



# 2024 POPULAR ANNUAL **FINANCIAL REPORT**

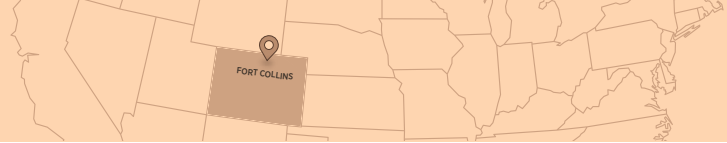
FORT COLLINS, COLORADO | YEAR ENDED DECEMBER 31, 2024











# Introduction

The City of Fort Collins is a full-service municipal organization dedicated to providing exceptional service for an exceptional community of 170,000 residents, 8,000 businesses and numerous community partners.

Located in Northern Colorado, Fort Collins is home to Colorado State University (CSU), outstanding public school and healthcare systems, several large high-tech employers and leading businesses in the craft brewing industry. Fort Collins offers exciting recreational opportunities, unique cultural offerings and amenities, and is a regional center for employment and commerce. Both the City organization and community at large are frequently recognized for our quality of services and amenities, sustainable management practices, and forward-thinking, innovative culture.

One of the City of Fort Collins’ primary responsibilities is to steward taxpayer dollars to provide the programs and services the community expects and deserves from its local government. The Popular Annual Financial Report is part of this commitment to financial transparency.

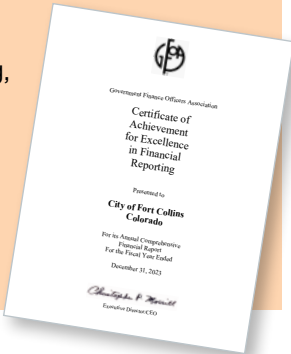
## ABOUT THIS REPORT

This report provides a condensed and simplified overview of the City’s financial position, based on information from the 2024 Annual Comprehensive Financial Report. This report is unaudited and is presented on a non-Generally Accepted Accounting Principles (GAAP) basis, as it does not provide all of the necessary financial statements and note disclosures required by GAAP. As a result, the Balance Sheet and Income Statement presented here are not in strict conformity with GAAP. The Annual Comprehensive 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, Plante Moran, PLLC. This report summarizes more than 200 pages of the Annual Comprehensive Financial Report’s financial and statistical data. The financial statements condense information of all funds included in the “Total Primary Government.”

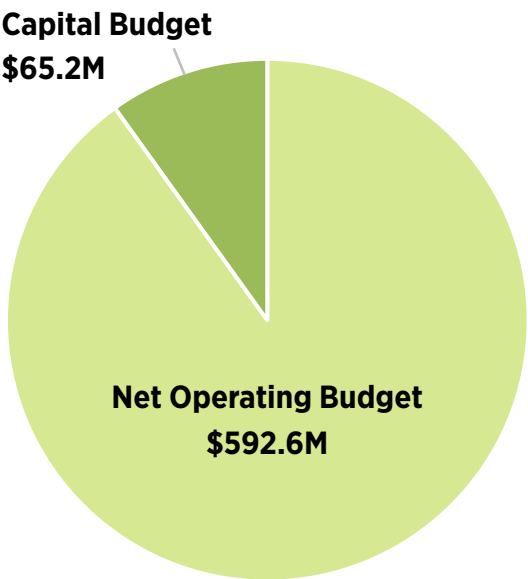
This report also includes information on the Fort Collins Urban Renewal Authority, a legally separate, blended component unit of the City, which is therefore included in the City’s governmental activity figures. It excludes discrete component units and fiduciary fund information.

The 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 that ended December 31, 2023. 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.



## 2024 OPERATING & CAPITAL BUDGET \$657.8M (AS AMENDED)





# Fort Collins **Financial Results**

## NET POSITION

The net position, or net worth, of the City on December 31, 2024, was \$2.29 billion. Of the net position balance, \$453.1 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 from the prior year by over \$103.6 million (4.7%). The governmental net position increased by \$68.0 million (5.4%) and the business-type position increased by \$35.5 million (3.8%).

The City's total long-term liabilities decreased in 2024 by \$17.7 million (5.5%) during the current year. Within that activity, the City's governmental long-term liabilities decreased by \$5.4 million (8.3%) and business-type long-term liabilities decreased by \$12.3 million to (4.8%).

