs department anticipates maintaining current service levels despite these reductions, although these reductions will increase the risk of not being able to meet this expectation.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

12.147 Utilities: Stormwater - Stormwater Quality Programs - Funded

2021 - \$469,086

Offer Type: Ongoing

Funding this offer provides environmental regulatory compliance and stewardship programs directly tied to the Municipal Separate Storm Sewer System (MS4) permit, issued to the City by the Colorado Department of Public Health and Environment (CDPHE) as a direct discharger of stormwater to waters of the state.

The offer includes:

- Administration and implementation of the City's Low Impact Development (LID) and Green Infrastructure program
- Administration of construction and post construction stormwater inspection programs
- Implementation of the Illicit Discharge Detection and Elimination (IDDE) program
- Implementation of the Poudre River Monitoring Network
- Design and execution of various water quality studies
- Delivery of two Semi Annual Household Hazardous Waste (HHW) collection events

This offer supports continuing activities of 3 FTE housed within the City's Environmental Regulatory Affairs (ERA) Division (see Offer 12.138). These staff serve the broad efforts of ERA in supporting the stated goals of the City of Fort Collins Environmental Policy, while focusing efforts on key MS4 program activities and functions.

The post-inspection program ensures that all permanent water quality treatment facilities are designed and constructed in compliance with City standards and that these facilities are properly maintained to ensure their long-term function and effectiveness.

Stormwater quality and LID/Green Infrastructure continue to be one of the key programs in support climate action adaptation and resiliency. The City of Fort Collins continues to be a leader in these efforts thanks to the support of various programs throughout the City. Projects and activities implemented through this program include:

- E. Coli Source Study
- Water Treatment Residual Study
- Spring Creek Winter Runoff Study
- Poudre River Monitoring Network

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.
- ENV 4.4 - Provide a reliable, high-quality water supply.

12.151 Reduction: Utilities: Stormwater - Household Hazardous Waste Collection Events - Funded

2021 - (\$65,600)

Offer Type: Reduction

This reduction offer eliminates the City's Semi Annual Household Hazardous Waste (HHW) collection event from the Environmental Regulatory Affairs Stormwater Quality Program.

Appropriate disposal of HHW plays a significant role in keeping the community and the local environment safe. In 2009, City Council requested staff to provide residents with a convenient opportunity to dispose of HHW. At that time, the one available local disposal opportunity was viewed as somewhat cumbersome. In fulfilling the request, Fort Collins Utilities ratepayers have provided two HHW collection events per year since 2010.

In the interim, Larimer County's HHW program has grown into a well established program, employing seasoned staff and providing convenient drop off hours. Additionally, their program offers the repurposing opportunity of Drop 'N' Swap: when a container of usable material is dropped off, it is made available to the public for use at home.

In 2016, the City opened the Timberline Recycling Center (TRC), providing residents a third convenient way to properly dispose of a variety of hard to recycle items rather than throwing them in the trash, onto the ground, or into a waterbody. The collected waste from all three disposal options is either recycled, repurposed or disposed of according to local, state and federal regulations.

The year round operation of the two permanent facilities eliminates the need for the City to provide the two annual HHW events. Discontinuing them is good stewardship of ratepayer dollars; it is an opportunity to free up ratepayer funds for other services while ensuring that residents still have convenient HHW disposal options and community safety is not compromised. Continuing the events is a redundancy of services and overpayment by ratepayers.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

27.1 Environmental Services Leadership - Funded

2021 - \$206,875

Offer Type: Ongoing

This offer funds the Environmental Services Department (ESD) Director and administrative support. ESD provides services to the community and municipal organization to efficiently pursue Council policies and goals on sustainability, air, climate, waste reduction and materials management, community engagement and performance measurement.

ESD work directly addresses three Council priorities: reduce plastic pollution, improve air quality (radon, ozone, microparticulates), and mitigate the impacts of oil and gas encroachment into Growth Management Area.

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ESD leadership manages a staff of 14.25 FTE and an annual ongoing budget of \$1.6M (2019), excluding enhancements. Administrative support is critical in providing excellent customer service, including a high volume of inquiries about recycling facilities.

ESD is committed to the Triple Bottom Line and works to advance environmental goals while considering impacts and opportunities for social and economic health. ESD has been a leader in advancing equity for all, leading with race in its climate outreach work in 2020.

Fort Collins is facing several significant environmental issues including:

- need to increase resilience & reduce local carbon emissions in partnership with the community & its innovators
- ground level summertime ozone levels continue to be among the highest along the Front Range, we have high levels of radon, and 25% of homes have a member with respiratory problems
- impending closure of the landfill by 2024 & need to implement the Regional Wasteshed facilities

The Director oversees planning/policy development, resident and business engagement on policies and programs that protect the environment, improve health & quality of life.

The community values a healthy environment. The environment was the 2nd-highest priority that residents felt the City should focus on in the next 5 years & 96% believe the City should invest the same or more to ensure good environmental quality (2019 Community Survey).

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

27.2 Waste Reduction & Recycling - Funded

2021 - \$480,390

Offer Type: Ongoing

Recycling is an integral part of the community's sustainability values and is supported by the 2013 Council-adopted Zero Waste goal. This offer supports staff and programs to:

- Provide education & outreach for the community to support waste reduction and recycling
 - o The City developed & maintained A Z recycling list averages 9,400 visits/month.
 - o The Timberline Recycling Center receives over 350 user visits per day
- Engage residents in new policy research/initiatives, such as
 - o plastic pollution prevention
 - o options to collect food scraps and yard trimmings for composting
- Implement the Community Recycling Ordinance, which will go fully into effect June 2021
- o Requires all businesses and apartment complexes to have recycling programs
- Develop policies relevant to Fort Collins to create Sustainable Materials Management systems
- License waste and recycling haulers operating in Fort Collins & gather information from them to measure progress at meeting Council adopted goals for waste diversion & reduced GHG emissions
- Support compliance requirements for recycling and at construction sites; collaborate on dust and wood smoke compliance

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- Collaborate with Regional Wasteshed partners in strategic planning to develop a new landfill & a game changing resource recovery campus
- Support the municipal organization's sustainability goals for waste, including improvements to a tracking system for municipal industrial waste (90% of City organization's overall waste)
- Work with colleagues across the City to update the Road to Zero Waste plan in conjunction with the Energy Policy and Climate Action Plan
- Continue growing the volunteer Recycling Ambassadors program; volunteers assist Timberline Recycling Center visitors, host booths at community events, deliver educational information to apartment complexes, etc.
- Reinforce awareness about the role played by waste diversion/recycling to prevent climate change, including composting's importance in reducing GHG emissions.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

27.3 Air Quality - Funded

2021 - \$441,380

Offer Type: Ongoing

Funding this offer supports the Environmental Services Department (ESD) Air Quality (AQ) Division. For more than 25 years, the City of Fort Collins has been actively involved in addressing air pollution at a local level and working regionally to address air pollution on a larger scale. Some key motivations include:

- Council has named improving Air Quality as one of their top priorities; with a focus on ozone, radon, particulate matter and mitigating impacts from oil and gas sources.
- Fort Collins, along with the Denver/North Front Range region, does not comply with EPA health based standards for ozone.
- Localized impacts of particle pollution from dust and smoke sources (e.g., construction and wood fires) can create nuisance issues and health concerns.
- Visible air pollution, sometimes perceived as a "brown cloud," is higher in Fort Collins than regional standards approximately one in four days each year.
- Air quality surveys indicate that one quarter of Fort Collins households report a member with a respiratory ailment.
- Studies show that people spend up to 90% of their time indoors, and indoor air pollution is often much worse than outdoor air pollution.
- Climate change may contribute to increased air quality risks, such as increased emissions from wildfires, and more high heat days that can contribute to ozone formation and particulate pollution.

Capacity areas supported by the AQ Division include:

- Developing and administering public information and outreach, incentive and engagement programs to promote awareness and action
- Convening and collaborating with stakeholders including businesses, industry and other local and regional partners to limit pollution sources
- Tracking and reporting air pollution data
- Developing and implementing local air quality policies, programs and regulations
- Participating in regulatory rulemaking at county, state and federal levels
- Leading by example, by integrating air quality impact considerations in City operations

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

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27.4 Climate Commitment - Funded

2021 - \$457,934

Offer Type: Ongoing

Building off an over 20 year commitment to climate action, this offer continues the funding for the City's Climate Action efforts.

This offer supports staff and programs to:

- Lead implementation of the Climate Action Plan, which includes cross Service Area and community wide engagement to achieve the goals.
- Conduct extensive community engagement in alignment with policy development and campaign deployment, including the Natural Resources Advisory Board, Climate Action Plan Community Advisory Committee, Our Climate Future implementation and the Shift campaign.
- Increase community and municipal organizational resilience through climate preparedness planning, project management and support and operational enhancements.
- Conduct robust data management and reporting, including annual greenhouse gas inventory and department wide metrics for environmental sustainability.
- Leadership at all levels to achieve climate action goals, including state level engagement with Colorado Communities for Climate Action (34 communities and counties), the Urban Sustainability Directors Network (over 225 communities and counties in the U.S. and Canada), and more.

The Climate Team plays an important role in planning, assessing policy options, and engaging residents and businesses in policy decisions and actions to protect the environment and improve quality of life. The community values a healthy environment and 96% believe the City should invest the same or more to ensure good environmental quality (2019), and 80% of residents support the City engaging in climate action (2017).

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

27.5 Municipal Sustainability - Funded

2021 - \$162,145

Offer Type: Ongoing

This offer supports staff and funding for the Sustainability Innovation Fund to support the Municipal Sustainability and Adaptation Plan (MSAP) and reflect a strong commitment to organizational sustainability and adaptation. This offer allows the City to lead the community by example by making progress on the following goals:

- City operations are prepared for and adapt to climate change and disruptive events of all scales.
- Our public lands support a healthy ecosystem and are resilient to climate and growth pressures.
- We sustainably manage our water resources and lead Colorado in water efficiency.
- We responsibly manage materials throughout their life cycle to achieve waste reduction outcomes.
- Our transportation systems, energy production and facilities lead the nation in sustainable design and resource efficiency.
- The City is a high performing and resilient organization that has a culture of operational sustainability.

This offer supports staff and programs to:

- Lead implementation of MSAP, which includes 6 interdepartmental goal teams to develop, implement and track tactics in support of MSAP goals
- Administer employee engagement in alignment with the MSAP, focusing on one goal theme annually
- Administer the Sustainability Innovation Fund that evaluates employee proposals and funds priority innovative sustainability focused improvements to the City's projects and infrastructure

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- Increase municipal organizational resilience through climate preparedness planning and operational enhancements
- Perform data management and reporting including organization wide metrics for sustainability improvements
- Lead the internal Sustainability Team with representatives from every Service Area, which fosters interdepartmental collaboration & a world-class workplace

City Plan emphasizes sustainability as a community vision, so it is important that the City organization lead the way. Our core value of stewardship is highlighted through the work this offer provides.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

27.6 Timberline Recycling Center - Funded

2021 - \$293,016

Offer Type: Ongoing

Funding this offer enables the Environmental Services Department (ESD) to provide a public recycling center, the Timberline Recycling Center (TRC) in support of Council policies for sustainability, waste reduction, public engagement and performance measurement. The TRC complements local curbside recycling services, creates special opportunities for materials that are not easily recycled, and helps businesses comply with ordinances (e.g., cardboard “ban,” and construction/demolition materials) that are aimed at increasing waste diversion and recycling.

This offer increases residential and business waste diversion/recycling, helps meet the business sector’s unique recycling needs and responds to Council’s interest in diverting specialized materials from landfill disposal as new/emerging opportunities arise. By funding this offer, Fort Collins will use the TRC to help address a variety of issues:

- impending closure of Larimer landfill by 2024
- identifying specific materials that have greater marketability and target them for collection (e.g., white office paper) during ongoing conditions of international market uncertainties and slow recoveries in the domestic recycling industry
- state planning system that sets waste diversion goals and calls for management plans

The Timberline Recycling Center is integral to Fort Collins’ community wide materials collection and management system. It serves as a reliable choice for residents who bring in everyday recyclables and as a stage for piloting new programs. Since 2002, the City’s drop off site has helped residents take an active role in protecting the environment and improving quality of life. With recent diversion levels (2019) of 52% in Fort Collins, this unique recycling center is helping the community make progress toward its adopted Zero Waste goals.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

27.7 Reduction: Municipal Sustainability and Adaptation Plan (Elimination of Municipal Innovation Fund and Sustainability Engagement for Employees) - Funded

2021 - (\$34,300)

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Offer Type: Reduction

This offer defunds support for the Municipal Sustainability & Adaptation Plan (MSAP). The following resources would be removed that support a sustainable organization

- municipal innovation fund
- employee engagement
- contracts and services to partner organizations
- staff conference and training

For years the municipal innovation fund has supported innovative, sustainability focused improvements to the City's buildings and infrastructure. This fund served as seed money for innovative community asset improvements that otherwise would be unrealized. In the past, projects funded from this program reduced energy, water use and transportation emissions, aligning with the Climate Action Plan and the MSAP (see below). Project impact was long term as several projects are still in use and are now considered operational excellence. Staff would have contributed to a high performing organization.

Employee engagement is an essential part of the MSAP. This reduction will impact the ability for employees to learn, understand and participate in activities that demonstrate a sustainable and adaptable organization. Hourly staff funds associated with employee engagement work are impacted.

This reduction offer means no longer supporting the following partners:

- Drive Electric Northern Colorado (community resources and information hub to promote electric vehicles)
- Sustainable Living Associations (scholarship to local leadership program and contributions to Earth Day community event)
- Responsible Purchasing Network (providing implementation assistance for our Sustainable Purchasing Policy)
- Green Girl Recycling (providing a white paper recycling service for the City organization)

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

27.8 Reduction: Scaled Down Waste Reduction & Recycling (Reduced Outreach, Education and Memberships) - Funded

2021 - (\$10,746)

Offer Type: Reduction

This offer reduces funding for 1) educational materials for businesses and apartment complexes starting recycling and 2) working with leaders of underserved communities (\$7100), and membership in state and national recycling organizations (\$3536). Recent Our Climate Future engagement efforts demonstrated the top sustainability priority for people of color and historically underrepresented groups in Fort Collins is "More Reuse and Recycling." It is a top three priority for the community at large.

Impacts of this offer:

- Reduce funding to 1) support the co-creation of education and outreach with neighborhood leaders of underserved communities and 2) provide educational materials to support businesses and apartment complexes starting recycling programs during the 2021 implementation of the Community Recycling Ordinance (CRO) (\$7,110)

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- Likely end membership in state and national recycling organizations and the ability to participate in policy development that has generated grants received by Fort Collins and regional partners (\$ 3,636)

Background context for the impact:

The CRO becomes effective June 2021, requiring recycling service be provided to all businesses and apartment complexes. Over 100 multi-family complexes and nearly 1200 businesses have yet to start recycling service.

During consideration of the CRO, a key driver was to remedy the inequity that recycling is included with trash service for all residents of single-family homes, but (often lower income) residents in multi-family housing and small businesses do not have universal access to recycling. Starting new recycling service involves significant change, including education and designing new systems. During ordinance development, the City committed to providing support to businesses and multi-family complexes through staff time and providing educational materials.

Details of the impact of reductions are included below.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

27.9 Reduction: Scaled Down Climate Commitment (City- and Community-Led Climate Engagement) - Funded

2021 - (\$28,465)

Offer Type: Reduction

This offer reduces 30% of program funding for the City's climate commitment, including a reduction in funding for community and business education via the Shift program, reduction in campaign funding and direct engagement on climate action strategies, eliminates board meals, and reduces support for community events and sponsorships. In 2015, when City Council unanimously adopted the most ambitious climate action goals in the nation, they acknowledged that community engagement and financing were among the top barriers to achieving these goals. This offer impacts the City's ability to engage the community to achieve the goals at a time when emissions are increasing, and the City's Strategic Plan calls for efforts to intensify to meet the City's 2030 goals.

Specifically, this offer would impact the following services the City provides:

- Reduce the ability of the Shift campaign to scale its engagement efforts community-wide and in multiple languages, including hourly support reduction (\$12,000)
- Reduce support for the Natural Resources Advisory Board by eliminating meeting minutes support and food provided to the 9-member Board (\$4,000)
- Reduce overall support for program delivery, affecting staff's ability to prioritize equity-centered engagement, which takes increased time and staff resources, which will now need to be more focused on event and logistical coordination instead of relationship building and co-creating strategies and implementation (\$10,000).
- Reduce dues and subscriptions, professional memberships, and sponsorships of community events (\$2,465)

The impact of each of these reductions is elaborated on in the additional information below.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

27.10 Reduction: Scaled Down Air Quality Programming: Engagement & Monitoring Equipment - Funded

2021 - (\$47,959)

Offer Type: Reduction

This reduction offer reduces air quality outreach, engagement, and monitoring funds, and eliminates contributions to the regional Ozone Non-Attainment planning agency (RAQC), a lawnmower rebate program and Board meals.

Capacity areas and programs impacted, as described in 2019 updates to the City's Air Quality Plan, include:

- Outreach, incentive, and engagement programs: This eliminates the majority of outreach and engagement funds, including hourly support for campaign coordination and website enhancements. This reduction also eliminates a lawn and garden equipment rebate program designed to reduce contributions from small gas-powered engines to ozone pollution. Reductions will limit air quality programs to mainly free media, which may impact the ability to reach undeserved community members.
- Collaboration with regional partners: This eliminates the local contribution to the Regional Air Quality Council (RAQC), which is the lead planning agency working regionally to bring ozone levels below Federal health-based standards. Eliminating these funds will impact RAQC programming but does not preclude the City from applying for RAQC grants.
- Collaboration with stakeholders: This would eliminate monetary support for the Air Quality Advisory Board, including meals and minute taking. In 2020, the Board has been meeting remotely, but are expected to resume in person for all or part of 2021. Eliminating these funds may create a barrier to inclusion and participation, as meetings often occur during dinner time.
- Tracking and reporting air pollution data: The City currently operates an air quality monitoring network, which includes ozone, particulate matter, and visibility cameras. While continued operation of existing equipment is preserved, this reduction eliminates the majority of contingency funds that are used for repair and maintenance, and also funds that could be used to expand the network of low-cost particle monitors.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

27.11 Reduction: Elimination of Holiday Tree Recycling Program (City-sponsored drop off sites) - Funded

2021 - (\$15,000)

Offer Type: Reduction

For 30 years, the City has provided Christmas tree recycling for no charge; the program has run for many years from Dec. 26 to Martin Luther King Jr. Day (3rd week of January) at four collection sites distributed around the community as well as a drop off site hosted by Larimer County at the landfill. In the City program, Forestry chips

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the trees; the resulting mulch is used by the City and Poudre School District and also made available for free to residents.

The Waste Reduction & Recycling budget pays for the advertising, fencing for the sites (to prevent trees from blowing loose in high winds), and Forestry to chip the trees. An average of 7,000 11,000 trees are recycled each year (costing the City \$1.36 \$2.14/tree). Due to increased costs for staffing, current plans are to reduce from four to two collection sites in 2020 to stay in budget.

This offer would eliminate the City provided tree recycling program at an annual cost savings of \$15,000.

Pros:

- Residents would still be able to recycle holiday trees year round (and would generate more support for these programs)
 - o \$1 at Hageman Earth Cycle
 - o \$6 at Timberline Recycling Center
 - o Larimer County Landfill Green Waste Program (unclear if the County would continue to accept them for no charge)

Cons:

- Change in expectation from residents
 - o May have to drive further to recycle trees (see options above)
 - o Have to pay a fee for a previous “free” service
- May lead to more trees being landfilled, which is contrary to waste reduction and climate commitments
- Highly likely the public will still dump trees at traditional drop off sites, which will incur cost for Forestry to clean up
- o Forestry could incur \$5 10k of unbudgeted time to handle, which may last up to 5 years after the program ends
- Communications needs would be increased to alert the community about the elimination of the program and alternatives available

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.

27.12 Reduction: Timberline Recycling Center - Gate Fee Changes - Unfunded

2021 - (\$33,000)

Offer Type: Reduction

The Timberline Recycling Center (TRC) was built in 2016 in support of the Council adopted Road to Zero Waste goals, providing an opportunity for recycling everyday recyclables as well as hard to recycle materials. It currently operates in two distinct halves:

- The Everyday Recyclables side: ~350 visitors/day, open 7 days a week during daylight hours, accepts everyday/curbside recyclables for no charge
- The Hard to Recycle (HTR) Yard: ~50 visitors/day, open 5 days a week during business hours, \$5 entry fee, accepts hard to recycle materials, is operated by a contractor

Due to poor recycling markets and increased costs for hauling materials, the TRC is estimated to be over budget by \$71k in 2020. As ongoing 2021 offers were required to be submitted at no increase, it is likely to be over budget in 2021 if remaining at status quo.

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This offer proposes to make substantial changes to the operations of the TRC by charging a small fee to users. This would allow continued service to the community while reducing the City funding. Depending on the fee selected, this offer would decrease the City funding by \$40k (\$2 entry fee) \$100k (\$3 entry fee). These reductions factor in increased staff costs for extended hours and would eliminate the budget overrun.

What would change:

- Traffic patterns would be altered to unify the site into one operation open 8 a.m. 6 p.m. Mon Sat with an entry fee for all users. All users would pay \$2 \$3 per visit, depending on the option selected.
- Impact to Everyday Recyclables users: would start paying an entry fee, TRC would be open reduced hours
- Impact to current HTR users: entry fee would decrease, open extended hours.

What would stay the same

- All current materials would still be collected
- Facility available for any person or business to use

Scalability: Entry fee can be scaled to match preferred budget reduction.

\$2 fee = \$33k savings

\$2.50 fee = \$75k savings

\$3 fee = \$110k savings

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

61.1 Natural Areas - Land Conservation - Funded

2021 - \$4,907,972

Offer Type: Ongoing

The purpose of this offer is to fund the Land Conservation work group of the City's Natural Areas Department with designated City and County sales tax revenues. Land conservation is a core purpose of the department and language in the citizen initiated ballot measures requires the City to continue buying and restoring land. Thus, this offer includes funds to buy and conserve land and water rights, and to support associated staff.

The offer includes all costs associated with land conservation: staff (1.7 FTEs), legal advice, real estate services support, consulting costs, appraisals, and surveys. The main land conservation activities include acquisition of land or interests in land (conservation easements and leases) and the acquisition of water rights in accordance with the Natural Areas Master Plan and City Plan. This work group also administers right of way (ROW) and utility easement requests; negotiates, administers and monitors leases; administers and monitors conservation easements; and manages water assets. Each year the department negotiates and closes on 12 or more complex land conservation and ROW transactions valued at \$4 million on an average annual basis. Additional responsibilities include monitoring over 30 conservation easements on over 6,500 acres of land, administering and monitoring ROW transactions, and administering and monitoring over 20 leases.

While some conservation services are contracted, most of the services are provided internally by Real Estate Services and the City Attorney's Office, who are

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compensated by Natural Areas.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

61.2 Natural Areas - Department Management - Funded

2021 - \$1,266,267

Offer Type: Ongoing

The purpose of this offer is to fund the Department Management work group of the Natural Areas Department with designated City and County sales tax revenues.

The offer includes all costs associated with department management: staff (4.30 FTEs), office supplies for the entire department, and the Administrative and IT charges to the Natural Areas Department.

Management activities include personnel management, budgeting, long range planning, and the development and administration of Natural Areas management guidelines and policies. Natural Areas, now in its twenty eighth year, has evolved from focusing primarily on land conservation to become a multi faceted department. In 2019 Natural Areas transitioned through a reorganization of the Natural Areas work groups, which now include department management, public engagement, rangers and visitor services, resource management, trails and visitor amenities, planning and special projects, land conservation, and facility operations.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

61.3 Natural Areas - Public Engagement - Funded

2021 - \$626,237

Offer Type: Ongoing

This offer finances the public engagement, education, outreach, and volunteer management functions of the Natural Areas Department; all supported with dedicated City and County sales taxes (Open Space Yes! & Help Preserve Open Space).

The Public Engagement work group provides community members opportunities to recreate, as well as to develop a deeper understanding, appreciation, and connector to natural areas.

Public Engagement programming and activities include the involvement of over 1,200 volunteers; development of materials for the community such as maps and brochures as well as interpretive signs; technology; and free activities, events, and field trips (9,927 people participated in 400 activities and volunteer opportunities in 2019).

Last year, 1,245 volunteers contributed 16,404 hours, the equivalent time of more than 7 employees with an economic impact of \$459,659. Community involvement in the 2019 Foothills Natural Areas Management Plan Update engaged 2,464 people and last year, 46 natural area volunteer adopters picked up 280 bags of trash.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

61.4 Natural Areas - Resource Management - Funded

2021 - \$1,551,065

Offer Type: Ongoing

The purpose of this offer is to fund the restoration of native plant and wildlife species on the City's 50 natural areas, supported entirely by dedicated City and County sales taxes.

The Resource Management work team provides noxious weed management, native vegetation restoration, wildlife management, and agricultural functions in support of the Natural Areas Department's conservation mission.

Efforts funded through this offer include the restoration of native vegetation on land previously converted to agricultural or industrial use. Native vegetation provides improved habitat for a variety of wildlife species from large mammals (deer, black bear, mountain lion), birds (bald eagle, grasshopper sparrow, boblink), and to important pollinators such as native bees. This offer also provides continued support for the reintroduction of the black-footed ferret, a federally endangered mammal reestablished at Soapstone Prairie Natural Area in 2014.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

61.5 Natural Areas - Trails and Visitor Amenities - Funded

2021 - \$1,488,347

Offer Type: Ongoing

This offer supports Natural Areas infrastructure, which is funded entirely by dedicated City and County sales taxes.

The City manages 50 natural areas encompassing 37,297 acres and 107 miles of trail. The Trails and Visitor Amenities work team manages essential infrastructure such as trails, parking lots, fences, restrooms, signage, and more that protect natural resources, enrich recreational opportunities, and connect people to nature. These built recreational infrastructure elements are carefully designed to enhance visitor enjoyment and safety, while helping to protect natural resource values.

Maintaining and improving trails and visitor amenities is vital to ensuring natural areas conservation, continued wellness opportunities, high quality of life, and natural settings for public recreation.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

61.6 Natural Areas - Facility Operations - Funded

2021 - \$722,747

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Offer Type: Ongoing

The purpose of this offer is to support the Natural Areas Department's facility operations, historic structures and infrastructure with designated City and County sales tax revenues.

The City manages 50 natural areas encompassing 37,297 acres and over 105 miles of trails which include a variety of structures. The Facility Operations work team maintains the essential equipment and field supplies, as well as 14 office and shop buildings, 5 residences, 23 vault toilets, the Primrose Studio rental facility, and more than 20 historic structures. This offer also supports associated Natural Areas infrastructure such as asphalt, concrete, solar gates, call boxes, and the like.

The Facility Operations Team is responsible for construction and maintenance of buildings that support Natural Areas staff and programs. Natural Areas building and supporting infrastructure needs are met through natural areas dedicated tax revenues and are not funded by the City's General Fund.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

61.7 Natural Areas - Planning & Special Projects - Funded

2021 - \$1,371,695

Offer Type: Ongoing

The purpose of this offer is to fund the Planning and Special Projects (PSP) work group of the Natural Areas Department using dedicated City and County sales tax revenue. This group provides planning and project management services that drive responsible restoration, management, and community use of City owned Natural Areas. Additionally, the Planning and Special Projects team oversees the integration of habitat and natural landscape projects throughout the City's urban areas through management of Nature in the City capital projects and other community partnerships.

The offer includes funding for 1 Environmental Program Manager, 2 Senior Environmental Planners, 3 Environmental Planners, 1 Watershed Planner and 1 GIS Specialist. The offer also supports funding for capital restoration projects, as well as continued habitat establishment efforts at sites restored through previous BFO offers.

Additionally, this offer will fund monitoring and analysis to inform future restoration and visitor use planning. Priorities for 2021 include evaluating the impact past restoration efforts are making toward strategic objectives and studying the impact of recreation activities on wildlife. The comprehensive work of the PSP team is community driven through a variety of Natural Areas Department plans and policies. In 2021 these documents will evolve to become dynamic resources that engage the community through an online, mobile friendly GIS dashboard. The dashboard will facilitate greater transparency into and understanding of natural areas, the department's work, and efforts to meet City level priorities. Internally, this process improvement will streamline Natural Areas operations, improve land management planning, and increase accountability.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

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61.8 Reduction: Scale Down Natural Areas Land Conservation - Funded

2021 - (\$400,000)

Offer Type: Reduction

With the reduction in designated City and County sales tax revenues, the funds to conserve land as natural areas will need to decrease. Land conservation is a core purpose of the Natural Areas Department, and the citizen initiated ballot measures that fund the Natural Areas Department require the City to conserve and restore land. In a typical year Natural Areas staff negotiate and close on approximately 6 complex land conservation transactions with an annual budget of around \$4 million. With the budget slightly diminished in 2021, potentially one land deal may need to be delayed. Natural Areas reserves and grant funding could still support the most critical land conservation opportunities.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

62.1 Nature in the City - Funded

2021 - \$100,991

Offer Type: Ongoing

The purpose of this offer is to provide Nature in the City implementation and community engagement. Nature in the City projects increase habitat connectivity, foster stewardship, and provide community members with easier access to nature by integrating small natural spaces into diverse neighborhoods. As Fort Collins grows, Nature in the City works to increase the community's familiarity with and acceptance of native plantings and naturalized landscapes. The Nature in the City strategic plan was unanimously adopted by City Council in 2015.

Specifically, this offer supports one FTE position. The Nature in the City position plays an important role as an integrator across City departments and building partnerships with external stakeholders. By collaborating with other departments, such as Development Review and Utilities, and aligning funding opportunities, we are able to meet multiple goals through common initiatives. Additionally, by leveraging program funds from this offer, Nature in the City is able to support regional events focused on conservation and shifting the urban landscape toward more diverse plantings. Through both internal City efforts and public/private partnerships, Nature in the City provides tools and services to the community resulting in diverse, native landscapes from the center of the city to the edges of the Growth Management Area.

By the end of 2020, Nature in the City will have funded over 40 projects in every quadrant of the City. Recent programming achievements include establishing an integrated, City wide vegetation team; establishing a City wide vegetation database; building numerous relationships with aligned community organizations; and supporting the land use code audit.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

62.2 Enhancement: Nature in the City - CCIP - Funded

2021 - \$250,000

Offer Type: Enhancement

The purpose of this offer is to utilize voter approved Community Capital Improvement Project (CCIP) funds to implement Nature in the City projects across the urban core. These projects increase habitat connectivity, foster stewardship, and provide community members with easier access to nature by integrating small natural spaces

ENVIRONMENTAL HEALTH

into diverse neighborhoods. As Fort Collins grows, Nature in the City projects increase the community's familiarity with and acceptance of native plantings and naturalized landscapes. Additionally, these projects increase the wildlife value of such efforts by creating stronger connectivity between larger patches of urban habitat such as Natural Areas and city parks.

Specifically, this offer supports two types of projects:

- 1) Those funded through the Nature in the City grants program, which promotes community driven efforts to convert front yards, school yards, and privately owned open space (i.e., HOA green space) into diverse habitat.
- 2) Nature in the City demonstration projects on City owned land, which brings larger native habitat projects to heavily utilized and underrepresented areas through cross-departmental collaborations.

By funding both internal City efforts and public/private partnerships, these projects serve as demonstrations for how the community can integrate diverse, native landscapes from the center of the City to the edges of the Growth Management Area. By the end of 2020, Nature in the City will have funded over 40 projects in every quadrant of the City.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- NLSH 1.5 - Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.



Safe Community

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

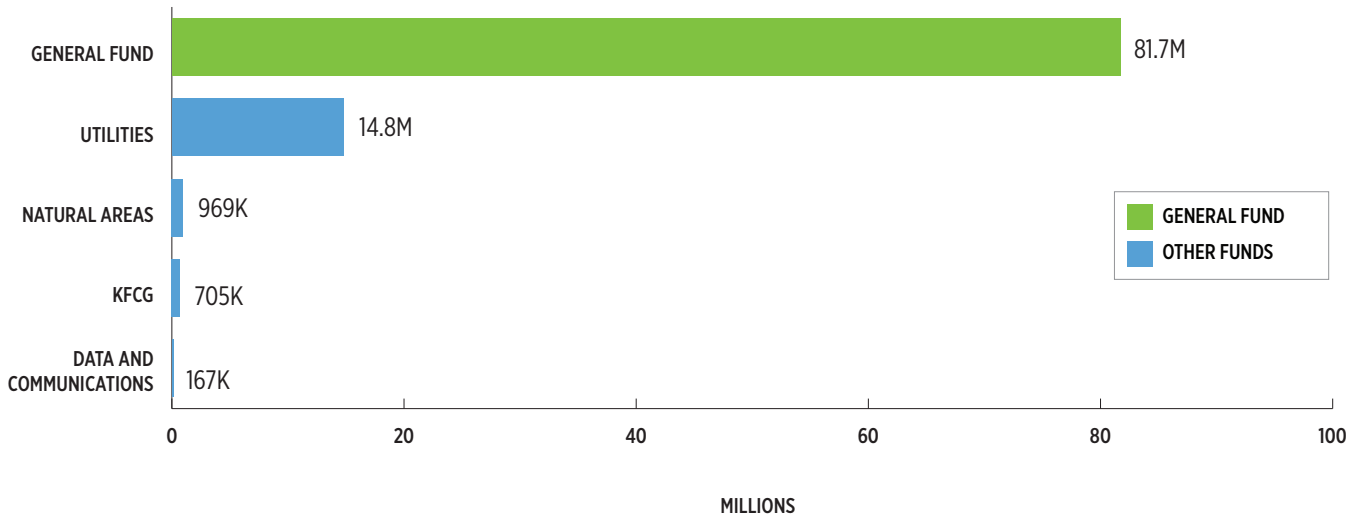




Safe Community

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*

Offer #	Offer Title	Primary Strat. Obj.	2021
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
Positions Added:			
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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
7.1 IT Cybersecurity Offer Type: Ongoing	438,293	0	356,382	81,911	0
			<i>Data & Communications</i>		
7.2 Enhancement: Technology Infrastructure and Process Performance Offer Type: Enhancement	85,000	0	0	0	85,000
				<i>Data & Communications</i>	
14.1 Utilities: Stormwater - Drainage & Detention Offer Type: Ongoing	1,676,004	0	0	1,676,004	0
				<i>Stormwater</i>	
14.2 Utilities: Stormwater - Engineering Offer Type: Ongoing	1,734,771	0	0	1,734,771	0
				<i>Stormwater</i>	
14.3 Utilities: Stormwater - Minor Capital Offer Type: Ongoing	700,000	0	0	700,000	0
				<i>Stormwater</i>	
14.4 Utilities: Stormwater - Master Plan Updates Offer Type: Ongoing	450,000	0	0	450,000	0
				<i>Stormwater</i>	
14.5 Utilities: Stormwater - Developer Repayments Offer Type: Ongoing	510,000	0	0	510,000	0
				<i>Stormwater</i>	
14.6 Utilities: Stormwater - Collection System Small Projects Offer Type: Ongoing	1,500,000	0	0	1,500,000	0
				<i>Stormwater</i>	
14.7 Utilities: Stormwater - Stream Rehabilitation Program Offer Type: Ongoing	3,100,000	0	0	3,100,000	0
				<i>Stormwater</i>	
14.11 Enhancement: Utilities: Stormwater - Poudre Levee Program (Design and some construction) 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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
14.12 Enhancement: Utilities: Stormwater - Oak Street Stormwater Improvements - Design Offer Type: Enhancement	500,000	0	0	0	500,000 <i>Stormwater</i>
14.13 Enhancement: Utilities: Stormwater - North Mason / North College Phase1 - Design and some construction Offer Type: Enhancement	1,500,000	0	0	0	1,500,000 <i>Stormwater</i>
14.14 Enhancement: Utilities: Stormwater - Castlerock Road Repairs Offer Type: Enhancement	750,000	0	0	0	750,000 <i>Stormwater</i>
14.16 Enhancement: Utilities: Stormwater - Boxelder Watershed Dams Offer Type: Enhancement	200,000	0	0	0	200,000 <i>Stormwater</i>
14.17 Enhancement: Utilities: Stormwater - Land Acquisition Offer Type: Enhancement	250,000	0	0	0	250,000 <i>Stormwater</i>
14.18 Enhancement: Utilities: Stormwater - Glenmoor Pond Enhancements Offer Type: Enhancement	250,000	0	0	250,000	0 <i>Stormwater</i>
14.20 Enhancement: Utilities: Stormwater - Cured-in-Place Pipe Lining Offer Type: Enhancement	450,000	0	0	450,000	0 <i>Stormwater</i>
14.26 Enhancement: Utilities: Stormwater - Enhancement to Maintain Levels of Service Offer Type: Enhancement	68,206	0	0	68,206	0 <i>Stormwater</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

SAFE COMMUNITY - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

SAFE COMMUNITY - 2021

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
18.7 Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) 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 Offer Type: Ongoing	847,810	847,810	0	0	0
	<i>Camera Radar</i>				
18.9 Police Colorado Regional Information Sharing Project [CRISP] 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 Offer Type: Ongoing	186,173	0	186,173	0	0
18.28 Police Collective Bargaining Unit Contractual Wage Increases Offer Type: Ongoing	TBD	0	TBD	0	0
25.1 City Manager's Office: Office of Emergency Preparedness and Security Offer Type: Ongoing	504,774	0	403,111	101,663	0
				<i>Light & Power Water Wastewater Stormwater</i>	
25.2 Enhancement: Emergency Preparedness and Security - Security Programming and Technology Offer Type: Enhancement	144,425	144,425	0	0	0
	<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>				
48.1 Municipal Court Services - General and Camera Radar/Red Light Caseload 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 Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
48.2 Enhancement: 0.75 Hourly FTE for Assistant Municipal Judges and Camera Radar/Red Light Court Clerk Offer Type: Enhancement	74,008	74,008	0	0	0
		Camera Radar			
48.5 Municipal Court Services - Specialized Services Offer Type: Ongoing	273,511	273,511	0	0	0
		Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
63.1 West Nile Virus Program Management Offer Type: Ongoing	375,864	375,864	0	0	0
		Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
63.2 Reduction: Scale Down West Nile Virus Program Education and Outreach Offer Type: Reduction	(39,000)	(39,000)	0	0	0
		Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
65.1 Parks Ranger Program Offer Type: Ongoing	276,998	100,000	176,998	0	0
		Prior KFCG 0.60% - Ongoing Revenue			
65.2 Natural Areas Rangers Offer Type: Ongoing	969,474	0	0	969,474	0
				Natural Areas	
65.3 Enhancement: Encampment Cleaning and Prevention Offer Type: Enhancement	108,000	0	0	40,000	68,000
				Stormwater	General Fund
68.1 Municipal Prosecution 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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
73.1 Poudre Fire Operation, Maintenance & Capital (General Fund) Offer Type: Ongoing	31,173,521	3,062,980	28,110,541	0	0
	<i>Prior KFCG 0.60% - Ongoing Revenue</i>				
Funded Offers	98,280,911	12,118,852	67,154,481	12,632,029	6,375,549
14.21 Enhancement: Utilities: Stormwater - Maple Street Improvements - Design Offer Type: Enhancement	500,000	0	0	0	500,000
					<i>Stormwater</i>
14.22 Enhancement: Utilities: Stormwater - Dirt Management Study at Forney Site Offer Type: Enhancement	60,000	0	0	0	60,000
					<i>Stormwater</i>
Unfunded Offers	560,000	0	0	0	560,000
Total Offers	98,840,911	12,118,852	67,154,481	12,632,029	6,935,549

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7.1 IT Cybersecurity - Funded

2021 - \$438,293

Offer Type: Ongoing

Cyber attacks vary in sort and severity, from phishing emails to ransomware. They can be devastating, and that is why the City's cyber security team exists. The team and the tools for which they are accountable are part of the Defense in Depth strategy the City employs to thwart cyber attacks and make the City as difficult a target as possible. Defense in Depth means that multiple layers of security are put in place to defend the City's electronic assets against attack or compromise from an adversarial actor. The cyber security team focuses on the base level of security around networks and firewalls and portions of policy. Other engineers in City IT are responsible for additional layers of defense and are not called cyber security engineers nor are they funded in this offer.

This offer funds two Cyber security Engineers, 33% funding share for a Senior Security Analyst under Utilities, monitoring tools, and devices such as firewalls, Virtual Private Network appliances, and authentication appliances. The services, support, licensing and maintenance contracts funded by this offer enable rapid response to user requests, failed components and security improvements.

The Cyber Security division supports the following services:

- Cyber awareness training using multiple tools that are industry leading in the fight against cyber crime using Ninjio for cyber threats and PhishMe for phishing awareness
- BitSight security ratings and cyber risk management awareness solution that provides insight into the City's and our vendors' vulnerabilities and approach to their cyber security
- Formalizing the cyber incident response plan
- Consulting with critical infrastructure teams to assess cyber attack preparedness (headcount not funded in this offer but supported by this team and the appliances they manage)
- Cyber policy guidance

This offer impacts all departments in the City and partner organizations such as the Fort Collins Museum of Discovery, DDA, and Housing Catalyst.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

7.2 Enhancement: Technology Infrastructure and Process Performance - Funded

2021 - \$85,000

Offer Type: Enhancement

Ensuring that the City has a highly available, resilient and high performing infrastructure, networks and systems are a key priority to ensure the future needs of the internal-facing and community-facing digital services are managed effectively and scale in an economical, sustainable manner. In order to ensure the future needs are being considered, an external assessment is a foundational and critical component. The performance evaluation will focus on evaluating the standards, processes, performance and resiliency of the City's digital ecosystem, and both current and future growth needs to identify any gaps that, if not addressed, may increase future ongoing expenses, limit new capabilities and/or increase the risk of performance issues, outages and unplanned expenses.

This one time enhancement offer would be fully funded from dedicated Data and Communication reserves.

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This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

14.1 Utilities: Stormwater - Drainage & Detention - Funded

2021 - \$1,676,004

Offer Type: Ongoing

Funding this offer will provide the Stormwater Fund operations core services, including stormwater maintenance operations, which include: Cleaning, Televising, Mowing Debris Removal, Emergency Response, Point of Repair and maintenance of irrigation ditch trash racks. Stormwater maintenance ensures the drainage system is functioning properly and extends the design life, serviceability and efficiency of the system through repair and rehabilitation of existing stormwater infrastructure. This offer does not maintain the existing Level of Service; one other offer (14.26) has been included to maintain the existing Level of Service.

The Stormwater Utility provides dedicated funding to design and construct stream restoration and flood protection Capital Improvement Projects (CIP) including associated BMP retrofits, and to enhance stormwater quality through an emphasis on Low Impact Development policies and constructed improvements. Approximately 1,100 structures are still at risk within the 100 year floodplain.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

14.2 Utilities: Stormwater - Engineering - Funded

2021 - \$1,734,771

Offer Type: Ongoing

Funding this Offer will provide Stormwater Engineering services for the City's Stormwater Utility.

Stormwater Engineering services include: Master Planning, Floodplain Management, Flood Warning, Development Review, Stormwater Quality, and Project Management for the Stormwater Capital Improvement Program. Each of these services supports the overall purpose of the Stormwater Utility for: flood damage reduction, stormwater quality treatment and public safety, as well as the protection and enhancement of the Cache la Poudre River and its tributaries. This offer includes key program components as described below:

- Master Planning guides stormwater infrastructure for new development and identifies cost-effective flood mitigation and control, stream restoration, and BMP projects that mitigate flooding risks and enhance water quality.
- Floodplain Management provides assistance, support and regulatory oversight for proposed construction in the FEMA- and City designed floodplains and promotes flood awareness through education.
- The Flood Warning service manages a system of rainfall and stream gages that provide real-time data to assist stormwater and emergency response personnel during flood events.

SAFE COMMUNITY

- The Stormwater Quality program provides technical assistance and support along with testing and monitoring specific Best Management Practice (BMP) improvements to enhance stormwater quality and reduce the impacts of runoff from existing and new development on City streams, creeks and the Cache la Poudre River.
- Development Review works with new development and building permit proposals to ensure the City's stormwater criteria and construction standards are met.
- Project Management services manage the design and construction of projects identified in the master plans and incorporated in the Stormwater Capital Improvement Program. These projects improve life safety, reduce property damage and improve stormwater quality.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

14.3 Utilities: Stormwater - Minor Capital - Funded

2021 - \$700,000

Offer Type: Ongoing

Funding this offer will pay for the purchase or replacement of minor capital stormwater enterprise related assets. A large majority of the Minor Capital expenditure is for fleet replacement.

Fleet Services uses an asset management program that takes into consideration age, mileage, repair costs and purchase cost to determine when best to replace a vehicle. Each vehicle is also reviewed for how it is used and whether the business need has evolved over time. This allows the department to 'right size' the vehicle for its most efficient and effective use into the future.

The Stormwater Fleet system supports maintenance and construction crews in maintaining and renewing the stormwater system. The vehicle identified for 2020 is a hydro vac truck that is used to clean out manholes and pipes, and safely excavate around encroaching utilities. The current hydro vac is past its useful age and is taking more maintenance and repair than is considered cost effective, so these updates are identified as appropriate by Fleet Services.

Drainage and Detention has to deal with spoil material from construction sites and cleaning the stormwater system. This material can go to the landfill for daily cover, to multiple staging areas within the City, and/or to the landfill for disposal. To meet the City Manager's directive to divert material from the landfill, having the right equipment is essential.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

14.4 Utilities: Stormwater - Master Plan Updates - Funded

2021 - \$450,000

Offer Type: Ongoing

Funding this offer will complete updates to four Stormwater Drainage Basin plans in 2021 resulting in more accurate identification of 100 Year stormwater flows and

SAFE COMMUNITY

water surface elevations and the corresponding delineation of 100 Year floodplain and floodway boundaries. These studies utilize multi objective approaches that consider flooding risk, stormwater quality, stream rehabilitation, natural areas, trails, recreation and parks. Key elements include updating hydrology (how much water), analyzing hydraulic conveyances (where does the water flow), developing project alternatives (potential solutions to problems and challenges), improving stormwater quality, and selecting a preferred alternative (including a conceptual design) to alleviate potential flooding and project issues. These studies also analyze and delineate flood hazard areas typically referred to as floodplains. The information from these studies guides potential development opportunities. Conceptual cost estimates for identified projects are prepared and then projects are prioritized for consideration in the City's Capital Improvement Program.

Drainage basin plans are typically completed in phases. These phases are structured as Hydrology, Hydraulics and Selected Plan, and Flood Hazard Area Delineation (FHAD).

The potential Mulberry Corridor Annexation has elevated the urgency of updating the Dry Creek Selected Plan.

