CARE FOR OUR COMMUNITY **PEOPLE'S ANNUAL FINANCIAL REPORT** 2020



FORT COLLINS, COLORADO FISCAL YEAR ENDING DECEMBER 31, 2020

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ABOUT THIS REPORT

The purpose of this report is to provide an overview of the financial position and operations of the City of Fort Collins, as reported in the City's Comprehensive Annual Financial Report, along with other information of interest. The financial information presented is unaudited and in a summarized and condensed form, and does not substitute for the City's Comprehensive Annual Financial Report. The City's Comprehensive Annual Financial Report is prepared in conformity with generally accepted accounting principles (GAAP). Included in the Comprehensive Annual Financial Report is the Independent Auditor's Report by BKD, LLP on the general purpose financial statements of the City. This report summarizes more than 200 pages of the Comprehensive Annual Financial Report's financial and statistical data. The financial statements condense information of all funds included in the "Total Primary Government."

GAAP requires certain financial presentation and disclosures, which are omitted in this report. As a result, the Balance Sheet and Income Statement presented here are not in strict conformity with GAAP. The City has received awards for outstanding financial reporting from the Government Finance Officers Association. The Comprehensive Annual Financial Report and the City Manager's Budget are available on the City's website, <u>fcgov.com/finance</u>.



LETTER FROM THE CITY MANAGER & CFO

Fort Collins Residents,

One of the primary roles of government is to use taxpayer dollars to provide the high-quality programs and services the community expects and deserves, and to do so in a thoughtful, transparent manner. This includes providing regular reports on the City's finances.

It is thus our privilege to present to you the City of Fort Collins 2020 People's Annual Financial Report for the fiscal year. This report is one part of the City organization's collective focus on accountability, transparency and responsiveness to the community, and we hope this report helps you to learn about and participate in the City's financial activities in an easy-to-understand, concise manner.

This report includes condensed and simplified information from the 2020 Comprehensive Annual Financial Report. It is important to note that this report is unaudited and is presented on a non-Generally Accepted Accounting Principles (GAAP) basis. It contains condensed financial information and does not provide all of the necessary financial statements and note disclosures required by GAAP. This document includes information on the Fort Collins Urban Renewal Authority, a legally separate, blended component unit of the City, which is therefore included in the City's governmental activity figures. It excludes discrete component units and fiduciary fund information. The Comprehensive Annual Financial Report is a more detailed and complete financial presentation, which is prepared in conformity with GAAP and is audited by the City's independent auditors.

The work of building community is a high value for the organization and it is a commitment that the nearly 2,500 City employees take seriously. We also firmly believe that the best innovation, progress and solutions to both challenges and opportunities take place when there are more voices at the table.

The City of Fort Collins is fortunate to have many community partners—the school district, area colleges and universities, our vibrant businesses, healthcare systems, faith communities and many more—who are equally committed to co-creating the Fort Collins we strive toward. In times of uncertainty, those partnerships and communitydeveloped solutions are even more valuable.

The data in this report reflects the City's 2020 financial position; however, it is being produced in 2021 as the City, the nation and the world are still grappling with and recovering from the COVID-19 pandemic and the associated economic impacts. 2020 activated tremendous community support and as we move to build a more resilient, inclusive recovery, we take lessons learned from 2020 to help heal and strengthen our post-pandemic community together.

We would like to thank the staff of the Accounting and Treasury department for producing this report and the Comprehensive Annual Financial Report. Their commitment to accountability and integrity provides a great service to the Fort Collins community. We also invite you to seek more in-depth information online. The Comprehensive Annual Financial Report, Biennial Budget, and other detailed reporting are available online at <u>fcgov.com/finance</u>.



Darin Atteberry City Manager



Travis Storin Chief Financial Officer

MEET FORT COLLINS

Fort Collins is recognized by various national organizations and magazines as one of the best places to live in the nation. Incorporated in 1873 and located in Northern Colorado, Fort Collins is home to Colorado State University (CSU), an outstanding public school system, several large high-tech employers and leading businesses in the craft brewing industry. The community offers exciting recreational opportunities, unique cultural offerings and amenities, and is a regional center for employment and commerce.