NET POSITION (at December 31 in thousands*)	Governmental		Business-type		Total Primary Government	
	2023	2024	2023	2024	2023	2024
<b>ASSETS</b>						
Current and other assets	\$ 416,377	\$ 437,820	\$ 345,524	\$ 349,464	\$ 761,901	\$ 787,284
Capital assets	1,017,347	1,046,150	877,040	905,576	1,894,387	1,951,726
Total assets	1,433,724	1,483,970	1,222,564	1,255,040	2,656,288	2,739,010
Deferred outflows of resources	694	226	911	457	1,605	683
<b>LIABILITIES</b>						
Long-term liabilities	65,289	59,871	257,402	245,111	322,691	304,982
Other liabilities	69,077	54,469	40,636	48,547	109,713	103,016
Total liabilities	134,366	114,340	298,038	293,658	432,404	407,998
Deferred inflows of resources	42,692	44,446	-	864	42,692	45,310
<b>NET POSITION</b>						
Net investment in capital assets	953,348	986,986	718,831	723,768	1,672,179	1,710,754
Restricted	93,562	122,498	-	-	93,562	122,498
Unrestricted	210,451	215,924	206,606	237,208	417,057	453,132
<b>TOTAL NET POSITION</b>	<b>\$ 1,257,361</b>	<b>\$ 1,325,409</b>	<b>\$ 925,437</b>	<b>\$ 960,975</b>	<b>\$ 2,182,798</b>	<b>\$ 2,286,384</b>

\* Totals may not add due to rounding

# Fort Collins **Financial Results** (continued)

## SUMMARY OF ACTIVITIES

Governmental program revenues increased over 2023 by \$0.1 million, or 0.1%, sales & use tax revenues increased by \$25.2 million, or 14.1%, and Governmental expenses increased by \$10.2 million, or 3.1%, over 2023. The increase in program revenue is attributed to operating grants and contributions through the American Rescue Plan Act Coronavirus Local Fiscal Recovery Fund, which is federal awards relating to COVID-19 that fund a broad range of core governmental services and community programs. Other increases to program revenue include rising City investment gains over 2023, as well as increases to charges for services as demand for services continues to rise across a variety of programs and activities.

On the business-type side, program revenues and other general revenues increased in total by \$31.7 million with expenses increasing by only \$12.9 million over 2023. This 11.5% increase to revenues was largely driven by Electric & Telecommunication revenues for the build out of the Connexion internet service and increased electric rates and consumption. Other increases include higher Wastewater revenues for commercial and industrial demand, as well as higher residential and commercial segment demand for increased Storm drainage utilities.

Expenses are described in greater detail in the following pages. For in-depth analysis and multi-year trends of revenues & expenses, see the 2024 Annual Comprehensive Financial Report.

<b>CONDENSED SUMMARY OF ACTIVITIES</b> (at December 31 in thousands*)	<b>Governmental</b>		<b>Business-type</b>		<b>Total Primary Government</b>	
	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>
<b>REVENUES</b>						
Program revenues, primarily service charges	\$ 105,116	\$ 105,229	\$ 261,232	\$ 289,257	\$ 366,348	\$ 394,486
Sales & use taxes	178,229	203,397	-	-	178,229	203,397
Other general revenues	95,644	98,477	14,092	17,767	109,736	116,244
<b>TOTAL REVENUES</b>	<b>378,989</b>	<b>407,103</b>	<b>275,324</b>	<b>307,024</b>	<b>654,313</b>	<b>714,127</b>
Expenses	334,421	344,642	253,042	265,899	587,463	610,541
Transfers	2,540	5,587	( 2,540 )	( 5,587 )	-	-
<b>CHANGE IN NET POSITION</b>	<b>47,108</b>	<b>68,048</b>	<b>19,742</b>	<b>35,538</b>	<b>66,850</b>	<b>103,586</b>
Net position, beginning of year	1,210,253	1,257,361	905,695	925,437	2,115,948	2,182,798
<b>NET POSITION, END OF YEAR</b>	<b>\$ 1,257,361</b>	<b>\$ 1,325,409</b>	<b>\$ 925,437</b>	<b>\$ 960,975</b>	<b>\$ 2,182,798</b>	<b>\$ 2,286,384</b>

\* Totals may not add due to rounding

# 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 4.35% tax on sales, purchases and certain services in order to fund other services that are not charged based on volume or usage.

