

City of
Fort Collins



2011-2012 | BIENNIAL BUDGET





ADOPTED
2011-2012 | BIENNIAL
BUDGET

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This document is also available for review on the internet at www.fcgov.com/budget.

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BUDGET PROCESS AND BASIS

The City Budget

The City provides a wide variety of services to over 140,000 residents. Municipal services are financed through a variety of taxes, fees, charges for service, and intergovernmental assistance. In order to plan for the delivery of effective services and efficiently manage the revenues which support those services, the City adopts a budget or financial plan.

Direction for the budget comes from many distinct sources. The State Constitution and the City Charter provide the basic legal requirements and time lines for the process. Council goals and public input provide the policy direction to respond to the needs of the community.

The fiscal year of the City is the calendar year. By Charter, the City may adopt budgets for a budget term of one or more fiscal year(s). Council has approved a two year budget term and has adopted this biennial budget for the years 2011 and 2012. Even though the budget is adopted for a two-year term, the State and City Charter require that prior to each fiscal year; an appropriation ordinance must be adopted to authorize budgeted expenditures for the coming fiscal year.

Budget Process

The intent of the process is more than just budget preparation and financial presentation of revenue and expenditures. The most important piece is the generation of a sound operational plan to serve the residents of the community.

The City of Fort Collins Charter establishes the time limits pertaining to the adoption of the budget. The budget process and schedule of development is designed to fit within the Charter mandate and to allow for active and early participation by the City Council and the service areas, with emphasis on public input.

The City's Financial and Management Policies guide preparation and long-range planning. The City Manager, Chief Financial Officer, Deputy City Manager, and designated Service Area Directors develop the guidelines, consistent with the Policies, to be used for budget preparation. The aforementioned individuals are collectively referred to as the Budget Leadership Team. During the development of the budget, various department and division representatives may be called on to provide their expertise. In addition, the City Council, and the Strategic Issues Team provide guidance during preparation. The City's budget is developed over a nine month period, beginning in March and ending in November.

The City's 2011-2012 Biennial Budget was prepared using the Budgeting for Outcomes process.

In March, departments develop multi-year revenue projections and submit them to the Budget Office. These revenue projections effectively "set the price of government"; the amount available for purchasing outcomes/results. City Council adopts the outcomes/results that form the foundation of the budget (March). The revenues are then allocated, by the Leadership Team, across the Outcomes. During March and April, Results Teams, organized by outcome/result, prepare "Requests for Results" ("RFR's") that include strategy maps, two to three high level indicators to measure results, and purchasing strategies. From April through June, Sellers (department/

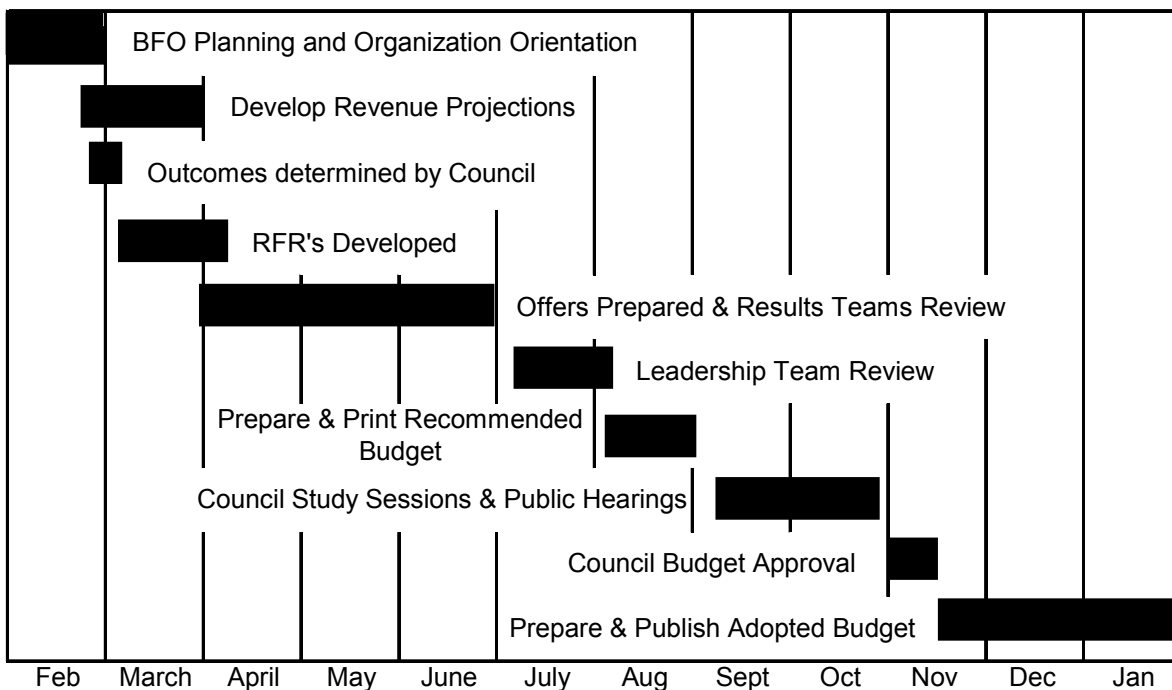
divisions) prepare “offers” in response to the RFR’s. The Seller’s offers are reviewed by the Results Teams, ranked, and recommended for inclusion or omission from the City Manager’s recommended budget, based upon the offer’s merits and the resources available, given the result.

The City Manager’s budget recommendation is submitted to City Council before the first Monday in September. The recommended budget is made available for public inspection at this time. In September, recommended budget information is published in the local newspaper for public information. In addition, two public hearings and several Council work sessions are held in September and October. The budget for the ensuing budget term and the annual appropriation ordinance is adopted no later than November 30.

A budget exception process is conducted during the first fiscal year of the adopted budget term. Revenue and expenditure projections for the budget term are reviewed in July and if need be, adjusted. The City Manager may present any budget adjustment recommendations to the City Council in Study Sessions held in late September and early October. In November, Council may amend the budget and, as required by the State and City Charter, appropriates or authorizes expenditures for the coming fiscal year.

There generally are two opportunities during the fiscal year for supplemental additions to the annual appropriation approved by Council. The first is usually adopted in March to re-appropriate funds from the previous years’ ending balance for projects or obligations that were approved but not completed during the year. The second opportunity, usually in November, is used to fine-tune (clean up) the current fiscal year for previously unforeseen events. In addition, if revenue is received during the fiscal year from a source that was not anticipated at the time of budget adoption or appropriation for the fiscal year such as grants or implementation of a new fee, Council may appropriate that unanticipated revenue for expenditure when received anytime during the year.

BUDGET PROCESS 2011-2012 Budget Preparation Schedule



Fort Collins Facts

OVERVIEW

- Fort Collins was founded as a military fort in 1864 and incorporated as a town in 1873.
- Fort Collins is a home rule city with a Council/Manager form of government.
- The Council is made up of six district council members who are elected for a four-year term and a Mayor who is elected at-large for a two-year term.
- This rapidly urbanizing community operates under a sophisticated and comprehensive development plan and is a full-service city.
- Fort Collins is home to Colorado State University and an outstanding public school system, Poudre School District.
- Fort Collins continues to reinvest in community improvements. Voter-approved capital improvement initiatives have enabled the City to create a Community Horticulture Center, Spring Canyon Community Park, and the Northside Aztlan Community Center, as well as make numerous road improvements and upgrade the Lincoln Center performing arts facility. In 2010, voters approved a .85% sales tax increase to support continued investment in street maintenance, police, fire, and parks and recreation services for the community.

LOCATION & CLIMATE

- Fort Collins is nestled against the foothills of the Rocky Mountains, along the banks of the Cache La Poudre River.
- The city lies approximately 5,000 feet above sea level.
- Residents enjoy a moderate, four-season climate with an average of 300 days of sunshine and 14.5 inches of precipitation a year.
- Fort Collins encompasses 53.38 square miles (2009).

GENERAL POPULATION

- Fort Collins has a population of 143,986 residents (April 2010, includes CSU students).
- The total population growth since the year 2000 has been 21.4 percent. (2010)
- There are 60,503 housing units in the city (April 2010).
- Median age is 27.9 (2009).
- Median family income is \$74,596 (family of four) (2009).
- Education levels are high - 94% of the population have at least a high school degree, while 49.3 percent of the population (ages 25 years and older) have completed four or more years of college (2009).
- Colorado State University enrollment is 26,500 students (Fall 2010).

ECONOMY

- The Larimer County unemployment rate is 7.1 percent (December 2010).
- The City/State has a combined sales tax rate of 7.55 percent.
- The City sales tax rate of 3.85 percent is among the lowest in Colorado.
- The residential property tax rate is 7.96 percent.
- The business property tax rate is 29 percent.

PARKS, RECREATION & NATURAL AREAS

- The City maintains more than 800 acres of parks, 36,000 acres of natural areas, and 60 miles of off-street hiking/biking trails.
- There are three golf courses, a racquet center, four swimming pools, two ice rinks, a horticulture center and two community centers.
- The Fort Collins Senior Center includes a pool, spa, gymnasium, track, billiards, crafts and a community media center/library.
- The Northside Aztlan Community Center includes a triple gymnasium complex, elevated running track, fitness area, spinning studio, locker rooms, meeting space, and kitchen.

CULTURE

- The Fort Collins Museum displays the history of Fort Collins and Larimer County from prehistoric times to present day. The Museum also features several specialized and revolving exhibits throughout the year.
- The Museum has partnered with the Discovery Science Center to create a new, joint facility that broke ground in 2010 and is expected to open in 2011.
- The Lincoln Center hosts more than 300 performances annually, including professional theater, dance and music performances, as well as visual arts displays and children's programs. The center will reopen in 2011 after undergoing a renovation and expansion to accommodate even more cultural activities.
- Hundreds of events are offered annually by CSU, more than 20 local theater and performing arts companies, and more than 20 fine arts galleries.

UTILITIES & TRANSPORTATION

- Fort Collins provides electric, water, wastewater and stormwater utilities to residents.
- It has the second-largest municipal electric system in Colorado, with electric rates ranking the fifth-lowest in the state and among the lowest in the nation.
- Fort Collins Utilities was first in Colorado and among the first in the county to offer wind energy to its customers.
- Fort Collins continually meets or surpasses all state and federal water quality standards.
- The City maintains a total of 492 street miles (2006).

- Fort Collins supports multiple transportation options including 20 bus routes and 280 miles of on-street and off-street trails for pedestrians and bicycles.
- The Fort Collins/Loveland Municipal Airport is jointly owned by the cities of Fort Collins and Loveland. With more than 1,100 acres and roughly 200 aircraft, the Airport serves the private, corporate and commercial aviation needs of the Northern Front Range, as well as charter flights.

HONORS & AWARDS

- 6th Best Place to Live in the Nation – *Money magazine*, 2010
- 4th Best Place for Business and Careers -- *Forbes magazine*, 2010
- One of a Dozen Distinctive Destinations – *National Trust for Historic Preservation*, 2010
- One the Top 25 Best Places to Retire -- *CNNMoney.com*, 2010
- One of the Top 10 Best College Towns, (Small-Sized Cities Category) – *USA Today*, 2010
- 5th Most Educated City in the Country – *Portfolio.com*, 2010
- 3rd 'Smarter City' for sustainability – *Natural Resources Defense Council*, 2009
- One of 10 Great Places for Entrepreneurs to Retire – *Forbes magazine*, 2009
- 1st Best Place to Live and Work for Young Professionals (pop. 100,000-200,000) – *Next Generation Consulting*, 2009
- 2nd Best Metro for Business and Careers – *Forbes magazine*, 2009
- 7th Best Midsize Metro in the nation: *bizjournals.com*, 2009
- One of Top 20 Places to Thrive – *Best Boomer Towns*, 2009



To Mayor Hutchinson & City Council Members:

I am pleased to present to you the 2011–2012 City of Fort Collins Budget. This biennial budget represents the work of you, our fellow citizens, and many dedicated City staff who came together to participate in the budget process.

The 2011-2012 Biennial Budget represents the fourth time using the budget process known as Budgeting for Outcomes (BFO). We continue to refine and improve the process, and BFO is now considered best practice by the Government Finance Officers Association. Other organizations recognize the City as a model for BFO. Looking ahead, we are further refining our approach and will incorporate relative prioritization to rank all offers across all outcomes. This added element will provide further clarity into the programs and services that are most important to the citizens of Fort Collins.

Key Results/Desired Outcomes

The 2011-2012 City of Fort Collins Budget is a financial and service plan linked to the seven Council-approved outcomes and results that matter most to our citizens:

Result Area/Outcome	Description
Culture, Parks and Recreation	Fort Collins provides diverse parks, cultural, and recreational amenities.
Economic Health	Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world.
Environmental Health	Fort Collins promotes, protects and enhances a healthy and sustainable environment.
High Performing Government	Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.
Neighborhood Livability	Fort Collins fosters and supports a variety of quality neighborhoods.
Safe Community	Fort Collins provides a safe place to live, work, learn and play.
Transportation	Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the City.

Budget Highlights

The 2011–2012 budget process was challenging. In the continuing environment of lower or declining revenues, we worked hard to minimize the impact of service reductions to the public and to maintain existing services where possible. However, we were deferring basic infrastructure investments and cutting more than \$5 million in direct citizen services. In November, 2010, voters approved a .85% City sales tax increase. The passing of ballot

initiative 2B (Keep Fort Collins Great) increases City revenue by an estimated \$18.7 million in 2011 and \$19.2 in 2012. Some key highlights of the City budget include:

1. The total budget for all City funds for 2011 is \$446.4 million and for 2012 is \$447.6 million.
2. The budget includes a tax increase of .85% resulting in additional revenue of \$18.7 million in 2011 and \$19.2 in 2012.
3. Given the uncertain economic turnaround, staff was conservative in forecasting General Fund revenue for 2011 and 2012. Sales and use tax is projected to increase by 1.5% in 2011 and 2.9% in 2012, excluding the additional revenue to be generated by the .85% sales tax increase.
4. The budget uses a limited amount of General Fund reserves, \$4.2 million in 2011 and \$700,000 in 2012. Reserves are mostly used for one-time projects.
5. Electric rates will increase an average of 6.5% in 2011 in response to increases from Platte River Power Authority and for programs to meet energy policy goals. Electric rates will increase 10% for residential, 0% for small commercial, and 5.1% to 5.6% for larger commercial and industrial customers. Wastewater rates will increase 9%. Water rates will increase 3%.
6. The final budget includes no merit-based pay increases for staff in 2011, as well as one unpaid furlough day for all non-essential employees.

In the Budget Overview section you will find more detailed information about the budget assumptions which we used in developing this final budget, as well as more detailed information about revenues which will support this budget plan. Also, the summary tables and schedules in this section include more detailed information about total revenues and expenditures in all funds.

In closing, I want to express my appreciation to the Mayor and City Council for their leadership, commitment, and partnership, as well as to City staff for their dedication, hard work, and innovation. This budget is truly reflective of the continuing success of the Budgeting for Outcomes process. The budget best utilizes the resources that are available and is responsive to community needs and Council priorities.

Respectfully submitted,



Darin A. Atteberry
City Manager

2011-2012 Budget Overview

The 2011-2012 biennial budget represents the City's fourth time using the budget process known as Budgeting for Outcomes. By utilizing Budgeting for Outcomes the organization addresses the fundamental question, "How can citizens get the most value for the taxes and fees they pay?"

Price of Government

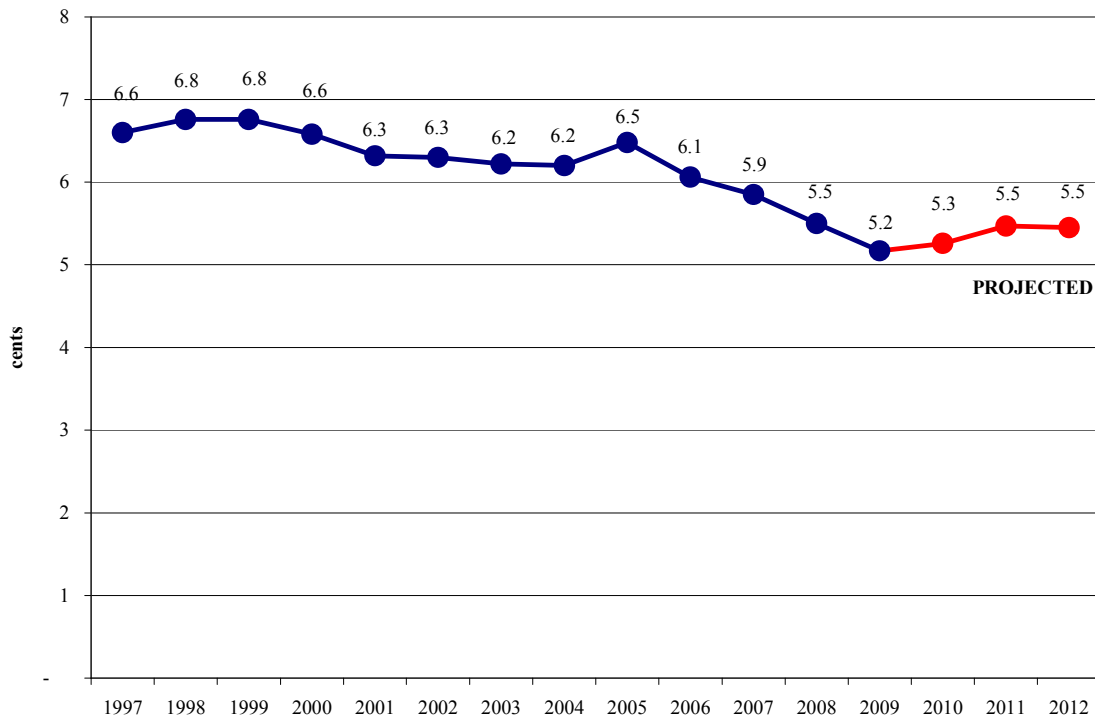
While reviewing the budget, it is helpful to keep in mind the concept of the "price of government." This concept in the Budgeting for Outcomes process involves examining how much residents pay for all City Services compared to the income in the community. This analysis provides the City with the opportunity to compare on an annual basis what Fort Collins residents pay for services.

For the past 50 years, Americans have spent approximately the equivalent of 35 cents of every dollar of annual personal income to buy services from their local, state and federal governments. Of the 35 cents, 20 cents has historically been allocated to federal government services, 8 cents to state government services, and 7 cents to local government services.

With the passage of the 2010 ballot initiative to increase City sales tax by .85%, it is projected that Fort Collins citizens will spend 5.5 cents of each dollar earned on City services in 2011, which is still significantly below historical averages.

Price of Government for the City of Fort Collins

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

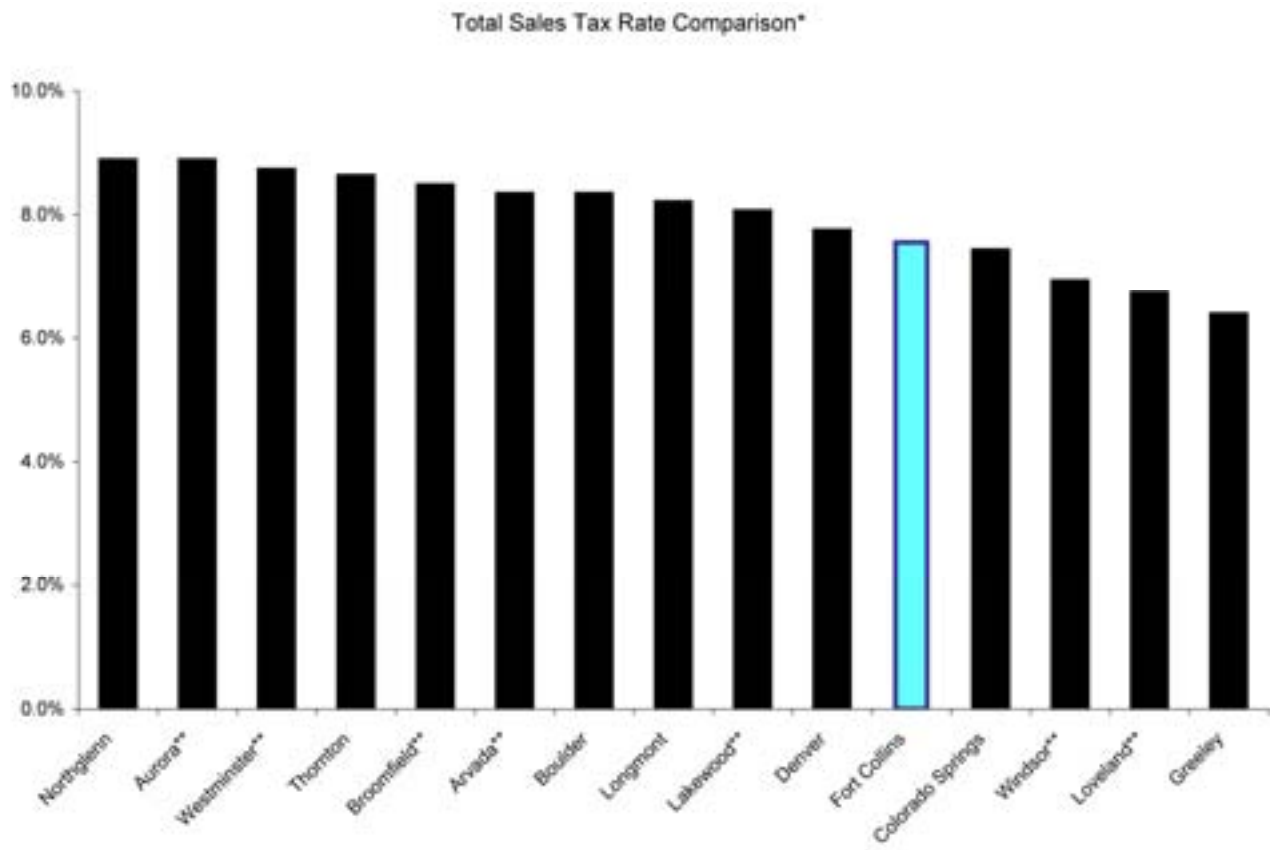


City services and facilities are supported by taxes and fees. While the types of taxes (sales, use and property) and fees (impact fees such as Parkland Development fees and user fees such as fees for a round of golf) may vary, total Fort Collins taxes and fees compare favorably with other Colorado communities.

Because sales tax accounts for a large portion of General Fund revenue, Fort Collins' low base sales tax rate is an important piece of information.

Sales Tax Rate Comparison

The following table shows the total sales tax rate of the City compared with other Front Range cities. The City of Fort Collins total sales tax rate is now 7.55%, following the passage of the 2010 sales tax ballot initiative.



* Includes all city, county, state, and special district taxes

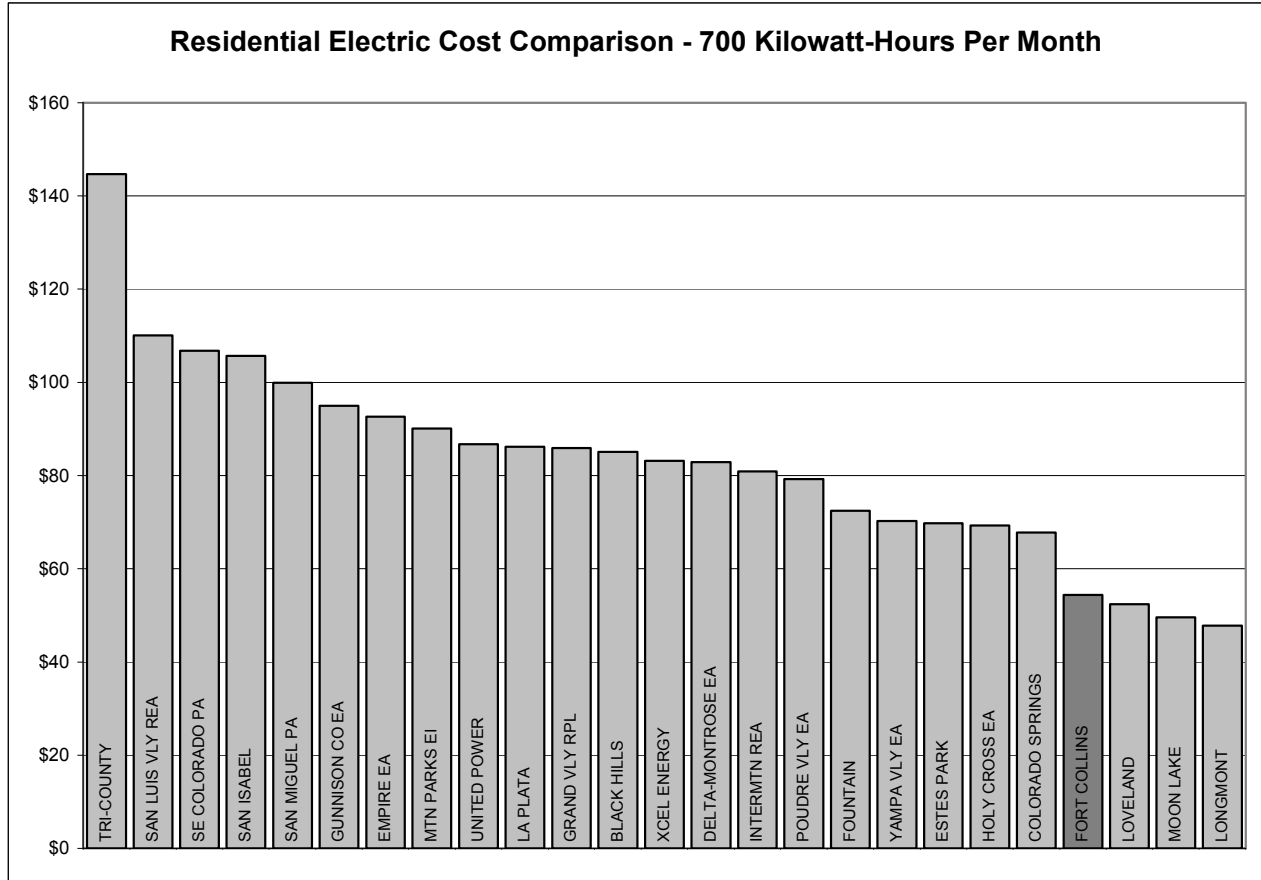
** These jurisdictions have multiple tax rates depending on location because of special districts, public improvement fees, and/or they are located in multiple counties. The highest rate is displayed.

Residential Electric Cost Comparison – 700 KWh Per Month

The following table shows comparable electric rates among Fort Collins and other electric utilities in the area for residential usage. Fort Collins continues to have one of the lowest electric rates in the state along with one of the highest levels of reliability.

Residential Electric Cost Comparison - 700 Kilowatt-Hours Per Month

Source: Colorado Association of Municipal Utilities, July 2010, Colorado utilities with more than 7500 residential meters.



Source: Colorado Association of Municipal Utilities, July 2010, Colorado utilities with more than 7500 residential meters.

Total Budget Summary

In November, 2010, voters approved ballot measure 2B, which increases the City’s base sales tax rate by .85%. The 2011-2012 Biennial Budget includes this increase. The rate for sales and use taxes earmarked for general operations is now 3.10%; with an additional .25% going to Natural Areas, .25% to Transportation, and .25% to the Building on Basics capital projects; of which the latter three were all voter approved initiatives. The property tax rate remains unchanged since 1992 at 9.797 mills.

The total budget for all City funds for 2011 is \$446.4 million and for 2012 is \$447.6 million.

The Net City Budget (the budget excluding internal transfers and charges) for 2011 will increase 2.3% compared to the 2010 Net City Budget. For 2012, the Net City Budget will increase .3% over the 2011 Net City Budget.

The following table compares the adopted 2010 budget with the 2011 and 2012 budgets, including the net operating budgets, capital improvement budgets and debt service:

TOTAL BUDGET (in millions)

	Adopted 2010 **	2011	% Change	2012	% Change
Operating	\$448.7	\$396.5	-11.6%	\$405.3	2.2%
Debt	\$21.3	\$22.4	5.2%	\$23.2	3.6%
Capital***	\$28.0	\$27.5	-1.8%	\$19.1	-30.5%
Total City Appropriations*	\$498.0	\$446.4	-10.4%	\$447.6	0.3%
Less Internal Service Funds	-\$58.1	-\$55.2	-5.0%	-\$57.0	3.3%
Less Transfers to Other Funds	-\$95.4	-\$38.7	-59.4%	-\$37.1	-4.1%
Net City Budget	\$344.5	\$352.5	2.3%	\$353.5	0.3%

* This includes the General Improvement District #1 and the Urban Renewal Authority which are appropriated in separate ordinances.

** 2010 is the Adopted budget and is not shown on the summary schedules.

*** Capital dollars reflect non-lapsing capital project budgets.

Economic Outlook

After significant economic decline the previous year, the local and national economy began a slow recovery in 2010. As a result, the national unemployment rate fell from a peak of 10.0 percent to 9.5 percent (July 2010).

Many experts agree that the fragile recovery of 2010 will continue gradually with sectors of the economy enduring a lasting reduction in output and employment.

As evidence of the gradual recovery, economists point to 1) a rise in the S&P/Case-Shiller Home Price index, a national index of home prices commonly used to estimate the condition of the housing market since June 2009, and 2) rising demand for durable goods as reflected in the manufacturer’s shipments, inventories, and orders data prepared by the U.S. Census Bureau. Closer to home, the University of Colorado LEEDs School of Business, Business Leaders Confidence Index has risen for five of the past six quarters (2009 Quarter 2 through 2010 Quarter 3), from a low at the beginning of 2009.

Collectively, these indicators suggest that better economic times are on the horizon. However, the recovery remains on a fragile foundation. Consumer confidence as reported by The Conference Board, a common measure of retail expenditure and consumer sentiment about the economy, has fluctuated trending down after several months of steady increase.

Therefore, the prudent local economic outlook for 2011 and 2012 is cautious optimism. The current Fort Collins-Loveland unemployment rate remains below the national average at 6.8 percent (through June 2010). The regional economy's strength in emerging industries, such as Clean Energy, Bioscience, and Water Innovation has positively impacted unemployment rates. Employment is forecasted to grow both nationally and regionally in these sectors. In addition, sales tax is rebounding across the state (1.6 percent through September 2010) and elsewhere along the Front Range (ranging from 2.3 to 7.6 percent).

The 2011-2012 Budget, therefore, employs conservative assumptions of growth that reflect a cautiously-optimistic outlook for the next two years. The budget assumes that conditions will not decline moving forward. Instead, the budget assumes only a marginal increase in economic activity during this two-year period. In addition, the budget conforms to national expectations that the recovery will be gradual. This outlook is reflected in the assumptions used to estimate revenues as detailed below.

2011–2012 Revenue Outlook

Economic conditions had an adverse impact on the 2009 and 2010 budgets. Revenues that have been most impacted are sales and use taxes and transportation-related revenues, such as the gas tax and vehicle registrations. Additionally, as the City greatly reduces its reliance on using reserves to fund current operations, this adds to the overall revenue pressures.

The 2011-2012 Budget includes a wide variety of funding sources, many with restrictions and dedications that make allocating resources a complex matter. This section provides an overview of some of the key funds and revenue sources which make up the overall budget.

General Fund

Given the uncertain economy, staff was conservative in forecasting General Fund revenue for 2011 and 2012. The total General Fund appropriations for 2011 are \$103.5 million and \$103.0 million in 2012. The 2011 budget is \$1.3 million higher than the 2010 original budget of \$102.2 million.

Sales and use tax revenue amounts to 57% of total General Fund revenue.

- **Sales Tax**
Sales tax revenue accounts for approximately 50% of the General Fund revenue collected annually. The budget assumes a July 2010 projected sales tax increase of 0.7% in 2011 with an increase in 2012 of 2.3%.
- **Use Tax**
Use tax accounts for approximately 7% of the General Fund revenue collected annually. The biennial 2011-2012 budget assumes increases in this revenue source, primarily due to several anticipated commercial developments.

- **Property Tax**
Property Tax revenues make up approximately 17% of the General Fund revenue. Larimer County has indicated that in 2011 property tax revenues will remain essentially the same as 2010.
- **Payments in Lieu of Taxes (PILOT)**
PILOTs are collected by all City-owned utilities except Stormwater. These payments account for 8% of the General Fund revenue collected annually. As a result of rate increases for the utilities and projected changes in customers use, this revenue stream is projected to increase by 1.9% in 2011 and 5.1% in 2012.
- **User Charges/Fees**
This category includes park fees, development fees, administrative charges, court costs, etc. This revenue source accounts for 7% of the General Fund revenue collected annually.

Utility Funds

The City's Enterprise Funds are those funds that provide services based on fees. These services include Electric, Water, Wastewater, and Stormwater. Following is a summary of revenue expectations for the City's Utility Funds:

- **Electric**
This budget includes an electric rate increase of 6.5% in 2011 due to increases in the cost of generating power from Platte River Power Authority and for programs to meet energy policy goals. A 6.23% increase is planned for 2012 due to increases from Platte River Power Authority and for capital improvements.
- **Wastewater**
This budget includes a wastewater rate increase of 9% in 2011 and 8% in 2012. These rate increases are needed to continue to pay for significant debt service related to the new Mulberry plant and for increases in utility operations.
- **Water**
There is a 3% increase included in the 2011 budget. This rate increase will help cover ongoing operational costs for the Water Utility. At this time, there is no rate increase projected for 2012.
- **Stormwater**
Stormwater rates will remain unchanged in both 2011 and 2012.

Budget Priorities and Highlights

The 2011-2012 Budget takes into account available resources and allocates revenues to the highest priorities. The objective is to fund the services and programs that are most likely to achieve the seven key results identified by Council:

- Culture, Parks and Recreation
- Economic Health
- Environmental Health
- High Performing Government
- Neighborhood Livability
- Safe Community
- Transportation

The total budget for all City funds for 2011 is \$446.4 million and for 2012 is \$447.6 million. Given the relatively slow economic turnaround, staff was conservative in forecasting the rate of growth for General Fund revenue for 2011 and 2012. Sales and use tax is projected to increase by 1.5% in 2011 and 2.9% in 2012, excluding the additional revenue to be generated by the .85% sales tax increase.

Several key themes guided the development of the 2011-2012 Budget including:

1. Focus on City Council and community priorities.

Through the citizen survey, online budget input, and Council feedback, the City identified transportation and economic health as key priorities. This budget continues to place a high priority on these programs and services. The budget also responds to direction from the voters. The revenue from the .85% sales tax increase is projected to generate \$18.7 million in 2011 and \$19.2 million in 2012. These resources are devoted to the following areas (dollar amounts for 2011):

- Street maintenance - \$6.17 million
- Other transportation needs - \$3.18 million
- Police services - \$3.18 million
- Fire services - \$2.06 million
- Parks & Recreation - \$2.06 million
- Other community priorities, including economic health, the environment and neighborhoods - \$2.06 million

2. Limited use of reserves.

To maintain a responsible level of reserves, the budget uses \$4.2 million in General Fund reserves in 2011 and \$700,000 in 2012. These reserves are mostly used for one-time projects, not ongoing expenses. Beginning with the 2012 budget, reserves that are used to support ongoing programs and services are severely cut back. The City has been using reserves appropriately over the past two budget cycles. However, this practice is unsustainable as the City must maintain minimum reserve budgets and revenue projections indicate our "income" will begin to cover more services that we were supporting in the difficult times with "savings."

3. Fund major infrastructure maintenance and replacement.

Over the past three budget cycles, as the City's revenue picture has changed dramatically, funding for maintenance of facilities, information technology replacement and heavy equipment replacement has been markedly deferred. This was a short-term strategy, but is unsustainable in the longer-term. This budget resumes funding for a portion of these programs.

4. Managing costs.

There are no merit-based salary increases for employees in the 2011 budget; any adjustments for 2012 will be driven by labor market conditions. Ongoing efforts were continued to minimize costs for travel, training, food, and communications budgets. The budget also includes one furlough day for City staff in 2011. This budget stresses cost control and managing overall City costs to address the dynamic economic environment.

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 City's capital improvement program for 2011 totals \$27.5 million and for 2012 \$19.1 million. The 2011-2012 Budget funds numerous large projects in Transportation and Utilities including improvements to North College Avenue, the replacement of the I-25/392 interchange, electric system distribution replacement, wastewater collection system replacement, and water production system replacement.

A complete list of proposed Capital Projects can be found in the Capital Budget section.

ORDINANCE NO. 111, 2010
OF THE COUNCIL OF THE CITY OF FORT COLLINS
BEING THE ANNUAL APPROPRIATION ORDINANCE
RELATING TO THE ANNUAL APPROPRIATIONS
FOR THE FISCAL YEAR 2011; ADOPTING THE BUDGET
FOR THE FISCAL YEARS BEGINNING JANUARY 1, 2011,
AND ENDING DECEMBER 31, 2012; AND FIXING THE MILL
LEVY FOR FISCAL YEAR 2011

WHEREAS, the City Manager has, prior to the first Monday in September, 2010, submitted to the City Council a proposed budget for the next ensuing budget term, along with an explanatory and complete financial plan for each fund of the City, pursuant to the provisions of Article V, Section 2, of the City Charter; and

WHEREAS, within ten days after the filing of said budget estimate, the City Council set September 21 and October 5, 2010, as the dates for the public hearings thereon and caused notice of such public hearings to be given by publication pursuant to Article V, Section 3, of the City Charter; and

WHEREAS, the public hearings were held on those dates and persons were given the opportunity to appear and object to any or all items and estimates in the proposed budget; and

WHEREAS, Article V, Section 4, of the City Charter requires that, before the last day of November of each fiscal year, the City Council adopt the budget for the ensuing term by ordinance and appropriate such sums of money as the Council deems necessary to defray all expenditures of the City during the ensuing fiscal year; and

WHEREAS, on November 2, 2010, the registered electors of the City approved a .85% increase in the City's base sales and use tax rate, commencing on January 1, 2011 and expiring in 2021; and

WHEREAS, in recognition of the increased revenues that will be generated by such voter-approved measure, the City Manager's 2011-2012 Recommended Budget, as amended, appropriates the additional revenue to be generated by the tax increase into a separate fund (the "ROF Funds") and describes the basic plan for expending such revenues in accordance with the ballot language for the measure; and

WHEREAS, following adoption of the budget, the City Council intends to further clarify the specific uses of the ROF Funds prior to the end of the current fiscal year, either by resolution or ordinance; and

WHEREAS, Article V, Section 5, of the City Charter provides that in addition to adopting the budget and appropriating the funds necessary to defray all expenditures of the City for the ensuing fiscal year, the annual appropriation ordinance shall also fix the tax levy upon each dollar of the assessed valuation of all taxable property within the City, such levy representing the amount

of taxes for City purposes necessary to provide for payment during the ensuing fiscal year for all properly authorized expenditures to be incurred by the City; and

WHEREAS, Article XII, Section 6, of the City Charter permits the City Council to fix, establish, maintain, and provide for the collection of such rates, fees, or charges for water and electricity, and for other utility services furnished by the City as will produce revenues sufficient to pay into the General Fund in lieu of taxes on account of the City-owned utilities such amount as may be established by City Council.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. Budget

a. That the City Council has reviewed the City Manager's 2011-2012 Recommended Budget, a copy of which is on file with the office of the City Clerk, and has approved certain amendments thereto.

b. That the City Manager's 2011-2012 Recommended Budget, as amended by the Council, is hereby adopted, in accordance with the provisions of Article V, Section 4, of the City Charter and incorporated herein by reference; provided, however, that:

- (1) the comparative figures in the adopted budget may be subsequently revised as deemed necessary by the City Manager to reflect actual revenues and expenditures for the fiscal year 2010; and
- (2) the identification of certain items as being "unfunded" in the adopted budget should not be construed as precluding the City Council or the City Manager from subsequently funding such offers through supplemental appropriations or transfers of funds as authorized by Sections 9 and 10 of Article V of the City Charter.

c. That the adopted budget, as amended, shall be maintained in the office of the City Clerk and identified as "The Budget for the City of Fort Collins for the Fiscal Years Ending December 31, 2011, and December 31, 2012, as Adopted by the City Council on November 16, 2010."

Section 2. Appropriations. That there is hereby appropriated out of the revenues of the City of Fort Collins, for the fiscal year beginning January 1, 2011, and ending December 31, 2011, the sum of FOUR HUNDRED FORTY TWO MILLION SEVEN HUNDRED SEVENTY THREE THOUSAND ONE HUNDRED TWENTY FIVE DOLLARS (\$442,773,125) to be raised by taxation and otherwise, which sum is deemed by the City Council to be necessary to defray all

expenditures of the City during said budget year, to be divided and appropriated for the following purposes, to wit:

GENERAL FUND \$ 102,499,751

ENTERPRISE FUNDS

Golf		\$2,879,387
Light & Power		
Operating Total	104,907,193	
Capital:		
Electric Substations	315,000	
Southwest Annexation Electric System	1,755,000	
Capital Total	<u>2,070,000</u>	
Total Light & Power	106,977,193	
Storm Drainage		
Operating Total	10,746,019	
Capital:		
Asset Management	83,333	
Canal Importation Basin	2,840,000	
Drainage & Detention System	370,000	
Stormwater Developer Repays	95,000	
Stormwater Master Planning	95,000	
Capital Total	<u>3,483,333</u>	
Total Storm Drainage	14,229,352	
Wastewater		
Operating Total	18,073,294	
Capital:		
Asset Management	83,334	
Collection System Replacement	1,230,000	
Collection System Study	170,000	
DWRP Improvements	100,000	
Engineering Collection System Replacements	700,000	
Flow Monitoring Stations	100,000	
North College Sewer	900,000	
Sludge Disposal Program	100,000	
Water Reclamation Replacement	975,000	
Capital Total	<u>4,358,334</u>	
Total Wastewater	22,431,628	

Water		
Operating Total	25,767,591	
Capital:		
Asset Management	83,333	
Cathodic Protection	170,000	
Distribution System Replacement	975,000	
Engineering Distribution System Replacements	1,910,000	
Halligan Reservoir Enlargement	190,000	
Water Production Replacement Program	1,175,000	
Water Supply Development	100,000	
Capital Total	<u>4,603,333</u>	
Total Water		<u>30,370,924</u>
 TOTAL ENTERPRISE FUNDS		 <u>\$176,888,484</u>
 <u>INTERNAL SERVICE FUNDS</u>		
Benefits		\$21,702,110
Data & Communications		7,410,443
Equipment		9,457,218
Self Insurance		3,247,228
Utility Customer Service & Administration		<u>15,462,965</u>
 TOTAL INTERNAL SERVICE FUNDS		 <u>\$ 57,279,964</u>
 <u>SPECIAL REVENUE FUNDS</u>		
Capital Improvement Expansion Fund		\$ 619,354
Capital Leasing Corporation Fund		5,290,795
Cemeteries		587,558
Cultural Services		3,223,584
Debt Service		359,820
General Employees' Retirement		3,043,926
Natural Areas Fund		8,447,731
Perpetual Care		45,395
Recreation		6,665,590
Resourcing Our Future Fund		18,700,000
Sales and Use Tax		11,098,000
Street Oversizing		2,978,079
Timberline/Prospect SID		106,885
Transit Services		9,989,823
Transportation Services		<u>24,422,387</u>
 TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS		 <u>\$ 95,578,927</u>

CAPITAL IMPROVEMENT FUNDS

General City Capital

City Bridge Program	\$ 300,000
I-25 & SH 392 Interchange and Improvements	2,640,000
Police Facility	750,000
Railroad Crossing Replacement	<u>100,000</u>

TOTAL GENERAL CITY CAPITAL \$ 3,790,000

1/4 Cent - Building on Basics

Administrative Charge	\$ 34,914
Bicycle Program Plan Implementation	125,000
Museum/Discovery Science Center	115,113
North College Avenue Improvements	4,275,671
Pedestrian Plan and ADA Improvements	<u>300,000</u>

TOTAL 1/4 CENT - BUILDING ON BASICS \$ 4,850,698

Conservation Trust Fund

Administration	\$ 198,918
Trail Acquisition / Development	350,000
Open Space Acquisition	10,000
Fossil Creek Trail	50,000
Transfer to General Fund-Parks Maintenance	<u>923,704</u>

TOTAL CONSERVATION TRUST FUND \$1,532,622

Neighborhood Parkland Fund

Administration	\$ 187,679
Equipment Replacement	15,000
New Park Site Acquisition	<u>150,000</u>

TOTAL NEIGHBORHOOD PARKLAND FUND \$ 352,679

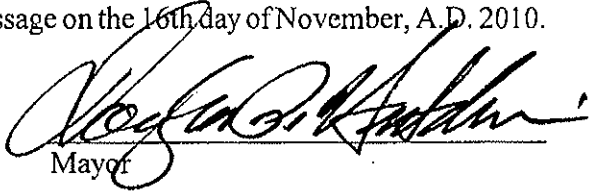
TOTAL CITY FUNDS \$ 442,773,125

Section 3. Mill Levy

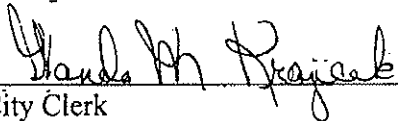
a. That the 2011 mill levy rate for the taxation upon each dollar of the assessed valuation of all the taxable property within the City of Fort Collins as of December 31, 2010, shall be 9.797 mills, which levy represents the amount of taxes for City purposes necessary to provide for payment during the aforementioned budget year of all properly authorized expenditures to be incurred by the City.

b. That the City Clerk shall certify this levy of 9.797 mills to the County Assessor and the Board of Commissioners of Larimer County, Colorado, in accordance with the applicable provisions of law, as required by Article V, Section 5, of the Charter of the City of Fort Collins.