As with many cities that house a large university, the economy and culture of Fort Collins are closely tied with CSU. Both the university and the city have grown considerably in population in recent history. With 8,300 employees, CSU was the largest employer in Fort Collins in 2020.

Despite the vibrancy and general economic stability the community enjoys, the City has several challenges to navigate in coming years. The community has set ambitious climate action goals that will require thoughtful planning in order to achieve while still maintaining economic vitality and social health. Housing affordability and availability is a top priority for the community and City leadership, as is continuing efforts around equity and inclusion, so that all community members feel safe, welcome and valued in Fort Collins. Finally, the longer-term economic impacts from COVID-19 are still unknown and will present challenges for both the municipal organization and the broader local economy.

QUICK FACTS

- Estimated Population: **174,871** *City of Fort Collins, January 2020*
- Unemployment Rate: **5.6%** Bureau of Labor Statistics Occupational Employment
 and Wage Estimates, December 2020
- Median Age: 29.3
 American Community Survey 5-Year Estimates, 2014-2018
- Median Household Income: **\$55, 647** American Community Survey 5-Year Estimates, 2014-2018
- Education Level (approximate percentage of population with completion of 4 or more years of college education): 52.5%
 American Community Survey 5-Year Estimates, 2014-2018

TOP TEN EMPLOTERS BT HEADCOONT					
Colorado State University	8,300	Educational Services			
Poudre Valley Hospital	5,700	Health Care & Social Assistance			
Poudre R-1 School District	4,000	Educational Services			
City of Fort Collins	2,100	Public Administration			
Larimer County	2,000	Public Administration			
Woodward Inc	1,300	Manufacturing			
Broadcom (Avago Technologies)	1,300	Manufacturing			
Dillon Companies (multiple King Soopers locations)	870	Grocery			
Otter Products	820	Manufacturing			
Walmart Stores Inc	750	Retail			

TOP TEN EMPLOYERS BY HEADCOUNT



ABOUT THE CITY GOVERNMENT ORGANIZATION

CITY LEADERSHIP

Fort Collins is a home rule city with a Council/ Manager form of government. The Council is made up of six district Councilmembers who are elected on a non-partisan basis for a fouryear term and a Mayor who is elected at-large on a non-partisan basis for a two-year term. The Council appoints the City Manager, the City Attorney and the Municipal Judge, who in turn manage the professional municipal organization.

CITY SERVICES

The Fort Collins municipal organization provides a full range of services, including:

- Police
- Fire Protection through a local Authority
- Five utilities: Light & Power, Water, Wastewater, Stormwater, and Broadband
- Streets, Transportation, and Transit infrastructure
- Parks, Recreation, Natural Areas, and Cultural facilities
- Planning, Engineering, and Community services
- Sustainability services, including Economic Health, Environmental Services, and Social Sustainability

A full department directory can be found at <u>fcgov.com/cityservices</u>.

KEY OUTCOME AREAS

The City's entire strategic planning, budgeting, execution, and performance measurement revolves around seven outcome areas. Our strategic plan is located at fcgov.com/strategicplan; the City budget can be reviewed at fcgov.com/budget.

- Neighborhood Livability & Social Health
- 3 Culture & Recreation
- S Economic Health
- 🕑 Environmental Health
- 😟 Safe Community
- Iransportation & Mobility
- High Performing Government

VISION, MISSION & VALUES

Vision: To provide world-class municipal services through operational excellence and a culture of innovation.

Mission: Exceptional service for an exceptional community.