Below is a summary of the proposed funding for 2021. This list is subject to change based on development needs and floodplain mapping requirements.

DRAINAGE BASIN	UPDATE PHASE	COST
Spring Creek	Hydrology	\$175,000
Fossil Creek	Hydrology	\$175,000
Dry Creek	Selected Plan	\$50,000
Mail Creek	Selected Plan	\$25,000
Public Outreach		\$25,000

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- NLSH 1.7 - Develop options and assess the feasibility of the annexation of the Mulberry Corridor.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

14.5 Utilities: Stormwater - Developer Repayments - Funded

2021 - \$510,000

Offer Type: Ongoing

Funding this Offer will reimburse development projects that have paid for the design and construction of specific regional stormwater improvements required by the City's approved master drainage basin plans that are not fully attributable to the respective development. These improvements are typically flood control or management projects, stream rehabilitation projects, stormwater detention facilities and/or stormwater quality BMP projects.

A new hotel is being developed at the southwest corner of College Avenue and Prospect Road. To more efficiently handle stormwater runoff, staff from the City and development consulting team have been coordinating efforts to address both public and private participation in upgrading the stormwater drainage collection system in this area. The developer will also provide easements, if required, for installation and maintenance of the new stormwater improvements. Initial preliminary estimates are the reimbursable portion will be approximately \$410,000.

Based on pending development review submittals, it is anticipated that additional reimbursement requests for stormwater facilities will be submitted in 2021. Because the timing of reimbursements is dependent on others, specific projects are difficult to anticipate in advance. If funding is not available, this impacts the pace and location of

SAFE COMMUNITY

development within the city. An additional \$50,000 is being requested in 2021 for future reimbursements.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

14.6 Utilities: Stormwater - Collection System Small Projects - Funded

2021 - \$1,500,000

Offer Type: Ongoing

Funding this offer will provide design and construction of smaller, high priority stormwater improvement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in house forces.

Each year, the Stormwater Utility designs and constructs storm sewer lines and infrastructure replacement projects to correct deficiencies in the system, upgrade facilities, expand capacity and rehabilitate underserved areas. The design and construction of these projects are done with Utility in house staff and construction crews, which allows for schedule flexibility, construction efficiencies and reduced design and construction costs. The Small Capital Projects are coordinated with other City departments to capitalize on opportunities for collaborative projects. An example of an opportunity project is replacing old or broken storm pipe before the Streets department paves the road to eliminate the risk of cutting new asphalt to repair the pipe later on. Another example would be making repairs to streams or river banks ahead of parks and natural areas trail projects.

Replacing these facilities brings them up to current standards, lowers long term maintenance needs, and protects habitat and property. As part of its Asset Management Program, Utilities determines its Small Capital Project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety.

The current estimated plan for 2021 construction is as follows:

- L Path Poudre River Bank Repair
- Magnolia & Shields
- Parker St 200 Blk
- Whedbee Lateral
- Smith Lateral
- Laporte 400 to 500 Blk
- Pitkin 100 to 300 Blk
- Parkwood Lake Outlet
- Laporte Arthur Ditch bore
- Alta Vista

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

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14.7 Utilities: Stormwater - Stream Rehabilitation Program - Funded

2021 - \$3,100,000

Offer Type: Ongoing

Funding this offer will complete the design and construction for stream rehabilitation water quality improvements within the Mail Creek stormwater basin.

Stream improvements will include stabilizing the creek beds and banks through a combination of bio engineered designs, earth moving, regrading and re vegetation. The Mail Creek project will require easement dedication from property owners to construct and maintain the improvements. The project will address severe erosion and vertical banks that are a safety threat to private property, stormwater conveyance and water quality. Water quality improvements will include retrofitting existing stormwater facilities, such as detention basins and swales, to treat stormwater runoff.

In 2012, City Council approved an update to the Stormwater Master Plan in accordance with Stormwater repurposing goals to incorporate environmentally focused projects such as stream rehabilitation and water quality BMP regional projects and retrofits. The Stormwater Master Plan is a layered compilation of various studies, modeling results and engineering assessments. Each stormwater basin (12 basins) across Fort Collins has its own individual basin plan comprised of Flood Protection and Mitigation Plans, newly incorporated stream rehabilitation projects and regional water quality BMP Retrofit projects. The Stream Rehabilitation and Enhancement Program (SREP) projects were prioritized in 2012 using a Multi Criterion Decision Analysis (MCDA) tool created to provide a flexible, rational and transparent means to rank and prioritize projects.

Mail Creek stream reach 1 1 is the next priority project for the SREP, which is from the confluence of Fossil Creek upstream to Mail Creek Lane.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

14.11 Enhancement: Utilities: Stormwater - Poudre Levee Program (Design and some construction) - Funded

2021 - \$1,000,000

Offer Type: Enhancement

Funding this offer will provide final design and cost estimating of floodplain improvements for two deficient City owned levees along the Poudre River. These improvements will restore freeboard (vertical height between water surface elevations [WSEs] and top of levee) to the levees and meet FEMA requirements.

Both levees provide protection to critical infrastructure and facilities. The two levees in need of improvement are referred to as the Drake Levee and the Timberline Levee. The primary purpose of the Drake Levee is to provide 100 year regulatory flood protection for Drake Water Reclamation Facility (DWRf), its attendant structures and properties located southwest of the site. The primary purpose of the Timberline Levee is to provide 100 year regulatory flood protection for the businesses located south of the Poudre River to Prospect Road, including school district facilities as well as the arterial roadway, Timberline Road.

During the in progress FEMA Poudre River RiskMAP project, it was determined that WSEs on both levees are higher than the current adopted floodplain mapping. As a result, these existing levees do not meet FEMA freeboard requirements.

Several improvement options are being explored to bring the levees into compliance including: 1) raising and/or extending the two existing levels and 2) reshaping areas within the floodplain to improve storage and conveyance. The floodplain reshaping would be a partnership with the City's Natural Areas program to also improve the riparian corridor along the Poudre River.

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Remediation measures are required for the levees to be re certified by FEMA. If these measures are not taken, DWRF and other downstream properties, currently protected by these levees, will be placed back into the 100 year FEMA regulatory Poudre River floodplain.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

14.12 Enhancement: Utilities: Stormwater - Oak Street Stormwater Improvements - Design - Funded

2021 - \$500,000

Offer Type: Enhancement

Funding this offer will provide design for stormwater infrastructure for the Oak Street Stormwater Improvement Project, part of the larger, long term Downtown Stormwater Improvement Program (DSIP).

Design of the Oak Street Project will be an extension of the previously constructed Oak Street Outfall and will provide stormwater quality using green infrastructure, or low impact development treatment systems, in addition to large pipe. The project will extend west from the Mason and Oak streets intersection and terminate at the Jackson Avenue and Oak Street intersection near City Park. This is approximately 6,000 linear feet of stormwater mains, ranging from 78 inch diameter at Mason Street to 72 inch diameter at Jackson Avenue. The project also will include several “lateral” extensions from the main on Oak Street, north to Mountain Avenue or south to Olive Street, that will improve inadequate drainage at these locations.

Flood hazards in the Old Town Basin are generally caused by the inability of the existing streets and storm sewers to adequately convey storm runoff from moderate to large storms. There are over 550 structures in the basin that are vulnerable to damages from urban flooding. The Oak Street Stormwater Improvements Project is one of several stormwater projects that have been identified as part of the overall DSIP that will contribute to resolving urban flooding issues in Downtown Fort Collins.

In support of the Environmental Health Strategic Outcome and to meet the Citywide goal of providing stormwater quality, green infrastructure elements will be included in the design of this project and will further filter and clean stormwater runoff before its outfall into the Cache la Poudre River.

This offer will fund approximately one third of the final design of the Oak Street Stormwater Improvements Project. The remaining design funding will be requested in 2022.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

14.13 Enhancement: Utilities: Stormwater - North Mason / North College Phase1 - Design and some construction - Funded

2021 - \$1,500,000

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Offer Type: Enhancement

Funding this offer will provide stormwater infrastructure along the proposed North Mason Street corridor alignment from the Cache La Poudre River to north of Hickory Street.

The project will provide for the final design of the North Mason area stormwater drainage outfall from Hickory Street to the Poudre River along the proposed North Mason transportation corridor. The project provides a stormwater outfall for the area and supports economic health for the North College Citizens Advisory Group and Urban Renewal Authority and promotes development and re development in the North College area while also protecting, sustaining, and improving the Poudre River health and watershed.

This project is a priority for the Stormwater Utility due to the possible funding contribution by the North College Urban Renewal Authority (URA). If URA funding does not become available, the project will be reprioritized in the capital improvement plan and may not be recommended in the budget.

Though this funding request is for final design of the complete stormwater outfall drainage system from just north of Hickory to the Poudre River outlet south of Legacy Park road, the project is divided into two phases or segments. Segment 1 is from the Poudre River just downstream of Legacy Park, then north to just east of the railroad crossing, north of the access road to Legacy Park. Segment 2 is from just east of the railroad tracks (the north end of Segment 1) to north of Hickory Street along the City's proposed alignment for North Mason Street. Segment 2 would not be constructed until the City's Engineering Department acquires the land for the North Mason Street alignment, as the segment construction is contingent upon this land acquisition. (It is proposed that Segment 1 will be designed and constructed first while land is acquired for Segment 2.)

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

14.14 Enhancement: Utilities: Stormwater - Castlerock Road Repairs - Funded

2021 - \$750,000

Offer Type: Enhancement

This offer will fund utility and roadway repairs associated with the Castlerock Drive storm sewer.

The Castlerock Storm Sewer extends from approximately the intersection of Glenmoor Drive and West Plum Street to Red Fox Meadows Natural Area. Since 2013, the roadway above the storm sewer has settled due to the construction of the large diameter storm sewer. This settlement has caused the concrete surface to crack, leading to safety and maintenance concerns. This offer will replace the existing concrete pavement with either a new concrete or asphalt surface along the storm sewer alignment in Castlerock Drive, Elizabeth Street and Glenmoor Drive.

The settlement and concrete impacts the rideability and maintenance cost of the road. The road surface needs to be restored to address future safety concerns and maintenance costs.

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

14.16 Enhancement: Utilities: Stormwater - Boxelder Watershed Dams - Funded

2021 - \$200,000

Offer Type: Enhancement

Funding this offer will provide Fort Collins' share of costs to address risk associated with Boxelder Creek Watershed (BCW) Dams B 2, B 3, B 4, B 5 and B 6.

The BCW Dams were constructed in the late 1970s and early 1980 in northern Larimer County to reduce flood risks in the Boxelder Creek Watershed. After more than 35 years of population growth and land development in Larimer County, these facilities now protect developed areas within portions of Fort Collins, Wellington, Timnath, and unincorporated Larimer County. The consequences of a dam failure and/or release of flood flows through the emergency spillways for BCW Dams B 2, B 3 and/or B 4 pose a flood risk to life safety and flooding of a large number of homes and businesses in the downstream communities. The dams are also classified as high hazard by the Natural Resource Conservation Service (NRCS).

The BCW Dams do not meet current safety and performance standards established by state and federal rules. A Risk and Consequence Analysis was performed to determine whether measures such as physical rehabilitation or reconstruction of the dams and their associated emergency spillways is required or whether other protective measures are appropriate. Dams that have a LOW Failure Likelihood and a Consequence LEVEL 3 do not compel physical dam and/or spillway modifications. The project stakeholders intend to review and update the Emergency Action Plans and install flood water elevation monitoring systems at BCW Dams B 2, B 3 and B 4 to achieve the LOW / LEVEL 3 Rating needed to meet SEO Division of Dam Safety requirements and avoid costly dam and/or spillway modifications. Since BCW Dams B 5 and B 6 meet SEO requirements, only maintenance (woody debris removal, removal of sediment, cleaning of toe drains, etc.) activities are needed at this time.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

14.17 Enhancement: Utilities: Stormwater - Land Acquisition - Funded

2021 - \$250,000

Offer Type: Enhancement

Funding this offer will enable Stormwater to purchase land and acquire easements to construct, operate and maintain necessary stormwater infrastructure such as regional detention facilities, rehabilitated creeks and drainageways, major capital improvement projects, storm sewer systems and appurtenances, and regional water quality features.

Stormwater Master Planning has identified stormwater improvements throughout the city and maintains a list of prioritized projects with conceptual cost estimates. Funding is requested through the BFO process to design and construct these projects; approximately \$370 million is needed. Given this amount, it may take 25-30 years to fund and construct the improvements. Many of these regional stormwater improvements will be at least partially located on undeveloped and developed parcels of land within the city limits. On occasion, these parcels may be considered for private development or redevelopment years before funding will be available to construct the identified stormwater improvements. Funding this offer will enable Stormwater to acquire these parcels and reduce costly realignments. Land acquisition associated with funded stormwater CIP projects will be provided from that specific enhancement offer.

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Funds from this offer could also be used for legal advice, real estate services support, environmental site analyses, consulting costs, real estate appraisals, and property surveys. Primary activities would include acquisition of land or interests in land in support of stormwater Master Plans.

This offer will be submitted again with the 2022 BFO cycle to request funding for stormwater land acquisition purchases.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

14.18 Enhancement: Utilities: Stormwater - Glenmoor Pond Enhancements - Funded

2021 - \$250,000

Offer Type: Enhancement

This offer will fund landscape enhancements for the Glenmoor Detention Pond.

The Glenmoor Detention Pond was constructed for flood mitigation in 2011. This offer will enhance the detention area by implementing additional landscaping to align with the goals of the City's Nature in the City program of access to nature, high quality natural spaces, and land stewardship. The additional landscaping may include additional shrubs and trees, pollinator gardens, woody habitat areas, and enhanced trails and interpretative areas.

These enhancements will improve the natural space with diverse social and ecological opportunities as well as improve the overall aesthetic experience for the community.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

14.20 Enhancement: Utilities: Stormwater - Cured-in-Place Pipe Lining - Funded

2021 - \$450,000

Offer Type: Enhancement

Funding this offer will improve the integrity of several thousand lineal feet of storm sewer main by installing Cured In Place Pipe (CIPP) lining. Portions of the stormwater collection system are at or approaching the end of their useful life. The deterioration of the pipes causes blockages and failures, and infiltration of ground water into the collection system resulting in soil and subgrade movement that can cause sink holes and structural failures. Blockages and structural failures in the stormwater collection system can also result in localized and regional flooding. Lining a stormwater main can extend its useful life by nearly 50 years at a fraction of the cost of full pipe replacement requiring open excavation. This method is preferred in areas of poor access or where major construction would cause severe impacts to traffic or customers. CIPP lining is considered a 'trenchless' rehabilitation method as it does not require excavating in the street. CIPP is a jointless, seamless, pipe within a pipe to rehabilitate pipes. A resin saturated felt tube made of polyester, fiberglass cloth and several other materials suitable for resin impregnation is inverted or pulled into a damaged pipe. It is usually done from the upstream access manhole. Lateral connections are also restored without excavation in the manhole or via a remote controlled device that drills a hole in the liner at the point of the lateral connection. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

14.21 Enhancement: Utilities: Stormwater - Maple Street Improvements - Design - Unfunded

2021 - \$500,000

Offer Type: Enhancement

Funding this offer will provide design for stormwater infrastructure for the Maple Street Stormwater Improvement Project, part of the larger, long term Downtown Stormwater Improvement Program (DSIP).

Design of the Maple Street Project will be a lateral of the previously constructed Howes Street Outfall and will provide stormwater quality using green infrastructure, or low impact development treatment systems, in addition to large pipe. The project will extend west on Maple St. from the existing stormwater outfall between Mason and Howes Streets and terminate west of Shields Street on Laporte Avenue. The project includes approximately 8,000 feet of large diameter storm sewer pipes and box culverts in addition several laterals.

Flood hazards in the Old Town Basin are generally caused by the inability of the existing streets and storm sewers to adequately convey storm runoff from moderate to large storms. There are over 550 structures in the basin that are vulnerable to damages from urban flooding. The Maple Street Stormwater Improvements Project is one of several stormwater projects that have been identified as part of the overall DSIP that will contribute to resolving urban flooding issues in Downtown Fort Collins.

In support of the Environmental Health Strategic Outcome and to meet the Citywide goal of providing stormwater quality, green infrastructure elements will be included in the design of this project and will further filter and clean stormwater runoff before its outfall into the Cache la Poudre River.

This offer will fund approximately one quarter of the final design of the Maple Street Stormwater Improvements Project. The remaining design funding will be requested in 2022.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

14.22 Enhancement: Utilities: Stormwater - Dirt Management Study at Forney Site - Unfunded

2021 - \$60,000

Offer Type: Enhancement

Funding this offer will begin a process to study the existing dirt management site near 1900 W. Vine Street. Water Field Services currently hauls excavated dirt and debris to and from this 2.0 acre site and has a screening operation to clean the dirt. Screened backfill from this site is used on other City projects, by Customers and hauled to Larimer County Landfill for Average Daily Cover (ADC).

In recent years, current and proposed development is encroaching on this location and Water Field Operations would like to commission a study to evaluate alternatives to moving the site to a more remote location or improving the existing site to lower surrounding impact and improve efficiencies. This operation is a significant amount of

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the waste diversion volume that is reported by Sustainability Services and makes a large impact to climate action plan goals. Additionally the plans for closing the Larimer County Landfill in 6 - 8 years is in consideration as depending on it's location our operations could have very long haul times to remove unwanted dirt.

It should be noted that funding this study would give recommendations for alternatives and some concept cost estimates. These alternatives would make future investment recommendations and potentially purchase of land, real estate or easements.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

14.26 Enhancement: Utilities: Stormwater - Enhancement to Maintain Levels of Service - Funded

2021 - \$68,206

Offer Type: Enhancement

Funding this offer will maintain the existing Level of Service in Stormwater Drainage and Detention Services. The Stormwater Drainage and Detention Division maintains the stormwater system within the Growth Management Area, which currently includes nearly 200 miles of pipe, 138 miles of bridges, 108 City owned ponds and a number of inlets and manholes. As the community grows, the area that the Stormwater Drainage and Detention Division covers will grow as well. The 2017/2018 Stormwater Core Budget was reduced in areas such as mowing, streets and bridge maintenance, and sand and gravel supplies to well under the amount that the Drainage and Detention Division had typically spent. In addition, two ponds have been added through the Capital Improvement Program resulting in an additional 15 acres of mowing that will need to be completed, and costs for materials such as sand and gravel are increasing. In 2019/2020 the Stormwater Core Budget was increased by \$40,500 to maintain levels of service. Additional Mowing, Equipment Services, Vegetation Professionals and Evaluation of future cost of maintenance in growth management area have created a need for additional funding to continue to provide existing level of service that is equitable throughout the City.

Existing Core Budget Line items have been adjusted to reduce discretionary funds along with an enhancement of \$68,206.00 to support the following increases above the 2020 budget:

- Salaries \$14,739
- Professional and Technical Services \$28,700
- Mowing Services \$22,400
- Traffic Control \$4,800
- Vehicle Repairs, Oil, Grease \$18,655

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Address flooding risk for the protection of people, property and the environment.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

18.1 Police Office of the Chief and Administration - Funded

2021 - \$4,811,319

Offer Type: Ongoing

Funding this offer provides resources for the central leadership, accountability, finances, public outreach, accreditation, research, and personnel functions for Police Services.

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The Office of the Chief includes the positions of Chief of Police, Deputy Chief of Police, Public Relations Manager, an Executive Administrative Assistant, and an Administrative Assistant.

The Chief of Police is the Chief Executive Officer of the Police Service Area. The Deputy Chief oversees the Administration Division and serves as the Chief of Staff of the Executive Staff. The Public Relations Manager is the primary representative to the media and is responsible for public outreach.

Administration consists of Professional Standards, the Personnel & Training Unit, Internal Affairs, Finance, Crime Analysis, Accreditation, and policy management.

The Personnel & Training Unit is responsible for recruiting, hiring, and training all personnel for Police Services. The unit consists of one lieutenant, two sergeants, four officers, an investigator, an administrative assistant, and one hourly employee.

Internal Affairs investigates allegations of misconduct toward Police Services employees. The office is staffed by one sergeant and a lieutenant who also manages accreditation.

Finance is staffed by one financial analyst and one financial technician responsible for budget development, accounts payable, revenue tracking, grant management, and financial planning for the agency.

A crime analyst produces and analyzes data for the purpose of agency performance management, benchmarking, reporting to the community, and resource allocation.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

18.2 Police Patrol Services - Funded

2021 - \$15,713,978

Offer Type: Ongoing

This Offer funds the Patrol Division, which includes all the necessary elements for the response to calls for service, proactive enforcement, and quality of life enhancing activities for the community. The funding in this offer staffs an Assistant Chief, 10 shifts of police officers, and community service officers who respond to all types of incidents from minor municipal violations and service requests to disturbances, traffic collisions and serious felony crimes.

In 2019, the Patrol Division responded to 110,548 incidents, which is up from the 105,871 incidents in 2018. To address this increase, the City hired 22 officers. This increase in personnel helped address the goal of keeping response times for emergent and non emergent incidents in parity with Benchmark Cities.

The goal for emergent incidents is to arrive at the scene within 5:30 minutes of someone calling 911. In 2019, Police Services met that goal with an average response time for the year of 5:09. Average non emergent call response time fell from 24:51 in 2018 to 23:22 in 2019; approaching the Benchmark City average of 16:57.

The additional staff will also assist with ratings in the Community Survey. The 2019 survey shows people feel safe in their neighborhoods and in Fort Collins overall, particularly during the daylight hours. However, police visibility and crime prevention were at their lowest levels, highlighting the need to increase officers' proactive time.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

18.3 Police Special Operations Division - Funded

2021 - \$8,636,502

Offer Type: Ongoing

Funding this offer supports the Special Operations Division and includes 1 Assistant Chief, 3 lieutenants, 7 sergeants, 43 police officers, 2 full-time civilians and 6 hourly civilians.

The Emergency Management and Special Events lieutenant works with City departments and the community on emergency and special events management. The traffic unit reports to this Lieutenant.

- Traffic Unit: 1 sergeant, 1 corporal, 5 traffic officers, and 6 hourly civilians who operate 2 photo radar vehicles. This team leads the enforcement of traffic safety and CRASH investigations.

Community Policing: 1 lieutenant is responsible for leading the agency's community policing teams and initiatives. The following units report to the Community Policing Lieutenant:

- District One Nights: 1 sergeant, 1 corporal and 6 officers. The D1 night team's primary focus is to provide a safe nightlife environment in the Downtown area.
- District One Days: 1 sergeant, 4 officers, 1 liquor compliance officer and 1 marijuana compliance officer. The D1 day team focuses on quality of life issues in the Downtown area. A large amount of the team's time is devoted to addressing disruptive behaviors of the homeless/transient population.
- Neighborhood Engagement Team (NET): 1 sergeant, 1 corporal, and 9 police officers. NET addresses crime prevention and neighborhood quality of life issues using proactive, community policing.
- School Resource Officers: 1 sergeant, 2 corporals and 11 police officers provide essential safety and outreach in the schools. By contract, PSD and the City each pay 50% of this program.

The Tactical Operations Lieutenant manages the SWAT Team, K9 Unit, UAS (Drone) Program, Mental Health Co Responder initiative, and the Hazardous Devices Team.

- SWAT Team: 1 sergeant is assigned full time to lead 24 part-time SWAT operators. The SWAT Team resolves high risk incidents and provides substantial tactical training to police officers.
- K9 Team: 1 Sergeant and 7 officer handlers.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

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18.4 Police Criminal Investigations Division - Funded

2021 - \$8,124,793

Offer Type: Ongoing

Funding this offer supports the Criminal Investigations Division (CID), comprised of ten units: CID Administration, Northern Colorado Drug Task Force, Criminal Impact Unit, Property Crimes, Victim Services, Financial Crimes, Crimes Against Persons, Forensic Services, General Investigations, and Property & Evidence. Over 650 new cases were assigned to CID in 2019.

CID investigates felony crimes with meticulous efficiency, accuracy, timeliness, and respect for all people. CID investigates most Part I Felony Crimes like Homicide, Sex Assault, Robbery, Burglary, Theft, Arson, Aggravated Assault, and Motor Vehicle Theft. CID also investigates Fraud, Deceptive Sales & Business Practices, Computer Crimes, Identity Theft, Gang Crimes, Repeat Offenders/Fugitives, and Registered Sex Offenders. CID also provides services to victims of crime (required by state statute).

Property & Evidence safely intakes, maintains, and releases evidence and recovered property that gets returned to residents. This includes digital evidence like body worn camera video. P&E also handles a daily drug drop off kiosk and disposal of those substances during the DEA's Prescription Drug Take Back events.

CID also relies on the Crime Scene Investigator (CSI) program, which is a collateral assignment where CSIs receive special training and equipment to proficiently process crime scenes.

Twelve KFCG positions reside within CID: one sergeant, seven detectives, and four civilian investigative aides. The services provided by CID are essential to provide for a safe community.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

18.5 Police Information Services - Funded

2021 - \$7,267,299

Offer Type: Ongoing

Funding this offer supports the Police Information Services Division, which is made up of four units: Administration, Fort Collins 911 (Dispatch), Police Records, and Technical Services. These services are essential criminal justice functions protecting residents. The functions provide police call entry and dispatch services (911 and non emergency) for police, fire, and ambulance; record production, maintenance and release; and broad technology and communications support.

Administration manages all aspects of the Information Services Division, including personnel, projects, and administrative services.

Fort Collins 911 provides critical call taking and dispatch services for FCPS, Poudre Fire Authority (PFA), University of Colorado Health (UCH) ambulance, Wellington Fire Department, Platte River Fire Department, Natural Areas Rangers, City Park Rangers, and, at times, Transit Service Officers.

Police Records handles all records produced and managed by FCPS. This includes data entry/management of all the paperwork generated by officers, as well as records release to the court and public.

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Police IT and Technical Services research, install, maintain, and support a wide range of traditional IT assets, as well as FCPS's specialized assets and systems. Some examples are: Police body-worn cameras, Police radios, security cameras, Police laptops, audio/visual systems, Police phones and associated apps and software, wireless air cards management, Police tablets and associated apps and software, Police interview room systems, Police networks, Police network switches, Police storage systems, Police access control security systems, Police identity management systems, Police backup generator systems, Police uninterrupted power supply systems, Police phone systems (IP and Landline), Police printers and copiers, Computer Aided Dispatch Systems, evidence management systems, and Records Management Systems.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

18.6 Police Vehicle Program - Funded

2021 - \$1,971,950

Offer Type: Ongoing

This offer covers the fleet operational and maintenance costs for vehicles assigned to all five divisions of Fort Collins Police Services. This offer supports all of the operation and maintenance (O&M) expenses for all marked and unmarked police vehicles, including police motorcycles; vehicles allocated to volunteer and civilian staff pool usage; specialized support vehicles and trailers used for riot response, scene command, SWAT team response, Bomb Squad response, collision investigation and crime scene investigations; and six pool cars that officers can use while their patrol car is being serviced or is otherwise unavailable.

Police Services has utilized the One to One Car Plan for approximately 40 years. The plan assigns a car to every police officer in the agency. By assigning vehicles to sworn officers, the agency is able to rapidly call upon a highly scalable number of officers to respond to any situation, with all of the required equipment needed. Additionally, the one to one concept acts as a deterrent to potential traffic violations and criminal acts by increasing police visibility throughout the community, lending to : greater police presence than on-duty vehicles could achieve alone.

Officers are required to carry all necessary equipment for the performance of their duties in their patrol cars. In the event of an emergency, officers can respond directly from home to the scene fully equipped, saving valuable time otherwise used to respond to the police department or service center to pick up a vehicle and equipment.

The One to One Car Plan is a valuable component to Fort Collins Police Services Community Policing model. Additionally, the vehicles are significantly better maintained, as each vehicle is primarily used by only one officer who is responsible for the care & maintenance of their vehicle. It also results in replacing vehicles much less frequently. FCPS vehicles generally last 7 to 10 years, whereas pool vehicles last an average of 3 years.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

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18.7 Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) - Funded

2021 - \$93,860

Offer Type: Ongoing

Funding this offer provides critical radio infrastructure and assets for the Northern Colorado Regional Communications Network (NCRCN). The NCRCN was established when regional partners collaborated to ensure the regional emergency radio communications system was managed, regulated, and had oversight in the use and maintenance of the system. Partner and member agencies include: Fort Collins Police Services, City of Loveland, Poudre Fire Authority, Poudre School District, Colorado State University Police, Estes Park Police, Estes Park Medical Center, Estes Valley Fire Protection, Estes Park Public Works, University of Colorado Health, Banner Health, Berthoud Fire, Bureau of Reclamation, Federal Protective Service, Loveland Fire Rescue, McKee Medical Center, Northern Colorado Water Conservancy District, Thompson Valley EMS, Wellington Fire and Windsor Severance Fire.

In 2018, the NCRCN board also established a new regional partnership to include Larimer County and with that change, a new structure and Intergovernmental Agreement (IGA) was created. The City entered into the IGA with the City of Loveland and Larimer County and agreed to a division of NCRCN assets and towers between the primary partners. With the agreement, the City of Fort Collins takes ownership for two of the five radio tower sites and the responsibility for the maintenance of equipment, radios and required services at the two sites (Horsetooth and Poudre Valley Hospital) to ensure compliance with the State of Colorado's Digital Trunked Radio System (DTRS).

Maintaining this critical infrastructure includes the costs of ongoing maintenance & any upgrades as required for functionality or to ensure compliance with the DTRS. Member contributions help offset costs for upgrades & any new functionality necessary to provide or enhance services. Without this funding, Police Services is at risk of having outdated infrastructure & will not be able to meet regional radio needs and partnership commitments.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

18.8 Police Red Light & Camera Radar Program - Funded

2021 - \$847,810

Offer Type: Ongoing

Funding for this offer maintains the Police Camera Radar/Red Light photo enforcement system consisting of two Camera Radar speed vehicles and four Camera Red Light systems, helping to address safety concerns through the effective use of technology.

Due to limited resources in Officer staffing, Camera Radar technology serves to effectively extend traffic enforcement in the community in a cost effective manner. The Camera Radar program is self funding and provides the revenue necessary to maintain program operations. This innovative program also provides for other operational and administrative needs created by traffic issues for the Municipal Court and City Attorney's Office. This funding saves hundreds of thousands of dollars from the General Fund, furthering traffic safety without the inherent trade offs of using General Fund dollars.

The hourly civilian Camera Radar operators work both daytime and evening/weekend hours. They are dedicated solely to the operation of the camera radar vans for speed enforcement and review of Red Light camera violations. Camera Red Light systems themselves are self sufficient and require no personnel for their operation. This offer maintains service levels provided in 2020.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.

18.9 Police Colorado Regional Information Sharing Project [CRISP] - Funded

2021 - \$417,313

Offer Type: Ongoing

Funding this offer will continue the regionally shared Computer Aided Dispatch (CAD), Records Management System (RMS), Jail Management System (JMS), and Mobile Data System (connectivity for officers). This offer funds ongoing costs to include software and hardware maintenance.

As a member of the Colorado Regional Information Sharing Project (CRISP), Fort Collins Police Services (FCPS) has been partnering with other public safety agencies to share one computerized public safety software system. This system enables all Larimer County agencies to share accurate and timely information, which assists in developing and sustaining a safe community. FCPS is a leader in using computer technology to enhance public safety and provides high quality law enforcement services to residents.

In 2018, the City of Fort Collins, the Larimer County Sheriff's Office and the City of Loveland entered into an IGA to share equally in the costs, use and management of the system. The City of Loveland is the newest partner; their participation now provides county wide business continuity and interoperability including the 911 Centers. This system is scheduled to go live in late 2020 and will allow for business alignment and management of incidents as well as situational awareness among all user agencies.

CRISP agencies have been able to improve service to Larimer County residents through more timely and accurate shared information. The participating agencies continue to build alliances that enhance interoperability and shared benefits, such as instantaneous information sharing and emergency response coordination. Each of the partner agencies shares in the funding with two-thirds of this funding being reimbursed by Larimer County and Loveland.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

18.10 Police Regional Training Facility [Jointly owned with Loveland] - Operation and Maintenance - Funded

2021 - \$186,173

Offer Type: Ongoing

The Northern Colorado Law Enforcement Training Center is a partnership with the City of Loveland to build and operate a world class law enforcement training facility. The construction of the project is near completion and will open in January of 2021. The facility is comprised of a driving track, driving skills pad, indoor firearms range and administrative/classroom space.

This offer is to cover ongoing operations of the Northern Colorado Law Enforcement Training Center. These costs are shared 50/50 with the City of Loveland; this offer includes the City of Fort Collins annual payment, operation and maintenance expenses as well as a Campus Manager position.

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The NCLETC is located on land owned by the Northern Colorado Regional Airport. This offer also covers the land lease payment to the Northern Colorado Regional Airport.

This offer funds the operations of the facility for a cost of \$220k, with a land lease payment \$186k. The Police core offers have been reduced by \$220k to pay the operation costs, while the land lease payment has been moved from Economic Health 2019/2020 Offer 41.10.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.

18.12 Redeploy: Evidence Software - Funded

2021 - \$0

Offer Type: Redeploy

This offer funds the second year of a five-year service agreement with Foray Technologies for the ADAMS Property and Evidence Solution.

This is a mandatory property and evidence management system. The Police core offers have been reduced to pay for this program. ADAMS is a web based platform that provides evidence acquisition, management and retrieval functionality. Fort Collins Police Services officers and detectives can download evidence from digital cameras, scanners, audio and video sources, mobile devices, or file systems as well as enter and manage physical property items. The system preserves and protects the integrity of the original file and maintains a detailed chain of custody and audit trail of all access to the case and individual assets (evidence items). The system manages work flows and ensures compliance with procedural steps required in the proper and legal collection, storage, management and processing of evidence gathered at crime scenes. The ADAMS system ensures that all evidence is handled consistently and that each process is documented properly. The system establishes and documents the proper chain of custody for items of evidence, which is a legally required criticality in the prosecution of criminal cases.

Fort Collins Police Services is part of a multi agency CRISP partnership that is deploying a new Records Management System in the fall of 2020. The CRISP project included funding for the implementation and first-year costs of this program. Foray's ADAMS solution was selected through a robust RFP process. The cost of the implementation and first-year service in the amount of \$106,753.70 was paid in 2020. This redeploy of core offer funds covers the second-year cost of the program and will enable us to continue with the proper management of property and evidence.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.

18.21 Reduction: Scale Down Police Services Multiple Departments - Funded

2021 - (\$200,000)

Offer Type: Reduction

These are the reductions associated with the Police core offers 18:1 through 18:5. Police Services supports our city needs by reducing cost during this budget management and directly for redeployments to sustainability outreach programs as well as our restorative justice initiative. Funds redeployed will directly support a homeless services coordinator, additional Outreach Fort Collins personnel, and the City of Fort Collins restorative justice program.

(\$63,000) :Reduce or delay repairs and maintenance

(\$31,900) :Reduce elective and non-essential police training and testing

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(\$17,500) :Reduce consulting services
 (\$14,650) :Reduce or delay purchase of Police Equipment
 (\$72,950) :Reduce use of other supplies and services

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

18.26 Redeploy: Police Campus West and Bike Patrol to Homelessness Coordinator (1.0 FTE), Street Outreach and Restorative Justice - Funded **2021 - (\$19,254)**

Offer Type: Redeploy

This offer redeploys \$220k in Police Funds across all Divisions for other needs across the City. Police Services reductions will:

1. Close the Campus West Connections office - \$84k. This will also reduce the need for an hourly staff member from Community Development & Neighborhood Services \$21k
2. Remove funding for Mental Health Co Responder [UC Health now pays for the position] - \$35k
3. Remove overtime for dedicated Bicycle Patrol - \$28k
4. Reduce Police training and testing - \$17k
5. Reduce Police equipment and supplies - \$11k
6. Reduce other various expenses across Police Services - \$34k

These redeployed funds will be used for:

1. Homeless Coordinator in Sustainability - \$100k
2. Support for programs and services that enable people to exit out of homelessness and prevention work that limits people falling into homelessness - \$100k
3. City of Fort Collins Restorative Justice program (RESTOR) - \$20k

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate with other agencies to address poverty issues and other identified highpriority human service needs, and to make homelessness rare, short-lived and nonrecurring.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

18.28 Police Collective Bargaining Unit Contractual Wage Increases - Funded **2021 - \$TBD**

Offer Type: Ongoing

This Offer is included in the Recommended Budget for transparency that employees in the Collective Bargaining Unit will receive 2021 salary increases that were contractually agreed to in the 2019 2021 Police Collective Bargaining Agreement. The exact calculation will not be available until January 2021. This Offer applies to the anticipated wage increases for the eligible sworn Police Officers, Community Services Officers, and Dispatchers covered in the collective bargaining agreement.

The 2021 wage increase will be calculated based on a group of 12 comparable jurisdictions within Colorado, the Bargaining Unit members' salary levels for each job title as determined for the top skill level, and using the adjusted market data to place FCPS as the 4th ranking of the twelve comparable jurisdictions.

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The wage increases for the last five years across all positions have averaged from a low of 3.37% to a high of 4.08%.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

25.1 City Manager's Office: Office of Emergency Preparedness and Security - Funded

2021 - \$504,774

Offer Type: Ongoing

This offer funds current and evolving levels of service provided by the Office of Emergency Preparedness and Security (EPS). EPS provides preparation for and management of events that have the potential to significantly impact life, safety, and property, as well as environmental and economic impacts. EPS is responsible for coordinating and providing internal and external support in these areas with an emphasis on prevention, preparedness, mitigation, response, and recovery.

EPS also manages security-related issues that impact City staff and customer safety, physical infrastructure security, and coordinated efforts related to cybersecurity. City staff security is a new program that will require extensive building of new protocols, policies, and organizational vision. Emphasis will be placed on infrastructure technology and management, staff training, and internal protocols.

EPS partners with regional, state, and federal organizations for coordinated planning and shared resources. There are also financial considerations in the form of grant funding sources, often requiring identification, application, and management.

This is the first budget cycle in which EPS has participated. The office used to operate out of Poudre Fire Authority the mission at that time did not include security responsibilities. The City transitioned the office into the City Manager's Office for a more unified & effective program across the organization. The first 18 months of operation have verified the benefit & long term potential of creating this office. EPS has played an integral part in leading the City's preparation & response to the pandemic. This office is also leading the recovery efforts.

These vital programs are in the building stages. Both require specific subject matter expertise, with extensive areas of overlap & coordination. The priority of both missions is clear. The City needs to continue investment so that a strong foundation is in place for immediate & long-term needs.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.8 - Improve security at City facilities and properties.

25.2 Enhancement: Emergency Preparedness and Security - Security Programming and Technology - Funded

2021 - \$144,425

Offer Type: Enhancement

This offer supports the new security program funded in 2019 and supported by a security specialist. This position had previously been cut in 2018. The criticality of programming for security led to it being funded mid cycle in 2020. The focus is on a unified approach to staff training, access control, camera management, contract security services, threat assessment and mitigation, and policy, while partnering with other City departments to integrate security measures and programming into daily

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operations.

Previously, security programming and technology measures were largely left to individual departments. This created a disjointed approach to security as well as multiple technological platforms, many of which did not integrate with each other. Security was not approached based on standards of risk assessment, but on who had more concerns or budgets. In 2018 a concerted effort was made to start unifying access control technology. Much has been done with only a handful of facilities left to adapt. Those that are left are currently running on platforms and servers that are no longer vendor supported.

This budget request includes funds to begin bringing the remaining City buildings up to standard and create a unified access control system. Funds are also for upgrading employee identification cards, making them one with access control and potentially using them for two factor authentication in technology. Funds are also needed for assessing and placing cameras in critical locations throughout City facilities. The initial focus will be on the municipal complex starting with City Hall and upgrading the system at 222 Laporte Ave. for integration, with a possible start on 215 N. Mason St. This also means purchasing a central server for unified management and access.

Staff training and pursuit of program certifications needed are also included. It is expected that these types of offers will be ongoing for at least the next five years.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

48.1 Municipal Court Services - General and Camera Radar/Red Light Caseload - Funded

2021 - \$1,046,458

Offer Type: Ongoing

Funding this offer will continue operating the Fort Collins Municipal Court, which processes infraction, petty offense, and misdemeanor cases arising out of the City Code and Charter. The offer includes the judicial and administrative expense of handling the general and camera radar/red light caseloads as well as the Municipal Judges' duties as the local Liquor Licensing Authority. Cases are filed by Fort Collins and Colorado State University Police Officers, Poudre Fire Authority Fire Prevention Bureau personnel, Animal Control and Protection Officers, Parking Enforcement Officers, Parks and Natural Areas Rangers, and Code Compliance Officers. In addition, civil cases are occasionally filed by members of the public. Court staff will continue to handle each case with integrity, treating each individual with courtesy and respect.

Camera Radar/Red Light (CR/RL) cases: In 2019, the Court processed 18,111 CR/RL cases, a slight decrease from 2018. This caseload is expected to increase in 2020 due to the installation of additional red light cameras. Staff handles this caseload in a timely and appropriate manner, thanks to efficient processes and systems that now include online payment and dispute resolution options. Due to the increasing CR/RL caseload, the Court is requesting additional clerical staff in enhancement offer #48.2

General cases: In 2019, the Court processed and closed 9,511 infraction and misdemeanor cases (in addition to CR/RL cases), a decrease from 2018. However, misdemeanor filings have increased in recent years and those cases require the most staff time to process. Case processing includes such activities as data entry; processing payments, letters and motions; creating payment plans; scheduling hearings; reporting traffic violations to the state; and addressing failures to appear, pay and comply. After a decrease in 2020 due to the pandemic related closures, this caseload is likely to increase in 2021 and 2022.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of core and specialized police services as the community grows.

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48.2 Enhancement: 0.75 Hourly FTE for Assistant Municipal Judges and Camera Radar/Red Light Court Clerk - Funded

2021 - \$74,008

Offer Type: Enhancement

Compared to seven other similar Municipal Courts in Colorado, the Fort Collins Municipal Court's per capita operating budget is very low \$7.17; just over half the average per capita cost of \$13.14. Our traffic caseload decreased in 2019 but we expect it to increase again in 2021 and beyond due to population growth and enforcement activity. Misdemeanor filings have been increasing over the last few years and those cases take the most staff time to process. The Court's workload has also increased due to state law changes that have added mandatory, often time sensitive duties such as sealing and expunging certain records, and increased the number of cases in which the Court is obligated to appoint, and have the City pay for, defense counsel. While we pride ourselves on being lean, the small number of Court staff we have available has made it difficult to provide excellent customer service on a consistent basis.

This enhancement offer includes the following:

1. Additional funding for 0.25 FTE hourly work by the Assistant Municipal Judges and Temporary Judge for civil cases. After Judge Lane's retirement, the new Chief Judge will be working full time and will still need the support of the Assistants and Temporary Judge to help with the transition and cover all Court sessions and cases. This increase will allow for more flexibility in scheduling hearings five days a week.
2. Additional funding for 0.5 FTE hourly Camera Radar/Red Light (CR/RL) Clerk. This additional Clerk is needed due to increasing use of this enforcement technique starting in 2020.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

48.5 Municipal Court Services - Specialized Services - Funded

2021 - \$273,511

Offer Type: Ongoing

Funding this offer will continue the operation of the Probation Division, including Special Agency Sessions (SAS), and the ability to have jail as a possible penalty for misdemeanors. The offer includes the 0.75 FTE Probation Officer position that was first funded in 2020, the 1.0 FTE SAS Case Manager position that has been funded through KFCG for several years, and the annual expense of the three pre paid jail beds at the Larimer County Jail. These positions and the possibility of jail are critical to the Court's ability to effectively and creatively handle a significant portion of its caseload, particularly "quality-of-life" violations such as parks and natural area violations, trespass, camping, and open container.

Court Staff in the Probation Division provide intensive individualized case management that is designed to benefit both offenders and the community by utilizing rehabilitative action with appropriate supervision. These staff members increase the capacity of the Court to help individuals work toward stability and productive, law abiding lives within the community as well as adding additional alternative sentencing options for prosecutors and judges.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

63.1 West Nile Virus Program Management - Funded

2021 - \$375,864

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Offer Type: Ongoing

Funding this offer will support City Council adopted resolutions in 2003, 2004, 2008, 2014, and 2018 directing City staff to implement actions to reduce community risk of contracting West Nile Virus (WNV). Funded risk reduction measures include a comprehensive municipal monitoring network, mosquito larvae control with state of the art environmentally friendly products, site mapping, dip testing, identification, mosquito eating fish distribution, information hotline services, a comprehensive public engagement and communication program, and quality control and virus testing services provided by CSU.

This offer funds proactive measures to reduce the frequency and geographic extent of adulticide fogging applications recommended by the Larimer County Health Department Director and conducted under the authority of a declared local public health emergency.

A Technical Advisory Committee (TAC) provides annual program assessments and identifies improvements. The TAC is composed of experts from the Centers for Disease Control, the Larimer County Department of Health and Environment, Colorado State University, and interested residents. These “plan, do, check, act” reviews contributed to historic improvements such as an increase in the larval control boundaries, increased financial resources for education and outreach, targeted outreach at trailheads, and the development of a business opt out program.

This program has no funds dedicated to mosquito insecticide fogging applications in Fort Collins, nor does it represent any enhancements or increased level of service from the 2019/2020 program.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

63.2 Reduction: Scale Down West Nile Virus Program Education and Outreach - Funded

2021 - (\$39,000)

Offer Type: Reduction

As a result of declining revenues, this budget reduction offer will describe \$39,000 in reduced services related to the West Nile Virus Program. As mosquito management principles require aggressive control of mosquito breeding, larval mosquito treatments are critical to vector disease control and therefore larval treatment reductions are not considered under this reduction offer.

Of the \$39,000 reduction, roughly \$20,000 will be realized with the near complete cessation of public outreach efforts, including the printing and distribution of rack cards and posters, radio ads, bus bench ads, street banners, utility bill inserts, in person staffing at events, and the provision of single-use insect repellent wipes at trail heads. The single public outreach service remaining will be the printing and distribution of door hangers in specific treatment areas as treatment areas are identified.

The additional reduction of \$19,000 will come in the form of eliminating the first three weeks of trapping and testing. These first three weeks often show low WNV activity however, early identification of WNV hotspots may be used to focus targeted outreach such as app based cell phone advertisements, and provide an opportunity to treat smaller areas to reduce amplification.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

65.1 Parks Ranger Program - Funded

2021 - \$276,998

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Offer Type: Ongoing

This offer funds the Park Ranger Program, which was implemented in 2013 and currently consists of a Lead Park Ranger and two Parks Rangers. The Rangers act as park ambassadors, are educational resources to the public, and enforce City codes and Parks regulations.