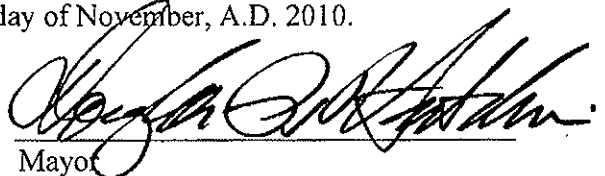
Introduced, considered favorably on first reading, and ordered published this 2nd day of November, A.D. 2010, and to be presented for final passage on the 16th day of November, A.D. 2010.


Mayor


ATTEST:


City Clerk

Passed and adopted on final reading on the 16th day of November, A.D. 2010.


Mayor

ATTEST:


Chief Deputy City Clerk

ORDINANCE NO. 134, 2010
OF THE COUNCIL OF THE CITY OF FORT COLLINS
AMENDING ORDINANCE NO. 111, 2010, BEING THE ANNUAL APPROPRIATION
ORDINANCE RELATING TO THE ANNUAL APPROPRIATIONS FOR THE FISCAL YEAR
2011; ADOPTING THE BUDGET FOR THE FISCAL YEARS BEGINNING JANUARY 1,
2011, AND ENDING DECEMBER 31, 2012; AND FIXING THE MILL LEVY FOR THE
FISCAL YEAR 2011

WHEREAS, on November 2, 2010, the registered electors of the City approved a .85% increase in the City's base sales and use tax rate, commencing on January 1, 2011, and expiring in 2021 (the "Tax Measure"); and

WHEREAS, on November 16, 2010, acting pursuant to Article V, Section 4 of the City Charter, the City Council adopted on second reading Ordinance No. 111, 2010, (the "Annual Appropriation Ordinance"), which ordinance adopted the City budget for the fiscal years beginning January 1, 2011 and ending December 31, 2012; appropriated the funds needed to defray all expenditures of the City during 2011; and fixed the mill levy upon each dollar of the assessed valuation of all taxable property within the City; and

WHEREAS, because of the passage of the Tax Measure, and in recognition of the additional revenues that will be generated by such measure, the Annual Appropriation Ordinance included a recital stating that, after adoption of the Annual Appropriation Ordinance, the City Council intended to further clarify the specific uses of those new tax revenues, either by resolution or ordinance; and

WHEREAS, on December 11, 2010, the City Council held a special work session to discuss the most appropriate use of those additional revenues and gave direction to the City Manager as to which previously unfunded offers that were considered by the City Manager and the City Council during the Budgeting for Outcomes ("BFO") budgeting process should be funded as a result of the passage of the Tax Measure; and

WHEREAS, pursuant to that direction, the City Manager has proposed certain revisions to the 2011-2012 budget that was adopted by the City Council in Section 1 of the Annual Appropriation Ordinance, together with corresponding adjustments to the appropriations approved by the City Council in Section 2 of the Annual Appropriation Ordinance; and

WHEREAS, Article V, Section 7 of the City Charter states that, after the commencement of the upcoming fiscal year, the annual appropriation ordinance and levy shall be irrevocable and the several amounts stated in the adopted budget and annual appropriation ordinance as proposed expenditures for such fiscal year shall be deemed appropriated for the purposes therein specified; and

WHEREAS, prior to commencement of the upcoming fiscal year, the City Council wishes to amend the Annual Appropriation Ordinance so that the 2011-2012 Budget, as adopted, includes the additional BFO offers that can now be funded as a result of the passage of the Tax Measure and so that the appropriations approved as part of said ordinance are amended to the extent necessary to fully fund those offers.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the budget adopted in Section 1(c) of the Annual Appropriations Ordinance and known as "The Budget for the City of Fort Collins for the Fiscal Years Ending December 31, 2011, and December 31, 2012, as Adopted by the City Council on November 16, 2010" shall be revised to reflect the amendments to said budget that have been approved by the City Council as a result of its discussion at the December 11 work session and the public hearing held in connection with the City Council's consideration of this Ordinance, and said budget shall be replaced with, and superseded by, a new budget to be known as "The Budget for the City of Fort Collins for the Fiscal Years Ending December 31, 2011, and December 31, 2012, As Adopted by the City Council on November 16, 2010, and amended by the City Council on December 21, 2010" (the "Amended Budget"), which Amended Budget shall be maintained in the office of the City Clerk.

Section 2. That Section 2 of the Annual Appropriation Ordinance is hereby amended so as to read in its entirety as follows:

<u>2011 Proposed Appropriations</u>			
	<u>Existing as of 11/16/2010</u>	<u>Amount of Adjustments</u>	<u>As Amended</u>
GENERAL FUND	\$102,499,751	\$983,125	\$103,482,876
<u>ENTERPRISE FUNDS</u>			
Golf	\$ 2,879,387	\$	\$ 2,879,387
Light & Power Operating	104,907,193		104,907,193
Capital:			
Electric Substations	315,000		315,000
Southwest Annexation Electric System	<u>1,755,000</u>		<u>1,755,000</u>
Capital Total	<u>2,070,000</u>		<u>2,070,000</u>
Total Light & Power	<u>106,977,193</u>		<u>106,977,193</u>
Storm Drainage Operating	10,746,019		10,746,019
Capital:			
Asset Management	83,333		83,333
Canal Importation Basin	2,840,000		2,840,000
Drainage & Detention System	370,000		370,000
Stormwater Developer Repays	95,000		95,000
Stormwater Master Planning	<u>95,000</u>		<u>95,000</u>
Capital Total	<u>3,483,333</u>		<u>3,483,333</u>
Total Storm Drainage	<u>14,229,352</u>		<u>14,229,352</u>

Wastewater Operating	18,073,294		18,073,294
Capital:			
Asset Management	83,334		83,334
Collection System Replacement	1,230,000		1,230,000
Collection System Study	170,000		170,000
DWRP Improvements	100,000		100,000
Engineering Collection System Replacements	700,000		700,000
Flow Monitoring Stations	100,000		100,000
North College Sewer	900,000		900,000
Sludge Disposal Program	100,000		100,000
Water Reclamation Replacement Program	975,000		975,000
Capital Total	4,358,334		4,358,334
Total Wastewater	<u>22,431,628</u>		<u>22,431,628</u>
Water Operating	25,767,591		25,767,591
Capital:			
Asset Management	83,333		83,333
Cathodic Protection	170,000		170,000
Distribution System Replacement	975,000		975,000
Engineering Distribution System Replacement	1,910,000		1,910,000
Halligan Reservoir Expansion	190,000		190,000
Water Production Replacement Program	1,175,000		1,175,000
Water Supply Development	100,000		100,000
Capital Total	4,603,333		4,603,333
Total Water	<u>30,370,924</u>		<u>30,370,924</u>
TOTAL ENTERPRISE FUNDS	<u>\$176,888,484</u>		<u>\$176,888,484</u>
<u>INTERNAL SERVICE FUNDS</u>			
Benefits	\$21,702,110		\$21,702,110
Data & Communications	7,410,443		7,410,443
Equipment	9,457,218		9,457,218
Self Insurance	3,247,228		3,247,228
Utility Customer Service & Administration	15,462,965		15,462,965
TOTAL INTERNAL SERVICE FUNDS	<u>\$57,279,964</u>		<u>\$57,279,964</u>
<u>SPECIAL REVENUE & DEBT SERVICE FUNDS</u>			
Capital Improvement Expansion	\$ 619,354		\$ 619,354
Capital Leasing Corporation	5,290,795		5,290,795
Cemeteries	587,558		587,558
Cultural Services	3,223,584	\$245,000	3,468,584
Debt Service	359,820		359,820
General Employees' Retirement	3,043,926		3,043,926
Natural Areas Fund	8,447,731		8,447,731

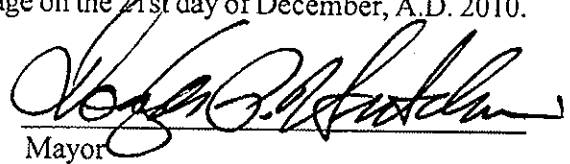
Perpetual Care	45,395		45,395
Recreation	6,665,590	\$(325,215)	6,340,375
Resourcing Our Future	18,700,000		18,700,000
Sales & Use Tax	11,098,000		11,098,000
Street Oversizing	2,978,079		2,978,079
Timberline/Prospect SID	106,885		106,885
Transit Services	9,989,823		9,989,823
Transportation Services	<u>24,422,387</u>		<u>24,422,387</u>
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS	<u>\$ 95,578,927</u>	<u>\$(80,215)</u>	<u>\$95,498,712</u>
CAPITAL IMPROVEMENT FUNDS			
<u>General City Capital</u>			
City Bridge Program	\$300,000		\$300,000
I-25 & SH 392 Interchange and Improvements	2,640,000		2,640,000
Police Facility	750,000		750,000
Railroad Crossing Replacement	<u>100,000</u>		<u>100,000</u>
Total General City Capital	<u>\$3,790,000</u>	<u>0</u>	<u>\$3,790,000</u>
<u>1/4 Cent Building on Basics</u>			
Administration	\$34,914		\$34,914
Bicycle Program Plan Implementation	125,000		125,000
Museum/Discovery Science Center	115,113		115,113
North College Ave. Improvements	4,275,671		4,275,671
Pedestrian Plan and ADA Improvements	<u>300,000</u>		<u>300,000</u>
Total 1/4 Cent Building on Basics	<u>\$ 4,850,698</u>	<u>\$</u>	<u>\$4,850,698</u>
<u>Conservation Trust Fund</u>			
Administration	\$ 198,918	\$63,208	\$ 262,126
Trail Acquisition/Development	350,000		350,000
Open Space Acquisition	10,000		10,000
Fossil Creek Trail	50,000		50,000
Tri-City Trails	0	30,000	30,000
Transfer to General Fund-Parks Maintenance	<u>923,704</u>	<u>(161,558)</u>	<u>762,146</u>
Total Conservation Trust Fund	<u>\$1,532,622</u>	<u>\$(68,350)</u>	<u>\$1,464,272</u>

Neighborhood Parkland Fund

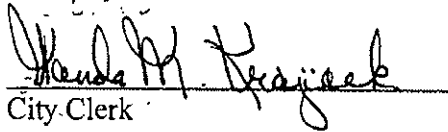
Administration	\$ 187,679	207,998	\$ 395,677
Equipment Replacement	15,000		15,000
New Park Site Development	0	150,000	150,000
Richards Lake Park	0	300,000	300,000
Soft Gold Neighborhood Park	0	100,000	100,000
Staley Neighborhood Park	0	500,000	500,000
Trailhead Park	0	200,000	200,000
Waters Way Park	0	100,000	100,000
New Park Site Acquisition	<u>150,000</u>		<u>150,000</u>
Total Neighborhood Parkland Fund	<u>\$ 352,679</u>	<u>\$1,557,998</u>	<u>\$ 1,910,677</u>
TOTAL CITY FUNDS	\$442,773,125	<u>\$2,392,558</u>	\$445,165,683

Section 3. That all other provisions of the Annual Appropriation Ordinance not amended by this Ordinance shall remain in full force and effect.

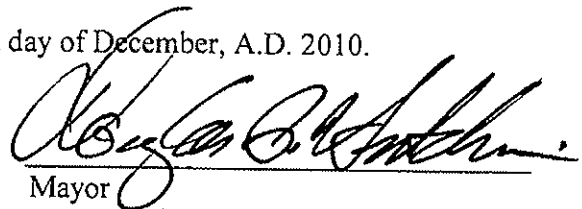
Introduced, considered favorably on first reading, and ordered published this 14th day of December, A.D. 2010, and to be presented for final passage on the 21st day of December, A.D. 2010.


Mayor

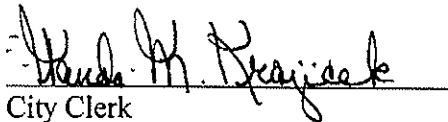
ATTEST:


City Clerk

Passed and adopted on final reading on the 21st day of December, A.D. 2010.


Mayor

ATTEST:


City Clerk

ORDINANCE NO. 058
OF THE COUNCIL OF THE CITY OF FORT COLLINS, COLORADO
EX-OFFICIO THE BOARD OF DIRECTORS OF GENERAL IMPROVEMENT
DISTRICT NO. 1, DETERMINING AND FIXING THE MILL LEVY FOR THE GENERAL
IMPROVEMENT DISTRICT NO. 1 FOR THE FISCAL YEAR 2011;
DIRECTING THE SECRETARY OF THE DISTRICT TO CERTIFY SUCH LEVY
TO THE BOARD OF COMMISSIONERS OF LARIMER COUNTY;
AND MAKING THE FISCAL YEAR 2011 ANNUAL APPROPRIATION

WHEREAS, City of Fort Collins General Improvement District No. 1 (the "GID") in Fort Collins, Colorado, has been duly organized in accordance with the ordinances of the City and the statutes of the State of Colorado; and

WHEREAS, the GID staff has considered the amount of money to be raised by a levy on the taxable property in the GID and recommends that a levy of 4.924 mills upon each dollar of the assessed valuation of all taxable property within the limits of the GID is required during 2011 to pay the cost of operating the GID; and

WHEREAS, the GID staff estimates a levy of 4.924 mill will result in \$246,600 of revenue; and

WHEREAS, the amount of this proposed mill levy is not an increase over prior years so that prior voter approval of the levy is not required under Article X, Section 20 of the State Constitution; and

WHEREAS, Section 39-5-128(1), C.R.S., requires certification of any tax levy to the Board of County Commissioners no later than December 15; and

WHEREAS, additional revenue is collected by the GID from such sources as the automobile ownership tax, ad valorem taxes, and interest earnings and that revenue for 2011 is anticipated to be \$51,275; and

WHEREAS, as of the most recent audited fiscal year, 2009, prior year reserves of the GID total \$1,153,729; and

WHEREAS, the GID staff recommends the use of \$200,048 of those reserves for operating and capital improvements within the GID; and

WHEREAS, it is the desire of the City Council, acting as the ex-officio Board of Directors of the GID, to appropriate the necessary funds for operating costs and capital improvements of the GID for the fiscal year beginning January 1, 2011, and ending December 31, 2011.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS, Ex-Officio the Board of Directors of City of Fort Collins General Improvement District No. 1, as follows:

Section 1. That, for the purpose of providing the necessary funds to meet the expenses to be incurred in the GID in 2011, 4.924 mills is hereby levied upon each dollar of the assessed valuation of all taxable property within the GID.

Section 2. That the Secretary of the GID is hereby authorized and directed to certify such levy to the Board of County Commissioners of Larimer County as provided by law.

Section 3. That the City Council, acting ex-officio as the Board of Directors of City of Fort Collins General Improvement District No. 1, hereby appropriates out of the revenues of General Improvement District No. 1 for the fiscal year beginning January 1, 2011 and ending December 31, 2011 the sum of FOUR HUNDRED NINETY SEVEN THOUSAND NINE HUNDRED TWENTY THREE DOLLARS (\$497,923) to be raised by taxation, additional revenue, and prior year reserves to be expended for the authorized purposes of the GID.

Introduced, considered favorably on first reading, and ordered published this 2nd day of November, A.D. 2010, and to be presented for final passage on the 16th day of November, A.D. 2010.

ATTEST:

Wanda M. Keajice
City Clerk, Ex Officio Secretary



Boyer A. Hartman
Mayor, Ex Officio President

Passed and adopted on final reading on the 16th day of November, A.D. 2010.

ATTEST:

Rita Knoll Harris
Chief Deputy City Clerk, Ex Officio Secretary



Boyer A. Hartman
Mayor, Ex Officio President

RESOLUTION NO. 030
OF THE BOARD OF COMMISSIONERS OF THE
FORT COLLINS URBAN RENEWAL AUTHORITY
ADOPTING A BUDGET FOR THE FORT COLLINS
URBAN RENEWAL AUTHORITY

WHEREAS, the Fort Collins Urban Renewal Authority (the "URA") was created on January 5, 1982 by City Council's adoption of Resolution 1982-010, which resolution designated the City Council as the Board of Commissioners of the Authority; and

WHEREAS, the URA operates to eliminate blight and prevent the spread of blight within the urban renewal area in accordance with the Urban Renewal Law of Colorado, Section 31-25-101; and

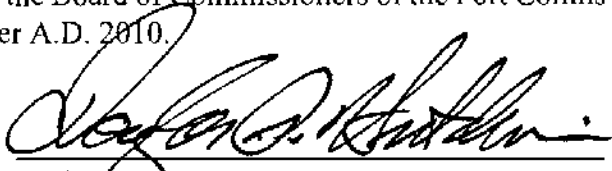
WHEREAS, the URA has considered a proposed budget for fiscal year 2011 and wishes to adopt it.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY as follows:

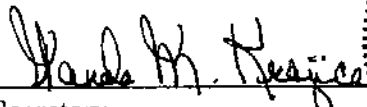
Section 1. That the budget shown on Exhibit "A," attached hereto and incorporated herein by this reference, is approved and the amounts stated therein are appropriated for fiscal year 2011.

Section 2. That the City of Fort Collins' Financial Officer is hereby directed to file a certified copy of the attached budget with the office of the Division of Local Government, Department of Local Affairs, State of Colorado.

Passed and adopted at a regular meeting of the Board of Commissioners of the Fort Collins Urban Renewal Authority this 7th day of December A.D. 2010.


Chairperson

ATTEST:


Secretary



**URBAN RENEWAL AUTHORITY
2011 BUDGET**

Estimated Revenue for the URA Operating Fund:

Interest on Investments	<u>\$75,000</u>
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Estimated Revenue for the URA Debt Service Fund:

Interest on Investments	\$5,000
Tax Increment Collections	<u>517,170</u>
Total estimated revenue for the URA Debt Service Fund	<u>\$522,170</u>

Appropriations for the URA Operating Fund:

Administration for the Urban Renewal Authority	<u>\$194,608</u>
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Appropriations for the URA Debt Service Fund:

Annual Debt Service for :

Loan from the City of Fort Collins' Stormwater Utility (issued 2006)	\$31,664
Loan for North College Marketplace Project from the City of Fort Collins' General Fund (issued 2009)	250,000
Loan for Rocky Mountain Innovation (RMI2) from the City of Fort Collins' General Fund (issued 2009)	125,000
Loan for Northeast College Corridor Outfall (NECCO) Project from the City of Fort Collins' Stormwater Utility (issued 2010)	8,162
Loan for Jax Inc. Building Expansion Project from the City of Fort Collins' General Fund (issued 2010)	37,185

Total Debt Service Fund Appropriations	<u>\$452,011</u>
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Total 2011 Urban Renewal Authority Budget	<u><u>\$646,619</u></u>
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2012 PROPOSED APPROPRIATIONS

		2012
GENERAL FUND		<u>\$103,002,311</u>
ENTERPRISE FUNDS		
Golf		\$3,000,567
Light & Power		
Operating	109,881,317	
Capital:		
Electric Substations	<u>725,000</u>	
Light & Power Capital Total	<u>725,000</u>	
Total Light & Power		110,606,317
Stormwater		
Operating	10,709,394	
Capital:		
Asset Management	88,333	
Boxelder Stormwater Authority	370,000	
Drainage & Detention System	370,000	
Stormwater Developer Repays	95,000	
Stormwater Master Planning	<u>95,000</u>	
Stormwater Capital Total	<u>1,018,333</u>	
Total Stormwater		11,727,727
Water		
Operating	26,202,294	
Capital:		
Asset Management	88,333	
Cathodic Protection	115,000	
Distribution System Replacement	1,015,000	
Engineering Distribution System Replacement	1,425,000	
Halligan Reservoir Enlargement	190,000	
Water Meter Replacement and Rehabilitation	920,000	
Water Production Replacement Program	1,340,000	
Water Supply Development	<u>100,000</u>	
Water Capital Total	<u>5,193,333</u>	
Total Water		31,395,627
Wastewater		
Operating	18,277,139	
Capital:		
Asset Management	88,334	
Collection System Replacement	1,270,000	
Collection System Study	50,000	
Flow Monitoring Stations	75,000	
Sludge Disposal Program	200,000	
Water Reclamation Replacement Program	<u>1,275,000</u>	
Wastewater Capital Total	<u>2,958,334</u>	
Total Wastewater		<u>21,235,473</u>
TOTAL ENTERPRISE FUNDS		<u>\$177,965,711</u>

2012 PROPOSED APPROPRIATIONS

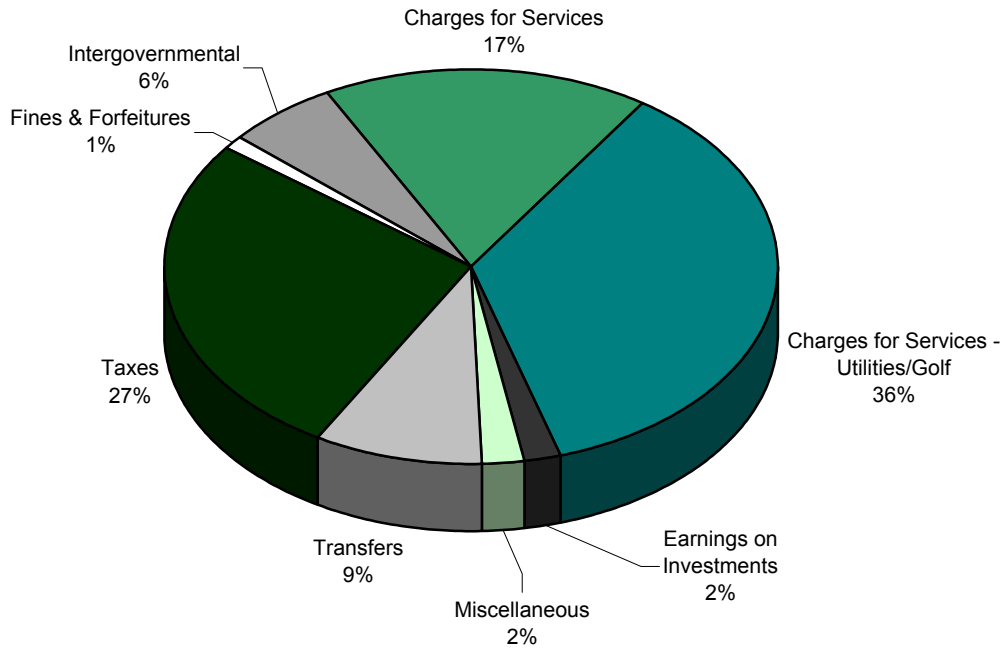
	2012
INTERNAL SERVICE FUNDS	
Benefits	\$22,949,435
Data & Communications	7,346,213
Equipment	9,927,360
Self Insurance	3,259,300
Utility Customer Service & Administration	15,232,183
TOTAL INTERNAL SERVICE FUNDS	\$58,714,491
SPECIAL REVENUE FUNDS	
Capital Improvement Expansion Fund	\$634,353
Capital Leasing Corporation Fund	5,299,731
Cemeteries	535,939
Cultural Services	4,570,259
Debt Service	355,300
General Employees' Retirement	3,076,450
Natural Areas Fund	8,682,942
Perpetual Care	45,407
Recreation	6,416,093
Keeping Fort Collins Great	
Operating	17,738,693
Capital:	
City Bridge Program	564,931
S. Shields St. Bridge Over Larimer Canal No. 2	670,000
Trail Acquisition/Development	158,000
Keeping Fort Collins Great Capital Total	1,392,931
Total Resourcing Our Future	19,131,624
Sales and Use Tax	11,428,000
Street Oversizing	3,046,663
Timberline/Prospect SID	102,926
Transit Services	11,019,384
Transportation Services	22,711,173
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS	\$97,056,244
CAPITAL IMPROVEMENT FUNDS	
General City Capital	
City Bridge Program	\$300,000
Police Facility	750,000
Railroad Crossing Replacement	100,000
Total General City Capital	\$1,150,000
Building on Basics	
Administrative Charge	\$35,961
Bicycle Program Plan Implementation	125,000
Intersection Improvements	3,500,000
Senior Center Expansion	430,239
Total Building on Basics	\$4,091,200
Conservation Trust Fund	
Administration	\$267,905

2012 PROPOSED APPROPRIATIONS

	2012
Fossil Creek Trail	50,000
Open Space Acquisition	10,000
Trail Acquisition/Development	350,000
Transfer to General Fund-Parks Maintenance	1,276,717
Tri-City Trails	<u>30,000</u>
 Total Conservation Trust Fund	 <u>\$1,984,622</u>
 Neighborhood Parkland Fund	
Administration	\$406,087
Equipment Replacement	15,000
New Park Site Development	150,000
New Park Site Acquisition	400,000
Richards Lake	200,000
Staley Neighborhood Park	400,000
Trailhead Park	<u>300,000</u>
 Total Neighborhood Parkland Fund	 <u>\$1,871,087</u>
 TOTAL CITY PROPOSED APPROPRIATIONS	 <u>\$445,835,666</u>
 These funds are adopted on separate ordinances:	
URA Operations & Maintenance	\$198,583
URA Debt Service	1,305,000
General Improvement District #1	<u>303,179</u>
 Total Other Funds	 <u>\$1,806,762</u>
 GRAND TOTAL	 <u>\$447,642,428</u>

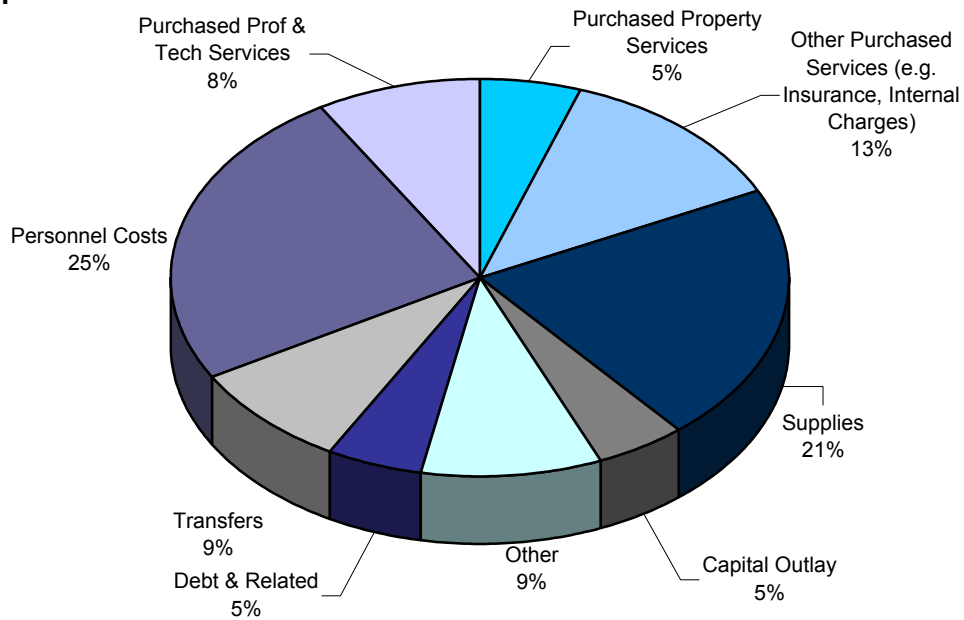
Where the Money Comes From - \$424.0 million

2011



Where the Money Goes - \$446.4 million

2011



(deficit balanced by using fund balance)

SUMMARY OF CHANGE IN FUND BALANCE - 2011

FUND	Beginning Fund Balance 12/31/10	Revenue	Expenditures	Net of Revenue and Expenditures	Net Adjustments to GAAP	Ending Fund Balance 12/31/11	Percent Change
General Fund	39,856,393	99,417,840	103,482,876	(4,065,036)	-	35,791,357	-10.2%
Capital Expansion Fund	14,475,093	1,466,113	619,354	846,759	-	15,321,852	5.8%
Sales & Use Tax Fund	6,819,943	11,098,000	11,098,000	0	-	6,819,943	0.0%
Keep Fort Collins Great	0	18,700,000	18,700,000	0	-	0	100.0%
Neighborhood Parkland Fund	7,880,964	567,357	1,910,677	(1,343,320)	-	6,537,644	-17.0%
Conservation Trust Fund	1,797,857	1,440,622	1,464,272	(23,650)	-	1,774,207	-1.3%
Natural Areas Fund	350,149	8,671,486	8,447,731	223,755	-	573,904	63.9%
Cultural Services Fund	1,489,991	3,369,784	3,468,584	(98,800)	-	1,391,191	-6.6%
Recreation Fund	1,831,616	5,871,375	6,340,375	(469,000)	-	1,362,616	-25.6%
Cemeteries Fund	388,009	513,292	587,558	(74,266)	-	313,743	-19.1%
Perpetual Care Fund	1,553,580	90,000	45,395	44,605	-	1,598,185	2.9%
Transit Services Fund	2,175,828	9,864,823	9,989,823	(125,000)	-	2,050,828	-5.7%
Street Oversizing Fund	1,956,599	2,439,914	2,978,079	(538,165)	-	1,418,434	-27.5%
Transportation Fund	8,474,157	22,202,921	24,422,387	(2,219,466)	-	6,254,691	-26.2%
Timberline/Prospect SID #94	26,304	107,351	106,885	466	-	26,770	1.8%
Debt Service Fund - General	0	359,820	359,820	0	-	0	0.0%
Capital Leasing Corp Fund	0	5,290,795	5,290,795	0	-	0	0.0%
Capital Projects Fund	9,867,663	8,640,698	8,640,698	0	-	9,867,663	0.0%
Golf Fund *	4,710,548	2,887,000	2,879,387	7,613	102,399	4,820,560	2.3%
Light & Power Fund *	173,676,504	100,465,770	106,977,193	(6,511,423)	13,042,837	180,207,918	3.8%
Water Fund *	243,008,289	27,874,697	30,370,924	(2,496,227)	4,645,127	245,157,189	0.9%
Wastewater Fund *	129,170,808	20,342,795	22,431,628	(2,088,833)	5,917,376	132,999,351	3.0%
Stormwater Fund *	82,789,356	14,254,917	14,229,352	25,565	4,521,607	87,336,528	5.5%
Equipment Fund *	5,345,645	9,350,608	9,457,218	(106,610)	(149,643)	5,089,392	-4.8%
Self Insurance Fund	1,477,944	3,060,212	3,247,228	(187,016)	-	1,290,928	-12.7%
Data & Communications Fund *	1,846,204	6,899,113	7,410,443	(511,330)	-	1,334,874	-27.7%
Benefits Fund	9,037,599	20,723,237	21,702,110	(978,873)	-	8,058,726	-10.8%
Utility CS&A Fund *	3,269,627	15,426,170	15,462,965	(36,795)	-	3,232,832	-1.1%
Employees' Retirement Fund	36,331,840	1,732,000	3,043,926	(1,311,926)	-	35,019,914	-3.6%
General Improvement District 1	734,827	297,875	497,923	(200,048)	-	534,779	-27.2%
URA Combined Fund	-7,258,896	597,170	716,778	(119,608)	-	(7,378,504)	1.6%
TOTAL	783,084,441	424,023,755	446,380,384	(22,356,629)	28,079,703	788,807,515	0.7%

Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk include non-liquid capital assets in the amount of \$540,661,148. The total City fund balance excluding non-liquid assets is \$248,146,367. (\$788,807,515 less \$540,661,148)

SUMMARY OF CHANGE IN FUND BALANCE - 2012

FUND	Beginning Fund Balance 12/31/11	Revenue	Expenditures	Net of Revenue and Expenditures	Net Adjustments to GAAP	Ending Fund Balance 12/31/12	Percent Change
General Fund	35,791,357	102,622,593	103,002,311	(379,718)	-	35,411,639	-1.1%
Capital Expansion Fund	15,321,852	1,991,237	634,353	1,356,884	-	16,678,736	8.9%
Sales & Use Tax Fund	6,819,943	11,428,000	11,428,000	0	-	6,819,943	0.0%
Keep Fort Collins Great	0	19,242,300	19,131,624	110,676	-	110,676	100.0%
Neighborhood Parkland Fund	6,537,644	685,952	1,871,087	(1,185,135)	-	5,352,509	-18.1%
Conservation Trust Fund	1,774,207	1,745,136	1,984,622	(239,486)	-	1,534,721	-13.5%
Natural Areas Fund	573,904	8,904,591	8,682,942	221,649	-	795,553	38.6%
Cultural Services Fund	1,391,191	4,420,259	4,570,259	(150,000)	-	1,241,191	-10.8%
Recreation Fund	1,362,616	6,216,093	6,416,093	(200,000)	-	1,162,616	-14.7%
Cemeteries Fund	313,743	535,939	535,939	0	-	313,743	0.0%
Perpetual Care Fund	1,598,185	90,000	45,407	44,593	-	1,642,778	2.8%
Transit Services Fund	2,050,828	10,644,384	11,019,384	(375,000)	-	1,675,828	-18.3%
Street Oversizing Fund	1,418,434	2,447,303	3,046,663	(599,360)	-	819,074	-42.3%
Transportation Fund	6,254,691	22,772,269	22,711,173	61,096	-	6,315,787	1.0%
Timberline/Prospect SID #94	26,770	103,444	102,926	518	-	27,288	1.9%
Debt Service Fund - General	0	355,300	355,300	0	-	0	0.0%
Capital Leasing Corp Fund	0	5,299,731	5,299,731	0	-	0	0.0%
Capital Projects Fund	9,867,663	5,541,200	5,241,200	300,000	-	10,167,663	3.0%
Golf Fund *	4,820,560	3,008,000	3,000,567	7,433	201,021	5,029,014	4.3%
Light & Power Fund *	180,207,918	106,311,531	110,606,317	(4,294,786)	7,405,194	183,318,326	1.7%
Water Fund *	245,157,189	27,886,481	31,395,627	(3,509,146)	5,363,999	247,012,042	0.8%
Wastewater Fund *	132,999,351	21,364,974	21,235,473	129,501	3,381,784	136,510,636	2.6%
Stormwater Fund *	87,336,528	14,361,972	11,727,727	2,634,245	2,195,892	92,166,665	5.5%
Equipment Fund *	5,089,392	9,948,993	9,927,360	21,633	(114,779)	4,996,246	-1.8%
Self Insurance Fund	1,290,928	3,281,774	3,259,300	22,474	-	1,313,402	1.7%
Data & Communications Fund *	1,334,874	7,327,883	7,346,213	(18,330)	-	1,316,544	-1.4%
Benefits Fund	8,058,726	21,966,819	22,949,435	(982,616)	-	7,076,110	-12.2%
Utility CS&A Fund *	3,232,832	15,095,568	15,232,183	(136,615)	-	3,096,217	-4.2%
Employees' Retirement Fund	35,019,914	1,768,000	3,076,450	(1,308,450)	-	33,711,464	-3.7%
General Improvement District 1	534,779	303,179	303,179	0	-	534,779	0.0%
URA Combined Fund	-7,378,504	1,360,000	1,503,583	(143,583)	-	(7,522,087)	1.9%
TOTAL	788,807,515	439,030,905	447,642,428	(8,611,523)	18,433,111	798,629,103	1.2%

Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk include non-liquid capital assets in the amount of \$575,637,781. The total City fund balance excluding non-liquid assets is \$222,991,322. (\$798,629,103 less \$575,637,781)

REVENUE SUMMARY

	Actual 2008	Actual 2009	Budget 2010	Budget 2011	% Change From 2010	Budget 2012
Property Taxes	16,682,832	17,038,447	17,917,000	18,093,770	1.0%	19,049,000
Sales & Use Tax	75,865,014	70,501,307	72,346,001	92,115,000	27.3%	94,786,300
Occupational Privilege Tax	2,493,933	2,413,205	2,374,000	2,405,000	1.3%	2,445,000
Lodging Taxes	833,468	735,634	830,000	790,000	-4.8%	815,000
Licenses & Permits	1,493,852	1,013,647	1,113,642	1,125,345	1.1%	1,125,504
Fines & Forfeitures	2,749,297	2,779,255	2,669,989	2,701,550	1.2%	2,736,297
Intergovernmental	19,216,941	21,303,802	41,717,768	16,086,423	-61.4%	17,334,977
Payment in Lieu of Taxes	6,859,421	6,877,203	7,675,605	7,824,502	1.9%	8,222,014
Charges for Services	76,913,206	69,663,548	76,698,808	71,523,483	-6.7%	75,227,244
Charges for Services - Utilities/Golf	139,093,131	138,967,932	151,850,994	156,248,478	2.9%	163,520,355
Earnings on Investments	14,171,481	8,109,128	6,174,859	6,971,573	12.9%	7,988,787
Earnings on Investments - GERP	(11,983,140)	6,549,859	490,000	432,000	-11.8%	468,000
Miscellaneous	20,569,639	13,080,668	19,453,013	8,162,992	-58.0%	8,224,397
Proceeds of Debt Issuance	1,390,141	31,371,887	21,300,000	0	-100.0%	0
Transfers from Funds	119,093,817	118,587,911	39,927,764	39,543,639	-1.0%	37,088,030
TOTAL	485,443,032	508,993,433	462,539,443	424,023,755	-8.3%	439,030,905
Less Internal Service Funds	(48,059,034)	(47,639,059)	(49,937,405)	(49,503,642)	-0.9%	(51,382,831)
Less Transfers	(119,093,817)	(118,587,911)	(39,927,764)	(39,613,327)	-0.8%	(37,157,718)
NET REVENUES	318,290,181	342,766,463	372,674,274	334,906,786	-10.1%	350,490,356

EXPENDITURES BY AREA

	Actual 2008	Actual 2009	Budget 2010	Budget 2011	% Change From 2010	Budget 2012
Investigations	6,455,809	6,198,640	6,069,313	6,822,555	12.4%	6,880,348
Police Information Services	5,364,982	5,873,925	6,441,019	7,114,440	10.5%	7,282,254
Patrol	14,146,924	14,316,439	15,530,130	16,131,972	3.9%	16,755,769
Office of the Chief	2,866,743	3,019,114	3,251,749	2,814,292	-13.5%	2,852,329
Economic Development	730,523	799,526	1,064,602	1,063,013	-0.1%	747,357
Finance	6,552,566	10,007,289	7,524,117	7,162,940	-4.8%	7,178,933
Non Departmental	4,715,284	4,510,153	4,741,915	5,319,560	12.2%	5,174,119
Management Information Service	7,826,952	7,346,366	8,832,569	6,960,443	-21.2%	7,346,213
Comm. & Public Involvement	906,583	932,302	939,523	914,412	-2.7%	932,948
Human Resources	19,032,230	20,327,618	21,734,548	23,231,947	6.9%	24,560,564
Operation Services	26,017,011	19,048,883	26,850,656	17,710,812	-34.0%	18,701,001
Utility Finance & Budget	24,864,094	26,202,314	21,305,911	18,538,074	-13.0%	17,918,490
Utility Tech. & Cust. Service	3,335,100	2,967,963	2,171,501	1,888,779	-13.0%	1,972,631
Utility Cust. & Emp. Relations	6,030,024	7,160,240	12,364,811	11,110,808	-10.1%	11,296,150
L&P Operations Service Unit	92,167,745	94,908,281	124,139,989	89,287,321	-28.1%	92,079,475
Ut Environmental Services Div	1,971,678	2,082,656	2,231,599	2,170,427	-2.7%	2,409,233
Ut Process & Supervis Cntr Div	683,251	699,597	713,014	722,850	1.4%	756,342
Ut Reg & Govt Affairs Div	581,661	567,228	664,787	702,560	5.7%	711,424
Ut Water Production Div	5,813,848	6,731,989	9,001,825	8,465,236	-6.0%	8,740,906
Ut Water Resources Div	1,386,216	1,500,072	2,365,738	2,232,930	-5.6%	2,273,103
Ut Wtr Reclama & Biosolids Div	6,390,425	5,219,765	6,866,251	6,114,599	-10.9%	6,531,874
Ut Collection System Div	1,392,992	1,384,887	1,642,416	1,597,610	-2.7%	1,656,596
Ut Construction Div	2,048,335	1,396,378	977,957	2,754,000	181.6%	2,730,000
Ut Distribution System Div	2,235,564	2,948,173	3,290,665	2,419,364	-26.5%	2,504,707
Ut Drainage System Div	1,537,417	1,479,577	2,123,477	1,903,065	-10.4%	1,946,739
Ut Water Meters Div	565,538	556,037	748,044	726,636	-2.9%	1,650,786
Ut Development Review Div	677,817	344,458	321,872	322,711	0.3%	698,448
Ut Mstr Plan & Fldpl Admin Div	1,408,384	1,284,914	3,568,870	1,483,585	-58.4%	1,519,482
Ut Water Systems Engr Div	16,087,339	18,821,775	8,449,041	7,326,667	-13.3%	2,211,667
Ut Electric Systems Eng Div	624,673	561,436	1,552,379	1,554,308	0.1%	1,571,008
Ut Elec System Design & IT Div	1,875,383	6,413,126	5,677,671	1,384,464	-75.6%	1,818,973
Ut Standards Engineering Div	1,157,777	1,105,401	2,067,761	2,052,025	-0.8%	2,028,627
Electric Field Services	313,856	939,073	6,087,885	7,022,803	15.4%	7,368,150
Utilities Management	710,131	597,380	920,345	1,142,875	24.2%	1,129,203
Recreation	7,305,911	7,423,682	7,336,622	7,316,875	-0.3%	7,807,617
CPRE Administration	312,702	279,190	264,506	263,638	-0.3%	269,647
Park Planning & Development	1,545,437	1,563,522	1,408,135	2,775,424	97.1%	2,711,195
Cultural Services	4,315,660	3,507,325	3,937,875	3,468,584	-11.9%	4,570,259
Parks	11,270,410	11,287,696	11,171,107	11,536,948	3.3%	11,843,829
Natural Resources	10,564,793	10,030,323	11,208,866	8,513,106	-24.1%	8,788,280
City Clerk's Office	675,396	656,378	677,618	694,345	2.5%	553,682
PDT Administration	618,458	475,746	2,066,141	490,932	-76.2%	500,627
Advance Planning	1,525,737	1,809,231	2,601,108	1,538,917	-40.8%	1,475,022
Transfort / Dial-a-Ride	10,191,864	10,056,120	12,078,007	10,238,973	-15.2%	11,269,860
Comm Dev & Neighborhood Svcs	3,928,821	3,500,919	3,876,850	3,922,551	1.2%	4,005,504
Planning & Special Projects	1,497,153	3,815,185	6,796,986	5,404,084	-20.5%	1,027,383
Streets	20,835,791	16,022,990	16,731,532	19,924,883	19.1%	20,681,627
Traffic	3,455,489	3,629,753	3,245,452	3,618,790	11.5%	3,723,167
Engineering	10,346,154	10,250,341	7,994,977	12,129,643	51.7%	10,728,311
Parking	1,521,444	1,625,236	2,204,374	2,003,082	-9.1%	2,003,103

EXPENDITURES BY AREA

	Actual 2008	Actual 2009	Budget 2010	Budget 2011	% Change From 2010	Budget 2012
City Attorney's Office	1,132,599	1,203,411	1,240,492	1,286,281	3.7%	1,320,583
City Council	129,038	122,079	129,973	128,970	-0.8%	129,485
City Manager's Office	2,364,048	2,414,929	2,445,656	2,217,030	-9.3%	2,312,420
Municipal Court	655,392	565,169	534,470	554,517	3.8%	567,477
Poudre Fire Authority	16,616,384	17,458,149	17,458,150	18,836,226	7.9%	18,895,878
Urban Renewal Authority	271,609	2,945,824	2,382,546	194,608	-91.8%	198,583
Library District	771,358	1,690,563	270,000	0	-100.0%	0
Debt Service & Related	24,958,959	24,745,863	25,278,577	22,415,535	-11.3%	23,178,522
Transfers to Other Funds	119,093,817	117,734,562	46,084,943	38,736,359	-15.9%	37,144,518
TOTAL	524,379,280	533,067,159	511,658,913	446,380,384	-12.8%	447,642,428
Less Internal Service Funds	(50,734,970)	(53,486,208)	(57,124,021)	(55,178,245)	-3.4%	(56,989,305)
Less Transfers	(119,093,817)	(117,734,562)	(46,084,943)	(38,736,359)	-15.9%	(37,144,518)
NET EXPENDITURES	354,550,493	361,846,389	408,449,949	352,465,780	-13.7%	353,508,605

Note: The 2010 column shows the current budget.