Values:

- Collaboration
- Excellence
- Integrity
- Outstanding Service
- Safety & Well-being
- Stewardship



IT'S OUR CITY

CUSTOMER-FOCUSED SERVICE

INTERACTING WITH THE CITY

People have more avenues than ever to keep up to speed on initiatives, news, programs, or requests for City services:

Access Fort Collins - An easy way to reach the City with questions, comments, or service requests. fcgov.com/accessfortcollins

FCTV - Regularly updated video content, available on basic cable and streaming online, which provides several programming options designed to inform, educate, and inspire. <u>fcgov.com/fctv</u>

Social Media - People can also stay current and provide feedback via social media platforms such as Facebook, Twitter, or Instagram. <u>fcgov.com</u>

OpenCity - Designed to take transparency to the next level. The goal of OpenCity is to create a web portal to host data sets, including expense records, that are available to the public in a format that people can easily search, filter, or use in innovative and creative ways. <u>fcgov.com/opencity</u> **Our City -** This is your chance to get involved in the City's biggest projects! Engagement and feedback opportunities on this site mirror what is happening on the ground so everyone can join. <u>ourcity.fcgov.com</u>

THERE'S AN APP FOR THAT

To stay just one tap away from the City, consider downloading these handy applications to your smart phone.

- Access Fort Collins
- Ride Transfort
- FC Parking







DATA-INFORMED DECISION MAKING

The City of Fort Collins has deliberately moved from a "trust us" model to being a datainformed organization. We are using data to improve efficiency and accountability.

Community Dashboard – An online tool that measures the community's progress in attaining the City's Key Outcome Areas. Important metrics such as voluntary code compliance, unemployment rate, community energy use, number of local traffic crashes and transit ridership are measured and monitored so the City can adapt certain programs to ensure targets are met and improve performance where necessary. The Community Dashboard can be viewed at <u>fcgov.com/dashboard</u>.

Climate Dashboard – A snapshot of the community's progress toward reducing carbon emissions. The City tracks emissions annually using 2005 as a baseline year. The community aims to reduce carbon 20% below 2005 levels by 2020 and 80% by 2030 with the goal of being carbon neutral by 2050. View the Climate Dashboard at <u>ftcollinscap.clearpointstrategy.com</u>.

Financial Reporting – A wide collection of financial and performance reporting is maintained by the Finance department, including quarterly budget variance reporting, seven-year comparative statements, monthly sales tax reporting, and more. Access these reports at <u>fcgov.com/finance.</u> **Community Survey** – A statistically valid survey is conducted every two years to poll the public on their perceptions and satisfaction with local government. The information gained from this survey is an important step in the Strategic Plan and the Budgeting for Outcomes processes. Learn more at <u>fcgov.com/communitysurvey</u>.

Malcolm Baldrige National Quality Award

In 2017, U.S. Commerce Secretary Wilbur Ross named the City of Fort Collins a recipient of the Malcolm Baldrige National Quality Award. This Presidential-level honor recognizes exemplary practices among American organizations and businesses including a drive for radical innovation, thoughtful leadership, and administrative improvement. Receiving the award was the culmination of a rigorous, multiyear pursuit for the City of Fort Collins, as only the third city to win in the prestigious award's 30-year history. Fort Collins began applying at the state level in 2011 with the Rocky Mountain Performance Excellence (RMPEx) program. After achieving the highest level from RMPEx in 2014, the City began applying to the national Baldrige program in 2015. Additional information on the Baldrige Performance Excellence Program is located at nist.gov/baldrige.





2019-2020 **Snapshot** care for our community

COVID-19 RESPONSE

On March 9, 2020, the first COVID-19 case in Larimer County was announced, upending daily life for most in Fort Collins. The City modified numerous City policies to support local businesses, modified City operations to keep our community and our City staff safe, and provided dynamic support to our vulnerable populations, including suspending Utilities disconnects for nonpayments beginning in March 2020. The City will continue to support the community through recovery in the months and years ahead.