The Rangers currently patrol 43 neighborhood parks, 7 community parks and 45 miles of hard surface trails. Since its inception, the Rangers' jurisdiction has expanded to include all areas the Parks Department maintains, including 2 Cemeteries, 3 golf courses, Recreation facilities, the Downtown core (bounded by Laporte Avenue, Olive Street, Mason Street and Remington Street), Linden Street from Walnut Street to the Poudre River, Old Town Square and five renovated alleys. It is anticipated the new Poudre River Whitewater Park will increase the need for proactive patrols to maintain a safe and enjoyable experience.

The scope of the Ranger program has expanded due to the community's growth, and has become more complex. Frequent interaction and collaboration with Fort Collins Police Services, Fort Collins Natural Areas Rangers, Social Sustainability, Downtown Development Authority, Downtown Business Association, and the Poudre School District have all increased the job duties of this program. The time spent working on homeless issues such as illegal camping, drug and alcohol usage, abandoned property, transient camp clean ups, vandalism and disruptive school student behavior has greatly impacted Ranger resources that would normally perform routine patrols across the Parks system. Most patrols are currently directed to specific problems/issues occurring in parks or on the trails and additional resources would be needed for more proactive patrols of the parks and trails systems.

This offer provides a vital service to the community and is essential to the safety of Parks staff and community members, as well as security of Parks Department infrastructure.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve security at City facilities and properties.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

65.2 Natural Areas Rangers - Funded

2021 - \$969,474

Offer Type: Ongoing

This offer finances the Ranger and Visitor Services of the Natural Areas Department that is 100% funded through dedicated City (Open Space Yes!) and County (Help Preserve Open Space) sales taxes.

With 50 conserved natural areas and 107 miles of trails, Fort Collins' natural areas provide unique opportunities to recreate, support wellness and well being, and give residents a deeper understanding, appreciation, and connection to nature.

The Ranger and Visitor Services work group provides visitor safety and information, natural resource protection, and municipal code enforcement seven days a week on trails and in natural areas. In addition, two on site Rangers provide 24 hour service, security, and site presence at Bobcat Ridge and Gateway natural areas.

Natural Area Rangers are the front line ambassadors to natural area visitors. They make daily contacts with the public that are friendly/informational in nature, respond to phone inquiries, update social media outlets with site conditions and closures, enforce City municipal code, and ensure the protection of wildlife and critical wildlife habitat.

Ranger staff also coordinate the Volunteer Ranger Assistant Program managed cooperatively with the Larimer County Department of Natural Resources. Over 120

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Volunteer Ranger Assistants greet visitors, promote outdoor safety, and serve as additional “eyes and ears” to let Rangers know where emergency or enforcement action is needed.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

65.3 Enhancement: Encampment Cleaning and Prevention - Funded

2021 - \$108,000

Offer Type: Enhancement

This offer will provide safe cleanup of homeless encampments and provide funding for site work to prevent the creation of encampments. The homeless/transient environment has changed rapidly in the last 10 years. Encampments contain a wide variety of hazardous materials, which need to be removed for public safety. These materials include needles, soiled clothing, human waste and drugs that must be handled and disposed of in the proper manner.

Disruptive behaviors of people who are transient or homeless have become a focal point for this community. Community members report concerns about unwanted behaviors, and police spend a growing amount of time addressing these complaints. One of the common complaints involves the presence of transient campsites near neighborhoods and businesses. In part because of the increased enforcement by personnel from Natural Areas, Parks, Police and Code Enforcement in the north part of town, campsites are increasingly located in other areas around town. The Mason Corridor, Midtown and the area around the South Transit Center are currently hot spots for campsites. One of the challenges in these areas is a combination of property ownership and control of the affected properties. Funding this offer would allow City employees to coordinate cleanups in situations with multiple property owners involved. It would also significantly speed up the cleanup process and improve safety and neighborhood livability. In 2017, Council approved a 2018 mid cycle revision offer to enable Natural Areas and Parks to implement a successful clean up system, which identifies areas of concern, notifies the potential owners and provides for a safe and thorough clean up. Due to the hazards found in these sites, a private company has been contracted to conduct this clean up portion of the work. This protects the public and City employees from the dangers associated with these sites.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

68.1 Municipal Prosecution - Funded

2021 - \$358,861

Offer Type: Ongoing

This offer funds the operation of the City Attorney's Office (CAO) Prosecution Team to maintain the level and quality of staffing necessary to provide adequate prosecution services to the City.

In previous budget cycles this function of the CAO was part of one CAO offer. This offer separates the prosecution function from the rest of the CAO (Offer 67.1) and all costs specifically related to the Prosecution Team are included in this offer

The CAO represents the City in all legal proceedings, including heavy caseloads in Municipal Court. Prosecution workload is directly affected by City enforcement activities, including programs such as red light and speed cameras, nuisance code enforcement and camping violations. With ongoing evolution in the system of criminal and civil enforcement of the City Code, this role has continued to grow and change. Changes to state law in 2018 added new mandatory requirements, such as

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increasing the number of cases that qualify for court-appointed defense counsel, which makes cases more time consuming for not only the Court but also the Prosecutors who now do more pre-trial conferences with defense attorneys.

The Prosecution team has been instrumental in the function and success of the Special Agency Sessions, which support the homeless population to find alternative solutions to violations of the Code. Prosecutors work closely with Police, Code Enforcement and other special commissioned officers to manage issues with the transient population, particularly in the Downtown area, and develop strategies for effective enforcement of priority concerns.

The Prosecution team was key in the development and implementation of the new Municipal Court probation program and continues to explore options for and improvements to alternative sentencing approaches. Prosecutors learn about and consider systemic barriers and individual defendants' circumstances in developing plea agreements and sentencing recommendations aimed at helping them succeed.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

73.1 Poudre Fire Operation, Maintenance & Capital (General Fund) - Funded

2021 - \$31,173,521

Offer Type: Ongoing

This offer is for the City's General Fund contribution to fund Poudre Fire Authority's (PFA) maintenance, capital, and operations costs in accordance with a revenue allocation formula (RAF) set forth in an intergovernmental agreement between the City and the Poudre Valley Fire Protection District (PVFPD), which establishes the Authority.

The PFA Board of Directors determines PFA's budget and use of funds. Services provided by PFA include emergency medical response, fire protection and prevention (inspections, investigations, and permit review), hazardous materials response, technical rescue response, wildland fire response, public affairs and education, along with administrative and support services (human resources, financial services, information technology, occupational health and safety, apparatus maintenance, facilities maintenance, and training, and coordinated Office of Emergency Management with City of Fort Collins.

This Offer supports the following Strategic Objectives:


- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.



Transportation & Mobility

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

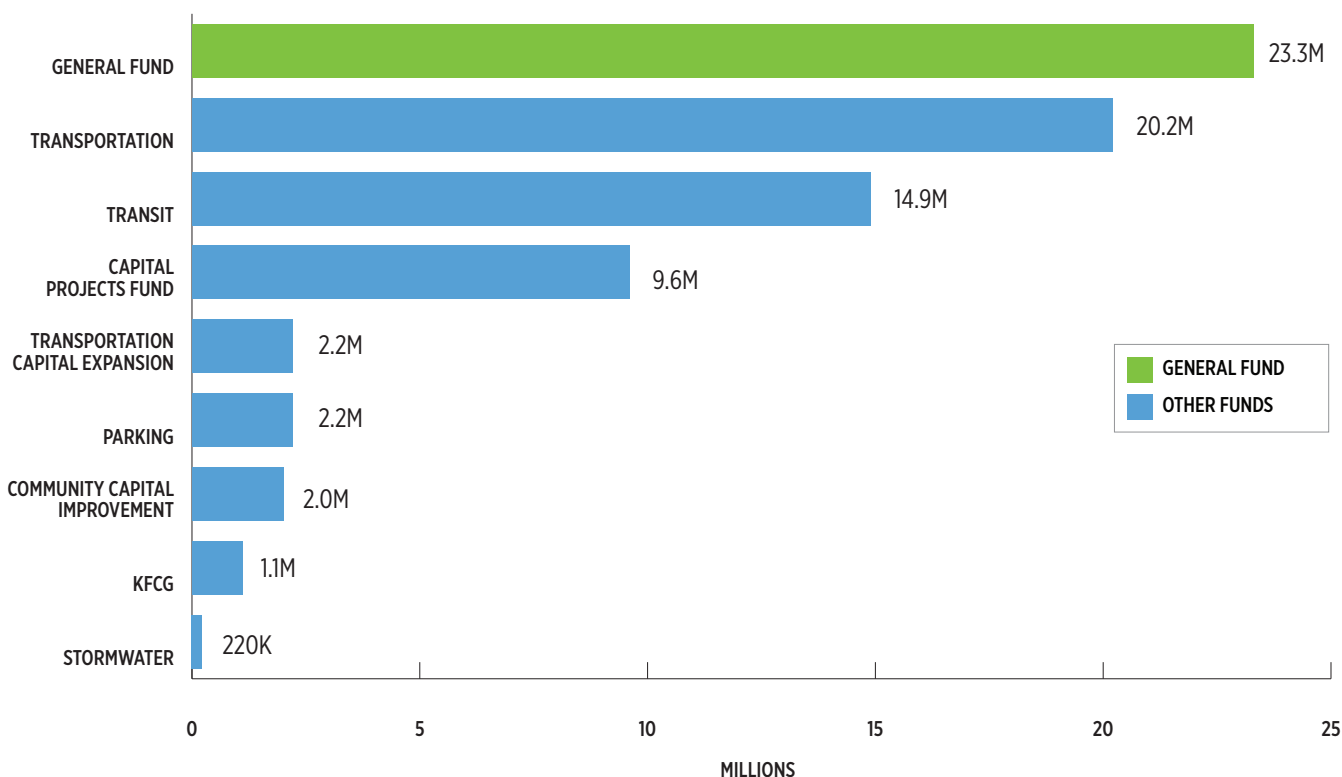




Transportation & Mobility

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
Positions Added:			
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 Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
1.1 Capital Projects Offer Type: Ongoing	564,619	0	0	564,619 <i>Transportation</i>	0
1.2 City Bridge Program Offer Type: Ongoing	1,700,000 <i>Prior KFCG 0.60% - Ongoing Revenue</i>	1,700,000	0	0	0
1.3 Transportation Capital Expansion Fee Program Offer Type: Ongoing	1,068,459	0	0	1,068,459 <i>Transportation CEF</i>	0
1.4 Enhancement: CCIP Arterial Intersections Offer Type: Enhancement	400,000	0	0	400,000 <i>Community Capital Improvement</i>	0
1.5 Enhancement: CCIP - Pedestrian Sidewalk - ADA Offer Type: Enhancement	1,200,000	0	0	1,200,000 <i>Community Capital Improvement</i>	0
1.6 Continuing Enhancement: Railroad Crossing Maintenance Offer Type: Enhancement	125,000 <i>Prior KFCG 0.25% for Other Comm & 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 Offer Type: Enhancement	12,000,000	0	0	0	12,000,000 <i>General Fund Transportation Capital Projects</i>
1.12 Enhancement: Timberline/Vine Intersection Improvements Offer Type: Enhancement	1,000,000	0	0	0	1,000,000 <i>Transportation CEF Transportation</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

TRANSPORTATION AND MOBILITY - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

TRANSPORTATION AND MOBILITY - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

TRANSPORTATION AND MOBILITY - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

TRANSPORTATION AND MOBILITY - 2021

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
44.4 Dial-A-Ride Offer Type: Ongoing	1,891,500	0	1,024,500	867,000 <i>Transit Services</i>	0
44.5 Enhancement: Regional Transit Service Partnership from Greeley to Fort Collins Offer Type: Enhancement	120,000	0	100,000	20,000 <i>Transit Services</i>	0
44.6 Enhancement: Replacement Buses Compressed Natural Gas (CNG) Offer Type: Enhancement	1,860,000	0	0	1,858,091 <i>Transit Services</i>	1,909 <i>Transit Services</i>
44.7 Enhancement: Replacement Bus Zero Emissions & Charger Offer Type: Enhancement	1,070,000	0	0	852,200 <i>Transit Services</i>	217,800 <i>Transit Services</i>
44.8 Continuing Enhancement: Capital Assets & Projects Offer Type: Enhancement	1,168,750	0	0	935,000 <i>Transit Services</i>	233,750 <i>Transit Services</i>
44.9 Enhancement: CCIP - Bus Stop Improvements Offer Type: Enhancement	44,414	0	0	44,414 <i>Community Capital Improvement</i>	0
44.10 Continuing Enhancement: Midday and Weekend FLEX to Boulder Bus Service Offer Type: Enhancement	200,000	0	0	0	200,000 <i>Transit Services</i>
44.11 Enhancement: North College BRT Planning Study Offer Type: Enhancement	350,000	0	0	280,000 <i>Transit Services</i>	70,000 <i>Transit Services</i>
45.1 Parking Services Offer Type: Ongoing	2,355,074 <i>Prior KFCG 0.25% for Other Comm & Trans - 1-Time Revenue</i>	0	405,911	1,949,163 <i>Parking</i>	0
45.2 Firehouse Alley Parking Structure Offer Type: Ongoing	238,031	0	0	238,031 <i>Parking</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

TRANSPORTATION AND MOBILITY - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

TRANSPORTATION AND MOBILITY - 2021

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

TRANSPORTATION AND MOBILITY

1.1 Capital Projects - Funded

2021 - \$564,619

Offer Type: Ongoing

This offer will fund the City Engineering Department's Capital Projects division. The Engineering Capital Projects (ECP) group oversees all capital projects related to transportation infrastructure including, but not limited to, roadway and utility construction, bridge maintenance and replacements, pedestrian and bicycle infrastructure, and grade-separated crossings. ECP manages an annual projects budget of between \$30M - \$40M dollars. Approximately half of these funds are from federal grants that Engineering actively looks and applies for.

ECP is responsible for the scoping, design, construction and overall project delivery for capital projects and provides project delivery services for Engineering, Traffic Operations, Streets, FC Moves, Parks, Utilities, Police Services, Operations Services, and Transport, among others. The bulk of the workload comes from Engineering projects, which are part of implementing the City's overall Capital Improvements Plan.

ECP provides the following services:

- Project oversight and administration of all infrastructure activities related to capital improvements, as well as coordination of capital improvements with related development projects.

- Citywide coordination efforts with all City departments, private utilities, major developments and partner agencies to help reduce project conflicts and future rework, and to reduce traffic impacts from construction activities.

- Coordinates work with the railroad companies.

- Acts as internal resource for other departments regarding technical questions and advice.

- Provides internal design services as needed.

- Manages engineering consultants and construction contractors to ensure all applicable Fort Collins standards are met and to ensure quality products.

The ECP group currently has 11 FTEs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

1.2 City Bridge Program - Funded

2021 - \$1,700,000

Offer Type: Ongoing

Funding this offer will continue the City's Bridge Program, which is related to bridges and other structures. Services include inspections, cost estimates, bridge design, maintenance of structures, and complete replacement of structures. The offer may also be utilized to match federal grants that may be available to replace major bridges this typically is an 80/20 match, with the federal portion being 80%. There must be special attention to bridges as their failure can compromise entire regional transportation systems.

The goal of the bridge program is to promote safety, improve mobility, and extend the life of transportation infrastructure through innovative practices and technology. The City's bridge program currently has 88 major bridges and 140 minor bridges programmed for review and in 2020 the program is evolving by incorporating 142 pedestrian bridges located along Parks and Natural Areas trail systems and 93 culvert structures. As our network continues to grow, these funds will help meet the challenges of maintaining bridges in a state of good repair resulting in improved safety and mobility, and further supporting local and regional economic health.

TRANSPORTATION AND MOBILITY

Staff have used data from bridge inspections and a customized asset management tool to create a bridge maintenance and replacement optimization schedule. Based on this analysis, the current funding level will not support the overall needs of the bridge program – a funding level of \$5.6 million is necessary to design and replace at least two to four typical bridges per year, plus inspection and records maintenance. Bridge projects in this budget cycle will be prioritized based on condition and safety.

The program will continue to perform routine bridge inspections, categorizing this information in terms of the “health” of the bridge and formulating a plan to perform ongoing maintenance, and to improve travel modes, traffic flow and overall safety for everyone.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.

1.3 Transportation Capital Expansion Fee Program - Funded

2021 - \$1,068,459

Offer Type: Ongoing

Funding this offer will operationalize the City’s Transportation Capital Expansion Fee (TCEF) Program.

TCEF is the primary mechanism the City uses to ensure that new growth pays for its proportional impact on the City’s transportation system.

The program accomplishes the following:

- Implements Council’s policy of growth paying its fair share of transportation infrastructure
- Determines and collects impact fees for new development projects
- Contributes funding to growth related City Capital Projects and provides project oversight and management, including review, construction and inspection
- Reimburses development for constructing roadway improvements above the local street access standards

TCEF is a one time fee, collected upon development, and is used to fund system improvements related to growth. A minor amount of General Fund money is included in the offer to fund improvements addressing existing deficiencies identified as a priority by the City during the development process. This offer appropriates the funds and authorizes staff to administer the TCEF program.

This offer implements the Council’s policy of growth paying its fair share of transportation infrastructure. Impact fees are one time payments that fund the expansion of public facilities needed to accommodate new development, ensuring that development pays its fair share of the costs of additional infrastructure.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

1.4 Enhancement: CCIP Arterial Intersections - Funded

2021 - \$400,000

Offer Type: Enhancement

Funding this offer will deliver ballot-mandated improvements to arterial intersections throughout Fort Collins. This program is funded through the Community Capital

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Improvement Program (CCIP)
¼-cent sales tax passed in the fall of 2014.

The goal of this program is to make prioritized safety, operational and congestion improvements to arterial intersections throughout the community. This offer is a continuation of a 10-year program funded through Building on Basics. The projects are prioritized based on the 2011 Arterial Intersection Prioritization Study, which included a wide variety of data such as traffic volume, accident rates, intersection delay, pedestrian/bicycle safety and transit operations. The results of the Study are aligned with Key Strategic Outcome areas and focus on providing safe and reliable multi-modal travel throughout Fort Collins. The Study was updated in 2019 with a list of the top 15 highest priority intersections. A full study update is planned for 2021.

2017 funds were used for the design and construction of the College/Prospect intersection improvements. 2018 funds were used for the design and construction of the College/Horsetooth intersection improvements.

2019 funds were used for preliminary design of the College/Drake intersection as well as the College/Lemay intersection.

The 2020 funds are being used to continue high priority intersection designs, as well as funds for improvements to the Timberline/Vine intersection, including signalization design and construction.

2021 funds will go to provide grant matching and overall funding needs to the College/Trilby intersection improvements, which is the City's highest priority intersection identified for needed safety and congestion improvements. The City has been awarded 3 State and Federal grants for this project as well.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

1.5 Enhancement: CCIP - Pedestrian Sidewalk - ADA - Funded

2021 - \$1,200,000

Offer Type: Enhancement

This offer will fund the Pedestrian Sidewalk and ADA Compliance Program. To date, the sidewalk program has been funded by the 2005 Building on Basics (BOB) and Keep Fort Collins Great (KFCG). In 2015, Community Capital Improvement Program (CCIP also known as Building on Basics 2) ballot initiative Safe Routes to Everywhere was approved to continue this program for installation of pedestrian improvements Citywide to eliminate hazards and remove obstacles along with improvements to bus stops and the bicycle network.

With the cost of Pedestrian Sidewalk and ADA Compliance Program needs increasing to \$156 million, a sustainable and predictable revenue source is recommended to implement the overall cost of construction. Current and proposed funding levels target a 50 year compliance program.

This offer:

- Supports the updated Climate Action Plan to achieve climate action goals.
- Supports the updated Transportation Master Plan. Approximately \$1,400,000 per year through 2025 has been allocated for pedestrian improvement projects.
- Seeks to implement the recommendations from the pedestrian needs assessment completed in 2013 which identifies missing or substandard sidewalks, and ramps

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that do not yet comply with the American with Disabilities Act (ADA).

- Seeks to incorporate the pedestrian improvement program transition plan into the citywide transition plan. The ADA required a transition plan be in place by July 26, 1992, that provided for the removal of pedestrian barriers. Any structural modifications were originally scheduled to be completed by January 26, 1995.
- Ensures level of service compliance.
- Supports prioritization of infrastructure management software.
- Addresses City wide sidewalk needs objectively and comprehensively, and provides for the ability to coordinate sidewalk construction with other departments to construct sidewalks as quickly as possible, seek cost efficiencies, and meet City transportation goals.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

1.6 Continuing Enhancement: Railroad Crossing Maintenance - Funded

2021 - \$125,000

Offer Type: Enhancement

This offer supports safe, quality infrastructure and smooth traffic flow across the City's transportation system by replacing broken and dangerous railroad crossings and maintaining adjacent roadway infrastructure. The Colorado Public Utilities Commission (PUC) requires railroads and local municipalities to share the material and labor costs (50/50 split) for replacement and repair of railroad crossings. This is referenced in the PUC as Code 4 of Colorado Regulations 723 7.

Damaged railroad crossings pose a significant safety risk to motorists, bicyclists, and pedestrians, as well as the potential for liability claims against the City.

This offer also:

- Improves and maintains the 53 track crossing locations; 19 on arterial streets with a life expectancy of 20 years, and 34 minor crossings with a life expectancy of 50 years.
 - o In 2017 staff conducted a condition assessment of the 19 arterial crossings and results show that 2 to 3 arterial replacements will be needed per year to keep up with the rate of deterioration, in addition to other maintenance and repair requirements and needed periodic replacements on the minor crossings. For this reason, the funding level request in this offer matches the physical conditions and replacement schedule for 2019 and 2020.
- Provides for the concrete crossing panel material and related asphalt, curb, gutter and sidewalk infrastructure at railroad crossings as required by the Colorado PUC.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

1.7 Continuing Enhancement: Bridge Program - Unfunded

2021 - \$600,000

Offer Type: Enhancement

This offer will fund additional design, construction, and maintenance of bridges within the community that are considered potentially structurally deficient or needing some type of maintenance. Currently, the City has 18 structurally deficient bridges; 12 are part of Arthur Ditch. In addition, 13 of the 18 bridges are load posted to heavy vehicular traffic. This offer helps ensure the continuation of bridge projects that are demonstrating the need for continued improvement and continues to support

TRANSPORTATION AND MOBILITY

inspection and maintenance activities for which no other funding sources are immediately available.

Without the use of these funds, it will be necessary for the Bridge Program to reduce the planned scope of work and to implement short term strategies to preserve bridge decking on certain bridges that are located on key through routes that will have an impact to the traveling public as well as City operations. If these bridges are not replaced or repaired, the poor condition will threaten the transportation network efficiency, mobility of goods, accessibility and mobility of people.

Depending on the future condition of certain bridges, they may be required to be closed to vehicular traffic. An example is the Cherry Street bridge that is a direct connection from Shields to College Avenue used by many residents, visitors, and Utilities staff. If closures become necessary, alternate routes will result in lost time, higher rate of emissions, and increased safety conflicts.

The City's bridge program currently has 88 major bridges and 140 minor bridges programmed for review and in 2020 the program is evolving by incorporating 142 pedestrian bridges located along Parks and Natural Areas trail system and 93 culvert structures. Priority will be given to bridges that will change the condition from "poor" to "fair" or "good" for complete replacement projects.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.

1.10 Enhancement: Laporte Avenue Roadway and Multimodal Safety Improvements - Unfunded

2021 - \$2,827,500

Offer Type: Enhancement

This offer would fund final design and construction of roadway safety improvements for all users by constructing a critical bicycle and pedestrian connection along Laporte Avenue from Fishback Avenue west to Sunset Street, as well as adding a center turn lane and constructing intersection and access improvements along the corridor.

This section of Laporte Avenue is a critical connection for an underserved portion of the community to access multiple schools, businesses, residences and other amenities including parks, trails and the City's low stress bicycle network. Improvements to this area are needed to ensure safety for all users of the roadway. Currently, this section sees higher than expected crash rates, has a history of crashes between vehicles and multi modal users including pedestrians and bicyclists, and has seen several severe crashes in recent years. Given the increase in bicycle and pedestrian activity due to COVID 19, the usage along this corridor is anticipated to increase. Due to the location of several nearby established neighborhoods, this is placing a high demand on the pedestrian and bicycle facilities directly adjacent to schools along this corridor.

Staff's primary focus in bringing this project forward now is to address equity along the corridor, leverage multiple funding opportunities including grants, and coordinate construction with two bridge replacements crossing the New Mercer Canal. This is a heavily utilized Transfort route and sees large numbers (several hundreds) of pedestrians and cyclists on a daily basis in the morning, afternoon and evening rush hours. Providing safe, efficient and effective modes of transportation for all users is the primary goal of this project. This project maximizes the use of non City funding sources and leverages the planned bridge construction to minimize traffic impacts and realize substantial cost savings on the project.

This offer will fund the City's required local match portion for the grants.

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This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

1.11 Enhancement: Realigned Lemay over Vine Drive and the Burlington Northern-Santa Fe Railroad Tracks - Funded

2021 - \$12,000,000

Offer Type: Enhancement

This offer will fund the construction of Realigned Lemay Avenue over Vine Drive and the Burlington Northern Santa Fe (BNSF) railroad tracks (known as 'Vine and Lemay'). This is the City's #1 transportation capital project and a critical piece of infrastructure that would serve and benefit the entire community.

The existing intersection of Vine and Lemay currently experiences significant delays during peak hours. This problem is significantly worsened by the effect of the BNSF tracks and train switching yard located directly adjacent to Vine. There is a significant number of homes directly adjacent and in the vicinity of the area and the delays limit access to critical and essential neighborhood services including emergency services, schools, grocery stores, commercial businesses, parks and recreation, among others.

This project provides an equitable solution to the increased congestion, access and livability problems for the directly adjacent neighborhoods, while restoring and retaining the rich character and history of the area. These neighborhoods and surrounding areas have been disproportionately impacted by both adjacent and community wide development. Continued growth in the area has led to increased safety, mobility and equity issues and concerns. Development in the area has contributed approximately half of the funding needed to address these issues and solve a problem that has existed for over 40 years.

This is a landmark project and the first of its kind in Fort Collins. This will be an iconic roadway and bridge connection that will provide significant benefits for all types of users (pedestrians, bicyclists, vehicles and transit users) long into the future. The long-term benefits of the project include, but are not limited to, increased safety and air quality, reliable access to critical services, decreased travel times and elimination of train delays, and increased neighborhood and local livability.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

1.12 Enhancement: Timberline/Vine Intersection Improvements - Funded

2021 - \$1,000,000

Offer Type: Enhancement

This offer will fund the design and construction of partial intersection improvements at the Timberline and Vine Intersection. This offer is funded through the Transportation Capital Expansion Fee (TCEF) Program reserves. The Timberline and Vine intersection is one of two intersections enabling Northeast Fort Collins to access Downtown Fort Collins via Vine Drive. Currently, this is a stop-controlled intersection.

This project will signalize the intersection and add left turn lanes to increase its vehicular capacity. This project will also involve coordination with the railroad to ensure

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planned improvements coordinate with existing railroad infrastructure. Existing bicycle lanes at the intersection will be maintained and incorporated into the design. This work will be completed within the existing right-of-way.

The proposed improvements will address existing growth-related deficiencies at the intersection. As the TCEF Program is the City's primary mechanism to ensure that new growth pays for its proportional impact on the City's transportation system, the use of TCEF Program reserves to support this project is appropriate.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

1.13 Enhancement: College Avenue Signal Improvements - Funded

2021 - \$969,000

Offer Type: Enhancement

This offer will provide Transportation Capital Expansion Fee (TCEF) Program reserve funds to serve as part of the local match necessary to receive \$876,816 in federal grant funds awarded to the City. The remaining local match funds will be paid out of previously appropriated CCIP Arterial Intersection Funds.

This project will design and construct improvements to address traffic signal deficiencies at the following intersections:

- Columbia Road and South College Avenue
- Pitkin Street and South College Avenue
- Harvard Street and South College Avenue

The planned traffic signal improvements will help address growth-related deficiencies within Midtown Fort Collins by adding capacity to the existing transportation network. Additional capacity will be realized by increasing travel reliability and improving traffic flow.

Numerous developments adjacent to the Midtown segment of South College Avenue have created the need for capacity-related improvements. As the TCEF Program is the City's primary mechanism to ensure that new growth pays for its proportional impact on the City's transportation system, the use of TCEF Program reserves to support this project is appropriate.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

2.1 FC Moves Mobility Management - Funded

2021 - \$498,073

Offer Type: Ongoing

Funding this offer will continue provision of transportation and transit planning services managed by the FC Moves Department in the Planning, Development, and Transportation Service Area. Services include The Transit Master Plan, Transportation Master Plan, corridor plans, Master Street Plan, pedestrian planning, capital improvement planning, travel demand modeling, street standards, and development review. These plans and policies, serve as the basis for future construction projects

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and guiding transportation decisions. Transportation and Transit Planning is a key component of a healthy, efficient, innovative, safe, and sustainable community and economy. The other functions within FC Moves are the Safe Routes to School Program, Adult Education, and the Active Modes program; those functions are funded through separate offers.

This offer includes annual membership in the North Front Range Metropolitan Planning Organization (NFRMPO). Fort Collins has been a member of the NFRMPO since its inception in 1988. Membership in the NFRMPO is required in order to secure regional, state, and federal transportation funds, and for ensuring consistency between local and regional plans.

The 2021 work plan may include:

- Implementation of the Transit Master Plan and the Transportation Master Plan.
- Development of a Teleworking program, promoting and supporting telecommuting in Fort Collins.
- The development of a Vision Zero Plan.
- Project management and coordination of the West Elizabeth Bus Rapid Transit corridor design
- Development of local, regional, federal, and state grant applications for funding multimodal transportation plans, programs, and projects.
- Travel demand model support.
- On-going management and updates to the Master Street Plan.
- Major update to the Transportation Capital Improvement Plan.
- Development review for transportation.
- Supporting the City's energy, climate action, and sustainability goals.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

2.2 Safe Routes to School - Funded

2021 - \$175,197

Offer Type: Ongoing

Funding this offer will continue the City's Safe Routes to School (SRTS) program within the FC Moves Department.

This program is part of a nationwide effort encouraging more children to walk and bike to school, benefiting their health, academic achievement and the environment. A long term goal of the City's program is to get 50 percent of K 12 youth safely biking or walking to school.

This program will serve an even more critical purpose during the 2020-21 school year due to major cuts in school-bus capacity relating to the pandemic. SRTS will assist students who normally ride the bus and who will need to choose another way to get to school.

SRTS is identified as a best practice by top transportation, mobility and health organizations — from the American Planning Association, to the Federal Highway Administration, to the Centers for Disease Control and Prevention.

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SRTS emphasizes the Six Es of transportation and mobility services: Education, Encouragement, Engineering, Enforcement, Evaluation and Equity. The City's SRTS program leads education, encouragement, evaluation and equity activities while collaborating with other City departments to address engineering and enforcement.

SRTS is highly collaborative and supports key City departments and programs including Mobility Management, Active Modes, Traffic Operations, Engineering, Police Services, Recreation, Parks and Sustainability. Non City partners include the Colorado Department of Transportation, Poudre School District, Bike Fort Collins, Safe Kids Larimer County, BASE Camp, Boys and Girls Clubs, NoCo Bike & Ped Collaborative, health organizations, and bike shops and other businesses.

Funding this offer will provide office supplies, equipment, bike helmets for low income students, educational giveaways, equipment maintenance, contractor services and other operating expenses. Funding will also cover staff salary and benefits. Grant funding provides additional resources to meet additional community needs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

2.3 Active Modes - Funded

2021 - \$469,333

Offer Type: Ongoing

Funding this offer will maintain the current staffing and services of the City's Active Modes Program, which implements a comprehensive set of strategies to improve safety and mobility for all transportation system users, while enhancing the accessibility of active and sustainable forms of transportation for people of all backgrounds across the community. The work of the Active Modes Program (formerly FC Bikes) has contributed to Fort Collins' designation as a Platinum Bicycle Friendly Community and a Silver Walk Friendly Community, growth in bicycle ridership, and a decrease in bicycle crashes.

Specific Active Modes Program services include:

- Coordination with City departments and the community to implement the City's bicycle and pedestrian master plans
- Bicycle wayfinding
- Planning and coordination of low-stress bike network and other bike and pedestrian infrastructure improvements
- Bike parking management
- Business engagement
- Bike Share and E-scooter Share Programs
- Bike to Work Days and Open Streets events
- Bike, Walk and Transit encouragement initiatives
- Electric vehicle and electric bicycle programs
- Development and distribution of Fort Collins bike map
- Ongoing program and project evaluation and data collection
- Support for community programs and partnerships, including Fort Collins Bike Co-op Abandoned Bike Program
- Management of Fort Collins Walk & Wheel Skills Hub
- Coordination of the City's Bicycle Advisory Committee

This offer also provides resources to support Bike Share. The Bike Share program increases the accessibility of bicycling and public transit by providing

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conveniently-located bikes available for checkout 24/7. In 2019, bicycle share trips more than doubled from 2018. In 2020, the City will release a Request For Proposals to secure a new Bike Share operator.

Maintaining a comprehensive set of active modes programs and plans supports the City's various sustainability, Climate Action and equity goals.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

2.4 FC Moves Education & Engagement - Funded

2021 - \$136,989

Offer Type: Ongoing

This offer will fund current staffing and services for FC Moves' Education and Outreach program, formerly part of FC Bikes. This program offers a variety of classes and educational outreach initiatives targeting adult and teen transportation system users of all backgrounds to improve safety and increase participation in active and sustainable modes of transportation. This program, in tandem with the Active Modes program, has contributed to Fort Collins' Platinum level Bicycle Friendly Community designation, one of only five cities in the country to achieve this designation. Additionally, bicycling education provided by this program may in part contribute to the downward trend in bicycle/car crashes, making this program a vital piece in achieving the City's Vision Zero initiative.

Services provided by FC Moves' Education and Outreach:

- Bicycle Ambassador Program
- Bicyclist education
- Motorist education
- Scooter education
- High school education
- Bike Buddy program
- Transportation safety and encouragement initiatives
- Business outreach
- Focus on high crash risk and under served populations
- Enforcement initiatives with Police Services
- Support for community programs and partnerships

These services also support the City's sustainability, Climate Action, safety, and equity goals.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.

2.5 Enhancement: CCIP Bicycle Infrastructure - Funded

2021 - \$350,000

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Offer Type: Enhancement

Funding this offer will apply the 2015 Community Capital Improvement Program (CCIP) annual funding allocated for bicycle improvement projects for 2021. The approved CCIP tax package includes \$350,000 in 2021 for bicycle improvement projects to implement the adopted 2014 Bicycle Master Plan. This provides funding for capital projects such as bicycle and pedestrian arterial crossing improvements, on street bike lanes, wayfinding signage, and bicycle parking.

The voter-approved CCIP Bicycle Plan implementation ballot initiative set aside \$5 million over 10 years to be spent on capital expenditures (infrastructure design, construction and matching grants). Projects using the CCIP Bicycle Plan Implementation funds implement the Bicycle Plan and are important elements of realizing the goals that are set forth in City Council policies as articulated in City Plan and the Transportation Master Plan.

The CCIP Bicycle Plan funds are used to increase the capacity and safety of the City's bicycle network. Examples of projects that will be considered as part of the 2021 project selection process include:

- Low stress bicycle network implementation: The primary infrastructure recommendation from the 2014 Bicycle Master Plan is the development of a low stress network of bikeways across the city. These routes use existing streets and trails and improvements are focused on intersections and enhancements to high-stress segments.
- Intersection improvements: Improvements at signalized and unsignalized intersections to proactively address needs throughout the city.
- Bicycle parking: An effort to improve City-provided bicycle parking in high use areas.
- Bicycle counters and data collection equipment: Permanent and mobile counters to deploy as needed to assess usage on the bicycle system to more effectively plan for facilities.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

2.6 School Crossing Guard Program - Funded

2021 - \$94,500

Offer Type: Ongoing

Funding this offer will continue the School Crossing Guard Program, operated through an intergovernmental agreement (IGA) with Poudre School District (PSD). Per the IGA, PSD assumes all responsibility for the establishment, operation and administration of the School Crossing Guard Program. The City's contribution is an annual payment to PSD of \$94,350. PSD pays directly for the balance of program costs (up to an additional \$94,350).

The School Crossing Guard Program provides improved safety for students crossing at major roadways located near PSD schools, primarily elementary schools. These roadways have a high volume of traffic and higher speeds. The physical presence of crossing guards is essential for students to feel confident and safe in crossing busy streets to and from school. When surveyed, many parents have indicated they would not allow their students to bike or walk to school without the presence of crossing guards.

This offer will serve an even more critical purpose during the 2020-21 school year due to major cuts in school-bus capacity relating to the pandemic. Crossing guards will be vital for assisting students who normally ride the bus and who will need to choose another way to get to school.

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This offer supports the City's strategic goals as stated in:

- Bicycle and pedestrian safety as part of the City's Safe Routes to School program
- Council adopted Bicycle Master Plan, Pedestrian Plan and City Plan/Transportation Master Plan

Currently crossing guards directly benefit the following schools: Bauder, Beattie, Cache la Poudre, Dunn, Kinard, Laurel, O'Dea, Olander and Riffenburgh. Most are staffed twice a day, and some justify additional midday staffing for half day kindergarten students. Because of the close interaction among crossing guards, students and school staff, the program is most efficiently administered by PSD.

This program is a cost effective way to support a vital community service serving more than 1,000 children each school day.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

2.7 Reduction: Eliminate Current Bike Share for New Model - Funded

2021 - (\$49,500)

Offer Type: Reduction

This budget reduction offer will reduce the City's annual contribution to bike share operations by \$49,500. This amount represents the annual sponsorship previously provided by the City to Fort Collins' former bike share operator, Zagster. In May 2020, Zagster ceased all bike share operations including in Fort Collins due to the COVID 19 pandemic.

The City is in the process of exploring new bike share models and plans to release a Request For Proposals (RFP) this fall to secure a new bike share vendor for Fort Collins. Through this process, the City will look for bike share operators and business models that do not require a financial contribution from the City.

Bike share provides an equitable and sustainable transportation option for residents and visitors of Fort Collins, and the City is committed to finding a bike sharing solution that meets the needs of the community and is financially sustainable. The City anticipates launching a new bike share program in the spring of 2021, and expects this program to be funded by the bike share vendor (through user revenue and memberships), local sponsorships, and/or grants.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

2.8 Reduction: Scale Down Mobility Management in FC Moves - Funded

2021 - (\$12,000)

Offer Type: Reduction

This reduction offer will impact funding within the Mobility Management group of FC Moves (formerly named Transportation Planning). Specifically, the offer reduces expenses in two areas: hourly personnel costs within the adult bicycle and pedestrian education program, and non personnel items within the Mobility Management group. The community impacts to these reductions include:

- With less personnel the education program would need to reduce the amount of classes and outreach that could be offered for safe bicycling, walking and scootering in Fort Collins. Examples of programs that would be impacted include Bicycle Friendly Driver, Bicycling 101, and e scooter safety.

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• Reductions in the non personnel line items impacts flexibility within the Mobility Management team (Transportation Planning) to respond to changing priorities utilizing consultant expertise. In recent years these funds have been used to help develop initiatives like the Electric Vehicle Readiness Roadmap and E Scooter program development. These types of projects are typically unanticipated and develop from community needs or Council direction. FC Moves has utilized its general consultant funds to respond to these types of special projects; this reduction would impact the team's ability to respond.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

10.1 Street Maintenance Program - Funded

2021 - \$16,142,632

Offer Type: Ongoing

Funding this ongoing, basic maintenance offer provides City residents with a network of high quality roads for their travel and commercial needs. The Streets Department maintains 1,974 lane miles of roads that have a replacement value of more than \$1 billion. Properly funded street maintenance preserves this transportation system and prevents expensive replacement costs. Complete and quality street infrastructure plays a central role in facilitating daily commerce and social connectivity.

This offer allows for safe, well maintained streets, curb and gutter, sidewalks, bike lanes, and pedestrian access ramps.

- Proper resurfacing maintenance prevents potholes. Pothole filling declined from 15,000 per year in 2010 to 3,000 in 2019.
- An asset management approach has been used to select street maintenance treatments for more than a decade. The 2019 third-party audit produced a Citywide average Pavement Condition Index (PCI) of 74.6, up from 71.9 in 2012, but down from 75.9 in 2015. PCI is based on a 0 100 scale with 100 being the highest rating achievable.
- Budget reductions over the last four years have moved the program from 15-year to 20 year resurfacing intervals.
- Construction costs continue to rise approximately 5% annually, and the investment in the concrete/pedestrian system has increased three fold since 2015 as the City moves toward Americans with Disabilities Act (ADA) compliance.
- Streets collaborates with internal City departments and external utility agencies, schools, and special interest groups to look for synergies and prevent missteps.
- Collaboration with the Engineering department has brought up to standard a total of 2,926 ADA ramps through 2019. This is an average of a little over 730 ADA ramps each year.
- SMP sidewalk repairs have mitigated an average of 2,100 trip hazards per year.
- Alley Maintenance is now included in the SMP budget offer, which provides for the maintenance of 241 alley blocks.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

10.2 Snow and Ice Removal - Funded

2021 - \$1,420,149

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Offer Type: Ongoing

Funding this offer will provide high quality snow and ice removal services for all modes of transportation. A well planned and executed winter operations plan is imperative. This plan strives to maximize services while minimizing the impact to the environment and remaining cost efficient. The goal is to remove snow and ice from streets, bike lanes, sidewalks and pedestrian access ramps within 24 hours after a storm. While the severity of each winter storm is unpredictable, the Streets Department will continue to work within its resources to maintain the highest level of customer service possible while balancing efficiency in snow and ice control.

When a storm is forecasted, City crews and contractors are readied so equipment can be mobilized quickly to plow and de ice streets and sidewalks. No two storms are identical, and weather conditions can vary significantly during the winter months. Different conditions require different tactics and corresponding strategies.

During the snow season, crews are assigned shifts to respond 24/7 to any storm event. Arterial streets are first to provide a network for emergency vehicles; collector streets are second and school routes third. If snow depth warrants it may be deemed necessary to also clear residential streets. In some cases, the first response to a winter snow and ice storm may be anti icing treatments before the storm begins. During the storm, de icing and plowing operations occur. After the storm, in the cleanup phase, crews go back to finish bike lanes and contractors clear sidewalks and pedestrian access ramps. Downtown snow removal is an intensive process and is performed as needed according to conditions. It is generally done at night to minimize the impact to traffic and parking. It requires multiple pieces of heavy equipment and snow must be hauled to a designated snow dump site.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

10.3 Essential Street Operations - Funded

2021 - \$3,345,441

Offer Type: Ongoing

Funding this offer will allow the Streets Department to manage and provide a high level of service for maintenance activities within the multi modal transportation network. Well maintained streets preserve the safety and quality of life while enhancing the quality of neighborhoods and business districts. Research has shown that urban attractiveness adds to economic vitality.

Maintenance programs include roadway system maintenance, mowing, barrow ditches, unpaved roads, potholes, crack sealing, road shoulders, bridges, guard rails, asphalt patching, concrete repairs, the MAX corridor, pedestrian lighting, pedestrian underpasses, bike lanes, and the adopt a street program. Streets provides on call staff 24/7 for emergency calls addressing safety concerns, such as debris in the road or pavement failures.

The Administration and Information Technology group is vital in maintaining a diverse department that represents more than 60 staff encompassing:

- Street Maintenance Program
- Snow Operations
- Emergency Responses
- Graffiti Abatement
- Sweeping
- Alleys
- Mowing & Road Shoulders

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- Crushing/Recycling
- Traffic Control
- Rehab and Patch Crew

This support group provides leadership and coordination for all Streets programs, including work planning, billing, budget management, public and internal outreach, personnel safety and training, world class customer service, environmental compliance, technology innovation and facilities maintenance. This team is integral in coordinating the work of hired contractors, managing service requests from the public and processing Human Resources documentation for hiring, performance competence, disciplinary actions and separations.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

10.4 Street Sweeping - Funded

2021 - \$719,115

Offer Type: Ongoing

Funding this offer provides strategic sweeping operations on streets and bike lanes throughout Fort Collins. As part of the street sweeping program, arterial streets (e.g., Horsetooth, Shields, Prospect) and their adjoining bike lanes are scheduled for sweeping once every two weeks. The Downtown area is swept two times per week. Residential and collector streets are swept four times per year.

Other components of the sweeping program include compliance with the Fugitive Dust Policy, bike lane sweeping, MAX/BRT sweeping, Mason Trail sweeping, and 24-hour emergency response for street and bike lane hazards.

Regular street sweeping is important for safety and overall air and water quality by removing debris. Regular street sweeping keeps debris out of the storm drains, improving the water quality and preventing street flooding by keeping storm drains open. Aesthetics is also an important consideration. Street sweeping has always been a demand from the public and the need will only increase as the street network expands with added lane miles and new residential areas.

Another benefit of sweeping is that it promotes the City as a bicycle-friendly community by providing safe traveling surfaces for bicycle commuters. Without regular bike lane sweeping, debris such as dirt and glass from the roadway is forced into the bike lanes and road shoulders.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

10.5 Planning, Development & Transportation (PDT) Work for Others - Funded

2021 - \$4,147,452

Offer Type: Ongoing

This collaborative offer is an opportunity for City departments, Colorado State University, Poudre School District, developers and public agencies to purchase high quality

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goods and services at competitive prices from the Streets, Traffic and Engineering departments. This program pays for itself through revenue generated from the following services:

- Street Patching
- Traffic Control
- Snow Removal
- Road Construction
- Recycling Material
- Contract Sweeping
- Signs and Pavement Marking Installation
- Traffic Signal Construction

This program provides others with a quality product at a reduced cost while using City equipment and employee expertise. Through this program, the Streets Department provides street patching services for the Water, Wastewater and Light & Power departments, and maintenance and construction of new roads for Natural Areas and Wastewater. The program provides sweeping and snow removal services for the Civic Center Parking Structure, the Old Town Parking Structure, Police Services parking lots and various other City parking lots.

The Streets Department also provides traffic control services to all City departments on a full-time and emergency basis 24 hours a day, 365 days per year. Maintaining a high level of consistent, dedicated staff is critical to provide safe work zones for the traveling public and workers, no matter what the situation.

Traffic Operations typically builds or upgrades about four traffic signals per year for development or the City's Capital Improvement Projects. In addition, numerous signing and marking projects occur through this program. Funding for these projects comes from other jurisdictions, developers and other City departments.

Also included in this offer is the operation of the crushing/recycling facility. Through the crushing facility, the City avoids landfill fees by recycling material from street projects. The crushing facility accepts clean material from contractors and the public for free.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ENV 4.3 - Enhance efforts to achieve 2030 zero waste goals.