EXPENDITURES BY TYPE

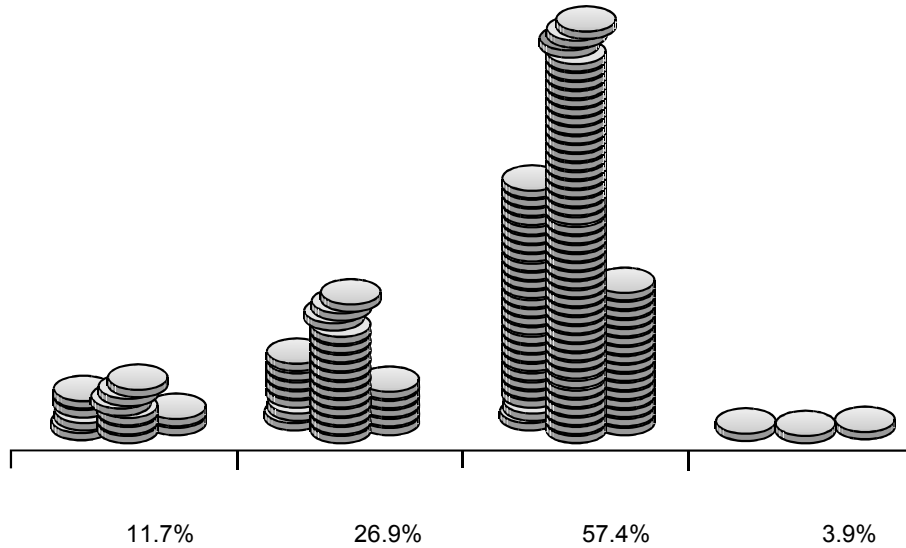
	Actual 2008	Actual 2009	Budget 2010	Budget 2011	% Change from 2010	Budget 2012
Salaries & Wages	80,803,256	83,678,220	84,101,679	84,798,907	0.8%	87,364,213
Benefits	23,326,730	25,078,889	25,878,174	25,728,463	-0.6%	27,079,436
Professional & Technical	11,700,577	20,104,801	15,970,390	10,881,375	-31.9%	11,134,088
Governmental Services	18,114,597	21,414,335	21,067,497	20,100,720	-4.6%	20,533,735
Other Prof & Tech Services	21,833,602	7,189,579	10,914,107	6,833,146	-37.4%	6,539,119
Utility Services	4,670,279	3,967,076	4,813,582	4,658,765	-3.2%	5,011,626
Cleaning Services	1,454,223	1,577,633	1,626,844	1,713,693	5.3%	1,806,781
Repair & Maintenance Services	16,739,333	15,688,163	18,911,623	12,258,548	-35.2%	10,345,722
Rental Services	5,322,328	5,107,173	4,401,716	4,622,143	5.0%	4,678,021
Construction Services	9,429,763	9,390,671	8,417,182	545,000	-93.5%	540,000
Other Property Services	111,440	173,894	248,540	292,045	17.5%	302,405
Insurance, Non Emp Benefits	19,396,502	23,544,916	22,507,448	24,746,730	9.9%	26,130,613
Communication Services	2,080,040	2,282,498	2,099,390	2,247,408	7.1%	2,280,483
Internal Admin Services	22,665,546	24,134,992	27,321,426	25,580,130	-6.4%	25,853,167
Employee Travel	1,169,994	818,913	1,109,915	1,048,631	-5.5%	1,067,168
Other Purchased Services	2,137,411	2,905,444	2,911,559	2,353,260	-19.2%	2,475,757
Vehicle & Equipment Supplies	7,593,436	5,524,270	7,801,934	8,172,951	4.8%	8,618,731
Land & Building Maint Supplies	1,159,852	1,557,521	1,682,587	1,851,288	10.0%	1,970,208
Infrastructure Maint Supplies	3,448,011	2,830,615	2,831,648	1,307,234	-53.8%	1,336,329
Utility Supplies	4,732,907	4,411,233	3,650,940	3,395,715	-7.0%	3,473,442
Office & Related Supplies	2,675,716	2,605,690	2,446,374	2,138,130	-12.6%	1,912,373
Health & Safety Supplies	332,003	245,993	266,218	242,233	-9.0%	241,180
Purchased Power	59,084,869	60,582,158	67,174,001	69,557,629	3.5%	73,635,582
Chemical Supplies	1,426,149	1,205,556	2,078,252	2,132,589	2.6%	2,189,535
Other Supplies	7,413,662	9,214,403	5,764,356	4,775,179	-17.2%	4,818,402
Capital Purchases & Other	31,603,763	32,629,880	88,845,842	58,668,774	-34.0%	51,365,563
Depreciation	18,709,328	18,961,341	194,465	98,000	-49.6%	104,000
Bad Debt Expense	302,704	792,977	454,408	379,000	-16.6%	382,550
Rebates & Incentives	861,621	1,693,601	2,596,875	2,965,938	14.2%	2,969,938
Grants Given	26,863	1,274,298	2,206,420	1,134,866	-48.6%	1,159,221
Debt Service & Related	24,958,959	24,745,863	25,278,577	22,415,535	-11.3%	23,178,522
Transfers to Other Funds	119,093,817	117,734,562	46,084,943	38,736,359	-15.9%	37,144,518
TOTAL	524,379,280	533,067,159	511,658,913	446,380,384	-12.8%	447,642,428
Less Internal Service Funds	(50,734,970)	(53,486,208)	(57,124,021)	(55,178,245)	-3.4%	(56,989,305)
Less Transfers	(119,093,817)	(117,734,562)	(46,084,943)	(38,736,359)	-15.9%	(37,144,518)
NET EXPENDITURES	354,550,493	361,846,389	408,449,949	352,465,780	-13.7%	353,508,605

Note: The 2010 column shows the current budget.

**WHAT DOES A CITY PROPERTY OWNER PAY?
2011 Property Tax Based on 2010 Assessment**

MILL LEVY

<u>CITY</u>	<u>COUNTY</u>	<u>SCHOOL DISTRICT</u>	<u>OTHER</u>	<u>TOTAL</u>
9.797	22.524	47.989	3.309	83.619



To illustrate the City property tax portion payable in 2010 by an individual owning a home valued at \$200,000 and a business owning property valued at \$600,000:

Based on current Colorado statutes, residential property is assessed at 7.96% of its actual value and commercial and industrial property is assessed at 29%.

<u>ACTUAL VALUE</u>				<u>ASSESSED VALUE</u>
\$ 200,000	X	.0796	=	\$ 15,920
\$ 600,000	X	.2900	=	\$ 174,000

The 2011 City mill levy is 9.797 mills based on the 2010 assessed value of property (a mill equals one dollar for every thousand dollars of assessed valuation).

<u>ASSESSED VALUE</u>		<u>MILL LEVY</u>		<u>CITY PROPERTY TAX</u>
\$ 15,920	X	.009797	=	\$ 155.97
\$ 174,000	X	.009797	=	\$1,704.68

2011-2012 Full Time Equivalents

A total of 1,158.63 classified/unclassified full time equivalents (“FTE”) were budgeted in 2010. In 2011, budgeted classified/unclassified FTEs totaled 1,197.05, for a net increase of 38.42. The net increase resulted from adding 45.42 FTEs and eliminating 7.00 FTEs.

At a Municipal Election on November 2, 2010, City residents approved a 0.85% increase in City sales & use tax (excluding grocery food), to be used for: street maintenance and repair; street and transportation needs; police services; fire protection and emergency services; parks maintenance and recreation services; and other community priorities, as determined by the City Council. The tax increase went into effect on January 1, 2011, and due to expire on December 31, 2020.

In 2011, 37.00 classified/unclassified FTEs will be added using revenue generated from the aforementioned tax increase. Approximately 78% of the 37.00 FTEs added were in Police Services. A total of 7.50 FTEs were added in the Community Services area including Natural Resources, Recreation, Community Development and Neighborhood Services, and Traffic.

In addition to the new positions added, existing FTEs totaling 9.63 in 2011 and 8.95 in 2012 are funded using revenue from the tax increase. These positions may have been eliminated had the tax measure not been approved by the voters.

The increase of 3.00 FTEs in 2012, results from reclassifying three contractual positions to classified status.

Contractual FTEs vary as new contracts are entered into, while others are not renewed. A total of 3.75 contractual FTEs were added in 2011. The change in 2012 is a decrease of 4.75 FTEs.

EMPLOYEE - FULL TIME EQUIVALENTS

TOTAL CITY

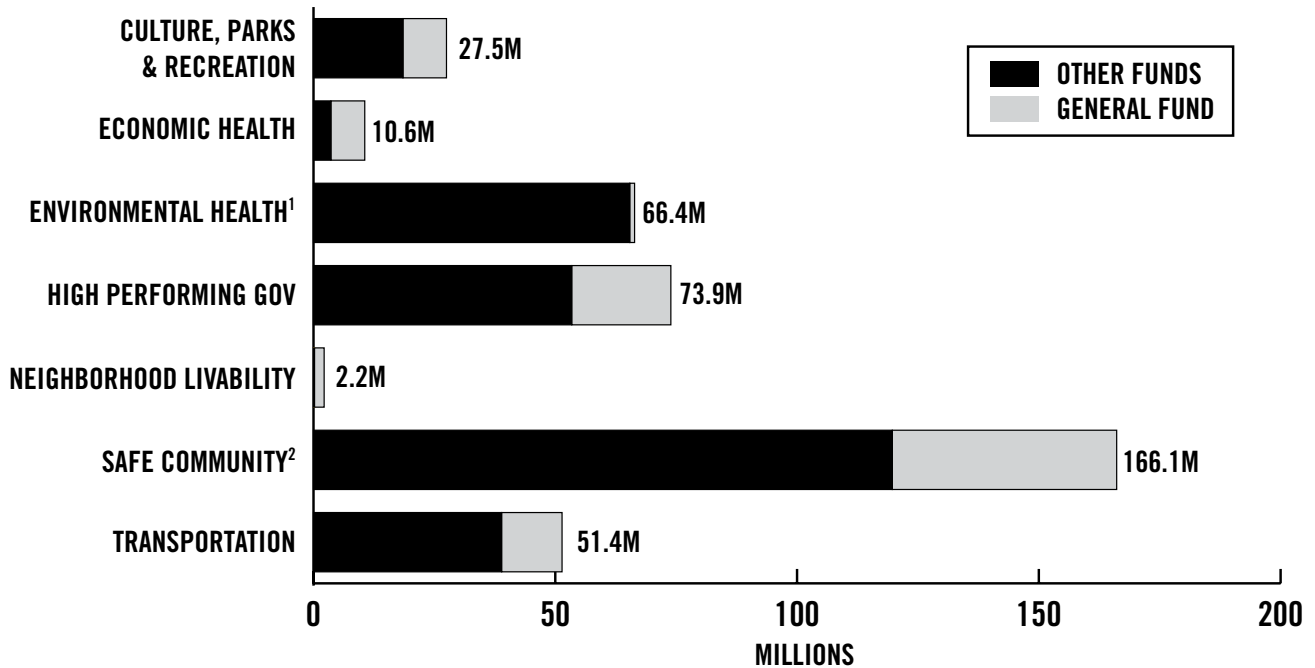
	Adopted 2010	Additions	Reductions	Transfers	Adopted 2011
City Council	7.00	0.00	0.00	0.00	7.00
Classified/Unclassified Service Area & Department					
Executive, Legislative, & Judicial	25.09	1.20	0.00	0.00	26.29
City Attorney	9.55	1.20	0.00	0.00	10.75
City Manager	9.94	0.00	0.00	0.00	9.94
Municipal Court	5.60	0.00	0.00	0.00	5.60
Community Services	366.11	9.90	(2.00)	0.80	374.81
City Clerk	5.75	0.00	0.00	0.00	5.75
Culture, Parks, Recreation & Environment					
CPRE Administration	1.85	0.00	0.00	0.00	1.85
Cultural Services	17.46	1.00	0.00	0.00	18.46
Natural Resources					
Environmental	5.75	2.25	0.00	0.00	8.00
Natural Areas	28.80	0.20	0.00	0.00	29.00
Parks	65.50	0.00	0.00	0.00	65.50
Parks Planning & Development	5.65	0.00	0.00	0.00	5.65
Recreation	37.50	2.75	0.00	0.00	40.25
Planning, Development & Transportation					
PDT Administration	3.00	0.00	0.00	1.30	4.30
Advance Planning	8.65	0.00	(1.00)	(1.45)	6.20
Planning & Special Projects	5.50	0.00	(1.00)	0.00	4.50
Engineering	25.65	0.00	0.00	(0.85)	24.80
Comm. Dev. & Neighborhood Services	34.80	1.70	0.00	2.30	38.80
Parking Services	14.50	0.00	0.00	0.00	14.50
Streets	29.75	0.00	0.00	0.00	29.75
Traffic	18.00	1.00	0.00	0.00	19.00
Transfort/Dial-a-Ride	58.00	1.00	0.00	(0.50)	58.50
Financial Services	40.05	1.00	(1.00)	(0.20)	39.85
Economic Development	1.75	1.00	0.00	(0.20)	2.55
Finance	38.30	0.00	(1.00)	0.00	37.30
Urban Renewal Authority	1.80	0.50	0.00	(0.60)	1.70
Internal Services	121.90	0.50	(1.50)	1.00	121.90
Communications & Public Involvement	7.25	0.00	0.00	0.00	7.25
Human Resources	18.20	0.50	0.00	0.00	18.70
Management Information Services	38.55	0.00	(1.50)	1.00	38.05
Operation Services					
Fleet	30.60	0.00	0.00	0.00	30.60
Building & ROW	27.30	0.00	0.00	0.00	27.30
Police	258.45	28.75	0.00	(1.00)	286.20
Information Services	66.70	6.00	0.00	(1.00)	71.70
Investigations	52.25	10.75	0.00	(1.00)	62.00
Office of the Chief	13.50	0.00	0.00	0.00	13.50
Patrol	126.00	12.00	0.00	1.00	139.00
Utility Services	345.23	3.57	(2.50)	(0.00)	346.30
Customer Service & Administration	93.38	0.42	(1.50)	(1.00)	91.30
Light and Power	93.50	1.00	0.00	1.00	95.50
Stormwater	26.28	0.00	0.00	(0.75)	25.53
Wastewater	59.91	0.00	0.00	0.85	60.76
Water	72.16	2.15	(1.00)	(0.10)	73.21
TOTAL CLASSIFIED/UNCLASSIFIED	1,158.63	45.42	(7.00)	(0.00)	1,197.05
CONTRACTUAL	35.00	7.50	(3.75)	0.00	38.75
TOTAL CLASSIFIED/UNCLASSIFIED/ CONTRACTUAL	1,193.63	52.92	(10.75)	(0.00)	1,235.80

EMPLOYEE - FULL TIME EQUIVALENTS

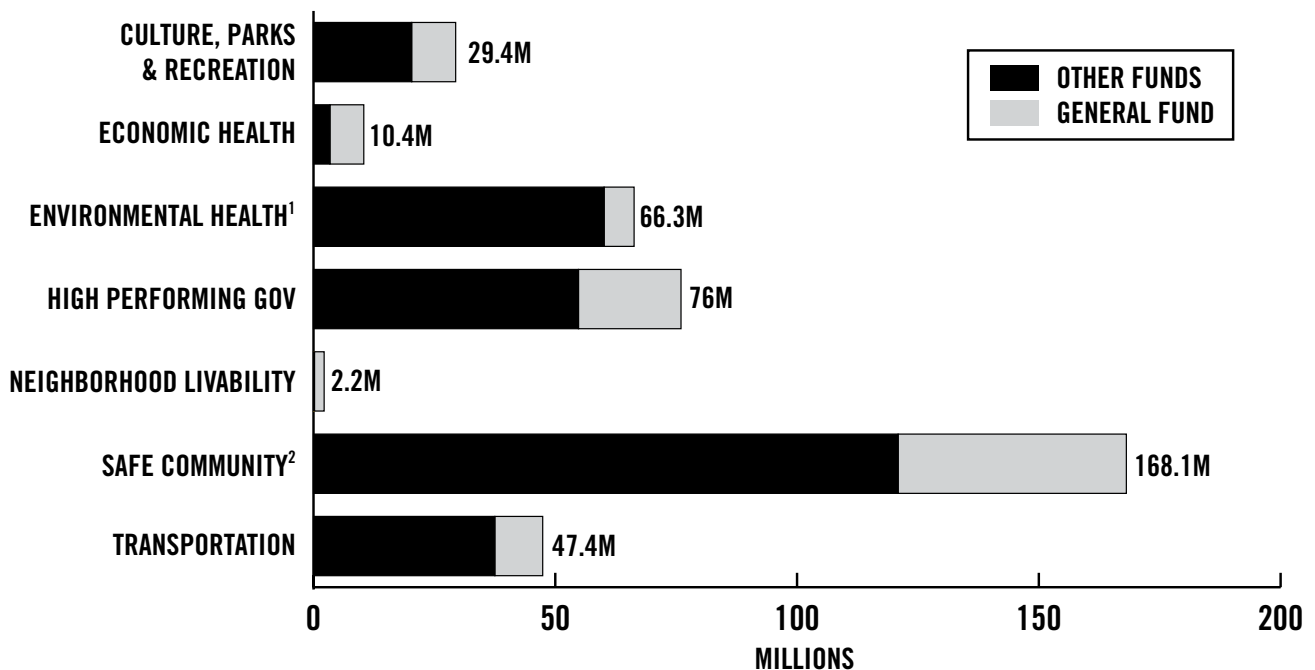
TOTAL CITY

	Adopted 2011	Additions	Reductions	Transfers	Adopted 2012
City Council	7.00	0.00	0.00	0.00	7.00
Classified/Unclassified					
Service Area & Department					
Executive, Legislative, & Judicial	26.29	0.00	0.00	0.00	26.29
City Attorney	10.75	0.00	0.00	0.00	10.75
City Manager	9.94	0.00	0.00	0.00	9.94
Municipal Court	5.60	0.00	0.00	0.00	5.60
Community Services	374.81	0.00	0.00	0.00	374.81
City Clerk	5.75	0.00	0.00	0.00	5.75
Culture, Parks, Recreation & Environment					
CPRE Administration	1.85	0.00	0.00	0.00	1.85
Cultural Services	18.46	0.00	0.00	0.00	18.46
Natural Resources					
Environmental	8.00	0.00	0.00	0.00	8.00
Natural Areas	29.00	0.00	0.00	0.00	29.00
Parks	65.50	0.00	0.00	0.00	65.50
Parks Planning & Development	5.65	0.00	0.00	0.00	5.65
Recreation	40.25	0.00	0.00	0.00	40.25
Planning, Development & Transportation					
PDT Administration	4.30	0.00	0.00	0.00	4.30
Advance Planning	6.20	0.00	0.00	0.00	6.20
Planning & Special Projects	4.50	0.00	0.00	0.00	4.50
Engineering	24.80	0.00	0.00	0.00	24.80
Comm. Dev. & Neighborhood Services	38.80	0.00	0.00	0.00	38.80
Parking Services	14.50	0.00	0.00	0.00	14.50
Streets	29.75	0.00	0.00	0.00	29.75
Traffic	19.00	0.00	0.00	0.00	19.00
Transfort/Dial-a-Ride	58.50	0.00	0.00	0.00	58.50
Financial Services	39.85	0.00	0.00	0.00	39.85
Economic Development	2.55	0.00	0.00	0.00	2.55
Finance	37.30	0.00	0.00	0.00	37.30
Urban Renewal Authority	1.70	0.00	0.00	0.00	1.70
Internal Services	121.90	0.00	0.00	0.00	121.90
Communications & Public Involvement	7.25	0.00	0.00	0.00	7.25
Human Resources	18.70	0.00	0.00	0.00	18.70
Management Information Services	38.05	0.00	0.00	0.00	38.05
Operation Services					
Fleet	31.60	0.00	0.00	0.00	31.60
Building & ROW	26.30	0.00	0.00	0.00	26.30
Police	286.20	0.00	0.00	0.00	286.20
Information Services	71.70	0.00	0.00	0.00	71.70
Investigations	62.00	0.00	0.00	0.00	62.00
Office of the Chief	13.50	0.00	0.00	0.00	13.50
Patrol	139.00	0.00	0.00	0.00	139.00
Utility Services	346.30	3.00	0.00	0.00	349.30
Customer Service & Administration	91.30	0.00	0.00	0.00	91.30
Light and Power	95.50	3.00	0.00	0.00	98.50
Stormwater	25.53	0.00	0.00	0.00	25.53
Wastewater	60.76	0.00	0.00	0.00	60.76
Water	73.21	0.00	0.00	0.00	73.21
TOTAL CLASSIFIED/UNCLASSIFIED	1,197.05	3.00	-	-	1,200.05
CONTRACTUAL	38.75	0.00	(4.75)	0.00	34.00
TOTAL CLASSIFIED/UNCLASSIFIED/ CONTRACTUAL	1,235.80	3.00	(4.75)	0.00	1,234.05

TOTAL ALLOCATION BY RESULT- \$446.4M* GENERAL FUND & OTHER FUNDS – 2011



TOTAL ALLOCATION BY RESULT- \$447.6M* GENERAL FUND & OTHER FUNDS – 2012



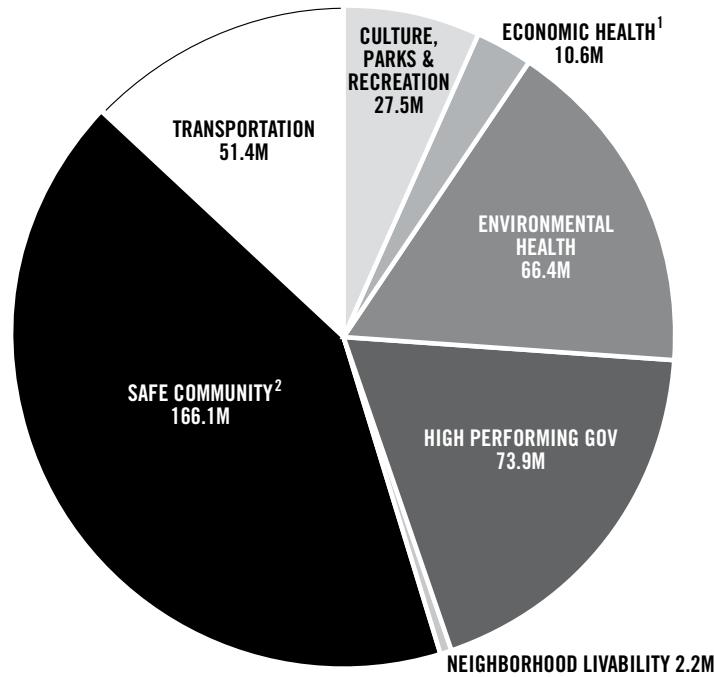
* In addition to the seven result areas, the total allocation by results also includes \$48.3M in 2011 and \$47.8M in 2012 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the appendix for more information.

¹ Water, Wastewater, Natural Areas, Environmental Services

² Police, Fire, Electric, Stormwater

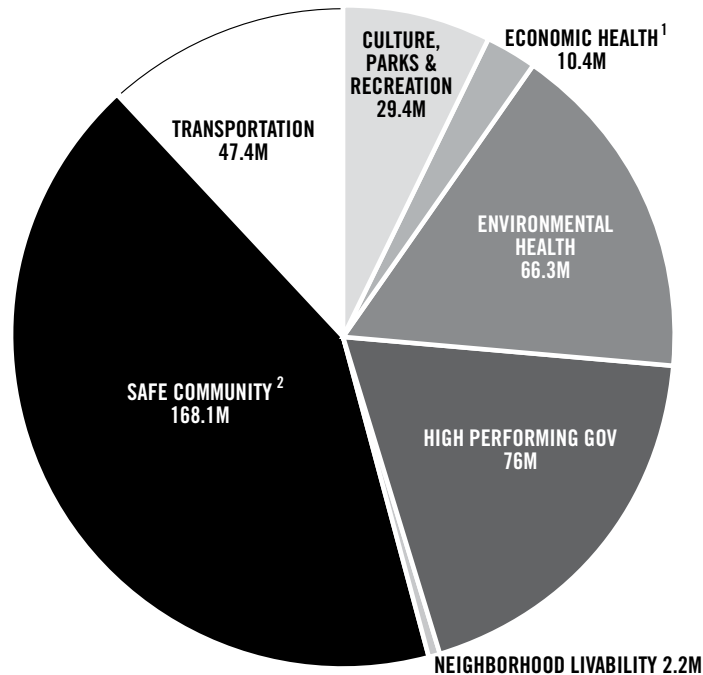
TOTAL ALLOCATION BY RESULT- \$446.4M*

2011



TOTAL ALLOCATION BY RESULT- \$447.6M*

2012



* In addition to the seven result areas, the total allocation by results also includes \$48.3M in 2011 and \$47.8M in 2012 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the appendix for more information.

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CULTURE, PARKS & RECREATION

Fort Collins provides diverse parks, cultural and recreational amenities

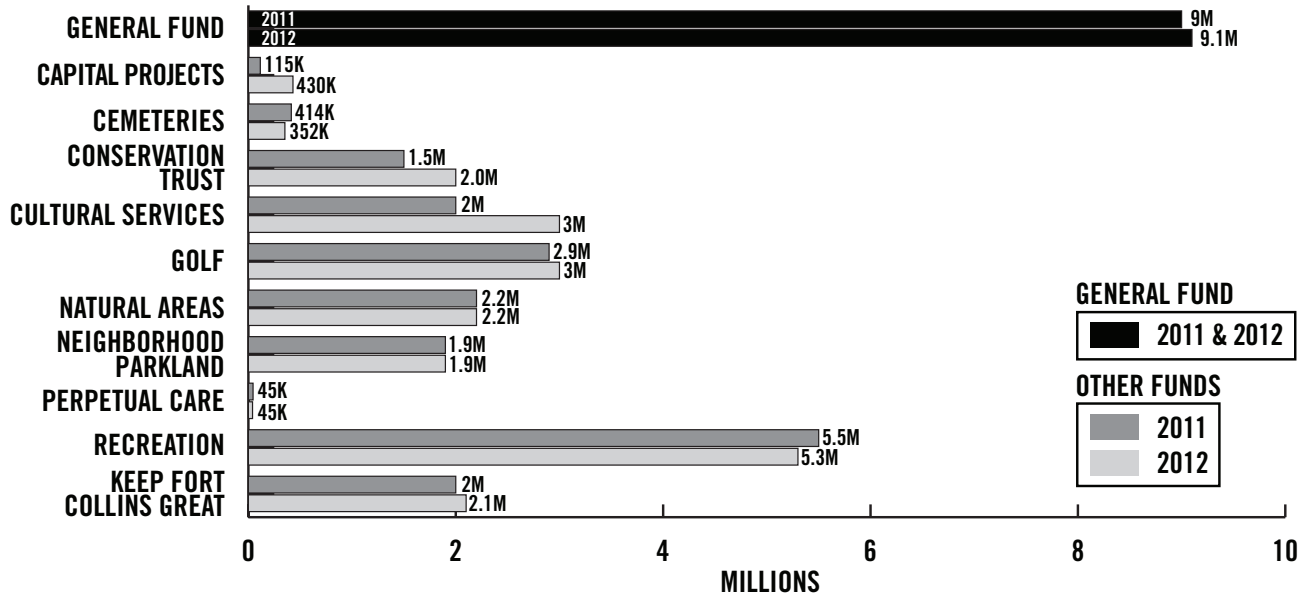




Culture, Parks & Recreation

2011 GENERAL FUND & OTHER FUNDS – 27.5M
 2012 GENERAL FUND & OTHER FUNDS – 29.4M

- Recreation
- Parks
- Cultural Facilities
- Golf



OVERVIEW

The Culture, Parks and Recreation Result Area 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. This Result Area has seen significant reductions in the past few budget cycles.

In November 2010, voters approved a .85% City sales tax increase; a portion of the new revenue, 11%, is specifically dedicated to parks and recreation services. As a result, this budget preserves key services, including Mulberry Pool, youth and senior programs, and services at the Gardens on Spring Creek and the Fort Collins Discovery Science Museum. All three community water features will remain on, and the July 4th celebration will continue.

The City will restore some of the previous cuts to parks maintenance and forestry. Two new neighborhood parks, Huidekoper and Staley, will be developed, and trail development will continue.

FUNDING SOURCES

In addition to significant General Fund revenues which are used to support culture, parks, and recreation programs, a number of dedicated and restricted revenues are also included in this Result Area. User fees support both recreation facilities and cultural facilities. This budget uses \$269k of reserves in 2011 to fund ongoing operation of recreation programs; no reserves are included for ongoing operation of these programs in 2012.

This Result Area also includes revenue from the self-funded Golf Enterprise, and a portion of the .25% dedicated natural areas tax.

KEY PURCHASES/SERVICES

- Recreation facilities (EPIC, City Park Pool, Mulberry Pool, Senior Center, Northside Aztlan Center, Club Tico and Railway, Pottery Studio, Rolland Moore Racquet Complex, Skate Park Facilities, the Farm at Lee Martinez Park)
- Park and trail maintenance
- Public amenities at Natural Areas properties
- Museum programs
- Art in Public Places program
- Lincoln Center
- Golf courses
- Memorial parks
- Gardens on Spring Creek
- Recreation scholarship program

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- RAD Van Program

ENHANCEMENTS PURCHASED

- Huidekoper Park
- Staley Park
- Restore Recreation Director position
- Maintenance of 4 new neighborhood parks (Side Hill, Maple Hill, Richards Lake, Lind)

CULTURE, PARKS AND RECREATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
60.3 KFCCG - Reinstate Clerical Position at the Senior Center	55,847	0	0	55,847	0	
60.8 KFCCG - Adult Programs/Senior Center - Restored	260,724	0	0	260,724	0	
60.10 KFCCG - Farm at Lee Martinez Park - Restored	30,858	0	0	30,858	0	
61.6 KFCCG - Northside Aztlan Community Center - Restored	141,091	0	0	141,091	0	
61.9 KFCCG - Restore Northside Aztlan Community Center Customer Service Position	45,000	0	0	45,000	0	
62.2 KFCCG - Recreational Scholarship Funding	120,000	0	0	110,000	10,000	
62.5 KFCCG - Recreation Director Position	117,605	0	0	117,605	0	
62.8 KFCCG - Other Recreation Operating Expenses	236,099	0	0	236,099	0	
92.3 KFCCG - Memorial Parks - Restored	100,000	0	0	100,000	0	
106.7 KFCCG - Community Parks including 2 Water Features - Restored	68,000	0	0	68,000	0	

CULTURE, PARKS AND RECREATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
106.8 KFCG - Reopen Restrooms at Community Parks in the Winter	20,000	0	0	0	20,000	0
106.9 KFCG - Lifecycle Funding for Park Infrastructure - Restore Prior Year Reductions	232,000	0	0	0	232,000	0
				Keep Fort Collins Great Fund		
106.10 KFCG - Weed control - Restore Prior Year Reductions	30,000	0	0	0	30,000	0
				Keep Fort Collins Great Fund		
106.11 KFCG - Fertilizer Program - Restore Prior Year Reductions	30,000	0	0	0	30,000	0
				Keep Fort Collins Great Fund		
106.12 KFCG - Parks Seasonal Positions - Restore Prior Year Reductions	50,000	0	0	0	50,000	0
				Keep Fort Collins Great Fund		
106.13 KFCG - Maintenance of Four Neighborhood Parks and 3.5 Miles of Trail	163,000	0	0	0	163,000	0
				Keep Fort Collins Great Fund		
106.14 KFCG - Conservation Trust Trail Construction Program	161,558	0	0	0	161,558	0
				Keep Fort Collins Great Fund		
106.15 KFCG - Veterans Plaza	25,000	0	0	0	25,000	0
				Keep Fort Collins Great Fund		
118.5 KFCG - The Gardens on Spring Creek - Restored	100,000	0	0	0	100,000	0
				Keep Fort Collins Great Fund		
119.3 KFCG - Urban Forest Management - Restored	25,000	0	0	0	25,000	0
				Keep Fort Collins Great Fund		

CULTURE, PARKS AND RECREATION - 2011

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
119.4 KFCG - Contract Tree Work - Restore Prior Year Reductions	60,000	0	0	0	60,000	0	
40.2 Neighborhood Park Development - Reduced	352,679	0	0	0	202,679	150,000	Neighborhood Parkland Fund Neighborhood Parkland Fund
40.3 Neighborhood Park Development - Restored	1,557,998	0	0	0	357,998	1,200,000	Neighborhood Parkland Fund Neighborhood Parkland Fund
41.2 Recreational Trail Development - Reduced	608,918	0	0	0	548,918	60,000	Conservation Trust Fund Conservation Trust Fund
41.3 Recreational Trail Development - Restored	93,208	0	0	0	93,208	0	Conservation Trust Fund Conservation Trust Fund
44.3 New Museum Facility Natural Areas Support	115,113	0	0	0	115,113	0	Capital Projects Fund Cultural Services Fund
44.4 Fort Collins Museum Services - Reduced	952,913	0	0	701,913	251,000	0	Cultural Services Fund Cultural Services Fund
44.6 Museum Discovery Science Center Start-up Costs	150,000	0	0	0	150,000	0	Cultural Services Fund Cultural Services Fund
48.2 Utilities - Cultural Services, Parks and Recreation Buildings - Reduced	919,968	0	0	919,968	0	0	
48.3 Mulberry Pool Utilities Costs	84,774	0	0	84,774	0	0	
59.1 EPIC	1,735,095	0	0	0	1,685,095	50,000	Recreation Fund Recreation Fund
59.2 Adaptive Recreation Opportunities	83,496	0	0	0	46,064	37,432	Recreation Fund Recreation Fund

CULTURE, PARKS AND RECREATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
59.3 Mulberry Pool Operations	254,714	0	0	0	254,714	0
					<i>Recreation Fund</i>	
59.4 City Park Pool and Railway, and Old Town Rink	262,816	0	0	0	262,816	0
					<i>Recreation Fund</i>	
60.5 Club Tico and Pottery Studio	92,862	0	0	0	92,862	0
					<i>Recreation Fund</i>	
60.7 Adult Programs/Senior Center - Reduced	1,184,533	0	327,356		768,506	88,671
					<i>Recreation Fund</i>	<i>Recreation Fund</i>
60.9 Farm at Lee Martinez Park - Reduced	234,692	0	19,694		214,998	0
					<i>Recreation Fund</i>	
61.2 Child Development	162,692	0	0	0	162,692	0
					<i>Recreation Fund</i>	
61.5 Northside Aztlan Community Center - Reduced	753,734	0	290,197		403,866	59,671
					<i>Recreation Fund</i>	<i>Recreation Fund</i>
61.7 Sports - Reduced	745,650	0	0	0	745,650	0
					<i>Recreation Fund</i>	
61.8 Sports Administrative Support - Restored	10,884	0	0	0	10,884	0
					<i>Recreation Fund</i>	
62.1 Community Relations, Recreator, Financial Analyst	454,971	0	227,337		204,408	23,226
					<i>Recreation Fund</i>	<i>Recreation Fund</i>
62.4 Special Revenue Accounts & Grants	133,512	0	0	0	133,512	0
					<i>Recreation Fund</i>	

CULTURE, PARKS AND RECREATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
62.6 Recreation Facility Improvements and Equipment Replacement	200,000	0	0	0	0	200,000
67.1 Lincoln Center Services	2,050,518	0	704,611	1,247,107		98,800
				Cultural Services Fund		Cultural Services Fund
67.3 Lincoln Center Facility Staff and Marketing Budget-Restore	95,000	0	95,000	0	0	0
70.1 Culture, Parks, Recreation and Environment Administration and IT Support	263,638	0	263,638	0	0	0
80.1 Golf Courses	2,879,387	0	0	2,879,387		0
				Golf Fund		
82.1 Art in Public Places	220,153	0	0	220,153		0
				Cultural Services Fund		
83.1 Fort Fund	237,000	237,000	0	0	0	0
		Lodging Taxes				
92.2 Memorial Parks - Reduced	587,558	0	128,392	384,900		74,266
				Cemeteries Fund		Cemeteries Fund
				Perpetual Care Fund		
106.2 Neighborhood Parks	1,775,909	0	1,482,673	261,236		32,000
				Conservation Trust Fund		Conservation Trust Fund
106.3 Trail Maintenance	244,191	0	82,961	161,230		0
				Conservation Trust Fund		
106.6 Community Parks - Reduced	2,409,859	303,800	1,798,379	307,680		0
		Park Fees		Conservation Trust Fund		

CULTURE, PARKS AND RECREATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
118.4 The Gardens on Spring Creek - Reduced	300,399	70,000	230,399	0	0	0
	<i>Gardens on Spring Creek</i>					
119.2 Urban Forest Management - Reduced	992,049	38,000	954,049	0	0	0
	<i>Tree Donations</i>					
155.1 Vehicle Replacement - Parks, Forestry and Horticulture	38,828	0	38,828	0	0	0
158.1 Natural Areas Community Relations	412,487	0	0	412,487	0	0
	<i>Natural Areas Fund</i>					
158.2 Natural Areas Public Recreation and Amenities	1,765,296	0	0	1,765,296	0	0
	<i>Natural Areas Fund</i>					
Funded Offers	27,489,276	648,800	8,350,169	16,406,241	2,084,066	
44.2 Curator Contractual Position	54,984	0	0	54,984	0	0
	<i>Natural Areas Fund</i>					
61.4 RAD Van Program	43,222	0	43,222	0	0	0
118.3 ENHANCEMENT: Horticulture Supervisor	81,755	0	81,755	0	0	0
Unfunded Offers	179,961	0	124,977	54,984	0	
Total Offers	27,669,237	648,800	8,475,146	16,461,225	2,084,066	

CULTURE, PARKS AND RECREATION - 2012

Offer	Offer Cost		Offer Funding		
	Total	Dedicated	GENERAL FUND		OTHER FUNDS
			Ongoing	RESERVES	
60.3 KFCG - Reinstate Clerical Position at the Senior Center	57,588	0	0	0	57,588
60.8 KFCG - Adult Programs/Senior Center - Restored	262,130	0	0	0	262,130
60.10 KFCG - Farm at Lee Martinez Park - Restored	31,659	0	0	0	31,659
61.6 KFCG - Northside Aztlan Community Center - Restored	429,742	0	0	0	429,742
61.9 KFCG - Restore Northside Aztlan Community Center Customer Service Position	45,000	0	0	0	45,000
62.2 KFCG - Recreational Scholarship Funding	120,000	0	0	0	120,000
62.5 KFCG - Recreation Director Position	120,581	0	0	0	120,581
92.3 KFCG - Memorial Parks - Restored	100,000	0	0	0	100,000
106.4 KFCG - Huidekoper Park	37,000	0	0	0	37,000
106.5 KFCG - Staley Park	52,000	0	0	0	52,000

CULTURE, PARKS AND RECREATION - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
106.7 KFCG - Community Parks including 2 Water Features - Restored	68,000	0	0	0	68,000	0
106.8 KFCG - Reopen Restrooms at Community Parks in the Winter	20,000	0	0	0	20,000	0
106.9 KFCG - Lifecycle Funding for Park Infrastructure - Restore Prior Year Reductions	232,000	0	0	0	232,000	0
106.10 KFCG - Weed control - Restore Prior Year Reductions	30,000	0	0	0	30,000	0
106.11 KFCG - Fertilizer Program - Restore Prior Year Reductions	30,000	0	0	0	30,000	0
106.12 KFCG - Parks Seasonal Positions - Restore Prior Year Reductions	50,000	0	0	0	50,000	0
106.13 KFCG - Maintenance of Four Neighborhood Parks and 3.5 Miles of Trail	163,000	0	0	0	163,000	0
106.14 KFCG - Conservation Trust Trail Construction Program	161,558	0	0	0	161,558	0
118.5 KFCG - The Gardens on Spring Creek - Restored	100,000	0	0	0	100,000	0
119.3 KFCG - Urban Forest Management - Restored	25,000	0	0	0	25,000	0

CULTURE, PARKS AND RECREATION - 2012

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
119.4 KFCG - Contract Tree Work - Restore Prior Year Reductions	60,000	0	0	0	60,000	0	
40.2 Neighborhood Park Development - Reduced	607,521	0	0	0	207,521	400,000	Neighborhood Parkland Fund Neighborhood Parkland Fund
40.3 Neighborhood Park Development - Restored	1,263,566	0	0	0	363,566	900,000	Neighborhood Parkland Fund Neighborhood Parkland Fund
41.2 Recreational Trail Development - Reduced	558,861	0	0	0	498,861	60,000	Conservation Trust Fund Conservation Trust Fund
41.3 Recreational Trail Development - Restored	149,044	0	0	0	149,044	0	Conservation Trust Fund Conservation Trust Fund
44.4 Fort Collins Museum Services - Reduced	1,101,553	0	567,053	0	534,500	0	Cultural Services Fund Cultural Services Fund
44.5 Fort Collins Museum Services - Restored	150,000	0	0	0	0	150,000	General Fund
44.6 Museum Discovery Science Center Start-up Costs	150,000	0	0	0	0	150,000	Cultural Services Fund
48.2 Utilities - Cultural Services, Parks and Recreation Buildings - Reduced	1,014,033	0	1,014,033	0	0	0	
48.3 Mulberry Pool Utilities Costs	92,544	0	92,544	0	0	0	
59.1 EPIC	1,727,113	0	0	0	1,727,113	0	Recreation Fund
59.2 Adaptive Recreation Opportunities	187,609	0	142,841	0	44,768	0	Recreation Fund

CULTURE, PARKS AND RECREATION - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
59.3 Mulberry Pool Operations	260,530	0	0	0	260,530	0
					<i>Recreation Fund</i>	
59.4 City Park Pool and Railway, and Old Town Rink	269,213	0	0	0	269,213	0
					<i>Recreation Fund</i>	
60.5 Club Tico and Pottery Studio	97,779	0	0	0	97,779	0
					<i>Recreation Fund</i>	
60.6 Senior Center Expansion Design	430,239	0	0	0	430,239	0
					<i>Capital Projects Fund</i>	
60.7 Adult Programs/Senior Center - Reduced	1,273,771	0	475,185	0	798,586	0
					<i>Recreation Fund</i>	
60.9 Farm at Lee Martinez Park - Reduced	240,702	0	17,573	0	223,129	0
					<i>Recreation Fund</i>	
61.2 Child Development	161,807	0	0	0	161,807	0
					<i>Recreation Fund</i>	
61.5 Northside Aztlan Community Center - Reduced	543,572	0	239,893	0	303,679	0
					<i>Recreation Fund</i>	
61.7 Sports - Reduced	762,434	0	0	0	762,434	0
					<i>Recreation Fund</i>	
61.8 Sports Administrative Support - Restored	11,257	0	0	0	11,257	0
					<i>Recreation Fund</i>	
62.1 Community Relations, Recreator, Financial Analyst	466,143	0	281,218	0	184,925	0
					<i>Recreation Fund</i>	

CULTURE, PARKS AND RECREATION - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
62.4 Special Revenue Accounts & Grants	113,050	0	0	113,050	0	
				<i>Recreation Fund</i>		
62.6 Recreation Facility Improvements and Equipment Replacement	200,000	0	0	0	200,000	
						<i>Recreation Fund</i>
67.1 Lincoln Center Services	2,819,286	0	727,465	2,091,821	0	
				<i>Cultural Services Fund</i>		
67.2 ENHANCEMENT: Carnegie Community Cultural Center	34,895	0	0	34,895	0	
				<i>Cultural Services Fund</i>		
67.3 Lincoln Center Facility Staff and Marketing Budget-Restore	95,000	0	0	0	95,000	
						<i>General Fund</i>
70.1 Culture, Parks, Recreation and Environment Administration and IT Support	269,647	0	269,647	0	0	
80.1 Golf Courses	3,000,567	0	0	3,000,567	0	
				<i>Golf Fund</i>		
82.1 Art in Public Places	219,525	0	0	219,525	0	
				<i>Cultural Services Fund</i>		
83.1 Fort Fund	244,500	244,500	0	0	0	
		<i>Lodging Taxes</i>				
92.2 Memorial Parks - Reduced	535,939	0	138,539	397,400	0	
				<i>Cemeteries Fund</i>		
				<i>Perpetual Care Fund</i>		

CULTURE, PARKS AND RECREATION - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
106.2 Neighborhood Parks	1,808,114	0	1,372,307	265,807	170,000	Conservation Trust Fund
106.3 Trail Maintenance	254,523	0	93,293	161,230	0	Conservation Trust Fund
106.6 Community Parks - Reduced	2,482,918	323,800	1,479,438	507,680	172,000	Conservation Trust Fund Park Fees
118.4 The Gardens on Spring Creek - Reduced	316,508	80,000	236,508	0	0	Conservation Trust Fund Gardens on Spring Creek
119.2 Urban Forest Management - Reduced	1,012,071	38,000	974,071	0	0	Tree Donations
155.1 Vehicle Replacement - Parks, Forestry and Horticulture	72,008	0	72,008	0	0	
158.1 Natural Areas Community Relations	421,712	0	0	421,712	0	Natural Areas Fund
158.2 Natural Areas Public Recreation and Amenities	1,802,608	0	0	1,802,608	0	Natural Areas Fund
Funded Offers	29,417,420	686,300	8,193,616	18,240,504	2,297,000	
42.1 Trail Impact Fee	300,000	0	0	300,000	0	Conservation Trust Fund
44.2 Curator Contractual Position	56,707	0	0	56,707	0	Natural Areas Fund
61.4 RAD Van Program	44,107	0	44,107	0	0	

CULTURE, PARKS AND RECREATION - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
118.3 ENHANCEMENT: Horticulture Supervisor	84,015	0	84,015	0	0	0
Unfunded Offers	484,829	0	128,122	356,707	0	0
Total Offers	29,902,249	686,300	8,321,738	18,597,211		2,297,000

CULTURE, PARKS AND RECREATION

40.2 Neighborhood Park Development - Reduced - Funded

2011 - \$352,679

2012 - \$607,521

This offer includes staff support for the Neighborhood Park program to continue park system planning and site acquisition, using park impact fees, for one to two future park sites. This offer will delay the development of three neighborhood parks until after 2012. Park Planning and Development staff will be reduced by 2.5 positions in 2011. The development of Water's Way, Registry and Staley Neighborhood Parks, located in south Fort Collins, will be delayed until after 2012. The effect is that neighborhoods will not have their parks developed in 2011 and 2012 as anticipated. However, the City does not believe it is prudent to bring on new parks without adequate resources to maintain them. A related service level request is include in Offer 40.3.