CARES CORONAVIRUS RELIEF FUND (CVRF)

The City received approximately \$9 million from the Coronavirus Relief Fund (CVRF) established by the federal Coronavirus Aid. Relief and Economic Security (CARES) Act*. Two-thirds of this funding went directly to small businesses, nonprofits and local community programs. The City directed CVRF funding to support rent and housing, utility bills, childcare, food security, homelessness services and more. The City leveraged CVRF funding to provide crucial support to local businesses, including resources hubs, to pay delivery fees and operational costs through NoCo Nosh and to provide more than 200 businesses with financial support to off-set the cost of sanitation and personal protective equipment (PPE). CVRF funding also brought the timely Mental Health: Mind Matters exhibit to the Fort Collins Museum of Discovery.

FORT COLLINS CONNEXION

Fort Collins Connexion continued to expand its service in 2020 – lighting more Fort Collins neighborhoods and adding television service. To date, Connexion is on-track to complete the infrastructure buildout by the end of 2022 and has installed approximately 500 miles of fiber and over 21,000 underground structures. Connexion also deployed wireless broadband to four mobile home communities during the pandemic, enabling students to access online education and demonstrating the role municipal broadband providers can play in increasing access to high-speed internet for everyone.

CAMERON PEAK FIRE

In 2020, the largest wildfire in Colorado history burned in Fort Collins' backyard. From August 13 to December 2, the Cameron Peak fire burned nearly 209,000 acres. More than 2,000 personnel responded, including Poudre Fire Authority and wildland firefighters from 46 states and Puerto Rico, to protect our community and natural resources. After 112 days of work on a 325mile perimeter, the fire was finally contained. Fort Collins Utilities monitored the City's high-mountain water infrastructure and water quality throughout the fire and will continue to monitor and respond during spring runoff and beyond. Bobcat Ridge Natural Area saw extensive damage from the fire (more than 70% of the area was affected), but staff are well underway with the restoration process, which will result in an improved overall ecological health for the area in the long term.

RACIAL JUSTICE & EQUITY

After a series of new murders committed against the Black community, protests erupted across the country demanding police accountability and social justice for BIPOC (Black, Indigenous and People of Color) communities. The City and our Fort Collins community responded to this national outcry for racial justice by developing a set of Equity Indicators to more proactively address systems that perpetuate racism and oppression; by forming the City Council Ad-Hoc Community Impact Committee to advise Council on possible actions to increase safety and equity for all residents; and by developing a Police Transparency webpage to make information about training, policies and practices more easily accessible.

*The City received additional assistance through CARES: \$8.7 million from the Federal Transportation Agency and \$1.5 million from Community Development Block Grant.





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FORT COLLINS BY THE NUMBERS OPERATING STATISTICS

STAFFING

YEAR-END HEADCOUNTS*



2019: 1,598 full- and part-time employees and 975 hourly employees. 2020: 1,605 full- and part-time employees and 540 hourly employees. *Contractual employees included in full- and part-time employee count.

NET 2020 OPERATING & CAPITAL BUDGET \$493.9M (AS AMENDED)





PUBLIC SAFETY







Police Incidents

19,728 Medical Calls

22,950 Fire Calls includes Wellington Fire

CULTURE, PARKS, RECREATION & NATURAL AREAS

966

45

Trail Miles









406,602 **Recreation Facility** Attendance & Program Participation

46,743 Parks Acreage Natural Areas Acres Conserved

11,147 participants enrolled in youth programs

TRANSPORTATION



1,980 243 Street Lane

Traffic Signals

215 Bike Lane **Centerlane Miles**

*Transfort experienced a ridership decrease starting in March 2020 due to the COVID-19 pandemic.

Miles

UTILITIES



99.99% Electric System Reliability



Processed

SUSTAINABILITY



Affordable

Housing Units

Added to

Housing Inventory



Housing Agencies

Human Services & Affordable

businesses helped by the CARES Small Business Assistance Program

0

200+

Reduction in Greenhouse Gases (against 2005 levels)

7%

CO,

66 2020 activated tremendous community support and as we move to build a more resilient, inclusive recovery, we take lessons learned from 2020 to help heal and strengthen our post-pandemic community

together."