10.6 Reduction: Scale Down Essential Street Operations - Funded

2021 - (\$313,203)

Offer Type: Reduction

This offer would also eliminate the purchase of replacement equipment needed for operations. The cost of equipment repairs on the equipment not being replaced may increase.

There would be a reduction in the frequency of mowing of medians, possibly resulting in being out of compliance with municipal ordinances.

The number of repair projects to be completed on the MAX-BRT guideway would be reduced by approximately 50%. Patching on other streets would be reduced by approximately 35%.

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This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.

10.7 Reduction: Scale Down Street Sweeping - Funded

2021 - (\$125,342)

Offer Type: Reduction

This reduction offer would reduce residential sweeping from four times per year to two times per year. Sweeping staff will be utilized in the Streets Department patching crews to haul materials. The additional personnel costs in those areas will be offset by the reduction in hiring trucking companies to haul materials. This reduction will result in more accumulation of debris on residential streets and bike lanes. Our customer service reputation will diminish with our inability to respond to resident complaints. In addition, fugitive dust will increase throughout the community, which could impact the health of some residents.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- ENV 4.2 - Improve indoor and outdoor air quality.

10.9 Enhancement: Snow and Ice Removal - Unfunded

2021 - \$1,000,000

Offer Type: Enhancement

Funding this offer will allow continual high quality snow and ice removal services for all modes of transportation through the Snow and Ice Program. A well planned and executed winter operations plan is imperative. This plan strives to maximize services while minimizing the impact to the environment as well as being cost efficient. The goal is to remove snow and ice from streets, bike lanes, sidewalks and pedestrian access ramps 24 hours after the storm. While the severity of each winter storm is unpredictable, the Streets Department will continue to work within its resources to maintain the highest level of customer service possible while balancing efficiency in snow and ice control. No two storms are identical and weather conditions can vary significantly during the winter months. Different conditions require different tactics and corresponding strategies. During the snow season, crews are assigned to shifts to respond 24/7 to weather events.

The Streets operating budget from 2010 to 2019 rose \$200,000; approximately 16%. During the last decade expenses have increased above the funding on average by 71%. Please see link to table for comparison of budget to actual.

There are many factors that create expenses each year, including the number and type of storm events. During the last five years material costs have increased 9.7%, cost to clear sidewalks of snow 19.5%, and personnel costs have risen. Streets embraces our mission to provide exceptional service for an exceptional community; since 2014, resident requests have increased by 55%.

The Streets Department is a proponent of the City of Fort Collins bicycle program and as protected bike lanes are installed, Streets holds the responsibility to clear snow the average price per foot of bollard-protected lanes is \$7.28.

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This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

10.10 Reduction: Scale Down Street Maintenance Program - Funded

2021 - (\$803,697)

Offer Type: Reduction

The proposed 5% Reduction Offer would decrease the 2021 Street Maintenance Program (SMP) Base Offer 10.1 from \$16,192,355 to 15,388,658.

A 5% budget reduction would lower the 2021 resurfacing efforts by approximately 15 lane miles. The postponed projects would be delayed to 2022. Projects chosen will be selected based on classification (i.e., residential streets, which serve less traffic), their existing condition, and their ability to be postponed a year.

The impacts of a one year reduction would be minimal in the short term but would have a rolling impact of delaying similar efforts for the foreseeable future.

Construction costs have increased on average 5% each year, so any projects delayed would be anticipated to cost 5% more with each year delay.

The long term impacts of these budget cuts to the system level of service would be dependent on the strength of the yearly budgets beyond 2021. Modeled impacts to the Pavement Condition Index (PCI) and the return period are shown on Exhibit A (see link). Reduced funding levels reduce the network PCI over time.

The City has committed to maintaining a network Level of Service "B" or "Good" rating, which is a 70 PCI rating or greater. PCI is based on a 0 100 scale with 100 being the highest rating achievable. In short, "Good" roads costs less to maintain.

The proposed 5% reductions would delay the ability to restore the average road resurfacing return period to the historic, pre 2019, 20 year cycle. This 20 year return period was the average amount of time between major maintenance work performed on any given road. The average return period for 2020 and 2021, with the reduced budgets, is calculated to be 23 years.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

22.1 Harmony Road Maintenance - Funded

2021 - \$272,641

Offer Type: Ongoing

Funding this offer will support ongoing maintenance and operation of a key City arterial to ensure quality infrastructure and smooth traffic flow.

Harmony Road is a major arterial road that links I 25 to U.S. Highway 287. In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to own and maintain Harmony Road. The funding is currently part of the 292 fund and is identified as the Harmony Road Maintenance Fund. This is a joint offer between

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the Streets and Traffic departments to provide routine maintenance such as sweeping, snow and ice removal, pothole repair, traffic signs and signal repairs, pavement markings, and mowing the road shoulders and medians. The expenditures for these activities are drawn directly from the Harmony Road Reserve.

This offer also includes the landscaping, maintenance and utility costs for the Harmony Transfer Center, also known as the Harmony Park and Ride, and the Harmony/I 25 interchange. This facility serves a variety of multi modes and socio economic groups, including carpoolers, shuttle riders to and from Denver International Airport, and bicyclists. Located on East Harmony Road near I 25, the Harmony Transfer Center serves as a primary hub for carpoolers and shuttle services to and from Denver International Airport. The Streets Department provides sweeping, mowing, patching, striping, signage, trash removal, snow and ice removal, and other maintenance activities at the Transfer Center. The Streets Department also maintains an information kiosk and leases covered bike lockers at the facility. Beyond the Harmony Transfer Center, this offer also includes regular landscaping, mowing, trash removal and other maintenance activities throughout the entire Harmony/I 25 interchange, and adjoining medians and rights of way.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

41.2 Streetscape Maintenance - Funded

2021 - \$1,010,346

Offer Type: Ongoing

Funding this offer maintains 87 acres of streetscapes (medians and parkways). Streetscapes help provide safe, functional and visually appealing streets for the community. A majority of streetscapes are located in arterial roadways. The Parks Department assumes responsibility for new streetscape maintenance from the Engineering Department after a two year, post-construction warranty period is complete. Basic maintenance for turf, low density planting areas and hardscapes is provided by private contractors. Contractual duties include maintaining irrigation systems, mowing, trimming, weeding and cleaning. Outsourcing this maintenance operation has kept maintenance costs low for these areas that require routine basic maintenance. The Forestry Division provides tree care for all streetscapes with funding located in Offer 42.1.

In 2013, new Fort Collins Streetscape Standards were implemented. These new standards require more intensive maintenance with an emphasis on horticulture and plant survival. Local contractors do not have the expertise to handle the higher level of maintenance required for these areas. Poor maintenance is the primary cause of plant failure. Subsequently, the Parks Department horticulture staff has assumed responsibility for more than 10 acres of new and renovated medians with high density plantings. This approach has been a success in keeping plant life alive and thriving under difficult conditions. The horticulture crew will continue to maintain all new streetscapes developed under the new standards with high density planting to ensure the success of these locations.

This program contributes to safe traffic flow on City streets as well as a visually appealing community. These sites create inviting entryways into the community and attractive landscaping that enhances the value of the community.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

41.3 Enhancement: Horticulture/Streetscapes Crew Chief - Funded

2021 - \$0

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Offer Type: Enhancement

Funding this offer will provide necessary supervision and contract oversight for the expanding streetscapes and horticultural program within the Parks Department. The growth of this program is driven by continual construction of new streetscapes and by the 2013 Streetscape Standards, which has resulted in more complex planting areas. Currently, this staffing resource is being provided by the Parks Senior Specialist in charge of the Parks Asset Management program and a Parks Supervisor. This staffing model is diverting resources away from several essential programs and is not sustainable. This position will provide needed vision, direction and supervision for this program and will allow for a reallocation of resources needed in other areas of the Parks Department.

This position's responsibilities will be:

- Oversight of the two streetscape maintenance contractors that maintain 80 acres of turf, low density plantings and hardscape medians spread throughout the City.
- Supervise the internally staffed Enhanced Streetscape Horticultural program (implements 2013 Streetscape Standards for streetscapes with high density plantings). Since its inception in 2015, this program has expanded to 15 acres necessitating supervision by a Crew Chief.
- Coordination with Engineering on streetscape projects; work with Streetscape Standards team (5 6 projects per year).
- Coordinate the Parks Horticultural Program that supports planted areas in Parks, Facilities, Cemeteries, and Golf (approximately 470,000 square feet in 640 planting areas).
- Supervise three Park Technicians and 11 hourly positions.
- Outreach and coordination with the CSU Horticultural Program and the City's Vegetation Team.
- Water management of all contracted and enhanced median sites; includes 115 potable water taps and irrigation repairs.
- Assistance with median renovations that are managed through the Parks Asset Management Program (when funding is available).

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

41.4 Reduction: Scale Down Streetscapes Service Level - Funded

2021 - (\$67,000)

Offer Type: Reduction

Accepting this offer will reduce watering on streetscapes from 90% of plant/turf needs to 80% of plant/turf needs. This reduction will impact plant mortality. Plants will be more stressed in this harsh environment and may not live as long. Turf may look drier and not be as healthy. This offer will also eliminate lifecycle funding for streetscapes. The reduction will eliminate small renovations including planting and mulch replacement of small sections of streetscapes. Once plants die and mulch ages there will be no replacement. Overall, streetscapes will not look well maintained over time.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

44.1 Transit Fixed Route Network - Funded

2021 - \$17,110,754

Offer Type: Ongoing

Funding this offer will provide fixed-route transit service within the City of Fort Collins and regional service. This offer is a request for Transfort to continue to provide the following transportation options for the community: transit service throughout Fort Collins along 22 routes, which include the MAX, FLEX (regional service to

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Loveland/Longmont/Boulder), Around the Horn, Gold, and 18 local routes.

This proposal will pay for salaries and benefits, fleet maintenance, fuel, insurance, uniforms, support services and a contractual transit planner position. This offer also addresses support services such as road supervision, dispatching/scheduling, customer service, facility maintenance, utility costs, service development and public outreach, administrative staffing, technology support, communication expenses (telephone, wireless, etc.), passenger safety and code enforcement, supplies, and liability insurance. Additionally, this Offer will provide funding for a shared project with Poudre School District to study better way to collaborate on transportation issues and needs. The end product would create a working framework for a partnership with greater efficiencies and resource sharing where applicable.

Funding for this offer will come from a variety of sources:

- Federal Transit Administration (FTA) Section 5307 grants (~\$3.7M)
- State funding from FASTER (~\$200k)
- Advertising fees from buses and bus shelters (~\$300K)
- FLEX Contributions, Loveland Reimbursements, Fare & Pass Sales (~\$1.7M)
- An Agreement with Colorado State University and the Associated Students of Colorado State University to provide enhanced transit services to campus and surrounding areas (~\$2M)
- The General Fund or other City sources (~\$11M)

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

44.3 Game Day Transit Service - Funded

2021 - \$100,000

Offer Type: Ongoing

Funding this offer will enable Transfort to continue to provide enhanced transit routes during Colorado State University (CSU) football games.

These services are provided before, during and after football games hosted at CSU's Canvas Stadium. CSU and the City work together to design the service; the City is reimbursed for actual costs.

The City of Fort Collins and CSU have entered into an Intergovernmental Agreement (IGA) to fund these services. CSU funds the entire cost of this offer. Additional expanded service on game days necessary to fund community wide increased demand is funded in Transfort's ongoing core services offer (44.1).

This Offer supports the following Strategic Objectives:

- NLSH 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.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

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44.4 Dial-A-Ride - Funded

2021 - \$1,891,500

Offer Type: Ongoing

Funding this offer will provide the federally mandated Dial A Ride paratransit service to Americans with Disabilities Act (ADA) eligible individuals within a 3/4 mile radius of an existing transit fixed route, Dial A Taxi service that provides taxi vouchers to Dial A Ride clients, and specialized shuttle service for individuals with a disability accessing Foothills Gateway, Inc.

The ADA stipulates that any transit agency offering fixed-route service must also provide paratransit service to eligible passengers within 3/4 of a mile of the fixed-route service area, during the same hours of service, and that the paratransit fare must not be more than twice the fixed-route regular fare. Passengers are pre certified for this door to door, on-demand service based upon their inability to access fixed-route bus services due to a disability. Transfort's paratransit service is called Dial A Ride and 100% of the service is provided by a third party vendor. This offer will specifically pay for contract provider expenses, based on a per passenger charge and inclusive of dispatch function, and for the Transfort staff that are employed to manage the Dial A Ride program. Transfort also manages the paratransit service (Dial A Ride) contract for City of Loveland Transit (COLT) and is directly reimbursed from Loveland for costs incurred for paratransit services and contract administration fees.

The existing contract rate has increased each year. This offer also includes appropriation of funds for Dial A Taxi vouchers. Dial A Taxi trips must start in the paratransit service area, but can end at any location.

This offer also includes funding for Foothills Gateway Shuttle service provided by the paratransit third party vendor and SAINT volunteer transportation.

Funding for this offer is anticipated from four major sources: Federal Transit Administration Section 5307 grant funding, Section 5310 grant funding, passenger fares (\$2.50 per trip) and City General Fund.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- NLSH 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.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

44.5 Enhancement: Regional Transit Service Partnership from Greeley to Fort Collins - Funded

2021 - \$120,000

Offer Type: Enhancement

Funding this offer allows the City to continue contributing to the regional transit service between Greeley and Fort Collins operated by Greeley Evans Transit (GET) that began in January 2020. Travel among Northern Colorado communities continues to grow and it is estimated that over 14,000 people commute daily between Fort Collins, Windsor and Greeley. The high level of in commuting has a significant impact on congestion and quality of life for residents and travelers.

Regional services are a key mobility option that helps address the negative impacts of in commuting. Following the successes of FLEX, a regional service operated by Transfort that connects communities along Highway 287, and Bustang, a Colorado Department of Transportation (CDOT) service between Fort Collins and Denver, GET began providing an express route between Greeley and Fort Collins in 2020. The service operates 7 trips per day between Greeley and Fort Collins, with stops at Colorado State University (CSU), University of Northern Colorado (UNC) and Windsor. The alignment in Fort Collins includes I 25 from Highway 392 to Highway 14 with a stop at the Harmony Transfer Center (HTC), and along Highway 14/Mulberry to the CSU Transit Center. Passengers are able to make transfers to other routes at the

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CSU Transit Center and MAX and make transfers to Bustang and Transfort's Route 16 at the HTC.

Based on an initial survey, almost 3,000 faculty and students commute between Fort Collins and Greeley, and many others in nearby communities indicated a desire for regional transit service. During its first quarter of operation, the Poudre Express provided over 5,000 passenger trips. This service results in reduced intra regional commuting by single occupant vehicles, improved air quality and reduced greenhouse gas emissions, less congestion, and higher quality of life for commuters and residents. Funding partners include CDOT; the Cities of Greeley, Evans, Windsor, and Fort Collins; and CSU and UNC.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

44.6 Enhancement: Replacement Buses Compressed Natural Gas (CNG) - Funded

2021 - \$1,860,000

Offer Type: Enhancement

This offer will fund the purchase of three Compressed Natural Gas buses to replace buses in the fleet that will be past their expected useful life of 12 years and/or 500,000 miles.

Transfort was awarded \$950,000 in FY21 Congestion Mitigation and Air Quality (CMAQ) and \$908,091 in Colorado's Multimodal Options Fund (MMOF) for the purchase of three CNG vehicles. The replacement of these vehicles will be almost completely funded by award funding. Replacement buses will meet accessibility as defined by the Americans with Disabilities Act. All buses being replaced will have met their useful life in years and/or miles. As buses age, they become much more expensive to maintain; therefore, replacing buses on a regular schedule will save on maintenance costs in the long term. Maintaining the fleet in a state of good repair also increases Transfort's service reliability, which in turn encourages ridership. CNG fueled buses emit less harmful emissions than traditionally fueled vehicles. Replacing buses in the fleet with alternative fueled vehicles will maintain this air quality benefit.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

44.7 Enhancement: Replacement Bus Zero Emissions & Charger - Funded

2021 - \$1,070,000

Offer Type: Enhancement

This offer will fund the purchase of one Zero Emission Vehicle (ZEV) and the necessary charging infrastructure to replace a diesel vehicle past its useful life. To better align with the City's Climate Action Plan goal of becoming carbon neutral by 2050, Transfort began pursuing funding to replace rolling stock vehicles past their useful life with alternative fuel vehicles and plans to have the entire fleet converted to ZEVs by 2040. The purchase of ZEVs furthers the overall City goals of reducing greenhouse gas emissions and will allow for significant savings in maintenance and fuel costs moving forward.

The purchase of this bus and charging equipment will bring the total ZEVs in Transfort's fleet to three, which accounts for approximately 6% of the total fleet. This purchase will replace Transfort's last remaining diesel-fueled bus, meaning that with this purchase the fleet will be 100% fueled by alternative fuel, mostly Compressed Natural Gas (CNG). Replacement buses will meet accessibility as defined by the Americans with Disabilities Act. All buses being replaced will have met their useful life in

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years and/or miles. As buses age, they become much more expensive to maintain; therefore, replacing buses on a regular schedule will save on maintenance costs in the long term. Maintaining the fleet in a state of good repair also increases Transfort's service reliability, which in turn encourages ridership.

The total estimated cost of a ZEV is \$930,000 and depot charger is estimated to be \$140,000 for a total of \$1,070,000. In 2020 Transfort was awarded FY21 VW Settlement Funds by the Colorado Department of Transportation (CDOT) in the amount of \$652,200. Settlement funds will be used in conjunction with capital award funding Transfort receives annually from CDOT in the amount of \$200,000, which requires a \$50,000 local match. Therefore, this project will require an additional \$167,800 in local funding.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- ENV 4.2 - Improve indoor and outdoor air quality.

44.8 Continuing Enhancement: Capital Assets & Projects - Funded

2021 - \$1,168,750

Offer Type: Enhancement

Funding this offer will provide the funds for Transfort to complete projects related to transit planning and capital asset repair, including technology, rolling stock and equipment replacements. This offer is requesting appropriations totaling \$1,168,750 in 2021.

Transfort receives three annual federal formula awards from the Federal Transit Administration (FTA) that will fund this offer; these formula programs all require a 20% local match. 5339 funds can be used for capital repair, replacement and enhancement of assets. In 2021, Transfort anticipates \$430,000 in 5339 funds, which requires \$107,000 in local match. 5307 funds can be used to maintain and replace capital assets and for transit planning and design projects. In 2021, Transfort anticipates spending \$400,000 in 5307 funds on projects as described in this offer, which requires \$100,000 in local match. 5310 funds can be used for projects to benefit seniors and individuals with disabilities, including projects like maintaining, replacing and upgrading bus stops and bus stop amenities. In 2021, Transfort anticipates spending \$105,000 in 5310 funds on projects as described in this offer, which requires \$26,250 in local match.

Transfort receives federal award funding annually to repair and replace its capital equipment and facilities. Over time, federal funding has allowed Transfort to replace its aging fleet; repair and renovate its existing maintenance facility, bus stops and transit centers; and implement new technology that benefits Transfort and its customers. In total, funding this offer will allow Transfort to leverage \$935,000 in award funding with only \$233,750 in local match in 2021.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

44.9 Enhancement: CCIP - Bus Stop Improvements - Funded

2021 - \$44,414

Offer Type: Enhancement

Funding this offer will provide the necessary resources to continue upgrading bus stops to be accessible and meet applicable federal regulations and design standards.

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Ballot mandated funding of \$100,000 for 2021 is proposed for ongoing bus stop enhancements to meet applicable federal regulations and design standards, and for concrete repair and maintenance.

Transfort annually receives federal grant funding to repair and replace its capital equipment and facilities. This federal funding is critical to maintain Transfort's assets in a state of good repair. However, a majority of this funding goes toward vehicle fleet replacement and is not sufficient to adequately maintain and upgrade the bus stops. As a result, CCIP funding has been used to address bus stop accessibility deficiencies.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

44.10 Continuing Enhancement: Midday and Weekend FLEX to Boulder Bus Service - Funded

2021 - \$200,000

Offer Type: Enhancement

Funding this offer will allow for one additional midday round trip Monday through Friday and four total weekend round trips on the FLEX to Boulder Regional route operated by Transfort.

Transfort's commuter FLEX route contributes greatly to the transportation community in Northern Colorado, serving the communities of Fort Collins, Loveland, Longmont, Boulder and smaller population centers in between. FLEX weekday service consists of 19 round trips to Loveland, 14 round trips to Longmont, and five round trips to Boulder; weekend service consists of 17 round trips to Loveland and four round trips to Longmont. FLEX served over 200,000 riders in 2019. Ridership on FLEX regional routes has continued to increase year over year since its initial launch in 2009, adding routes to Boulder in 2016. These numbers demonstrate the demand for transit service among these communities in Northern Colorado.

Currently there are no weekday southbound trips leaving Fort Collins between 6 a.m. and 1:15 p.m. that travel all the way to Boulder, a service gap of over seven hours. There is also currently a gap in service on weekends as there are no FLEX to Boulder trips on weekends and no FLEX service at all on Sundays.

The increased ongoing cost will initially be funded by a Congestion Mitigation and Air Quality (CMAQ) award. Transfort was awarded \$250,000 in CMAQ funds for the first year of service; this award requires a 20% local match of \$62,500, which will be supplied through existing FLEX Partner Contributions. The funding for the launch of this service in 2021 was appropriated through Ordinance No. 38, 2020.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

44.11 Enhancement: North College BRT Planning Study - Funded

2021 - \$350,000

Offer Type: Enhancement

In 2019 the City of Fort Collins applied for and was awarded funding through the Federal Transit Administration's (FTA) Transit Oriented Development (TOD) Pilot Planning program. Transfort applied for \$280,000 in federal funds, which requires a local match of 20% (\$70,000) for a total project cost of \$350,000. Transfort applied for this program to fund the study of the North College corridor. A major element of the City's recently adopted Transit Master Plan identifies expansion of Bus Rapid Transit (BRT) service to North College. At this time Transfort is unsure whether North College would be better suited to Fixed Guideway or Corridor based BRT, this question will be addressed through study of the corridor. Transfort currently provides service in the area via routes 8 and 81.

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A Transit Oriented Development (TOD) Overlay coupled with BRT and multi modal options will provide needed resources to this rapidly redeveloping, older corridor. Routes serving North College have the fastest growing ridership with approximately 25,000 passenger boardings/month; increasing 10% from 2017 to 2018. Based on the trends of MAX, BRT on North College will significantly increase ridership. Other goals include creating an economically viable, equitable, mixed use corridor while enhancing social services and housing attainment. Over half of the study area is categorized as having limited non motorized and bus options. Over 1/3 of people along North College qualify for the senior/disabled pass and utilize social services in this area. The incorporation of multi modal accessibility and connectivity will be central to the Plan.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

44.12 Reduction: Scale Down Transfort Service Level - Funded

2021 - (\$836,076)

Offer Type: Reduction

The proposed 5% Reduction Offer (\$836,076) would decrease the 2021 Transit Fixed Route Network Base Offer 44.1 from \$16,911,937 to \$16,075,861. This would result in a reduction of 11,000 hours of service. In 2019, Transfort provided approximately 133,000 hours of service across all routes in the system, including FLEX and MAX. For context, the average annual service hours for a typical route (excluding FLEX, MAX and contracted CSU service) is 4,500 hours; 365 Service annually provides approximately 4,400 hours of service.

These reductions could be taken in a variety of ways, from eliminating routes altogether, reducing span of service, reducing days of service, or some combination thereof. While any reduction of service will have a negative impact on Transfort customers, it would be the recommendation of staff to only reduce service on routes at times or in areas where ridership is lowest and the impacts can be minimized. The very purpose of public transit is to provide equity in transportation. Staff will conduct a detailed analysis of any proposed service reductions to identify the potential for disparate impact to historically marginalized and underserved populations. It is important to note that a reduction in service will also require a local public participation process as mandated by the Federal Transit Administration (FTA) for all cities that receive Federal operating grant assistance.

This reduction would reduce hourly and/or fractional FTE position classifications used by Transfort.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

44.13 Reduction: Additional Scale Down Transfort Service Level - Unfunded

2021 - (\$836,076)

Offer Type: Reduction

The proposed additional 5% Reduction Offer (\$836,076) would decrease the 2021 Transit Fixed Route Network Base Offer. This would result in a reduction of 11,000 hours of service. In 2019, Transfort provided approximately 133,000 hours of service across all routes in the system, including FLEX and MAX. For context, the average annual service hours for a typical route (excluding FLEX, MAX and contracted CSU service) is 4,500 hours; 365 Service annually provides approximately 4,400 hours of service.

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These reductions could be taken in a variety of ways, from eliminating routes altogether, reducing span of service, reducing days of service, or some combination thereof. While any reduction of service will have a negative impact on Transfort customers, it would be the recommendation of staff to only reduce service on routes at times or in areas where ridership is lowest and the impacts can be minimized. The very purpose of public transit is to provide equity in transportation. Staff will conduct a detailed analysis of any proposed service reductions to identify the potential for disparate impact to historically marginalized and underserved populations. It is important to note that a reduction in service will also require a local public participation process as mandated by the Federal Transit Administration (FTA) for all cities that receive Federal operating grant assistance.

This reduction would reduce hourly and/or fractional FTE position classifications used by Transfort.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

45.1 Parking Services - Funded

2021 - \$2,355,074

Offer Type: Ongoing

Funding this offer will continue to provide the core functions and mission of Parking Services including managing public parking, creating on street parking space turnover, providing long term parking needs, contributing to safe and orderly traffic flow, and enhancing community livability by educating and enforcing parking regulations.

Parking Services' primary divisions consist of Parking Enforcement Officers and Residential Parking Permit Program & Marketing, with support from Customer Service, community parking management solutions, Information Technology and Data Analysis, and facility maintenance and operations.

Parking Services manages the daily operations of the partnered parking structures, surface lots, and payment applications and kiosks; parking enforcement and citation management; administration of Municipal Court parking citation notifications; and administering the sale and renewal of monthly and annual parking permits. Funding continues the management of the operations and regular maintenance for the Civic Center and Old Town parking structures, as well as multiple surface lots, and maintains an existing level of service for the Residential Parking Permit Program (RP3). In addition, Parking Services provides community parking management solutions to address CSU stadium events.

Parking Services supports the economic vitality of Downtown Fort Collins by creating on street parking space turnover by educating, monitoring and enforcing parking time limits and providing parking structures as an alternative. Parking Enforcement also contributes to safe and orderly traffic flow in the community and supports neighborhood livability through the education and enforcement of parking regulations.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.

45.2 Firehouse Alley Parking Structure - Funded

2021 - \$238,031

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Offer Type: Ongoing

Funding this offer will provide the necessary operations and maintenance funding to manage the Firehouse Alley Parking Structure. Additionally, this offer will fund the requirement to maintain a reserve for major maintenance in the structure.

The City owns the structure in partnership with the Downtown Development Authority and the Bohemian Foundation. The City's portion of this offer is 100% funded from ongoing Parking revenues.

Services provided by this offer include landscaping and snow removal, facility maintenance and repair, security service, parking technology, video surveillance system, and creating reserves. This offer is necessary to properly manage and maintain this City asset that is critical to the long term sustainability of Downtown and is consistent with the Parking Plan and Downtown Plan by facilitating infill and redevelopment.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.

45.3 Enhancement: Parking Structure Preventative & Critical Repairs - Unfunded

2021 - \$459,500

Offer Type: Enhancement

This offer would fund preventative maintenance and critical repairs to the City's parking structures.

Parking Services operates three parking structures in the Downtown area of Fort Collins. Firehouse Alley Parking Structure (FAPS) levels two and three, Civic Center Parking Structure (CCPS) all five levels, and Old Town Parking Structure (OTPS) all four levels.

Both CCPS and OTPS have been constructed over the last 30 years and are in need of structural preventative maintenance and critical repairs to keep them in a state of good repair and safe for all to utilize. This represents major maintenance items that if not completed in 2021 could lead to catastrophic issues and create additional needed repairs and costs. Total 2021 cost of repairs would be \$459,510, which would include the CCPS Elevator, in need of repair due to corroded components that create safety issues and negatively impact public use due to being down frequently.

Critical structural and waterproofing concerns include:

- Deteriorated concrete stair treads and landings
- Loose brick masonry on west and north facade
- Deteriorated overhead and vertical concrete
- Leaking joints and cracks
- Fragmented and divided concrete slabs
- CCPS Metal deck deterioration at pedestrian bridge
- Fireproofing concerns
- Other additional preventative maintenance issues not mentioned here

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

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46.1 Traffic Engineering - Funded

2021 - \$1,201,859

Offer Type: Ongoing

This offer provides ongoing management of the City's transportation system, helping to ensure safe and efficient mobility for people including bicyclists, motorists, transit riders and pedestrians.

Traffic Engineering: Includes traffic signal timing, staffing the Traffic Operations Center, traffic data collection, traffic safety data management and analysis, work area traffic control, neighborhood traffic mitigation, development review and department administration.

Traffic Operations provides ongoing management and optimization of signal timings on major arterial street corridors. Implements state-of-the-art signal control technologies including traffic adaptive control. Utilizes real time and historical travel data to monitor, evaluate and improve travel throughout the City.

Traffic Engineering leads the Citywide traffic safety program using a data-driven approach, analyzes crash data to identify crash patterns and high crash locations, implements low-cost safety measures and informs safety projects in Engineering, FCMoves, Police Services and other community-based organizations and provides support to City Council, the Planning and Zoning Board, the Transportation Board and the North Front Range Metropolitan Planning Organization. Lastly, Traffic Engineering provides support for other City departments including, but not limited to, FC Moves, Engineering, Streets, Parking Services, Police Services, Community Development & Neighborhood Services and the City Manager's Office.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

46.2 Traffic Signals - Funded

2021 - \$994,083

Offer Type: Ongoing

This offer provides ongoing maintenance, repair and improvement of the City's traffic signal infrastructure, helping to ensure a safe and efficient transportation system for all users.

Traffic Signals include the signal infrastructure (poles, mast arms, etc.), signal operational hardware, software and the traffic signal communication system. Operation and maintenance of the City's signal system is an essential safety service as well as an important element in minimizing travel delays, fuel consumption and air pollution.

The Traffic Operations Department operates and maintains 184 traffic signals, 51 pedestrian signals, 50 school flash zones and five fire station traffic signals. In addition, Traffic Operations maintains 46 closed circuit television cameras, 42 radar speed feedback signs and over 450 detection cameras used to provide input to the transportation system. Approximately 65 miles of fiber optic cable along with wireless radios at some outlying locations tie this system together and allow remote traffic management from the City's Traffic Management Center located at 626 Linden Street.

The Traffic Operations Department also operates and maintains the Traffic Management Center (TMC) located within the Traffic Operations facility. The TMC is the center of a Citywide computer network that allows remote monitoring and operation of traffic signals and signal components including cameras, vehicle detection, travel monitoring devices, etc. It is critical to the safe and efficient operation of the traffic signal system in Fort Collins. To keep the system running requires ongoing maintenance, software patches/upgrades, and hardware maintenance/upgrades. While some support is provided for servers by IT, the majority of the maintenance and all of the operation is done by Traffic Operations staff.

TRANSPORTATION AND MOBILITY

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.1 - Improve safety for people using all modes of travel.

46.3 Signs and Pavement Markings - Funded

2021 - \$1,123,526

Offer Type: Ongoing

This offer provides ongoing maintenance and improvement of the City's traffic sign and pavement marking infrastructure, helping to ensure safe and efficient mobility throughout the City.

More specifically, this offer provides for the fabrication, installation, repair and maintenance of traffic signs and pavement markings on all public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn and regulate all modes of travel.

The Traffic Operations Department maintains approximately 30,000 traffic signs. Maintenance includes repairing or replacing damaged, faded or missing signs. In 2019, more than 1,000 signs were repaired or replaced. Maintenance of these signs is an important component of customer service as these signs are necessary for safety and navigating our street system.

Traffic Operations maintains the pavement markings on approximately 1,500 lane miles of streets in Fort Collins. These markings include longitudinal markings such as lane lines, bike lanes and street center lines. They also include transverse markings such as crosswalks, stop bars, turn arrows, railroad markings, bike lane markings, parking stall markings and red curb paint to indicate parking restrictions. Pavement marking crews paint longitudinal lines twice per year on arterial streets and at least once per year on collector streets and local streets that have stripes in order to maintain the visibility of the markings.

The maintenance of traffic signs and pavement markings is important for all modes of travel. Many signs and markings are made and installed specifically for transit, bicycle, pedestrian and school safety programs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

46.4 Traffic Operations Equipment - Funded

2021 - \$269,946

Offer Type: Ongoing

The City's total investment in traffic signal infrastructure is estimated to be approximately \$28M. Much of this infrastructure was installed as long ago as the 1970s and 1980s, and is in need of replacement or upgrade. In 2011, funds were allocated to Traffic Operations for equipment replacement/upgrade through both the Transportation Fund and KFCG funds. This offer continues that funding. KFCG funding has been used to replace critical traffic signal infrastructure including conduit, wiring, signal poles, etc., and to upgrade signals to improve performance. Transportation Fund money has been used to replace aging traffic signal infrastructure, upgrade the video wall in the Traffic Operations Center, replace communication servers and desktop workstations in the Traffic Operations Center, replace vehicles that were past their service life, and purchase/upgrade other needed equipment to provide core services.

Without this funding, maintenance activities will go back to a less cost-effective reactionary mode where items are only replaced when they fail. This tends to be less cost-effective in the long run and has greater implications for users of the transportation system. It is also less strategic as decisions about equipment replacement are

TRANSPORTATION AND MOBILITY

driven by immediate needs versus long-term planned asset management goals. By maintaining this funding for equipment replacement, Traffic Operations will be able to continue the proactive maintenance approach created with this funding.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

46.5 Neighborhood Traffic Mitigation Program - Funded

2021 - \$150,000

Offer Type: Ongoing

Funding this offer will continue the City's Neighborhood Traffic Mitigation Program at current funding levels. The program is coordinated through the City's Traffic Operations Department.

Speeding and cut through traffic in residential neighborhoods are common concerns expressed by Fort Collins residents. Prior to 2010, the City's Neighborhood Traffic Mitigation Program was limited in scope (\$20,000) providing portable radar speed trailers, yard signs and radio advertisements reminding drivers to slow down in neighborhoods, school areas, etc. In 2010, City Council authorized a one time expenditure of an additional \$100,000 of General Fund money to implement physical traffic calming devices based on specific evaluation criteria. In 2011 2012, funds from the Traffic Calming Surcharge were used to continue the program. In 2013, an additional \$30,000 of Traffic Calming Surcharge funding was provided, bringing the total annual program funding to \$150,000.

Since 2010, traffic mitigation projects have been completed on more than 50 residential streets. Projects have included road diets (converting a street from four lanes to three lanes, including a center turn lane), radar speed displays, dynamic school speed limit signs and speed humps. These devices are applied based on screening criteria along with an extensive consensus building process within each neighborhood. Demand for mitigation in neighborhoods is increasing, with 9 streets approved in 2019, 14 streets approved in 2020, and even more demand for 2021. The program was revamped in 2019 to streamline the process for community members, and due to increasing demand created a system that prioritizes approved mitigation locations based on severity of concerns. This offer proposes to continue the Neighborhood Traffic Mitigation Program at current funding levels.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

46.6 Reduction: Scale Down Traffic Signals Locates - Funded

2021 - (\$25,000)

Offer Type: Reduction

Accepting this offer reduces funding for utility locates by approximately 25%.

The original Traffic Signal offer provides ongoing maintenance, repair and improvement of the City's traffic signal infrastructure, including more than 200 signals. The base offer (with a total amount of about \$1,000,000) is critical to ensuring a safe and efficient transportation system for all users.

This reduction offer proposes to lower the original offer by \$25,000. The funds would come from dollars that are earmarked for utility locates for traffic signal underground electrical equipment. Utility locates are a requirement of the work we do. Costs can vary depending on the number of locates requested, and in last year's budget we did not end up needing \$25,000 out of a total of \$100,000 budgeted for locates.

The impact of the reduction offer depends entirely on costs of locates. Should locate costs be higher next year, the result could be lack of funds for utility locates which

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could hinder signal construction and maintenance work.

This Offer supports the following Strategic Objectives:

- Strategic Objective not needed for Reduction Offers
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

46.7 Reduction: Pause Neighborhood Traffic Mitigation Program - Unfunded

2021 - (\$150,000)

Offer Type: Reduction

Accepting this reduction offer will result in the reduction/elimination of funding for the Neighborhood Traffic Mitigation Program (NTMP). About 90% of the funding is typically used for construction of speed bumps in residential areas. The proposed savings would be up to \$150,000 per year.

The NTMP is coordinated through the City's Traffic Operations Department and is the central location to address speeding and cut-through traffic concerns in residential neighborhoods. There about 150 complaints per year for neighborhood safety issues. They are submitted by residents, other entities (PSD, DDA etc.), leadership and City Council.

Prior to 2010 funding for NTMP was very limited at about \$20,000 per year. Tools for the program included portable radar speed trailers, yard signs, and radio advertisements. Starting in 2010, Council allocated increased funding from the General Fund to allow for the implementation of physical traffic-calming devices based on specific evaluation criteria. In 2011 the funding source for NTMP was shifted to the Traffic Calming Surcharge (added to traffic tickets). The amount collected by the Traffic Calming Surcharge is shared with Police Services.

Since 2010, traffic mitigation projects have been completed on more than 50 residential streets. Demand for mitigation on local roads is increasing, with more than a dozen neighborhoods currently working through the petition process to be approved for speed bumps. We have more requests for mitigation than what current funding accommodates, so projects are completed based on prioritization.

A reduction in funding for NTMP would result in fewer neighborhoods receiving mitigation. If all funding is eliminated, the program would be stopped, including non physical measures such as temporary placement of the portable radar speed displays, or offering yard signs. Options to address calls for speeding or cut-through traffic in neighborhoods will be limited.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

46.8 Reduction: Scale Down Signs and Pavement Markings - Unfunded

2021 - (\$64,151)

Offer Type: Reduction

Accepting this offer eliminates four employees during the summer season that do pavement markings resulting in a 28% reduction in staffing and about 25% of the annual markings workload not being completed.

The original Signs and Pavement Marking offer provides ongoing maintenance and improvement of the City's traffic sign and pavement marking infrastructure, helping to ensure safe and efficient mobility throughout the City. The base offer is approximately \$1.1 million and includes a full-time year round staff of ten.

TRANSPORTATION AND MOBILITY

Because pavement marking work can only be done during the warm months and the group's workload swells, the staff has historically been augmented by four full-time seasonal hourly employees. They are typically employed from May-October each year to assist with pavement marking operations including crosswalks, bikeway markings, arrows, railroad markings, parking stalls and red curb for parking restrictions. The summer workload is significant with 900 lane miles of striping, more than 10,000 crosswalks and other stencils and 14 miles of red curb to maintain. The seasonal staff also support specialized projects such as bicycle wayfinding, low stress network markings and parks/trails projects. This reduction offer of \$64,151 eliminates the funding for these hourly employees.

Without this funding, the staffing in the group will be reduced by 28% during the summer season. The result is that roughly one quarter (25%) of the work plan for pavement markings will not be done. We will prioritize which markings/projects to complete, focusing primarily on crosswalks and school related markings along with markings such as railroad markings that are required per Federal/State regulations. Other markings or special projects will not get done and may have to be phased out over time.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.

46.9 Reduction: Scale Down Traffic Operations Equipment - Funded

2021 - (\$42,074)

Offer Type: Reduction

Accepting this offer will result in the elimination of the detection upgrade program and cancel the planned upgrades at two intersections.

The original Traffic Operations Equipment offer provides funding to replace critical traffic signal infrastructure including conduit, wiring, signal poles, vehicle detection and ADA pedestrian push buttons. The annual budget is \$269,946.

This offer reduces the original offer by \$42,074 which was planned for video detection camera upgrades at two intersections. We've had an ongoing program of camera upgrades each year to support the ability to detect bicycles and provide accurate detection for more advanced signal operations strategies such as adaptive signal control. We had been systematically upgrading detection across the City. Eliminating the funding will limit the ability to address bike detection needs and not allow further expansion of advanced signal operations techniques.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations

46.10 Reduction: Scale Down Traffic Engineering Operations - Funded

2021 - (\$81,158)

Offer Type: Reduction

Accepting this offer will eliminate the funds for continued roll out of the advanced signal system improvements and cancel travel/training and the budget for certifications.

The Traffic Engineering base offer includes \$1,207,942 and funds ongoing management of the City's transportation system in order to ensure safe and efficient mobility for all people including bicyclists, motorists, transit riders and pedestrians. This offer supports 7.5 staff, and includes traffic signal timing, staffing the Traffic Operations Center, traffic data collection, traffic safety data management and analysis, work area traffic control, staff for neighborhood traffic mitigation, and department administration. The reduction offer of \$82,358 will reduce the total by 7%. There are two areas where these reductions will occur:

- 1) It is anticipated that \$65k will be accomplished through the elimination of funds for advanced traffic signal operations and system monitoring. We had been making

TRANSPORTATION AND MOBILITY

positive strides in gaining additional capacity in our transportation system through adaptive control and traffic responsive systems. This infrastructure (controllers, cameras, Bluetooth data collection, etc.) helps the signals make ongoing intelligent adjustments to timing based on detailed and up to the minute data. This improves efficiency and safety while reducing emissions. The elimination of the funding limits our ability to improve our system.

2) The remaining \$17k reduction will be accomplished through elimination of training, conference, travel, and expenses budget. This funding is routinely used to maintain required certification for our field crews, keep up with current trends in our profession, and share ideas including telling the Fort Collins success story with our peers

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for people using all modes of travel.
- TM 6.2 - Manage traffic congestion and improve high-priority intersections for all users.

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High Performing Government

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

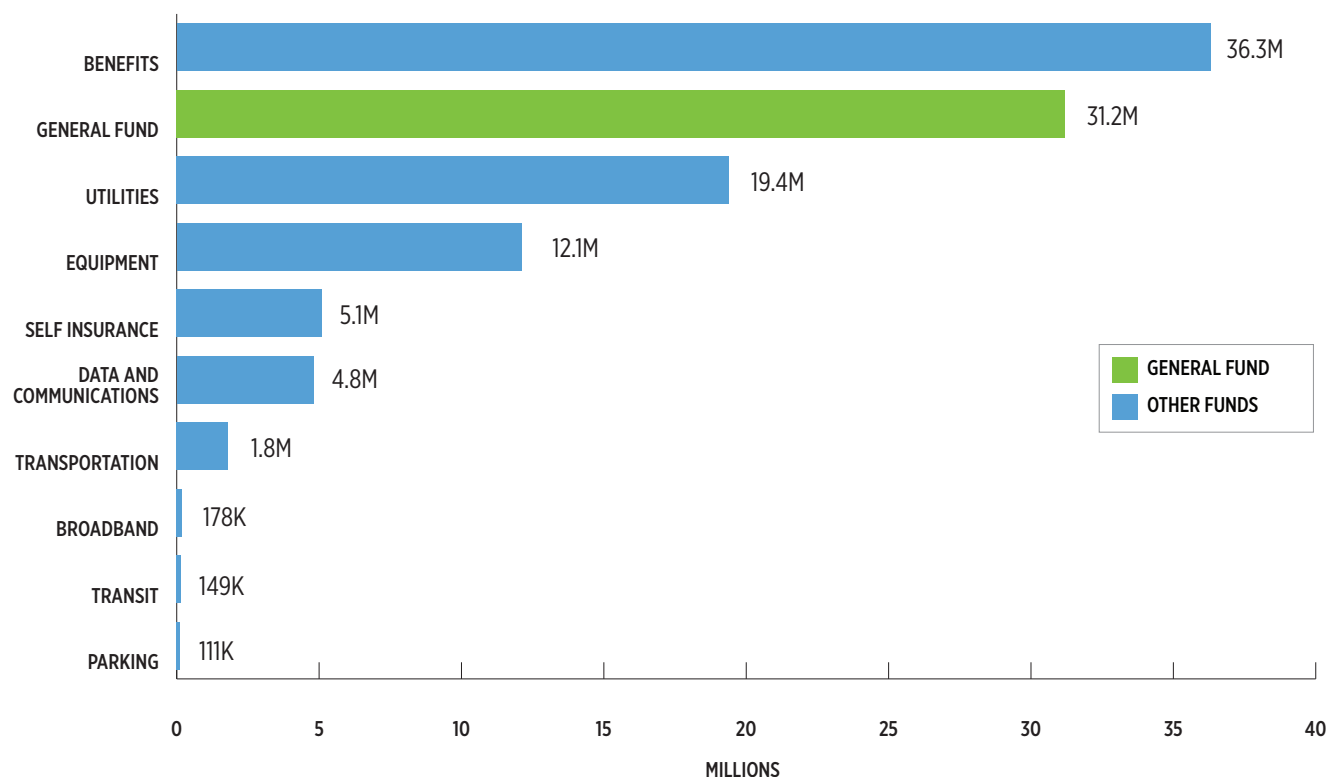




High Performing Government

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
Positions Added:			
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
TOTAL:			\$2,148,337

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

HIGH PERFORMING GOVERNMENT - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

HIGH PERFORMING GOVERNMENT - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

HIGH PERFORMING GOVERNMENT - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

HIGH PERFORMING GOVERNMENT - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

HIGH PERFORMING GOVERNMENT - 2021

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
13.21 Enhancement: Utilities: Exadata Billing Platform Offer Type: Enhancement	430,000	0	0	368,738 <i>Light & Power Water Wastewater Stormwater</i>	61,262 <i>Broadband</i>
13.26 Reduction: Utilities: Customer Service & Administration Support Services and Maintenance Offer Type: Reduction	(656,137)	0	0	(656,137) <i>Utility CS&A</i>	0
24.1 City Council Offer Type: Ongoing	182,790	0	182,790	0	0
24.2 City Manager's Office - Executive Staff, Administrative & Financial Support Offer Type: Ongoing	1,705,990	0	1,538,906	167,084 <i>Light & Power Water</i>	0
24.4 Reduction: Scale Down - City Manager's Office - Performance Excellence, Core 34 & All Manager's Meeting Offer Type: Reduction	(80,500)	0	(80,500)	0	0
24.3 City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division Offer Type: Ongoing	598,347	0	598,347	0	0
29.1 Sustainability Services Administration Offer Type: Ongoing	518,646	62,500 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	456,146	0	0
32.1 Purchasing and Procurement Services 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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
32.2 Accounting and Financial Transaction Services Offer Type: Ongoing	1,565,504	0	1,565,504	0	0
32.9 Reduction: Scale Down - Cash and Transaction Consolidation Offer Type: Reduction	(64,000)	0	(64,000)	0	0
32.3 Sales Tax Services Offer Type: Ongoing	686,579	0	686,579	0	0
32.10 Reduction: Pass Through Online Fee for Sales Tax filing Offer Type: Reduction	(25,000)	0	(25,000)	0	0
32.4 Strategic Financial and Budgeting Services Offer Type: Ongoing	1,035,585	0	1,035,585	0	0
32.5 Program Evaluation and FC Lean Offer Type: Ongoing	409,049	0	409,049	0	0
32.6 City Give Programs and Services Offer Type: Ongoing	154,724	0	154,724	0	0
32.8 Enhancement: 1.0 FTE Payroll Coordinator Offer Type: Enhancement	65,344	0	65,344	0	0
35.1 Safety & Risk Management Programs & Services Offer Type: Ongoing	5,295,363	0	0	5,295,363 <i>Self Insurance</i>	0
35.2 Reduction: Scale Down Safety & Risk Management Supplies, Consulting and Medical Services Offer Type: Reduction	(122,000)	0	0	(122,000) <i>Self Insurance</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

HIGH PERFORMING GOVERNMENT - 2021

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

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

HIGH PERFORMING GOVERNMENT - 2021

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
55.2 Fleet Maintenance and Operations Offer Type: Ongoing	7,135,542	0	0	7,135,542 <i>Equipment</i>	0
55.12 Reduction: Temporary Pause Fleet Supplies and Parts Offer Type: Reduction	(250,000)	0	0	(250,000) <i>Equipment</i>	0
55.13 Reduction: Temporary Pause Outside Repairs and Maintenance Offer Type: Reduction	(400,000)	0	0	(400,000) <i>Equipment</i>	0
55.14 Reduction: Temporary Pause Fleet Rental Offer Type: Reduction	(200,000)	0	0	(200,000) <i>Equipment</i>	0
55.15 Reduction: Increased Oil Change Interval Offer Type: Reduction	(125,000)	0	0	(125,000) <i>Equipment</i>	0
55.4 Facility Maintenance Offer Type: Ongoing	5,851,288	1,250,000	1,971,658	0	2,629,630 <i>General Fund</i>
55.16 Reduction: Temporary Pause Facility Engineering, Design and Consulting Work Offer Type: Reduction	(150,000)	0	(150,000)	0	0
55.17 Reduction: Temporary Pause Facility Maintenance Contractor Services Offer Type: Reduction	(150,000)	(42,000)	(108,000)	0	0
55.18 Reduction: Scale Down Hours of Downtown Restrooms 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 Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
55.20 Reduction: Temporary Pause Electrical Contractor Services Offer Type: Reduction	(50,000)	(10,000)	(40,000)	0	0
		<i>Facilities Work for Others</i>			
55.5 Facility Major Maintenance Offer Type: Ongoing	465,000	0	465,000	0	0
55.6 Operation Services Administration Offer Type: Ongoing	951,561	0	324,833	626,728	0
				<i>Equipment</i>	
55.7 Facility Custodial, Utilities and Security Offer Type: Ongoing	4,216,970	625,000	3,591,970	0	0
		<i>Facilities Work for Others</i>			
55.22 Reduction: Eliminate Custodial Trash Removal from Individual Offices Offer Type: Reduction	(43,000)	(14,000)	(29,000)	0	0
		<i>Facilities Work for Others</i>			
55.8 Fleet Equipment Replacement - Ongoing Payments Offer Type: Ongoing	2,447,773	0	0	2,447,773	0
				<i>Equipment</i>	
55.9 Facilities Project Management, Real Estate Services and Internal Mail Offer Type: Ongoing	1,372,519	1,281,019	91,500	0	0
		<i>Facilities Work for Others</i>			
55.10 Required Building Modifications Offer Type: Ongoing	600,000	0	0	0	600,000
					<i>General Fund</i>
55.23 Fleet Vehicle and Equipment Replacements Offer Type: Ongoing	648,932	0	221,399	427,533	0
				<i>Transportation Broadband Equipment</i>	
55.29 Reduction: Sell or Reassign Under Utilized Vehicles Offer Type: Reduction	(10,000)	0	0	(10,000)	0
				<i>Equipment</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2021

HIGH PERFORMING GOVERNMENT - 2021

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

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4.1 IT Applications - ERP Services - Funded

2021 - \$1,084,443

Offer Type: Ongoing

This offer funds the City's Enterprise Resource Planning (ERP) application system, which includes staff (4 Analyst II and 1 Applications Software Manager), support, licensing costs, software/hardware maintenance, and managed services for multiple applications that support City staff in a variety of capacities.