40.3 Neighborhood Park Development - Restored - Funded

2011 - \$1,557,998

2012 - \$1,263,566

This offer restores the funds needed for the development of three neighborhood parks in 2011 and 2012 and the planning and design for future parks. 2.5 Park Planning full time positions would also be restored in 2011. Park Planning and Development will continue to develop sustainable neighborhood parks in 2011 and 2012. Staff will work with landowners and developers for the acquisition of one or two park sites, the master planning of one park, the detailed and construction drawings for one park, and the construction administration of park improvements. Staff will also assist Park Maintenance and Recreation on various issues and improvements affecting park sites.

41.2 Recreational Trail Development - Reduced - Funded

2011 - \$608,918

2012 - \$558,861

Park Planning and Development will focus on two major projects in 2011 and 2012. The City also has secured a Great Outdoors Colorado grant for development of the Fossil Creek Trail at CO Rd. 38E. The \$500,000 grant must be used to develop the trail in 2011. The Poudre Trail at Lemay realignment, a partnership with the Colorado Department of Transportation, will be constructed in 2012-2013. Also, the program to remove old asphalt on the trail and replace with concrete will continue in 2011 and 2012. This offer delays most new trail development until after 2012 and eliminates a .5 FTE Park Planner. The extension of the Fossil Creek Trail south of Trilby Road, the underpass of the Power Trail at Keenland Drive, and the extension of the Poudre Trail to Timnath will be delayed. Additional service levels for Trail Development are included in Offer 41.3.

41.3 Recreational Trail Development - Restored - Funded

2011 - \$93,208

2012 - \$149,044

This offer will provide development of new trails in 2012, along with the funding for a .5 FTE Park Planning and Development position in 2012. Park Planning and Development will continue to develop trails in 2011 and 2012. Staff will work with landowners and developers for the acquisition of trail rights of way, and will master plan new trail segments, produce detailed construction drawings and specifications on new trail segments including underpasses, provide construction administration on one half-mile of new trail per year, and assist Park Maintenance on minor trail improvements.

CULTURE, PARKS AND RECREATION

42.1 Trail Impact Fee - Unfunded

2011 - \$0

2012 - \$300,000

This offer proposes implementation of a development impact fee for Trail Development. The trail impact fee will be modest, in the range of \$300-500 per each new residential dwelling unit. The fee will support the trail system serving the entire community. The impact fee revenue will allow needed trail improvements, such as underpasses, to be developed within a reasonable period of time. These improvements will be delayed many years unless funding from a trail impact fee is available. The development of the City's recreational trail system has been funded primarily by the Conservation Trust (Lottery Fund). More than half (\$665,000) of the revenue has been diverted in recent years to help fund park maintenance due to budget reduction support from the General Fund. The Natural Areas Fund has been contributing \$350,000 per year toward trail development, but will not be able to continue with this obligation past 2014 due to their reduced revenues.

44.2 Curator Contractual Position - Unfunded

2011 - \$54,984

2012 - \$56,707

This offer is for one contractual Curator position from the Museum. The position was scheduled to end in 2011. The goals for this position were realized in 2010 and there is no need for the position to continue. This position was funded through the Natural Areas program.

44.3 New Museum Facility Natural Areas Support - Funded

2011 - \$115,113

2012 - \$0

The Fort Collins Museum has received support from the Natural Areas Program for components of the new museum facility. This offer reflects a portion of this support to be used for educational exhibits relating to the stories of the Natural Areas Program throughout the City of Fort Collins.

44.4 Fort Collins Museum Services - Reduced - Funded

2011 - \$952,912

2012 - \$1,101,553

This offer funds Fort Collins Museum services. The Museum is a collections-based educational institution providing opportunities to learn, reflect and have fun exploring the cultural and natural heritage of the Cache La Poudre River Region. The Museum cares for more than 35,000 three-dimensional objects representing the history of the Northern Colorado region, more than 1,500 linear feet of two-dimensional objects, and rare and out-of-print books in the Local History Archive. This offer includes a reduction to service in 2012, when the Museum will open its new facility in partnership with Discovery Science Center. Those reductions include reduced hours of operation in the local history archive, elimination of the Exhibits Technician position, reduction in hours of two curator positions, limited programming for children, and limited ability to develop new or maintain existing exhibits. Additional service levels related to this program are included in Offer 44.5.

CULTURE, PARKS AND RECREATION

44.5 Fort Collins Museum Services - Restored - Funded

2011 - \$0

2012 - \$150,000

This offer restores \$150,000 to the Fort Collins Museum services in 2012. This offer would restore 2010 levels of service by providing reinstated hours of operation in the local history archive, reinstating the Exhibits Technician position and additional hours for two curator positions, additional programming opportunities for school children, and greater ability to provide new exhibits. This restored funding would provide resources for the new Discovery Museum joint facility in the first year of operation in its new building.

44.6 Museum Discovery Science Center Start-up Costs - Funded

2011 - \$150,000

2012 - \$150,000

Funds in this Offer will support a contracted Volunteer Coordinator and volunteer training for the new Museum Discovery Science Center facility.

48.2 Utilities - Cultural Services, Parks and Recreation Buildings - Reduced - Funded

2011 - \$919,968

2012 - \$1,014,033

This offer provides funding for Utility (Electric, Natural Gas, Water, Wastewater, and Storm Drainage) costs for 18 Cultural Services, Parks and Recreation-occupied City Buildings. This offer was reduced to eliminate the cost of providing utilities to the Mulberry Pool, Offer 59.3. Other service levels for this offer are included in Offer 48.3.

48.3 Mulberry Pool Utilities Costs - Funded

2011 - \$84,774

2012 - \$92,544

This offer provides funding for the various building operation services at the Mulberry Pool. The custodial services include janitorial services, trash removal, refuse collection, window and carpet cleaning, furniture cleaning and recycling. Building operation services include pest control; fire, security, and elevator alarm monitoring; and snow removal. Total costs for Mulberry Pool are approximately \$440,000. Historically, user fees have generated \$250,000; an additional \$50,000 will be generated in 2011 as a result of fee increases, bringing the total user fees up to \$300,000. The net remaining expenses for Mulberry Pool are covered in two offers, this one and Offer 39.9 in the High Performing Government outcome.

59.1 EPIC - Funded

2011 - \$1,735,095

2012 - \$1,727,113

This offer provides funds to manage Edora Pool Ice Center (EPIC) as a year-round, seven-day-a-week operation. This facility contains two NHL-sized ice arenas, a 50-meter pool, separate warm water and wader pools, a cardio/weight room, a kitchen and several multipurpose rooms. EPIC activities include drop-in swim and skate, instruction, specialized activities and events, competitions, workshops, seminars and rentals. EPIC is the venue for local, state, regional and national high school, college and club competitive swimming, diving, hockey and figure skating events. During peak hours (2:30-8 p.m.) this facility is typically at 100% capacity.

CULTURE, PARKS AND RECREATION

59.2 Adaptive Recreation Opportunities - Funded

2011 - \$83,496

2012 - \$187,609

This offer provides funds for Adaptive Recreation Opportunities (ARO) staff, as mandated by the Americans with Disabilities Act (ADA), to provide quality and equal opportunities for people with disabilities to participate in the City of Fort Collins Recreation programs and activities. These include swimming and ice skating, team and individual sports, trips, arts and crafts, outdoor recreation, dance and movement, and education and enrichment. The ARO Certified Therapeutic staff also trains and supports staff at the Senior Center, Northside Aztlan Community Center, EPIC, Mulberry Pool, and City Park Pool. Topics have included Autism, Mental Illness, Physical Disability, Pool and Van Lift operation, and wheelchair tie down procedures.

59.3 Mulberry Pool Operations - Funded

2011 - \$254,714

2012 - \$260,530

Mulberry Pool offers year round quality swimming activities including drop in swimming, leisure water play, swim instruction, specialized programs such as kayaking, aqua fitness classes, adaptive programs such as swim therapy for persons with multiple sclerosis, local high school and age group swim teams, and for private rentals and parties. Total costs for Mulberry Pool are approximately \$440,000. Historically, user fees have generated \$250,000; an additional \$50,000 will be generated in 2011 as a result of fee increases, bringing the total user fees up to \$300,000. The net remaining expenses for Mulberry Pool are covered in two offers, Offer 39.9 in the High Performing Government outcome and Offer 48.3 in the Culture, Parks and Recreation outcome.

59.4 City Park Pool and Railway, and Old Town Rink - Funded

2011 - \$262,816

2012 - \$269,213

This offer funds swimming programs at City Park Pool, paddleboat rides on Sheldon Lake, rides on the City Park Railway, and ice skating in Old Town Square. City Park Pool is open May through August and includes activities such as drop-in swimming, theme nights, outdoor movies, a lazy river, water slides and play features. Paddleboats are available May through August for individual or private group rental. The City Park Railway provides short rides for kids of all ages in the summer months. The Old Town Ice Rink is open from November through January; operations are funded 100% through user fees. The Downtown Development Authority funds installation and tear-down of the rink.

60.3 KFCG - Reinstate Clerical Position at the Senior Center - Funded

2011 - \$55,847

2012 - \$57,588

This offer provides funds to reinstate a clerical position that provides critical customer service assistance and support to the daily operations of the Senior Center, including supervising front desk staff, monitoring customer service, keeping records (including daily deposits), reporting, purchasing, inventory management, and secretarial support to the Senior Advisory Board. This position was vacant/frozen in the 2009 budget year.

CULTURE, PARKS AND RECREATION

60.5 Club Tico and Pottery Studio - Funded

2011 - \$92,862
2012 - \$97,779

This offer includes funding for the year-round operation of Club Tico and the Pottery Studio. These facilities offer programs responding to customer desires including pottery, dance, music, drama, health and wellness, fitness, sports, volunteer opportunities, and social events. Club Tico provides dance as the predominant activity. Renovation completed in 2010 will increase useable programming space for future years. The Pottery Studio houses a full range of pottery programs and classes, which are funded through user fees.

60.6 Senior Center Expansion Design - Funded

2011 - \$0
2012 - \$430,239

This offer allocates the Building on Basics (BOB) tax revenues designated for expansion of the City's Senior Center. It provides funds for the design phase of the addition beginning in 2012 followed by start of construction in 2013. Voters approved the expansion with passage of the quarter-cent sales tax in 2005. The City of Fort Collins' goal is that all capital projects meet the Leadership in Energy and Environmental Design (LEED) Gold certification. Therefore the addition will be built as green, or environmentally friendly, as possible. Programming for the expansion will focus on the goal of maintaining health and wellness of the aging population; all programming costs associated with the expanded space will be covered by fee revenue. Facility costs for the expansion are covered by BOB revenues for seven years.

60.7 Adult Programs/Senior Center - Reduced - Funded

2011 - \$1,184,533
2012 - \$1,273,771

The Senior Center provides adult services, with emphasis on adults age 50 and older. The Center includes a multi-use room, stage, kitchen, gymnasium, swimming pool, spa, locker rooms, library/media center, billiard and snooker room, track, class and meeting rooms, lounge and reception area, and community gardens. With this offer, service levels will decrease over 2010 levels, including closure of the facility on Sundays, and the front desk operation will close an hour earlier during the week. Outdoor Recreation programming will be eliminated, affecting more than 1,200 individuals. Elimination of assistants to both the Rental Coordinator and the Facility Assistant will result in slower response time to customers as it relates to the rental programs and room set ups. Other changes from 2010 levels of service include reduced clerical support and reduced facility maintenance staff. Other service levels for this program are included in Offer 60.8.

60.8 KFCG - Adult Programs/Senior Center - Restored - Funded

2011 - \$260,724
2012 - \$262,130

This offer provides a level of service at the Senior Center similar to 2010 levels. This offer would include funding for Sunday hours, longer front desk operations each day until 9 p.m., Outdoor Recreation, and additional support for the Rental Coordinator and Facility Assistant. These funds would maintain current service levels at the Senior Center and continue existing programs, activities, and a well maintained facility for the adult community.

CULTURE, PARKS AND RECREATION

60.9 Farm at Lee Martinez Park - Reduced - Funded

2011 - \$234,692
2012 - \$240,702

The Farm at Lee Martinez Park is a unique 12-acre community facility that combines both recreational and educational opportunities. It is open year round to drop-in visitors, and provides farm activities including pony rides and lessons, Pee Wee Farmers classes, day camps, birthday parties and an old-fashioned hand pump. There are four main buildings at The Farm and numerous outbuildings and sheds. Staff at this facility educate participants about farm life, history, and farm animals through a variety of programs. This offer represents a reduced service level over 2010 by reducing staffing for a full time hourly maintenance technician. A related service level option is included in Offer 60.10.

60.10 KFCG - Farm at Lee Martinez Park - Restored - Funded

2011 - \$30,858
2012 - \$31,659

This offer restores General Fund support to maintain previous service levels at the Farm. It provides a full time hourly maintenance position for cleaning pens and pathways, shoveling snow, feeding animals, assisting with animal care, building maintenance and daily routine upkeep as well as assisting with hayrides and tours. This offer will allow the Farm Technician and the Recreation Supervisor to remain focused on providing a quality experience and service to the public. The overall result of maintaining this support will be a continuation of the quality experience for the public and maintaining the value of The Farm facility. The Farm is a unique attraction and destination feature of the City that has great potential for increasing visitation and revenues provided that the level of quality for the visitor is preserved.

61.2 Child Development - Funded

2011 - \$162,692
2012 - \$161,807

This offer supports the Child Development Program and operation of the Youth Activity Center (YAC). Child Development provides developmental activities for youth ages 9 months to 12 years. Programs provide learning experiences for toddlers, parents and children that encourage socialization, independence, education, creativity and fun. Various locations around the city are used as programming sites. This offer also includes funding to operate the YAC, which includes a gymnasium and two classrooms at the facility's current location.

61.4 RAD Van Program - Unfunded

2011 - \$43,222
2012 - \$44,107

This offer supports the RAD Van (Recreation At your Door) program. Youth in lower-income neighborhoods or that are high risk are served by the RAD Van program. Educational and recreational activities that may not otherwise be accessible are brought to these neighborhoods. Children ages 5-12 participate in a wide variety of free activities that promote self esteem and neighborhood cohesiveness. Total participation in the RAD Van Program exceeded 5,700 contact hours in 2010.

CULTURE, PARKS AND RECREATION

61.5 Northside Aztlan Community Center - Reduced - Funded

2011 - \$753,734
2012 - \$543,572

This offer supports the Northside Aztlan Community Center and educational classes, after-school programs, programs for low-income residents, music, dancing, fitness, child development classes, communitywide cultural events, sports, and outdoor activities. This offer represents a reduced service level over 2010, including closure of the Center on Sundays, the loss of a Recreation Supervisor and one hourly front desk position in 2011. In 2012, an additional 2 Recreation Coordinators and 7 fulltime hourly Youth Instructors will be lost. These cuts eliminate all youth programming designed to meet the needs of the low-income community, including outdoor recreation, tot lots and playgrounds, the after school enrichment program, summer camps, cooking, music, art and teen programs. It eliminates reduced-fee passes for nonprofits. Hourly staffing at the front desk will be reduced, which will deteriorate customer service. A related service level for this program is included in Offer 61.6.

61.6 KFCG - Northside Aztlan Community Center - Restored - Funded

2011 - \$141,091
2012 - \$429,742

This offer restores General Fund support to return the following programs to 2010 service levels: introductory classes, programs and social recreation opportunities for low income youth including outdoor recreation, tot lots and playgrounds, the after school enrichment program, summer camps, cooking, music, art and teen programs. These programs provide healthy activities, mentoring, positive social interactions and a safe, supervised haven for the youth in the community. In 2009, this program averaged 163 youth per day who may otherwise have no structured supervision. The offer provides funds to re open on Sundays, reinstate staff and youth programs, and offer reduced fee passes for area nonprofits.

61.7 Sports - Reduced - Funded

2011 - \$745,650
2012 - \$762,434

This offer funds sports activities for all ages from 4-year-old children to adults. Youth activities include team and individual sports for elementary and middle-school boys and girls. Organized adult sports programs for men and women ages 16 and older include leagues and tournaments in a supervised environment to ensure safety for spectators and participants at a fair cost to citizens. All activities are held at Americans with Disabilities Act (ADA) -compliant indoor and outdoor athletic facilities. With the reduction in staff at the Northside it will be necessary to move the Sports staff to Northside Center to assist with the supervision and management of this facility. With this move, a .25 FTE Administrative Clerk I position at the Park Shop that provides clerical support to the sports group will be eliminated. Reduced support may negatively impact customer service response times and customer satisfaction with the sports programs.

61.8 Sports Administrative Support - Restored - Funded

2011 - \$10,884
2012 - \$11,257

This offer restores a .25 FTE Administrative Support position to help maintain 2010 customer service levels for the Sports Program.

CULTURE, PARKS AND RECREATION

61.9 KFCG - Restore Northside Aztlan Community Center Customer Service Position - Funded **2011 - \$45,000**
2012 - \$45,000

This item restores a .75 FTE Customer Service position originally eliminated in the 2006-2007 Budget. This position is necessary to facilitate quality, punctual and consistent service to our customers. This position would provide a consistent and knowledgeable "face" for the public, and a stable resource for part-time staff, scheduling, and training.

62.1 Community Relations, Recreator, Financial Analyst - Funded **2011 - \$454,971**
2012 - \$466,143

Community Relations and Finance utilize data, surveys and community input to develop strategic business and marketing plans, measure performance and manage quality. The two offices are linked together allowing comprehensive, department-wide support for Recreation. This linked configuration between Finance and Community Relations provides the ability to realize "Recreation-wide" consistency and present a cohesive and comprehensive message to the public as well as internal associates. Finance and Community Relations provide expansive services that benefit the entire department with daily interactions throughout the service area. An additional component of department-wide support includes technology system support and upgrades of RecTrac (computerized registration and scheduling package).

62.2 KFCG - Recreational Scholarship Funding - Funded **2011 - \$120,000**
2012 - \$120,000

This offer funds scholarships for low income citizens who cannot afford to pay full fees for Recreation activities. Scholarships offer waived or reduced fees for limited yearly activities and low cost drop in punch passes valid at Recreation facilities. Qualified residents are never excluded because of lack of financial ability to pay fees. Requests for scholarships have increased substantially in the past few years, highlighting the need to provide affordable access.

62.4 Special Revenue Accounts & Grants - Funded **2011 - \$133,512**
2012 - \$113,050

This offer appropriates available resources from Recreation's Special Revenue Reserves for 2011-2012. The Special Revenue Reserves were established to account for donations and fundraising designated for specific purposes. Separate special revenue accounts are used by youth and adult sports, The Farm, Senior Center, alternative programs, Club Tico, Northside programs, scholarships, and ice and aquatic programs. Appropriation of these resources allow for the wishes and dollars of the donors to be honored, by using them for purposes for which they were intended.

CULTURE, PARKS AND RECREATION

62.5 KFCG - Recreation Director Position - Funded

2011 - \$117,605
2012 - \$120,581

This offer funds the Recreation Department Director, a position that was eliminated in 2010 due to insufficient revenues. This position is the administrative manager of the Recreation Department; 64% of Recreation Department revenue comes from recreation fees, 36% comes from the General Fund. This position oversees 10 recreation facilities, more than 1,000 activities, and more than 500 hourly staff and volunteers. Volunteers contribute approximately 60,000 hours each year. The Recreation Director position is critical to the successful and efficient ongoing functioning of this large City operation.

62.6 Recreation Facility Improvements and Equipment Replacement - Funded

2011 - \$200,000
2012 - \$200,000

This offer appropriates Recreation Reserve funds for 2011 and 2012 facility improvements and equipment replacement. Funding requests for 2011 and 2012 focus on facility repair, needed health and safety improvements to facilities, and replacing deteriorating equipment that present safety risks.

62.8 KFCG - Other Recreation Operating Expenses - Funded

2011 - \$236,099
2012 - \$0

The 2011-2012 Budget includes the use of Recreation Reserves for operating expenses in order to preserve services. Use of the Keep Fort Collins Great funds for this offer reduces the total amount of necessary reserves to maintain services and will be used in the following areas: \$99,074 Adaptive Recreation Opportunities; \$82,635 Senior Center Administration; and \$54,390 Northside Aztlan Community Center Administration.

67.1 Lincoln Center Services - Funded

2011 - \$2,050,518
2012 - \$2,819,286

Lincoln Center provides high quality, cost-effective visual and performing arts programs, rental spaces, and ticketing services to Fort Collins and Northern Colorado. Since 1978, Lincoln Center has become one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts, and children's programs. Rental facilities, including two theaters, conference rooms, and outdoor gardens provide the community spaces for cultural activities and events. The facility hosts more than 350 performances each year, more than 900 room rentals, and 10 visual arts exhibits. Approximately 73% of Lincoln Center's budget is generated by user fees, rentals, ticket and art sales, grants and sponsorships. The 32-year-old Lincoln Center is undergoing a major renovation that continues through spring 2011. The renovation will be LEED Gold certified, and focuses on improving the patron experience and performer amenities.

CULTURE, PARKS AND RECREATION

67.2 ENHANCEMENT: Carnegie Community Cultural Center - Funded

2011 - \$0

2012 - \$34,895

When the Fort Collins Museum/Discovery Science Center relocates in 2012, Cultural Services plans to convert the 1904 historic Carnegie Building into a Community Cultural Center. The concept for the Center includes providing flexible, inexpensive spaces for anyone in the community to rent to support their creative endeavors. The space would include a black box theater, galleries, classrooms, a meeting room, a television studio run by Fort Collins Public Access Network, and offices for Beet Street and their professional development programs. This usage meets several of the recommendations in the Cultural Plan, with minimal upfront investment. The Center will not receive additional General Fund support, but will operate with current General Fund support for the Carnegie building and from revenue generated through rent. This mix of activities will create a vibrant and collaborative sense of place and will build capacity for a growing arts industry.

67.3 Lincoln Center Facility Staff and Marketing Budget-Restore - Funded

2011 - \$95,000

2012 - \$95,000

This offer restores one rental facility FTE and a portion of the Lincoln Center's marketing budget which was reduced in previous budget cycles. This position is specifically tied to sustaining and growing Lincoln Center's earned revenue and to improving customer service for conference customers. With the newly renovated and expanded center, these restored resources will allow for increases in rental business while improving service.

70.1 Culture, Parks, Recreation and Environment Administration and IT Support - Funded

2011 - \$263,638

2012 - \$269,647

This offer provides leadership, management and IT support for the Culture, Parks, Recreation and Environment (CPRE) Service Unit, including the administrative functions of the CPRE Director, and IT support for various business applications and technologies used exclusively by CPRE departments and divisions.

The Director of the CPRE Service Unit manages more than 300 FTEs and a \$30 million budget, overseeing Cultural Services (Lincoln Center, Museum, Art In Public Places, Fort Fund), Recreation, Parks (including Cemeteries, Forestry, the Gardens on Spring Creek, and Golf), Park Planning and Development, and Natural Areas and Environmental Services (Air Quality and Solid Waste).

The CPRE Technology Team (CPRETT) currently consists of one Senior Systems Analyst and centralized PC hardware/software support through the MIS department's HelpDesk. The CPRETT program provides the continued infrastructure and technology support essential to the divisions and departments of CPRE.

CULTURE, PARKS AND RECREATION

80.1 Golf Courses - Funded

2011 - \$2,879,387

2012 - \$3,000,567

This offer is for the operation, maintenance and administration of the City-owned municipal golf courses (City Park Nine, Collindale, and SouthRidge Golf Courses). The three municipal golf facilities provide high quality golfing amenities including a variety of play options and pricing, quality grounds and infrastructure, full service concessions and excellent customer service. These three full-service golf courses use an innovative public and private sector staffing mix in order to provide outstanding municipal golf services to the Fort Collins community at no direct cost to taxpayers. These courses are operated and maintained through the Golf Fund, which is classified as an Enterprise Fund by the City, and as such is 100 percent self-supporting; there is no General Fund contribution.

82.1 Art in Public Places - Funded

2011 - \$220,153

2012 - \$219,525

This offer supports the City's Art in Public Places (APP) program. APP encourages and enhances artistic expression and appreciation and adds value to the Fort Collins community through acquiring, exhibiting and maintaining public art. APP is primarily a 1% program, meaning City capital projects with a budget more than \$250,000 designate 1% of their project budget for art. To show a commitment to the APP purpose in all projects, artists are added to the project team for budgets less than \$250,000. If the project is below \$50,000, art may be added at the department's discretion. The City Council-appointed APP Board plays a significant role in selecting artists and artwork, and makes recommendations to City Council for approval. The Pedestrian Paver project and the Downtown transformer mural program encourage youth participation. Art donations are also handled through the APP Board, ensuring the City's collection meets the highest standards.

83.1 Fort Fund - Funded

2011 - \$237,000

2012 - \$244,500

The Fort Fund program, established in 1989, disburses funds from the City's Cultural Development and Program Account and the Visitor Events Account. 30% of the revenue from the lodging tax is utilized for this program. Local non-profit organizations may apply to Fort Fund for cultural event support. The City's Cultural Resources Board reviews grant applications based on approved guidelines and makes recommendations for Fort Fund disbursements to City Council. Fort Fund fosters, encourages, and promotes cultural activities and tourism in the community by providing small grants to local events that may be artistic, ethnic, historic, educational or recreational in nature and reflect the values and traditions of Fort Collins. Events have wide community appeal, and the resulting economic and non-economic benefit of the event promotes the general welfare of the community.

CULTURE, PARKS AND RECREATION

92.2 Memorial Parks - Reduced - Funded

2011 - \$587,558

2012 - \$535,939

The City owns two memorial parks, Grandview and Roselawn. This offer funds operation and maintenance of these two memorial parks totaling 67 acres. Operations and maintenance includes services such as preparing grounds for burials, setting foundations for headstones, maintaining the grounds and memorials, selling various burial and cremation memorial options, and historical recordkeeping. Financial support for this offer is derived from a combination of fees (52%), perpetual care interest earnings (7%), and General Fund (41%). The reduction included in this offer over 2010 levels of service includes a staffing reduction of one Cemetery Technician and a .5 hourly FTE, lower maintenance funding and other operational reductions. The resulting impact on service will be scheduling delays for funerals and reduced grounds maintenance. A related service level is included in Offer 92.3.

92.3 KFCG - Memorial Parks - Restored - Funded

2011 - \$100,000

2012 - \$100,000

This offer restores Memorial Park service to 2010 levels of service. This offer restores \$100,000 in cuts made in the original offer for operation and maintenance of City-owned memorial parks. Items requested to be restored include a 1.0 FTE Cemetery Technician and 0.5 FTE; weed control and fertilization; additional support for Memorial Day, Cemetery Stroll and historical tours; early season watering at Grandview; communications materials; and more frequent mowing and trimming. The impact of the restored funding will be improved overall maintenance of cemeteries, timely installation of foundations and monuments, the ability to provide interment services concurrently at both cemeteries, and adequate staffing for special events.

106.2 Neighborhood Parks - Funded

2011 - \$1,775,909

2012 - \$1,808,114

This offer will manage and maintain the 34 neighborhood and pocket parks owned by the City, excluding parks located in the Downtown area. Neighborhood parks vary in size from 0.15 acres to 20 acres. These sites total 328 acres and include the following amenities: 252 acres of turf, 28 softball/baseball diamonds, 19 basketball courts, 32 sports fields, 18 tennis courts, 3 skate parks, 24 restrooms, 30 playgrounds, and 26 shelters. Amenities are provided on a smaller scale than community parks. Management and maintenance activities include turf care, irrigation repairs and monitoring, trash removal, cleaning restrooms, sports field preps, snow removal, and other activities to keep grounds clean, safe and functional. Neighborhood and pocket parks provide a place for families to recreate close to their homes and are essential for providing facilities for youth sports activities throughout the community. The budget for neighborhood parks has been reduced by \$340,000 since 2004.

106.3 Trail Maintenance - Funded

2011 - \$244,191

2012 - \$254,523

This offer provides maintenance for the 25 miles of City-owned hard-and soft-surface trails located throughout the community. Trails include the Spring Creek Trail, Poudre Trail, Fossil Creek Trail, Power Trail, Rendezvous Trail, Redwood Trail and trail connectors to parks and neighborhood developments. Maintenance duties include trash and debris removal, mowing along trails, mandated noxious weed control, graffiti removal, infrastructure repairs, site hazard abatement, and snow removal. Two-thirds of this offer is funded by state Conservation Trust Fund dollars.

CULTURE, PARKS AND RECREATION

106.4 KFCG - Huidekoper Park - Funded

2011 - \$0

2012 - \$37,000

Huidekoper Park is located adjacent to Lincoln Junior High on West Vine Drive. The park and school land was donated to Poudre School District (PSD) by the Huidekoper family in 1970. PSD developed Lincoln Junior High and a basic park with grass and landscaping circa 1975. The park is used by PSD and is open to the public. Presently, PSD maintains the park. The City could not take ownership of the park until the school and park land was annexed into the City. The annexation occurred in 1998. Due to City budget reductions in recent years, the City has not been able to accept the park into its ownership. This is an offer to accept the park into City ownership and assume maintenance responsibilities.

106.5 KFCG - Staley Park - Funded

2011 - \$0

2012 - \$52,000

Staley Neighborhood Park is located in southeast Fort Collins. The 10-acre park is located adjacent to Zach Elementary School. Design of the park is scheduled for 2011 and the opening planned for 2012. This offer is for maintenance of Staley Park starting in 2012 and includes care for all amenities including restrooms, picnic shelters, open turf area, the ballfield, multi-use pad, sidewalks, landscaping and irrigation system.

106.6 Community Parks - Reduced - Funded

2011 - \$2,409,859

2012 - \$2,482,918

This offer funds management and maintenance of six community parks (Fossil Creek, Spring Canyon, Edora, Lee Martinez, Rolland Moore, and City Park) and attached recreational facility grounds owned by the City. This offer represents a service level reduction over 2010. Changes include reduced funding for minor improvements and turning off fountains at Spring Canyon Community Park and Fossil Creek Community Park. Replacement of aging infrastructures will be delayed, further affecting the look and quality of the parks. Additional levels of service for Community Parks are included in Offer 106.7. The budget for community parks has been reduced by \$660,000 since 2004.

106.7 KFCG - Community Parks including 2 Water Features - Restored - Funded

2011 - \$68,000

2012 - \$68,000

This offer provides additional services at community parks. Services include operating fountains at Spring Canyon Community Park and Fossil Creek Community Park during the summer months and funding minor capital improvements. The minor capital improvement program helps replace aging infrastructure within the park system. Funding of these programs has been reduced by \$300,000 in the past, so every dollar available for this purpose is needed. The core level of service for Community Parks is included in Offer 106.6.

106.8 KFCG - Reopen Restrooms at Community Parks in the Winter - Funded

2011 - \$20,000

2012 - \$20,000

This offer would provide one open restroom at each community park during the winter months. Currently Spring Canyon is the only park with a restroom available all year. Restrooms are currently closed from November 1 thru February 28. This will provide continuity of service throughout the system.

CULTURE, PARKS AND RECREATION

106.9 KFCG - Lifecycle Funding for Park Infrastructure - Restore Prior Year Reductions - Funded **2011 - \$232,000**
2012 - \$232,000

This offer would restore funding for minor capital improvements throughout the parks system. This funding will allow aging infrastructure to be repaired or replaced as needed and keep the infrastructure in safe usable condition. The total annual budget needed for lifecycle funding is \$557,500. This offer would provide an additional \$232,000 to the \$325,500 budgeted in other Culture, Parks and Recreation Outcome offers.

106.10 KFCG - Weed control - Restore Prior Year Reductions - Funded **2011 - \$30,000**
2012 - \$30,000

This offer restores contractual weed control in the park system, helping to control dandelions and other weed infestations in parks and at City facilities. The Parks Department is developing an Integrated Pest Management process. Historically the entire \$30,000 was utilized for weed spraying by contracted applicators. The new approach will allocate the majority of these funds to improved agronomic practices such as aeration, over seeding, top dressing and soil amendments in order to reduce pest infestations. During this time period, soil analysis and agronomic studies will determine the success rate for these practices, and best management practices will be developed from the data collected. Some broadleaf and dandelion spraying will most likely need to be continued, but on a significantly reduced level.

106.11 KFCG - Fertilizer Program - Restore Prior Year Reductions - Funded **2011 - \$30,000**
2012 - \$30,000

This offer restores previous reductions to the Parks fertilizer program and improve the overall health of turf and trees throughout the park system. These funds would be used to convert Spring Canyon Community Park into a test site for totally natural organic fertilizers. Over the 2 year period, turf conditions, tree viability and botanicals will be analyzed and best management practices will be adopted.

106.12 KFCG - Parks Seasonal Positions - Restore Prior Year Reductions - Funded **2011 - \$50,000**
2012 - \$50,000

This offer will restore the seasonal workforce to provide maintenance for neighborhood parks botanical program and shrub beds, more weed control, more timely response to citizen requests and improve the overall cleanliness of the park system.

106.13 KFCG - Maintenance of Four Neighborhood Parks and 3.5 Miles of Trail - Funded **2011 - \$163,000**
2012 - \$163,000

This offer would set aside funding for the maintenance of four new neighborhood parks: Richards Lake (\$32,000 - 2014), Side Hill (\$33,000 - 2015), Lind (\$25,000 - 2016), Maple Hill (\$41,000 - 2017), and 3.5 additional miles of trail (\$32,000). The \$163,000 would reduce the use of Conservation Trust money (lottery proceeds) for park and trail maintenance freeing up lottery proceeds to be used for trail construction.

CULTURE, PARKS AND RECREATION

106.14 KFCG - Conservation Trust Trail Construction Program - Funded

2011 - \$161,558
2012 - \$161,558

This offer would restore funding to the Conservation Trust Fund to pay staff salaries and continue the build out of the trail system. These funds were previously diverted to parks maintenance.

106.15 KFCG - Veterans Plaza - Funded

2011 - \$25,000
2012 - \$0

Fundraising efforts are underway to raise money for a Veterans Plaza at Spring Canyon Community Park. Phase 1 (which costs approximately \$152,000) includes a grass amphitheatre, site lighting, landscaping and irrigation, the sculpture and its stage as well as an access walkway to the stage. The fund-raising committee needs to raise approximately \$47,300 more before being able to start construction of Phase 1 this spring. This number could be lowered by another \$20,000 depending on a concrete donation the committee is currently finalizing. The committee believes they can raise the funds needed for Phase 1 and they are not seeking a contribution from the City for Phase 1. The final phase includes the LCD monitor information screens, stone columns with donor names, walls and military emblems behind the stage, walled seating in the amphitheatre, and flags. The costs for the final phase are approximately \$210,000. Funding in this offer would support the final phase of the project.

118.3 ENHANCEMENT: Horticulture Supervisor - Unfunded

2011 - \$81,755
2012 - \$84,015

The Gardens on Spring Creek seeks a new position for a Horticulture Supervisor who would be responsible for management of horticulture staff and oversee all landscaping of the 18-acre site.

118.4 The Gardens on Spring Creek - Reduced - Funded

2011 - \$300,399
2012 - \$316,508

This offer operates and maintains the Gardens on Spring Creek facilities and gardens. The Gardens are a community botanic garden which serve as a cultural and educational resource through adult and youth classes, special events and being a place of beauty for residents to enjoy. The Friends of the Gardens on Spring Creek, a non-profit entity, make significant contributions to the operation of the facility. This offer has been reduced by \$100,000, from \$380,399 eliminating the full-time Horticulture Technician and 1.5 hourly employees. Only two full-time positions remain, plus 2.5 hourly employees. This offer provides a lower service level than 2010. Hours open to the public will be reduced to Tuesday through Saturday and other services will not be provided. An additional level of service for this program is included in Offer 118.5.

118.5 KFCG - The Gardens on Spring Creek - Restored - Funded

2011 - \$100,000
2012 - \$100,000

This offer provides 2010 level services at the Gardens on Spring Creek. This offer provides a Horticulture Technician and 1.5 FTE hourly positions, public hours on Sunday and Monday, a higher level of maintenance, full planting of the greenhouse, planting of the Rock Garden, and a higher level of maintenance of gardens.

CULTURE, PARKS AND RECREATION

119.2 Urban Forest Management - Reduced - Funded

2011 - \$992,049
2012 - \$1,012,071

This offer provides for the management of 40,000 trees on developed City property (urban forest). The planting, care, maintenance and perpetuation of City trees will ensure that trees located in parks, around recreational and cultural facilities, and in parkways along streets provide benefits to all citizens. Services provided in this offer include public education and outreach, planting and establishment of 600-900 trees per year, maintenance provided with an 11-year pruning cycle (7-year recommended) and by managing hazard trees, protecting the urban forest through detection and treatment of epidemic insects and diseases, and removal of 400 trees per year and recycling wood. This offer represents a lower level of service than provided in 2010, reducing pruning and removal service by 10% and reducing the number of park trees which can be replaced from 250 to 215. A related level of service is included in Offer 119.3.

119.3 KFCG - Urban Forest Management - Restored - Funded

2011 - \$25,000
2012 - \$25,000

This offer restores a level of service in the Urban Forest Program similar to that provided in 2010. It provides 10% more pruning and removal work by the large tree crew; a shorter pruning cycle which increases public safety, tree survival and aesthetics; and increases park tree replacement from 215 to 250.

119.4 KFCG - Contract Tree Work - Restore Prior Year Reductions - Funded

2011 - \$60,000
2012 - \$60,000

These funds would be used to perform critical tree pruning and removal work to correct serious safety hazards. When combined with the restored funding for Urban Forest Management in Offer 119.3, the pruning rotation on the largest diameter class of trees will be reduced from 16 years to 12 years. Public safety work will be the top priority.

155.1 Vehicle Replacement - Parks, Forestry and Horticulture - Funded

2011 - \$38,828
2012 - \$72,008

This offer provides a dedicated funding source for Parks, Forestry and Horticulture vehicles and equipment replacement in accordance with the five-year vehicle and equipment replacement program.

158.1 Natural Areas Community Relations - Funded

2011 - \$412,487
2012 - \$421,712

This offer, funded by tax revenue dedicated to the Natural Areas program, supports strategies to share with the public the importance and meaning that natural places add to our lives. The offer is responsive to a diversity of customers and provides free and convenient access to services. The offer includes the involvement of more than 400 citizen volunteers as Master Naturalists, citizen scientists and stewardship assistants; extensive use of customer/visitor surveys; development of media, including interpretive features within the Museum Discovery Science Center and on-site; and communication with the community such as printed material, technology and free activities/events/classes for the public.

CULTURE, PARKS AND RECREATION

158.2 Natural Areas Public Recreation and Amenities - Funded

2011 - \$1,765,296

2012 - \$1,802,608

This offer will utilize dedicated City and County sales taxes (Open Space Yes!, Help Preserve Open Space) to maintain and improve public amenities for recreational use and enjoyment of City Natural Areas. Funds provided will support and enhance visitor features such as natural surface trails, parking lots, picnic shelters, kiosks, restroom facilities, informational signage, benches and accessible access on the 39 natural areas (30,047 acres) open to the public. In addition, funds will contribute to the sound stewardship of City lands through fencing, signage and other measures that help protect sensitive natural features to enhance the enjoyment of natural areas by the public now and for future generations.



Culture, Parks and Recreation Request for Results

Team Members

Chairperson: Ginny Sawyer, Community Development & Neighborhood

Budget Liaison: Dawna Gorkowski, CPRE Administration

Communications Liaison: Michelle Provaznik, Forestry & Horticulture

Members: Craig Foreman, Park Planning
JoAnne Sizemore, Police Information Services
Marc Virata, Development Review Engineering
Steve Lukowski, Parks
Wayne Sterler, Electric Field Services

Result

Culture, Parks and Recreation - Fort Collins provides diverse parks, cultural, and recreational amenities

Introduction/Summary of Results Map

The 2010 Result Team spent time reviewing the past RFR and made some slight changes based on perceived priorities. Greater emphasis has been placed on innovation, customer service, and sustainability principals throughout the document. The Results Map articulates the Team's goal to provide quality parks, cultural and recreational opportunities for the Fort Collins community. The map highlights the Team's desire for sustainable practices, high-level customer service, and quality facilities that meet community needs.

The map contains three primary factors and their associated secondary factors that focus on responsiveness to customers, convenient and affordable access, and quality facilities and lands. Five indicators and their measurements are also contained in the RFR along with seven purchasing strategies to guide sellers in creating their offers.

The culture, parks, and recreational opportunities available are part of the quality of life foundation of our community. Residents continue to give these areas high marks on all survey results and when asked, the majority feel the City should put the same or more emphasis in this area. As revenues continue to be flat or decline, maintaining the level of service will be challenging.

Sellers should submit offers that demonstrate cost-savings and efficiencies that utilize and support sustainability, innovation and customer service efforts. Offer narratives should focus on services provided and any cost or service level differences from previous years.

The Team would also like sellers to highlight, in bullet form, their top innovations and sustainability efforts (up to 10), if applicable. Sellers should also compile a list of partnerships they utilize. This list should not be included in the offer but available upon request by the Team or Council. Please note if the benefit or strength of partnerships has changed.

Indicators

Indicator One: Customer satisfaction with cultural and recreational programs.

Measures:

- Maintain or improve "Good" and "Very Good" cultural and recreation programming ratings on the Citizen Survey.

The 2008 Citizen Survey has provided a benchmark to measure customer satisfaction with numerous programs. As long as future surveys include these same questions and measures, customer satisfaction can be easily tracked.

Indicator Two: Customer satisfaction with facilities and lands.

Measures:

- Maintain or improve "Good" and "Very Good" recreation facilities ratings on the Citizen Survey.
- Maintain or improve "Good" and "Very Good" parks, trails and natural areas ratings on the Citizen Survey.

The 2008 Citizen Survey has provided a benchmark to measure customer satisfaction with cultural and recreation facilities, and with natural areas and trails. As long as future surveys include these same questions and measures, customer satisfaction can be easily tracked.

Indicator Three: Customer usage of cultural and recreational programming.

Measures:

- Maintain or increase youth registrations and usage of City cultural and recreational programs and facilities.
- Maintain or increase adult registrations and usage of City cultural and recreational programs and facilities.
- Maintain or improve "Good" and "Very Good" availability and diversity in activities ratings on the Citizen Survey.

Some programs have the ability to track and report registrations by age demographics. By capturing this usage data we can ensure that our community needs are met for all ages. The Citizen Survey also provides a good measure for citizen perception of the availability and diversity of cultural and recreational opportunities in Fort Collins.

Indicator Four: Provide sustainable programs through partnerships, volunteers, fees, charges and sponsorships.

Measures:

- Track volunteer hours as a measure of offsetting program costs and services.
- Track non-general fund support as a percentage of overall revenues.

This indicator and the associated measures promote long term financial sustainability for cultural and recreational opportunities.

Indicator Five: Utilize the Colorado Performance Measurement Tracking System (referred to as ICMA) and other comparable measurement tools already in place for trending data and strategic planning.

Measure:

- As utilized by department. This data will be tracked by department for decision making, telling program story, and reporting to the public.

This indicator is intended to provide meaningful data for staff and the public, particularly in years when the Citizen Survey is not administered.