— Darin Atteberry Fort Collins City Manager



Fort Collins Financial Results

NET POSITION

The net position, or net worth, of the City at December 31, 2020 was \$2.0 billion. Of the net position balance, \$353.9 million is unrestricted and is available to meet ongoing obligations in accordance with the City's fund designations and fiscal policies. The City's net position increased by \$31.3 million (1.6%). The governmental net position increased by \$13.0 million (1.1%) and the business-type position increased by \$18.3 million (2.1%). The City's total long-term liabilities decreased by \$12.8 million (5.0%) during the current year. Within that activity, the City's governmental long-term liabilities decreased by \$7.1 million (9.8%) and business-type long-term liabilities decreased by \$5.7 million (3.3%).

NET POSITION	Governmental		Business-type		Total Primary Government	
(at December 31 in thousands)	2019	2020	2019	2020	2019	2020
ASSETS						
Current and other assets	\$ 352,755	\$ 344,040	\$ 312,087	\$ 277,221	\$ 664,842	\$ 621,261
Capital assets	920,760	935,789	765,832	816,846	1,686,592	1,752,635
Total assets	1,273,515	1,279,830	1,077,919	1,094,066	2,351,434	2,373,896
Deferred outflows of resources	790	677	1,188	1,008	1,978	1,686
LIABILITIES						
Long-term liabilities	79,823	72,719	174,635	168,911	254,459	241,630
Other liabilities	29,343	28,152	33,695	35,929	63,038	64,081
Total liabilities	109,166	100,871	208,330	204,840	317,496	305,711
Deferred inflows of resources	36,332	37,782	1,641	2,792	37,973	40,574
NET POSITION						
Net investment in capital assets	855,974	876,683	717,336	719,061	1,573,311	1,595,743
Restricted	81,632	79,732	-	-	81,632	79,732
Unrestricted	191,201	185,439	151,799	168,382	343,000	353,821
TOTAL NET POSITION	\$ 1,128,808	\$ 1,141,854	\$ 869,135	\$ 887,442	\$ 1,997,943	\$ 2,029,296

Fort Collins Financial Results

SUMMARY OF ACTIVITIES

Governmental program revenues increased over 2019 by \$3.9 million, or 5.5%, while sales & use tax revenues decreased by \$7.9 million, or 5.8%. These changes are due to the COVID-19 pandemic which impacted sales and use taxes but also led to additional program revenues from the CARES CVRF. On the business-type side, program revenues increased by \$8.5 million with expenses increasing by \$2.4 million. This 3.7% increase to program revenue was driven in part due to increased charges for service based on higher utilities rates and a larger customer base.

Expenses are described in greater detail in the following pages.

CONDENSED SUMMARY OF ACTIVITIES	Governmental		Business-type		Total Primary Government	
(at December 31 in thousands)	2019	2020	2019	2020	2019	2020
REVENUES						
Program revenues, primarily service charges	\$ 68,399	\$ 72,348	\$ 219,960	\$ 228,444	\$ 288,359	\$ 300,792
Sales & use taxes	143,145	135,243	-	-	143,145	135,243
Other general revenues	75,418	72,530	11,733	6,232	87,151	78,762
TOTAL REVENUES	286,962	280,121	231,693	234,676	518,655	514,797
Expenses	260,539	270,066	211,023	213,378	471,561	483,444
Transfers	2,881	2,991	(2,881)	(2,991)	-	-
CHANGE IN NET POSITION	29,304	13,046	17,790	18,307	47,094	31,353
Net position, beginning of year	1,099,504	1,128,808	851,346	869,136	1,950,849	1,997,943
NET POSITION, END OF YEAR	\$ 1,128,808	\$ 1,141,854	\$ 869,135	\$ 887,443	\$ 1,997,943	\$ 2,029,296

REVENUES HOW IS FUNDING RAISED?

SALES & USE TAX

Many City services are funded through service charges, such as our Utility or Recreation services. However, the City assesses a 3.85% tax upon sales, purchases, and certain services in order to fund other services that are not charged based on volume or usage.