The main application of the ERP system is JD Edwards (JDE), which is the technology that supports primary business activities of the City's Finance and Human Resources Departments. JDE specifically supports electronic accounts payable/receivable, employee time tracking, compensation and leave, asset tracking and management, purchasing functions, job vacancies and applications, system integrations (internal and external), and more. JDE supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Library District, and others).

The breadth of applications supported by this offer includes:

- Existing ERP system of record JDEdwards (JDE Enterprise)
- Budgeting application (BART Enterprise)
- Financial and human capital analysis tools (Crystal Reporting Enterprise)
- Integrations with other applications (internal and external to the City Enterprise)
- Microsoft O365 application development (Enterprise)
- Microsoft Access (Enterprise)
- Voter Magic (Citizen Voting)
- MS Govern (Sales Tax)
- Full Court (City Court Records)
- Tax941 (JDE Financial)
- VERTEX (JDE Financial)
- Tungsten (Invoice Processing)
- Multiple Access databases
- Various other department specific applications throughout the City

This offer also provides for the cyclical upgrade of the aforementioned software suites. Vendors provide clients, like the City, with periodic updates to the system in order to deliver software fixes, enhancements, and tools, allowing the City to keep its systems current, supportable, and in line with technology advances.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

4.2 IT Applications - E-Government Services - Funded

2021 - \$407,913

Offer Type: Ongoing

This offer supports ongoing services related to e Government, including websites, custom applications, server administration, and custom automation within the City of Fort Collins. This offer covers two Applications Analysts and an Applications manager to develop custom applications, email newsletters and notifications, project management, support of unique department processes and requirements, server support, website security, custom automation for critical line-of-business processes,

HIGH PERFORMING GOVERNMENT

end-user support, and troubleshooting. This offer supports the work of all City departments & staff, & City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre Libraries and others).

E-Government provides enterprise wide support for:

- CityNet – Internal employee intranet
- FCGov.com – Public Website
- Access Fort Collins
- Content management systems
- Web databases
- Emergency Messaging
- Larimer County DA records automated exchange
- Public records access
- Automation of Council agenda notifications
- Newsletter System
- Survey integration & support
- Website Search Engine
- E-commerce donations through Stripe
- Well Days – City employee wellness program
- Social media feeds
- Web server security, configuration & maintenance

CITY CLERK

- Ballot status lookup
- Boards & Commissions applications

POLICE SERVICES

- Onboarding/Offboarding for Police Services
- Police Neighborhood Enforcement Team online tools

UTILITIES

- Real time power grid monitoring for both the City of Fort Collins & Loveland
- IFTTT (“If This Then That”) Time of Day service integration
- Utilities estimates for title companies
- Water Shares Management
- Water Shares Payments
- Automation of Utilities Service requests
- FC Connexion Website
- Stream and Rain Gage data visualization

COMMUNITY SERVICES

- Natural Areas Permitting System

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- Searchable recycling database
- The Gardens on Spring Creek Website

TRANSPORTATION

- ClimateWise – Waste reduction program
- Traffic camera monitoring

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

4.3 IT Applications - Geographic Information Services - Funded

2021 - \$607,648

Offer Type: Ongoing

Funding this offer will provide Geographic Information System (GIS) software, services and support for City employees, departments, City Council and external entities. This offer covers all aspects of the enterprise GIS program including professional software licensing, database design, data creation, core data maintenance, analysis, GIS Enterprise Server implementation and management, GIS website development, mobile GIS configuration and development, shared data delivery, printing services, user support and training, map products and printing, and spatial database development and hosting for a variety of City applications and programs. GIS offers these services at the enterprise level, supporting the work of all City departments, as well as Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Library Public District, Larimer Emergency Telephone Authority, Larimer County Sheriff's Office, and others. GIS is supported by the GIS Manager, two Analysts and a Technician. These staff provide ongoing support for existing programs such as the regional call center (911) and the landbase and address data maintenance. This offer provides fundamental technology services and support, which automate business processes.

- In the last two years, GIS Services has processed more than 850 HelpDesk tickets.
- GIS Services supports over 60 mapping websites including the Power Outage, Snowplow Tracking, Flood Warning, Patio Patrol, FCMaps, and Cemetery locator. Approximately 170,000 unique pageviews of these sites.

Major Programs/Services:

- Software: Manages and negotiates the licensing agreement with ESRI for desktop and server software. Provides installation, patching and support of the software products.
- ArcGIS Online and Enterprise: Support and management of the ArcGIS Enterprise system and ESRI's cloud based portal. This includes software upgrades, patching and user account management. This allows staff to publish and manage GIS maps and apps.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

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4.4 IT Applications - Document Management Services - Funded

2021 - \$369,449

Offer Type: Ongoing

This offer includes the maintenance of the City's Enterprise Content Management system (ECM) software for a stable, supported and enhanced system that is aligned with the organizations needs and requirements. The City's ECM system manages content (documents, images, audio/video and more) for both active and archival purposes. The solution also provides business process tools such as electronic forms and workflow management. The SIRE document management system is also active until all records and integrations have been migrated to Laserfiche, the City's updated ECM system. There are more than 12 million records and 600+ users of the systems. More than 70% of City Departments are utilizing the ECM systems, which are key to many department operations in managing existing paper and digital documents while providing enhancements that are aligned with the City's key results and outcomes.

There are several critical integrations with the ECM system including WebLink (replacing CityDocs) to allow for public search and display of documents based on specific criteria, Accounts Payable and Tungsten, GIS connection for map acquisition, integration with Larimer County to search and auto retrieve Police documents relevant to the District Attorney's office, upload of documents based on criteria from Police Motor Vehicle Accident documents made available to insurance companies in a third party system, retrieval of documents within Tiburon and several web sites that aggregate data for display on web pages.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

4.5 IT Applications - Development Tracking Services - Funded

2021 - \$532,909

Offer Type: Ongoing

This offer covers the City's Land Development Tracking System (DTS) program that is funded from a percentage of Development Review fees collected by the City. DTS provides a single point of access to the organization's business processes related to land development and construction review, integrating various City functions that previously relied on independent software applications and/or separate databases. DTS supports online building permit processes, an application specific to code enforcement, support for development review, engineering permits, contract licensing, and construction inspections.

The DTS software application supports crucial City services related to Development Review, Building, Neighborhood and Planning Services, Historic Preservation, Utilities, Forestry and Zoning as well as City partners such as Poudre Fire Authority. Examples of current services managed utilizing DTS include building permits, code compliance, housing standards, zoning licenses and permits, encroachment and excavation permits.

This offer covers staff, database support, hardware and software maintenance, and other operating expenses. DTS is funded by an administrative surcharge applied to fees collected through the system. The DTS team dedicates a large portion of its time ensuring that applications can be updated/enhanced to meet the needs of a changing environment, stemming from new regulations, fees and business processes. This offer provides continued work with departments using DTS to identify reporting needs that reduce manual efforts to either conduct research or communicate with customers such as annual demographics reporting required of the Development Review group or Professional License letters.

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This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

4.6 IT Applications - Open Data Program - Funded

2021 - \$207,118

Offer Type: Ongoing

This offer provides funding for ongoing development, maintenance operations, and software support of an Open Data Portal website for the purpose of expanded transparency and improved access to data for the public. The Open Data Portal includes datasets such as City Councilmember expenses, vehicle mile tracking, employee salary listing, business availability, and more. The cloud-hosted service allows for the reduction of on-premises maintenance of server infrastructure, reducing internal effort needed to support the Open Data program.

The Open Data Portal allows the City to create a platform by which the community will have direct access to the City's extensive public data through a variety of means, devices, and formats. This platform significantly increases the City's transparency, but also reimagines public engagement by generating opportunities for collaboration and co creation within the community. Interested community members will be empowered to access City data in almost any manner they choose, being able to search, filter, download, and even visualize on the fly. One of the most exciting aspects of the platform is the ability of external developers to be able to create apps using City data, extending the usefulness and access of the City's data resources to our community.

This offer will fund a contractual 1.0 FTE Systems Analyst as the organization's Open Data Officer and liaison for internal staff and the community, assisting in the development and use of the platform, furthering engagement in the City's public data, and implementing process improvements for internal data use. Communities that have implemented successful open data programs cite staffing of this position as critical to the success and full utilization of the platform. The ultimate need is for staffing to support anticipated future development of the Open Data Portal, which was included as a consideration in the originally funded budget request for the implementation of the platform.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

4.8 Enhancement: ERP Replacement Evaluation and Roadmap - Unfunded

2021 - \$150,000

Offer Type: Enhancement

This is a one-time enhancement offer to identify a consultant through the Request for Proposals (RFP) process and assess the City's Enterprise Resource Planning (ERP) system, JD Edwards (JDE) to identify possible alternative applications that would allow the City to lower costs and take advantage of the latest technologies and best practices. At present, JDE support and licensing fees continue to climb year over year at an average of 7% annually. Unfortunately, the vendor, Oracle, has announced that application support will only continue through to 2030, which means software licensing fees will increase over 45% while we progress to application end of life.

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Additionally, the deliverables identified in the RFP will be identified as:

- 1) Request for Proposal
- 2) Business Process Alignment Strategy
- 3) Return on Investment Analysis

JDE has been the primary ERP (Enterprise Resource Planning) application in the City since 1999 for Finance (Payroll, Accounts Payable/Receivable, Purchasing, etc.) and Human Resources. It has been highly customized and an ecosystem of reporting has been built around it to mitigate the shortcoming of its own reporting capabilities adding significant internal support costs to the total cost of ownership (TCO). JDE was developed before Cloud technologies and the existence of viable JDE cloud application services.

JDE support and licensing costs to external vendors, including Denovo, an additional managed services company, has averaged approximately \$466,000 annually (2016-2018). In the same time period, JDE support and development hours from the ERP Team average approximately \$190,000. That is a combined average of \$656,000 annually, with a definite upward trend.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

4.9 Reduction: IT - Eliminate Open Data Program - Unfunded

2021 - (\$103,977)

Offer Type: Reduction

This reduction offer would cease the funding for the Open Data Portal program which includes software support, visual reporting capabilities, and ongoing open data sharing development. This reduction would have the following impacts:

Data Visualization:

- The supporting software, Socrata, will no longer be available to display the data in its current format. This includes OpenBook financial data (non personnel and non HIPAA). The City would have to revert back to an older version of OpenBook used in prior years.
- All current visualizations would have to be rebuilt if we renew our contract with Socrata at a later date.

Public Engagement and Utilization:

- Volunteers would no longer have access to create/modify reports on Socrata.
- Solar data will not be available in its current format for Multiple Listing Service (MLS) listings and the Colorado State Energy Institute.

Internal Engagement and Utilization:

- Daily Police blotter and Flood warning data would not be available in its current format.

IT Staff believes there are alternative options and tools to still meet the elements and mandates from the Open Data Policy adopted from City Council Resolution #2017 014. The primary loss will be the visualizations of OpenData reports currently being provided through the supporting software.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

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4.10 Enhancement: Self-Service Technology and Capabilities - Funded

2021 - \$125,000

Offer Type: Enhancement

This enhancement offer requests \$125,000 to evaluate and pilot digital self service solutions. The City has relied on legacy, high touch, paper based processes, workflows and approvals that are time consuming, costly, inefficient, prone to error, require duplicate entry, and provide a poor experience for employees and residents. With the introduction of self service technologies, we can enable our departments, employees and residents with an improved experience while increasing efficiencies, reducing errors and redeploying users to complete tasks independently that would typically require them to interact with someone else. Some examples: update persona info, streamline approvals, and submit expense requests.

First, with an internal focus on providing departments and employees with self service capabilities that, once matured, can be leveraged externally for residents. A second key focus is to effectively manage department tracking, utilization and allocation of technology assets and expenses to provide transparency, self provision and self service, reducing dependency on IT, redeploying resources to advance technology solutions rather than maintain legacy processes. Having a centralized inventory and catalog of department and end-user software and assets will reduce costs for software licensing, improve tracking of assets and become foundational to allow employees to bring their own devices in the future.

Enhancement Offer \$125,000 Breakdown:

- \$50,000: Evaluate marketplace digital workforce solutions and conduct an internal pilot for 24/7 IT Help Desk, HR, Finance, Knowledge Management
- \$35,000: Centralized Software and Hardware Asset Management evaluation and pilot to reduce license costs and enable Citywide app store
- \$40,000: Data driven self service solutions driven by "Digital Humans" evaluating and piloting NLP (Natural Language Processing) and AI Solutions

This enhancement would be 100% funded from Data and Communication reserves.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

5.1 IT Infrastructure - Network Services - Funded

2021 - \$1,251,978

Offer Type: Ongoing

This offer funds the City's IT Networks that provide every City employee and City Councilmember the ability to use a City phone, share video, and access email, shared files, and critical information on internally and externally facing websites. Without performant, secure networks, the City's business cannot be conducted. The networks are the foundational layer of the City's defense in depth (DID) strategy whereby multiple layers of security are in place to protect the City's electronic resources from outside attack. Maintaining the City's network is vital to keeping the security and performance at the level required for 2,400 employees plus guests and vendors to function effectively at any time of the day or night. Without continued investment, the City networks become increasingly vulnerable to disruptions from within and without.

The funds in this offer support the network operations and support to specifically provide for the following, which are critical components of DID:

- Hardware maintenance upgrading/patching of City network equipment.

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- Software maintenance – upgrading/patching of operating systems and services that enable accurate monitoring, accounting and system integration.
- Professional services – augments the City's capacity to innovate on existing solutions when City personnel lack either expertise or bandwidth to perform necessary upgrades or expansions of network services.
- Offer funds one Asset Manager who collaborates with the Chief Information officer and Connexion team on Network infrastructure needs, replacements, upgrades, and architecture consultation.
- A scheduled transfer of \$722,219 to Connexion as payment to support the City's IT Network and Voice in collaboration with the Broadband work to support City network, infrastructure architecture, and infrastructure upgrades and replacements.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

5.2 IT Infrastructure - Email & Voice Services - Funded

2021 - \$615,706

Offer Type: Ongoing

This offer requests ongoing funding for two services: voice and email communications. These are two key technologies that enable a productive City, supporting both inbound and outbound communications and providing choices to City departments for which communication tool best meets their business need. Email is the mainstay of the City's communication toolkit and necessary to support daily business activities, processes and workflows. This offer requests support for the technology required to maintain and operate enterprise email and voice systems of approximately 2,500 accounts.

Email has multiple components. Many are familiar with the user interface: the client running on their device of access via the web portal. This offer does not cover the end user component of email but the back end infrastructure that enables the service to be productive and secure. This includes such tools as Cisco email security, on premise linkage between the City and Microsoft O365 tenant, McAfee (the endpoint security platform for clients and servers), systems management resources, account administration, and 24/7 end user support.

Voice communications includes operation and maintenance of the City's voice over IP telephone communication system, which includes not only individual users but also call center teams such as the Customer Care & Technology and the IT HelpDesk. Voicemail, paging, call recording, and telephony integrations are included. Support for voice comes from Connexion with the requisite data center infrastructure supported from IT data management services. This offer covers desk phones, local and long-distance calling, alerting system for the voice infrastructure, and other crucial communications for emergency services.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

5.3 IT Infrastructure - Data Management - Funded

2021 - \$1,050,825

Offer Type: Ongoing

This ongoing budget offer provides the support for the staffing, tools, hardware, software, security patching, and maintenance contracts for the City of Fort Collins private

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cloud infrastructure and the City's connection to public cloud based offerings and includes IP Address management appliances.

The team and the systems run 24/7/365 and are responsive to City needs whether asked to retrieve a lost file, restore a database, reboot a server, ensure City Council can access all resources, or make sure the Customer Care Technology team can answer every call.

The 7 person data management staff consists of a manager, 4 system engineers, 1 database administrator and dotted line engineer that is funded by Utilities.

The team and tools are an integral part of the City's defense in depth (DID) strategy, which secures the City's cyber resources, establishes barriers to outside threats, and builds in resilience for unexpected events. Skilled personnel use relevant tools to monitor every aspect of the data management infrastructure to ensure secure, repeatable, performant operations exceeding the City's expectations of excellence.

Data management:

- ensures high availability for applications such as Accela (Planning & Development), JDE, OASIS (new utilities billing), and AMFC (advance metering)
- makes possible a wide array of reporting for departments like Restorative Justice and Economic Sustainability
- deploys tools & applications that increase responsiveness & productivity of first responders & FCPS
- supports every department, initiative, and result the City of Fort Collins achieves if that result depends on a server, application, database, or file stored on a network share or in O365

As the City strives to maintain status as an award winning digital City, there is ever increasing demand on the data center infrastructure, whether it be on premise or in the cloud, to support the myriad applications & services necessary to achieve the City's world class objectives.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

5.4 IT Infrastructure - Client Services - Funded

2021 - \$2,039,905

Offer Type: Ongoing

This offer funds the Information Technology Client Services (CS) team that provides service and support to City employees, departments, City Council and external entities. This includes services listed below as well as project work with departments and technology research. CS has a strong customer relationship and is often the face of the IT Department. This is a team of professionals who carry a responsibility for the overall customer experience and perception of technology.

The CS team consists of the CS Manager, two Supervisors, three CS Technicians, three Senior CS Technicians, three Application Analysts, and one Administrator.

Programs and services offered by CS:

- Helpdesk: Focus on providing exceptional service as the initial contact for users in need of IT assistance.
- Desktop Support: 2nd level support for systems and apps provided to users; includes thousands of apps and mobile device support. Often serves as a liaison between users and application owners to resolve problems.
- Systems: Manages enterprise applications and servers including AirWatch Mobile Device Management, CyberArk, the IT asset, SysAid IT ticketing system and

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desktop patch management.

- **Software Compliance:** Focuses on City compliance with licensing/user agreements for software. This includes enterprise systems such as Microsoft servers, licensing services for Office 365 and Adobe Acrobat enterprise systems.
- **Hardware Services:** Purchasing, operating system management, imaging, support, and repair for all City-owned hardware.
- **E waste Services:** Manages the City's e waste process.
- **Asset management:** Supports the asset management system to include application and server management and reporting.
- **Adds, Moves, Changes:** Supports new employees, office technology moves, personnel changes and management of VPN access setup.
- **Training services** as needed.
- **On Call Services:** Provides after hours enterprise IT support 24/7/365.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

5.5 IT Infrastructure - Asset Equipment Replacement - Funded

2021 - \$1,366,925

Offer Type: Ongoing

This offer funds ongoing infrastructure replacements that are unique in both nature and scale. The equipment funded in this offer supports the entire City Network, Client Services, Data Management, and Voice operations with critical infrastructure that represents the backbone of the IT operations for both internal or front facing operations.

PC and Laptop Replacements: Based on the City's PC replacement cycle, this offer will fund the replacement of approximately 405 laptops and desktops in 2021 across the organization.

This offer also funds the replacement of a large number of phones, network/voice switches, firewalls, and professional services to guide the implementation of architecture changes and technical transition. Funds in this offer also protect against single point of failure giving the City a higher level of service availability, mitigate cybersecurity risks, support necessary server maintenance and patches, and provides for technological transition in support of the City's ongoing business needs.

This offer covers replacement costs of Data Management assets that constitute the City's private cloud. This includes server blades, chassis, storage devices that contain more than 750 terabytes of space, virtual servers and other data storage that is replaced via a life cycle replacement plan approved by the IT Steering Committee.

Lastly, the City has experienced a significant increase in the number of devices that require an IP address. These include phones, devices on the smart grid, multiple endpoint devices (desktops, laptops, tablets), and other devices sometimes referred to as the internet of things (IOT) like light bulbs or cameras. As a result, there is an increased cost to support the IP address management solution due to the increase in the number of requests to connect IOT devices.

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

6.1 IT Administration Services - Funded

2021 - \$854,547

Offer Type: Ongoing

This offer will fund the departmental management and the executive oversight functions for the City's collective Information Technology (IT) programs. This includes IT governance, project portfolio management, financial management, strategic guidance, communications, change management, project management, HR and administrative support for the IT department and its staff.

IT administration staff that support the objectives of this offer include the Chief Information Officer, the IT Applications Operations Manager, the IT Infrastructure Manager, the Business Support III position, one Project Manager and 50% of a Senior Financial Analyst. The staff provides the general oversight, management, strategic plan development/deployment of the Applications, Infrastructure and customer services teams of the IT department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Public Library District, Housing Catalyst, Poudre Fire Authority, and others).

The IT department coordinates the governance of the City's technology portfolio through the use of a number of program and departmental steering committees and core team committees that serve to align business and enterprise priorities and strategies. Executive oversight on major initiatives is accomplished through the implementation of an IT Executive Steering Committee, which is comprised of a majority of the City's Executive Lead Team.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

6.2 Reduction: IT - Temporary Pause Conference and Training Funding - Funded

2021 - (\$20,498)

Offer Type: Reduction

This reduction offer will reduce the IT Department's overall conference, travel, and training costs for 2021. As the IT is an ever evolving business arena, it is imperative for IT staff be apprised of new technologies, tools, software updates, and best practices in the IT industry. This includes technology advancements in Geographic Information systems, data management proficiencies, infrastructure architecture advances, technology innovation opportunities, web support, asset management, software and license compliance, and advances in cybersecurity awareness and best practices. Limiting the team's capabilities will result slower integrations of new IT advantages, process improvements, cost shift to rely upon vendor support/knowledge, and potential missed value add opportunities.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

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6.3 Reduction: IT Software and Support Services, Tools, and Programs - Funded

2021 - (\$111,186)

Offer Type: Reduction

This reduction offer will eliminate various software, support services, programs and tools budgeted in IT. The options presented in this offer were targeted due to strategic software/support consolidation, limited value added service, timing of renewals, or other factors that would have zero to minimal impact to the organization and internal and external customers.

Reductions of zero to minimal impact include the following:

- \$7,000 for Application services that were migrated into ERP services during a consolidation of a vendor contract
- \$3,585 under E Gov for support no longer required
- \$8,000 for Development Tracking Systems system support no longer required
- \$4,000 for Document management developer site support being provided by new provider
- \$13,000 for iP Address management where the renewal is due in 2022 via change in renewal terms
- \$18,000 for the Event Log and Performance Tool that did not get implemented where other cost effective tools can be sourced

Reductions of limited value added services and support include the following:

- \$11,614 for the Network backup connection being provided to City Hall West where the backup is of such small bandwidth and has not been utilized
- \$10,000 for various DEX Yellow Page ads located in both Fort Collins and Cheyenne Yellow Pages where communication and advertising via the web, social media, and other online outlets is sufficient
- \$10,000 for Brainstorm educational and training program provided to employees to learn various IT tools, but low participation rate and is limited to 250 licenses
- \$10,000 for Innotas IT time tracking software for a small group of Utility employees to track time against maintenance/projects
- \$8,556 for City Hall West guest WiFi where the City could utilize Connexion services instead

Reductions that could have impact:

- \$4,500 SurveyGizmo, City's survey platform, initially thought to be replaceable, but may be more difficult to replace due to some constraints and inflexibilities

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

8.1 HR Core Services - Funded

2021 - \$1,995,910

Offer Type: Ongoing

Funding this offer allows Human Resources (HR) to continue to deliver strategic services and programs from “applicant to alumni” and includes talent acquisition and onboarding; employee performance; retention and engagement; coaching and consulting for managers at all levels; employee relations issues; policy development and interpretation, including compliance with all federal, state and local laws; collective bargaining; workforce analytics; competitive and market based compensation programs; technology, including data management and record keeping; and other essential HR Administrative services for the organization, including four Intergovernmental Agreements with other agencies.

These core programs and services:

- Ensure a continuous supply of qualified talent: a pipeline of internal and external candidates with the skills required to achieve the City's plans.

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- Enable a high performance workforce: a high achieving competitive and diverse workforce with a clear understanding of how their work impacts performance and who feels recognized for their contribution.
- Strengthen world-class leadership: a strong leadership bench and individuals with the key capabilities to impact the City's current and future performance.
- Support strategic City and service area initiatives: thought leadership and resources to help leaders and teams accomplish stated outcomes.
- Foster safety and well-being: a work environment that is safe, healthy and conscious of long term family and community goals.
- Communicate policies and practices aligned with City values: organizational compliance with employment and labor laws, City directives and labor agreements.
- Drive operational efficiency: systems and services that support organizational effectiveness and organizational capabilities. Time is spent on employee relations, collective bargaining, managing risk and legal liabilities, and leveraging technology to enhance processes and reporting.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

8.2 Talent Development - Funded

2021 - \$532,834

Offer Type: Ongoing

This offer proposes funding for the City's talent development team and programs, within the Human Resources Department, that support the strategic services and programs utilized by the organization's workforce. These various programs and services:

- Enable a high performance workforce: A high achieving and diverse workforce with a clear understanding of how their work contributes to the community. Examples include the Welcome to the City onboarding program and the continuously updated Employee Essentials curriculum.
- Strengthen world-class leadership: A strong leadership bench of leaders with the key capabilities to impact current and future performance of the City. Examples include the City Council onboarding and development plans, identifying and integrating competencies in all talent management solutions, continuous development of the Management Essentials curriculum, and implementation of two key enterprise programs: Managing at the City for new managers and Leading at the City to deepen leadership capabilities.
- Support strategic City and service area initiatives: Thought leadership and resources to help leaders and teams accomplish stated outcomes. Examples include programs for Equity & inclusion, ethics, performance excellence/process improvement, customer service initiative, and support for Employee Resource Groups.
- Communicate and institutionalize policies and practices aligned with our values: Organizational compliance with employment and labor laws and City directives.
- Drive operational efficiency and effectiveness: Optimize technology, FC Career Connect, to deliver intelligent, intuitive and on demand training and development opportunities.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

8.3 Volunteer Services Program - Funded

2021 - \$197,496

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Offer Type: Ongoing

This offer funds the City's Volunteer Services Program FC Volunteer. Volunteers provide a significant resource to the City while co creating community engagement; 10,708 volunteers contributed 152,002 hours in 2019, equivalent to roughly 73 full time positions. Volunteers impact the entire organization by supporting a high performing workforce which in turn serves the community and increases public engagement.

FC Volunteer establishes an annual plan with strategic annual objectives to guide and prioritize initiatives and efforts. Marketing campaigns highlight volunteers' stories and encourage others to volunteer. Branding the program ensures consistent messaging and communication across the City and in the community. National Volunteer Week and the Volunteer Picnic exude gratitude and appreciation, while continuing education builds capacity and capabilities for both volunteers and volunteer coordinators.

Engage is the Volunteer Management System utilized by volunteers and volunteer coordinators to handle all events, registrations, waivers, applications, scheduling, feedback, training, and reporting. The Volunteer Program Manager is accountable for database administration and technical support.

The FC Volunteer program is a centralized service hub for both community members and City departments to contact regarding placements, background checks, metrics, database support, policies, legal/risk management, consultation, etc. It is a resource for developing new programs, improving existing programs, and inter agency collaboration.

In December of 2019, the City of Fort Collins FC Volunteer became the third municipality in the country to receive the Service Enterprise Certification (SEI). This national standard of excellence program is grounded in rigorous research and designed to strengthen organizational capabilities to leverage volunteers more effectively to address community needs.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

8.4 Wellness - Funded

2021 - \$333,124

Offer Type: Ongoing

The Wellness Program is a comprehensive program designed to improve the health and well being of employees and their family members, reduce medical claims costs, and increase employee engagement. Components of the program are designed to reduce safety and health risk factors, reduce healthcare and workers' compensation costs and improve overall health and well being. The Well Days Incentive Program is offered to educate, guide and empower employees to make lifestyle choices that reduce the risk of illness and injury, and is designed to target and improve the most prevalent health risk factors identified through health risk assessments and healthcare claims data.

Services and programs funded by this offer:

- Managing, maintaining and equipping 6 exercise rooms across the City
- Providing on site flu shot clinics
- Providing on site health screening events
- Adminstrating the annual 11 month-long Well Days Incentive Program
- Offering 3 4 mini incentive programs annually
- Incentives to participate in programs, typically \$25 \$100 Downtown Business Association gift cards

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- Providing ergonomic services
- Conducting fitness assessments
- Providing personalized exercise programming
- Coordinating various personal enrichment classes and educational opportunities in the areas of stress management, nutrition, group exercise, mindfulness, financial wellness, weight management, emotional health and more
- Subsidizing discounted Recreation passes
- Subsidizing Recreation fitness classes
- Providing guidance and wellness coaching
- Annual Health Fair
- Annual Fun Run/Walk
- Support to work groups in addressing wellness needs
- Coordinating on site blood drives and mammography events

The holistic approach and robust offerings of the Wellness Program ensure all employees have the opportunity to focus on their own well being and help to create an organizational culture where all employees are valued. It is a competitive differentiator to attract and retain talent.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

8.5 City Benefits and Retirement Administration - Funded

2021 - \$35,996,457

Offer Type: Ongoing

Funding this offer will provide a comprehensive array of health and welfare benefits, which are critical to attract and retain top employee talent. The health and welfare benefits, and the administration of these benefits, are available to employees and family members as part of the City's Total Rewards strategy. The Benefits Program provides employees a well balanced and market based choice of insurance plans: medical, dental, vision, life, accidental death, short- and long-term disability, flexible spending accounts, health savings accounts, emergency daycare, voluntary benefits (e.g., accident coverage), employee assistance program, and retirement plans. Additionally, this offer includes funding for the on site health clinic (CityCare).

CityCare The Employee Health & Wellness Center provides convenient, high quality care for members of the City's medical plan in the areas of preventative, primary, acute and urgent care; annual examinations/screenings; immunizations; prescription drugs; disease management services; coaching and counseling.

The Benefits team aligns and integrates data to support the Wellness Team to engage, educate and inform our employees and family members on preventive health along with other chronic and disease care programs.

In addition, the City attracts and retains exceptional talent by offering meaningful, competitive benefits as part of our overall culture of well-being. As an employer of choice and industry leader, we educate and engage employees and their families in their health and financial wellness as a component of the City's Total Rewards strategy. HR and Benefits collaborate with colleagues, City Council, and strategic partners to continually evaluate and improve employee benefits while responsibly stewarding City resources.

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This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

8.7 Reduction: HR - Temporary Pause Leadership Development, Crucial Conversations, and Other Developmental Courses and Programs - Funded

2021 - (\$170,000)

Offer Type: Reduction

This reduction offer proposes to reduce \$170,000 from Talent Development. Leveraging \$135,000 for minimum viable programs will enable Talent Development to support the primary strategic services and programs utilized by the organization's workforce. Minimum viable programs include:

- \$80,000 for virtual or live Managing @ the City sessions implemented quarterly for newly hired/promoted managers in each session.
- \$8,000 for 26 live Welcome to the City sessions for approximately 645 newly hired/returning employees in each session.
- \$10,000 to develop materials that impact organizational performance such as Employee Essentials and Manager Essentials, identifying and integrating our leadership competencies into our talent management solutions, and maximizing KornFerry's competency architecture with our organization's learning ecologies to optimize key leadership behaviors.
- \$30,000 to focus on leadership development for all levels of leaders in the organization from City Council to front-line leaders for the purpose of sustaining the development of a strong leadership bench and individuals with key capabilities to impact the current and future performance of the City.
- \$7,000 to provide support for the four Employee Resource Groups: Women's Focus, LGBTQIA+, Single Parents, and ENCORE.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

8.9 Reduction: HR - CityCare Onsite Medical and Health Facility - Unfunded

2021 - (\$800,000)

Offer Type: Reduction

This offer would close the on-site services and care provided by the CityCare facility to City employees and their family members saving the City approximately \$800,000 annually. Since the clinic's inception in 2015, CityCare provides employees and their families, who are enrolled in the City's medical plan, on-site care for a wide variety of common illnesses such as sore throats, headaches, skin problems, infections, sprains and strains, blood draws, and prescriptions. Services that would cease include lab work, medical dispensing, health assessments and coaching. This includes educational sessions provided by CityCare throughout the city and visiting departments like Police and Parks.

Over the past 5 years the clinic has developed many relationships and earned the trust of our population seeing up to 50% of our population. The facility has provided numerous benefits and services which aligns and partners with our award-winning wellness program. This is specific to our annual blood draws, health risk assessment and points program which gives employees the opportunity to earn up to 24 hours of vacation per year. The engagement and satisfaction is very high. The Clinic provides cost savings under the medical plan via redirected care (services that would have otherwise been charged under the medical plan by an outside provider), contributes to the reduction in our annual medical trend at 4% (national benchmark for public employers 8%-10%) and provides short- and long-term risk mitigation which

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could prevent high dollars claims.

Although redirected care is only one identifier of cost reduction, it does illustrate a hard dollar cost. From 2015 to 2018, the City and members saved \$1.3M in medical claims with the cost of the clinic equaling \$2.8M; thus the clinic does not provide \$1 for \$1 ROI. However, there are other factors that contribute to the overall savings of the plan and the value on the investment is high with participant engagement and satisfaction.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

9.1 FCTV Video Services - Funded

2021 - \$491,962

Offer Type: Ongoing

This offer enables core Fort Collins Television (FCTV) video/audio services. It includes video production services for the entire City organization as well as technical consulting, software support and engineering services and the administration of a non exclusive cable franchise agreement. For 30 years, FCTV has been providing critical communication services to residents of Fort Collins. This includes management, development and distribution of a variety of video programs on Comcast channels 14 & 881, the new Connexion TV and on the City's YouTube channel. Primary services include: Council and other board and commission recordings, field shooting, studio production, video production and editing, live broadcast, streaming, video on demand, drone footage, 360 and virtual reality footage, community bulletin board system, audio/visual and event support, and emergency cable override messaging.

The offer provides delivery of essential information to the community about local government services and programs and allows the City to communicate City policy discussions and decisions and legislative action taken by local City officials. It provides vital services and expertise to other community organizations by providing technical support and consultation to promote video services for increased community outreach and collaboration.

The offer includes:

- Complete video production, including editing and post production and distribution
- Live recording, streaming and cablecasting of City and County meetings and events
- Specialized video services including drone aerial videography and virtual reality 360 degree video
- Production of video interviews, training videos, public service announcements, commercials and cable bulletins
- Video on demand services and archival
- General audio and video equipment
- Essential personnel and technical support for the creation of a variety of products and collateral materials

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

9.2 Communications and Public Involvement Central Communications - Funded

2021 - \$982,550

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Offer Type: Ongoing

This offer enables centralized communication services from the Communications and Public Involvement Office (CPIO), including graphic services. It includes management, development and implementation of a variety of communication programs and projects to make local government more transparent and accessible. CPIO manages communications for several service areas: Executive & Legal Services; Financial Services; Information & Employee Services; Sustainability Services; and Planning, Development & Transportation; and provides centralized communications strategy, alignment and graphic design for the entire organization. Primary services include strategic communication planning and implementation; graphic design; photography; public outreach; media relations; presentations and special events; marketing and advertising; website content creation and management; copy writing and editing; employee communication, recognition and events; social media strategy management and metrics; brand management; and emergency and crisis communications.

The offer provides delivery of essential information to the community and allows the City to share policy discussions, decisions and legislative action taken by local City officials. It enables the distribution of emergency information and timely emergency or crisis response and recovery resources for City staff, residents, businesses and visitors.

The offer includes:

- Public and employee communications strategy and services
- Print & digital media services, including content creation, design and distribution
- Media relations services, including organizational media training
- Essential personnel and support for a variety of communication materials and platforms
- Creative services and media production support for community and employee awareness and training

These services play a crucial role in public awareness and the perception of the City and enable key internal and external communication functions for the City.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

9.3 Inclusive Public Engagement - Funded

2021 - \$195,556

Offer Type: Ongoing

This offer enables inclusive public engagement as part of the Communications and Public Involvement Office (CPIO). It includes public engagement strategy and implementation to make local government more accessible, transparent and equitable and enables the community to participate in conversations and decisions that will impact them. In support of the Council priority, "Reimagine Community Engagement," this offer bolsters the City's ability to build long term and trusted relationships with focused segments of the population that may be harder to reach or historically underserved such as people of color/Latinx community, people with disabilities, people with limited English proficiency, low income families, youth, seniors and other communities to foster and strengthen civic engagement.

This offer enables City staff to go beyond the usual methods of engagement to allow more members of the community to voice their opinions, ideas and concerns. The offer broadens the City's reach and ensures support for translation and interpretation services. Services provided by this offer will build trust and help facilitate an inclusive community, which is essential to shape & deliver a comprehensive and collective vision for the benefit of all in Fort Collins.

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The offer supports a systematic & consistent approach to community engagement across the organization & provides training & best practices to staff to encourage inclusive engagement practices. It provides essential online & in person engagement opportunities & allows the City to solicit feedback on policy discussions, decisions & legislative action taken. It enables meaningful dialogue and engagement with all residents, businesses & visitors.

The offer includes:

- Public engagement strategy, training & implementation
- Online and in person engagement support for key priorities & initiatives including the annual Community Survey
- Management of the OurCity online engagement platform
- Translation & interpretation services

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.

9.4 Public, Educational and Governmental Programming (PEG) - Funded

2021 - \$216,000

Offer Type: Ongoing

This offer provides continued capital equipment support for local Public, Education and Government (PEG) TV channels, which include the City's own channel (FCTV); Poudre School District; Colorado State University (CTV); and Fort Collins' only public access TV channel, FC Public Media (formerly Fort Collins Public Access Network or FCPAN).

Funding for this offer comes from a fee that is paid exclusively by local Comcast/Connexion subscribers. By Federal mandate, it can only be used for capital equipment for local PEG TV channels (restricted funds). The City collects and shares the PEG funds and distributes a portion of the funding to the other three local PEG channels via an annual grant process.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

9.6 Reduction: CPIO - Temporary Pause Operational Costs, Media Monitoring, and Advertising for Communications Public Involvement - Funded

2021 - (\$29,443)

Offer Type: Reduction

This reduction offer would reduce various supportive and operational costs for the Communications and Public Involvement Office (CPIO) and the FCTV Video Services team including conferences and travel, office supplies and equipment, dues and subscriptions, and other miscellaneous supplies. This portion of the reduction offer amounts to \$15,943.

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This offer also is for the cancellation of Meltwater Media, the City's media monitoring program that tracks what people around the world are saying about the City of Fort Collins. The platform also has a newsletter function that is used to generate the daily Media Highlights email that goes to City Council and staff. Eliminating the Meltwater platform will limit the City's ability to track and share all media mentions effectively and efficiently. This will save the City \$9,000 in annual subscription costs for this service.

Lastly, there is \$4,500 in CPIO Advertising funding that provides various print and digital advertising for general City communication platforms like Access Fort Collins and OurCity. This represents all of CPIO's advertising budget that would severely impact the department's ability to promote core programs and events like CityWorks 101, State of the City and the Community Survey. This will impact the number of people reached and limit targeted advertising to specific populations within the community, which can result in lower participation or missing representation from underserved populations.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

9.8 Enhancement: Hourly Support for Connexion Marketing, Design, and Branding - Funded

2021 - \$35,000

Offer Type: Enhancement

This offer will support Fort Collins Connexion's marketing and community branding efforts through the Communications and Public Involvement Office (CPIO) by providing part time hourly support within the City's in house Graphics Division. This offer is funded 100% by Connexion.

Strategic branding, marketing and design are crucial for Connexion as it continues to expand service across the community, and the ongoing success of broadband services is a Council and City priority. The CPIO team has supported outreach for broadband from the very beginning and has been closely involved in the oversight of Connexion's brand development, messaging, photography, billing and website creation. This offer will provide the hourly staff support necessary to allow CPIO to continue to support Connexion's growing and ongoing communication needs.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

13.1 Utilities: Customer Service & Administration - Customer Service - Funded

2021 - \$3,794,830

Offer Type: Ongoing

Funding this offer will allow Utilities Customer Care & Technology (CCT) to manage the essential cycle of service beginning with customers initiating utility service(s) through accounts receivable for revenue collected from utility bill payments of over \$212 million annually. CCT staff provides these services on behalf of the electric, water, wastewater, stormwater and broadband utilities. This offer also funds support for Citywide phone inquiries and internal City customers. In addition, this offer funds the Customer Connections Deputy Director position and the service unit's administrative position.

This offer provides funding to staff phone queues for Utilities Customer Service, the Utility Service Center Switchboard and the City Switchboard. CCT staff respond to

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utility inquiries, payments, service transactions and emergencies and general inquiries about City services. Employees staff the counter in the 222 Laporte Ave. lobby for payments, service transactions and identity verification. In 2019, staff responded to 120,000 calls, as well as 12,000 emails and over 25,000 counter transactions.

CCT billing staff manages utility accounts, bills and payments for 85,000 residential and commercial customers receiving one or more utilities. This includes producing accurate monthly bills and collecting bill payments that ultimately fund Utilities operations. Accounts receivable staff balances incoming revenue with the City's financial records as well as processes payments and tasks for other City departments. (One Accounts Receivable FTE is shared with City Finance.)

CCT is the system owner for the mission critical CIS/OSS system(s) which integrates with multiple technology systems and vendors to maintain operations. Implementation of the new Customer Information System for broadband & Utilities is continuing via the OASIS project. In addition, the CCT Business Systems team provides employee training & coordinates compliance with local, state & federal requirements.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

13.2 Utilities: Customer Service & Administration - Communications & Marketing - Funded

2021 - \$968,980

Offer Type: Ongoing

Funding this offer will sustain Utilities Communications & Marketing (C&M) in its ongoing efforts to support Utilities customers and employees for all Utilities services. These activities include sharing information about and promoting our core services and operations, large and small capital infrastructure projects, energy and water conservation programs, income qualified assistance programs and other customer focused efforts, including annual rate communications. Website and social media creation and management, media support and 24/7 outage and emergency management communications also support all business areas of Utilities.

Working in close collaboration with the Communications & Public Involvement Office (CPIO), including their graphics division, C&M strategically plans and manages large and small campaigns, which include:

- Community wide outreach campaigns (award winning Time of Day rate change communications, new CIS/billing system in 2020, affordability programs – and most recently, Utilities COVID response updates in English and Spanish on Utilities webpages)
- Large capital project communications (Walnut Street Waterline, future DSIP projects, Remington Street Sewer Project, Mail Creek Stream Rehab, etc.)
- Smaller capital projects (Laporte Avenue, Hickory Street Waterline Bore, Poudre Riverbank Improvements, etc.)
- Stormwater, Water/Wastewater and other master planning communications
- Ongoing campaigns such as What Not to Flush, water and energy conservation programs and most recently, Flushing for Water Quality in businesses before employees return to work.
- Internal information sharing to the 400+ employees in multiple facilities including building signage as needed and the Employee Bulletin (employee newsletter, written and produced by C&M, with a 49% readership rate).