#### Base Rate - 2.85%

Funds government services like police, transportation and administration.

#### General Fund Renewable - 0.25%

EXPIRES DECEMBER 31, 2030

This tax was passed by Fort Collins voters in April 2020 to continue funding services and programs residents value. This is also used in conjunction with the Base Rate to fund general government services.

#### Streets and Transportation - 0.25%

EXPIRES DECEMBER 31, 2025

Street 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. Well maintained roads require less upkeep than repairing roads in poor condition, and this tax allows the City to maintain the current level of service.

### Community Capital Improvement Program (CCIP) - 0.25%

EXPIRES DECEMBER 31, 2025

CCIP taxes were initiated in 1985 and were renewed in 1990, 1998, 2006 and 2016. Project highlights using this funding for 2016-2025 include Club Tico renovations, Downtown Poudre River Whitewater Park, a Visitors 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.

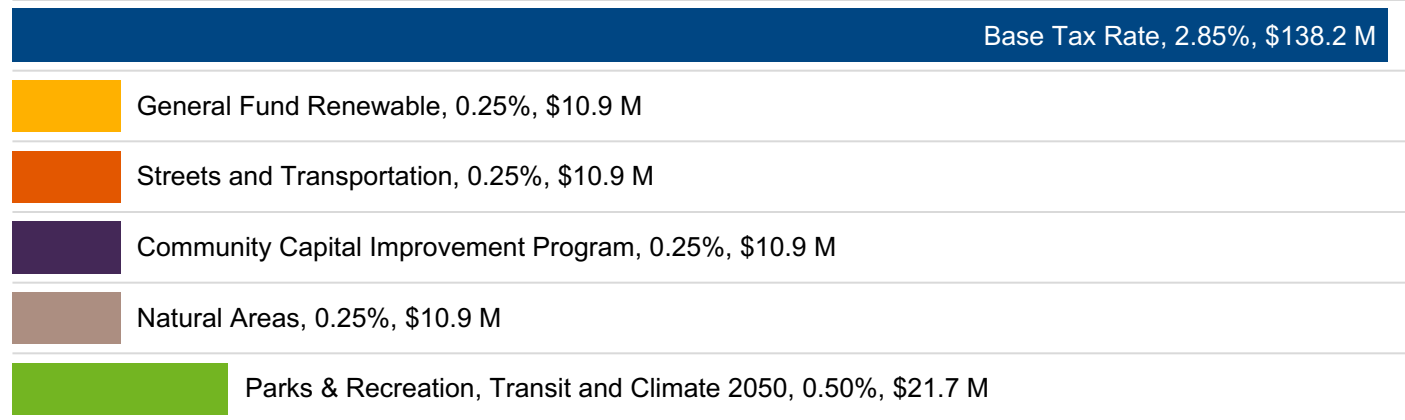
### Parks & Recreation, Transit and Climate 2050 - 0.50%

EXPIRES DECEMBER 31, 2050

Approved in 2023, this tax went into effect in 2024 and supports a variety of parks, recreation, transportation and climate programming. 50% of funding from this tax supports Parks and Recreation facilities, including pools. 25% funds greenhouse gas and air pollution reduction programming, and efforts to reach the City's 2050 goal of community-wide carbon neutrality. The remaining 25% goes toward transit system infrastructure improvements and upgraded/expanded services.