Base Rate

2.25%

Funds government services like police, transportation, and administration.

Streets and Transportation

0.25%, EXPIRES DECEMBER 31, 2025

Streets maintenance taxes were first approved in 1984 and were renewed in 1989, 1998, 2006, and 2016. The Street Maintenance Program focuses on extending the lifespan of roadways and minimizing the cost of maintaining a viable road surface. Good roads cost less to maintain than those in poor condition, and this tax allows the City to maintain the current level of service.

Community Capital Improvement Program (CCIP)

0.25%, RENEWED APRIL 2015 AND EXPIRES DECEMBER 31, 2025 IS DEDICATED TO COMMUNITY IMPROVEMENTS

CCIP taxes were initiated in 1985 and were renewed in 1990, 1998, 2006, and 2016. Project highlights using this funding for 2016-2025 include City Park train and Club Tico renovations, Downtown Poudre River Whitewater Park, a Visitor's Center at the Gardens on Spring Creek, Willow and Linden Street improvements, Lincoln Avenue bridge, and a Southeast Community Center.

Natural Areas

0.25%, EXPIRES DECEMBER 31, 2030

Open Space Yes!, originally passed in 1992 and renewed in 1998 and 2006, is a key component in the conservation and management of natural areas and trails. Expenditures from this tax include land acquisition, resource and land management, public improvements, and educational programming.

Keep Fort Collins Great

0.85%, EXPIRED DECEMBER 31, 2020

This tax was passed by Fort Collins voters in November 2010 to fund services and programs that citizens value. The tax is used for road improvement projects, increased staffing and facilities for emergency responders, parks maintenance, and other priorities. In April 2019, Fort Collins voters approved a reconfiguration of this tax. Beginning in 2021, instead of a .85% renewable tax, Fort Collins will permanently add .60% to the on-going Base Rate and add a renewable .25% tax through 2030.

SALES & USE TAX

Dollar amounts in millions and reflect 2020 revenue



EXPENSES WHERE DOES THE MONEY GO?

Every two years, the City Manager submits a budget for City Council's adoption. The proposed budget cannot include expenditures that exceed estimated reserve balances and anticipated revenue. The budget represents six months of input from citizens, City staff and City management, and serves as the two-year blueprint for advancing results in the seven key outcome areas.

Fort Collins uses Budgeting for Outcomes (BFO) for its budget. The process focuses on results and priorities, not on cost. The process shifts from paying for costs to buying results. Service providers, or "sellers", make offers to results teams aligned behind one of the seven outcomes. Teams evaluate effectively purchasing these offers from the seller based on their priority. These purchase decisions put citizens and their priorities first. For more information, please visit fcgov.com/bfo.

In 2020, governmental expenditures totaled \$270.1 million, an increase of 9.6 million, or 3.7%, when compared to 2019. General Government and Public Safety expenses increased \$13.4 million and \$8.2 million, respectively, largely due to costs relating to services incurred to provide relief and assistance in wake of the COVID-19 pandemic. While Transportation decreased by \$10.5 million due to less public transportation costs following the stay-at-home order and telecommuting during the pandemic shutdown. Planning and Development also increased \$1.7 million while Culture, Parks, Recreation and Natural Areas and Interest on long-term debt decreased by \$2.9 million and \$0.3 million, respectively.

Business-type Expenses totaled \$213.4 million in 2020, an increase of \$2.4 million, or 1.1%, when compared to 2019. The largest increase was to Wastewater increasing \$2.0 million over 2019 mostly driven by increases in personnel, purchased services and supply costs; meanwhile Storm Drainage and Golf only increased \$0.8 million and \$0.2 million, respectively. Simultaneously, Light and Power only decreased by \$0.5 million while Water decreased by only \$0.2 million.

BUSINESS-TYPE EXPENSES BY SERVICE



GOVERNMENT EXPENSES BY SERVICE

- PUBLIC SAFETY
- CULTURE, PARKS, RECREATION AND NATURAL AREAS
 - PLANNING AND DEVELOPMENT

TRANSPORTATION





GENERAL GOVERNMENT

EXPENSES (CONTINUED) – WHERE DOES THE MONEY GO?