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

13.3 Utilities: Customer Service & Administration - Customer Accounts - Funded

2021 - \$644,499

Offer Type: Ongoing

Funding this offer will sustain the Utilities Customer Accounts (CA) essential services and programs that achieve over 80% customer satisfaction through support of over 8,000 commercial utility customers. Fort Collins businesses rely on our high quality electric, water, wastewater and stormwater services. They require and expect communication about price, infrastructure projects, outages, service impacts, and opportunities for efficiency, convenience and cost management. Proactive communications have prepared a hospital for a potential power outage due to planned work and reactive support has ensured a mobile home park access to drinking water during an unexpected water main break.

The Customer Accounts team is the voice and conduit for commercial customers – they serve as a reliable source of information and a partner in addressing both utility and customer goals. In addition to responding to the needs and requests from the commercial segment, Customer Accounts partners with customers to find shared solutions. For example, Customer Accounts coordinates training between industrial businesses and Light and Power staff to ensure the safety of both business and Utility employees during emergency and routine electrical work. As an additional example, Customer Accounts provided resources to ensure safe water quality in buildings where there was reduced water usage.

Customer Accounts partners with others in City departments to develop solutions and build seamless processes for our community. Customer Accounts created and manages the Utility Account Dashboard, that summarizes utility and customer data by customer. As the demands of the business community continues to evolve, understanding their experiences is imperative to increasing their satisfaction. Further, this offer aligns with feedback from the Malcom Baldrige National Quality Award process and our current City Council priorities. We need to focus on preserving and expanding our business community.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

13.4 Utilities: Customer Service & Administration - Community Engagement & Workforce Culture/Environmental Projects - Funded

2021 - \$1,228,510

Offer Type: Ongoing

Funding this offer will sustain Utilities Community Engagement (CE) programs and services. Every day customers and community members interact with Utilities services, including electric, water, wastewater, stormwater and Connexion. In 2019, CE offered 262 engagement opportunities for 15,825 community members, including tours, pop up events, classes, workshops, booths, trainings, open houses, virtual opportunities and more.

Community Engagement provides both internal and external services, focusing on effective event and program coordination, youth and adult education, public

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engagement process planning and implementation, community sponsorship opportunities and program performance evaluation. CE manages Utilities' employee engagement strategy planning and development, including a cross departmental Workforce Culture Team based on the Core 34 employee engagement survey.

The services CE provides support education and awareness on the critical services Utilities provides and the policies that support the optimal use of our services. Externally, we provide community members with trustworthy and current resources and information. Internally, services impact project and policy decisions through stakeholder feedback collection and analysis, a program intake and evaluation process, and metrics so decisions made today are sustainable into the future.

We strive to be inclusive when designing and implementing opportunities. The spectrum of customer needs, age, race, gender, ability, and socioeconomic status are considered to design customer centric activities to reach more people, more effectively.

Community Engagement is essential and expected of a public Utility. CE is a cornerstone in Utilities' efforts to build and maintain strong community relationships with the public and key stakeholder groups. Community relationships are critical to our organization's reputation and give us the ability to successfully accomplish strategic objectives.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

13.5 Utilities: Customer Service & Administration - Meter System Inspection - Funded

2021 - \$141,148

Offer Type: Ongoing

Funding this offer will provide for ongoing meter inspection services primarily for the Light & Power electric meter shop. Since the completion of the advanced meter infrastructure project in 2016, the function of meter reading has been transferred to the Credit and Collections department in Customer Connections. The remaining function of this department provides for metering field inspection and data collection.

Since 2016, this department provides value to the electric rate payers by inspecting metering equipment that is no longer visited on a monthly basis. This work supports the City's mission of providing exceptional service for our community as well as aligns with some of the core values the City embodies, in particular, outstanding service and safety. Ensuring our customer's services are maintained down to each individual residence or business aids in our efforts to provide highly reliable electrical services to attract and retain economic growth and also reduces risks of eventful failures ultimately keeping our customers out of harm's way.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

13.6 Utilities: Customer Service & Administration - Locating Operations - Funded

2021 - \$991,342

Offer Type: Ongoing

This offer funds the operation of the Utilities Facility Locates group.

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This department includes 8 FTE and 2 contractual positions. Utility Facility Locators mark underground lines any time excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current staff of locators mark City water, wastewater, stormwater, electric, traffic signal loops, and Connexion. Accurate and timely locates are essential to prevent injury to construction workers and damage to Utility and City infrastructure.

The funding for the Locates group comes from the CS&A fund, as they do work for all four Utilities. They also bill other City departments for locates they perform for them.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

13.7 Utilities: Customer Service & Administration - Grounds Maintenance - Funded

2021 - \$336,872

Offer Type: Ongoing

This offer funds the ongoing operation of the grounds maintenance crew in Utilities.

This group does the landscaping and sprinkler maintenance for Utilities-owned properties including 700 Wood Street, the Water Treatment Facility and the Mulberry Reclamation Facility. They also do landscaping repairs and re sodding on Light & Power and Water Engineering & Field Operations Projects when Utility work disrupts a customer's landscaping. This can range from an overhead to underground conversion with new trenching in established areas to water main breaks.

This division also provides snow removal around Utilities properties in the winter months.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

13.8 Utilities: Customer Service & Administration - Support Services & Wellness - Funded

2021 - \$1,725,105

Offer Type: Ongoing

Utilities Support Services includes a variety of shared services, including building maintenance, utilities, janitorial services and after hours security services. This offer provides funding for shared building support services at the Utilities Service Center, as well as 222 LaPorte Avenue.

The major shared services funded in this offer include: • Utilities for the Service Center campus • Building repair and maintenance • Janitorial services • Copier services • Security services.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

13.9 Utilities: Customer Service & Administration - Executive Director's Office - Funded

2021 - \$563,435

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Offer Type: Ongoing

This offer funds the Utilities Executive Director's office, which provides leadership for the Utilities service area consisting of 420+ employees in five service units and two departments directing the creation and execution of policies and procedures in achieving the Community Dashboard results. This is achieved by executing the policies and plans approved by City Council in providing competitively priced, reliable, and environmentally sustainable services and programs that exceed customer expectations. The Executive Director serves as a member of the City Manager's Executive Lead Team, Strategic Issues Team, and Leadership Link to participate in decision making and information sharing at the executive level providing continuity of leadership for sustainability and performance excellence. The functions of Administrative Services and the Records Management Program also report out of the Executive Director's office.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

13.10 Utilities: Customer Service & Administration - Finance & Asset Management - Funded

2021 - \$1,692,265

Offer Type: Ongoing

This offer provides funding for the Utilities Financial Operations department and the Utilities Strategic Financial Planning department. These departments work collaboratively with each other and the City's Finance department to provide financial services and financial management for the four utility enterprise funds (Light and Power, Water, Wastewater and Stormwater) and the Utilities Customer Service and Administration Fund.

Strategic Financial Planning provides long term solutions to address challenges and opportunities related to fiscal sustainability – balancing revenues, expenditures, risk (liability), and community expectations, specifically addressing diversification of the revenue base and building long term financial strength.

Services provided through this offer include:

Financial Operations: • Financial reporting and analysis • Budget preparation and monitoring • Debt management • Purchasing • Processing accounts payable • Processing accounts receivable • Calculating and administering plant investment and electric fees for new development • Collection of water rights and cash in lieu of water rights • Coordination of transfer of customers in annexed areas • State and Federal reporting • Grant reporting

Strategic Financial Planning: • Long-term financial planning • Revenue requirements and revenue projections • Asset management • Rate development • Rate administration • Cost-of-service analysis • Development of Plant Investment Fee rates

Asset Management: • Asset performance • Asset lifecycle analysis • Asset management best practices • Computerized Materials Management System

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

13.11 Utilities: Customer Service & Administration - Information Technology - Funded

2021 - \$5,252,753

Offer Type: Ongoing

This offer includes the Utilities portion of the IT Department allocation for shared services including Enterprise applications, infrastructure and administration offers (\$2,091,372). These amounts are not additive to the IT Department (Utilities) offers but utilize this funding mechanism for the Utilities portion of the overall IT shared services. This offer includes the ongoing development, testing, implementation, and support work of the Application Services Utilities Department. More than 100 applications used by Utilities employees are implemented, supported, and enhanced by this organization. Over the past years, Utilities has been progressively moving to

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more robust, sustainable, modern business applications. There has been a specific effort to move away from locally developed, more customized systems to Enterprise strength systems that are more expandable, extensible and sustainable for the long term. As a result of this work, many of the locally developed (customized) systems have been retired and many more are on target for retirement as the Enterprise strength systems take their place.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

13.12 Utilities: Customer Service & Administration - Minor Capital - Funded

2021 - \$203,000

Offer Type: Ongoing

Funding this offer will provide for the purchase and replacement of Minor Capital Utilities enterprise-related assets.

This offer includes equipment, trucks, and vehicles used in the design, construction, operation, maintenance, and repair of Utilities systems, in addition to needs of Customer Connections. The amount requested reflects replacement guidelines set forth by Operations Services. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles.

The offer also includes minor capital building-related expenditures through Utilities Finance.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

13.13 Utilities: Customer Service & Administration - Information Technology Minor Capital - Funded

2021 - \$376,629

Offer Type: Ongoing

Funding this ongoing minor capital offer ensures that the Utilities networks will continue to be upgraded to current version components. The dollars associated with this offer are to procure the needed switches and routers for upgrading the Utilities network per standard, ongoing best practices. The Network Engineering organization has confirmed that they have this network upgrade scheduled in their work plan for 2021. The dollars in this minor capital account are for procuring the needed switches and routers to perform this upgrade. The components needed for the upgrade were specified by the Network Engineering team. Funding this offer will ensure that the network can be upgraded as scheduled during 2021. Keeping networks upgraded to current versions is a good defense against potential cyber security attacks and should be regularly performed to safeguard the many critical services supplied by Utilities that our customers depend on.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

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13.16 Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing - Funded

2021 - \$170,828

Offer Type: Enhancement

This Offer funds 2.0 contractual FTE Utility Facility Locators for the 2021 budget.

Utility Facility Locators mark underground lines any time an excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current Locator staff mark City water, wastewater, stormwater, electric, traffic signal loops and fiber. The current staffing levels are not sufficient to keep up with locate volumes associated with the rate of construction related to the Connexion outside plant build.

The construction started in 2019 and will reach peak production in 2020. 1.0 FTE contractual Locator was added in 2020 to keep up with increasing workloads. The peak production rates will sustain through the entire Connexion build. Seven (7) to ten (10) conduit miles of construction activity is occurring each week.

Accurate and timely locates are essential to prevent injury to construction workers, prevent damage to Utility and City infrastructure and support the ability for Connexion to deploy the outside fiber plant without construction delays.

Funding this offer will increase the total number of contractual Locators to 4.0 FTEs. It is anticipated that some contractual positions will sunset after the completion of the fiber installation project. The contracts will be reviewed on an annual basis.

The funding for the Locates group comes from the Customer Service & Administration (CS&A) fund, as they primarily do work for all five Utilities. They also bill other City departments for locates they perform for them.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

13.17 Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Application Support - Funded

2021 - \$91,595

Offer Type: Enhancement

Funding this offer will add 1.0 Analyst II, Software FTE for the purpose of fully supporting the new Open Smart Flex Billing and Provisioning system for Utilities and for Fort Collins Connexion. Prior to 2019, Utilities solely used a "hosted" solution for its Utility Billing System. This billing system, Banner, was physically housed on servers at Platte River Power Authority. There were two Information Technology professionals at PRPA who provided support to the Banner Billing System in addition to two individuals in the IT Application Services team within Utilities. With the new billing software chosen by Utilities, Open Smart Flex (OSF), Utilities is moving the billing system in house (City Hall West). In addition to support of Utilities for the new OSF Billing System, the Utilities' IT team continues the responsibility of providing support to the Fort Collins Connexion business as well. The new OSF system enables both provisioning of Broadband to customers as well as billing of the telecommunications services. As the customer base increases for both Utilities services and Connexion products, and the number of products grows and gets re packaged, there is a need to add a technical analyst FTE to focus 100% on the new Utilities Billing System, Open Smart Flex. Support includes applying monthly software releases, as well as continuing configuration patches and upgrades. While OSF was moved into production in 2019 for Connexion, the system is still being deployed for Utilities billing with a planned implementation target of October 2020. There will continue to be new products added to Connexion's products and these require new configurations. Because

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we will no longer have the two support resources that were available at PRPA (for support of the old Banner Billing System) we will need to add an Analyst in order to continue to provide the same level of support to our Utility staff and now Connexion staff who use this critical application.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

13.18 Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Data Management - Unfunded

2021 - \$100,255

Offer Type: Enhancement

Funding this offer will provide manpower resource requirements needed to effectively implement our Data Management Program and Data Analytics Platform, which was approved for implementation by Utility Leadership in late 2019 and early 2020. The program and platform that this headcount will support are key in meeting the Utilities' goal of being a more data-driven organization.

The Utilities has a large volume of disparate data sources. All of this data needs to be pulled into an aggregated single data repository for purposes of ease of reporting as well as feeding data analysis and building of statistical models. The repository will consist of an Operational Data Store and perhaps a Data Lake or Data Warehouse. Additionally, the Utilities needs to be able to perform predictive analytics to improve decision making as our community continues to grow and thrive.

The Utilities' Data Analytics Platform, which this position will support, will provide a standardized and formalized tool set and practice for consuming, cleansing, standardizing, and delivering the data to the business. The DA platform will also establish an Operational Data Store (ODS) and a Data Warehouse (DW), both of which will provide needed Decision Support Analytics capabilities to the business.

Offer is requesting a Database Analyst FTE position. This position will be focused on the development and sustaining of the Utilities' Analytics Platform, as architected by our Data Architect. The position will be experienced in industry data integration standard practices and tools, as well be versed in Data Management methodologies. They will help define and implement the utilities' Software Development Lifecycle (SDLC).

Funding this enhancement offer will 1) allow for faster development of our Analytics Platform, 2) not adversely affect support of other critical operational systems, and 3) help provide more trustworthy and accurate data for business decision making.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

13.19 Enhancement: Utilities: Customer Service & Administration - Data Management Program and Analytics Platform - Funded

2021 - \$593,000

Offer Type: Enhancement

Funding this offer will enable the implementation of the Utility Data Management Program and Data Analytics Platform.

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With the implementation of projects like SmartMeters, SCADA Control Systems, and Broadband, coupled with the city's growth, the amount of data the Utility produces and utilizes has grown exponentially. The need to effectively acquire, control, protect, deliver, and enhance the value of that data is required to effectively utilize it as the strategic asset it is. Satisfying these needs will enable the business to be more agile, efficient, and to help provide the best, most budget conscious services to our customers. In late 2019 and early 2020, the utility leadership approved the strategy to establish a formal Utility Data Management (DM) Program and Data Analytics (DA) Platform. The DM program will formalize the utility's practices, standards, and policies around the stewardship and use of its data. The DM program is to be governed by two established formal bodies: the Data Management Council and the Data Management Executive Steering Committee. Both bodies are staffed to be representative of Utilities as a whole, to break down departmental silos and work more collaboratively than has occurred in the past. The DA Platform will provide a standardized and formalized tool set and practice for consuming, cleansing, standardizing, and delivering the data to the business. The DA platform will also establish an Operational Data Store (ODS) and a Data Warehouse (DW), both of which will provide needed Decision Support Analytics capabilities to the business. The sustainability of our workforce is critical to this program; therefore, a training and knowledge management program is to be included in the program's deliverables.

Funding this enhancement offer will provide for 1) new tooling for effectively managing our data (hardware and software), 2) consulting for short term staff augmentation, and 3) staff training.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

13.20 Enhancement: CAPITAL - Utilities: Asset Register and Work Order Management System - Funded

2021 - \$637,570

Offer Type: Enhancement

Funding this offer will support a continued, multi year implementation of the IBM Maximo Utilities Asset Register and Work Order Management System. This system enables the organization to address a number of core areas of concern to support long-term areas of major concern and value to serving the public. Included in this offer is system support for post go live enhancements for the water, wastewater and stormwater utilities, as well as multiple new system deployments in the Light & Power service unit.

More than \$2 billion in assets are used to provide services for the Fort Collins community. This system enables and supports Utilities' ability to proactively and accurately manage, operate and maintain those assets to help ensure that quality and reliable services are provided. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction, reliability, efficiency and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

Work and Materials Management:

Managing, scheduling and tracking maintenance and repair work done by multiple crews is critical to providing all Utility services. This system not only supports scheduling and planning of that work, it also integrates and records that work with critical asset status records as well as assuring that appropriate materials are available for the work.

Knowledge Transfer and Data Collection:

Moving toward a data-driven organization requires the ability to capture both the institutional knowledge and the historical data against assets. This system provides a means for accomplishing that kind of data collection so that it can be analyzed accordingly to aid in key decision making.

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

13.21 Enhancement: Utilities: Exadata Billing Platform - Funded

2021 - \$430,000

Offer Type: Enhancement

Funding this offer provides the Oracle database environment/platform that will deploy the new Utilities Billing system, Open Smart Flex, during Q4 of 2020. Utilities Billing generates more than \$220M annually in revenues. The Exadata platform currently supports the Open Smart Flex (OSF) Billing and Provisioning system used by Fort Collins Connexion for provisioning telecommunication products as well as billing customers. In the future, Open Smart Flex will bill for Light & Power as well as Water and may be used for messaging to customers on various conservation programs. There are other Oracle database systems housed within the environment as well: a Geographical Information System (GIS) for Light & Power, and a Quality Assurance environment for the Meter Data Management System. Over time, the Exadata environment is planned to be the consolidated, ongoing environment for all Oracle databases hosted in the City's data center.

A strategic decision to go to Oracle Exadata was made by IT in 2018. A cost analysis projecting out 5 years was conducted before the decision was made to evaluate total cost of ownership. This analysis made a compelling case for using Exadata instead of buying new database servers each time the old ones went out of support life and avoiding the incremental costs of Oracle maintenance each year.

The cost of Exadata has been covered by the Open Smart Flex Project (OASIS) to date. This enhancement offer is to formally move these costs to the ongoing operational funds from which they will be appropriately allocated to the various businesses using the environment. Once this consolidation is completed and we can take advantage of economies of scale, the individual database maintenance expenses are expected to be lower than continuing the legacy environment of having separate database servers and Oracle licensing for each Oracle-based information system.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

13.26 Reduction: Utilities: Customer Service & Administration Support Services and Maintenance - Funded

2021 - (\$656,137)

Offer Type: Reduction

This offer reflects the movement of money between business units and object accounts in 2021 from 2020. It includes \$874,876 in reductions as well as \$194,922 in increases for a net reduction of \$679,954, or 3.6% of the 2020 budget. Increases include additions for increased security service costs and software maintenance for the billing system. The largest reduction is in building maintenance to better align with the recent actual costs for these services. Budget reductions were also made in the use of hourly labor, conferences and travel, consulting and contracted services.

Customer Service & Administration anticipates to maintain current service levels despite these reductions although these reductions will increase the risk of not being

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able to meet this expectation.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

24.1 City Council - Funded

2021 - \$182,790

Offer Type: Ongoing

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of municipal government. The Councilmembers and Mayor receive a small monthly stipend and work to conduct business in accordance with the City Charter and Municipal Code and ensure a well managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of formal and informal activities. In addition to preparing for and conducting ongoing weekly Council meetings and work sessions, Councilmembers represent City interests on numerous committees and boards, act as liaisons to City Boards and Commissions, and represent the City's interests at a variety of events, gatherings and at the state and federal level. As active Councilmembers they also conduct regular "Listening Sessions" where they engage with constituents.

The City Council participates in and benefits from professional development, networking and speaking opportunities, both locally and nationally. Major conferences for Council include the National League of Cities, which occurs twice a year, and the Colorado Municipal League, which occurs annually.

Primary duties of the City Council include:

- Providing guidance and direction for the administration of all City services and ensuring the City is delivering results that the community wants at a price it is willing to pay
- Analyzing and enacting policies
- Adopting the City budget
- Acting as the hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge
- Authorizing the issuance of bonds and other debt financing mechanisms
- Engaging community members in a variety of ways on numerous issues
- Collaborating and partnering with organizations throughout the region, the nation and internationally

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

24.2 City Manager's Office - Executive Staff, Administrative & Financial Support - Funded

2021 - \$1,705,990

Offer Type: Ongoing

This offer provides senior executive management, administrative support, and a financial analyst who oversees five departmental budgets. Includes the work of the City Manager, Deputy City Managers, administrative support, Graduate Management Assistant and a Financial Analyst.

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The City Manager's Office executive management team and administrative support team serve as liaisons between the City Council and City staff for requests and activities in which the City Council and the City Manager are engaged. The City Manager oversees the development and implementation of the City Budget and Strategic Plan.

The Deputy City Managers oversee multiple Service Area Directors and provide strategic leadership for major operational functions in addition to providing content, policy, and Council support to the City Manager.

Administrative staff in this offer provide support for the Mayor, six Councilmembers and four senior executives. Support includes coordinating Council materials, complex calendaring and travel arrangements, tracking and coordinating hundreds of service requests per year, and daily staffing for walk in and telephone contacts.

The Graduate Management Assistant (GMA) program is designed to attract and develop talented individuals with an interest in a local government management career and results in mutual benefit to both the GMA and the organization. While with the City, the GMA helps on a wide variety of projects across the organization, including the budget and strategic plan, depending on the cycle, and in helping to oversee the Service Area Request system, which helps track Council and resident requests.

The Financial Analyst provides financial analysis and budget support for five departments across the City and supplemental support to the City Clerk's Office, Municipal Court, and City Attorney's Office as needed.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

24.3 City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Funded

2021 - \$598,347

Offer Type: Ongoing

This offer includes Policy & Performance Excellence staff, the Deputy Director of Information & Employee Services, and an Equal Opportunity & Compliance Manager.

The Deputy Director of Information & Employee Services oversees the Information Technology and Operations Services departments while also providing leadership on a variety of key initiatives including the Strategic Plan and the Legislative Policy Agenda.

The Policy & Project Manager supports a variety of policy projects and the Legislative Program. Projects are often cross departmental and/or Council priorities. In recent years projects have included the Parks and Recreation Master Plan, Principles of Community and other Equity and Inclusion efforts, The Legislative Program has been instrumental in assisting Council in their desire to influence policy at both the state and national level.

The Performance Excellence Program uses continuous improvement processes and focus teams to build organizational capacity. The City received the Malcolm Baldrige award in 2017 and continues to accrue benefits of implementing system improvements organization-wide.

The Equal Opportunity & Compliance Manager oversees and manages equal opportunity employment efforts, City ADA, and Title VI Programs.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

24.4 Reduction: Scale Down - City Manager's Office - Performance Excellence, Core 34 & All Manager's Meeting - Funded

2021 - (\$80,500)

Offer Type: Reduction

This offer proposes reduction to the Performance Excellence Division of the City Manager's Office, representing a 50% reduction from the current budget for All Managers Meetings (\$12,500) and eliminating the Blessing White/Core 34 program (\$68,000). Accepting this offer will require a holistic change in the way the City addresses development, training, and measurement of leader and employee engagement.

All Managers Meetings (AMM) are semiannual, half or three quarter day trainings that bring all of the City's people managers together for learning, alignment, and connection. These meetings reach upwards of 300 people. In recent years, City Leadership has focused AMM sessions on one the City's core values. For example, the AMM focused on respect included unconscious bias and sexual harassment training. This reduction will result in the City being unable to provide these trainings either in the same manner or at the same frequency moving forward. Potential impacts are reducing these meetings to once per year or changing the format moving forward (not bringing in paid trainers, no catering, etc.).

The Blessing White/Core 34 Survey is an employee engagement survey tool that provides leaders with a comprehensive look at the satisfaction and engagement of City staff. The City has utilized this tool since 2017 to provide leadership an understanding of their team culture, positive or negative shifts in culture, and comparisons to other organizations. Blessing White also provides multiple reports that highlight engagement and satisfaction by demographics/identities, team, department, and service area. Eliminating Core 34 will require a shift in leadership's expectation and will significantly increase staff time required to survey the City workforce.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

29.1 Sustainability Services Administration - Funded

2021 - \$518,646

Offer Type: Ongoing

This offer will fund Sustainability Services Area (SSA) leadership. It includes the staff to analyze, plan, implement and direct City Council policies and programs related to sustainability in Environmental Services, Economic Health, and Social Sustainability. Leadership will facilitate interdepartmental work to advance Triple Bottom Line initiatives and optimize outcomes within the organization and the community.

SSA is the sole lead on the following Council priorities:

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- Affordable & Accessible Childcare
- Small Business Plan
- Strategies that create community jobs
- Improved Air Quality
- Affordable & Achievable Housing Strategies

SSA contributes jointly with other areas on the following Council priorities :

- Reduce plastic pollution
- Mitigate Impacts of Oil & Gas Encroachment
- Equity & Inclusion
- Low income benefits/rebates streamlining & consolidation

This offer:

- Establishes strategic direction and operations for SSA
- Oversees effective implementation of sustainability initiatives, programs and policies of the City
- Ensures financial analysis of programs, budget development, compliance and Service Area management
- Assists in developing and managing Sustainability performance metrics

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

32.1 Purchasing and Procurement Services - Funded

2021 - \$601,778

Offer Type: Ongoing

Funding this offer provides the continued budget for Purchasing (5.5 FTE +\$54k Spending). Purchasing provides City departments with a centralized resource for competitive procurements in compliance with Municipal Code and grants including the Federal Transportation Administration (FTA), Federal Highway Administration (FHWA), Federal Emergency Management Agency (FEMA), Community Development Block Grants (CDBG) and others.

Procurement collaborates Citywide to develop and manage the selection of suppliers utilizing Requests for Proposals (RFPs), bids and quotes. Purchasing plays an integral role negotiating pricing and contract terms, oversight of supplier performance, and dispute resolution. Purchasing is also charged with the responsibility to dispose of surplus City property. Purchasing facilitates and manages all City purchases of services, professional services, construction, and materials with a cost exceeding \$5,000. All orders over \$60,000 must be formally competitively bid. Citywide, there are 7 buyers (includes Purchasing Director) and as City activity has increased, this group has supported a significant increase in the number and complexity of competitive purchases. During the period between 2013 and 2019, the volume of competitive purchases increased approximately 25% with no change in headcount. In 2019 the average yearly dollar amount per buyer is \$36M averaging 325 procurements per year executed by each buyer. This group has been effective in streamlining contracts and contract renewals through DocuSign; from 2014 to 2019 volume has increased by 50%.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

32.2 Accounting and Financial Transaction Services - Funded

2021 - \$1,565,504

Offer Type: Ongoing

This offer funds the ongoing budget for Accounting, Treasury, Payroll and Accounts Payable (14 FTE +\$250k Spending). This group is essential for the City to maintain operations and give leadership the data to make decisions to further the City's objectives.

Accounting and Treasury: Responsible for the oversight of all City funds to stay in compliance with both state and federal rules and regulations. Accounting is responsible for publishing the City Comprehensive Annual Financial Report (CAFR). Accounting also publishes the Poudre Fire Authority CAFR on a yearly basis. Treasury is responsible for City cash management, investments, and debt issuance. Treasury is also responsible for the management of the City's closed pension plan. In 2019 Treasury managed over \$600M in assets across all funds.

Payroll: Responsible for processing the bi weekly payroll and retirement contributions for the City of Fort Collins, Poudre Fire Authority, Poudre River Library District, and Downtown Development Authority. In 2019, 2,578 employees were paid each pay period, on average. Payroll also processes a monthly Pension and Council payroll, with an average of 276 employees paid. Payroll is responsible for the following payments: biweekly tax payments to the IRS, State of Colorado and State of Idaho; quarterly 941 tax filing; quarterly State Unemployment Insurance filing; year end 945 tax filing; year end tax electronic filing with the IRS, State of Colorado and State of Idaho; and W 2 and 1099R generation and mailing to employees.

Accounts Payable (AP): Responsible for processing all payments to vendors and non taxable employee reimbursements. AP handles the payments to vendors for the City of Fort Collins, Poudre Fire Authority, Poudre River Library District, and Downtown Development Authority. In 2019 AP processed 75,000 vouchers for these various entities. The AP group is responsible for year end 1099M forms, and e-filing to the IRS.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

32.3 Sales Tax Services - Funded

2021 - \$686,579

Offer Type: Ongoing

This offer funds the ongoing budget for the Sales Tax Department that is responsible for sales and use tax revenue; 14 categories of licenses (sales and use tax, lodging, liquor occupation tax, short term rentals, tax exempt organizations, outdoor vendors, second-hand dealers, solid waste collectors, solicitor permits, places of entertainment, special vending events, downtown concessionaires, movie theaters, pawn brokers, auctioneers and carnival/circuses); conducting sales, use and lodging tax audits; and providing world-class customer service to residents and business.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

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32.4 Strategic Financial and Budgeting Services - Funded

2021 - \$1,035,585

Offer Type: Ongoing

Funding this offer provides budget for the strategic financial programs that help give the City important insight into how to most effectively and efficiently utilize taxpayer dollars. This program is comprised of strategic financial activities and budget-related processes. The primary functions of this program are to improve visibility and understanding of critical financial issues, identify potential solutions to those issues, influence and inform decisions, and drive improvements to help achieve the City's financial objectives. This work impacts executive-level strategy all the way through day to day operations.

The Strategic Finance portion of this offer drives financial data collection, analysis and reporting, as well as support for the City's Finance Analysts and Liaisons to ensure transparency and consistency across the City. It is also the advisor in financial decisions for all Service Areas within the City organization, as well as supporting the Downtown Development Authority (DDA), the Urban Renewal Authority (URA), the Poudre Fire Authority (PFA), among others. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and capital projects. Strategic Finance is actively engaged with all departments and representatives of partnering entities. Sound analytical financial support is provided across the City ensuring an experienced financial perspective is used in all decisions to provide stewardship of City assets.

This offer also includes development of the City's Strategic Plan, which is considered the starting point of the City's Biennial Budget process (which includes processes for both annual and supplemental appropriations). The City's Performance Measurement program is also funded with this offer & is integrally linked to both strategy & budget, including the execution of the Community Dashboard & the executive performance management program referred to as Strategy Maps.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

32.5 Program Evaluation and FC Lean - Funded

2021 - \$409,049

Offer Type: Ongoing

Funding this offer continues the Performance & Program Evaluation (P&PE) and FC Lean programs. These programs have demonstrated success in 1) evaluating if City programs are meeting the expectations established prior to their implementation and 2) helping work teams improve processes to increase capacity, reduce errors and improve customer satisfaction.

P&PE provides an opportunity for executive leadership to review the purpose and objectives of a new or ongoing program, to assess the program's performance in meeting its goals and objectives, and to identify opportunities for improvement. Evaluations include a thorough program history, process documentation, internal and external interviews, benchmarking, research and analysis. Specific findings and recommendations are provided to the executive leadership and program teams to improve their efficiency and effectiveness. Evaluation results are presented to the executive leadership for discussion and follow ups are performed after one year.

FC Lean is comprised of two components. The first is training that is separated into three types: Lean Basics (an introductory course to teach students to improve smaller processes), Lean Managers (a change management focused course) and Lean Leaders. This latter course is an intensive, hands on training that enables participants to take process improvement projects from conception through pilot implementation. The intent is for these students to practice their skills to take on larger, more complex process improvements.

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The second and primary focus of the program is the results of the process improvement projects. As you will see in the metrics section below, in less than three years, this program has conservatively realized over \$500,000 in soft cost savings. Much of this is derived from the 17,500 hours of staff time saved from these improvements. Conceptually, Lean Leaders will eventually have similar, significant impacts on organizational capacity and performance.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

32.6 City Give Programs and Services - Funded

2021 - \$154,724

Offer Type: Ongoing

In 2019, the City of Fort Collins launched City Give, a municipal philanthropic initiative that creates a formalized structure for charitable giving to the City. This “in-house” approach to philanthropy allows Fort Collins to respond to strategic projects and community needs that fall outside the normal City budget priorities but are well-positioned for private funding.

Benefits of this investment include elevating fundraising practices across the City, consistent standards and practices in fundraising activities, ensuring all donors and givers feel honored and appreciated, and increasing City capacity for charitable contributions.

Based on the objectives of the City Give, this contracting position will:

- Improve the current process of City fundraising by establishing and coordinating protocols and tools to ensure effective Citywide fundraising practices, financial governance, donor and community relationship management, and philanthropic partnerships.
- Establish transparent and accountable internal standards for philanthropic engagement and charitable gifts.
- Strengthen the current fundraising process by prioritizing efforts with internal departments based on size, complexity and significance of the fundraising event, and the type of donor that would be most critical.
- Provide training, support, guidance and direction to both internal staff and external fundraising groups.

This Offer supports the following Strategic Objectives:

- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

32.8 Enhancement: 1.0 FTE Payroll Coordinator - Funded

2021 - \$65,344

Offer Type: Enhancement

Funding this offer will create an additional Payroll Coordinator within Financial Services. Payroll staff provide high quality services to a diverse customer base. Internal customers include City staff and employee retirees. External customers include Poudre River Public Library District, Poudre Fire Authority, and the Downtown Development Authority, as well as the IRS and State of Colorado. Services provided include biweekly and monthly payroll processing; assisting employees with question about pay, deductions and leave accruals; processing garnishments; processing retirement contributions; and biweekly, monthly, quarterly and year-end electronic tax filing, W 2 and 1099R generation. In addition, payroll is a critical function in ensuring the City remains competitive in recruitment, compensation, and benefit options for employees. While major work was done in 2019 to improve payroll processing, additional payroll staff will help to alleviate the burden of work on the existing team, mitigate legal risk and enhance the Payroll, HR, and Benefits capabilities.

With more capacity, staff can make headway on Citywide initiatives such as expanded compensation and benefits offerings to attract and retain a competitive workforce,

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increased self service and workflow capabilities. Current payroll staffing limits progress in these initiatives, preventing the City from responding to growing employee needs and a changing workforce. Citywide Finance initiatives such as FLSA Compliance yearly training and continuous process improvement are also at risk with current capacity. These projects allow the City to become more competitive, and provide the payroll team with opportunities to learn and grow, a key measurement in the City's CORE 34 survey that Finance strives to improve.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

32.9 Reduction: Scale Down - Cash and Transaction Consolidation - Funded

2021 - (\$64,000)

Offer Type: Reduction

This offer reduces the banking services budget from the ongoing offer for three main purposes:

- 1) \$42,000 Consolidating Loomis from 5 days/week to 2 days/week
- 2) \$12,000 Consolidating 222 Laporte and 215 N. Mason pick-up
- 3) \$10,000 Eliminating check writing from the daily accounts payable process

Listed below are the implications to accepting individual reductions in this offer:

- 1) Reducing the daily cash pickups from 5 days to 2 days a week would increase the City's risk exposure by holding cash on site.
- 2) Consolidating the cash pickup sites would add risk to employees due to transporting cash from one building to another.
- 3) Eliminating check writing would reduce supply, printing and postage costs for the City.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

32.10 Reduction: Pass Through Online Fee for Sales Tax filing - Funded

2021 - (\$25,000)

Offer Type: Reduction

This offer reduces the banking services budget for sales tax by passing on the \$1 online filling fee to the community business. By accepting this offer there is added potential for community push back because in past years the City has always absorbed this cost and now the cost will be passed to the tax filer.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

35.1 Safety & Risk Management Programs & Services - Funded

2021 - \$5,295,363

Offer Type: Ongoing

Funding this offer will foster a safe culture across the organization. This includes:

- Expertise to partner with all business units to prevent injuries and lower claims costs and exposures, and conduct safety audits.
- Providing safety equipment such as winter walkers, prescription safety glasses and steel-toe work boots. Works with departments to find new PPE for new work or

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highly specialized work tasks.

- Offering a variety of safety training and resources from defensive driving to trenching and excavation safety; inspection of safety equipment such as fall protection gear; air quality monitoring; required medical monitoring including hearing, respirator, pesticide applicators and blood borne pathogen; and lifesaving programs such as CPR and AED administration.
- Insurance/Self Insurance Program Management including liability, property, auto, arts, equipment breakdown, excess workers' compensation, volunteer accident, fiduciary liability, cyber insurance, and crime, flood and flood coverage for properties located in specifically designated flood zones. The self insurance program provides funds for the payment of self insured deductibles ranging from \$50,000-\$750,000 per claim.

The offer supports regulatory requirements for Department of Transportation and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks biannually on all drivers. Continuous compliance allows the City to avoid cumulative fines that range from \$1,000-\$5,000 a day.

A culture of safety leads to fewer injuries and a more productive and stable workforce, providing those that are injured with the best care and medical outcomes and direct savings of dollars paid out for claims by both employees and community members.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

35.2 Reduction: Scale Down Safety & Risk Management Supplies, Consulting and Medical Services - Funded

2021 - (\$122,000)

Offer Type: Reduction

This offer reduces the Safety & Risk Management (SRM) budget for Consulting, Supplies and a portion of the medical services provided to the City. The implications of accepting this offer would be reducing the department's ability to gain insight from other sources to help improve safety across the organization, reducing the SRM's reimbursement policies to other service areas for health and safety supplies, and discontinuing the contribution to City Safe for the Trauma Relief Therapy program.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

51.1 City Clerk Administration - Funded

2021 - \$648,087

Offer Type: Ongoing

Funding this offer will maintain the mission critical organizational support provided to the City Council and the entire City organization, enabling the City to provide effective local governance. Key services included in this offer are:

- Production of City Council agendas, writing/coordinating proclamations, related planning and management documents, meeting minutes, maintenance of historical documentation, legal notices, and web page maintenance.
- Council support through Leadership Planning Team meetings/minutes; Council, URA and Enterprise Board meeting support documents (such as scripts for Mayor and City Manager); Council, URA and Enterprise board meeting activities (facilitation of public participation, roll call, vote taking, note taking, etc.); coordination of translation services as needed; processing notices related to appeals and ethics complaints; participation in new Councilmember onboarding; responding to

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Councilmember requests; reminders and tracking of legally mandated filings; codification of Code changes approved by Council.

- Support for Council Election Code Committee (agendas, minutes, web page creation/maintenance, research). Work is done in collaboration with the City Attorney to finalize Code and Charter changes for Council consideration as a result of these efforts.
- 2021 Election management (FTE staffing only; temporary elections workers, overtime, and non personnel expenses are included in Offer 51.5).
- Passport services (on behalf of, and controlled by, the U.S. Department of State).
- Development of programs that will protect Personally Identifiable Information and other sensitive information of community members, employees, and partners throughout the City, & policies and procedures related to open records (CORA) requests, including staff training/guidance. (New Privacy/Records Mgr)

These services, which support both internal & external customers, are mandated by state statute, City Charter, City Code & Land Use Code.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

51.2 Liquor and Marijuana Licensing - Funded

2021 - \$187,397

Offer Type: Ongoing

The City Clerk's Office offers robust licensing services for liquor and marijuana business owners as required by State Statute and City Code. These services enable business owners to obtain licensing for various types of establishments/uses, including hotels, restaurants, taverns, lodging and entertainment, brew pubs, and marijuana retail stores, cultivations, and products manufacturing. Staff provides expert guidance in new application processes, transfers of ownership, modifications of premises, manager registrations, corporate changes, location changes, and special event permits, among other things. Coordination with the state is a major component as dual licensing (state and city) is required.

Staff in both programs stay abreast of pending and approved legislation and work with City attorneys to ensure compliance and make needed adjustments to their programs and develop Code changes for Council approval. They participate on statewide teams to provide feedback to help shape policy and procedures for related activities. They work with police and other staff on licensing applications, and to address local violations, such as serving or selling to underage patrons. Licensing staff also work with respective Licensing Authorities who approve applications and address violations. Staff acts as a clerk to the Licensing Authority in both cases, preparing agenda items and application materials and carrying out instructions given or conditions applied during consideration of applications. Each staff member maintains topic-specific web pages and forms.

These services add to the economic viability of the community and the City organization. In 2019, these licensing programs generated a combined \$346K in licensing revenues. Marijuana generated \$4.3M in local sales tax revenue and state shareback of sales tax. Sales tax revenue generated by liquor establishments is harder to define as it is mixed with a variety of retail sales, but is millions of dollars as well.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

51.3 Boards and Commissions - Funded

2021 - \$103,709

Offer Type: Ongoing

Volunteers are an essential part of what makes Fort Collins a great place to live, work and play. This program provides a great opportunity for approximately 230 residents to give of their time and expertise to help shape the community and to provide feedback and recommendations to Council on a variety of items that cover all of the City's outcome areas.

Staff that are part of this program plan, organize, implement and coordinate the various activities associated with all 25 boards and commissions, together with related committees, that may exist. Examples of major efforts include:

- Supporting City Council through coordinating recruitment, interview and appointment processes, scheduling periodic reviews, and planning and hosting the annual recognition event. City Council is also supported by ensuring assistance with appointments to other authorities such as the Airport Commission, the Library District and the Boxelder Basin Regional Stormwater Authority.
- Supporting staff liaisons by providing training and guidance related to the conduct of meetings, notice requirements, preparation and filing of meeting minutes, periodic review questionnaires, work plans, and annual reports. Participates in problem solving issues that arise.
- Providing strategic and operational development, implementation and measurement of techniques and tools to promote, increase and deepen membership on City boards of underserved and under represented populations. This work includes leading public engagement efforts and finding new ways to engage with various populations.
- Providing or collaborating with others to market and generate interest around volunteering for City boards and commissions. Performs website maintenance, brochure and document design and other related duties. Also maintains a procedures manual for board members and suggests changes, as needed, for Council consideration.
- Participating in or leading special projects.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

51.5 Elections - Funded

2021 - \$384,820

Offer Type: Ongoing

This offer funds the 2021 regular municipal election. By Charter, regular elections are held in April of odd-numbered years for the election of a Mayor and Council District representatives. In addition, any number of initiatives or referendums could be generated by the Council or by citizens.

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The April 2021 election will be conducted by mail ballot. As done since 2013, the City will pay postage for all voted ballots returned by mail. Full-scale signature verification, first implemented in 2019, will be used, and election activities will continue for the eight days after election day to allow for verification/reconciliation of discrepant and missing signatures, and for receipt of ballots from uniformed military and overseas voters.

This offer does not include funding for special elections in November.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulator compliance.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

51.7 Reduction: Scale Down Board and Commission Programming - Funded

2021 - (\$22,000)

Offer Type: Reduction

This offer reduces or eliminates ongoing funding for the following items related to boards and commissions:

- Eliminates funding to send two Youth Advisory Board members and one chaperone to the National League of Cities Conference (\$7,500).
- Eliminates funding for the annual appreciation event held to recognize the volunteer services of board and commission members (\$10,000).
- Reduces by 50% the funds budgeted for customization of the Engage software used to track/manage City volunteers. Customization is needed to enhance tracking of board and commission membership, activities and training; data collection; and reporting capabilities (\$4,500).

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

51.8 Reduction: Scale Down City Clerk Administration - Funded

2021 - (\$12,300)

Offer Type: Reduction

This offer reduces operating funds by \$12,300 for general administration of the City Clerk's Office. The following reductions have been applied:

- Eliminates funding for a second copier (\$8,000)
- Eliminates mileage reimbursement funds (\$1,400)
- Eliminates contractual plant maintenance (\$720)
- Eliminates funds for office equipment purchases (\$1,500)
- Reduces funds for office supplies (\$680)

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

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54.1 Engineering Administration - Funded

2021 - \$446,357

Offer Type: Ongoing

This offer funds Engineering Administration, which consists of the City Engineer (Director of Engineering), Asset Manager, Special Projects Engineer, and administrative support for the Engineering Department. The Engineering Department is made up of five divisions: Engineering Administration, Surveying, Capital Projects, Right of Way (ROW) Management, and Engineering Development Review. Engineering provides executive oversight and coordination of all infrastructure activities within the 580 lineal miles of City ROW, including private development. In addition, Engineering provides technical support to multiple City department as it relates to work in the ROW. Engineering also provides citywide project coordination efforts with all City departments, private utilities, major private developments and partner agencies (including Colorado Department of Transportation, Larimer County, and three railroads), which helps reduce project conflicts and traffic impacts.

The City Engineer leads, supports, and provides direction to the Engineering Department that reflects collaborative problem solving with internal and external stakeholders.

The Asset Manager ensures reliability and sustainability of City transportation assets through work of the development of life cycles, condition assessment, strategic plans, strategic prioritization, analysis and condition reporting, improvement district assessment, development pavement design and street mix design approval, private street conversion, and street acceptance reporting.

The Special Projects Engineer leads special projects (such as the Larimer County Urban Area Street Standard (LCUASS) update, represents the City at the Metropolitan Planning Organization (MPO) Technical Advisory Committee (TAC), coordinates with the railroad, and leads the sidewalk program.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.4 - Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement.

54.2 Engineering Survey - Funded

2021 - \$430,311

Offer Type: Ongoing

This offer will fund the City Surveying group, which provides services to both the Engineering Department and a large number of other departments throughout the City. The Surveying group conducts on the ground surveying and thorough research and analysis to support design; acquisition of lands, rights-of-way and easements; and construction on a wide range of projects.

These projects range in size from the Halligan Reservoir Enlargement and major intersection improvement projects to identification of whether a tree in need of care lies within City right-of-way or within private property. It has been made very clear by both the ever increasing number of requests for services and by direct spoken word, the Surveying has consistently been able to complete surveys that are more cost effective, of better quality, and delivered in a more responsive manner than external surveying firms.

Beyond that, Surveying is a resource for both the City and the local surveying community in general. The team provides and maintains City horizontal and vertical control networks, a catalog of all property corners surveyed, and a catalog of all land survey plats recorded within the Growth Management Area. Surveying's commitment to work directly with City personnel, consultants and other surveyors promotes a greater level of value and completeness for projects within the City.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

54.3 PDT Administration - Funded

2021 - \$1,770,999

Offer Type: Ongoing

This offer funds the Office of the Director of Planning, Development and Transportation (PDT), including the Director, Deputy Director, Finance Staff and Executive Administrative Assistant. The PDT Service Area is comprised of six departments: Community Development and Neighborhood Services, Engineering, Streets, Traffic Operations, Transfort/Parking Services, and FC Moves (Transportation Planning). PDT has more than 331 employees and a total budget of more than \$57 million.