### SALES & USE TAX

Dollar amounts in millions and reflect 2024 revenue



# Expenses Where does the money go?

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

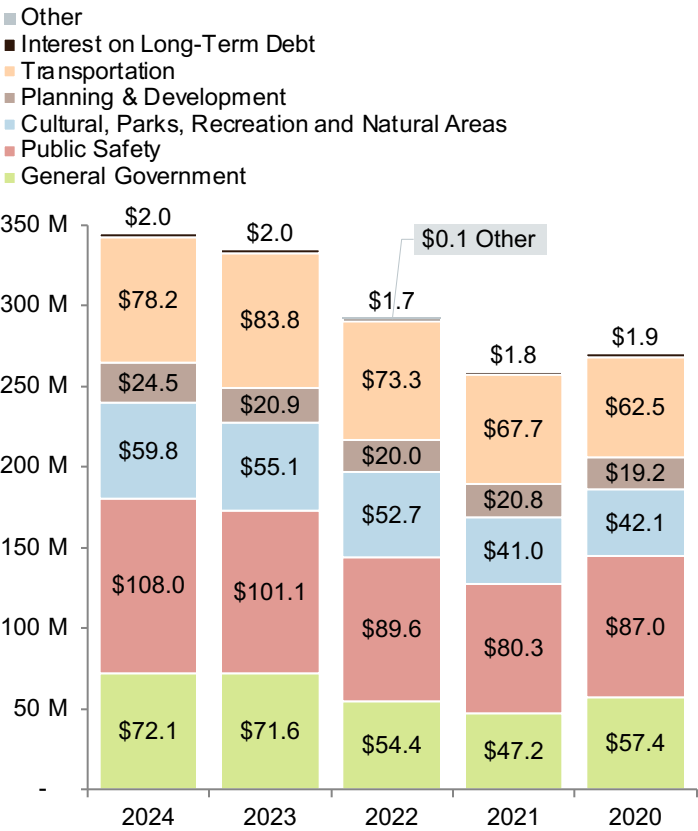
Fort Collins uses Budgeting for Outcomes (BFO) for its budget. The process focuses on results and priorities, not on cost. The process shifts from paying for costs to buying results. Service providers, or “sellers,” make offers to results teams aligned behind one of the seven outcomes. Teams evaluate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

In 2024, governmental expenditure totaled \$344.6 million, an increase of \$10.2 million, or 3.1%, when compared to 2023. General Government and Public Safety expenses increased over 2023 by \$0.5 million and \$6.9 million respectively, while Transportation decreased

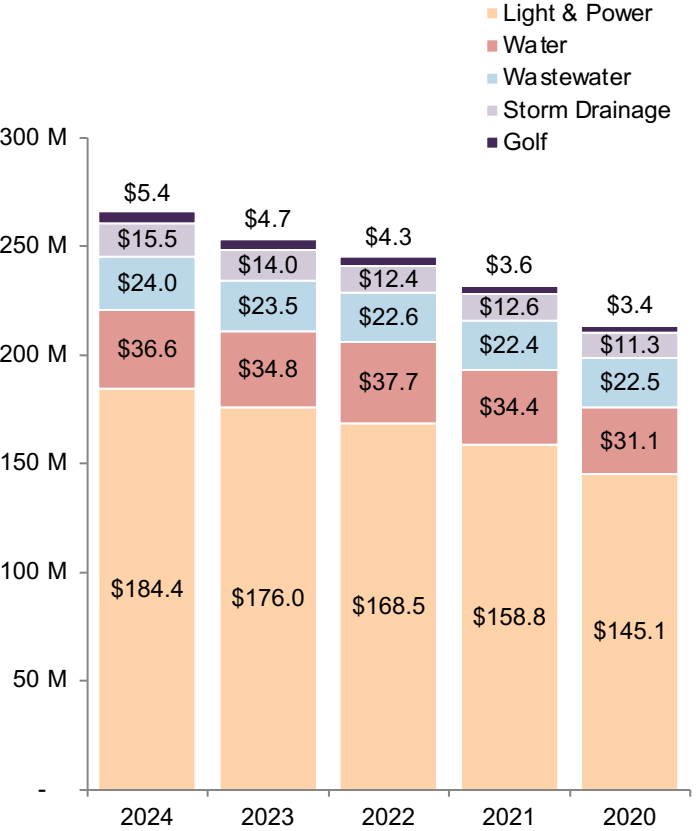
by \$5.6 million. The overall increase was largely due to expenses incurred by services provided to the City, or in use from grant and contribution revenues, alongside other City improvements. Additionally, Culture, Parks, Recreation and Natural Areas expenses increased by \$4.7 million, also due to grant and contribution-related activity, as well as continuing economic growth seen in previous years. Planning and Development increased by a smaller margin of \$3.6 million while Interest on Long-Term Debt remained flat, over the prior year.