Many expenditures of the City are segregated from other expenditures by a dedicated revenue source. Below is a breakdown by department of how proceeds from the various dedicated tax components are spent. Dedicated revenues, such as Keep Fort Collins Great, are contained to specified areas of spending by ballot language. Figures are in thousands and on a non-GAAP Budgetary Basis.

SERVICE AREA Department	General Fund	Keep Fort Collins Great Fund	Transportation Fund	Capital Projects Fund	Urban Renewal Authority	Other Gov. Funds	Grand Total
POLICE SERV. TOTAL	50,373	6,083	-	-	-	-	56,456
Investigations	6,592	1,758					8,351
Police Information Serv.	7,254	1,297					8,550
Patrol	17,324	523					17,846
Community & Special Serv.	7,090	2,209					9,299
Office of the Chief	12,113	296					12,409
FINANCIAL SERV. TOTAL	4,445	-	-	-	-	-	4,445
COMMUNITY & OPERATION SERV. TOTAL	14,338	4,075		1,877		25,538	45,828
Recreation		1,522				4,611	6,133
Community Serv. Admin.	305	51					356
Park Planning & Dev.	17			1,437		1,657	3,112
Cultural Services	2,118	86		83		3,865	6,152
Parks	11,806	1,985		750		551	14,342
Natural Areas	92	432		356		14,854	15,734
PLANNING, DEV. & TRANS. TOTAL	10,251	11,220	23,654	15,118	-	21,151	81,394
PDT Administration	1,068		608				1,676
Transfort / Parking		822		621		20,181	21,624
Comm. Dev & Neighborhood Svcs.	9,183	147					9,330
FC Moves		608	489	302			1,400
Streets		7,904	16,699			<u> </u>	24,604
Traffic Engineering		722 1,016	3,323 2,536	14,194		969	4,046 18,715
EXECUTIVE SERVICES TOTAL	12,340	1,010	2,330	- 14,194	_	- 909	12,340
JUDICIAL SERVICES TOTAL	1,253	27	-	-	-	-	1,280
LEGAL SERVICES TOTAL	2,845	-	-	-	-	-	2,845
INFO. & EMPLOYEE SVCS. TOTAL	21,064	275	-	109	-	-	21,448
SUSTAINABILITY SERVICES TOTAL	4,201	1,095	-	5	5,298	4,318	14,916
Economic Health Office	942	246				392	1,580
Social Sustainability	1,323	319				3,926	5,568
Environmental Services	1,514	487		5			2,007
Administration	421	42					463
Urban Renewal Auth.					5,298		5,298
OTHER NON DEPT. TOTAL	1,823	-	-	-	-	4,790	6,613
POUDRE FIRE AUTHORITY TOTAL	27,821	3,074	-	-	-	-	30,895
GRAND TOTAL	\$150,753	\$25,848	\$23,654	\$17,109	\$5,298	\$55,796	\$278,459



TREASURY ADMINISTRATION WHERE'S THE MONEY KEPT?

CASH & INVESTMENT MANAGEMENT

Investment policies are governed by City Council adopted policy. The principal objective of the city's cash and investment strategy is preservation of investment principal. Thus, the policy allows for only fixed-income investments, such as state or local government debt, U.S. agency obligations, or highly rated U.S. corporate debt. Equity investments, such as common stock or mutual funds, are disallowed under the City's policy.

At Dec. 31, 2020, the fair market value of the City's cash and investments was \$530.3 million. The yield on market for the total assets in the portfolio for 2020 was 1.25% and total interest earnings were \$8.8 million.

BONDED DEBT OBLIGATIONS

The City's credit rating was Aaa by Moody's Investors Service at Dec. 31, 2020. This highly favorable investment rating, maintained by only 4% of governments, allows the city to pay less interest on its debt issuances. At Dec. 31, 2020, the city held total bonded debt of \$216.3 million Of this amount, \$53.7 million was related to government activities and \$162.6 million was related to business-type activities. The debt service due within one year is \$16.3 million.