Purchasing Strategies***We encourage offers that support the three primary factors:***

- *Responsive to Customers*
 - *Convenient & Affordable Access*
 - *Quality Facilities and Lands*
- 1. Maximize efficiencies in the management of expenses and revenues through all available means, such as partnerships, grants, sponsorships, volunteers, etc.**
 - 2. Serve diverse customer needs (age, income, gender, ethnicity, and abilities) including providing positive alternatives for youth and children.**
 - 3. Provide programs and facilities that contribute to the economic, social, and environmental health of Fort Collins through art, culture, recreation and partnerships.**
 - 4. Maintain current cultural and recreational facilities, parks, trails and lands to assure the sustainability of these capital investments while utilizing conservation and "green energy" practices.**
 - 5. Offer diverse programming that is both cost effective and maintains or improves customer satisfaction.**
 - 6. Demonstrate one or more of the following: sustainability, innovation, quality customer service in each offer.**
 - 7. Identify programs for which the City has a mandate or unique ability to provide.**

Notes/Practices/Supporting Evidence***Rationale for RFR and Primary and Secondary Factors***

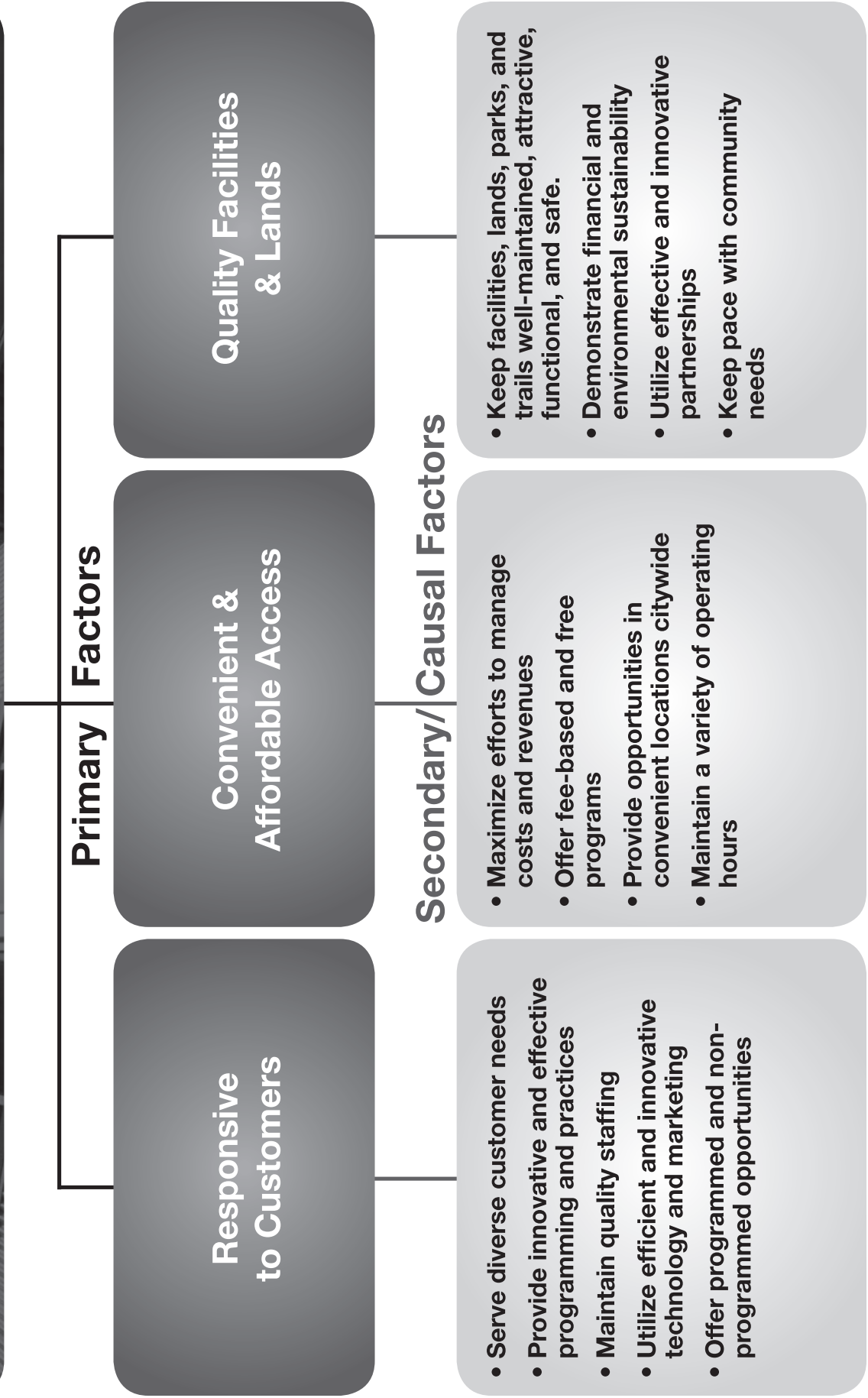
It is the team's expectation that offers should align with relevant Council approved plans including:

- The Cultural Plan
- The Parks and Recreation Policy Plan
- The Natural Areas Strategic Plan
- The Land Conservation and Stewardship Master Plan
- The Transportation Plan



Culture, Parks & Recreation

Fort Collins provides diverse parks, cultural and recreational amenities



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ECONOMIC HEALTH

Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world

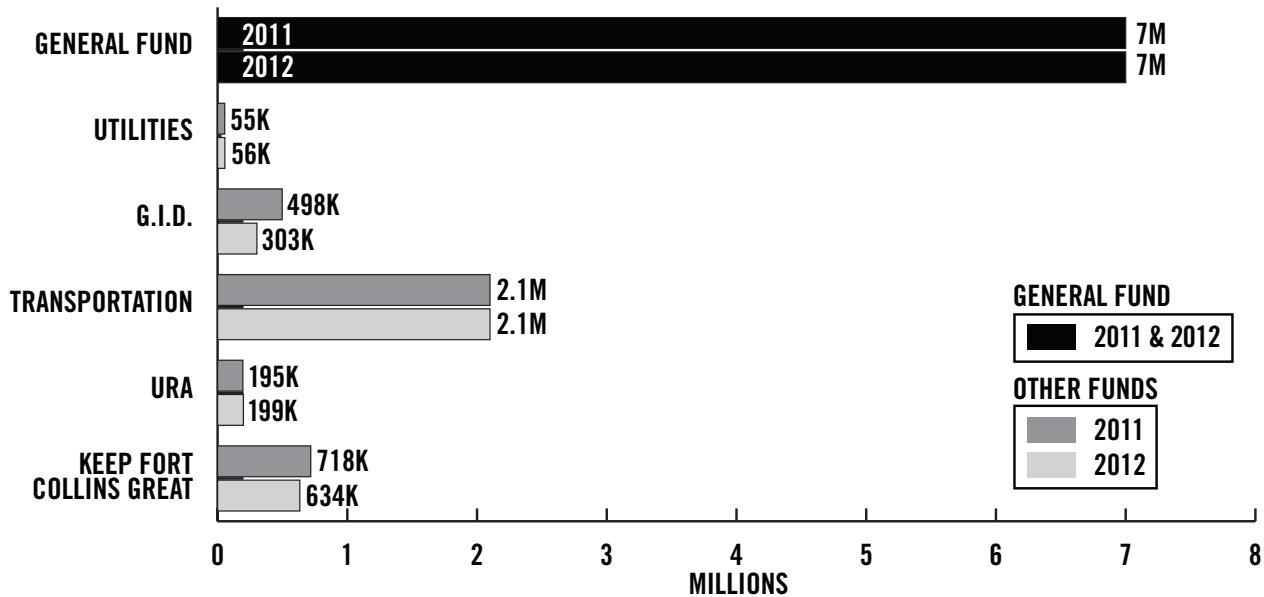




Economic Health

2011 GENERAL FUND & OTHER FUNDS – 10.6M
2012 GENERAL FUND & OTHER FUNDS – 10.4M

- Development Review
- Economic Program
- District One



OVERVIEW

The Economic Health Result Area funds a package of programs and services that support the Council’s Economic Action Plan. This budget maintains the core economic health office and the “One-Stop-Shop” for development review services. With the North College Urban Renewal Authority (URA) beginning to experience revenue growth, URA funds are included to support economic staff working on URA projects and programs.

In November 2010, voters approved a .85% City sales tax increase; a portion of the new revenue, 11%, is for other community priorities, including economic health. As a result, the City was able to preserve several services in this area that were originally slated to be cut. The District One Downtown Police Substation remains at full capacity. The City will continue to support the industry clusters and downtown maintenance will continue at current levels. This budget reduces the City’s capability for long-term, advance planning with the elimination of a City Planner position.

The Economic Health Result Area includes a one-time enhancement to continue analysis and negotiations for re-development of Foothills Mall and to advance the Midtown Corridor work. It also includes resources from the Downtown Development Authority for maintenance of additional downtown alleys which are currently being improved.

FUNDING SOURCES

While the majority of revenues used to achieve Economic Health goals are from General Fund and Transportation funding sources, this Result Area also depends on partnerships with other organizations to fund key purchases.

- Partnerships with the Downtown Development Authority, the Downtown General Improvement District and Downtown Business Association provide several programs that enhance the experience of diners, shoppers and other downtown visitors.
- Lodging Taxes, which are generated from visitors to Fort Collins who stay in local hotels and motels, provide essential funding for Convention and Visitor Services and the Fort Fund grant program.
- Vendor Fee revenue continues to provide resources for core Economic Health programs, supporting staff, economic clusters, and marketing.

KEY PURCHASES/SERVICES

- Economic Health program leadership/economic marketing
- Development Review Center
- Economic clusters and the Rocky Mountain Innovation Initiative support
- District One Police substation
- Urban Renewal Authority
- Advance Planning (reduced level)
- Partnership with DDA for alley maintenance, downtown police officer and ice rink
- Parking Services
- Convention & Visitor Services
- Fort Collins/Loveland Airport

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Reduced support for the Northern Colorado Economic Development Corporation
- Reduces Advance Planning staff
- Not purchasing multiple planning efforts such as the Mountain Vista/North College Enhanced Travel Corridor Plan, Midtown Corridor Transportation Study and the Update to Historic Old Town Design Guidelines
- Not reinstating historic preservation planner cut in 2010

ENHANCEMENTS PURCHASED

- Foothills Mall Redevelopment - consulting services to assist with ongoing financial analysis and negotiations
- Economic Action Plan update
- Enhanced support for cluster development
- Restore 4th of July Activities cut in previous years
- Downtown Alley Maintenance - maintenance of three new alleys (one in 2011 and two in 2012); funded completely by the Downtown Development Authority
- Hourly assistance for Development Review, funded entirely by fees

ECONOMIC HEALTH - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
7.10 KFCG - Administrative Services	15,229	0	0	0	15,229	0
					<i>Keep Fort Collins Great Fund</i>	
7.18 KFCG - Economic Action Plan Update / Economic Competitiveness Study	150,000	0	0	0	150,000	0
					<i>Keep Fort Collins Great Fund</i>	
7.19 KFCG - Enhanced Support for Cluster Development	100,000	0	0	0	100,000	0
					<i>Keep Fort Collins Great Fund</i>	
7.20 KFCG - UniverCity Connections	11,000	0	0	0	11,000	0
					<i>Keep Fort Collins Great Fund</i>	
7.22 KFCG - Repair of the Trolley	10,000	0	0	0	10,000	0
					<i>Keep Fort Collins Great Fund</i>	
8.6 KFCG - Downtown Parking/Parking Structure Study	80,000	0	0	0	80,000	0
					<i>Keep Fort Collins Great Fund</i>	
105.3 KFCG - 4th of July Activities	22,000	0	0	0	22,000	0
					<i>Keep Fort Collins Great Fund</i>	
105.7 KFCG - Downtown Landscaping and Maintenance - Restored	185,000	0	0	0	185,000	0
					<i>Keep Fort Collins Great Fund</i>	
105.8 KFCG - Water Feature and Flowers at Oak Street Plaza	15,000	0	0	0	15,000	0
					<i>Keep Fort Collins Great Fund</i>	
105.9 KFCG - 4th of July - Restore Prior Year Reductions	5,000	0	0	0	5,000	0
					<i>Keep Fort Collins Great Fund</i>	
111.8 KFCG - Old Town Parking Garage Maintenance	100,000	0	0	0	100,000	0
					<i>Keep Fort Collins Great Fund</i>	

ECONOMIC HEALTH - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
174.6 KFCCG - Historic Preservation Matching Grant Funds - Restore	25,000	0	0	25,000	0	
1.1 Urban Renewal Authority	179,379	0	0	75,000	104,379	URA O&M Fund
1.2 ENHANCEMENT: Administrative Services	15,229	0	0	0	15,229	URA O&M Fund
6.1 Convention and Visitors Services	553,000	553,000	0	0	0	URA O&M Fund
				<i>Lodging Taxes</i>		
7.1 Economic Health Program Leadership	177,953	0	177,953	0	0	
7.2 Economic Marketing	56,656	0	56,656	0	0	
7.4 Support the Rocky Mountain Innovation Initiative	60,000	0	60,000	0	0	
7.5 Annual Fort Collins/Loveland Airport Contribution	85,000	0	85,000	0	0	
7.9 ENHANCEMENT: Foothills Mall Redevelopment	75,000	0	75,000	0	0	
7.13 Annual Northern Colorado Economic Development Corporation Contribution - Reduced	10,000	0	10,000	0	0	
7.15 Support Industry Clusters - Reduced	162,175	0	162,175	0	0	
7.17 Transportation Utility Analysis	150,000	0	0	0	150,000	General Fund
8.3 City Planning - Reduced	260,051	0	160,051	0	100,000	General Fund

ECONOMIC HEALTH - 2011

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	RESERVES
			Ongoing	Ongoing		
22.2 District One Police Services - Reduced	890,871	0	890,871	0	0	0
22.3 District One - Restored (Crime Prevention Program)	34,942	0	34,942	0	0	0
63.1 Advance Planning Management and Administration	264,533	0	264,533	0	0	0
105.2 Ice Rink	40,000	40,000	0	0	0	0
		<i>DDA Contributions</i>				
105.4 ENHANCEMENT: Downtown Alley Maintenance	79,575	79,575	0	0	0	0
		<i>DDA Contributions</i>				
105.6 Downtown Landscaping and Maintenance - Reduced	986,443	193,190	793,253	0	0	0
		<i>DDA Contributions</i>				
		<i>Park Fees</i>				
108.11 Development Review Center Core Offer	2,771,690	1,179,500	911,716	380,474	300,000	<i>General Fund</i>
		<i>Development Review</i>		<i>Transportation Fund</i>		
				<i>Light & Power Fund</i>		
				<i>Water Fund</i>		
				<i>Wastewater Fund</i>		
				<i>Stormwater Fund</i>		
108.13 ENHANCEMENT: Development Review – Hourly Staff	50,000	50,000	0	0	0	0
		<i>Development Review</i>				
110.2 Planning, Development and Transportation Administration	490,932	0	490,932	0	0	0
111.1 Parking Basic Services	1,521,283	0	81,520	1,439,763	0	0
				<i>Transportation Fund</i>		
111.2 Parking Maintenance	286,799	0	0	286,799	0	0
				<i>Transportation Fund</i>		

ECONOMIC HEALTH - 2011

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
111.3 Parking Striping in Structures	10,000	0	0	0	10,000	0	
111.5 Parking Pay Machines	70,000	0	0	0	70,000	0	Transportation Fund
160.1 GID #1 and Downtown Sidewalk Replacement	497,923	0	0	0	297,875	200,048	Transportation Fund
174.5 Historic Preservation Program - Reduced	114,343	0	0	114,343	0	0	General Improvement District 1
Funded Offers	10,612,006	2,095,265	4,368,945	3,278,140	869,656		General Improvement District 1
7.12 ENHANCEMENT: Local Flavor Guides	40,000	0	40,000	0	0	0	General Fund
7.14 Annual Northern Colorado Economic Development Corporation - Restored	20,000	0	20,000	0	0	0	General Fund
8.4 City Planning - Restored (Planner)	103,969	0	3,969	0	100,000	0	General Fund
8.5 City Planning - Restored (Consulting)	83,652	0	83,652	0	0	0	General Fund
108.12 ENHANCEMENT: Development Review - City Planner	80,763	0	80,763	0	0	0	General Fund
108.14 ENHANCEMENT: Development Review – Dangerous Building Abatement	25,000	0	25,000	0	0	0	General Fund
115.1 ENHANCEMENT: Mountain Vista/North College Enhanced Travel Corridor Plan	75,000	0	0	0	0	75,000	General Fund
115.2 ENHANCEMENT: Midtown Corridor/College Avenue Boulevard Transportation Study	85,000	0	0	0	0	85,000	General Fund

ECONOMIC HEALTH - 2011

Offer	Offer Cost		Offer Funding			
	Total	63,982	GENERAL FUND		OTHER FUNDS	RESERVES
			Dedicated	Ongoing		
174.2 ENHANCEMENT: Historic Preservation – Reinstate Planner	63,982	0	63,982	0	0	0
174.3 ENHANCEMENT: Historic Preservation – Update 1981 Historic Old Town Design Guidelines	15,000	0	15,000	0	0	0
Unfunded Offers	592,366	0	332,366	0	0	260,000
Total Offers	11,204,372	2,095,265	4,701,311	3,278,140		1,129,656

ECONOMIC HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
7.10 KFCG - Administrative Services	15,690	0	0	15,690	Keep Fort Collins Great Fund	0
7.16 KFCG - Support Industry Clusters - Restored	30,000	0	0	30,000	Keep Fort Collins Great Fund	0
7.19 KFCG - Enhanced Support for Cluster Development	100,000	0	0	100,000	Keep Fort Collins Great Fund	0
7.20 KFCG - UniverCity Connections	11,000	0	0	11,000	Keep Fort Collins Great Fund	0
105.3 KFCG - 4th of July Activities	47,000	0	0	47,000	Keep Fort Collins Great Fund	0
105.7 KFCG - Downtown Landscaping and Maintenance - Restored	185,000	0	0	185,000	Keep Fort Collins Great Fund	0
105.8 KFCG - Water Feature and Flowers at Oak Street Plaza	15,000	0	0	15,000	Keep Fort Collins Great Fund	0
105.9 KFCG - 4th of July - Restore Prior Year Reductions	5,000	0	0	5,000	Keep Fort Collins Great Fund	0
111.8 KFCG - Old Town Parking Garage Maintenance	100,000	0	0	100,000	Keep Fort Collins Great Fund	0
115.3 KFCG - Railroad Quiet Zone Phase II Study	100,000	0	0	100,000	Keep Fort Collins Great Fund	0
174.6 KFCG - Historic Preservation Matching Grant Funds - Restore	25,000	0	0	25,000	Keep Fort Collins Great Fund	0

ECONOMIC HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
1.1 Urban Renewal Authority	182,893	0	0	0	55,000	127,893
					URA O&M Fund	URA O&M Fund
1.2 ENHANCEMENT: Administrative Services	15,690	0	0	0	0	15,690
					URA O&M Fund	URA O&M Fund
6.1 Convention and Visitors Services	570,500	570,500	0	0	0	0
					Lodging Taxes	
7.1 Economic Health Program Leadership	194,475	0	194,475	0	0	0
7.2 Economic Marketing	58,039	0	58,039	0	0	0
7.4 Support the Rocky Mountain Innovation Initiative	60,000	0	60,000	0	0	0
7.5 Annual Fort Collins/Loveland Airport Contribution	85,000	0	85,000	0	0	0
7.13 Annual Northern Colorado Economic Development Corporation Contribution - Reduced	10,000	0	10,000	0	0	0
7.15 Support Industry Clusters - Reduced	133,153	0	133,153	0	0	0
7.21 Economic Action Plan Project Initiatives	50,000	0	50,000	0	0	0
8.3 City Planning - Reduced	269,663	0	269,663	0	0	0
22.2 District One Police Services - Reduced	912,155	0	912,155	0	0	0
22.3 District One - Restored (Crime Prevention Program)	35,898	0	35,898	0	0	0
63.1 Advance Planning Management and Administration	269,484	0	269,484	0	0	0
105.2 Ice Rink	40,000	40,000	0	0	0	0
					DDA Contributions	

ECONOMIC HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
105.4 ENHANCEMENT: Downtown Alley Maintenance	134,620	134,620	0	0	0	0
		<i>DDA Contributions</i>				
105.6 Downtown Landscaping and Maintenance - Reduced	1,010,032	197,645	812,387	0	0	0
		<i>DDA Contributions Park Fees</i>				
108.11 Development Review Center Core Offer	2,838,341	1,179,500	1,273,180	385,661	0	0
		<i>Development Review</i>		<i>Transportation Fund Light & Power Fund Water Fund Wastewater Fund Stormwater Fund</i>		
108.13 ENHANCEMENT: Development Review – Hourly Staff	50,000	50,000	0	0	0	0
		<i>Development Review</i>				
110.2 Planning, Development and Transportation Administration	500,627	0	500,627	0	0	0
111.1 Parking Basic Services	1,561,626	0	81,520	1,480,106	0	0
				<i>Transportation Fund</i>		
111.2 Parking Maintenance	296,477	0	0	296,477	0	0
				<i>Transportation Fund</i>		
111.4 Parking Handhelds and Printers	30,000	0	0	30,000	0	0
				<i>Transportation Fund</i>		
160.1 GID #1 and Downtown Sidewalk Replacement	303,179	0	0	303,179	0	0
				<i>General Improvement District 1</i>		
174.5 Historic Preservation Program - Reduced	116,972	0	116,972	0	0	0
Funded Offers	10,362,514	2,172,265	4,862,553	3,184,113	143,583	143,583

ECONOMIC HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
7.12 ENHANCEMENT: Local Flavor Guides	40,000	0	40,000	0	0	0
7.14 Annual Northern Colorado Economic Development Corporation - Restored	20,000	0	20,000	0	0	0
8.4 City Planning - Restored (Planner)	103,549	0	103,549	0	0	0
8.5 City Planning - Restored (Consulting)	101,902	0	101,902	0	0	0
108.12 ENHANCEMENT: Development Review - City Planner	83,004	0	83,004	0	0	0
108.14 ENHANCEMENT: Development Review – Dangerous Building Abatement	25,000	0	25,000	0	0	0
115.1 ENHANCEMENT: Mountain Vista/North College Enhanced Travel Corridor Plan	75,000	0	0	0	0	75,000
115.2 ENHANCEMENT: Midtown Corridor/College Avenue Boulevard Transportation Study	85,000	0	0	0	0	85,000
174.2 ENHANCEMENT: Historic Preservation – Reinstate Planner	65,748	0	65,748	0	0	0
174.3 ENHANCEMENT: Historic Preservation – Update 1981 Historic Old Town Design Guidelines	15,000	0	15,000	0	0	0
Unfunded Offers	614,203	0	454,203	0	0	160,000
Total Offers	10,976,717	2,172,265	5,316,756	3,184,113		303,583

ECONOMIC HEALTH

1.1 Urban Renewal Authority - Funded

2011 - \$179,379

2012 - \$182,893

The Urban Renewal Authority (URA) and its staff are responsible for facilitating redevelopment within Urban Renewal Plan areas through the collection and use of tax increment. The URA is solely funded by property tax increment collected within the plan area boundaries and does not require the use of General Fund dollars. This is an economic development mechanism that stimulates and leverages private investment through public/private partnerships. This entity is critical to the vitality and economic health of the City, its commercial districts and local businesses. Removing barriers and relying on innovative ways to allow community reinvestment are the foundation of this program.

1.2 ENHANCEMENT: Administrative Services - Funded

2011 - \$15,229

2012 - \$15,690

This offer includes the reinstatement of a .5 FTE Executive Administrative Assistant position required to provide additional administrative support for the Economic Health Office and the Urban Renewal Authority (URA). Funding will be split between the URA (Offer 1.2 = .25 FTE) and Economic Health (Offer 7.10 = .25 FTE).

6.1 Convention and Visitors Services - Funded

2011 - \$553,000

2012 - \$570,500

The City contracts with the Fort Collins Convention and Visitors Bureau (FCCVB) as the convention, tourism, and marketing sales and services agency of the City. Funding comes from lodging tax revenues. The FCCVB markets Fort Collins as a convention, tourism and cultural destination. The FCCVB public relations program generates coverage in national travel publications and other media. The FCCVB operates two visitor information centers and serves as the primary source of information and services for visitors and convention delegates, as well as many local residents. The FCCVB works in cooperation with local organizations (Chamber of Commerce, Downtown Business Association, Downtown Development Authority, Colorado State University and Cultural Resources Board) as well as the Colorado Tourism Office. The FCCVB receives 70% of the total lodging tax receipts. The remainder is allocated to the Cultural Resources Board for distribution via Fort Fund grants.

ECONOMIC HEALTH

7.1 Economic Health Program Leadership - Funded

2011 - \$179,017
2012 - \$195,561

This offer includes the resources necessary to provide for the leadership of the City's Economic Health activities. Program leadership includes managing the City's economic development activities and providing day-to-day support of the Economic Action Plan through four key strategies:

- * Business incubation, retention, expansion and attraction
- * Be proactive on economic issues
- * Build partnerships
- * Diversify the economy

In 2010, the Urban Renewal Authority (URA) joined the Economic Health Office (EHO). The URA provides a focused financial incentive to encourage primary job and retail sales tax growth through redevelopment. The combination of this implementation group with the strategic activities of the EHO has created a stronger Economic Health Leadership Program.

7.2 Economic Marketing - Funded

2011 - \$56,656
2012 - \$58,039

This offer provides resources to support the Communications Plan of the Economic Action Plan, including the Shop Fort Collins First program. One FTE position is responsible for developing relationships with local businesses, developing targeted business communication campaigns, expanding economic media relations, managing economic web page updates, and developing and distributing informational materials for the targeted industries. In addition, this position supports ongoing communication for FortZED, the community brand initiative, and transportation capital improvement projects.

7.4 Support the Rocky Mountain Innovation Initiative - Funded

2011 - \$60,000
2012 - \$60,000

The Rocky Mountain Innovation Initiative (RMI2) is a science and technology incubator that supports start-up companies based in the Northern Front Range region. Investing in the RMI2 incubator supports the City's target industry clusters approach to business formation and development as well as provides one of the best tools for promoting business growth from within Fort Collins. RMI2 promotes a culture of innovation and entrepreneurship in the region and provides a connection point between entrepreneurs, capital, academic and government institutions, and workforce talent. The City contribution is approximately 30% of the total RMI2 budget.

ECONOMIC HEALTH

7.5 Annual Fort Collins/Loveland Airport Contribution - Funded

2011 - \$85,000
2012 - \$85,000

The City of Fort Collins has an intergovernmental agreement with the City of Loveland to jointly own and operate the regional airport located at I-25 and Crossroads Boulevard in Loveland. This offer reflects the City's contribution toward those operating costs. The vast majority of funds for operating the airport come from federal grants through the Federal Aviation Administration. For example, the Fort Collins-Loveland Municipal Airport received \$566,797 in Federal Funds from the American Recovery and Reinvestment Act of 2009 (ARRA). A recent study by the State of Colorado shows the total direct and indirect regional economic benefit created by the airport is \$56 million.

7.9 ENHANCEMENT: Foothills Mall Redevelopment - Funded

2011 - \$75,000
2012 - \$0

The redevelopment of Foothills Mall will likely proceed with iterative negotiations between the City, the Mall owner (General Growth Properties), Macy's, Sears and potential future anchors. Associated refinement of the design, cost estimate and financial feasibility analysis will be required as the planning moves forward. The effort will ultimately require commitments from all parties and strong leadership from the Mall owner. However, due to current economic conditions and uncertainty, the City is in the best position to continue the redevelopment discussion that has started during the Midtown Redevelopment Study.

7.10 KFCG - Administrative Services - Funded

2011 - \$15,229
2012 - \$15,690

This offer includes the reinstatement of a .5 FTE Executive Administrative Assistant position required to provide additional administrative support for the Economic Health Office and the Urban Renewal Authority (URA). Funding will be split between URA (.25 FTE) and Economic Health (.25 FTE). The URA funding has already been approved in the 2011-12 adopted budget; this provides funding from the Economic Health Office.

7.12 ENHANCEMENT: Local Flavor Guides - Unfunded

2011 - \$40,000
2012 - \$40,000

The offer provides funds for Be Local Northern Colorado to create an innovative series of Local Flavor Guides highlighting Uniquely Fort Collins businesses located near Mason Corridor stops and major intersections. This would be an adaptation of a successful neighborhood-based program from Mile High Business Alliance, a local shopping organization in Denver. The material would promote the economic health of Uniquely Fort Collins businesses through colorful guides and maps. The material would be distributed at Bus Rapid Transit stations, online and through a smart-phone application.

ECONOMIC HEALTH

7.13 Annual Northern Colorado Economic Development Corporation Contribution - Reduced - Funded **2011 - \$10,000**
2012 - \$10,000

Funding is provided to support the Northern Colorado Economic Development Corporation (NCEDC) programs and services that assist the City in implementing the Economic Action Plan, including business retention and expansion, and managing site selection inquires and State of Colorado incentives. This offer reduces the City's support for NCEDC from \$30,000 to \$10,000. A related level of service is included in Offer 7.14.

7.14 Annual Northern Colorado Economic Development Corporation - Restored - Unfunded **2011 - \$20,000**
2012 - \$20,000

This offer provides additional funding to support the Northern Colorado Economic Development Corporation (NCEDC) programs and services that assist the City in implementing the Economic Action Plan, including business retention and expansion, and managing site selection inquires and State of Colorado incentives. This offer would maintain the City's contribution level from 2010 and corresponds with Offer 7.13.

7.15 Support Industry Clusters - Reduced - Funded **2011 - \$162,175**
2012 - \$133,153

This offer includes funding for the support of existing and emerging industry clusters within Fort Collins. The funds recommended in this offer are to provide support to outside agencies for their organization and management of cluster development and expansion activities. In addition, the offer includes 25% of the Chief Financial Officer's (CFO) salary and benefits because of the significant role this position plays in supporting the outside organizations providing these services. This offer represents a \$30,000 reduced contribution to the industry clusters in 2012 (see Offer 7.16).

7.16 KFCG - Support Industry Clusters - Restored - Funded **2011 - \$0**
2012 - \$30,000

This offer would continue current funding levels for the support of existing and emerging industry clusters within Fort Collins. The funds would provide additional support to outside agencies for organization and management of cluster development and expansion activities.

7.17 Transportation Utility Analysis - Funded **2011 - \$150,000**
2012 - \$0

During the development of the 2011-2012 Recommended Budget and through the discussions regarding the sales tax ballot initiative, the community requested that the City consider developing a Transportation Utility to fund basic transportation-related programs and services. This funding will be used to bring in outside resources to help in the development of the Transportation Utility concept, the financial model, identification of programs to be funded, and more.

ECONOMIC HEALTH

- 7.18 KFCG - Economic Action Plan Update / Economic Competitiveness Study - Funded** **2011 - \$150,000**
2012 - \$0

The City's Economic Action Plan was first developed in 2005 and updated annually as part of the Budgeting for Outcomes process. It is time to reevaluate the City's economic position and craft a plan that will take the City into the coming five-plus years. As part of the plan update process, consulting assistance will be used to evaluate the City existing strategy, evaluate what other best practice organizations are doing, and work with the community and organization to craft an updated Economic Action Plan.

- 7.19 KFCG - Enhanced Support for Cluster Development - Funded** **2011 - \$100,000**
2012 - \$100,000

The City's support for the economic clusters both financially and through staff time have helped make the Clean Energy, Biosciences, and Uniquely Fort Collins clusters form and take root. The new Water Innovation Cluster is up and running and just about to launch a series of initiatives. The cluster strategy is producing significant results and is effective by all the metrics available used to gauge their performance. Enhanced support is needed for Clean Energy, Water Innovation, and Chip Design; additional funds will allow the clusters to advance further and faster.

- 7.20 KFCG - UniverCity Connections - Funded** **2011 - \$11,000**
2012 - \$11,000

This offer provides an additional \$11,000 to support UniverCity Connections. The original 2011-2012 Adopted Budget includes \$5K of support per year; this offer funds the difference to return the City's level of support to \$16K, or 2010 levels. It will match the \$16,000 contribution that comes from these other partners: Colorado State University, Downtown Development Authority, Community Foundation of Northern Colorado and the Bohemian Foundation. UniverCity Connections focuses on convening community and catalyzing positive change with a focus on Fort Collins' three unique community assets: Colorado State University, Downtown, and the Poudre River.

- 7.21 Economic Action Plan Project Initiatives - Funded** **2011 - \$0**
2012 - \$50,000

This funding would support implementation of the actionable outcomes of the Economic Action Plan Update / Economic Competitiveness Study (Offer 7.18).

- 7.22 KFCG - Repair of the Trolley - Funded** **2011 - \$10,000**
2012 - \$0

This offer will create a grant or matching funds up to \$10,000 to help repair the trolley that runs along Mountain Avenue in the summer.

ECONOMIC HEALTH

8.3 City Planning - Reduced - Funded

2011 - \$260,051
2012 - \$269,663

This offer funds the long-range planning services of the Advance Planning Department. This offer funds three planners and a small budget for consulting services (\$27,500 in 2011 and \$12,000 in 2012). Specific services include preparation, adoption, and implementation of Plan Fort Collins; continued work on implementing actions recommended in subarea plans; Midtown Redevelopment Study implementation; interdepartmental coordination; special Council projects, requests, and Service Area Requests; development review (basic); preparing the Downtown parking study; coordinating the medians/streetscapes team; and preparing plan status reports. This offer represents a significantly lower level of service than provided in 2010, including one less full-time Planner position and significantly reduced consultant services. A related level of service is included in Offers 8.4 and 8.5.

8.4 City Planning - Restored (Planner) - Unfunded

2011 - \$103,969
2012 - \$103,549

This offer restores funding for the Advance Planning Department's long-range planning services. These funds would be used for one full-time City Planner position and consulting services. This offer would fund the restoration of the following projects and programs: Redevelopment Site Specific Analysis; River District Projects long-range planning staff support; enhanced travel corridor planning (Mountain Vista/North College); Business Data Delivery System and staff support; Strategic Annexations; development review (full); and preparation of policies and standards for Community Gateways. Related levels of service are included in Offers 8.3 and 8.5.

8.5 City Planning - Restored (Consulting) - Unfunded

2011 - \$83,652
2012 - \$101,902

This offer restores funding for the Advance Planning Department's long-range planning services. These funds would be used for consulting services. This offer is related to the core level of service for the Advance Planning Department in Offer 8.3. This offer funds the restoration of the following projects and programs: continuation of the Landmark Rehabilitation Loan Program, Urban Design Awards and Plan Van outreach; update of the Eastside Neighborhood Plan; and staff liaison roles on various committees. Related levels of service are in Offers 8.3 and 8.4.

8.6 KFCG - Downtown Parking/Parking Structure Study - Funded

2011 - \$80,000
2012 - \$0

In 2011, Parking Services will partner with the Advance Planning department to develop an updated downtown parking plan. Advance Planning has put this item on their work plan, but other funding is needed for consultant services, modeling, and data collection. Several important parking-related questions and issues need to be addressed, such as the appropriate role of the City in providing parking infrastructure, type and location of parking resources which may be needed in the future, best practices for parking operations and evaluation of financing options.

ECONOMIC HEALTH

22.2 District One Police Services - Reduced - Funded

2011 - \$890,871
2012 - \$912,155

This offer provides community policing services to the Downtown, Mason Corridor and adjacent neighborhoods. District One provides crime prevention and liquor enforcement citywide. The Downtown area is vital to the flavor of Fort Collins but has its share of crime and disorder problems that often involve complex social issues. Transients, bar disturbances, disorderly youth, bicycle/skateboard/pedestrian conflict, special events, like Brewfest and New-West Fest require collaborative relationships and problem solving efforts. Eight sworn officers and a half-time crime prevention specialist are included in this offer. One of those positions is funded solely by the Downtown Development Authority in 2011, contingent upon receipt of bond funds. This offer reflects a half-time reduction of the crime prevention specialist. As a result, participation in Neighborhood Night Out, assistance to businesses with loss prevention, and neighborhood watch programs will be reduced.

22.3 District One - Restored (Crime Prevention Program) - Funded

2011 - \$34,942
2012 - \$35,898

The Crime Prevention Program at District One provides crime prevention services to the Downtown area. Included are monitoring of alarms at businesses, working with Downtown businesses on crime prevention programs and providing education on crime prevention in the district. This offer represents a service which was previously included in 2010 service levels. A related service is included in Offer 22.2.

63.1 Advance Planning Management and Administration - Funded

2011 - \$264,533
2012 - \$269,484

This offer provides management and administration for the Advance Planning Department, including Transportation Planning (integrated into Advance Planning at the end of 2009 as part of the PDT reorganization). It includes functions and personnel related to the leadership, support of projects and programs, and financial health of the department. This offer also includes administrative support for the Affordable Housing Board, along with contractual services and commodities needed for departmental operations.

105.2 Ice Rink - Funded

2011 - \$40,000
2012 - \$40,000

This offer is for the installation, maintenance, removal and storage of the ice rink in Old Town Square for the holiday season, November through mid-February. Funding for this project is provided by the Downtown Development Authority (DDA) in the amount of \$40,000. The DDA reimburses the General Fund for these expenses. Related operation of the Ice Rink is included in Offer 59.4.

ECONOMIC HEALTH

105.3 KFCG - 4th of July Activities - Funded

2011 - \$22,000

2012 - \$47,000

The Parks Division shares the coordination and hosting of the annual Fourth of July Celebration in City Park with the Police Department, Poudre Fire Authority, Recreation and Transport. Items included in this offer are port a lets, recycling containers, bike racks, busing, security fencing, traffic control, trash service, sponsorship party, a fireworks display, and personnel needed to prepare, host and clean up after the event. In the past three years this offer has been based on a public/private partnership that included full sponsorship for the cost of the fireworks display (\$25,000). A sponsor has not been secured for this budget cycle and this offer is currently supported 100% by the General Fund until a sponsor can be obtained.

105.4 ENHANCEMENT: Downtown Alley Maintenance - Funded

2011 - \$79,575

2012 - \$134,620

This offer is an enhancement for the maintenance of three new alleys in the Downtown area that the Downtown Development Authority (DDA) plans to renovate, per their Downtown Alley Master Plan. One alley will be renovated in 2011 and two additional alleys in 2012. Funding for the renovations and ongoing maintenance is provided by the DDA. These new alleys will increase patio space for restaurants and create a more pedestrian-friendly atmosphere with additional lighting, benches, flower beds, flower pots and hanging baskets in the alleys.

105.6 Downtown Landscaping and Maintenance - Reduced - Funded

2011 - \$986,443

2012 - \$1,010,032

The Parks Department provides maintenance, general clean-up and landscaping for the core Downtown area, including street corners, medians, Old Town Square and Oak Street Plaza, and Tenney and Trimble Court Alleys. The offer also includes maintenance for Downtown parks (Library, Civic Center, Washington and Jefferson Street Parks) and landscaped grounds for City buildings in the core area. This offer represents a reduced level of service from that provided in 2010. It eliminates flowers except in Old Town Square, reduces trash pick-up and cleaning, and closes the Oak Street Plaza water feature. An associated service level is included in Offer 105.7.

105.7 KFCG - Downtown Landscaping and Maintenance - Restored - Funded

2011 - \$185,000

2012 - \$185,000

This offer restores resources to fund landscaping and maintenance in the Downtown area. Services provided in this offer include:

- Trash pickup and cleaning along College Avenue
- Flower program in Downtown including flower pots, hanging baskets and flower beds
- Operation of Oak Street Fountain
- Horticulture Tech position
- Trash pickup increased from 6 to 7 days a week in Downtown
- Trash pickup reinstated at City facilities
- Tree trimming
- Holiday display at Museum (kiosks will continue)

ECONOMIC HEALTH

105.8 KFCG - Water Feature and Flowers at Oak Street Plaza - Funded

2011 - \$15,000
2012 - \$15,000

This offer will restore operation and maintenance the water feature and provide flowers at Oak Street Plaza Park. This offer restores a 2011 reduction in the Downtown Maintenance offer.

105.9 KFCG - 4th of July - Restore Prior Year Reductions - Funded

2011 - \$5,000
2012 - \$5,000

This offer would restore the 4th of July evening entertainment and enhance the enjoyment of the City's portion of the July 4 event and City Park. Due to budget constraints, this event has been downsized several times in recent years from an all day event to only fireworks.

108.11 Development Review Center Core Offer - Funded

2011 - \$2,771,690
2012 - \$2,838,341

This offer provides the Development Review Center, which functions as a central location for development and construction, and manages the development review process to ensure consistency with City codes, standards and policies. Co-located staff from various City departments and divisions review and evaluate all development and construction proposals from the conceptual design stage through certificate of occupancy. All customer and administrative services, as well as compliance activities, are included in this offer. Due to staff and budget reductions in 2009, the Development Review Center lost 7 FTEs, which has greatly impacted how the department conducts business with the public and business community. Additional staffing resources are requested in enhancement offers to restore customer service, ensure timely development review to aid economic development, and minimize the impacts we currently face as a result of the 2009 cuts. (See Offers 108.12 and 108.13)

108.12 ENHANCEMENT: Development Review - City Planner - Unfunded

2011 - \$80,763
2012 - \$83,004

This offer requests reinstatement of a 1 FTE City Planner position (eliminated in 2010) to restore customer service, to ensure development review is timely in an effort to aid economic development, and to minimize the impacts we are currently facing as a result of the cuts that have been previously made.

108.13 ENHANCEMENT: Development Review – Hourly Staff - Funded

2011 - \$50,000
2012 - \$50,000

This offer requests funding for hourly staff, in lieu of reinstatement of previously cut positions, in an effort to better sustain existing workload and to meet increases in service demands.

ECONOMIC HEALTH

108.14 ENHANCEMENT: Development Review – Dangerous Building Abatement - Unfunded

2011 - \$25,000
2012 - \$25,000

This offer requests funding for dangerous building abatements. The recent economic downturn and the resultant foreclosure rate have resulted in a large inventory of vacant buildings. Some of those may fall into disrepair to an extent they become hazardous. This offer is estimated to cover five small buildings (up to 1,500 sq. ft.), two medium buildings (up to 3,000 sq. ft.) or one large building (greater than 3,000 sq. ft.).

110.2 Planning, Development and Transportation Administration - Funded

2011 - \$490,932
2012 - \$500,627

This offer funds the Office of the Director of Planning, Development & Transportation (PDT), including the Director; Budget, Policy & Communication Manager; Executive Administrative Assistant; and two Communications Team members (1.3 FTE). The PDT Service Unit is comprised of eight departments/divisions, including Advance Planning/Transportation Planning, Community Development & Neighborhood Services, Engineering, Parking Services, Streets, Traffic Operations, and Transport. The service unit has more than 250 employees and a total budget of \$45 million dollars. PDT Administration leads the operations of all community planning functions, the Development Review Center, and transportation-related operations, including transit, street maintenance, traffic operations, and capital construction. PDT Administration is a fundamental element to achieving the goals and purchasing strategies reflected in the Economic Health, as well as Transportation, Safe Community and Neighborhood Results teams.

111.1 Parking Basic Services - Funded

2011 - \$1,521,283
2012 - \$1,561,626

The primary mission of Parking Services is to help support the economic vitality of Downtown. This is accomplished through three integrated functions working together: enforcement, customer service, and operation of parking garages and surface lots. Enforcement is needed to ensure that parking space turnover/availability occurs daily. Turnover and space availability are critical elements in the Parking mission. Customer Service provides all the functions needed to serve our customers. The operation of the structures and surface lots is necessary to provide long-term parking options for those who need more time than is allowed on-street. This offer is 95% funded from Parking revenues.

111.2 Parking Maintenance - Funded

2011 - \$286,799
2012 - \$296,477

Maintenance of the City's two parking facilities and seven surface lots is necessary to keep structures safe, clean and inviting for customers. Examples of the services included in this maintenance offer include pressure washing the structures, paying for utilities (lights, water, garbage, etc.), daily cleaning and trash disposal, landscaping in parking lots, graffiti removal, repairs and upkeep of HVAC systems, replacement of light bulbs and fixtures, plumbing and electrical repairs, and others. Well maintained and clean parking options support the City's economic vitality. Parking Services contracts with the City Operation Services department for parking structure and lot maintenance. The cost of this offer is based on estimates provided to Parking Services by Operation Services. This offer is 100% funded from Parking revenues.

ECONOMIC HEALTH

111.3 Parking Striping in Structures - Funded

2011 - \$10,000
2012 - \$0

This offer is to re-stripe the lines in both of the Downtown parking garages. The lines are old and faded and need to be refurbished with new paint to bring the striping back to standard. This offer is funded 80% from Parking reserves and 20% from the General Fund.

111.4 Parking Handhelds and Printers - Funded

2011 - \$0
2012 - \$30,000

The purpose of this offer is to replace the hand-held computers and printers that the Parking enforcement officers use in the field to issue citations. This offer is funded 100% from Parking reserves.

111.5 Parking Pay Machines - Funded

2011 - \$70,000
2012 - \$0

The purpose of this offer is to purchase and install two new pay-in-lane machines in the exit lanes of the Civic Center Parking Structure. This offer is funded 100% from Parking reserves.

111.8 KFCG - Old Town Parking Garage Maintenance - Funded

2011 - \$100,000
2012 - \$100,000

This offer provides funding to establish a maintenance reserve for the Old Town Parking garage. Currently there is no funding source for major maintenance or equipment replacement at the Old Town garage like there is for the Civic Center garage. There are immediate project needs that are unfunded, such as replacement of failing light fixtures with energy-efficient fixtures (\$100K est.), re-caulking of the joints in the entire structure (\$75K est.), elevator maintenance and refurbishment (\$75K est.), concrete sealing (\$25K est.), and repair of deteriorating surface concrete (\$20K est.). This offer is requesting \$100,000 per year for three years to fund a reserve. Projects will be funded from the reserve as needed. Staff anticipates that reserves can be augmented with parking revenues, and after three years funding for this Old Town Parking Garage reserve will come solely from parking revenues.