Business-type expenditures totaled \$265.9 million in 2024, an increase of \$12.9 million, or 5.1%, when compared to 2023. Increases seen over 2023 and previous years largely occurred in Light & Power expenses, growing by \$8.4 million over the prior year, as expenses continue to rise for the Connexion internet service and other developments. While Water, Storm Drainage, Wastewater and Golf-related expenditures only increased over 2023 by \$1.8 million, \$1.5 million, \$0.5 million, and \$0.7 million, respectively, with increases in Business-type services driven mostly by inflationary pressures in energy cost, labor, equipment and supplies.

## GOVERNMENT EXPENSES BY SERVICE



## BUSINESS-TYPE EXPENSES BY SERVICE



# Expenses Where does the money go? (continued)

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 presented are expressed in thousands; totals may not add due to rounding.

SERVICE AREA Department	General Fund	Transportation Fund	Capital Projects Fund	Urban Renewal Authority	Other Gov. Funds	Grand Total
<b>POLICE SERVICES TOTAL</b>	<b>\$ 194,133</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 194,133</b>
Investigations	32,985	-	-	-	-	32,985
Police Information Services	31,428	-	-	-	-	31,428
Patrol	68,984	-	-	-	-	68,984
Special Operations	40,160	-	-	-	-	40,160
Police Administration	20,576	-	-	-	-	20,576
<b>FINANCIAL SERVICES TOTAL</b>	<b>35,386</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>35,486</b>
<b>COMMUNITY &amp; OPERATION SERVICES TOTAL</b>	<b>58,262</b>	<b>-</b>	<b>3,575</b>	<b>-</b>	<b>144,583</b>	<b>206,420</b>
Recreation	60	-	116	-	33,276	33,452
Community Services Admin.	1,943	-	-	-	-	1,943
Cultural Services	1,954	-	1,702	-	29,711	33,366
Parks	52,642	-	663	-	24,323	77,629
Natural Areas	1,663	-	1,094	-	57,273	60,031
<b>UTILITY SERVICES TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,322</b>	<b>1,322</b>
<b>PLANNING, DEV. &amp; TRANSP. TOTAL</b>	<b>45,349</b>	<b>126,283</b>	<b>53,087</b>	<b>-</b>	<b>100,160</b>	<b>324,879</b>
PDT Administration	3,838	455	-	-	-	4,293
Parking Services	-	13	-	-	10,827	10,840
Transfort	-	-	283	-	82,004	82,287
Comm. Dev. & Neighborhood Services	38,435	-	-	-	-	38,435
FC Moves	-	5,583	1,573	-	846	8,002
Streets	3,077	89,953	(22)	-	3	93,011
Traffic	-	19,702	-	-	-	19,702
Engineering	-	10,577	51,252	-	6,480	68,309
<b>EXECUTIVE SERVICES TOTAL</b>	<b>19,062</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,062</b>
<b>JUDICIAL SERVICES TOTAL</b>	<b>7,329</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,329</b>
<b>LEGAL SERVICES TOTAL</b>	<b>12,406</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,406</b>
<b>INFO. &amp; EMPLOYEE SERVICES TOTAL</b>	<b>78,307</b>	<b>-</b>	<b>213</b>	<b>-</b>	<b>1,086</b>	<b>79,606</b>
Information Technology	1,062	-	-	-	5	1,067
Comm & Public Involvement	11,951	-	-	-	0	11,951
Emergency Prep & Security	10,528	-	-	-	(1)	10,527
Human Resources	50,989	-	213	-	1,081	52,283
Operation Services	3,777	-	-	-	-	3,777
<b>SUSTAINABILITY SERVICES TOTAL</b>	<b>35,121</b>	<b>-</b>	<b>198</b>	<b>18,089</b>	<b>10,355</b>	<b>63,763</b>
Economic Health Office	3,652	-	-	-	734	4,387
Social Sustainability	14,480	-	-	-	9,185	23,666
Environmental Services	14,745	-	198	-	435	15,378
Sustainability Services Admin.	2,244	-	-	-	-	2,244
Urban Renewal Auth.	-	-	-	18,089	-	18,089
<b>OTHER NON DEPT. TOTAL</b>	<b>10,364</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,800</b>	<b>29,164</b>
<b>POUDRE FIRE AUTHORITY TOTAL</b>	<b>116,181</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,974</b>	<b>118,155</b>
<b>GRAND TOTAL</b>	<b>\$611,901</b>	<b>\$126,283</b>	<b>\$57,073</b>	<b>\$18,089</b>	<b>\$278,379</b>	<b>\$1,091,726</b>