CITY DEBT OBLIGATIONS



CASH & INVESTMENTS

December 31, 2020 in millions

CASH & DEPOSITS 34%	\$178.9 ^M
FEDERAL HOME LOAN BANK 19%	\$101.5 M
FEDERAL FARM CREDIT BANK 14%	\$72.9 м
CORPORATE BONDS 13%	\$69.2 ^M
FEDERAL NAT'L MORTGAGE ASSOC. 10%	54.0 M
FEDERAL HOME LOAN MORTGAGE CORP. 10%	52.8 M
US TREASURIES AND CERTIFICATES OF DEPOSIT >1%	\$1 M



CAPITAL ASSETS WHAT DOES THE CITY OWN?

The book value, historical cost less depreciation, of the City's capital assets totaled \$1.7 billion at Dec. 31, 2020. This investment in capital assets includes buildings and improvements, infrastructure and other improvements, including streets, bridges, and the full utility delivery system, land and right of way, various equipment and construction in progress.

GOVERNMENT CAPITAL ASSETS \$935.8M



Total investment in capital assets increased \$66.0 million compared to 2019. While the City reports its assets at net book value based on acquisition cost and accumulated depreciation, estimated fair market value is 2-3 times higher due to market appreciation of water rights, land and building values. This estimate is based on appraisal value, replacement cost, and/or insured values.

BUSINESS-TYPE CAPITAL ASSETS \$816.8M





GLOSSARY

Assets – what the City of Fort Collins owns.

Business-type activities — private sector-type operations, such as Utilities and Golf, where fees for services typically cover all or most of the cost of operations, including depreciation.

Capital assets — items such as City or Utility land, construction in progress, equipment, infrastructure and buildings, and improvements net of depreciation.

Component Unit — Ilegally separate organizations for which the city is financially accountable. The Urban Renewal Authority, Downtown Development Authority, and General Improvement Districts #1 and #15 are the City's component units

Current and other assets — items such as pooled cash and investments, cash and investments with fiscal agents, receivables, internal balances, inventories, deposits with others, prepaid items and deferred charges.

Deferred inflows – an acquisition of a net asset that is applicable to a future reporting period.

Deferred outflows – a consumption of a net asset that is applicable to a future reporting period.

Fiduciary fund – accounts for assets held on behalf of outside parties, including other governments.

Governmental activities — City basic services, including police, planning, economic development, and culture and recreation. Sales, use, and property taxes finance the majority of these services.

Invested in capital assets, net of related debt—amounts invested in capital assets less accumulated depreciation and any

outstanding debt used to acquire these assets.

Liabilities — what the City of Fort Collins owes.

Long-term liabilities — items such as bonds, loans, compensated absences, and other City of Fort Collins obligations.

Net book value – represents the acquisition cost less accumulated depreciation for an asset.

Net position — the difference between City of Fort Collins assets and liabilities. It is the net worth of the City.

Other liabilities – items such as payables, payroll, accrued interest and unearned revenue.

PILOT — payment in lieu of taxes, made to compensate the primary government for some or all of the tax revenue lost due to the tax-exempt status of the City's utilities.

Primary government — all of the governmental and business-type activities belonging to the City of Fort Collins excluding the discretely presented component units and fiduciary funds.

Restricted — funds that are not available for use because they have been set aside for a specific purpose or project.

Unrestricted – one-time funds available to use for operations or capital.

Government Finance Officers Association

Award for Outstanding Achievement in Popular Annual Financial Reporting

> Presented to City of Fort Collins Colorado

For its Annual Financial Report for the Fiscal Year Ended December 31, 2019 Okustopher P. Monutt Executive Director/CEO Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to the City of Fort Collins for its Popular Annual Financial Report for the fiscal year ended December 31, 2019. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability, and reader appeal.