115.1 ENHANCEMENT: Mountain Vista/North College Enhanced Travel Corridor Plan - Unfunded

2011 - \$75,000
2012 - \$75,000

This offer provides funding for a complete, comprehensive corridor plan for Mountain Vista/North College. The Plan would identify a corridor vision, alternative context-sensitive designs, capital/on-going costs, and a funding plan. The goal is to enhance mobility within northeast Fort Collins and provide connections to existing and future businesses, residences and major employment centers. The proposed Mountain Vista/North College Corridor will provide safe, convenient and direct travel with an emphasis on high frequency transit service, bicycles and pedestrians. This offer assumes that Planning staff remains at 2010 levels and could do the majority of project work. The \$75,000 would fund additional outside support.

ECONOMIC HEALTH

115.2 ENHANCEMENT: Midtown Corridor/College Avenue Boulevard Transportation Study - Unfunded **2011 - \$85,000**
2012 - \$85,000

This offer provides funding for a College Avenue Boulevard study in an effort to support redevelopment scenarios identified in the Midtown Corridor study. The Study will include developing a functional, safe, context-sensitive boulevard for pedestrians, cars and bicycles, and providing improved connections to the Mason Corridor along College Avenue/US287, from Prospect Road south to Harmony Road. Transportation Planning will be the lead department, partnering with staff from Advance Planning, PDT, and Economic Health as well as with the Colorado Department of Transportation (CDOT) to conduct the College Avenue Boulevard study as the first step toward improving the Midtown Corridor and preparing the area for future redevelopment opportunities. This offer assumes that Planning staff remains at 2010 levels and could do the majority of project work. The \$85,000 would fund additional outside support.

115.3 KFCG - Railroad Quiet Zone Phase II Study - Funded **2011 - \$0**
2012 - \$100,000

Transportation Planning will manage the Phase II Railroad Quiet Zone Study along the Burlington Northern Santa Fe (BNSF) railroad corridor from Mulberry Street south to Trilby Road. The study will identify the needed improvements at 10 railroad crossings to establish a Quiet Zone per Federal Railroad Administration (FRA) regulations. The goal of these improvements is to enhance safety and the quality of life for residents and businesses, and support economic growth along the Mason, Midtown, and South College corridors. The Study area also includes Colorado State University and existing neighborhoods near the railroad. The Phase I Study, or the Downtown Railroad Quiet Zone Study, is underway and will be complete by first quarter, 2011. The Phase I Study area overlays the Downtown Development Authority's boundaries.

160.1 GID #1 and Downtown Sidewalk Replacement - Funded **2011 - \$497,923**
2012 - \$303,179

This offer is for the General Improvement District #1 (GID). The GID receives revenues of about \$300,000 per year from a mil levy on taxable property in the Downtown commercial area within a specified boundary, along with interest on reserves and an auto-specific ownership tax. GID revenues are used to fund public parking, pedestrian and beautification improvements. Expenses may include construction, maintenance and operation of GID-funded improvements. Example improvements are streetscapes, medians and corner plazas, Oak Street Plaza, and the Oak/Remington parking lot. In 2011, funds will be used to continue the sidewalk replacement work started in 2010. Projects for 2012 are yet to be determined. Improvements are generally determined under a capital improvement program with an evolving list of projects. The GID is administered by the Advance Planning Department in collaboration with other departments as appropriate, often including Parks and Engineering.

174.2 ENHANCEMENT: Historic Preservation – Reinstate Planner - Unfunded **2011 - \$63,982**
2012 - \$65,748

This offer requests reinstatement of the lost 1 FTE Historic Preservation Planner position eliminated as part of the 2009 reductions. In 2009, Historic Preservation Program staffing was cut by more than 50%. Quality of service has notably suffered. This offer requests reinstating the lost 1 FTE in staffing, resulting in a return in value far exceeding the costs of salary and benefits.

ECONOMIC HEALTH

174.3 ENHANCEMENT: Historic Preservation – Update 1981 Historic Old Town Design Guidelines **2011 - \$15,000**
- Unfunded **2012 - \$15,000**

This offer requests \$15,000 for use as grant matching funds for a State Historic Fund Grant to update the Old Town guidelines, created 30 years ago. Ongoing General Fund monies are required to fund this offer. However, by virtue of being a Certified Local Government (CLG), long-term, sustainable funding is ensured, in part through the State Historic Fund, CLG and Preserve America Grants. The \$15,000 over two years will leverage \$60,000 in grant revenue.

174.5 Historic Preservation Program - Reduced - Funded **2011 - \$114,343**
2012 - \$116,972

This offer funds the City's Historic Preservation program; it is an essential component of any effort to promote community, environmental and economic sustainability. Historic preservation is a way to honor our past and a way to protect our future. Renovating an existing building creates 30-50% less carbon emissions than new construction and generates 20% more jobs (Carnegie Mellon). Heritage tourism in Colorado generated \$3.4 billion dollars in expenditures, \$1.1 billion in earnings, and nearly 61,000 jobs in just one year. Each \$1 received in preservation grants results in \$6 pumped into the economy. Thus, the 70 preservation grants Fort Collins has received translates into \$21 million for our local economy. Owners of historic resources can receive 20% of their costs, plus yearly \$5,000 no-interest loans, generating additional disposable income. This offer does not include matching grant funds of \$25,000. A related service level options is included in Offer 174.6.

174.6 KFCG - Historic Preservation Matching Grant Funds – Restore - Funded **2011 - \$25,000**
2012 - \$25,000

This offer includes matching-grant funds, which are used to renovate historic buildings, support Historic Preservation efforts, and encourage heritage tourism.



Economic Health Request for Results

Team Members

Chairperson: Joe Frank, Advance Planning

Budget Liaison: Delynn Coldiron, Community Development & Neighborhood

Communications Liaison: Ann Turnquist, City Manager's Office

Members: Rick Bachand, Natural Resources
Steve Catanach, Light and Power Operations
Susan Herlihy, Cultural Services
Craig Hibbard, Water Reclamation & Biosolids
Dave Pearson, Investigations

Result

Economic Health - Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world

Introduction/Summary of Results Map

Strategic Economic Leadership provides the foundation for the City's role in helping to create and maintain a healthy, diverse and sustainable economy. Leadership sets the vision, develops and directs implementation of action plans and related policies for supporting economic development. Through **Strong and Effective Partnerships**, the City leverages and supports diverse community initiatives and fosters collaboration. **Business Retention, Expansion, Incubation and Attraction** activities focus on creating an environment for new and existing business to thrive. **Dynamic Business Centers** are the core retail, cultural and employment destinations that reflect our unique community.

Indicators

Indicator 1: Regularly measure job growth in targeted industry clusters

Measure: Quantitative measure of job growth in targeted industry clusters

This indicator will measure the success of the City's efforts to develop targeted industry clusters over time. These targeted industries bring primary, quality jobs to the community. These jobs have economic multiplier effects, generate other jobs, create economic vitality and provide a stable base for the local economy.

Indicator 2: Processing time for the development review process

Measure: Average time to process selected development applications

Continual improvement in the development review process is one factor contributing to economic health. Overall Development Plan, Preliminary Development Plan and Minor Amendments will be measured.

Indicator 3: Processing time for building permit applications

Measure: Average time to process building permit applications

This is one indicator of the success of continual improvement in the building permit application process. Permits for single family detached and attached, multi-family, new commercial, and commercial tenant finish will be measured.

Indicator 4: Customer satisfaction with the City’s economic health services and programs**Measure: Surveys of customer satisfaction of City services**

Customer satisfaction surveys of the City’s economic health services and programs will help measure performance and guide modifications to these programs.

Indicator 5: Retail sales growth and sales tax revenues**Measure: Total sales tax revenue, including the percentage share of regional retail sales (clothing, electronics, household furnishings) tax growth**

Growth in retail sales and tax revenues—particularly regional retail sales, are primary measures of the City’s financial health and the community’s economic health. Sales tax is a significant source of revenue for public facilities and services.

Indicator 6: Index of household income relative to cost of living**Measure: Index household income relative to the cost of living**

The growth of household income is an excellent indicator of the economic health of the Fort Collins community. Indexing household income relative to the cost of living will illustrate trends related to wages, consumer purchasing power, and the cost of goods and services.

Indicator 7: Economic health of dynamic business centers in Fort Collins**Measure: Retail sales, job growth and net new business starts in Downtown, Foothills Mall, Mid-town Commercial Corridor (College Avenue, Prospect to Harmony), North College, Mason Corridor and Front Range Village**

Retail sales, job growth and net new business starts are important indicators of the economic health of our business centers. This information can be used to identify trends, weaknesses and strengths as a foundation for appropriate City actions and strategies.

Indicator 8: Business creation and expansion**Measure: Net new sales tax licenses by industry classification**

New business starts are an excellent measure of entrepreneurial activity.

Purchasing Strategies

- **Purchasing Strategy #1— We are looking for creative and bold offers that improve economic health, customer service and efficiency.**
 - *Causal factors: Strategic Economic Leadership, Strong and Effective Partnerships, and Business Retention and Expansion*
- **Purchasing Strategy #2— We are looking for offers that are sustainable and focus on the Triple Bottom Line (environment, financial, social).**
 - *Causal factor: Strategic Economic Leadership*
- **Purchasing Strategy #3— We are looking for offers that create and implement plans and policies, particularly Economic Action Plan, City Plan, Refill Fort Collins, Downtown Plan, Mason Corridor Plan, Climate Action Plan, Mid-town Redevelopment Study, North College Corridor Plan, etc.**
 - *Causal factors: Strategic Economic Leadership and Dynamic Business Centers*

- **Purchasing Strategy #4— We are looking for offers that develop and communicate a long-term vision of a sustainable and diversified economy and community.**
 - *Causal factor: Strategic Economic Leadership*
- **Purchasing Strategy #5— We are looking for offers that improve our ability to forecast economic changes and provide data to local decision makers and private industries.**
 - *Causal factors: Strategic Economic Leadership, Business Retention and Expansion, and Business Incubation and Attraction*
- **Purchasing Strategy #6— We are looking for offers that leverage, create and support strong local and regional partnerships that improve economic health. Internal and external collaboration, coordination and communication will be highly valued. Key partnerships could include Northern Colorado Economic Development Corporation, Rocky Mountain Innovation Initiative, Downtown Development Authority, Downtown Business Association, North Fort Collins Business Association, Colorado State University, Front Range Community College and other educational institutions, Fort Collins Chamber, Platte River Power Authority, Be Local, FortZed, arts and culture groups, UniverCity Connections, and others.**
 - *Causal factor: Strong and Effective Partnerships, and Business Retention and Expansion*
- **Purchasing Strategy #7— We are looking for offers that create jobs and economic vitality through retention, expansion, incubation and attraction of businesses.**
 - *Causal factors: Business Retention and Expansion, Business Incubation and Attraction, and Dynamic Business Centers*
- **Purchasing Strategy #8— We are looking for offers that foster world class customer service for citizens and companies doing business with the City. Consistent, efficient, timely and reliable governmental processes, regulations, and fees are expected.**
 - *Causal factors: Strong and Effective Partnerships, Business Retention and Expansion, and Business Incubation and Attraction*
- **Purchasing Strategy #9— We are looking for offers that revitalize and strengthen our community’s dynamic business centers. Priority areas include Downtown, Foothills Mall, North College Corridor, Mid-town Commercial Corridor, Mason Corridor, Mountain Vista, Campus West, and I-25 Corridor.**
 - *Causal factor: Dynamic Business Centers*
- **Purchasing Strategy #10— We are looking for offers that include appropriate incentives, financial support, and strategic initiatives for business development and redevelopment.**
 - *Causal factors: Business Retention and Expansion, Business Incubation and Attraction, and Dynamic Business Centers*
- **Purchasing Strategy #11— We are looking for offers that market the unique qualities and strengths of Fort Collins to businesses and visitors.**
 - *Causal factors: Strong and Effective Partnerships, Business Retention and Expansion, Business Incubation and Attraction, and Dynamic Business Centers*

Notes/Practices/Supporting Evidence

Interviewed Experts From: 2011-2012—City Chief Financial Officer and City Economic Advisor, Economic Advisory Commission Chair, and Northern Colorado Business Report. 2010-2011--Downtown Development Authority, Advance Planning, Finance Department, Fort Collins Convention and Visitor's Bureau, City Chief Financial Officer, UniverCity Connections, CSU Supercluster, City Economic Advisory Commission, Be Local Northern Colorado, Fort Collins Chamber, Rocky Mountain Innovation Initiative, Northern Colorado Economic Development Corporation, and Larimer County Business Enterprise.

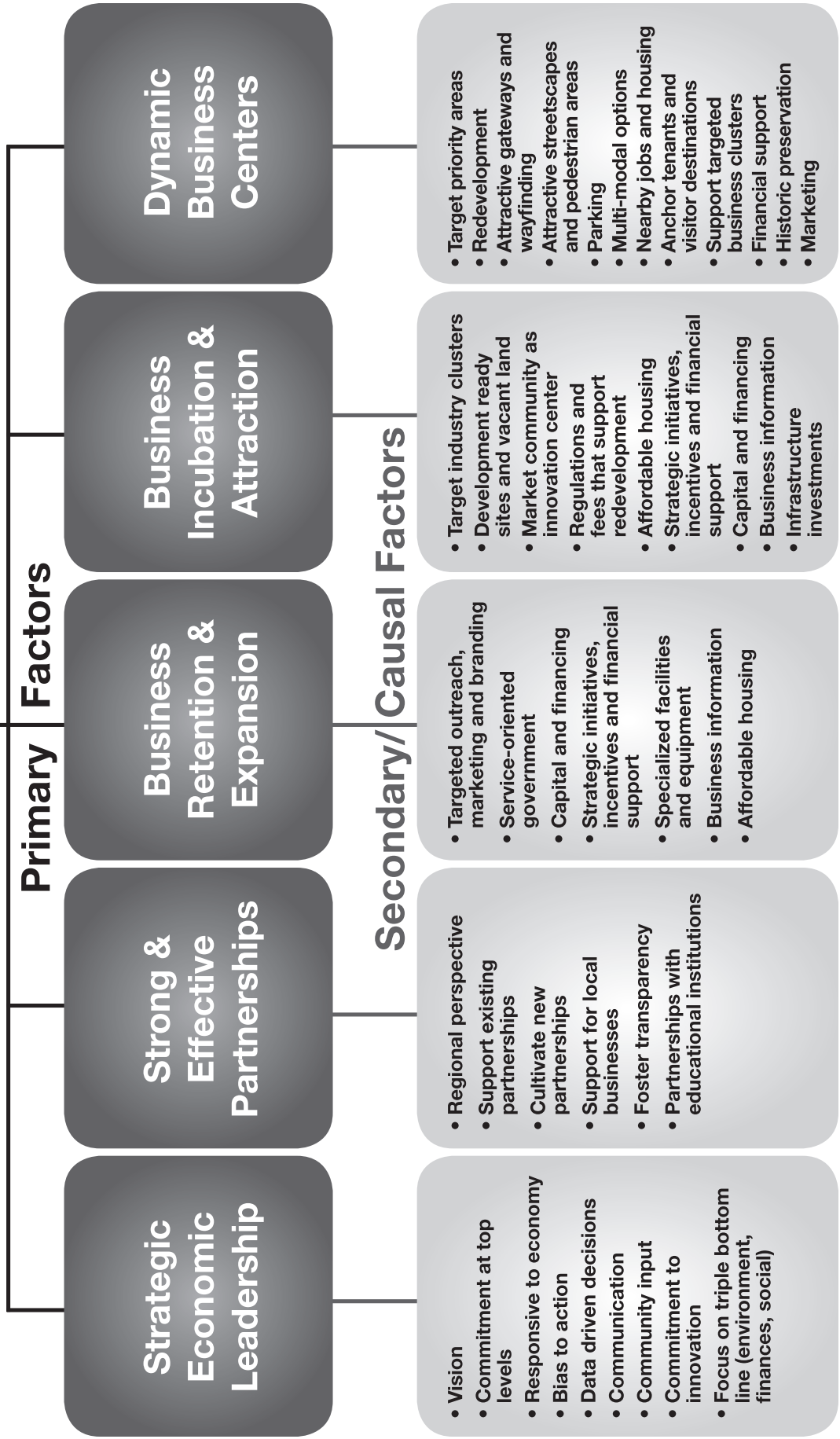
Documentation:

- Economic Action Plan
- Economic Advisory Commission 2009 and 2010 Work Plans
- Citizen Survey (2008)
- Community Scorecard (2008, 2009)
- Downtown Strategic Plan
- Mason Corridor Plan
- Refill Fort Collins Final Report (2006)
- Sales and Use Tax Report (monthly)
- Economic Vitality and Sustainability Action Group Report and Recommendations
- 2009 City Works presentation
- Northern Colorado Bioscience Plan
- Urban Renewal Authority and Clean Energy websites.



Economic Health

Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world





ENVIRONMENTAL HEALTH

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

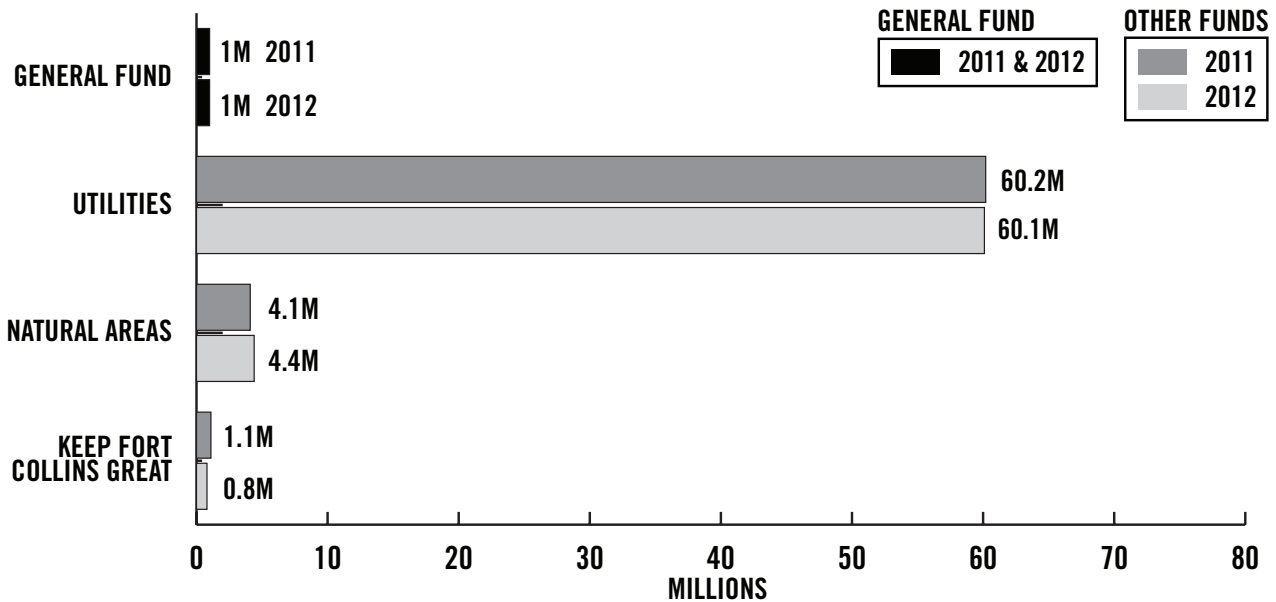




Environmental Health

2011 GENERAL FUND & OTHER FUNDS – **66.4M**
 2012 GENERAL FUND & OTHER FUNDS – **66.3M**

- Water
- Wastewater
- Natural Areas
- Environmental Services



OVERVIEW

The Environmental Health Result Area funds a variety of programs that are a high priority for our community and City Council. The majority of this budget funds energy efficiency and conservation programs in the water and electric utilities, as well as the Utilities Light and Power renewable energy purchase. The Environmental Health Result Area also includes offers funded by the dedicated .25% sales tax for natural areas. The General Fund portion is approximately \$1 million, or 1.4%, of total funding in this Result Area.

The budget continues the successful Climate Wise program and adds additional resources for household hazardous waste community drop-off events. Other significant environmental program purchases include environmental program leadership, air quality monitoring, recycling and the phase two analysis of the Northern Integrated Supply Project. As a result of the sales tax increase which was approved by voters in November, 2010, this area now includes a recycling and sustainability coordinator, enhanced recycling opportunities downtown and in parks, and a volunteers for sustainable homes initiative.

The dedicated Natural Areas funds are used for land management of approximately 34,500 acres of public land. Funds are also allocated for land conservation and program leadership.

This Result Area also includes the offers for core water and wastewater programs, and services, including the water and wastewater system distribution, treatment and infrastructure replacement. In addition, the Environmental Health Result Area funds Utilities engineering services, environmental regulation management and water conservation programs.

FUNDING SOURCES

Though the entire Environmental Health Result Area encompasses nearly \$66 million in funded environmental programs, the bulk of the funding in the Result Area comes from fees and charges for water and wastewater services, as well as a small portion from electric (This budget anticipates that a 3% rate increase in water in 2011 and no increase in 2012. Additionally, the budget anticipates rate increases in wastewater of 9% in 2011 and 8% in 2012). The second most significant revenue stream is the quarter-cent sales tax dedicated exclusively to Natural Areas programs. In addition to these revenue sources, the Budget includes approximately \$1 million of General Fund resources for other environmental programs, such as air quality, Climate Wise and recycling.

KEY PURCHASES/SERVICES

- Climate Action Plan (CAP) – funded offers for plan implementation include:
 - Energy Efficiency and Conservation
 - Renewable Energy Certificate Purchase
 - Waste diversion activities/recycling
 - Environmental planning, including annual carbon accounting and reporting
 - Climate Wise
- Water and Wastewater Utilities
- Renewable energy program with a growing commitment to renewable energy sources
- Water quality programs to continue commitments to exceeding standards for instream water quality, both up-stream and downstream with no impact on aquatic life
- Natural Areas programs including acquisition, maintenance and trail development

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Current level of support for West Nile Virus Mosquito Control Program
- Not purchasing solar garden or solar wholesale application projects

ENHANCEMENTS PURCHASED

- Northern Integrated Supply Project next phase two analysis
- Water Treatment Facility Plant Operator
- Peak Demand Shifting through Energy Storage
- Watershed Program staff increase
- Local Renewable Energy Certificate Purchase
- Household hazardous waste abatement (two events per year)
- Enhanced parks and downtown environmental improvements
- Recycling and sustainability coordinator
- Volunteers for sustainable home initiative
- Eco-Industrial Park Feasibility Study
- Stream and river rehabilitation and restoration
- Green Building Program
- Enhanced Climate Wise Program
- Green purchasing study
- Additional resources for community spill response

ENVIRONMENTAL HEALTH - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
124.5 KFCCG - Parks Environmental Improvements - Urban Forestry	15,000	0	0	0	15,000	0
124.6 KFCCG - Downtown Environmental Improvements - Solar Recycling Bins & Earth Tub Composting Units	42,000	0	0	0	42,000	0
179.5 KFCCG - Volunteers for Sustainable Homes Initiative	50,000	0	0	0	50,000	0
179.7 KFCCG - Recycling and Sustainability Coordinator/Environmental Planner	120,000	0	0	0	120,000	0
179.8 KFCCG - Stream and River Rehabilitation and Restoration	250,000	0	0	0	250,000	0
179.9 KFCCG - Eco Industrial Center Feasibility Study	75,000	0	0	0	75,000	0
179.11 KFCCG - Green Building Program – Implementation and Enforcement	105,000	0	0	0	105,000	0
193.3 KFCCG - Climate Wise Program Enhancement	75,000	0	0	0	75,000	0
195.1 KFCCG - Unified Accounting System for Energy and Carbon	30,000	0	0	0	30,000	0
195.2 KFCCG - Environmental Performance Data Manager	90,000	0	0	0	90,000	0

ENVIRONMENTAL HEALTH - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
197.1 KFCG - Innovation Fund	100,000	0	0	0	100,000	0
				Keep Fort Collins Great Fund		
197.2 KFCG - Green Purchasing Study	75,000	0	0	0	75,000	0
				Keep Fort Collins Great Fund		
214.3 KFCG - Community Spill Response - Additional Resources	35,000	0	0	0	35,000	0
				Keep Fort Collins Great Fund		
12.1 Purchase Power Renewables	1,824,000	0	0	0	1,824,000	0
				Light & Power Fund		
12.2 Community Renewable Energy	250,000	0	0	0	250,000	0
				Light & Power Fund		
12.7 ENHANCEMENT: Renewable Energy Certificate Purchase	20,250	0	0	0	20,250	0
				Light & Power Fund		
15.1 Energy Efficiency and Conservation	4,622,242	0	0	0	4,622,242	0
				Light & Power Fund		
95.1 Water Engineering & Field Services	3,517,516	0	0	0	3,517,516	0
				Water Fund		
96.1 Wastewater Engineering & Field Services	1,958,126	0	0	0	1,958,126	0
				Wastewater Fund		
97.3 Water Reclamation & Biosolids	6,495,681	0	0	0	6,495,681	0
				Wastewater Fund		
98.1 Wastewater Fund Payments & Transfers	9,613,522	0	0	0	9,613,522	0
				City of Fort Collins Wastewater Fund		

ENVIRONMENTAL HEALTH - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
100.1 Water Fund Payments & Transfers	10,969,402	0	0	0	10,969,402	0
					<i>City of Fort Collins Water Fund</i>	
100.4 Water Conservation	696,747	0	0	0	696,747	0
					<i>Water Fund</i>	
101.1 Water Resources & Treatment Services	10,489,726	0	0	0	10,489,726	0
					<i>Water Fund</i>	
101.2 ENHANCEMENT: Water Treatment Facility Plant Operator	59,710	0	0	0	59,710	0
					<i>Water Fund</i>	
101.3 ENHANCEMENT: Watershed Program FTE Increase	20,925	0	0	0	20,925	0
					<i>Water Fund</i>	
124.3 Mosquito Control - Reduced	82,253	0	82,253	0	0	0
124.7 Parks Environmental Improvements - Recycle Bins	90,000	0	90,000	0	0	0
135.1 Wood Recycling	15,000	0	15,000	0	0	0
138.1 Utilities Capital Projects – Utilities Asset Management Software	166,667	0	0	0	166,667	0
					<i>Water Fund Wastewater Fund</i>	
147.1 Ecological Restoration and Management of Natural Areas	1,505,505	0	0	0	1,505,505	0
					<i>Natural Areas Fund</i>	
147.2 Natural Areas Land Management	464,145	0	0	0	464,145	0
					<i>Natural Areas Fund</i>	

ENVIRONMENTAL HEALTH - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
147.3 Natural Areas Land Conservation	1,508,382	0	0	1,508,382	Natural Areas Fund	0
147.4 Natural Areas Program Management	639,378	0	0	639,378	Natural Areas Fund	0
150.1 ENHANCEMENT: Northern Integrated Supply Project	7,600	0	0	7,600	Water Fund	0
165.1 Utilities Capital Projects – Water Distribution System Replacement – In-house Program	975,000	0	0	975,000	Water Fund	0
166.1 Utilities Capital Projects - Cathodic Protection	170,000	0	0	170,000	Water Fund	0
167.1 Utilities Capital Projects - Wastewater System Replacement – In-house Program	1,230,000	0	0	48,196	Wastewater Fund	1,181,804
168.1 Utilities Capital Projects - Flow Monitoring Stations	100,000	0	0	100,000	Wastewater Fund	0
169.1 Utilities Capital Projects - Water Supply Development	100,000	0	0	100,000	Water Fund	0
170.1 Utilities Capital Projects - Halligan Reservoir Enlargement	190,000	0	0	190,000	Water Fund	0
171.1 Utilities Capital Projects - Water Production Replacement Program	1,175,000	0	0	588,773	Water Fund	586,227

ENVIRONMENTAL HEALTH - 2011

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
173.1 Utilities Capital Projects - Collection System Study	170,000	0	0	0	170,000	0	
					<i>Wastewater Fund</i>		
175.1 Utilities Capital Project - Water Distribution System Replacements – Contracted Forces	1,910,000	0	0	0	0	1,910,000	<i>Water Fund</i>
177.1 Utilities Capital Project - North College Sewer	900,000	0	0	0	0	900,000	<i>Wastewater Fund</i>
178.1 Utilities Capital Project – Wastewater Distribution Replacements – Contracted Forces	700,000	0	0	0	700,000	0	
					<i>Wastewater Fund</i>		
179.1 Combined Environmental Services	721,359	0	713,359	0	0	8,000	<i>General Fund</i>
179.2 Air Quality Monitoring	9,000	0	9,000	0	0	0	
179.6 ENHANCEMENT: Household Hazardous Waste Community Drop-Offs	30,000	0	30,000	0	0	0	
179.10 Radon Mitigation Behavioral Study	10,000	0	10,000	0	0	0	
187.1 Utilities Capital Projects - Water Reclamation Replacement	975,000	0	0	0	967,971	7,029	
					<i>Wastewater Fund</i>		<i>Wastewater Fund</i>
188.1 Utilities Capital Projects - Sludge Disposal Program	100,000	0	0	0	100,000	0	
					<i>Wastewater Fund</i>		
189.1 Utilities Capital Projects - Drake Water Reclamation Facility (DWRf)	100,000	0	0	0	100,000	0	
					<i>Wastewater Fund</i>		

ENVIRONMENTAL HEALTH - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	Ongoing	OTHER FUNDS		
193.1 Climate Wise	412,618	0	84,887	327,731		0
				<i>Light & Power Fund</i>		
211.1 ENHANCEMENT: Peak Demand Shifting through Energy Storage	250,000	0	0	0		250,000
214.1 Community Spill Response and Remediation	61,920	0	0	61,920		0
				<i>Stormwater Fund</i>		
214.2 Household Hazardous Waste Community Drop-Offs	60,000	0	0	60,000		0
				<i>Stormwater Fund</i>		
	66,428,674	0	1,034,499	60,551,115		4,843,060
12.5 ENHANCEMENT: Solar Wholesale Application Projects	500,000	0	0	500,000		0
				<i>Light & Power Fund</i>		
12.6 ENHANCEMENT: Solar Garden	350,000	0	0	350,000		0
				<i>Light & Power Fund</i>		
100.5 REDUCTION: Water Conservation	67,469	0	0	67,469		0
				<i>Water Fund</i>		
124.4 Mosquito Control - Restored	100,000	0	100,000	0		0
191.1 ENHANCEMENT: Utilities Capital Projects - Digester Gas Treatment System	2,231,000	0	0	0		2,231,000
						<i>Wastewater Fund</i>
	3,248,469	0	100,000	917,469		2,231,000
Total Offers	69,677,143	0	1,134,499	61,468,584		7,074,060

ENVIRONMENTAL HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
124.5 KFCG - Parks Environmental Improvements - Urban Forestry	15,000	0	0	0	15,000	0
124.6 KFCG - Downtown Environmental Improvements - Solar Recycling Bins & Earth Tub Composting Units	2,000	0	0	0	2,000	0
179.5 KFCG - Volunteers for Sustainable Homes Initiative	50,000	0	0	0	50,000	0
179.7 KFCG - Recycling and Sustainability Coordinator/Environmental Planner	120,000	0	0	0	120,000	0
179.8 KFCG - Stream and River Rehabilitation and Restoration	250,000	0	0	0	250,000	0
179.11 KFCG - Green Building Program – Implementation and Enforcement	105,000	0	0	0	105,000	0
193.3 KFCG - Climate Wise Program Enhancement	75,000	0	0	0	75,000	0
195.1 KFCG - Unified Accounting System for Energy and Carbon	30,000	0	0	0	30,000	0
195.2 KFCG - Environmental Performance Data Manager	90,000	0	0	0	90,000	0
197.1 KFCG - Innovation Fund	100,000	0	0	0	100,000	0

ENVIRONMENTAL HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
214.3 KFCG - Community Spill Response - Additional Resources	5,000	0	0	0	5,000	0
12.1 Purchase Power Renewables	1,824,000	0	0	0	1,824,000	0
			<i>Keep Fort Collins Great Fund</i>			
12.2 Community Renewable Energy	250,000	0	0	0	250,000	0
			<i>Light & Power Fund</i>			
12.7 ENHANCEMENT: Renewable Energy Certificate Purchase	40,500	0	0	0	40,500	0
			<i>Light & Power Fund</i>			
15.1 Energy Efficiency and Conservation	4,661,309	0	0	0	4,661,309	0
			<i>Light & Power Fund</i>			
95.1 Water Engineering & Field Services	3,534,307	0	0	0	3,534,307	0
			<i>Water Fund</i>			
96.1 Wastewater Engineering & Field Services	1,990,410	0	0	0	1,990,410	0
			<i>Wastewater Fund</i>			
97.3 Water Reclamation & Biosolids	6,669,250	0	0	0	6,669,250	0
			<i>Wastewater Fund</i>			
98.1 Wastewater Fund Payments & Transfers	9,611,365	0	0	0	9,611,365	0
			<i>City of Fort Collins Wastewater Fund</i>			
100.1 Water Fund Payments & Transfers	10,939,152	0	0	0	10,939,152	0
			<i>City of Fort Collins Water Fund</i>			

ENVIRONMENTAL HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
100.4 Water Conservation	710,513	0	0	710,513	Water Fund	0
101.1 Water Resources & Treatment Services	10,853,972	0	0	10,853,972	Water Fund	0
101.2 ENHANCEMENT: Water Treatment Facility Plant Operator	61,527	0	0	61,527	Water Fund	0
101.3 ENHANCEMENT: Watershed Program FTE Increase	21,709	0	0	21,709	Water Fund	0
124.3 Mosquito Control - Reduced	87,065	0	87,065	0		0
135.1 Wood Recycling	15,000	0	15,000	0		0
138.1 Utilities Capital Projects – Utilities Asset Management Software	176,667	0	0	176,667	Water Fund Wastewater Fund	0
147.1 Ecological Restoration and Management of Natural Areas	1,562,855	0	0	1,562,855	Natural Areas Fund	0
147.2 Natural Areas Land Management	475,877	0	0	475,877	Natural Areas Fund	0
147.3 Natural Areas Land Conservation	1,616,386	0	0	1,616,386	Natural Areas Fund	0
147.4 Natural Areas Program Management	744,221	0	0	744,221	Natural Areas Fund	0

ENVIRONMENTAL HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
150.1 ENHANCEMENT: Northern Integrated Supply Project	75,000	0	0	75,000 <i>Water Fund</i>	0	
165.1 Utilities Capital Projects – Water Distribution System Replacement – In-house Program	1,015,000	0	0	219,986 <i>Water Fund</i>	795,014	<i>Water Fund</i>
166.1 Utilities Capital Projects - Cathodic Protection	115,000	0	0	115,000 <i>Water Fund</i>	0	
167.1 Utilities Capital Projects - Wastewater System Replacement – In-house Program	1,270,000	0	0	1,270,000 <i>Wastewater Fund</i>	0	
168.1 Utilities Capital Projects - Flow Monitoring Stations	75,000	0	0	75,000 <i>Wastewater Fund</i>	0	
169.1 Utilities Capital Projects - Water Supply Development	100,000	0	0	100,000 <i>Water Fund</i>	0	
170.1 Utilities Capital Projects - Halligan Reservoir Enlargement	190,000	0	0	190,000 <i>Water Fund</i>	0	
171.1 Utilities Capital Projects - Water Production Replacement Program	1,340,000	0	0	50,868 <i>Water Fund</i>	1,289,132	<i>Water Fund</i>
173.1 Utilities Capital Projects - Collection System Study	50,000	0	0	50,000 <i>Wastewater Fund</i>	0	
175.1 Utilities Capital Project - Water Distribution System Replacements – Contracted Forces	1,425,000	0	0	0	1,425,000	<i>Water Fund</i>

ENVIRONMENTAL HEALTH - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
179.1 Combined Environmental Services	733,868	0	733,868	0	0	0
179.2 Air Quality Monitoring	9,000	0	9,000	0	0	0
179.6 ENHANCEMENT: Household Hazardous Waste Community Drop-Offs	30,000	0	30,000	0	0	0
184.1 Utilities Capital Projects - Meter Replacement & Rehabilitation	920,000	0	0	920,000		0
				<i>Water Fund</i>		
187.1 Utilities Capital Projects - Water Reclamation Replacement	1,275,000	0	0	1,275,000		0
				<i>Wastewater Fund</i>		
188.1 Utilities Capital Projects - Sludge Disposal Program	200,000	0	0	200,000		0
				<i>Wastewater Fund</i>		
193.1 Climate Wise	421,543	0	87,399	334,144		0
				<i>Light & Power Fund</i>		
211.1 ENHANCEMENT: Peak Demand Shifting through Energy Storage	250,000	0	0	0		250,000
					<i>Light & Power Fund</i>	
214.1 Community Spill Response and Remediation	46,320	0	0	46,320		0
				<i>Stormwater Fund</i>		
214.2 Household Hazardous Waste Community Drop-Offs	60,000	0	0	60,000		0
				<i>Stormwater Fund</i>		
Funded Offers	66,288,816	0	962,332	61,567,338		3,759,146

ENVIRONMENTAL HEALTH - 2012

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
12.5 ENHANCEMENT: Solar Wholesale Application Projects	1,000,000	0	0	0	1,000,000	0	
12.6 ENHANCEMENT: Solar Garden	330,000	0	0	0	330,000 <i>Light & Power Fund</i>	0	
100.5 REDUCTION: Water Conservation	69,443	0	0	0	69,443 <i>Water Fund</i>	0	
124.4 Mosquito Control - Restored	100,000	0	100,000	0	0	0	
192.1 ENHANCEMENT: Utilities Capital Projects - UV Disinfection System	1,051,000	0	0	0	82,447 <i>Wastewater Fund</i>	968,553 <i>Wastewater Fund</i>	
Unfunded Offers	2,550,443	0	100,000	0	1,481,890	968,553	
Total Offers	68,839,259	0	1,062,332	0	63,049,228	4,727,699	

ENVIRONMENTAL HEALTH

12.1 Purchase Power Renewables - Funded

2011 - \$1,824,000

2012 - \$1,824,000

The City's 2009 Energy Policy provides new strategic guidance in the area of renewable energy. This offer funds the purchase of 96,000 megawatt hours of renewable energy annually for 2011 and 2012, which is 6.5% of the total energy projected to be purchased from Platte River Power Authority in 2011 and 2012. The offer meets the requirements of:

- The Colorado Renewable Energy Standard, which requires Fort Collins Utilities to purchase a minimum of 3% renewable energy in 2011-2012.
- The Green Energy Program, projected to continue serving more than 2,000 customers, which adds approximately 2.5% to the renewable energy purchased above and beyond the State requirement.

12.2 Community Renewable Energy - Funded

2011 - \$250,000

2012 - \$250,000

This offer funds rebates for the installation of customer on-site renewable energy systems and local renewable energy certificates (RECs) that contribute to the Colorado Renewable Energy Standard (RES). These local RECs will be purchased from customers owning solar panels (or other customer-owned renewable generation sources) and not purchased directly by the City from the market. These funds leverage matching grant opportunities from the Governor's Energy Office for solar photovoltaic (PV) electric systems for residential customers.

This offer funds the programs (\$250,000) to deliver:

- A minimum of 150 kilowatts of customer-sited renewable generation.
- Renewable energy certificates for a minimum of 250 megawatt-hours of energy expected to be generated from the customer-sited renewable generation.

12.5 ENHANCEMENT: Solar Wholesale Application Projects - Unfunded

2011 - \$500,000

2012 - \$1,000,000

This enhancement offer provides for the purchase of wholesale energy from new solar projects to be installed in Fort Collins. The purchase is based on a 20-year, fixed-price contract. The energy price would be determined in a "reverse auction" process which would include the Renewable Energy Credits related to the projects. This program would help meet the carbon reduction goals of the City and provide the City with additional energy from renewable resources while supporting economic development with new investment and construction. The additional cost of the program to ratepayers is estimated at \$500,000 in 2011 and \$1 million in 2012 (.5% rate increase/year). The amounts would continue for the life of the purchase contracts. It is anticipated that even though energy purchased under this program will initially be at a premium compared to current Platte River Power Authority (PRPA) rates, this energy cost will become more competitive as PRPA's costs continue to escalate.

ENVIRONMENTAL HEALTH

12.6 ENHANCEMENT: Solar Garden - Unfunded

2011 - \$350,000
2012 - \$330,000

This offer enhances Offer 12.2 (Community Renewable Energy) to purchase and expand options to obtain renewable energy related to the City's 2009 Energy Policy. This offer funds the creation of a "citizen-owned" community solar project or "solar garden" within Utilities service territory. The solar site would be managed by Utilities as a centralized location where customers could "buy" into a solar project, and receive similar financial benefits (rebates, renewable energy credit payments, tax credits and net metering) as customers who implement roof-top solar on their properties. This Solar Garden is proposed as an addition to the ongoing solar photovoltaic rebate program for on-site systems. Funds leverage matching grant opportunities from the Governor's Energy Office for solar photovoltaic electric systems.

A one-time rate increase of 0.4% would be needed to fund the offer.

12.7 ENHANCEMENT: Renewable Energy Certificate Purchase - Funded

2011 - \$20,250
2012 - \$40,500

This offer enhances Offer 12.2 (Community Renewable Energy) to purchase and expand options to obtain renewable energy related to the City's 2009 Energy Policy. This offer expands the commitment of funds to purchase renewable energy certificates (RECs) for customer-sited commercial solar projects within Utilities' service territory.

15.1 Energy Efficiency and Conservation - Funded

2011 - \$4,622,242
2012 - \$4,661,309

This offer purchases energy efficiency, conservation, load management and community engagement programs related to the City's 2009 Energy Policy. Energy Services designs and implements incentive programs for residential and commercial customers, provides technical assistance, delivers community education to encourage efficiency and conservation.

This offer funds the staffing and programs to deliver:

- Annual efficiency and conservation program savings of 22,000 MWh, equivalent to the electric use of 2,500 typical homes.
- Integration of demand response and load management with Smart Grid to achieve savings to reach 15 megawatts by 2015.
- Annual carbon emissions reductions of more than 18,000 tons of CO_{2e} from efficiency programs each year.
- Design and implementation of the City's Green Building Program.
- Technical support and implementation of the Climate Wise Program.

ENVIRONMENTAL HEALTH

95.1 Water Engineering & Field Services - Funded

2011 - \$3,517,516
2012 - \$3,534,307

This offer is for distribution of treated water, for domestic and firefighting purposes, from the water treatment plant to the Utility's water customers.

This offer includes maintenance and repair of water mains, valves, fire hydrants and water meters, as well as leak detection for conservation purposes, backflow device inspection and testing to prevent contamination, and customer service response. This offer also includes engineering functions to support the above activities as well as purchase of vehicles and equipment.

Per state law, all work on the water distribution system must be done under the supervision of a certified Operator in Responsible Charge. In addition, all Water Systems Operators are required to be certified through the Colorado Department of Public Health and Environment certification program. Per federal law, the Utility is responsible for the quality of our drinking water all the way to the point of use on our customers' premises.

96.1 Wastewater Engineering & Field Services - Funded

2011 - \$1,958,126
2012 - \$1,990,410

This offer funds collection of untreated wastewater from utility customers and conveyance to the water reclamation facilities. By preventing raw sewage from being discharged, customer health and safety, and the natural environment are protected. The system complies with federal and state laws and protects the environment. Operation and maintenance of the wastewater system also includes manhole inspection, mainline televising, sewer cleaning, root removal, lining and rehabilitation, infiltration/inflow control and customer service. This offer also includes engineering functions to support the above activities as well as purchase of vehicles and equipment.

Per state law, all work on the wastewater collection system must be done under the supervision of a certified Operator in Responsible Charge. In addition, all Water Systems Operators are required to be certified through the Colorado Department of Public Health and Environment certification program.

97.3 Water Reclamation & Biosolids - Funded

2011 - \$6,495,681
2012 - \$6,669,250

This offer directly promotes a healthy and sustainable environment by preventing raw sewage from being discharged in the environment. This offer funds ongoing operation and maintenance of the Drake and Mulberry Water Reclamation Facilities, the operation and maintenance of the Meadow Springs Ranch Biosolids Facility and includes Pollution Control Laboratory services, which directly support wastewater collection and treatment. In 2009 this activity removed 8.7 million pounds of pathogen-laden organic material and 7.1 million pounds of solids from 5.6 billion gallons of wastewater.

Federal and state laws require the Wastewater Utility to collect and treat wastewater from our customers to a level consistent with the limits set in our National Pollution Discharge Elimination System (NPDES) Discharge Permit issued under the Clean Water Act. The Wastewater Utility was the first and is still the largest environmental program managed by the City.