# 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 City policy.

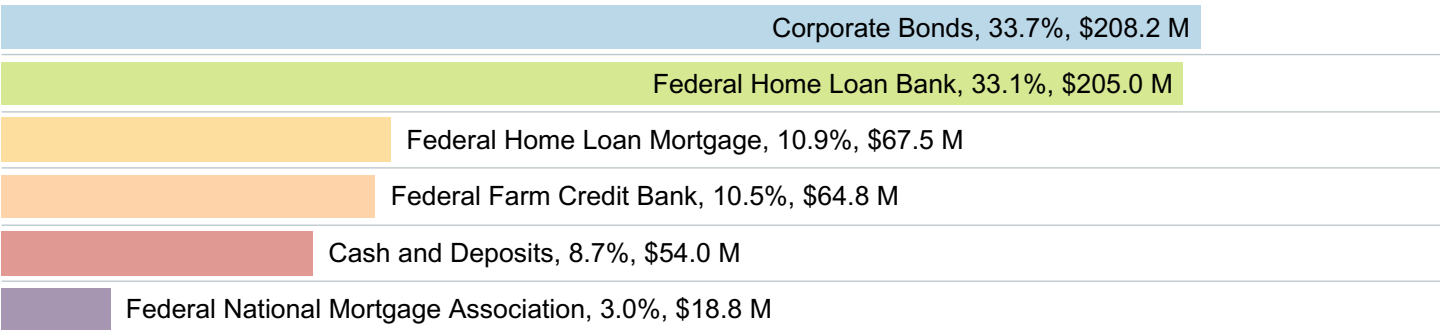
At Dec. 31, 2024, the fair market value of the City’s cash and investments was \$618.3 million. The portfolio’s overall market yield for 2024 was -4.16% and the realized and unrealized interest losses were \$25.7 million.

## BONDED DEBT OBLIGATIONS

The City’s credit rating was Aaa by Moody’s Investors Service at Dec. 31, 2024. This highly favorable investment rating, maintained by less than 5% of governments, allows the City to pay less interest on its debt issuances. At Dec. 31, 2024, the City held total bonded debt of \$291.2 million. Of this amount, \$44.7 million was related to government activities and \$246.5 million was related to business-type activities. The total of the City’s long-term obligations, which include all bonded debt, due within one year, is \$38.8 million.