PDT Administration leads the operations of all community planning functions, the Development Review Center and transportation related functions including transit, capital construction, traffic operations, parking services, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in City Plan as well as Strategic Outcomes in the Economic Health, Safe Community, Neighborhood Livability & Social Health, and Transportation outcome areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services and how the administration team plays a role across all areas. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration:

- Provides administrative leadership, direction and coordination to six PDT departments
- Provides PDT's internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in Citywide efforts such as employee engagement, performance measurement, performance excellence and culture of safety

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

55.1 Fleet Fuel - Funded

2021 - \$3,336,931

Offer Type: Ongoing

This offer includes the fuel purchase, operation, and environmental compliance for 16 internal fuel sites and a mobile fuel truck. It also includes the administration of various external fuel sites. This offer also supports the City's compressed natural gas, propane and electric charging infrastructure.

The fuel sites that this offer covers are:

- 835 Wood Street (Gasoline, Bio Diesel, Compressed Natural Gas, Propane)
- Transfort (Gasoline, Bio Diesel, Compressed Natural Gas, Propane)
- Main Parks Shop (Gasoline, Bio Diesel)
- Streets Facility (Compressed Natural Gas)
- Collindale Golf Course (Gasoline, Bio Diesel)
- Southridge Golf Course (Gasoline, Bio Diesel)
- Spring Canyon Parks Shop (Gasoline, Bio Diesel)

HIGH PERFORMING GOVERNMENT

- Fossil Creek Parks Shop (Gasoline, Bio Diesel)
- Police Services (Gasoline)
- LaPorte Water Treatment Facility (Bio Diesel)
- Hoffman Mill Recycling Site (Gasoline, Bio Diesel)
- Meadow Springs Ranch (Gasoline, Bio Diesel)
- Mobile Fuel Trailer (Bio Diesel)

Fuel use for 2019 was 344,782 gallons Gasoline, 187,081 gallons Biodiesel, 529,674 gallons Compressed Natural Gas, and 2,097 gallons Propane.

The projected per gallon pricing for 2021 is:

\$2.35 unleaded

\$2.50 biodiesel

\$2.26 compressed natural gas

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

55.2 Fleet Maintenance and Operations - Funded

2021 - \$7,135,542

Offer Type: Ongoing

Funding this offer will provide vehicle and equipment maintenance for more than 2,000 City vehicles and equipment.

Fleet maintenance includes (but is not limited to) repairs, preventative maintenance, DOT inspections, parts inventory, after hours call outs, bus cleaning, remote service calls, and after-hours snow equipment maintenance.

Fleet Rentals provides rental services for departments to check out a vehicle from the City's vehicle pool program or facilitate the rental of equipment from outside vendors on an as needed basis.

This offer is fully funded by departments that utilize these services.

Highlights

- Includes fleet maintenance activities at four shops
- Three parts locations and one warehouse
- Fleet Rental and Pool vehicle programs
- Transfort open 24 hours, 365 days a year

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

HIGH PERFORMING GOVERNMENT

55.4 Facility Maintenance - Funded

2021 - \$5,851,288

Offer Type: Ongoing

Funding this offer will provide all building maintenance for 102 City facilities, totaling 1.9 million square feet. This offer also includes the management of the chemicals for five swimming pools and associated spas. Some of the functions in this offer include: Electrical, Heating Ventilation and Air Conditioning, Aquatics, Keys and Access Control, and General Maintenance and Alterations. Major maintenance (repairs or replacements over \$20,000) are in Offer 55.5 Major Maintenance and Repairs.

Facilities that are not in the General Fund, alterations and all renovations are charged back to the departments that use or request that service.

This offer requests \$6,324,245 million from the General Fund while \$1,350,000 million is recouped through charge backs. The financial breakdown of this offer is:

- HVAC: \$1,229,022
- General Maintenance: \$3,398,142
- Electrical: \$611,544
- Aquatics: \$634,458
- Major Maintenance and Repairs: \$495,000

This offer does not include Utilities or Custodial. Those costs are included in Offer 55.7.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

55.5 Facility Major Maintenance - Funded

2021 - \$465,000

Offer Type: Ongoing

Funding this offer will allow necessary major maintenance to be performed at various City facilities. This offer includes Senior Center Rooftop Unit replacement, Lincoln Center Rooftop replacement, three fire alarm panel replacements (Fleet, EPIC, Streets), EPIC cooling tower modifications, Parking Lot repairs and rehab at all General Fund facilities, and Operation Services HVAC replacement.

Estimates for each project are:

- Senior Center RTU \$50k
- Lincoln Center RTU \$50k
- Remainder of obsolete Fire Alarm Panels \$65k (835 Wood, EPIC, Streets)
- EPIC cooling tower \$50k
- Parking lot maintenance \$100k
- OPS HVAC replacement \$150k

RTU 2 at the Senior Center is beyond its service life and has parts that have been rapidly deteriorating that are no longer readily available due to obsolescence.

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RTU 11 at the Lincoln Center is beyond its service life and has parts that have been rapidly deteriorating that are no longer readily available due to obsolescence.

Remainder of obsolete Fire Alarm Panels (835 Wood, EPIC, Streets) Fire alarm systems at these locations are over 20 years old, obsolete and have critical parts that are directly related to notification of emergency services that have failed in the past few months. While these parts have been replaced, only aftermarket parts are available, which should be considered a temporary solution.

EPIC cooling tower – Through incremental upgrades and modifications of other HVAC equipment, this component can no longer adequately sustain the rest of the system and must be replaced with a larger, more efficient unit.

OPS HVAC replacement - The HVAC system at Operations Services is over 30 years old and piping is past its useful life. This project was budgeted in 2020, but was cancelled due to budget reductions.

Parking lot maintenance - Proper parking lot maintenance will save money by extending the life of those lots.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

55.6 Operation Services Administration - Funded

2021 - \$951,561

Offer Type: Ongoing

This offer includes the administration functions and staff for the Operation Services Department, including (but not limited to) purchasing, accounting, billing, overall management, data collection, analysis, reporting, license plates, titles, ID badge creation, pool car administration and scheduling shared conference and community rooms.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

55.7 Facility Custodial, Utilities and Security - Funded

2021 - \$4,216,970

Offer Type: Ongoing

Funding this offer will provide building utilities (electric, natural gas, water, wastewater and storm drainage), custodial, and security for about 75 City buildings. It also includes landscaping, and snow removal for Police Services, parking structures and lots.

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

Operation Services manages the custodial contracts with multiple vendors. This offer includes normal janitorial services, window cleaning, disinfecting and carpet cleaning. Dayporter (roaming) cleaners are also a part of this offer. Major monthly inspections and weekly minor inspections are performed.

The financial breakdown for this offer is:

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- Janitorial: \$1,864,520 (\$117,384 increase from 2020)
- Utilities: \$1,870,688
- Personnel Services: \$202,267
- Security: \$125,000 (\$50,000 increase from 2020)
- Misc: \$156,245

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

55.8 Fleet Equipment Replacement - Ongoing Payments - Funded

2021 - \$2,447,773

Offer Type: Ongoing

Funding this offer will make the principle and interest payments for vehicles and equipment purchased using lease purchase financing since 2016 in accordance with the City's replacement policy. Funding for this offer comes from various departments (that requested the replacements) in the form of rental payments. The following departments are included:

- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Streets & Traffic

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

55.9 Facilities Project Management, Real Estate Services and Internal Mail - Funded

2021 - \$1,372,519

Offer Type: Ongoing

This offer funds Project Management/Project Design, Real Estate Services, and Internal Mail for the City of Fort Collins. These programs are all funded by the departments that use these services.

Facilities Project Management, Planning & Design manages major City building remodels and capital construction, as well as alteration/renovation projects from design through project completion. In addition to developing budgets and schedules, they act as a liaison among project personnel, client departments and contractors to ensure quality, on time and on budget projects.

Real Estate Services provides full real estate and property management services to other City departments in support of the City's strategic and operational goals. They negotiate and manage the City's portfolio of leases, property acquisitions, disposals, rights-of-way and utility easements.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

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55.10 Required Building Modifications - Funded

2021 - \$600,000

Offer Type: Ongoing

This offer will fund City facility modifications that are necessary to improve the City's compliance with legal requirements. In 2016, the City went through a comprehensive process to identify facilities that require accessibility modifications or improvements. Through this process, the City determined that various modifications at 46 existing facilities are necessary. These modifications were prioritized in the plan and almost four years of projects have been completed. The total cost of the modifications is \$6.7 million; the remaining cost of these modifications is about \$4.3 million.

In 2021, modifications are planned for the Museum of Discovery, Nix Farm, Northside Aztlan Center, Downtown Transit Center, EPIC, Streets and Collindale Clubhouse.

Projects that were planned but put on hold in 2020 are Collindale Clubhouse locker rooms, Streets Facility counter and entrance, Nix Farm admin office counter, Museum of Discovery dome seating, Downtown Transit Center restrooms, and minor modifications at Northside Aztlan Center. The new projects added to this offer are EPIC dispersed accessible seating and hockey locker rooms.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

55.11 Reduction: Fleet Fuel Savings - Funded

2021 - (\$825,000)

Offer Type: Reduction

This reduction offer should have very little overall impact. Lower anticipated fuel prices combined with one external customer, VanGo, purchasing their own fuel represents an \$825,000 decrease from the 2020 budget. VanGO has historically used about \$200,000 worth of fuel.

The projected price per gallon in this offer is 90 cents lower for Biodiesel and 55 cents lower for Gasoline compared to the original 2020 budget.

The projected per gallon pricing for 2021 is:

- \$2.35 unleaded
- \$2.50 biodiesel
- \$2.26 compressed natural gas

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- Strategic Objective not needed for Reduction Offers

55.12 Reduction: Temporary Pause Fleet Supplies and Parts - Funded

2021 - (\$250,000)

Offer Type: Reduction

Parts and supplies expenses have been on a declining trend attributed to an up to date replacement program. This trend will change if replacements are delayed. It should be noted that parts and supplies are charged back to the using department.

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- Strategic Objective not needed for Reduction Offers

55.13 Reduction: Temporary Pause Outside Repairs and Maintenance - Funded

2021 - (\$400,000)

Offer Type: Reduction

This offer reduces the amount budgeted for repairs that are contracted out. Typically, these repairs are jobs that we don't have the expertise, tools, or the time to perform like alignments, body work and major component replacement. If this reduction is accepted, we would have to perform these in house, which may require additional tooling and training. Major component or large equipment failures would very likely create a delay in the repair and cause a backlog.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- Strategic Objective not needed for Reduction Offers

55.14 Reduction: Temporary Pause Fleet Rental - Funded

2021 - (\$200,000)

Offer Type: Reduction

Each year, using departments will contact Fleet to rent equipment to be used temporarily on a project or emergency repair. Because the use of this equipment is temporary, it doesn't make sense to purchase it for the long term. Fleet must budget these funds so that equipment can be rented in a timely manner. Each department then reimburses Fleet for this service. We anticipate a slowdown in all projects, so less equipment will need to be rented in 2021.

If additional rental appropriations are necessary and the department deems it critical for a project, then Council action would be necessary.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

55.15 Reduction: Increased Oil Change Interval - Funded

2021 - (\$125,000)

Offer Type: Reduction

This reduction represents the savings by increasing the oil change service interval 25 40% depending on the vehicle class and other circumstances. This could result in an increased chance of engine failure. There is also a chance of higher repair costs because of fewer opportunities to do other types of preventative maintenance. For example, brake inspections would be extended and the result could be replacing rotors and brake pads instead of just brake pads. A quick mid period inspection may have to be done to prevent accidents or premature failures.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

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55.16 Reduction: Temporary Pause Facility Engineering, Design and Consulting Work - Funded

2021 - (\$150,000)

Offer Type: Reduction

This reduction represents the savings due to decreased use of outside firms that provide design or consulting services to facility maintenance projects. We anticipated reduction in projects, which should result in fewer expenses for Engineering, Design and Consulting.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- Strategic Objective not needed for Reduction Offers

55.17 Reduction: Temporary Pause Facility Maintenance Contractor Services - Funded

2021 - (\$150,000)

Offer Type: Reduction

This reduction represents the savings due to decreased use of contractors that provide services to normal and routine facility maintenance while doing more of this in house. Typical jobs that would generally be contracted out are painting, tile work, carpeting, roof repairs, and office furniture reconfiguration. Generally outside contractors can meet the timing requirements, or have specialized tools or skills. This usually decreases the time a facility or area is closed (e.g., for office remodels or recreation shutdowns). By reducing this funding, more work will be done in-house, which may cause some delays.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- Strategic Objective not needed for Reduction Offers

55.18 Reduction: Scale Down Hours of Downtown Restrooms - Funded

2021 - (\$75,000)

Offer Type: Reduction

Modifying the Oak Street restroom hours to 8:00 AM to 8:00 PM has proven to significantly decrease maintenance, security, vandalism and custodial costs. If we were to keep these restrooms open 24/7, it would likely cost between \$150,000-200,000 in annual operating costs. Gustav Swanson and the Harmony Park n Ride restrooms are still open 24/7. Most vandalism and extra security costs happen overnight.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- Strategic Objective not needed for Reduction Offers

55.20 Reduction: Temporary Pause Electrical Contractor Services - Funded

2021 - (\$50,000)

Offer Type: Reduction

This reduction represents the savings due to decreased use of electrical contractors that work on projects for Operation Services and Parks Maintenance. Some of these projects will be eliminated due to budget shortfalls, or will now be done in house. The likely impact is backlogs and delays.

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

55.22 Reduction: Eliminate Custodial Trash Removal from Individual Offices - Funded

2021 - (\$43,000)

Offer Type: Reduction

This offer eliminates the trash removal from individual offices and requires the occupant to take their trash to a common area usually located on the same floor. Currently recycling is handled this way. Conference rooms, lunch rooms, lobbies, and other common areas will still be removed by the custodial contractor. If this reduction is accepted, it would be in effect Citywide.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- Strategic Objective not needed for Reduction Offers

55.23 Fleet Vehicle and Equipment Replacements - Funded

2021 - \$648,932

Offer Type: Ongoing

Funding this offer will make the principle and interest payments for vehicles and equipment purchased using lease-purchase financing in 2021 in accordance to the City's replacement policy. Funding for this offer comes from various departments requesting the replacements in the form of rental payments. The following departments are included:

- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Streets
- Traffic

The following replacements have been identified: 2021:

Golf:

57 - Golf Carts

5 – Mowers and Misc. Equipment

Police:

15 – Patrol Units

4 – CID Units

1 - Traffic Unit

Streets:

2- Dump Trucks

1 – Graffiti Removal Unit

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1 – Sander
1 – Backhoe Loader
1 – Trackless Tractor
1 – Tink LD Claw

Parks & Forestry:
7 – Pickups
2 – Dump Trucks
1 - Stump Grinder

Operation Services:
2 – Pickups

There are also four vehicles included in this offer for the Northern Colorado Drug Task Force. These vehicles have a replacement cycle of every two years. They are traded in for low-mileage replacements. The replacement vehicles are not lease-purchased, but rather purchased "outright." The cost of replacing these vehicles factoring in trade-in value is \$75,000.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

55.29 Reduction: Sell or Reassign Under Utilized Vehicles - Funded

2021 - (\$10,000)

Offer Type: Reduction

This reduction offer is difficult to substantiate without extensive conversations with each department. The concept is to sell or reassign under utilized vehicles to other departments that will use them more. However, most of the under utilized vehicles have specific operational circumstances to justify keeping that vehicle. Current data show that there are 441 vehicles that drive less than 5,000 miles per year and of those, 282 drive less than 3,000 miles per year. We don't anticipate any operational savings (fuel and maintenance) because if these vehicles are not available, then other vehicles will get more usage. Realistically, we believe only 23 percent of these vehicles could be sold or reassigned. In addition, the savings won't be realized for several years, until we forego purchasing a vehicle because we used one already in the fleet.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- Strategic Objective not needed for Reduction Offers

67.1 General Legal Services - Funded

2021 - \$2,502,157

Offer Type: Ongoing

This offer will fund the operation of the City Attorney's Office (CAO) to maintain the level and quality of service necessary to adequately support the basic legal needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a

HIGH PERFORMING GOVERNMENT

fast-paced and rapidly changing environment and requires extensive research, writing and negotiation as well as creativity and a thorough understanding of the City's priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs for its policies, programs and operations. Each year, the CAO researches, develops and writes hundreds of City Code changes, ordinances and resolutions for consideration by City staff and the City Council. The array of other legal documents prepared and reviewed by the CAO is vast, and requires significant expertise and attention to detail and to the interests of the City.

Third, the CAO represents the City in all legal proceedings. This includes overseeing dozens of civil actions and other types of proceedings. It also includes a heavy caseload in Municipal Court to enforce criminal and civil violations enforcement of the City Code (see Offer 68.1).

Finally, the attorneys of the CAO attend all meetings of the City Council, and the meetings of a wide variety of Council committees, City boards and commissions, and other City bodies.

These responsibilities call for a work force with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that City Council priorities and City strategic objectives are advanced. The cost of CAO operations compares favorably to both the cost of legal offices of other peer cities along the Front Range and the cost of outside legal counsel.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

75.1 2021 Hiring Freeze - Funded

2021 - (\$3,024,544)

Offer Type: Reduction

Accepting this Offer will continue the hiring freeze implemented in 2020 as a response to the local economic impacts of the Coronavirus. The City has put in place a process where vacant positions are reviewed every two weeks to allow for specific positions to get an exception from the hiring freeze. The review committee is comprised of City executives who will ensure the intended 2021 savings from this Offer are either achieved via actual personnel savings for the frozen positions or offset through improvement in the local economy and City finances during fiscal year 2021.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

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BUDGETING, ACCOUNTING & FUNDS

AUTHORIZATION TO SPEND - Council approves expenditures by appropriation ordinances, including those from fund balances. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available.

BUDGET BASIS -The basis or principle used for budgeting is the same as that used for accounting, with a few exceptions, and varies according to the fund type.

Governmental Funds use the *modified-accrual basis of accounting*. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary and Fiduciary Funds use the *full accrual basis of accounting*. Revenues are recognized when they are earned and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual based accounting debt proceeds are recorded as liabilities rather than as revenue (funding source). For these reasons a reconciliation and adjustment is made on these fund statements to show the difference between the budgetary basis and the accounting basis. Examples of the these funds are Light & Power, Water, Wastewater, Storm Drainage, Golf, all the internal service funds, and the pension retirement fund.

BUDGET TYPES – Budgets are either *lapsing* or *non-lapsing*. Lapsing budgets are annual budgets used for operating and maintenance activities and make up the vast majority of appropriations. Non-lapsing budgets are authorized for the length of a capital project or the term of a grant.

FUND ACCOUNTING - Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is treated as a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account and a savings account. Revenues are deposited into the checking account and are used to pay for operations and other ongoing activities throughout the year. Any excess of revenues over expenditures are placed in a savings account at year end. The savings account is called fund balance and can be restricted, committed or assigned for a specified purpose.

FUND TYPES - The City of Fort Collins utilizes several types of funds: General Fund, Special Revenue and Debt Service Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds.

The *General Fund* is the largest fund and includes such services as Police; Planning, Development and Transportation; Parks and Natural Resources; Facility Operations and Maintenance; Financial; Executive, Legal and Judicial; and Human Resources. The General Fund also makes significant contributions several other funds such as Recreation, Cultural Services, Cemeteries, Transportation and Transit (the City's bus system, Transfort).

Special Revenue and *Debt Service Funds* each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or

resolution. Examples of Special Revenue Funds are Cultural Services and Facilities, Cemeteries, Recreation, Transit, and Transportation. The Debt Service Funds are used for payments on the City's long-term debt.

Enterprise Funds are self-supporting through user fees. Light and Power, Water, Wastewater, Stormwater and Broadband Utilities, and the Golf Fund are classified as Enterprise Funds. The accounting for enterprise funds is similar to private sector business accounting.

Internal Service Funds provide support to other City departments. Included in this category are: the Benefits Fund; the Equipment Fund which supports the city fleet and vehicle maintenance; Data & Communications Fund which supports the City telephone and computer systems; the Self Insurance Fund for city liability insurance, and the Utility Customer Service and Administration Fund which provides management, support services, and customer services for the five utility funds. Internal Service Funds are self-supported by charges and transfers from the various funds that use their services.

The City's governmental Capital Projects are accounted for in the Capital Projects Fund, Conservation Trust Fund, and Neighborhood Parkland Fund. Note that these funds do not account for capital projects related to the Enterprise Funds. Operation and maintenance costs associated with each capital project are budgeted separately in an operating fund.

LEGAL LEVEL OF CONTROL – Spending against lapsing budgets is legally capped at the fund level. Although departments cannot move lapsing appropriations between funds, they can move budget between Service Areas and Departments within a fund. Spending for capital projects and grants is capped at the authorized non-lapsing budget. Council must approve, by ordinance, moving appropriations from one capital project or grant to another. They must also approve moving appropriations between lapsing to non-lapsing budgets.

NET CITY BUDGET - Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of *transfers* between funds and *internal service fund charges*. Because each fund is a separate entity, Council must appropriate the expenditure in the fund transferring the funds and must appropriate the funds in the receiving fund. Simply put, revenues and expenditures between City funds are accounted for twice and occasionally three times in arriving at total appropriations of the City. For this reason, the total appropriated and authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. The Net City budget is arrived at by excluding the transfers and internal service fund activity.

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GENERAL FUND - 100

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$69,853,891	\$66,348,036	\$71,768,144	\$64,257,400
Revenues				
Taxes	113,487,738	116,593,702	116,361,900	138,755,181
Licenses and Permits	3,799,224	3,509,596	4,020,000	3,014,811
Fines and Forfeitures	2,045,599	1,764,265	2,620,726	2,070,843
Intergovernmental	15,086,813	16,482,176	24,043,643	14,289,468
Charges for Service	9,824,761	9,793,971	10,460,769	10,482,019
Earnings on Investments	1,600,506	2,906,039	1,506,898	583,514
Miscellaneous	3,929,495	1,099,084	631,393	676,410
Total Revenues	\$149,774,135	\$152,148,833	\$159,645,329	\$169,872,246
Other Financing Sources				
Other Financing Sources	0	25,744,179	0	0
Transfers In	1,368,483	2,341,202	2,337,393	5,115,779
Total Other Financing Sources	\$1,368,483	\$28,085,381	\$2,337,393	\$5,115,779
Total Revenues & Other Financing Sources	\$151,142,618	\$180,234,214	\$161,982,722	\$174,988,025
Expenditures				
Investigations	6,890,050	6,306,527	6,821,500	8,514,216
Police Information Services	7,387,734	8,612,902	6,877,162	7,593,040
Patrol	18,002,480	17,684,774	18,507,071	17,356,259
Special Operations	4,879,599	6,162,887	6,253,785	9,398,097
Police Administration	3,445,434	5,312,263	3,715,562	5,069,992
Economic Health Office	2,070,673	1,786,843	839,364	1,060,513
Social Sustainability	1,382,785	1,858,626	4,273,185	2,729,994
Environmental Services	2,051,312	1,614,741	1,453,966	1,905,270
Sustainability Services Admin	422,178	449,572	441,315	518,646
Finance Administration	934,568	1,125,858	1,004,821	1,278,885
Accounting and Treasury	1,587,318	1,498,071	1,480,422	1,566,848
Budget	526,915	514,852	551,717	581,742
Purchasing	609,032	577,091	551,612	601,778
Sales Tax	871,060	883,976	982,554	911,079
Non Departmental	1,782,447	1,674,285	2,054,478	2,014,733
Information Technology	0	0	0	0
Comm. & Public Involvement	2,886,905	3,283,695	3,111,452	3,025,540
Human Resources	2,749,329	2,558,483	2,269,363	2,556,240
Operation Services	13,115,413	12,311,260	13,659,862	12,237,053
Community Services Admin	288,388	308,245	307,254	297,801
Park Planning & Development	0	0	50,000	0
Cultural Services	1,240,236	1,599,083	2,670,729	2,806,974
Parks	11,823,447	11,622,865	13,043,711	14,263,133
Natural Areas	169,139	79,187	133,384	484,849
City Clerk's Office	830,567	1,128,105	890,723	1,289,713
PDT Administration	2,113,030	1,139,521	1,011,115	1,069,600
Comm Dev & Neighborhood Svcs	8,973,811	9,174,183	8,887,714	8,524,561
FC Moves	1,238	3,100	0	0
City Attorney's Office	2,389,422	2,702,177	2,838,608	2,861,018
City Council	169,790	202,441	163,436	182,790
City Manager's Office	2,619,969	2,747,080	11,845,092	2,873,036
Municipal Court	1,051,011	1,069,711	1,236,031	1,393,977
Poudre Fire Authority	25,009,640	26,715,616	27,820,743	31,007,586
Total Expenditures	\$128,274,922	\$132,708,019	\$145,747,729	\$145,974,963
Other Financing Uses				
Debt & Other Uses	3,629	63,553	0	0
Transfers Out	26,369,923	42,042,534	23,745,737	36,583,232
Total Other Financing Uses	\$26,373,552	\$42,106,086	\$23,745,737	\$36,583,232
Total Expenditures & Other Financing Use	\$154,648,475	\$174,814,106	\$169,493,466	\$182,338,195
Net Change in Fund Balance	(\$3,505,856)	\$5,420,108	(\$7,510,744)	(\$7,350,170)
Ending Fund Balance	\$66,348,036	\$71,768,144	\$64,257,400	\$56,907,230

Frozen Appropriations not included in this Fund Statement

CAPITAL EXPANSION FUND - 250

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$17,831,294	\$19,484,951	\$22,905,275	\$19,319,127
Revenues				
Fees-General Government	841,319	672,217	950,000	715,000
Fees-Public Safety	879,868	712,602	940,000	706,000
Fees-Cult., Park, Rec, Nat. A.	2,284,627	2,262,344	2,100,000	1,575,000
Other Charges for Service	103,429	88,902	90,000	84,839
Interest Revenue	324,919	627,335	357,991	162,902
Other Earnings on Investments	25,644	22,464	22,460	0
Total Revenues	\$4,459,806	\$4,385,863	\$4,460,451	\$3,243,741
Other Financing Sources				
Proceeds of Debt Issuance	126,167	133,346	0	0
Total Other Financing Sources	\$126,167	\$133,346	\$0	\$0
Total Revenues & Other Financing Sources	\$4,585,972	\$4,519,209	\$4,460,451	\$3,243,741
Expenditures				
Total Expenditures	\$0	\$0	\$0	\$0
Other Financing Uses				
Transfers Out	2,806,149	965,539	8,046,599	5,409,839
Total Other Financing Uses	\$2,806,149	\$965,539	\$8,046,599	\$5,409,839
Total Expenditures & Other Financing Use	\$2,806,149	\$965,539	\$8,046,599	\$5,409,839
Net Change in Fund Balance	\$1,779,823	\$3,553,670	(\$3,586,148)	(\$2,166,098)
Net Adjustments to GAAP	(\$126,166)	(\$133,346)	\$0	\$0
Ending Fund Balance	\$19,484,951	\$22,905,275	\$19,319,127	\$17,153,029

Frozen Appropriations not included in this Fund Statement

SALES & USE TAX FUND - 251

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$748,537	\$835,190	\$834,831	\$834,831
Revenues				
Sales & Use Tax	8,414,997	8,464,342	8,333,300	7,795,815
Interest Revenue	21,881	577	14,862	26,842
Other Miscellaneous	1,615	1,725	0	0
Total Revenues	\$8,438,493	\$8,466,644	\$8,348,162	\$7,822,657
Other Financing Sources				
Total Other Financing Sources	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$8,438,493	\$8,466,644	\$8,348,162	\$7,822,657
Expenditures				
Total Expenditures	\$0	\$0	\$0	\$0
Other Financing Uses				
Transfers to Funds	8,351,840	8,467,004	8,348,162	7,822,657
Total Other Financing Uses	\$8,351,840	\$8,467,004	\$8,348,162	\$7,822,657
Total Expenditures & Other Financing Use	\$8,351,840	\$8,467,004	\$8,348,162	\$7,822,657
Net Change in Fund Balance	\$86,653	(\$360)	\$0	\$0
Ending Fund Balance	\$835,190	\$834,831	\$834,831	\$834,831

Frozen Appropriations not included in this Fund Statement

KEEP FORT COLLINS GREAT FUND - 254

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$12,731,259	\$9,837,573	\$8,391,318	\$6,768,167
Revenues				
Taxes	27,887,215	28,904,768	28,333,000	0
Earnings on Investments	228,933	251,729	272,456	58,238
Miscellaneous	3,482	203	0	0
Total Revenues	\$28,119,630	\$29,156,699	\$28,605,456	\$58,238
Other Financing Sources				
Total Other Financing Sources	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$28,119,630	\$29,156,699	\$28,605,456	\$58,238
Expenditures				
Salaries & Wages	6,167,959	6,653,972	6,680,896	0
Benefits	1,756,774	1,839,210	1,698,869	0
Other Personnel Costs	9,333	(22,617)	(125,658)	0
Professional & Technical	1,719,997	747,255	685,352	0
Governmental Services	3,154,923	3,192,596	3,110,496	0
Other Prof & Tech Services	996,540	890,395	760,486	0
Utility Services	40,581	183,619	225,808	0
Cleaning Services	158,104	181,453	191,201	0
Repair & Maintenance Services	2,020,531	2,505,552	6,719,633	0
Rental Services	1,013,906	767,983	825,684	0
Construction Services	5,944,626	5,606,190	1,193,025	0
Other Property Services	180	0	0	0
Insurance	0	17,640	18,434	0
Communication Services	436,335	409,777	577,251	0
Internal Admin Services	3,549	9,324	1,338	0
Employee Travel	53,461	78,125	40,881	0
Other Purchased Services	175,229	131,506	127,813	0
Vehicle & Equipment Supplies	350,532	790,240	590,269	0
Land & Building Maint Supplies	168,750	363,344	311,765	0
Infrastructure Maint Supplies	843,849	2,512,436	1,632,795	0
Utility Supplies	168,588	17,447	30,000	0
Office & Related Supplies	30,146	60,248	64,731	0
Health & Safety Supplies	2,690	12,067	28,275	0
Chemical Supplies	307	1,000	1,000	0
Other Supplies	937,105	753,437	588,339	0
Land	152	4,443	0	0
Buildings	0	0	0	0
Infrastructure	2,366,954	1,170,755	1,596,000	0
Improvements Other Than Bldg	836,395	369,456	975,760	0
Vehicles & Equipment	222,885	304,825	260,120	0
Other Capital Outlay	374,765	19,654	27,850	0
Rebates & Incentives	5,975	6,025	0	0
Grants	1,022,656	898,098	1,376,196	0
Other	7,038	0	0	0
Total Expenditures	\$30,990,816	\$30,475,454	\$30,214,608	\$0
Other Financing Uses				
Transfers to Funds	22,500	127,500	14,000	2,906,991
Total Other Financing Uses	\$22,500	\$127,500	\$14,000	\$2,906,991
Total Expenditures & Other Financing Use	\$31,013,316	\$30,602,954	\$30,228,608	\$2,906,991
Net Change in Fund Balance	(\$2,893,686)	(\$1,446,255)	(\$1,623,152)	(\$2,848,753)
Ending Fund Balance	\$9,837,573	\$8,391,318	\$6,768,167	\$3,919,414

Frozen Appropriations not included in this Fund Statement

COMMUNITY CAPITAL IMPROVEMENT - 255

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$7,972,700	\$12,736,651	\$11,496,571	\$14,416,871
Revenues				
Taxes	8,285,577	8,599,014	8,333,300	7,795,815
Earnings on Investments	141,656	388,270	0	99,837
Miscellaneous	1,197	0	0	0
Total Revenues	\$8,428,430	\$8,987,283	\$8,333,300	\$7,895,652
Total Revenues & Other Financing Sources	\$8,428,430	\$8,987,283	\$8,333,300	\$7,895,652
Expenditures				
Personnel Services	0	0	(172,000)	0
Capital Outlay	90,923	0	400,000	500,000
Other	112,500	109,556	0	0
Total Expenditures	\$203,423	\$109,556	\$228,000	\$500,000
Other Financing Uses				
Transfers Out	3,461,056	10,117,808	5,185,000	2,393,414
Total Other Financing Uses	\$3,461,056	\$10,117,808	\$5,185,000	\$2,393,414
Total Expenditures & Other Financing Use	\$3,664,479	\$10,227,364	\$5,413,000	\$2,893,414
Net Change in Fund Balance	\$4,763,951	(\$1,240,080)	\$2,920,300	\$5,002,238
Ending Fund Balance	\$12,736,651	\$11,496,571	\$14,416,871	\$19,419,109

Frozen Appropriations not included in this Fund Statement

NEIGHBORHOOD PARKLAND FUND - 270

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$9,669,380	\$10,084,969	\$9,191,083	\$11,014,106
Revenues				
Capital Grants/Contributions	1,342	676	0	0
Fees-Cult., Park, Rec, Nat. A.	2,290,152	1,769,877	2,000,000	1,500,000
Interest Revenue	188,597	309,302	207,343	78,594
Other Miscellaneous	0	30,369	0	0
Total Revenues	\$2,480,091	\$2,110,225	\$2,207,343	\$1,578,594
Other Financing Sources				
Transfers from Funds	130,000	100,000	0	0
Total Other Financing Sources	\$130,000	\$100,000	\$0	\$0
Total Revenues & Other Financing Sources	\$2,610,091	\$2,210,225	\$2,207,343	\$1,578,594
Expenditures				
New Site Acquisition	214,026	1,834	0	0
New Park Site Development	0	382	(400,000)	0
9-11 Memorial Project	0	(12,718)	0	0
Maple Hill Water Delivery	655,115	0	0	0
Streets Facility Park	37,935	1,925,379	0	0
Whitewater Neighborhood Park	17,071	34,205	0	0
Avery Pk Restroom ADA Upgrade	3,653	0	0	0
SE Neigh Parks Raw Water	260,000	0	0	0
Water Supply Assessment	9,981	2,964	0	0
Office Improvements	0	140,067	(1,128)	0
Parks & Rec Policy Plan Update	59	39,080	0	0
East Comm Pk Maint Fac	0	1,790	0	990,000
Parks Develop Review	0	979	0	0
Trail Head Water System	0	0	400,000	0
Lee Martinez Park Addition	0	72,866	0	0
Romero	74,515	69,696	0	0
Maple Hill Park	280,806	28,563	0	0
Trailhead Park	3,409	81,370	0	0
Side Hill Neighborhood Park	3,250	334,904	0	100,000
Parkland & Administration Cost	614,745	359,586	373,988	374,763
Parkland Commun Support	0	1,840	0	0
Total Expenditures	\$2,174,565	\$3,082,788	\$372,860	\$1,464,763
Other Financing Uses				
Transfers Out	19,937	21,323	11,460	24,592
Total Other Financing Uses	\$19,937	\$21,323	\$11,460	\$24,592
Total Expenditures & Other Financing Use	\$2,194,502	\$3,104,111	\$384,320	\$1,489,355
Net Change in Fund Balance	\$415,589	(\$893,886)	\$1,823,023	\$89,239
Ending Fund Balance	\$10,084,969	\$9,191,083	\$11,014,106	\$11,103,345

Frozen Appropriations not included in this Fund Statement

CONSERVATION TRUST FUND - 271

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$3,013,078	\$2,346,251	\$2,826,913	\$2,840,082
Revenues				
Capital Grants/Contributions	1,649,602	1,888,084	1,500,000	1,600,000
Interest Revenue	58,990	84,617	51,422	22,152
Total Revenues	\$1,708,592	\$1,972,701	\$1,551,422	\$1,622,152
Other Financing Sources				
Total Other Financing Sources	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$1,708,592	\$1,972,701	\$1,551,422	\$1,622,152
Expenditures				
Trail Acquisition/Development	2,001	17,350	810,047	0
Trees Along the Trails	5,625	2,536	0	0
Longview Corridor Trail	50,583	92,185	25,000	0
Fossil Crk Trl Undrps @ BNSF	39,551	0	0	0
Fossil Ck Trl-Shields/College	1,771,803	58,328	0	0
Front Range Trail	51,504	0	0	0
Village at Horsetooth Trail	71,306	0	0	0
East Ridge Cost Share	40,598	0	0	0
FC Trl/FC Dr to CF Prairie	(1,056)	0	0	0
Hydro Bank and Trl Repair	5,254	505	64,000	0
Power Trl to Spring Creek	6,946	189,691	(17,624)	0
Poudre Trail at I-25	0	131,668	49,465	1,476,600
Power Trail Behind EPIC	15,000	0	0	0
Maple Hill Pedestrian Ramp	6,119	0	0	0
City Park Tomorrow Outreach	0	0	0	0
Dev Review Future Trails	0	34,896	20,000	0
Poudre Trl-Lincoln Mid Sch	0	412,821	20,000	0
Rosborough Cyclocross	0	10,691	3,500	0
Tree Replacement	0	26,400	0	0
Eastside Pk Land Purchase	0	2,444	0	0
Mail Creek/Siphon Overpass	0	0	5,000	0
SE Fossil Creek Trl	0	0	2,500	0
Lake Canal Trail	0	0	2,500	0
Northeast Trail	0	0	4,500	0
Interstate Trail	0	0	3,500	0
Power Trail Harmony Gap	0	0	0	0
Fossil Creek Trail	73,675	0	0	0
Administration	211,240	72,628	130,134	126,747
Total Expenditures	\$2,350,148	\$1,052,143	\$1,122,522	\$1,603,347
Other Financing Uses				
Transfers Out	25,271	439,896	415,731	953,827
Total Other Financing Uses	\$25,271	\$439,896	\$415,731	\$953,827
Total Expenditures & Other Financing Use	\$2,375,419	\$1,492,039	\$1,538,253	\$2,557,174
Net Change in Fund Balance	(\$666,827)	\$480,662	\$13,169	(\$935,022)
Ending Fund Balance	\$2,346,251	\$2,826,913	\$2,840,082	\$1,905,060

Frozen Appropriations not included in this Fund Statement

NATURAL AREAS FUND - 272

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$16,838,869	\$18,614,263	\$19,522,169	\$10,651,168
Revenues				
Intergovernmental	5,314,691	5,465,944	4,250,000	4,250,000
Charges for Service	64,957	89,633	61,000	62,000
Earnings on Investments	305,211	591,630	304,039	144,717
Miscellaneous	143,438	152,894	205,660	130,000
Total Revenues	\$5,828,296	\$6,300,100	\$4,820,699	\$4,586,717
Other Financing Sources				
Other Financing Sources	25,735	136,116	0	0
Transfers In	8,351,840	8,467,004	8,348,162	7,822,657
Total Other Financing Sources	\$8,377,575	\$8,603,120	\$8,348,162	\$7,822,657
Total Revenues & Other Financing Sources	\$14,205,871	\$14,903,220	\$13,168,861	\$12,409,374
Expenditures				
NA Land Conservation	1,929,253	4,760,144	13,381,413	4,474,706
NA Enforcement	814,498	1,034,083	958,434	969,474
NA Education	554,765	635,407	662,301	626,237
NA Program Management	836,375	848,217	831,856	1,007,164
NA Resource Management	2,622,702	2,375,720	3,260,688	2,804,550
NA Public Improvements	1,028,102	1,126,472	1,917,820	1,488,347
NA Facility Operations	392,139	939,617	494,634	722,747
NA Land Management	462,329	17,713	0	33,266
Total Expenditures	\$8,640,163	\$11,737,374	\$21,507,146	\$12,126,491
Other Financing Uses				
Transfers Out	3,790,314	2,257,941	532,716	509,103
Total Other Financing Uses	\$3,790,314	\$2,257,941	\$532,716	\$509,103
Total Expenditures & Other Financing Use	\$12,430,478	\$13,995,315	\$22,039,861	\$12,635,594
Net Change in Fund Balance	\$1,775,394	\$907,906	(\$8,871,000)	(\$226,220)
Ending Fund Balance	\$18,614,263	\$19,522,169	\$10,651,168	\$10,424,948

Frozen Appropriations not included in this Fund Statement

CULTURAL SERVICES FUND - 273

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$2,609,423	\$2,223,126	\$2,366,417	\$3,122,445
Revenues				
Intergovernmental	20,000	14,500	0	0
Charges for Service	2,029,764	2,993,525	2,799,280	2,659,024
Earnings on Investments	60,369	118,768	65,429	27,391
Miscellaneous	120,465	117,558	38,700	33,970
Total Revenues	\$2,230,598	\$3,244,351	\$2,903,409	\$2,720,385
Other Financing Sources				
Transfers In	1,487,727	1,521,966	1,904,133	1,148,410
Total Other Financing Sources	\$1,487,727	\$1,521,966	\$1,904,133	\$1,148,410
Total Revenues & Other Financing Sources	\$3,718,325	\$4,766,317	\$4,807,542	\$3,868,795
Expenditures				
Personnel Services	1,722,010	2,096,179	1,988,227	1,829,621
Purchased Prof & Tech Services	1,018,262	1,414,580	975,508	1,088,820
Purchased Property Services	83,843	100,972	132,459	131,445
Other Purchased Services	443,931	432,247	396,769	399,761
Supplies	258,316	236,051	267,136	271,813
Capital Outlay	561,348	302,769	243,059	176,812
Other	560	11,760	19,192	6,947
Total Expenditures	\$4,088,270	\$4,594,558	\$4,022,350	\$3,905,219
Other Financing Uses				
Transfers Out	16,353	28,468	29,164	27,130
Total Other Financing Uses	\$16,353	\$28,468	\$29,164	\$27,130
Total Expenditures & Other Financing Use	\$4,104,623	\$4,623,026	\$4,051,514	\$3,932,349
Net Change in Fund Balance	(\$386,297)	\$143,292	\$756,028	(\$63,554)
Ending Fund Balance	\$2,223,126	\$2,366,417	\$3,122,445	\$3,058,891

Frozen Appropriations not included in this Fund Statement

RECREATION FUND - 274

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$2,281,618	\$2,543,939	\$2,567,875	\$2,845,993
Revenues				
Operating Grants/Contributions	6,656	0	0	0
Fees-Cult., Park, Rec, Nat. A.	6,223,943	6,215,634	6,553,001	5,824,277
Interest Revenue	52,432	102,018	65,264	25,710
Rents	157,691	147,936	138,080	140,500
Contributions & Donations	101,930	80,421	17,050	49,400
Sale of Property	1,050	94,401	0	0
Non Operating	0	79	0	0
Other Miscellaneous	660	10,179	7,000	7,000
Total Revenues	\$6,544,361	\$6,650,668	\$6,780,395	\$6,046,887
Other Financing Sources				
Other Financing Sources	0	6,150	0	0
Transfers from Funds	748,162	586,175	565,145	1,902,580
Total Other Financing Sources	\$748,162	\$592,325	\$565,145	\$1,902,580
Total Revenues & Other Financing Sources	\$7,292,523	\$7,242,993	\$7,345,540	\$7,949,467
Expenditures				
Recreation Administration	1,220,245	1,234,240	1,422,742	1,152,246
Special Revenue Accounts	92,256	77,834	90,390	105,402
EPIC	1,780,161	1,821,291	1,971,447	1,822,027
Adaptive Recreation	0	0	0	268,056
Mulberry Pool	0	0	0	361,486
City Park Pool	123,541	108,758	8,085	140,154
Adult Programs & Senior Center	1,562,693	1,666,562	1,268,275	1,604,008
NACC	870,035	737,283	754,187	1,261,253
Child Development	222,349	321,238	282,311	271,090
Sports	773,993	756,944	833,978	831,144
Farm	331,616	365,693	380,464	367,479
Recreation Grants	20,608	0	0	0
Total Expenditures	\$6,997,497	\$7,089,844	\$7,011,880	\$8,184,345
Other Financing Uses				
Transfers Out	32,706	129,214	55,542	43,594
Total Other Financing Uses	\$32,706	\$129,214	\$55,542	\$43,594
Total Expenditures & Other Financing Use	\$7,030,202	\$7,219,058	\$7,067,422	\$8,227,939
Net Change in Fund Balance	\$262,321	\$23,936	\$278,118	(\$278,472)
Ending Fund Balance	\$2,543,939	\$2,567,875	\$2,845,993	\$2,567,521

Frozen Appropriations not included in this Fund Statement

CEMETERIES FUND - 275

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$730,623	\$772,142	\$525,627	\$540,822
Revenues				
Charges for Service	462,828	552,522	469,150	503,600
Earnings on Investments	13,470	21,763	13,574	5,161
Miscellaneous	14,910	14,250	14,000	14,000
Total Revenues	\$491,208	\$588,535	\$496,724	\$522,761
Other Financing Sources				
Other Financing Sources	400	0	0	0
Transfers In	192,597	216,371	190,098	252,864
Total Other Financing Sources	\$192,997	\$216,371	\$190,098	\$252,864
Total Revenues & Other Financing Sources	\$684,205	\$804,906	\$686,822	\$775,625
Expenditures				
Personnel Services	423,971	415,851	476,692	543,572
Purchased Prof & Tech Services	25,623	29,285	21,764	31,600
Purchased Property Services	92,919	90,219	64,020	93,605
Other Purchased Services	12,924	12,119	12,822	16,969
Supplies	36,791	69,712	54,582	73,785
Capital Outlay	3,857	29,702	0	10,000
Other	(6)	0	0	0
Total Expenditures	\$596,078	\$646,889	\$629,880	\$769,531
Other Financing Uses				
Transfers Out	46,608	404,532	41,747	3,983
Total Other Financing Uses	\$46,608	\$404,532	\$41,747	\$3,983
Total Expenditures & Other Financing Use	\$642,686	\$1,051,420	\$671,627	\$773,514
Net Change in Fund Balance	\$41,519	(\$246,515)	\$15,195	\$2,111
Ending Fund Balance	\$772,142	\$525,627	\$540,822	\$542,933

Frozen Appropriations not included in this Fund Statement

PERPETUAL CARE FUND - 276

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
<i>Beginning Fund Balance</i>	\$1,898,865	\$1,966,970	\$2,035,531	\$2,094,531
Revenues				
Charges for Service	66,387	68,055	59,000	59,000
Earnings on Investments	34,905	63,871	36,035	16,027
Total Revenues	\$101,291	\$131,926	\$95,035	\$75,027
Total Revenues & Other Financing Sources	\$101,291	\$131,926	\$95,035	\$75,027
Expenditures				
Perpetual Care	192	0	0	0
Total Expenditures	\$192	\$0	\$0	\$0
Other Financing Uses				
Transfers Out	32,995	63,365	36,035	26,027
Total Other Financing Uses	\$32,995	\$63,365	\$36,035	\$26,027
Total Expenditures & Other Financing Use	\$33,187	\$63,365	\$36,035	\$26,027
Net Change in Fund Balance	\$68,105	\$68,561	\$59,000	\$49,000
<i>Ending Fund Balance</i>	\$1,966,970	\$2,035,531	\$2,094,531	\$2,143,531