ENVIRONMENTAL HEALTH

98.1 Wastewater Fund Payments & Transfers - Funded

2011 - \$9,613,522

2012 - \$9,611,365

This package includes the payments and transfers made from the Wastewater Fund including: Payment in Lieu of Taxes to the General Fund, payment for General Fund services, Risk Management expenses, debt service, the Wastewater Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services. Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Wastewater Fund.

100.1 Water Fund Payments & Transfers - Funded

2011 - \$10,969,402

2012 - \$10,939,152

This offer includes the payments and transfers made from the Water Fund including: Payment in Lieu of Taxes to the General Fund, payment for General Fund services, Risk Management expenses, debt service, the Water Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services.

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Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Water Fund.

100.4 Water Conservation - Funded

2011 - \$696,747

2012 - \$710,513

This offer funds water conservation programs and includes new measures from the Water Conservation Plan including low income retrofits, a residential research study, enhanced public outreach, HOA irrigation grants, restaurant spray nozzle replacement program, and commercial rebates and incentives.

The Water Conservation Plan provides specific measures, metrics and costs to the general demand management criteria outlined in the 2003 Water Supply and Demand Management Policy. The plan, based on input from the public, Water Board and City Council, set a demand goal of 140 gallons per person per day by 2020. To reach this goal, we must not only continue existing water conservation programs, but add the plan's recommended new or expanded measures targeting all customer classes, and indoor and outdoor water use.

100.5 REDUCTION: Water Conservation - Unfunded

2011 - \$67,469

2012 - \$69,443

This offer is a reduction for a position that was approved for 2011 during the 2010-2011 budget cycle. The position hasn't been filled. Since the creation of this position, it has been determined that the work can be completed within existing resources. The position may be reconsidered for the next budget cycle.

ENVIRONMENTAL HEALTH

101.1 Water Resources & Treatment Services - Funded

2011 - \$10,485,712
2012 - \$10,853,972

This offer funds the management of the City's water supply and water treatment to provide safe water – a life-essential service that advances the health, safety and prosperity of our community. These programs take an innovative approach to resources, customer service and sustainability to provide high quality water to the community. The Water Quality Laboratory analytical services directly support regulatory compliance, water operations, watershed activities and response to customer complaints. The Water Treatment Facility also has imposed more stringent in-house water quality limitations, raising the bar of excellence. In 2009, 7.519 billion gallons of water were treated with a 100% compliance rate, meeting all state and federal requirements for safe drinking water. The Water Resources Program provides for the management, planning, stewardship and protection of the City's raw water rights and supply system. The City's water portfolio was recently valued at an estimated \$700 million.

101.2 ENHANCEMENT: Water Treatment Facility Plant Operator - Funded

2011 - \$59,710
2012 - \$61,527

The Water Treatment Facility requires highly trained operators who are certified by the State of Colorado. Part of succession planning includes training of such operators. The facility is very complicated and includes a sophisticated computerized control system, and therefore sufficient time for training new, inexperienced operators is a necessity. This offer adds an operator to the Water Treatment Facility, allowing the transfer of information to the new employee by the fully experienced operators. Succession planning is a continuous process for the City, as 63% of the entire Water Production staff is expected to retire within 10 years. The Water Treatment Facility recently earned the Directors Award for 10 years in the Partnership for Safe Water, a honor that is made possible by the high quality, highly skilled operators.

101.3 ENHANCEMENT: Watershed Program FTE Increase - Funded

2011 - \$77,196
2012 - \$21,709

The senior process engineer/watershed manager for the Water Treatment Facility is currently a 0.75 FTE position. The workload is increasing due to watershed monitoring with subsequent data interpretation, enhanced watershed programs, and collaborations with other water entities. This offer increases the FTE from 0.75 (60 hours biweekly) to 0.90 (72 hours biweekly), adding 5 extra hours per week. Increasing the FTE is more cost- and knowledge-efficient than adding another part-time staff. The expertise of the watershed manager/senior process engineer is invaluable to the City and to the water production division. The increase in FTE here will be budgeted through a reduction in contract services in the main Water Production Budget (watershed and O&M).

ENVIRONMENTAL HEALTH

124.3 Mosquito Control - Reduced - Funded

2011 - \$82,253
2012 - \$87,065

This offer is for the General Fund portion of the West Nile Virus (WNV) Disease Management Program, which provides site mapping, dip testing, identification, larviciding, comprehensive public website, and adult testing services provided by CSU. No funds are dedicated to adulticiding. This offer includes: 8 weeks of surveillance, mid-June to mid-August; 10 traps per week; and minimal public outreach (free City newsletter and web only). It does not include staff dedicated to quality control or backyard inspection services for citizens, which were part of the program in the past.

These reductions will prevent the WNV Disease Management Program from meeting the Council-adopted West Nile Virus Management Policy (Resolution 2008-062). Funding from Stormwater and Natural Areas would remain the same, but be re-directed to base operations rather than outreach and quality control as originally identified. Offer 124.4 includes services to restore the Mosquito Control program to 2010 levels.

124.4 Mosquito Control - Restored - Unfunded

2011 - \$100,000
2012 - \$100,000

This offer is for General Fund support to continue the West Nile Virus (WNV) Disease Management Program at its current level. This offer supports the base program outlined in Offer 124.3 by restoring the following functions:

- Reinstate surveillance to 21 weeks from 8 weeks.
- Increase number of traps from 10 to 43 per week.
- Reinstate quality control employees.
- Reinstate public hotline service.
- Reinstate backyard inspection services.

Operating the WNV Disease Management Program at its current level increases our ability to control the spread of infected mosquitoes, provides better data for decision making and reduces the overall risk of contracting West Nile virus.

124.5 KFCCG - Parks Environmental Improvements - Urban Forestry - Funded

2011 - \$15,000
2012 - \$15,000

This modified offer would replace 25 urban trees annually.

124.6 KFCCG - Downtown Environmental Improvements - Solar Recycling Bins & Earth Tub Composting Units - Funded

2011 - \$42,000
2012 - \$2,000

This offer adds five recycling and trash solar units in the downtown district. An existing unit at Oak Street has proven to be extremely successful. Recycling rates are up, and collection costs have been reduced by one-half, which saves the City approximately \$3,800 a year per bin. The payback on these units is approximately 1.5 years; after that period, they save the City money.

ENVIRONMENTAL HEALTH

124.7 Parks Environmental Improvements - Recycle Bins - Funded

2011 - \$90,000
2012 - \$0

This modified offer would provide 100 recycling bins and collection service for all City playgrounds and playgrounds.

135.1 Wood Recycling - Funded

2011 - \$15,000
2012 - \$15,000

This offer will divert 3,200 cubic yards per year from the landfill of large diameter wood (greater than 15 inches) that is generated as part of the Forestry Division's maintenance operation. Large wood is stockpiled at a City site and ground twice a year by a contractor to produce a quality mulch product. The total cost to hire a contractor is \$22,000 per year, but the cost for this offer is reduced to \$15,000 because partial funding of \$7,000 has been identified from other partners, including Poudre School District.

Forestry generates approximately 8,000 cubic yards of wood per year. 60% of this amount is under 15 inches diameter and is currently chipped at the job site with two wood chippers. This offer allows the Forestry Division to increase wood recycling from 50% to more than 90%. Some wood from diseased trees will still need to be taken to the landfill.

138.1 Utilities Capital Projects – Utilities Asset Management Software - Funded

2011 - \$166,667
2012 - \$176,667

This offer provides partial funding for two software platforms for asset management planning and computerized maintenance management. The remainder of the funding request appears in Offer 210.1.

The first platform performs analysis on the life cycle of the treatment facilities and the distribution and collection systems. It tracks conditions, the risk profile of failure, the rate of deterioration, replacement and maintenance schedules, and maintenance and replacement costs. The goal of the program is to develop a rational and justified schedule for the replacement of assets before failure occurs.

The second platform schedules and tracks maintenance activities required to keep these systems operational. It tracks maintenance records, costs and conditions of the various systems and facilities.

Funds for this offer come from the Water and Wastewater Funds.

ENVIRONMENTAL HEALTH

147.1 Ecological Restoration and Management of Natural Areas - Funded

2011 - \$1,505,505

2012 - \$1,562,855

This offer will utilize dedicated City (Open Space Yes!) and County sales tax revenues to provide ecological planning and restoration, and sound stewardship of vegetation and wildlife at the City's 44 natural areas. Specifically, this offer includes: site reclamations including land grading, building demolitions and site cleanup; hazard and invasive tree removal; and storm water detention, flood protection, and water quality improvements. This offer also includes use of an integrated best management approach to weed control (tools include: mowing, sheep grazing, biological, hand pulling, and prescriptive burns) which greatly reduces the need to use chemical herbicides.

147.2 Natural Areas Land Management - Funded

2011 - \$464,145

2012 - \$475,877

This offer utilizes a portion of the dedicated Open Space Yes! sales tax revenue to support two full-time staff and the resources necessary to implement land management activities on natural areas. Activities generally fall into three main categories:

- 1) Laramie Foothills properties management: Properties included are Soapstone Prairie Natural Area, Round Butte Ranch and Bernard Ranch. Activities include wildlife and vegetation monitoring, wildlife management planning and implementation, habitat improvement, cultural resource stewardship, and ongoing evaluation of recreation-related impacts.
- 2) Property management: Functions related to real property management, including managing easement requests, mine reclamation, real property leases, water rights management, responding to landowners and property boundary issues.
- 3) Agriculture program: This program offers the opportunity to continue the working landscape traditions on some of our urban properties.

147.3 Natural Areas Land Conservation - Funded

2011 - \$1,508,382

2012 - \$1,616,386

This offer continues funding the land and water conservation work of the Natural Areas Program with designated City (Open Space Yes!) and County sales tax revenues. This offer includes all costs for conservation including: personnel, environmental consulting, appraisals and surveys. While some conservation services are contracted outside the City, most of the services are provided internally. Natural Areas partners with many agencies and private parties. Natural Areas, Parks, and Stormwater are currently collaborating to look at existing plans for future trails, parks, water quality/detention ponds, stream restoration and natural areas/open lands conservation. This effort is intended to find opportunities for partnerships to create wildlife and trail connections between open lands; acquire additional open lands adjacent to streams and trail corridors; conserve and enhance wildlife habitat; and provide more neighborhoods with access to natural areas/open lands.

ENVIRONMENTAL HEALTH

147.4 Natural Areas Program Management - Funded

2011 - \$639,378
2012 - \$744,221

This offer continues funding program management of the Natural Areas Program with designated City (Open Space Yes!) and County sales tax revenues. This offer includes all costs associated with program management: staff (4.05 FTE's), office supplies, and the Administrative and MIS charges to the program. Activities include personnel management, budgeting, long-range planning, development and administration of general management guidelines and policies, site management plans, and development and ongoing evaluation of natural areas regulations. Natural Areas, now in its eighteenth year, has evolved from focusing primarily on land conservation to become a multi-faceted program which includes education, interpretation, volunteer coordination, enforcement, resource management, public improvements, land conservation, facility operations and land management for 34,500 acres of public land.

150.1 ENHANCEMENT: Northern Integrated Supply Project - Funded

2011 - \$7,600
2012 - \$75,000

This offer will provide internal and external resources for review of the Northern Integrated Supply Project (NISP). Specifically, a Supplemental Draft Environmental Impact Statement (SDEIS) is expected to be released in late 2010 or early 2011. At the time of release, the City will need to carefully review the SDEIS with outside expert assistance to assure that various issues of concern to the City are adequately addressed in the SDEIS. This offer only includes funding for outside expert assistance and does not include funding for existing staff that will be funded through other offers. The offer does not include legal costs other than consultation for the review.

165.1 Utilities Capital Projects – Water Distribution System Replacement – In-house Program -

Funded

2011 - \$975,000
2012 - \$1,015,000

This capital project offer funds the design and construction of water line and infrastructure replacement projects performed using in-house forces. Examples include hydrant and valve relocations for street reconstruction projects, simple and smaller replacement projects not requiring complex design, and non-emergency projects that require an immediate response.

The Water Utility annually completes replacement projects to maintain water distribution system. There are 500+ miles of water lines with 40+ miles ranked high priority for replacement. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs. The use of in-house forces saves considerable costs compared to contracted labor. This work helps maintain a familiarity with the system and a sense of ownership by employees.

This offer partners with Offer 175.1, which provides similar work on larger and more complex projects performed by contracted forces.

ENVIRONMENTAL HEALTH

166.1 Utilities Capital Projects - Cathodic Protection - Funded

2011 - \$170,000

2012 - \$115,000

This project funds the capital replacement of cathodic protection systems on large diameter water transmission mains of both raw and finished water, as well as large diameter pipelines at the Water Treatment Facilities.

Cathodic protection is a program to reduce electrochemical corrosion of underground pipelines. Electrochemical corrosion of pipelines occurs as a result of the small electric current created by contact between metal surfaces, water, and the chemicals present in soils and water. Cathodic protection counteracts the corrosion of the pipeline by supplying a 'sacrificial' material which will corrode via this electrochemical reaction before the steel of the water line.

Without the cathodic protection, given our clay and corrosive soils, the pipe system would corrode more quickly causing higher maintenance or replacement needs. Cathodic protection systems are vital in maintaining the integrity of the water transmission system.

167.1 Utilities Capital Projects - Wastewater System Replacement – In-house Program - Funded

2011 - \$1,230,000

2012 - \$1,270,000

This project funds the design and construction of sewer infrastructure replacement projects performed using in-house forces. Examples include trenchless sewer rehabilitation, manhole replacement/relocation for street reconstruction projects, smaller replacement projects not requiring complex design, and non-emergency projects that require an immediate response.

The Wastewater Utility annually completes replacement projects to correct deficiencies in the system and to upgrade facilities. There are 400+ miles of sewer lines. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The use of in-house forces saves considerable costs compared to contracted labor. This work helps maintain a familiarity with the system and a sense of ownership by Fort Collins Utilities employees.

This offer partners with Offer 178.1, which provides similar work on larger and more complex projects performed by contracted forces.

ENVIRONMENTAL HEALTH

168.1 Utilities Capital Projects - Flow Monitoring Stations - Funded

2011 - \$100,000
2012 - \$75,000

This project funds ongoing monitoring of sewer flows within our wastewater collection system. The collected data is then used to determine where the collection system is under capacity and to determine locations where infiltration is occurring.

Infiltration of ground water into our system is causing the Water Reclamation Facilities to treat groundwater, resulting in high operating costs and ultimately higher rates for our customers. The inflow of clear water into the sanitary sewer system can also lead to sanitary sewer overflows. The review of sewer capacities/deficiencies and infiltration levels is critical for the planning of future improvements, and to sustaining the collection system to prevent overflows, which impact water quality. The flow monitoring is accomplished with 22 flow monitors that are moved around the collection system where data is collected for weeks or months at a time.

169.1 Utilities Capital Projects - Water Supply Development - Funded

2011 - \$100,000
2012 - \$100,000

This capital offer will be used to develop, evaluate, and improve various water supply projects by providing a source of funding to respond to unexpected opportunities or needs related to acquiring, developing or protecting the City's water rights. This is a long-term project that began in 1991. Funds not spent in a given year are carried forward for use in future years.

170.1 Utilities Capital Projects - Halligan Reservoir Enlargement - Funded

2011 - \$190,000
2012 - \$190,000

This offer represents two years of funding for annual purchase payments that are required under an agreement with North Poudre Irrigation Company to enlarge Halligan Reservoir, a project that began in 1987. Funding has previously been appropriated for environmental studies, design, construction and other costs related to the Halligan Reservoir Enlargement Project.

Although the Water Utility has excellent water rights, much of it cannot be used by the City because there is no place to store available water and save it for periods when it is needed. Storage capacity in Halligan Reservoir is expected to meet the long-term needs of providing drought protection through build-out of the Utility's service area. Population at build-out is expected to be about 155,000 people and is expected to occur in the next several decades.

ENVIRONMENTAL HEALTH

171.1 Utilities Capital Projects - Water Production Replacement Program - Funded

2011 - \$1,175,000

2012 - \$1,340,000

This offer provides for capital and replacement projects that ensure proper operation and maintenance of the Water Treatment Facility (WTF). The WTF is valued at \$200 million in hard assets. Its importance in bringing safe, affordable, clean drinking water to the customers is vital and categorizes the WTF as critical infrastructure. Infrastructure assets within the drinking water production system need to be upgraded or modified. These include the electrical distribution system, security system, communication systems, sample stations, Supervisory Control and Data Acquisition (SCADA) and electrical/instrumentation, roofing and HVAC. The offer also includes replacement over two years of the pumps and motors in the High Service Pump Station, a station that is more than 20 years old. These will be replaced, with premium high efficiency motors installed to lower electrical use. Excellent preventative maintenance has kept this equipment operational and replacement will occur as needed.

173.1 Utilities Capital Projects - Collection System Study - Funded

2011 - \$170,000

2012 - \$50,000

This project funds the ongoing operation of a complex computer model of the wastewater collection system used in planning for new development - both infill and growth - for replacement planning, and for reducing infiltration into our collection system. Infiltration of ground water increases the volume of water to be treated at the water reclamation facilities, thereby resulting in higher treatment costs. As a community develops, this system becomes more complex piece by piece. The use of this computer modeling will allow us to maximize the system capacity and minimize unnecessary capital improvements that might be assumed to be necessary due to lack of full and accurate measurements.

This is an important tool, which is used to support the sustainability of the wastewater collection system. It is also used to determine areas where aging pipes need to be replaced, as the failure of pipelines can cause safety hazards to the public, including sewer backups into homes and businesses.

175.1 Utilities Capital Project - Water Distribution System Replacements – Contracted Forces - Funded

2011 - \$1,910,000

2012 - \$1,425,000

This capital project offer funds the design and construction of water line and infrastructure replacement projects performed using contracted forces. The Water Utility annually completes replacement projects to maintain the water distribution system. There are 500+ miles of water lines with 40+ miles ranked high priority for replacement. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs. The use of contracted forces is appropriate for specialized work that staff does not have regular exposure to, work that requires a high number of operators and laborers, and work that requires large or specialized equipment. It is much more cost-effective and efficient to hire this type of work out to an experienced company than to train or staff up for individual projects.

This offer partners with Offer 165.1, which provides similar work on smaller and less complex projects performed by in-house forces.

ENVIRONMENTAL HEALTH

177.1 Utilities Capital Project - North College Sewer - Funded

2011 - \$900,000
2012 - \$0

This Capital Improvement Project offer funds the design and construction of the North College Sanitary Sewer Replacement Project.

The North College Sanitary Sewer lies between North College Avenue and the Union Pacific Railroad, and between the Cache la Poudre River and the Larimer/Weld Ditch. Due to advanced age, insufficient size and poor condition, this line needs to be replaced to accommodate future development. The need for the project was realized when the Utility performed preventative inspection and maintenance over the last few years and determined that the several anticipated and approved projects in the area could potentially overwhelm the system in its current condition. This system was not built by Fort Collins Utilities, but rather inherited from a previous sanitation district upon annexation many years ago.

The reconstruction of this line will ensure safe, reliable collection and transmission of sanitary sewer waste from the area for the foreseeable future.

178.1 Utilities Capital Project – Wastewater Distribution Replacements – Contracted Forces - Funded

2011 - \$700,000
2012 - \$0

This project funds the design and construction of sewer lines and infrastructure replacement projects performed using contracted forces.

The Wastewater Utility annually completes replacement projects to correct deficiencies in the system and to upgrade facilities. There are 400+ miles of sewer lines. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The use of contracted forces is appropriate for specialized work that staff does not have regular exposure to, requires a high number of operators and laborers, and work that requires specialized equipment. A typical project would be a complex major sewer line replacement. It is much more cost-effective and efficient to hire this type of work out to an experienced company than to train or staff up for individual projects.

This offer partners with Offer 167.1, which provides similar work on smaller, straightforward projects performed by in-house forces.

179.1 Combined Environmental Services - Funded

2011 - \$721,359
2012 - \$733,868

This offer provides programs and services to the community that will improve its environmental health and resiliency. In support of existing City policies, the programs within this offer address air quality, climate protection, waste reduction and recycling, sustainability and environmental education, and outreach to the public. The offer also provides environmental services to support municipal operations and can respond to and provide leadership on meeting organizational goals for environmental sustainability.

ENVIRONMENTAL HEALTH

179.2 Air Quality Monitoring - Funded

2011 - \$9,000
2012 - \$9,000

This offer would continue operation of the fine-particle air quality monitor that the City purchased in 2009. Although the operating cost was originally budgeted at \$20,000 annually, a partnership with the state and county health departments has enabled the City to reduce operating expenses to \$9,000 annually.

179.5 KFCG - Volunteers for Sustainable Homes Initiative - Funded

2011 - \$50,000
2012 - \$50,000

This modified offer provides direct personal assistance to help residents improve indoor air quality to ease asthma and/or Chronic Obstructive Pulmonary Disease (COPD), a health concern shared by 28% of area residents. Similar to the successful Master Naturalist Program, health authorities name this program a Best Practice that improves public health without regulation, as it is completely voluntary. Volunteers train to become Sustainability Masters and then provide in-home assessment and recommendations. Homeowners voluntarily request the service and then make voluntary in-home changes. In addition to environmental benefits, positive face-to-face interactions of volunteers with home participants will strengthen community. This offer funds a half-time hourly staff coordinator.

179.6 ENHANCEMENT: Household Hazardous Waste Community Drop-Offs - Funded

2011 - \$30,000
2012 - \$30,000

This offer provides the additional funding necessary to complete two Household Hazardous Waste Drop-Off events. The 2010 budget identified \$60,000 for the program, and Offer 214.2 requests funding at this level. The first drop-off event was conducted on June 5, 2010; the event was a success, however the final costs exceeded \$40,000 due to the sheer volume of materials collected. This enhancement will allow us to conduct the second event at the same level. Without this enhancement, it will have to be severely restricted or possibly not happen.

179.7 KFCG - Recycling and Sustainability Coordinator/Environmental Planner - Funded

2011 - \$116,385
2012 - \$120,000

This modified offer funds a full-time environmental planner and a .25 public relations coordinator in the Natural Resources Department. The new FTE planner will allow the current .50 solid waste environmental planner and the .50 sustainability planner to increase to full time. The increase in staff will provide services and programs designed to augment the City's overall solid waste diversion rate and advance its internal and external sustainability efforts. New solid waste efforts would focus on commercial waste and provide information, encouragement, and incentives to increase diversion. The City's waste diversion goal is 50%. The current diversion rate is calculated to be approximately 38%.

ENVIRONMENTAL HEALTH

179.8 KFCG - Stream and River Rehabilitation and Restoration - Funded

2011 - \$250,000

2012 - \$250,000

This offer will provide ongoing revenue to conduct stream and river restoration/rehabilitation projects (Poudre River, Spring Creek, Fossil Creek, etc.). In addition to capital projects, these funds will be used for research and analysis which will help ensure effective project implementation. Funds could be matched with Stormwater, Natural Areas, and other sources.

179.9 KFCG - Eco Industrial Center Feasibility Study - Funded

2011 - \$75,000

2012 - \$0

This is an offer for a feasibility study and basic Phase I plan/design report on establishing a cluster of private resource recovery and recycling business ventures as co-tenants on a single industrially zoned property. This would be a public/private partnership. The City of Fort Collins may not own, operate, or be engaged in these businesses; it could be a facilitator. Enterprises could include, but are not limited to: composting, architectural salvage, construction and demolition debris recycling, waste-to-energy research and manufacturing, and public drop-off activities (e.g., yard waste, cardboard, household hazardous waste collection). These activities would help divert materials from the waste stream, create new jobs and have a positive impact on Fort Collins' economy.

179.10 Radon Mitigation Behavioral Study - Funded

2011 - \$10,000

2012 - \$0

The study aims to increase the rate of radon mitigation among homeowners with high radon test results. Although Fort Collins' radon program is world-class, its effectiveness has plateaued because a substantial fraction of homeowners with high radon do not follow up with mitigation. High levels of radon create a roughly 1:100 risk of lung cancer.

CSU researchers in social marketing and epidemiology designed the study, to determine the mitigation rate and barriers, and to scientifically test interventions to increase the mitigation rate. The City already paid \$3,200 for the study design, and to carry out the actual study requires an additional \$40,000 over two years. But because this research question is on the minds of public health officials nation-wide, this offer partially funds the study (at 25% or \$10,000) with the intent of attracting outside funding to complete it.

ENVIRONMENTAL HEALTH

179.11 KFCG - Green Building Program – Implementation and Enforcement - Funded

2011 - \$105,000

2012 - \$105,000

If Council moves forward with recommendations made by staff to implement a residential/commercial green building program, additional staff support will be required. We have estimated the following increases in workload to address Green Building items:

Plan Review

Residential: (single family homes) 40%-50% increase in time

Commercial: 12%-17% increase

Inspection

Residential: (single family homes) 75%-85% increase in time

Commercial: approximately 40% increase in time

It is estimated that 1.5 FTEs will be needed to implement program recommendations, a .5 FTE plan reviewer and a 1.0 FTE building inspector, to maintain current levels of inspection service and turnaround times. However, further analysis to determine specific staffing levels, as well as any fee implications, will be required following City Council's decision.

184.1 Utilities Capital Projects - Meter Replacement & Rehabilitation - Funded

2011 - \$0

2012 - \$920,000

This capital offer funds replacements and upgrades to the water metering infrastructure to be compatible with the Advanced Metering Infrastructure (AMI) initiative.

The Utility currently has more than 33,000 meters in the distribution system. In 2012, the AMI project is expected to be in full swing. Every meter in the system will need to have additional components added to connect to the new system. More than half of these meters will need to be replaced completely. A federal grant for the AMI project pays for the electric side of the conversion and all of the data collection system. The Water Utility must fund all necessary improvements to the meter system separately.

One of the major cost savings associated with the AMI project is the reduced manpower needed. Without conversion of the water system concurrently with the electric system upgrades, this savings cannot be realized.

ENVIRONMENTAL HEALTH

187.1 Utilities Capital Projects - Water Reclamation Replacement - Funded

2011 - \$975,000
2012 - \$1,275,000

This offer is a core service providing for the design and construction of projects that renovate, renew, or replace existing assets at the Drake Water Reclamation Facility, Meadow Springs Ranch, and the Pollution Control Lab. These include: continuing building roof replacements at the Drake plant, motor control center electrical replacements, design and selection of a new Supervisor Control and Data Acquisition (SCADA) system, process monitoring equipment replacements, replacement wells and stock watering equipment at Meadow Springs Ranch, and asphalt road rehabilitation at the Drake plant.

188.1 Utilities Capital Projects - Sludge Disposal Program - Funded

2011 - \$100,000
2012 - \$200,000

This capital offer will fund the design and construction of replacement wells and new monitoring wells at Meadow Springs Ranch. It also includes funding to conduct detailed surveys and purchase ranch land buffer areas for odor control. Buffer areas are the only practical way to meet federal and state regulations by distancing the land application sites from adjacent property owners.

Meadow Springs Ranch is a sustainable long-term solution to biosolids recycling. There are currently six wells in operation, with the need for three additional wells anticipated in this budget cycle. Additional groundwater monitoring wells are required to meet the state's mandated requirements. In regard to odor control, engineered odor control facilities are not practical in this application, therefore additional buffer land is the most cost-effective solution. This offer includes funding for the purchase of land buffers when available and economically prudent.

189.1 Utilities Capital Projects - Drake Water Reclamation Facility (DWRf) - Funded

2011 - \$100,000
2012 - \$0

This offer is a core service providing for the purchase of land surrounding the Drake Water Reclamation Facility in the event that a willing seller becomes available. Purchase of this land within the facility's 1,000-foot odor buffer will support the Utilities' goal of not having occupied properties in an area that could experience odors greater than the detection threshold limit.

191.1 ENHANCEMENT: Utilities Capital Projects - Digester Gas Treatment System - Unfunded

2011 - \$2,231,000
2012 - \$0

This offer is an enhancement providing for the design and construction of a digester gas treatment system. The system would treat excess digester gas to "natural gas" quality and insert the gas back into Xcel's natural gas distribution system.

During warmer months, the Drake Water Reclamation Facility currently flares its excess biogas due to lack of demand from the facilities' heating systems. This new treatment system could be a beneficial use for the waste gas while generating revenue to offset the cost of operation and maintenance of the system. In 2010, the Utility plans to apply for grants offered by the Governor's Energy Office for Anaerobic Digestion projects.

ENVIRONMENTAL HEALTH

192.1 ENHANCEMENT: Utilities Capital Projects - UV Disinfection System - Unfunded

2011 - \$0

2012 - \$1,051,000

This offer is an enhancement for the design of an ultra-violet (UV) disinfection system at the Drake Water Reclamation Facility (DWRf) to replace the existing chlorine gas-based disinfection system. Additional design detail may lower construction costs, but for now the Utility anticipates requesting \$5,840,000 in 2013 for the construction of the system.

Replacement of DWRf's existing gaseous chlorine disinfection system provides significant social and environmental benefits to the facility staff and the citizens of Fort Collins. Gaseous chlorine could pose a significant health risk to plant staff and the surrounding neighbors of the plant in the event of a leak. The Department of Homeland Security is recommending that current users of chlorine gas-based disinfection investigate alternatives. UV disinfection would also eliminate the need for sulfur dioxide, another potentially hazardous chemical used for de-chlorination prior to effluent discharge.

193.1 Climate Wise - Funded

2011 - \$412,618

2012 - \$421,543

The award-winning and innovative Climate Wise program strengthens our local economy, protects our air quality, reduces waste and reinforces our community's commitment to maintaining a high quality of life. Climate Wise business partners have made significant progress toward achieving the objectives of the community's Climate Action Plan. Since 2000, 193 Climate Wise partners have saved \$33 million and reduced greenhouse gases by 577,571 tons of carbon dioxide.

The offer will support this free, voluntary business assistance program at existing levels and will help the program reach approximately 80% of the 2012 reduction intent specified in the Climate Action Plan.

193.3 KFCCG - Climate Wise Program Enhancement - Funded

2011 - \$75,000

2012 - \$75,000

This offer includes additional operating dollars for Climate Wise to cover program growth and rising event costs (event costs have risen 48% during 2010), part-time hourly help and increased technical assistance. It also funds implementation of Phase II of the MyClimateWise database to help with efficiency (Phase I saved 308 staff hours alone during a 2-month period).

195.1 KFCCG - Unified Accounting System for Energy and Carbon - Funded

2011 - \$30,000

2012 - \$30,000

This modified offer will build and strengthen current efforts to develop a unified carbon accounting system. Staff throughout the organization are working on Phase I of this project. The project, however, will not be completely successful without Phase II and III funding. The project will ultimately result in a more automated, efficient, and accurate carbon reporting system for the City organization. It will also be linked to financial reporting so that the financial implications of actions taken to reduce carbon are transparent.

ENVIRONMENTAL HEALTH

195.2 KFCG - Environmental Performance Data Manager - Funded

2011 - \$90,000
2012 - \$90,000

This modified offer is to fund a full-time environmental planner position in the Natural Resources Department to collect and analyze environmental and financial performance data. Core information to be collected will include data related to: energy use, carbon emissions, municipal and community solid waste volumes and diversion, recycling, travel emissions, PAYT compliance and benefits related to facility improvements/innovations and purchases. Addition of this position will help the City attain its organizational and community-wide sustainability goals. It will also help the City with Plan Fort Collins metrics, as well as implementation of Performance Excellence.

197.1 KFCG - Innovation Fund - Funded

2011 - \$100,000
2012 - \$100,000

This offer will create a source of funding to develop efficient, innovative improvements to the City's physical plant and operational procedures. These improvements will focus on reducing costs, reducing energy and water use, and reducing the City's environmental and carbon footprint. Projects will be evaluated by an interdepartmental team using a triple bottom line approach, however, projects with the best paybacks will be given priority. The Innovation Fund is not a new idea; many communities and organizations have implemented similar funds over the last decade. In fact, Poudre School District (PSD) has its own version, which has helped the District save millions of dollars in operational costs while significantly reducing environmental impacts.

197.2 KFCG - Green Purchasing Study - Funded

2011 - \$75,000
2012 - \$0

This offer will fund a study of the City's green purchasing initiatives. Evaluations would be made of current purchases, the web site, and educational offerings. The study would evaluate the current status of green purchasing in the City of Fort Collins and perform a comparison with current best practices in the industry, including communities such as Portland, Oregon and Seattle, Washington.

211.1 ENHANCEMENT: Peak Demand Shifting through Energy Storage - Funded

2011 - \$250,000
2012 - \$250,000

This offer begins implementing technologies that will help shift and reduce our peak loads through the use of different storage technologies. This program will be funded with Light and Power reserves on a pilot basis in 2011 and 2012.

Between the 1980s and the 1990s Light and Power's peak demand shifted from a winter peaking utility to a summer peaking utility. The addition of air conditioners to homes was the cause of this significant change. Looking to the future, the potential increase in the number of electric vehicles could significantly impact the electric system.

ENVIRONMENTAL HEALTH

214.1 Community Spill Response and Remediation - Funded

2011 - \$61,920
2012 - \$46,320

This offer provides spill response services to the community for small quantities of hazardous materials and larger quantities of non-hazardous materials (e.g. antifreeze, oil, paint). This spill response service fills a gap for cleanup of spills for which Poudre Fire Authority and the County do not respond.

214.2 Household Hazardous Waste Community Drop-Offs - Funded

2011 - \$60,000
2012 - \$60,000

This offer maintains funding for Household Hazardous Waste Community Drop-Offs at the 2010 level. A corresponding enhancement offer (Offer 179.6), which would fund a second collection event, appears separately.

A study evaluating hazardous materials management in the Fort Collins community analyzed measures the City could take to increase the amount of household hazardous waste that is captured and appropriately managed versus thrown in the landfill. This offer is designed to support recommendations that were made in the study.

214.3 KFCG - Community Spill Response - Additional Resources - Funded

2011 - \$35,000
2012 - \$5,000

The offer provides response to non-hazardous spills and small hazardous spills within the City of Fort Collins that have the potential to impact water quality. The offer benefits all residents of Fort Collins and is not limited to stormwater customers and supplements the 2011-2012 Community Spill Response offer funded by Utilities stormwater funds. Additional resources that were not included in the original offer but would be of benefit to the spill response program include a permanent facility to store any materials that may be collected by responding staff, a trailer to store spill response equipment and supplies, and additional training for staff to expand response capabilities. In addition to the one-time upfront costs of 30,000, there are ongoing costs of \$5,000 per year.



Environmental Health Request for Results

Team Members

Chairperson: Kevin Gertig, Utility Water Production
Budget Liaison: Barb Brock, Natural Resources
Communications Liaison: Kraig Bader, Utility Standards Engineering
Members: Lucinda Smith, Natural Resources
Jill Walusis, Recreation
Christina Vincent, Economic Development/URA
Lawrence Pollack, Finance
Carol Webb, Utility Regulation and Government Affairs

Result

Environmental Health – Fort Collins promotes, protects and enhances a healthy and sustainable environment

Introduction/Summary of Results Map

The Team believes that high-quality water resources, high-quality air, and exemplary land conservation/stewardship are the fundamental building blocks of a healthy and sustainable environment. These primary factors are critical contributors to the outcome defined by City Council. The factors are broad, but they capture essential characteristics that contribute not only to improved environmental quality and public health, but an attractive, well-planned community. Our Result Map identified numerous contributing factors which can be grouped into three primary factors that cause the desired result. In particular, cross media interactions between factors is also important. For example, there are direct linkages between air pollution and water quality (e.g. acid rain). There are also direct linkages between land conservation, air quality, and water quality (impervious pavement carries pollutants).

High-Quality Water and Water Resources

High quality water resources (including drinking water and surface water) are an essential aspect of environmental health. Good water quality is important in fulfilling the role of the Utilities in providing life-essential services and infrastructure to advance the health, safety and prosperity of our community. According to the Center for Disease Control, "Environmental conditions greatly influence the relation between water and human health."

In Fort Collins, water resources and water quality are highly regulated by the State and Federal government, therefore performance is extensively measured. Historically, water resources have been important to the City. For example, City Council passed Resolutions such as *Recognizing the Need to Protect Water Quality*, the *Water Supply and Demand Management Policy*, *Drinking Water Quality Policy* and *Approving the Watershed Approach to Stormwater Management*. Future City Council policies will address sustainable water supply, storm water quality management, and conservation in *City Plan*.

High Quality Air and Climate Protection

High quality air is critical to the health of the environment, the health of our citizens, and to citizens' quality of life. City air quality programs play an important role towards achieving the Council's over-arching air quality goal to "continually improve air quality as the city grows". Local programs (i.e. ozone education and incentives, idling reduction, radon, wood smoke) complement and fill gaps left by federal, state, and county efforts.

Fort Collins is part of the Front Range area that violates the federal health standard for ozone. The Fort Collins West monitor recorded high levels five times in 2008 and once in 2009. Reducing high ozone is especially important because over one-quarter of Fort Collins households (29%) have a member suffering from a chronic respiratory ailment, and ozone is a respiratory irritant.

Fort Collins has long been committed to reducing community greenhouse gas emissions as a means of achieving long-term environmental and economic health as well as mitigating our impact on global warming gasses. Energy use is a big part of our environmental footprint. Efforts to meet the objectives of the Fort Collins Climate Action Plan and the Fort Collins Energy Policy will create better air quality and improve public health, along with numerous other benefits. Local climate protection efforts will be aided by the innovation, creativity and technical expertise that abounds in Fort Collins.

Exemplary Land Conservation and Stewardship

Fort Collins is a leader in land conservation and stewardship. Citizens of Fort Collins have repeatedly supported tax initiatives to support natural area and open space activities with the earliest passing in 1973 and the latest, "Open Space, Yes!" passing in 2002. The City of Fort Collins Natural Areas Program manages 43 sites and over 32,000 acres. In addition, the City has conserved thousands of acres through conservation easements.

In addition to citizen opinion, it is well recognized that land conservation and stewardship strongly contribute to environmental health. For example, open lands help retain and filter water and control stormwater run-off. Healthy vegetation also acts as a carbon sink, thus reducing the amount of carbon dioxide in the atmosphere and contributing to cleaner air. Open lands can help maintain a compact urban form, a key factor in maintaining air and water resources as well as the ecological integrity of natural resources.

Optimized Waste Systems

Fort Collins has a goal to divert waste from landfills, using a hierarchy of waste management approaches (reduce, reuse, recycle, and finally waste to energy). Fort Collins has had a "pay-as-you-throw" ordinance in place since 1996, and reached a landfill diversion rate of 33% in 2008. Reducing waste benefits air quality, water quality, and land use. After maximizing reduction and recycling, the municipal waste stream can be considered an energy source using emerging conversion technologies such as gasification and aerobic digesters.

Indicators

Indicator 1: The degree to which our water quality, including drinking water and surface water, is maintained and improved

Measure 1: The level of compliance with key established state and federal regulations

Measure 2: Performance relative to national and international benchmarking practices (e.g., AWWA/Qualserve, Global Reporting Initiative (GRI))

Indicator 2: The degree to which our air quality is improved

Measure 1: The amount of priority air pollutants reduced in Fort Collins as defined by the Air Quality Plan, while complying with Federal and Colorado State air quality regulations

Measure 2: The amount of greenhouse gas emissions reduced that puts the City on track to meet the City policy objectives as laid out in the Climate Action Plan and internal City sustainability goals to reduce emissions 20% below 2005 levels by 2020.

Indicator 3: Exemplary Land Conservation and Stewardship

Measure 1: The number of acres of land conserved

Measure 2: The number of acres of land undergoing rehabilitation or restoration

Indicator 4: The degree to which solid waste is reduced and diverted from landfills

Measure: The amount to which the community waste to the landfills has decreased.

Indicator 5: Citizens' perception of the quality of the environment

Measure: Improvement in the results of the bi-annual citizen survey as compared to the prior survey results.

These indicators and data points were chosen because records are readily available and because they provide a continuous record of improvement and effort over time. The baseline will be represented by an improving long-term trend.

The Team also believes that it is crucial to understand the community's awareness and knowledge of environmental issues. The Team would also like to gather information about the level of the community's interest and involvement in environmental health. The data collected would relate not just to air, water, and land quality, but also to the community's self-perception as a clean, healthy and attractive place to live.

Purchasing Strategies

- **Purchasing Strategy #1: We are seeking offers that address multiple causal factors, demonstrate leadership, support existing City Council plans and policies relative to the environment and promote collaboration, including public and private partnerships, across organizational boundaries.**
- **Purchasing Strategy #2: We are seeking offers that enhance sustainability(consider economic, environmental and social aspects, i.e. triple bottom line), world class customer service, and innovation in the area of environmental practices with a preference for offers that emphasize continuous process improvement.**
- **Purchasing Strategy #3: We are seeking offers that contribute to long-term improvement and maintenance of air quality and reduction of greenhouse gas emissions.**
- **Purchasing Strategy #4: We are seeking offers that align water quality and quantity with water storage and conservation policies and climate conditions.**
- **Purchasing Strategy #5: We are seeking offers that promote "green" businesses, buildings and technologies, the use of renewable energy, energy conservation and energy efficiency, and are consistent with the City's Energy policy.**

- **Purchasing Strategy #6:** We are seeking offers that conserve and restore habitat and promote biological health and diversity, improve and maintain open lands with minimal adverse environmental impact, and help conserve and link open lands, trails and community separators.
- **Purchasing Strategy #7:** We are seeking offers that reduce waste and resource consumption, improve recycling, diversion and reuse, and provide outreach that increases public knowledge, awareness of and involvement in environmental issues and programs. Offers that explore technologies to convert wastes to an alternative energy source, including the attendant effects on air quality, water quality, and landfill use will receive consideration.
- **Purchasing Strategy #8:** We are seeking offers that leverage outside funding and resources.

Notes/Practices/Supporting Evidence

We are seeking offers that create, maintain and promote a healthy and sustainable environment. Special consideration will be given to offers that express a proactive approach that contributes to the environmental health, safety and prosperity of our community. Preference will also be given to projects with the flexibility to scale up or down and continue to produce results may stand a better chance of being funded.

Offers should take into account the organizational priorities of sustainability, customer service, and innovation. Offers should also support Council plans and policies (including, but not limited to, Climate Action Plan, Sustainability Action Plan, Water Supply).