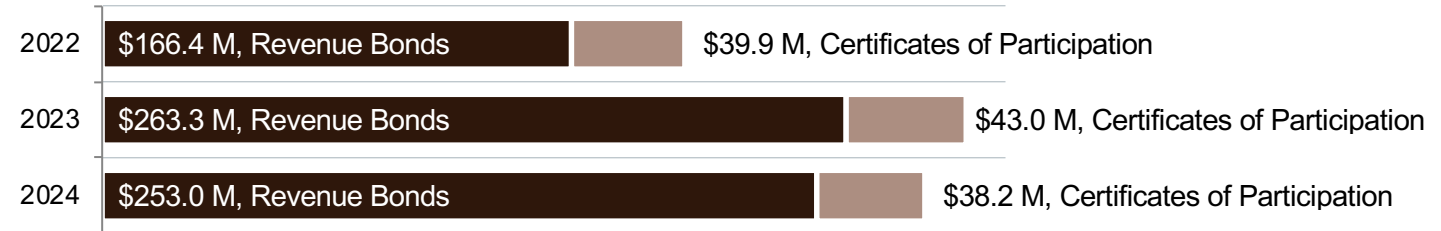
## CASH & INVESTMENTS

December 31, 2024 in millions



## CITY DEBT OBLIGATIONS

December 31, 2024 in millions



# Capital Assets

## What does the City own?

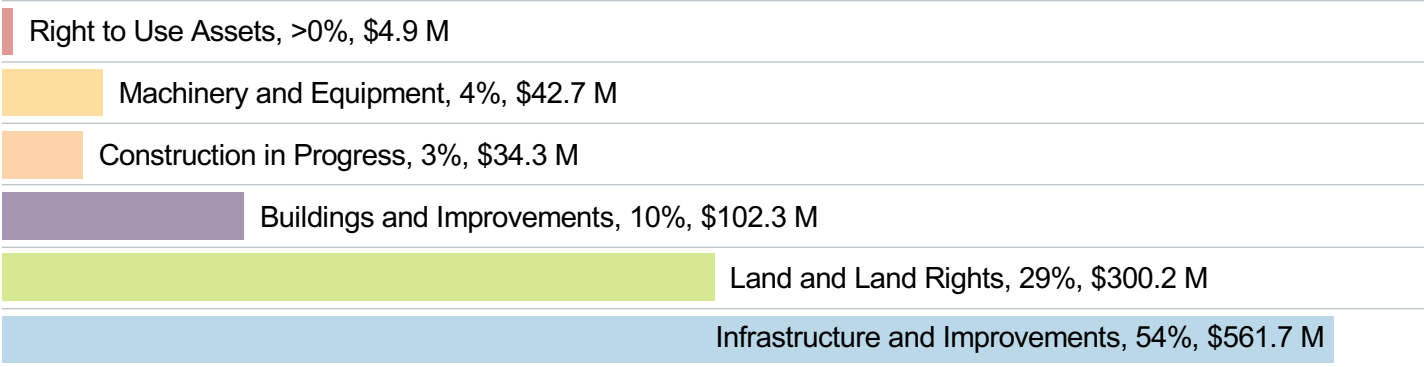


The book value, historical cost less depreciation, of the City’s capital assets totaled \$1.9 billion at Dec. 31, 2024. This investment in capital assets includes buildings and improvements, infrastructure and other improvements, including streets, bridges, the full utility delivery system, land and right-of-way, various equipment and construction in progress. Total investment in capital assets increased \$57.3 million compared to 2023.

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.

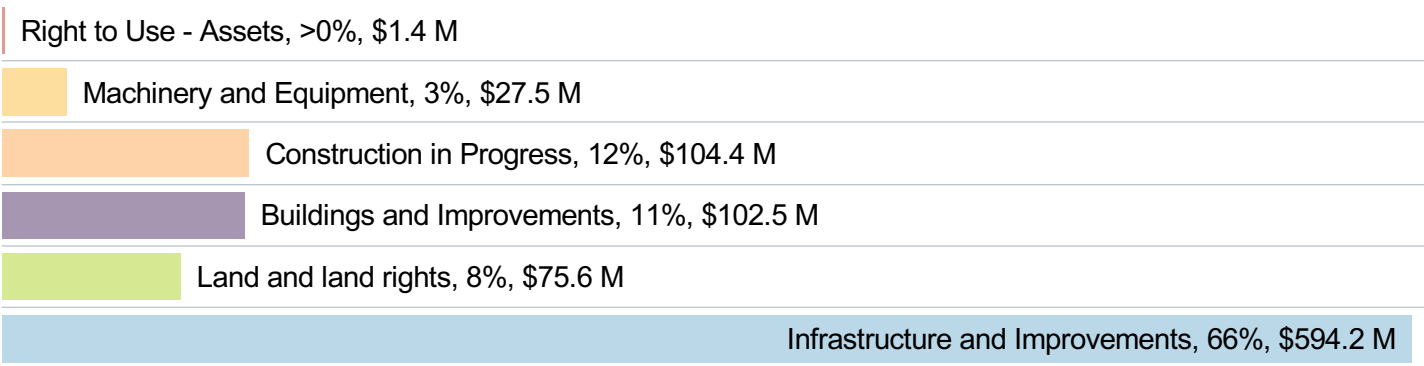
### GOVERNMENT CAPITAL ASSETS

Net Book Value in \$1,046.1 M



### BUSINESS-TYPE CAPITAL ASSETS

Net Book Value \$905.6 M







## 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** such as City or Utility land, construction in progress, equipment, infrastructure and buildings, and improvements net of depreciation.

**Component Unit** — legally separate organizations for which the City is financially accountable. The Urban Renewal Authority, Downtown Development Authority, General Improvement Districts #1 & #15, and the Tourism Improvement District 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** such as bonds, loans, compensated absences, and other City of Fort Collins obligations.

**Netbook 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 general use because they have been set aside for a specific purpose or project.

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





2024 POPULAR ANNUAL  
**FINANCIAL REPORT**

FORT COLLINS, COLORADO | YEAR ENDED DECEMBER 31, 2024



25-28036