Frozen Appropriations not included in this Fund Statement

MUSEUM FUND - 277

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
<i>Beginning Fund Balance</i>	\$886,026	\$707,496	\$707,821	\$643,947
Revenues				
Earnings on Investments	17,387	24,045	18,297	5,779
Miscellaneous	0	0	50,000	50,000
Total Revenues	\$17,387	\$24,045	\$68,297	\$55,779
Other Financing Sources				
Transfers In	821,903	945,801	981,080	1,010,801
Total Other Financing Sources	\$821,903	\$945,801	\$981,080	\$1,010,801
Total Revenues & Other Financing Sources	\$839,290	\$969,846	\$1,049,377	\$1,066,580
Expenditures				
Museum	1,017,820	961,770	1,105,310	1,073,041
Total Expenditures	\$1,017,820	\$961,770	\$1,105,310	\$1,073,041
Other Financing Uses				
Transfers Out	0	7,751	7,941	6,057
Total Other Financing Uses	\$0	\$7,751	\$7,941	\$6,057
Total Expenditures & Other Financing Use	\$1,017,820	\$969,521	\$1,113,251	\$1,079,098
Net Change in Fund Balance	(\$178,530)	\$325	(\$63,874)	(\$12,518)
<i>Ending Fund Balance</i>	\$707,496	\$707,821	\$643,947	\$631,429

Frozen Appropriations not included in this Fund Statement

TRANSIT SERVICES FUND - 290

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$4,186,410	\$3,377,479	\$6,298,173	\$6,560,192
Revenues				
Operating Grants/Contributions	7,118,212	7,894,814	7,216,279	5,704,450
Capital Grants/Contributions	1,114,733	5,607,127	1,400,000	4,325,291
Other Intergovernmental	441,000	789,674	344,968	805,850
Fees-General Government	1,162	3,358	3,100	30,500
Fees-Transportation	999,849	1,322,933	913,426	1,136,200
Other Charges for Service	0	0	0	0
Interest Revenue	42,459	155,149	0	45,878
Contributions & Donations	75,000	75,000	0	75,000
Other Miscellaneous	50,945	19,851	0	0
Total Revenues	\$9,843,360	\$15,867,905	\$9,877,773	\$12,123,169
Other Financing Sources				
Proceeds of Debt Issuance	0	0	0	0
Other Financing Sources	2,295	27,175	0	0
Transfers from Funds	8,289,198	9,962,764	10,123,894	8,321,386
Total Other Financing Sources	\$8,291,493	\$9,989,939	\$10,123,894	\$8,321,386
Total Revenues & Other Financing Sources	\$18,134,853	\$25,857,845	\$20,001,667	\$20,444,555
Expenditures				
Salaries & Wages	7,123,143	7,084,093	7,749,370	7,777,992
Benefits	2,586,590	2,532,831	2,840,779	2,691,130
Other Personnel Costs	2,663	2,589	(439,089)	(685,557)
Professional & Technical	928,738	2,082,650	2,310,616	2,415,800
Governmental Services	2,946,428	1,368,159	1,371,040	695,000
Other Prof & Tech Services	318,363	228,871	205,300	210,000
Utility Services	163,183	153,254	145,116	159,150
Cleaning Services	4,122	3,868	74,631	73,385
Repair & Maintenance Services	2,307,712	1,718,800	2,452,588	3,710,217
Rental Services	22,420	16,738	0	0
Insurance	239,899	80,891	81,375	77,009
Communication Services	132,750	139,730	115,000	134,000
Internal Admin Services	7,766	8,385	8,530	7,136
Employee Travel	27,794	19,729	13,000	23,000
Other Purchased Services	127,741	122,943	130,632	127,400
Vehicle & Equipment Supplies	861,551	752,350	821,001	1,237,624
Infrastructure Maint Supplies	0	5,562	0	6,000
Office & Related Supplies	72,645	55,895	87,950	65,000
Health & Safety Supplies	0	0	0	0
Other Supplies	118,138	110,084	100,545	104,000
Buildings	0	1,113	0	0
Vehicles & Equipment	0	5,509,808	0	2,811,250
Other Capital Outlay	870,801	773,334	1,501,399	1,287,500
Bad Debt Expense	15,925	38	0	0
Total Expenditures	\$18,878,372	\$22,771,712	\$19,569,783	\$22,927,036
Other Financing Uses				
Transfers to Funds	65,411	165,439	169,865	441,078
Total Other Financing Uses	\$65,411	\$165,439	\$169,865	\$441,078
Total Expenditures & Other Financing Use	\$18,943,784	\$22,937,151	\$19,739,648	\$23,368,114
Net Change in Fund Balance	(\$808,931)	\$2,920,693	\$262,019	(\$2,923,559)
Ending Fund Balance	\$3,377,479	\$6,298,173	\$6,560,192	\$3,636,633

Frozen Appropriations not included in this Fund Statement

TRANSPORTATION CEF FUND - 291

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$25,128,918	\$24,940,714	\$24,203,002	\$9,358,675
Revenues				
Charges for Service	4,580,862	4,298,393	4,515,000	3,015,000
Earnings on Investments	450,545	825,379	463,240	208,848
Miscellaneous	0	4,350	0	0
Total Revenues	\$5,031,406	\$5,128,122	\$4,978,240	\$3,223,848
Other Financing Sources				
Other Financing Sources	164,498	0	0	0
Transfers In	219,919	261,316	249,035	0
Total Other Financing Sources	\$384,417	\$261,316	\$249,035	\$0
Total Revenues & Other Financing Sources	\$5,415,823	\$5,389,437	\$5,227,275	\$3,223,848
Expenditures				
Personnel Services	96,921	74,992	216,344	211,703
Purchased Prof & Tech Services	81,940	12,587	152,340	100,000
Purchased Property Services	10,293	0	30,000	30,000
Other Purchased Services	142,940	198,492	151,373	201,356
Supplies	1,334	481	0	400
Capital Outlay	2,033,020	320,389	4,525,000	525,000
Total Expenditures	\$2,366,448	\$606,939	\$5,105,057	\$1,068,459
Other Financing Uses				
Transfers Out	3,237,580	5,520,210	14,966,545	1,090,595
Total Other Financing Uses	\$3,237,580	\$5,520,210	\$14,966,545	\$1,090,595
Total Expenditures & Other Financing Use	\$5,604,027	\$6,127,150	\$20,071,602	\$2,159,054
Net Change in Fund Balance	(\$188,204)	(\$737,712)	(\$14,844,327)	\$1,064,794
Ending Fund Balance	\$24,940,714	\$24,203,002	\$9,358,675	\$10,423,469

Frozen Appropriations not included in this Fund Statement

TRANSPORTATION FUND - 292

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$15,376,552	\$14,639,647	\$13,477,607	\$10,047,696
Revenues				
Taxes	8,285,577	8,599,014	8,333,300	7,795,815
Licenses and Permits	226,883	347,183	350,000	206,000
Fines and Forfeitures	0	8,858	0	0
Intergovernmental	9,948,601	9,933,821	9,247,589	8,713,584
Charges for Service	4,674,947	3,989,671	5,387,247	5,092,303
Earnings on Investments	293,120	414,008	358,505	119,409
Miscellaneous	159,762	420,707	35,000	36,500
Total Revenues	\$23,588,890	\$23,713,263	\$23,711,641	\$21,963,611
Other Financing Sources				
Other Financing Sources	29,057	36,028	0	0
Transfers In	2,779,788	1,571,604	1,519,319	11,486,082
Total Other Financing Sources	\$2,808,845	\$1,607,632	\$1,519,319	\$11,486,082
Total Revenues & Other Financing Sources	\$26,397,735	\$25,320,895	\$25,230,960	\$33,449,693
Expenditures				
PDT Administration	561,552	564,590	545,264	545,264
Engineering	2,530,748	2,744,312	3,101,639	2,639,539
Streets	16,912,582	16,647,743	15,698,372	23,960,509
Traffic	3,775,112	3,415,594	4,232,082	4,385,551
FC Moves	841,861	557,425	437,496	1,312,592
Total Expenditures	\$24,621,855	\$23,929,664	\$24,014,853	\$32,843,455
Other Financing Uses				
Transfers Out	2,512,784	2,553,271	4,646,018	2,029,236
Total Other Financing Uses	\$2,512,784	\$2,553,271	\$4,646,018	\$2,029,236
Total Expenditures & Other Financing Use	\$27,134,640	\$26,482,935	\$28,660,871	\$34,872,691
Net Change in Fund Balance	(\$736,905)	(\$1,162,040)	(\$3,429,911)	(\$1,422,998)
Ending Fund Balance	\$14,639,647	\$13,477,607	\$10,047,696	\$8,624,698

Frozen Appropriations not included in this Fund Statement

PARKING FUND - 294

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$1,796,035	\$1,546,207	\$1,487,873	\$1,451,405
Revenues				
Fines and Forfeitures	780,833	991,115	850,000	867,225
Intergovernmental	0	0	60,000	0
Charges for Service	1,619,289	1,551,737	1,783,000	1,417,600
Earnings on Investments	35,295	55,266	33,695	12,096
Miscellaneous	38,222	50,841	130,737	49,300
Total Revenues	\$2,473,639	\$2,648,958	\$2,857,432	\$2,346,221
Other Financing Sources				
Other Financing Sources	0	975	0	0
Transfers In	805,040	48,614	0	317,022
Total Other Financing Sources	\$805,040	\$49,589	\$0	\$317,022
Total Revenues & Other Financing Sources	\$3,278,679	\$2,698,547	\$2,857,432	\$2,663,243
Expenditures				
Personnel Services	1,085,874	1,188,288	1,254,146	1,012,403
Purchased Prof & Tech Services	464,970	535,003	405,698	466,510
Purchased Property Services	547,779	646,752	926,773	837,038
Other Purchased Services	85,040	79,411	110,912	107,556
Supplies	35,109	58,862	58,364	50,300
Capital Outlay	1,190,464	185,351	73,156	15,000
Other	160	280	0	0
Total Expenditures	\$3,409,395	\$2,693,947	\$2,829,049	\$2,488,807
Other Financing Uses				
Transfers Out	119,111	62,934	64,851	174,436
Total Other Financing Uses	\$119,111	\$62,934	\$64,851	\$174,436
Total Expenditures & Other Financing Use	\$3,528,506	\$2,756,881	\$2,893,900	\$2,663,243
Net Change in Fund Balance	(\$249,828)	(\$58,334)	(\$36,468)	\$0
Ending Fund Balance	\$1,546,207	\$1,487,873	\$1,451,405	\$1,451,405

Frozen Appropriations not included in this Fund Statement

GENERAL IMPROVEMENT DISTRICT 1 - 252

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$836,753	\$731,231	\$930,443	\$952,568
Revenues				
Property Taxes	297,068	297,368	314,160	310,000
Shared Revenues	48,579	50,258	45,000	46,000
Interest Revenue	14,581	26,650	14,965	7,135
Other Miscellaneous	156	0	0	0
Total Revenues	\$360,385	\$374,276	\$374,125	\$363,135
Total Revenues & Other Financing Sources	\$360,385	\$374,276	\$374,125	\$363,135
Expenditures				
Salaries & Wages	347	0	0	18,927
Benefits	95	0	0	5,529
Other Personnel Costs	0	0	0	(489)
Professional & Technical	5,942	5,951	6,500	6,500
Other Prof & Tech Services	0	2,949	50,000	136,324
Utility Services	2,011	2,791	4,500	4,000
Construction Services	370,000	72,860	205,000	425,000
Internal Admin Services	36	0	0	0
Other Purchased Services	0	683	1,000	1,000
Infrastructure	1,707	0	0	0
Rebates & Incentives	30,769	34,831	30,000	37,000
Total Expenditures	\$410,907	\$120,064	\$297,000	\$633,791
Other Financing Uses				
Transfers to Funds	55,000	55,000	55,000	175,000
Total Other Financing Uses	\$55,000	\$55,000	\$55,000	\$175,000
Total Expenditures & Other Financing Use	\$465,907	\$175,064	\$352,000	\$808,791
Net Change in Fund Balance	(\$105,522)	\$199,212	\$22,125	(\$445,656)
Ending Fund Balance	\$731,231	\$930,443	\$952,568	\$506,912

Frozen Appropriations not included in this Fund Statement

GID #15 - SKYVIEW - 293

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
<i>Beginning Fund Balance</i>	\$186,667	\$194,462	\$132,587	\$171,162
Revenues				
Taxes	32,192	32,238	33,439	32,930
Intergovernmental	2,791	2,785	2,800	0
Earnings on Investments	3,456	6,739	3,336	1,713
Total Revenues	\$38,439	\$41,762	\$39,575	\$34,643
Total Revenues & Other Financing Sources	\$38,439	\$41,762	\$39,575	\$34,643
Expenditures				
Professional & Technical	644	645	1,000	1,000
Infrastructure Maint Supplies	30,000	102,992	0	0
Total Expenditures	\$30,644	\$103,637	\$1,000	\$1,000
Total Expenditures & Other Financing Use	\$30,644	\$103,637	\$1,000	\$1,000
Net Change in Fund Balance	\$7,795	(\$61,875)	\$38,575	\$33,643
<i>Ending Fund Balance</i>	\$194,462	\$132,587	\$171,162	\$204,805

Frozen Appropriations not included in this Fund Statement

CAPITAL LEASING CORP FUND - 304

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0
Revenues				
Rents	61,527	1,392	65,430	0
Contributions & Donations	0	300,000	300,000	300,000
Total Revenues	\$61,527	\$301,392	\$365,430	\$300,000
Other Financing Sources				
Transfers from Funds	5,509,584	5,794,233	4,425,102	4,495,226
Total Other Financing Sources	\$5,509,584	\$5,794,233	\$4,425,102	\$4,495,226
Total Revenues & Other Financing Sources	\$5,571,111	\$6,095,625	\$4,790,532	\$4,795,226
Expenditures				
Professional & Technical	5,650	2,000	6,000	6,000
Other Prof & Tech Services	1,815	0	0	0
Other	0	0	0	0
Total Expenditures	\$7,465	\$2,000	\$6,000	\$6,000
Other Financing Uses				
Debt Service	5,563,646	6,093,625	4,784,532	4,789,226
Total Other Financing Uses	\$5,563,646	\$6,093,625	\$4,784,532	\$4,789,226
Total Expenditures & Other Financing Use	\$5,571,111	\$6,095,625	\$4,790,532	\$4,795,226
Net Change in Fund Balance	\$0	\$0	\$0	\$0
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$0

Frozen Appropriations not included in this Fund Statement

EMPLOYEES' RETIREMENT FUND - 700

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
<i>Beginning Fund Balance</i>	\$48,807,732	\$43,058,938	\$48,057,882	\$43,736,063
Revenues				
Fees-General Government	1,576,991	1,472,169	1,475,000	1,395,000
Interest Revenue	(2,457,997)	8,769,544	230,931	95,411
Total Revenues	(\$881,006)	\$10,241,713	\$1,705,931	\$1,490,411
Other Financing Sources				
Total Other Financing Sources	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	(\$881,006)	\$10,241,713	\$1,705,931	\$1,490,411
Expenditures				
Professional & Technical	20,081	26,759	27,500	29,000
Other Prof & Tech Services	50	0	0	0
Other Purchased Services	0	9	0	0
Other Supplies	166	171	250	250
Other	4,847,491	5,215,830	6,000,000	5,700,000
Total Expenditures	\$4,867,788	\$5,242,769	\$6,027,750	\$5,729,250
Total Expenditures & Other Financing Use	\$4,867,788	\$5,242,769	\$6,027,750	\$5,729,250
Net Change in Fund Balance	(\$5,748,794)	\$4,998,943	(\$4,321,819)	(\$4,238,839)
<i>Ending Fund Balance</i>	\$43,058,938	\$48,057,882	\$43,736,063	\$39,497,224

Frozen Appropriations not included in this Fund Statement

URA - N. COLLEGE DISTRICT - 800

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	(\$501,319)	(\$168,519)	\$669,244	\$1,460,716
Revenues				
Property Taxes	1,841,552	1,989,781	2,420,433	2,443,842
Interest Revenue	44,560	62,701	22,662	21,079
Total Revenues	\$1,886,112	\$2,052,482	\$2,443,095	\$2,464,921
Other Financing Sources				
Total Other Financing Sources	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$1,886,112	\$2,052,482	\$2,443,095	\$2,464,921
Expenditures				
Personnel Services	140,182	224,802	307,429	281,830
Purchased Prof & Tech Services	104,995	(98,889)	54,439	52,449
Purchased Property Services	4	0	182,352	182,352
Other Purchased Services	5,582	40,101	4,137	30,660
Supplies	1,449	7,147	4,955	5,195
Total Expenditures	\$252,212	\$173,160	\$553,312	\$552,486
Other Financing Uses				
Debt & Other Uses	1,250,433	1,260,583	1,311,392	1,268,601
Transfers Out	303,000	300,000	0	0
Total Other Financing Uses	\$1,553,433	\$1,560,583	\$1,311,392	\$1,268,601
Total Expenditures & Other Financing Use	\$1,805,645	\$1,733,743	\$1,864,704	\$1,821,087
Net Change in Fund Balance	\$80,467	\$318,738	\$578,391	\$643,834
Net Adjustments to GAAP	\$252,333	\$519,025	\$213,081	\$953,567
Ending Fund Balance	(\$168,519)	\$669,244	\$1,460,716	\$3,058,117

Frozen Appropriations not included in this Fund Statement

URA - PROSPECT SOUTH TIF DIST - 801

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	(\$4,610,948)	(\$4,344,678)	\$736,175	\$1,282,296
Revenues				
Property Taxes	529,741	603,023	726,802	748,110
Interest Revenue	18,833	22,542	10,200	6,092
Total Revenues	\$548,574	\$625,565	\$737,002	\$754,202
Other Financing Sources				
Proceeds of Debt Issuance	0	5,328,863	0	0
Total Other Financing Sources	\$0	\$5,328,863	\$0	\$0
Total Revenues & Other Financing Sources	\$548,574	\$5,954,428	\$737,002	\$754,202
Expenditures				
Purchased Prof & Tech Services	10,595	411,766	37,180	56,585
Purchased Property Services	11,762	11,762	11,762	11,762
Total Expenditures	\$22,357	\$423,528	\$48,942	\$68,347
Other Financing Uses				
Debt & Other Uses	422,235	5,170,157	440,640	369,544
Total Other Financing Uses	\$422,235	\$5,170,157	\$440,640	\$369,544
Total Expenditures & Other Financing Use	\$444,592	\$5,593,685	\$489,582	\$437,891
Net Change in Fund Balance	\$103,982	\$360,743	\$247,420	\$316,311
Net Adjustments to GAAP	\$162,288	\$4,720,110	\$298,701	\$220,000
Ending Fund Balance	(\$4,344,678)	\$736,175	\$1,282,296	\$1,818,607

Frozen Appropriations not included in this Fund Statement

URA - MALL FUND - 803

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
<i>Beginning Fund Balance</i>	\$15,283	\$55,128	\$1,691	\$14,785
Revenues				
Property Taxes	2,884,520	3,060,698	3,688,601	3,951,570
Sales & Use Tax	339,423	476,928	572,313	496,196
Interest Revenue	5,160	10,083	5,368	4,814
Total Revenues	\$3,229,103	\$3,547,708	\$4,266,282	\$4,452,580
Total Revenues & Other Financing Sources	\$3,229,103	\$3,547,708	\$4,266,282	\$4,452,580
Expenditures				
Purchased Prof & Tech Services	57,690	145,492	121,376	138,305
Purchased Property Services	3,131,567	3,455,652	4,131,813	4,309,461
Total Expenditures	\$3,189,257	\$3,601,144	\$4,253,189	\$4,447,766
Total Expenditures & Other Financing Use	\$3,189,257	\$3,601,144	\$4,253,189	\$4,447,766
Net Change in Fund Balance	\$39,845	(\$53,436)	\$13,093	\$4,814
<i>Ending Fund Balance</i>	\$55,128	\$1,691	\$14,785	\$19,599

Frozen Appropriations not included in this Fund Statement

GOLF FUND - 500

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$5,998,373	\$6,344,948	\$6,839,831	\$6,951,734
Revenues				
Charges for Service	3,477,285	3,454,944	3,618,000	3,596,000
Earnings on Investments	23,424	46,360	23,386	11,699
Miscellaneous	50,295	47,187	48,000	50,000
Total Revenues	\$3,551,004	\$3,548,491	\$3,689,386	\$3,657,699
Other Financing Sources				
Other Financing Sources	40,919	6,442	0	0
Transfers In	0	125,000	0	0
Total Other Financing Sources	\$40,919	\$131,442	\$0	\$0
Total Revenues & Other Financing Sources	\$3,591,923	\$3,679,932	\$3,689,386	\$3,657,699
Expenditures				
Personnel Services	1,472,236	1,293,165	1,522,317	1,456,150
Purchased Prof & Tech Services	516,841	483,768	549,554	496,840
Purchased Property Services	319,149	388,698	363,249	423,039
Other Purchased Services	212,916	201,399	204,028	200,805
Supplies	356,748	379,913	412,806	383,780
Capital Outlay	0	43,850	65,599	0
Other	326,563	349,193	187	96,018
Total Expenditures	\$3,204,454	\$3,139,986	\$3,117,740	\$3,056,632
Other Financing Uses				
Debt & Other Uses	717,965	502,853	503,123	509,649
Transfers Out	64,366	68,600	69,923	65,034
Total Other Financing Uses	\$782,331	\$571,453	\$573,046	\$574,683
Total Expenditures & Other Financing Use	\$3,986,786	\$3,711,439	\$3,690,786	\$3,631,315
Net Change in Fund Balance	(\$394,863)	(\$31,507)	(\$1,400)	\$26,384
Net Adjustments to GAAP	\$741,438	\$526,390	\$113,303	\$119,340
Ending Fund Balance	\$6,344,948	\$6,839,831	\$6,951,734	\$7,097,458

Frozen Appropriations not included in this Fund Statement

ELECTRIC AND TELECOMMUNICATIONS COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$206,479,763	\$205,865,207	\$205,846,620	\$197,725,049
Revenues				
Operating Grants/Contributions	0	193,858	0	0
Occupational Privilege Tax	0	0	0	172,832
Capital Grants/Contributions	3,406,333	0	0	0
Other Intergovernmental	92,857	0	0	417,764
Fees-Light and Power	131,699,040	135,131,321	140,395,000	137,900,000
Interest Revenue	2,356,857	4,381,037	584,020	777,973
Other Earnings on Investments	32,089	38,636	30,000	40,000
Rents	0	1,201	0	0
Contributions & Donations	4,302,440	3,492,813	3,342,000	2,895,000
Sale of Property	90,891	56,582	0	0
Non Operating	851,784	540,037	920,000	590,000
Other Miscellaneous	712,656	1,283,911	560,000	565,000
Accounts Not Specified	0	11,352	5,403,900	10,927,306
Total Revenues	\$143,544,947	\$145,130,747	\$151,234,920	\$154,285,875
Other Financing Sources				
Proceeds of Debt Issuance	0	0	4,100,000	3,060,000
Other Financing Sources	10,265	38,436	0	0
Transfers from Funds	279,803	0	0	722,219
Total Other Financing Sources	\$290,068	\$38,436	\$4,100,000	\$3,782,219
Total Revenues & Other Financing	\$143,835,015	\$145,169,183	\$155,334,920	\$158,068,094
Expenditures				
Light & Power Operations	22,046,112	21,375,453	10,303,872	10,029,783
L&P Payments and Transfers	15,766,372	15,525,523	16,937,618	17,066,643
L&P Purchase of Power	94,774,434	94,923,838	101,488,500	98,407,700
L&P System Additions	4,688,538	4,856,600	6,153,888	5,559,120
L&P Capital Projects	5,319,684	5,465,949	7,631,666	4,579,219
L&P Energy Services	6,495,792	4,747,851	7,263,987	5,699,246
Broadband	5,386,915	24,050,065	12,811,670	12,933,970
Total Expenditures	\$154,477,847	\$170,945,280	\$162,591,201	\$154,275,681
Other Financing Uses				
Debt & Other Uses	3,053,574	5,306,182	5,070,395	8,900,448
Transfers Out	515,649	495,153	534,168	1,339,341
Total Other Financing Uses	\$3,569,224	\$5,801,335	\$5,604,563	\$10,239,789
Total Expenditures & Other Financing	\$158,047,071	\$176,746,615	\$168,195,764	\$164,515,470
Net Change in Fund Balance	(\$14,212,055)	(\$31,577,432)	(\$12,860,844)	(\$6,447,376)
Net Adjustments to GAAP	\$13,597,499	\$31,558,845	\$4,739,273	(\$7,399,093)
Ending Fund Balance	\$205,865,207	\$205,846,620	\$197,725,049	\$183,878,580

Frozen Appropriations not included in this Fund Statement

WATER FUND - 502

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$315,621,628	\$327,150,583	\$332,932,079	\$335,863,413
Revenues				
Operating Grants/Contributions	13,086	6,454	0	0
Fees-Water	33,722,780	31,659,641	29,980,000	30,295,000
Interest Revenue	1,089,611	2,441,487	1,106,624	617,155
Other Earnings on Investments	25,974	22,717	22,460	0
Rents	223,203	113,329	110,000	110,000
Contributions & Donations	3,260,010	2,075,905	2,620,000	1,780,000
Sale of Property	14,919	4,894	20,000	0
Non Operating	6,657	67	15,000	0
Other Miscellaneous	258,627	196,115	145,000	145,000
Total Revenues	\$38,614,868	\$36,520,609	\$34,019,084	\$32,947,155
Other Financing Sources				
Proceeds of Debt Issuance	126,167	133,346	150,000	0
Other Financing Sources	2,518,113	29,112	0	0
Transfers from Funds	0	333,000	167,000	250,000
Total Other Financing Sources	\$2,644,279	\$495,458	\$317,000	\$250,000
Total Revenues & Other Financing Sources	\$41,259,147	\$37,016,067	\$34,336,084	\$33,197,155
Expenditures				
Water	0	78,479	0	0
Water Minor Capital	1,150,109	900,556	2,078,233	1,628,800
Water Payments and Transfers	15,094,440	17,084,841	8,843,063	9,466,005
Water Trans & Distribution	3,315,543	3,139,047	3,441,828	3,324,142
Water Meter Operations	635,894	731,864	787,409	768,716
Water Production	5,162,506	5,297,349	5,727,646	5,457,201
Water Quality	1,082,868	1,071,659	1,144,748	1,089,982
Water Resources	3,049,493	2,740,568	3,118,698	3,404,509
Water Capital Projects	9,982,093	6,593,170	3,547,834	9,652,083
Total Expenditures	\$39,472,945	\$37,637,532	\$28,689,458	\$34,791,438
Other Financing Uses				
Debt & Other Uses	2,614,539	366,552	188,222	188,224
Transfers Out	432,839	339,529	338,191	415,206
Total Other Financing Uses	\$3,047,378	\$706,082	\$526,413	\$603,430
Total Expenditures & Other Financing Use	\$42,520,323	\$38,343,614	\$29,215,871	\$35,394,868
Net Change in Fund Balance	(\$1,261,176)	(\$1,327,547)	\$5,120,213	(\$2,197,713)
Net Adjustments to GAAP	\$12,790,131	\$7,109,043	(\$2,188,879)	\$3,751,596
Ending Fund Balance	\$327,150,583	\$332,932,079	\$335,863,413	\$337,417,296

Frozen Appropriations not included in this Fund Statement

WASTEWATER FUND - 503

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$178,609,134	\$184,500,468	\$190,098,195	\$194,180,507
Revenues				
Other Fines & Forfeitures	950	1,100	0	0
Fees-Wastewater	24,411,597	23,887,186	24,010,000	23,900,000
Interest Revenue	767,593	1,476,591	833,704	369,638
Rents	97,466	135,253	90,000	90,000
Contributions & Donations	2,378,338	538,797	1,290,000	750,000
Sale of Property	(20,347)	(79,877)	0	0
Non Operating	0	13,484	0	0
Other Miscellaneous	61,601	19,434	30,000	25,000
Total Revenues	\$27,697,197	\$25,991,968	\$26,253,704	\$25,134,638
Other Financing Sources				
Other Financing Sources	82,021	12,200	0	0
Total Other Financing Sources	\$82,021	\$12,200	\$0	\$0
Total Revenues & Other Financing Sources	\$27,779,218	\$26,004,168	\$26,253,704	\$25,134,638
Expenditures				
WW Minor Capital	860,459	850,077	933,582	978,000
WW Payments and Transfers	12,174,802	10,668,552	5,641,023	6,015,630
WW Trunk and Collection	2,235,705	1,733,293	1,803,988	1,918,871
WW Water Quality	1,173,346	1,121,551	1,280,588	1,213,196
WW Water Reclamation	5,279,152	5,755,866	5,985,689	5,629,989
WW Capital Projects	8,873,590	6,159,509	6,248,667	13,827,736
Total Expenditures	\$30,597,053	\$26,288,847	\$21,893,537	\$29,583,422
Other Financing Uses				
Debt & Other Uses	2,543,743	2,496,795	2,643,707	2,213,700
Transfers Out	226,046	297,777	211,708	199,370
Total Other Financing Uses	\$2,769,789	\$2,794,572	\$2,855,415	\$2,413,070
Total Expenditures & Other Financing Use	\$33,366,842	\$29,083,419	\$24,748,952	\$31,996,492
Net Change in Fund Balance	(\$5,587,624)	(\$3,079,251)	\$1,504,752	(\$6,861,854)
Net Adjustments to GAAP	\$11,478,958	\$8,676,978	\$2,577,560	\$9,936,526
Ending Fund Balance	\$184,500,468	\$190,098,195	\$194,180,507	\$197,255,179

Frozen Appropriations not included in this Fund Statement

STORMWATER FUND - 504

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$135,005,720	\$143,829,332	\$152,132,218	\$157,861,471
Revenues				
Non-Bus Licenses & Permits	18,100	19,650	0	0
Operating Grants/Contributions	2,000	0	0	0
Capital Grants/Contributions	822,964	0	0	0
Fees-Stormwater	16,971,000	17,441,127	17,510,000	17,650,000
Interest Revenue	414,408	770,408	457,383	194,820
Contributions & Donations	1,051,389	709,900	570,000	570,000
Sale of Property	(1,623)	15	0	0
Non Operating	12,000	15,600	0	0
Other Miscellaneous	26,236	13,359	0	0
Total Revenues	\$19,316,474	\$18,970,060	\$18,537,383	\$18,414,820
Other Financing Sources				
Other Financing Sources	268,727	1,850	0	0
Total Other Financing Sources	\$268,727	\$1,850	\$0	\$0
Total Revenues & Other Financing Sources	\$19,585,201	\$18,971,910	\$18,537,383	\$18,414,820
Expenditures				
Stormwater Minor Capital	201,164	191,632	498,581	700,000
Stormwater Operations	3,508,335	3,888,937	4,195,895	3,882,467
SW Payments and Transfers	6,095,695	6,295,489	4,039,972	4,451,849
SW Capital Projects	7,064,100	7,068,386	7,412,111	10,675,162
Utility Customer & Admin Svcs	0	0	0	0
Total Expenditures	\$16,869,294	\$17,444,443	\$16,146,559	\$19,709,478
Other Financing Uses				
Debt & Other Uses	3,280,590	3,279,269	1,712,024	1,335,697
Transfers Out	324,338	411,045	419,841	465,132
Total Other Financing Uses	\$3,604,928	\$3,690,314	\$2,131,865	\$1,800,829
Total Expenditures & Other Financing Use	\$20,474,222	\$21,134,757	\$18,278,424	\$21,510,307
Net Change in Fund Balance	(\$889,021)	(\$2,162,847)	\$258,959	(\$3,095,487)
Net Adjustments to GAAP	\$9,712,633	\$10,465,733	\$5,470,294	\$9,579,291
Ending Fund Balance	\$143,829,332	\$152,132,218	\$157,861,471	\$164,345,275

Frozen Appropriations not included in this Fund Statement

EQUIPMENT FUND - 601

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$6,597,804	\$9,921,226	\$11,772,830	\$14,711,528
Revenues				
Operating Grants/Contributions	22,115	26,285	0	0
Capital Grants/Contributions	354,518	167,760	0	0
Fees-General Government	9,265,400	9,016,316	11,509,000	9,420,000
Interest Revenue	79,661	163,596	88,050	50,950
Rents	3,313,914	3,282,637	3,152,500	2,799,000
Contributions & Donations	28,000	0	0	0
Sale of Property	4,876	(7,202)	0	0
Other Miscellaneous	649,650	136,676	2,000	13,000
Total Revenues	\$13,718,132	\$12,786,068	\$14,751,550	\$12,282,950
Other Financing Sources				
Other Financing Sources	120,720	110,644	76,000	55,000
Transfers from Funds	0	0	0	10,199
Total Other Financing Sources	\$120,720	\$110,644	\$76,000	\$65,199
Total Revenues & Other Financing Sources	\$13,838,853	\$12,896,712	\$14,827,550	\$12,348,149
Expenditures				
Personnel Services	3,560,494	3,341,863	3,428,857	3,434,084
Purchased Prof & Tech Services	203,598	135,012	80,656	133,400
Purchased Property Services	1,731,147	2,230,387	2,445,098	1,812,982
Other Purchased Services	92,761	75,811	56,551	184,542
Supplies	3,244,989	2,975,087	3,676,953	3,456,098
Capital Outlay	620,092	812,508	632,656	270,000
Other	1,679,026	1,849,387	(27,123)	15,000
Total Expenditures	\$11,132,107	\$11,420,055	\$10,293,648	\$9,306,106
Other Financing Uses				
Debt & Other Uses	3,259,439	3,228,347	3,001,609	2,713,332
Transfers Out	57,235	174,704	151,838	58,095
Total Other Financing Uses	\$3,316,674	\$3,403,051	\$3,153,447	\$2,771,427
Total Expenditures & Other Financing Use	\$14,448,781	\$14,823,107	\$13,447,095	\$12,077,533
Net Change in Fund Balance	(\$609,928)	(\$1,926,395)	\$1,380,455	\$270,616
Net Adjustments to GAAP	\$3,933,350	\$3,777,999	\$1,558,243	\$885,262
Ending Fund Balance	\$9,921,226	\$11,772,830	\$14,711,528	\$15,867,406

Frozen Appropriations not included in this Fund Statement

SELF INSURANCE FUND - 602

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$1,564,984	\$2,714,345	\$1,754,271	\$1,983,278
Revenues				
Fees-General Government	3,454,513	3,057,461	3,018,984	3,948,209
Interest Revenue	119,262	174,983	0	54,201
Other Miscellaneous	40,817	423,300	0	0
Total Revenues	\$3,614,591	\$3,655,745	\$3,018,984	\$4,002,410
Other Financing Sources				
Transfers from Funds	1,764,286	2,340,652	1,935,779	1,691,054
Total Other Financing Sources	\$1,764,286	\$2,340,652	\$1,935,779	\$1,691,054
Total Revenues & Other Financing Sources	\$5,378,877	\$5,996,397	\$4,954,763	\$5,693,464
Expenditures				
Salaries & Wages	726,749	597,578	670,822	696,113
Benefits	201,179	165,056	208,533	199,751
Other Personnel Costs	415	263	(35,753)	(92,216)
Professional & Technical	246,742	213,155	120,442	146,500
Other Prof & Tech Services	406	1,926	0	0
Cleaning Services	6,274	9,702	4,000	4,000
Repair & Maintenance Services	30,614	62,836	121,203	55,175
Rental Services	0	2,480	0	0
Insurance	2,619,879	5,421,478	3,060,214	3,948,209
Communication Services	15,869	14,548	16,000	16,000
Internal Admin Services	645	744	750	750
Employee Travel	24,115	26,363	202	15,500
Other Purchased Services	6,148	17,679	17,900	17,900
Vehicle & Equipment Supplies	335	170	0	0
Office & Related Supplies	12,009	11,243	19,500	19,500
Health & Safety Supplies	116,774	109,741	93,000	58,000
Other Supplies	16,159	7,076	13,000	13,000
Total Expenditures	\$4,024,313	\$6,662,038	\$4,309,813	\$5,098,182
Other Financing Uses				
Transfers to Funds	205,203	294,434	415,943	220,068
Total Other Financing Uses	\$205,203	\$294,434	\$415,943	\$220,068
Total Expenditures & Other Financing Use	\$4,229,516	\$6,956,472	\$4,725,756	\$5,318,250
Net Change in Fund Balance	\$1,149,361	(\$960,075)	\$229,007	\$375,214
Ending Fund Balance	\$2,714,345	\$1,754,271	\$1,983,278	\$2,358,492

Frozen Appropriations not included in this Fund Statement

DATA & COMMUNICATIONS FUND - 603

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$3,822,110	\$3,576,321	\$3,393,758	\$2,479,561
Revenues				
Fees-General Government	2,074,368	1,922,385	2,169,122	2,139,874
Other Charges for Service	456	227	0	0
Interest Revenue	91,490	133,530	96,912	28,970
Other Miscellaneous	2,243	0	0	0
Total Revenues	\$2,168,557	\$2,056,142	\$2,266,034	\$2,168,844
Other Financing Sources				
Transfers from Funds	8,022,361	7,784,839	8,242,130	7,725,845
Total Other Financing Sources	\$8,022,361	\$7,784,839	\$8,242,130	\$7,725,845
Total Revenues & Other Financing Sources	\$10,190,918	\$9,840,981	\$10,508,164	\$9,894,689
Expenditures				
Salaries & Wages	4,159,355	4,266,038	4,448,214	4,032,686
Benefits	1,374,915	1,101,410	1,338,736	1,136,463
Other Personnel Costs	3,152	4,853	(200,426)	(604,693)
Professional & Technical	235,948	206,529	558,274	347,500
Governmental Services	123	103	0	0
Other Prof & Tech Services	94,323	211,189	293,752	140,000
Cleaning Services	75	2,490	0	0
Repair & Maintenance Services	2,317,160	2,547,257	2,301,396	2,757,214
Communication Services	436,993	395,560	417,501	414,135
Internal Admin Services	3,596	3,480	3,354	3,711
Employee Travel	115,616	106,160	80,312	85,902
Other Purchased Services	18,623	19,191	10,260	8,778
Vehicle & Equipment Supplies	382	310	450	0
Office & Related Supplies	956,007	814,656	1,717,202	977,055
Health & Safety Supplies	0	87	0	0
Other Supplies	16,814	11,984	10,184	5,719
Vehicles & Equipment	806,131	177,630	39,631	377,000
Depreciation	152,874	181,910	0	0
Bad Debt Expense	0	94	0	0
Total Expenditures	\$10,692,085	\$10,050,931	\$11,018,840	\$9,681,470
Other Financing Uses				
Debt Service	181,977	79,606	0	0
Transfers to Funds	0	239,704	247,521	722,219
Total Other Financing Uses	\$181,977	\$319,310	\$247,521	\$722,219
Total Expenditures & Other Financing Use	\$10,874,063	\$10,370,241	\$11,266,361	\$10,403,689
Net Change in Fund Balance	(\$683,145)	(\$529,259)	(\$758,197)	(\$509,000)
Net Adjustments to GAAP	\$437,356	\$346,696	(\$156,000)	\$187,000
Ending Fund Balance	\$3,576,321	\$3,393,758	\$2,479,561	\$2,157,561

Frozen Appropriations not included in this Fund Statement

BENEFITS FUND - 604

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
<i>Beginning Fund Balance</i>	\$9,226,703	\$11,540,949	\$15,206,839	\$14,696,962
Revenues				
Charges for Service	33,342,806	33,793,690	38,304,877	35,053,384
Earnings on Investments	207,852	509,840	172,668	143,021
Miscellaneous	41,000	40,000	40,000	40,000
Total Revenues	\$33,591,658	\$34,343,530	\$38,517,545	\$35,236,405
Total Revenues & Other Financing Sources	\$33,591,658	\$34,343,530	\$38,517,545	\$35,236,405
Expenditures				
Personnel Services	919,959	1,001,417	855,052	1,200,304
Purchased Prof & Tech Services	1,087,512	1,129,739	1,101,281	1,151,937
Purchased Property Services	8,182	4,868	8,656	8,360
Other Purchased Services	29,242,031	28,525,703	37,045,388	33,952,430
Supplies	19,728	15,913	17,045	16,550
Capital Outlay	0	0	0	0
Total Expenditures	\$31,277,411	\$30,677,640	\$39,027,422	\$36,329,581
Total Expenditures & Other Financing Use	\$31,277,411	\$30,677,640	\$39,027,422	\$36,329,581
Net Change in Fund Balance	\$2,314,247	\$3,665,890	(\$509,877)	(\$1,093,176)
<i>Ending Fund Balance</i>	\$11,540,949	\$15,206,839	\$14,696,962	\$13,603,786

Frozen Appropriations not included in this Fund Statement

UTILITY CS&A FUND - 605

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2018	ACTUAL 2019	BUDGET 2020	BUDGET 2021
Beginning Fund Balance	\$1,534,094	\$206,149	\$137,475	\$1,261,433
Revenues				
Fees-General Government	13,900,059	14,738,059	17,365,287	17,003,021
Interest Revenue	80,565	106,308	79,772	24,849
Non Operating	1,257,962	1,213,226	1,085,000	1,110,000
Other Miscellaneous	160,022	96,900	75,000	80,000
Total Revenues	\$15,398,608	\$16,154,494	\$18,605,059	\$18,217,870
Other Financing Sources				
Other Financing Sources	0	27,051	0	0
Transfers from Funds	205,200	383,115	390,867	717,567
Total Other Financing Sources	\$205,200	\$410,166	\$390,867	\$717,567
Total Revenues & Other Financing Sources	\$15,603,808	\$16,564,660	\$18,995,926	\$18,935,437
Expenditures				
Salaries & Wages	7,144,290	7,471,162	8,272,438	8,476,057
Benefits	3,122,041	2,087,444	2,931,518	2,744,567
Other Personnel Costs	47,044	10,946	(418,358)	(281,456)
Professional & Technical	1,078,921	1,115,209	1,116,269	1,034,202
Other Prof & Tech Services	109,619	52,554	246,790	227,337
Utility Services	186,364	191,355	235,085	235,085
Cleaning Services	153,466	184,948	196,771	196,771
Repair & Maintenance Services	1,310,310	1,772,633	2,023,876	2,447,550
Rental Services	65,771	65,384	88,750	68,750
Construction Services	0	16,563	0	0
Other Property Services	1,583	685	0	0
Insurance	30,099	14,437	14,957	11,081
Communication Services	310,202	297,100	313,062	312,252
Internal Admin Services	98,491	193,314	198,087	177,674
Employee Travel	93,964	99,811	48,405	82,694
Other Purchased Services	524,721	521,219	508,650	497,320
Vehicle & Equipment Supplies	29,889	29,376	50,584	54,993
Land & Building Maint Supplies	25,200	24,064	21,300	21,700
Infrastructure Maint Supplies	0	2,404	0	0
Utility Supplies	3,399	7,800	3,000	3,150
Office & Related Supplies	98,802	99,489	121,499	84,395
Health & Safety Supplies	6,565	10,214	10,880	11,580
Other Supplies	114,826	92,493	112,884	87,845
Buildings	98,517	296	0	0
Vehicles & Equipment	379,726	98,280	92,140	319,323
Depreciation	70,546	153,772	0	0
Grants	1,850	3,693	8,000	0
Total Expenditures	\$15,106,206	\$14,616,645	\$16,196,586	\$16,812,870
Other Financing Uses				
Transfers to Funds	2,195,665	2,109,941	2,118,669	2,122,567
Total Other Financing Uses	\$2,195,665	\$2,109,941	\$2,118,669	\$2,122,567
Total Expenditures & Other Financing Use	\$17,301,871	\$16,726,586	\$18,315,255	\$18,935,437
Net Change in Fund Balance	(\$1,698,062)	(\$161,926)	\$680,671	\$0
Net Adjustments to GAAP	\$370,117	\$93,253	\$443,287	\$159,323
Ending Fund Balance	\$206,149	\$137,475	\$1,261,433	\$1,420,756

Frozen Appropriations not included in this Fund Statement

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
CULTURE & RECREATION		
	Recreational Trail Development	
43.1	Administration	\$142,174
43.1	Paved Recreational Trail Development	1,500,000
	Total Recreational Trail Development	<u>\$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
	Total Neighborhood Park Development	<u>\$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
	Total Neighborhood Park Development	<u>\$4,950,000</u>
	TOTAL CULTURE & RECREATION	\$8,081,529
ECONOMIC HEALTH		
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 System (ADMS) Additional Functionality	150,000
11.18	Utilities: Light & Power - Drake & Dixon Automated Tie Circuit	412,000
11.19	Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements	300,000
40.6	Oak Street Plaza Renovation	85,000
	TOTAL ECONOMIC HEALTH	\$3,169,000
ENVIRONMENTAL HEALTH		
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 Construction	6,200,000
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
	TOTAL ENVIRONMENTAL HEALTH	\$20,655,500

CAPITAL PROJECTS 2021

By Outcome

Offer #		2021
SAFE COMMUNITY		
14.6	Utilities: Stormwater - Collection System Small Projects	\$1,500,000
14.7	Utilities: Stormwater - Stream Rehabilitation Program	3,100,000
14.11	Utilities: Stormwater - Poudre Levee Program (Design and some construction)	1,000,000
14.12	Utilities: Stormwater - Oak Street Stormwater Improvements - Design	500,000
14.13	Utilities: Stormwater - North Mason / North College Phase1 - Design and some construction	1,500,000
14.14	Utilities: Stormwater - Castlerock Road Repairs	750,000
14.16	Utilities: Stormwater - Boxelder Watershed Dams	200,000
14.17	Utilities: Stormwater - Land Acquisition	250,000
14.18	Utilities: Stormwater - Glenmoor Pond Enhancements	250,000
14.20	Utilities: Stormwater - Cured-in-Place Pipe Lining	450,000
TOTAL SAFE COMMUNITY		\$9,500,000
TRANSPORTATION		
1.4	CCIP Arterial Intersections	400,000
1.5	CCIP - Pedestrian Sidewalk - ADA	1,200,000
1.6	Railroad Crossing Maintenance	125,000
1.11	Realigned Lemay over Vine Drive and the Burlington Northern-Santa Fe Railroad Tracks	12,000,000
1.12	Timberline/Vine Intersection Improvements	1,000,000
1.13	College Avenue Signal Improvements	969,000
2.5	CCIP Bicycle Infrastructure	350,000
44.6	Replacement Buses Compressed Natural Gas (CNG)	1,860,000
44.7	Replacement Bus Zero Emissions & Charger	1,070,000
44.8	Capital Assets & Projects	1,168,750
44.9	CCIP - Bus Stop Improvements	44,414
TOTAL TRANSPORTATION		\$20,187,164
HIGH PERFORMING GOVERNMENT		
13.20	Utilities: Asset Register and Work Order Management System	\$637,570
TOTAL HIGH PERFORMING GOVERNMENT		\$637,570
TOTAL CAPITAL PROJECTS		\$62,230,763
<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.