Relevant Plans and Policies for Environmental Health Results Team Offers

- Sustainability action plan
- Air quality plan
- Water supply and demand management policy
- Drinking water quality
- Climate action plan
- Energy Supply Policy
- Solid Waste Plan
- Resolution 95-14: Approving the water shed approach to stormwater management
- Resolution 92-14: Framework for Environmental Action
- Resolution 2000-128: "Recognizing the Need to Protect Water Quality"

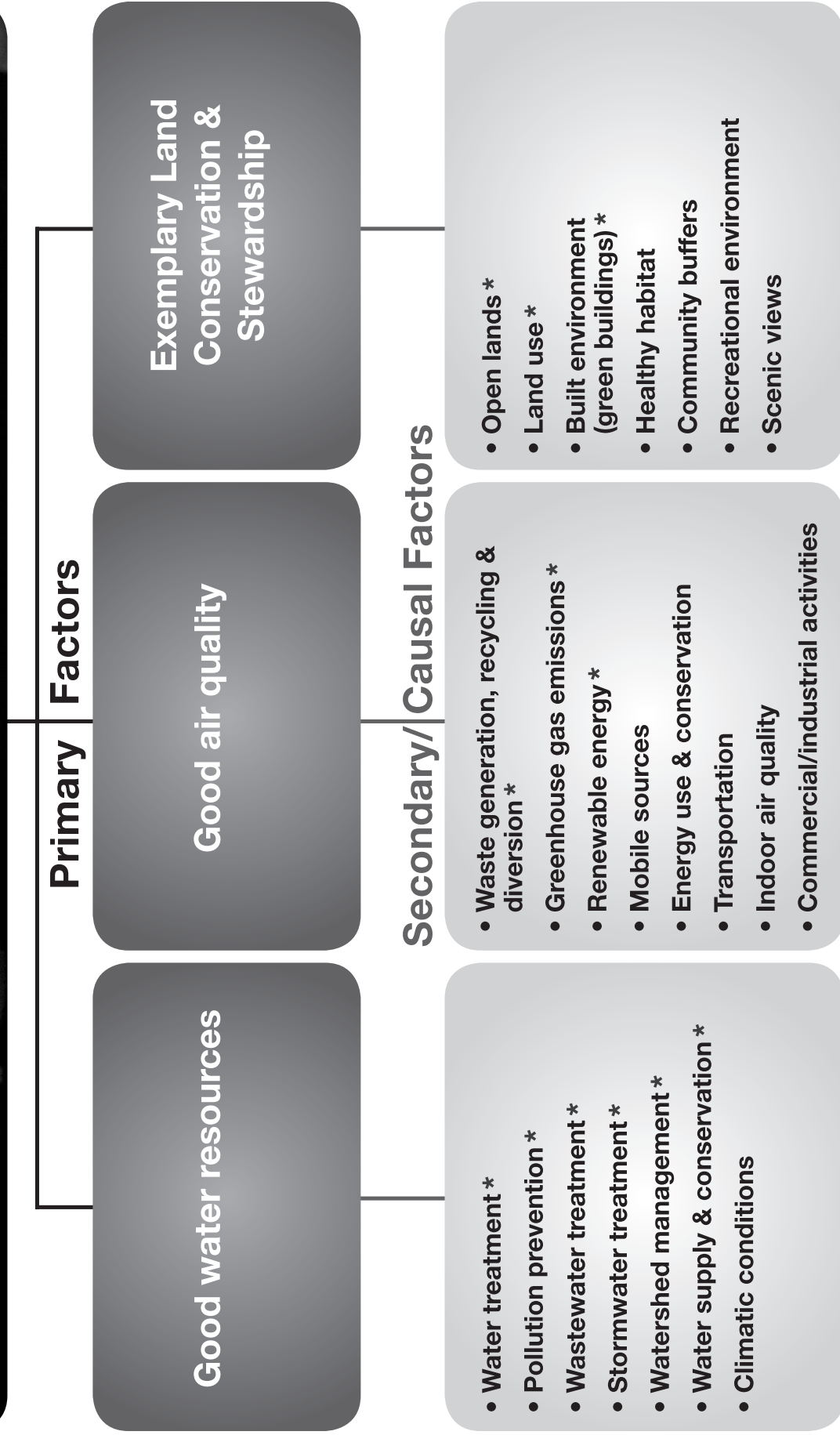
Subject Matter Experts:

- Lucinda Smith – Air Quality
- Susie Gordon – Solid Waste
- Susan Strong – Stormwater Quality
- John Stokes – Natural Resources
- Kevin Gertig - Water Quality
- Brian Janonis – General Utility Policy
- Rosemarie Russo - Sustainability
- Carol Webb – Environmental Regulatory Affairs
- Katie Bigner – 21st Century Utilities Program
- Dennis Bode – Water Resources
- Laurie D'Audney – Water Conservation



Environmental Health

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



Note 1: Offers for recreational use of open lands should be directed to Cultural and Recreational Opportunities
Note 2: Contributing factors will often influence multiple Primary Factors (designated by ★)



HIGH PERFORMING GOVERNMENT

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

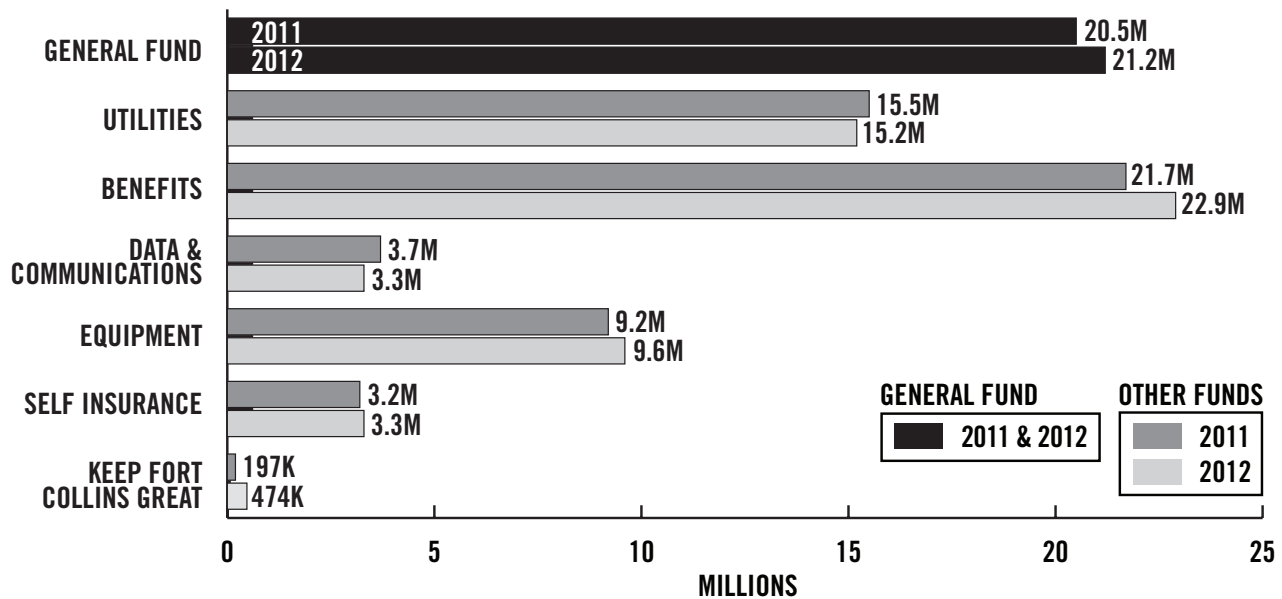




High Performing Government

2011 GENERAL FUND & OTHER FUNDS – 73.9M
 2012 GENERAL FUND & OTHER FUNDS – 76M

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



OVERVIEW

The majority of offers in the High Performing Government Result Area are for internal services which provide essential support systems for City operations, including City Council, City Attorney, City Manager, City Clerk, Municipal Court, Human Resources, Finance, Operation Services (Fleet, Facilities and Real Estate), Communications and Public Involvement and Management Information Services, as well as employee benefits and insurance.

One of the themes for this budget is that the City can no longer delay investments in basic maintenance and infrastructure. This budget restores funding for capital replacement and maintenance of City equipment and facilities, which the City has delayed for the past several years. It maintains the City's investment in technology using ongoing General Fund money since technology reserves have been depleted.

A key reduction to City operations in 2011 is the implementation of one mandatory furlough day for all City employees. This unpaid leave day will result in all City facilities closing for one day, though employees in 24/7 operations such as public safety and utilities will be required to take furlough days on a staggered schedule to maintain critical services.

Prior year budget reductions have strongly focused on creating efficiencies and cost savings for internal services. These system improvements and consolidations continue into 2011- 2012. Reductions in travel, training, food and equipment have been implemented in this budget.

There are no merit-based pay increases for employees in the 2011 budget; any salary adjustments for 2012 (not to exceed 2%) will be driven by labor market conditions. The commitment to performance management will continue, as will efforts to focus the organization on efficiency and accountability.

FUNDING SOURCES

The High Performing Government Result Area is funded by a wide variety of revenue sources including General Fund resources. Internal Service Funds such as the Communication, Benefits and Self-Insurance Funds collect revenue from all departments to provide support services. Replacement funds for facilities and equipment are also key components of this revenue stream. This Result Area also includes the portion of user fees and charges from Fort Collins Utilities that fund Utility Customer Services and Administration.

KEY PURCHASES/SERVICES

- City Council core services, City Manager's Office, City Clerk's Office, Legal and Municipal Court services
- Internal support functions: Management Information Systems, Telecommunications, Finance, Purchasing, Human Resources, and Operations Services (Fleet, Facilities and Real Estate)
- Citizen connections: Communications and Public Involvement Office, Cable 14 services and E-Government
- Homeward 2020 homelessness prevention program
- Employee benefits
- Utility Customer Services and Administration
- Building maintenance and basic information technology infrastructure

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Implementing one unpaid furlough day for all employees
- Not purchasing some MIS hardware and software replacement and upgrades
- Eliminating Finance Administrative Assistant and contract accounting services for fixed assets
- Special Election funding
- Building maintenance, repair and custodial service reductions
- Not purchasing on-site health clinic

ENHANCEMENTS PURCHASED

- Utilities Business Process Analysis related to SmartGrid Program
- Utilities Constituent Relationship Management (CRM) System
- Utilities community partnerships program for energy efficiency
- Utilities publicity and marketing staffing (1.0 FTE)
- Fleet Maintenance Software
- Existing, part-time (.75 FTE) attorney position converted from temporary to ongoing, plus support staff position increased from .5 to .75 FTE
- Performance Excellence Program
- Municipal Court staffing increase (.25 FTE)
- Reinstating .5 FTE recruitment specialist

HIGH PERFORMING GOVERNMENT - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
3.7 KFCG - Management Internship Program	43,718	0	0	43,718	Keep Fort Collins Great Fund	0
120.4 KFCG - Recruitment Specialist Restored .5 FTE	43,762	0	0	43,762	Keep Fort Collins Great Fund	0
120.6 KFCG - Human Resources Core Services - Restored (Leadership Development/Training)	109,950	0	0	109,950	Keep Fort Collins Great Fund	0
2.1 City Council Core Services	128,970	0	128,970	0	Keep Fort Collins Great Fund	0
3.1 Leadership and City Council Support	1,285,312	0	1,285,312	0		0
3.5 Homeward 2020	25,000	0	25,000	0		0
4.1 Communicating With the Community	411,359	0	411,359	0		0
5.1 Cable and Media Services	503,053	163,000	340,053	0	Cable PEG Fees	0
9.1 Organizational Performance Measures	23,000	0	23,000	0		0
9.3 ENHANCEMENT: Performance Excellence Program	50,000	0	13,500	0		36,500
26.2 Application Services Cyclical Hardware & Software Replacement	62,000	0	0	62,000	Data & Communications Fund	0
26.4 Application Baseline Services	252,283	0	171,316	80,967	Data & Communications Fund	0
27.3 GIS Baseline Services - Reduced	480,119	0	241,380	238,739	Data & Communications Fund	0
					General Fund	

HIGH PERFORMING GOVERNMENT - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
28.4 Enterprise Resource Planning Baseline Services	709,653	0	465,311	244,342		0
			<i>Data & Communications Fund</i>			
29.2 E-Government Cyclical Hardware & Software Replacement	25,000	0	0	6,670		18,330
				<i>Data & Communications Fund</i>		
29.3 E-Government Baseline Services	275,676	0	189,950	85,726		0
			<i>Data & Communications Fund</i>	<i>Data & Communications Fund</i>		<i>Data & Communications Fund</i>
30.1 Land Development Tracking System	240,085	0	0	150,000		90,085
				<i>Data & Communications Fund</i>		<i>General Fund</i>
31.3 EDoc Management Baseline Services	204,071	0	142,063	62,008		0
			<i>Data & Communications Fund</i>	<i>Data & Communications Fund</i>		
32.1 E-Mail and Blackberry Services	56,950	0	0	56,950		0
				<i>Data & Communications Fund</i>		
32.2 Voice Baseline Services	1,013,336	0	0	1,013,336		0
				<i>Data & Communications Fund</i>		
32.3 Very High Frequency (VHF) Radio Maintenance	97,276	0	0	97,276		0
				<i>Data & Communications Fund</i>		
32.4 Voice Services Cyclical Hardware & Software Replacement	130,200	0	95,241	34,959		0
			<i>Data & Communications Fund</i>	<i>Data & Communications Fund</i>		
33.4 Network Baseline Services - Reduced	759,421	0	507,305	252,116		0
			<i>Data & Communications Fund</i>	<i>Data & Communications Fund</i>		
33.6 Network Services Cyclical Hardware & Software Replacement - Reduced	293,100	0	214,440	78,660		0
				<i>Data & Communications Fund</i>		

HIGH PERFORMING GOVERNMENT - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	Ongoing	OTHER FUNDS		
34.3 Data Management Baseline Services	665,107	0	467,670	197,437	0	
			<i>Data & Communications Fund</i>			
34.5 Data Management Cyclical Hardware & Software Replacement - Reduced	140,000	0	59,485	37,515	43,000	
			<i>Data & Communications Fund</i>			
35.2 PC/VDI Cyclical Hardware & Software Replacement	328,535	0	0	97,185	231,350	
			<i>Data & Communications Fund</i>			<i>General Fund</i>
35.10 Technology Customer Baseline Support - Reduced	775,516	0	544,124	231,392	0	
			<i>Data & Communications Fund</i>			
36.2 Utilities Reimbursement	450,000	0	0	0	450,000	
			<i>Data & Communications Fund</i>			
36.5 MIS Administration and Financial Support – Reduced	452,115	0	317,283	134,832	0	
			<i>Data & Communications Fund</i>			
37.14 Finance Administration, Sales Tax and Treasury - Reduced	1,299,920	0	1,299,920	0	0	
37.16 Accounting, Budget, Accounts Payable and Payroll - Reduced	1,386,728	0	1,386,728	0	0	
37.18 Purchasing - Reduced	410,064	0	410,064	0	0	
37.20 Risk Management - Reduced	3,247,228	0	0	3,060,212	187,016	
			<i>Self Insurance Fund</i>			<i>Self Insurance Fund</i>
39.4 Major Building Maintenance & Repair	450,000	0	450,000	0	0	
39.5 Building Maintenance and Repair - Reduced	4,018,771	205,000	3,813,771	0	0	
			<i>Facilities Work for Others</i>			

HIGH PERFORMING GOVERNMENT - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	Ongoing	OTHER FUNDS		
39.7 Building Operations and Custodial Services - Reduced	1,224,011	316,000	908,011	0	0	0
		<i>Facilities Work for Others</i>				
39.9 Mulberry Pool Facility Costs	103,054	0	103,054	0	0	0
43.1 Facilities Project Management, Planning & Design	326,150	326,150	0	0	0	0
		<i>Facilities Work for Others</i>				
45.1 Real Estate Services	434,495	434,495	0	0	0	0
		<i>Facilities Work for Others</i>				
46.1 Building Utilities and Energy Management	567,530	0	567,530	0	0	0
47.1 Fleet Vehicle and Equipment Maintenance Services	5,355,892	0	0	0	5,355,892	0
					<i>Equipment Fund</i>	
47.2 Fleet Fueling Services	3,324,218	0	0	0	3,324,218	0
					<i>Equipment Fund</i>	
47.3 Fleet Vehicle Rental Service	350,000	0	0	0	350,000	0
					<i>Equipment Fund</i>	
47.4 Vehicle Replacement - General Fund	14,491	0	14,491	0	0	0
47.5 ENHANCEMENT: Fleet Maintenance Software	125,000	0	0	0	0	125,000
						<i>Equipment Fund</i>
57.1 City Clerk Administration	535,720	0	535,720	0	0	0
58.1 Regular Election - April 2011	158,625	0	158,625	0	0	0
86.1 General Legal Services	1,194,412	0	1,194,412	0	0	0
86.2 ENHANCEMENT: Additional Legal Services	91,869	91,869	0	0	0	0
		<i>Camera Radar</i>				

HIGH PERFORMING GOVERNMENT - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
90.1 Utility Customer Service and Communication	5,794,366	0	0	5,794,366	Utility CS&A Fund	0
90.3 ENHANCEMENT: Community Partnerships	75,000	0	0	75,000	Utility CS&A Fund	0
90.4 ENHANCEMENT: Utilities Publicity & Marketing Specialist	62,500	0	0	25,705	Utility CS&A Fund	36,795
91.1 Utilities Administration & General Operations	9,306,099	0	0	9,306,099	Utility CS&A Fund	0
91.2 ENHANCEMENT: Business Process and Billing System Evaluation	75,000	0	0	75,000	Utility CS&A Fund	0
91.3 ENHANCEMENT: Utilities Customer Relationship Management Application	150,000	0	0	150,000	Utility CS&A Fund	0
120.5 Human Resources Core Services - Reduced	1,316,125	0	1,316,125	0		0
121.1 Municipal Court General Case Processing	454,759	0	454,759	0		0
121.2 ENHANCEMENT: Municipal Court General Staffing Increase	16,439	0	16,439	0		0
161.1 Benefit Programs and Services	21,534,174	0	0	20,555,301	Benefits Fund	978,873
161.2 Wellness Program	167,936	0	0	167,936	Benefits Fund	0

HIGH PERFORMING GOVERNMENT - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
198.1 Police Collective Bargaining	60,000	0	60,000	0	0	0
209.1 Internal City Mail Services	246,500	160,000	86,500	0	0	0
<i>Facilities Work for Others</i>						
Funded Offers	73,911,643	1,696,514	18,418,911	51,599,269	2,196,949	
27.2 GIS Cyclical Hardware & Software Replacement	10,000	0	7,332	2,668	0	0
				<i>Data & Communications Fund</i>		
27.4 GIS Baseline Services - Restored	26,210	0	19,133	7,077	0	0
				<i>Data & Communications Fund</i>		
28.2 ERP Cyclical Hardware & Software Replacement	20,000	0	14,664	5,336	0	0
				<i>Data & Communications Fund</i>		
31.2 EDoc Management Cyclical Hardware & Software Replacement	12,000	0	8,798	3,202	0	0
				<i>Data & Communications Fund</i>		
32.5 ENHANCEMENT: Enterprise Automated Call Distribution System	43,060	0	43,060	0	0	0
33.5 Network Baseline Services - Restored	67,595	0	49,344	18,251	0	0
				<i>Data & Communications Fund</i>		
33.7 Network Services Cyclical Hardware & Software Replacement - Restored	25,000	0	18,250	6,750	0	0
				<i>Data & Communications Fund</i>		
34.6 Data Management Cyclical Hardware & Software Replacement - Restored	50,000	0	36,500	13,500	0	0
				<i>Data & Communications Fund</i>		

HIGH PERFORMING GOVERNMENT - 2011

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
35.3 Audio-Visual Podium Replacements	24,056	0	24,056	0	0	0	
35.11 Technology Customer Baseline Support - Restored	35,437	0	25,922	9,515		0	
			<i>Data & Communications Fund</i>				
36.3 REDUCTION: MIS Administration	49,132	0	36,024	13,108		0	
			<i>Data & Communications Fund</i>				
36.6 MIS Administration and Financial Support - Restored	53,780	0	39,261	14,519		0	
			<i>Data & Communications Fund</i>				
37.12 ENHANCEMENT: Part-Time Accountant	12,270	0	12,270	0		0	
37.15 Finance Administration, Sales Tax and Treasury - Restored	64,950	0	64,950	0		0	
37.17 Accounting, Budget, Accounts Payable and Payroll - Restored	62,700	0	62,700	0		0	
37.19 Purchasing - Restored	21,000	0	21,000	0		0	
37.21 Risk Management - Restored	62,128	0	0	62,128	<i>Self Insurance Fund</i>	0	
58.2 Special Elections	94,900	0	94,900	0		0	
90.2 ENHANCEMENT: Wellness Center Upgrades	34,000	0	0	34,000	<i>Utility CS&A Fund</i>	0	
120.3 ENHANCEMENT: Ethics Training Program	80,000	0	80,000	0		0	
161.3 ENHANCEMENT: On-Site Nurse Clinic	400,000	0	0	0		400,000	
						<i>Benefits Fund</i>	
Unfunded Offers	1,248,218	0	658,164	190,054		400,000	

HIGH PERFORMING GOVERNMENT - 2011

Offer	<u>Offer Cost</u>		<u>Offer Funding</u>		
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
Total Offers	75,159,861	1,696,514	19,077,075	51,789,323	2,596,949

HIGH PERFORMING GOVERNMENT - 2012

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
3.7 KFCG - Management Internship Program	43,718	0	0	0	43,718	0	Keep Fort Collins Great Fund
46.2 KFCG - Energy Efficiency Initiatives for City Buildings	355,000	0	0	0	355,000	0	Keep Fort Collins Great Fund
120.4 KFCG - Recruitment Specialist Restored .5 FTE	45,005	0	0	0	45,005	0	Keep Fort Collins Great Fund
120.6 KFCG - Human Resources Core Services - Restored (Leadership Development/Training)	30,000	0	0	0	30,000	0	Keep Fort Collins Great Fund
2.1 City Council Core Services	129,485	0	0	129,485	0	0	Keep Fort Collins Great Fund
3.1 Leadership and City Council Support	1,318,202	0	0	1,318,202	0	0	
3.5 Homeward 2020	25,000	0	0	25,000	0	0	
4.1 Communicating With the Community	422,189	0	0	422,189	0	0	
5.1 Cable and Media Services	510,759	163,000	347,759	0	0	0	
9.1 Organizational Performance Measures	58,500	0	58,500	0	0	0	
9.3 ENHANCEMENT: Performance Excellence Program	52,000	0	14,040	0	0	37,960	General Fund
26.2 Application Services Cyclical Hardware & Software Replacement	36,720	0	0	0	36,720	0	Data & Communications Fund
26.4 Application Baseline Services	259,404	0	176,291	83,113	0	0	Data & Communications Fund

HIGH PERFORMING GOVERNMENT - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	Ongoing	OTHER FUNDS		
27.3 GIS Baseline Services - Reduced	494,990	0	250,104	244,886	0	
			<i>Data & Communications Fund</i>			
28.4 Enterprise Resource Planning Baseline Services	720,752	0	472,631	248,121	0	
			<i>Data & Communications Fund</i>			
29.2 E-Government Cyclical Hardware & Software Replacement	25,000	0	0	6,670	18,330	
			<i>Data & Communications Fund</i>			
29.3 E-Government Baseline Services	282,937	0	195,076	87,861	0	
			<i>Data & Communications Fund</i>			
30.1 Land Development Tracking System	249,101	0	0	175,000	74,101	
			<i>Data & Communications Fund</i>			
31.3 EDoc Management Baseline Services	206,219	0	143,626	62,593	0	
			<i>Data & Communications Fund</i>			
32.1 E-Mail and Blackberry Services	59,590	0	0	59,590	0	
			<i>Data & Communications Fund</i>			
32.2 Voice Baseline Services	1,036,513	0	0	1,036,513	0	
			<i>Data & Communications Fund</i>			
32.3 Very High Frequency (VHF) Radio Maintenance	99,284	0	0	99,284	0	
			<i>Data & Communications Fund</i>			
32.4 Voice Services Cyclical Hardware & Software Replacement	136,040	0	99,513	36,527	0	
			<i>Data & Communications Fund</i>			
33.4 Network Baseline Services - Reduced	785,726	0	525,535	260,191	0	
			<i>Data & Communications Fund</i>			

HIGH PERFORMING GOVERNMENT - 2012

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
33.6 Network Services Cyclical Hardware & Software Replacement - Reduced	224,280	0	164,113		60,167	0	
			<i>Data & Communications Fund</i>				
34.3 Data Management Baseline Services	686,106	0	482,554		203,552	0	
			<i>Data & Communications Fund</i>				
34.5 Data Management Cyclical Hardware & Software Replacement - Reduced	260,000	0	190,265		69,735	0	
			<i>Data & Communications Fund</i>				
35.2 PC/VDI Cyclical Hardware & Software Replacement	521,094	0	376,375		144,719	0	
			<i>Data & Communications Fund</i>				
35.10 Technology Customer Baseline Support - Reduced	797,832	0	560,149		237,683	0	
			<i>Data & Communications Fund</i>				
36.5 MIS Administration and Financial Support – Reduced	464,625	0	326,269		138,356	0	
			<i>Data & Communications Fund</i>				
37.14 Finance Administration, Sales Tax and Treasury - Reduced	1,333,889	0	1,333,889		0	0	
37.16 Accounting, Budget, Accounts Payable and Payroll - Reduced	1,421,668	0	1,421,668		0	0	
37.18 Purchasing - Reduced	420,076	0	420,076		0	0	
37.20 Risk Management - Reduced	3,259,300	0	0		3,259,300	0	
			<i>Self Insurance Fund</i>				
39.4 Major Building Maintenance & Repair	450,000	0	450,000		0	0	
39.5 Building Maintenance and Repair - Reduced	4,072,959	250,000	3,822,959		0	0	
			<i>Facilities Work for Others</i>				

HIGH PERFORMING GOVERNMENT - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
39.7 Building Operations and Custodial Services - Reduced	1,300,974	366,000	934,974	0	0	0
		<i>Facilities Work for Others</i>				
39.9 Mulberry Pool Facility Costs	106,090	0	106,090	0	0	0
43.1 Facilities Project Management, Planning & Design	332,635	332,635	0	0	0	0
		<i>Facilities Work for Others</i>				
45.1 Real Estate Services	445,580	445,580	0	0	0	0
		<i>Facilities Work for Others</i>				
46.1 Building Utilities and Energy Management	598,510	0	598,510	0	0	0
47.1 Fleet Vehicle and Equipment Maintenance Services	5,610,975	0	0	0	5,610,975	0
					<i>Equipment Fund</i>	
47.2 Fleet Fueling Services	3,579,578	0	0	0	3,579,578	0
					<i>Equipment Fund</i>	
47.3 Fleet Vehicle Rental Service	400,000	0	0	0	400,000	0
					<i>Equipment Fund</i>	
47.4 Vehicle Replacement - General Fund	19,491	0	19,491	0	0	0
57.1 City Clerk Administration	553,682	0	553,682	0	0	0
86.1 General Legal Services	1,225,952	0	1,225,952	0	0	0
86.2 ENHANCEMENT: Additional Legal Services	94,631	94,631	0	0	0	0
		<i>Camera Radar</i>				
90.1 Utility Customer Service and Communication	5,892,183	0	0	0	5,892,183	0
					<i>Utility CS&A Fund</i>	

HIGH PERFORMING GOVERNMENT - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
90.3 ENHANCEMENT: Community Partnerships	75,000	0	0	0	885	74,115 <i>Utility CS&A Fund</i>
90.4 ENHANCEMENT: Utilities Publicity & Marketing Specialist	62,500	0	0	0	0	62,500 <i>Utility CS&A Fund</i>
91.1 Utilities Administration & General Operations	9,076,000	0	0	0	9,076,000	0 <i>Utility CS&A Fund</i>
91.2 ENHANCEMENT: Business Process and Billing System Evaluation	75,000	0	0	0	75,000	0 <i>Utility CS&A Fund</i>
91.3 ENHANCEMENT: Utilities Customer Relationship Management Application	51,500	0	0	0	51,500	0 <i>Utility CS&A Fund</i>
120.5 Human Resources Core Services - Reduced	1,486,124	0	1,486,124	0	0	0
121.1 Municipal Court General Case Processing	464,972	0	464,972	0	0	0
121.2 ENHANCEMENT: Municipal Court General Staffing Increase	16,925	0	16,925	0	0	0
161.1 Benefit Programs and Services	22,776,855	0	0	0	21,794,239	982,616 <i>Benefits Fund</i>
161.2 Wellness Program	172,580	0	0	0	172,580	0 <i>Benefits Fund</i>
198.1 Police Collective Bargaining	50,000	0	50,000	0	0	0
209.1 Internal City Mail Services	258,500	170,000	88,500	0	0	0

Facilities Work for Others

HIGH PERFORMING GOVERNMENT - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Funded Offers	GENERAL FUND		OTHER FUNDS	
			Dedicated	Ongoing		
	76,020,200	1,821,846	19,271,488	53,677,244	1,249,622	
27.2 GIS Cyclical Hardware & Software Replacement	4,300	0	3,153 <i>Data & Communications Fund</i>	1,147	0	
27.4 GIS Baseline Services - Restored	26,735	0	19,517 <i>Data & Communications Fund</i>	7,218	0	
28.2 ERP Cyclical Hardware & Software Replacement	182,500	0	133,809 <i>Data & Communications Fund</i>	48,691	0	
31.2 EDoc Management Cyclical Hardware & Software Replacement	37,240	0	27,304 <i>Data & Communications Fund</i>	9,936	0	
32.5 ENHANCEMENT: Enterprise Automated Call Distribution System	6,620	0	6,620	0	0	
33.5 Network Baseline Services - Restored	67,040	0	48,939 <i>Data & Communications Fund</i>	18,101	0	
33.7 Network Services Cyclical Hardware & Software Replacement - Restored	35,000	0	25,550 <i>Data & Communications Fund</i>	9,450	0	
34.6 Data Management Cyclical Hardware & Software Replacement - Restored	50,000	0	36,500 <i>Data & Communications Fund</i>	13,500	0	
35.3 Audio-Visual Podium Replacements	9,954	0	9,954	0	0	
35.11 Technology Customer Baseline Support - Restored	36,513	0	26,709 <i>Data & Communications Fund</i>	9,804	0	

HIGH PERFORMING GOVERNMENT - 2012

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
36.3 REDUCTION: MIS Administration	50,739	0	37,202	13,537		0	
			<i>Data & Communications Fund</i>				
36.6 MIS Administration and Financial Support - Restored	55,255	0	40,335	14,920		0	
			<i>Data & Communications Fund</i>				
37.12 ENHANCEMENT: Part-Time Accountant	14,029	0	14,029	0		0	
37.13 ENHANCEMENT: Sales Tax Software	100,000	0	100,000	0		0	
37.15 Finance Administration, Sales Tax and Treasury - Restored	64,950	0	64,950	0		0	
37.17 Accounting, Budget, Accounts Payable and Payroll - Restored	64,200	0	64,200	0		0	
37.19 Purchasing - Restored	21,000	0	21,000	0		0	
37.21 Risk Management - Restored	63,994	0	0	63,994	<i>Self Insurance Fund</i>	0	
58.2 Special Elections	96,475	0	96,475	0		0	
120.3 ENHANCEMENT: Ethics Training Program	75,000	0	75,000	0		0	
161.3 ENHANCEMENT: On-Site Nurse Clinic	250,000	0	0	0		250,000	
			<i>Benefits Fund</i>				
Unfunded Offers	1,311,544	0	851,246	210,298		250,000	
Total Offers	77,331,744	1,821,846	20,122,734	53,887,542		1,499,622	

HIGH PERFORMING GOVERNMENT

2.1 City Council Core Services - Funded

2011 - \$128,970

2012 - \$129,485

This offer enables the City Council to provide leadership for all areas of municipal government. In the course of its work, City Council engages citizens in a variety of issues, collaborates and partners with organizations throughout the region, analyzes and enacts policies, adopts the City budget, provides for an independent audit of all City funds, authorizes issuance of bonds and other debt financing mechanisms, and provides guidance and direction for the administration of all City services. This offer funds salaries and basic expenses of City Council. Staff support of City Council is included in a separate offer in the City Manager's Office (3.1 Leadership and City Council Support).

3.1 Leadership and City Council Support - Funded

2011 - \$1,288,503

2012 - \$1,321,458

This offer provides senior executive management of the organization through the work of the City Manager and staff. The City Manager, Deputy City Manager and Assistant City Manager facilitate the work of the City Council by developing and implementing the details of City Council's goals and policies. The City Manager provides leadership in all areas of municipal services to the community in accordance with the City Charter and provides strategic vision and priorities for the organization. The City Manager's Office staff also serve as liaisons between the City Council and City staff for carrying out service requests and supporting the myriad activities in which the City Council and the City Manager are engaged. This offer also includes Policy and Project Managers who support a variety of policy projects and the legislative program as well as all administrative support services for City Council and the Executive Management Team.

3.5 Homeward 2020 - Funded

2011 - \$25,000

2012 - \$25,000

Homeless numbers in Fort Collins have grown substantially since 2000. In Poudre School District alone there are 850 homeless students. Homeward 2020 is a metric-driven, 10-year initiative to end homelessness in Fort Collins. National data shows the extreme cost homelessness has on a community in terms of emergency, correctional and service expenses. The cost to end homelessness is less expensive than the cost to manage homelessness.

Homeward 2020 engages local nonprofit agencies, faith groups, government entities and businesses to reach two very deliberate goals: establish a supply of permanent affordable housing units with necessary support services, and develop a clear prevention policy for those teetering on homelessness. The implementation plan for Homeward 2020 is set for fall 2010. The City's \$25,000 contribution will pay for a portion of the Executive Director's salary and be used to leverage other funds and in-kind contributions.

HIGH PERFORMING GOVERNMENT

3.7 KFCG - Management Internship Program - Funded

2011 - \$43,718
2012 - \$43,718

The purpose of the Management Internship is to give a graduate student with an expressed interest in local government management the chance to explore the field in a work setting while bringing new thinking to the organization. The City will contract with a recent graduate of a Public or Governmental Affairs program to apply what they have learned about public service, management, and research to significant City projects. The Management Intern will work on specific projects in a variety of City departments to learn how the City operates and provide new perspectives and current thinking on management issues. The City will benefit from the projects completed by the Management Intern, while the Management Intern will benefit from the knowledge and guidance of experienced local government department directors and managers. The City may also benefit by building relationships to higher education institutions and enhanced succession planning opportunities.

4.1 Communicating With the Community - Funded

2011 - \$411,359
2012 - \$422,189

This offer provides core services from the Communications and Public Involvement Office (CPIO). The CPIO manages and implements a variety of communication tools to make local government more transparent and accessible. Primary services are in the following areas: communication planning and implementation, graphic design, community relations and strategic partnerships, media relations, special events, web content, employee communication and events, social media strategy and management, communication for the City Manager's Office, and crisis communication. This offer also includes programs such as CityWorks 101 and the State of the City Address, which engage residents and employees in their local government.

5.1 Cable and Media Services - Funded

2011 - \$503,053
2012 - \$510,759

This offer is for services associated with Cable 14 programming and media services. Key services include equipment and staffing for live cablecasts of City Council Meetings, City Council Work Sessions, Planning and Zoning Board deliberations, taped staff presentations for Council Work Sessions, a minimum of one studio program each month, CrossCurrents, and a limited amount of other programming, including internal programs and training. It includes live online video streaming and video on demand for all Cable 14 programming. The offer also includes cablecasting of County Commissioner meetings, County Land Use hearings, and other services designated and funded by the City's IGA with Larimer County (which accounts for \$60,536). The offer includes \$163,000 of Public, Education and Governmental Access funds which are legally required to be used for Cable equipment. These funds are distributed to the City, Poudre School District, CSU and the Fort Collins Public Access Network (FCPAN).

HIGH PERFORMING GOVERNMENT

9.1 Organizational Performance Measures - Funded

2011 - \$23,000
2012 - \$58,500

The City of Fort Collins embarked on an organization-wide performance measurement program in 2006 by joining the ICMA Performance Measurement program. The overall performance program is organized and managed within the Budget/Finance staff team. This offer includes five main components: (1) printing and design of the Community Scorecard on an annual basis (2) the contractual costs for continued participation in ICMA's Performance Measurement Program (3) costs associated with conducting a Citizen survey, which is currently conducted every other year (4) the Q14 internal employee survey and 5) an internal services focus group.

9.3 ENHANCEMENT: Performance Excellence Program - Funded

2011 - \$50,000
2012 - \$52,000

This offer provides resources to implement the next phase of the Performance Excellence Program. A program coordinator, chosen from existing staff, will lead this initiative and help develop a culture of innovation and continuous improvement. Existing staff will also assist employees in their efforts to deploy process improvements across the entire City organization. The additional funds requested in this offer will be used for specialized assistance, for which the City does not have in-house expertise. 27% of this offer is funded by Fort Collins Utilities as the effort will affect the entire City. There is a documented return on investment from this journey as shown in the results achieved by other organizations that have focused on similar evidence-based performance criteria.

26.2 Application Services Cyclical Hardware & Software Replacement - Funded

2011 - \$62,000
2012 - \$36,720

Standard business practices require the cyclical replacement of computer hardware and software. This offer covers the standard cyclical replacement of computer hardware and software for the MIS Application Services Business Unit.

26.4 Application Baseline Services - Funded

2011 - \$252,283
2012 - \$259,404

This offer includes funding for the on-going operations and maintenance of existing computer software and databases, funding for the support and implementation of IT-related projects, and funding for staff, management and administrative costs associated with this work.

27.2 GIS Cyclical Hardware & Software Replacement - Unfunded

2011 - \$10,000
2012 - \$4,300

Standard business practices require the cyclical replacement of computer hardware and software. This offer covers the standard cyclical replacement of hardware and software for the GIS Services Business Unit.

HIGH PERFORMING GOVERNMENT

27.3 GIS Baseline Services - Reduced - Funded

2011 - \$480,119
2012 - \$494,990

This offer provides delivery of GIS services for the entire organization and our community partners. Included in this offer is funding for professional software licensing, data creation and analysis, shared data delivery and printing services, user support and training, map products and printing, and spatial database hosting for a variety of City applications and programs. GIS staff funded through this offer provide ongoing support for existing programs including emergency notification and 911 dispatch, and for new projects. This request represents a reduced funding level over 2010 levels of service. A related offer is included in Offer 27.4.

27.4 GIS Baseline Services - Restored - Unfunded

2011 - \$26,210
2012 - \$26,735

This offer covers consulting monies originally scheduled to assist staff in upgrading the City's online mapping applications. We now believe we can reschedule this project to be completed in 2010 using current resources. Given upcoming GIS software upgrades, we do not now believe we would need to do substantial work on this in 2012 as originally expected. There will be no impact to the community. The core level offer for this program is included in Offer 27.4.

28.2 ERP Cyclical Hardware & Software Replacement - Unfunded

2011 - \$20,000
2012 - \$182,500

Standard business practices require the cyclical replacement of computer hardware and software. This offer covers the standard cyclical replacement of hardware and software for Enterprise Resource Planning Business Unit.

28.4 Enterprise Resource Planning Baseline Services - Funded

2011 - \$709,653
2012 - \$720,752

This offer provides ongoing operations and maintenance of the City's existing system of record (ERP) including staff, training, support, licensing costs, software maintenance, and troubleshooting. ERP is the technology behind the City's Finance and Human Resources Departments; it specifically supports electronic accounts payable/receivable, employee time tracking, compensation and leave, asset tracking and management, purchasing functions, job vacancies and applications, and more.

29.2 E-Government Cyclical Hardware & Software Replacement - Funded

2011 - \$25,000
2012 - \$25,000

Standard business practices require the cyclical replacement of computer hardware and software. This offer covers the standard cyclical replacement of hardware and software for E-Government Services Business Unit.

HIGH PERFORMING GOVERNMENT

29.3 E-Government Baseline Services - Funded

2011 - \$275,676
2012 - \$282,937

This offer supports the ongoing services related to e-Government, including web, intranet sites and applications within the City of Fort Collins. This offer includes staff time for maintaining sites and applications, time for research and project development, support of unique department interfaces, software maintenance, and troubleshooting. E-government tools enable the City to communicate and conduct business with our residents and partners. This offer provides a reduced level of funding over 2010 levels.

30.1 Land Development Tracking System - Funded

2011 - \$240,085
2012 - \$249,101

This offer funds the City's Development Technology Support (DTS) program. DTS provides a single point of access to the organization's business processes related to development and construction review, and integrates 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. This offer includes staff, administration and database support, hardware and software maintenance, and other operating expenses. DTS is funded by an administrative surcharge applied to fees collected through the system.

31.2 EDoc Management Cyclical Hardware & Software Replacement - Unfunded

2011 - \$12,000
2012 - \$37,240

Standard business practices require the cyclical replacement of computer hardware and software. This offer covers the standard cyclical replacement of hardware and software for EDoc Management Business Unit.

31.3 EDoc Management Baseline Services - Funded

2011 - \$204,071
2012 - \$206,219

This offer provides ongoing maintenance and support for the organization's electronic document management system, or EDMS. This offer covers application and technical support, shared licensing, and staff to provide central support, coordinate upgrades and training, and provide overall system maintenance. In addition to supporting department needs such as documentation of building and development, purchasing records, and police records, EDMS also holds records related to City Council, the City Attorney, HR, the City Clerk, Risk Management, Utilities, and the Municipal Code and Charter.

32.1 E-Mail and Blackberry Services - Funded

2011 - \$56,950
2012 - \$59,590

This offer provides funding to the Poudre School District (PSD) for hosting Exchange 2007 e-mail services and Blackberry mobile client synchronization. In this host role, Poudre School District provides server infrastructure, systems management resources, account administration, e-mail spam filtering, web access, and 24/7 end-user support. Funding to support approximately 1,800 e-mail accounts and 431 Blackberry/mobile phone accounts is derived from annual e-mail and Blackberry account charges paid by other City departments.

HIGH PERFORMING GOVERNMENT

32.2 Voice Baseline Services - Funded

2011 - \$1,013,336

2012 - \$1,036,513

This offer provides funding for operations and maintenance of the City's telephone communication systems and the Utility Services customer Call Center. Staffing resources, hardware and software maintenance contracts, commercial carrier infrastructure fees, and targeted technical support are required for the cost-effective provision of telephone, voice mail, paging, call recording, and telephony integrations. A major program element of this offer continues to be the multi-year upgrade of the core telephone system from a (now) 28-year-old, stand-alone PBX to network-integrated Voice over Internet Protocol (VoIP) technology. This offer is funded by monthly telephone billing charges paid by other City departments.

32.3 Very High Frequency (VHF) Radio Maintenance - Funded

2011 - \$97,276

2012 - \$99,284

This offer provides equipment, staff and other resources for the management and support of the Utility Services VHF radio systems. It includes consulting services only for electric load management, remote telemetry and video surveillance. The Utilities relies heavily on the use of radios in order to maintain contact, especially during times of crisis. This offer is exclusive to Utility Services, and is funded entirely by Utility Services monies.

32.4 Voice Services Cyclical Hardware & Software Replacement - Funded

2011 - \$130,200

2012 - \$136,040

This offer covers the standard cyclical replacement of hardware and software for the Voice Services Business Unit. Funding supports a strategic transition from the legacy PBX telephone system to network-integrated Voice over Internet Protocol (VoIP) technology. Skilled staff maintains the aging telephony platform through stockpiling an inventory of obsolete parts and repurposing critical system components replaced during the various phases of VoIP migration. This process minimizes maintenance and repair costs for the legacy system and preserves investment dollars for current technology. Transition is scheduled for completion at the end of 2012.

32.5 ENHANCEMENT: Enterprise Automated Call Distribution System - Unfunded

2011 - \$43,060

2012 - \$6,620

City departments such as Police, Municipal Court, Parking Services, Lincoln Center and Recreation have requested an efficient method of managing peak volumes of inbound calls. Staffing levels are insufficient in these and other areas of the City to address individual customer inquiries in a timely manner. During periods of high call volume, customers either hear a busy signal or a recorded message asking them to call back at another time. An automated call distribution system would provide customers with more situational information and options for being served in the order of their call-in time. This capability extends beyond the standard feature set of the City's telephone system.

HIGH PERFORMING GOVERNMENT

33.4 Network Baseline Services - Reduced - Funded

2011 - \$759,421
2012 - \$785,726

This offer provides the resources necessary to manage and support the data network that underpins Citywide customer service. The organization's network is a high speed data transport system that hosts advanced telephone systems, call center operations, public safety dispatch, water and wastewater treatment operations, fcgov.com, JDE financials, HR functions, City Clerk support for boards and commissions, City Council sessions, Municipal Court, Recreation registration, Traffic Operations, transportation services, and much more. This offer includes staffing to manage and maintain the existing network, design new and remodeled facility networks, manage projects, create strategic architecture, and provide cyber security for the City's systems and their users. This offer represents a reduced service level by eliminating funding for network consulting services. The related service level request is included in Offer 33.5.

33.5 Network Baseline Services - Restored - Unfunded

2011 - \$67,595
2012 - \$67,040

This offer covers consulting monies now earmarked for various network- and VoIP-related technical engineering services to be used to augment MIS staff in situations where we lack the skills or capacity to accomplish the work with in-house staff. We expect to off-set the impact of this reduction by continuing to train our staff to make up for existing skill gaps so as to reduce the need for these staff augmentation services. The risk in taking this reduction is that it is likely that we will not be able to adequately train our staff to cover the full range of expertise upcoming projects may require. Projects requiring these more in-depth skills or other resources will need to be delayed or canceled unless funding from outside MIS can be acquired. This offer represents a reduction to the core level of services included in Offer 33.4.

33.6 Network Services Cyclical Hardware & Software Replacement - Reduced - Funded

2011 - \$293,100
2012 - \$224,280

This offer covers the standard cyclical replacement of hardware and software for the Network Services Business Unit. Funding for this offer supports replacement of network equipment and cabling in 17 City facilities. Two high-speed data switches will be integrated into the data center network as a foundational element of server and PC virtualization. Existing City network equipment has reached the end of its useful life, significantly increasing the probability of failure and resultant disruption of computer-based services. Network equipment must be replaced to sustain the momentum of the phone system upgrade to Voice over Internet Protocol (VoIP) technology. All investments are anchored in strategic development plans and durable system architectures. This offer represents a reduced level of funding for this program by eliminating consulting funds for replacement of the VoIP system. A related service level request is included in Offer 33.7.

HIGH PERFORMING GOVERNMENT

33.7 Network Services Cyclical Hardware & Software Replacement - Restored - Unfunded **2011 - \$25,000**
2012 - \$35,000

This offer covers consulting monies ear-marked in the Netcomm program budget to support rewiring City buildings as needed to accommodate the replacement of the City's legacy phone system with the new Voice over Internet Protocol (VoIP) system. We are hopeful we will be able to minimize the amount of rewiring that will be needed in the specific buildings remaining to be converted in 2011 and 2012. There is some risk in making this assumption since detailed designs have not yet been completed for each of these sites. If substantial rewiring is needed, then sources of funding outside of MIS will need to be found to complete the projects. The core level of service for this program is included in Offer 33.6.

34.3 Data Management Baseline Services - Funded **2011 - \$665,107**
2012 - \$686,106

This offer provides staff and operating resources to support the enterprise data systems infrastructure. Critical components include servers, data storage equipment, and security management systems. The City's technology-based services, such as Oracle financials, fcgov.com, GIS and the Traffic Management System, are built on this platform. Funding for this offer sustains the performance and availability of these and hundreds of other application programs and databases through equipment asset management, maintaining organization-wide data storage and backup systems, providing file and print services, and managing data security. The design of the current server and storage architecture has successfully delivered the envisioned benefits of IT infrastructure services consolidation. This offer represents a reduced level of service by eliminating consulting funds for engineering services for various projects.

34.5 Data Management Cyclical Hardware & Software Replacement - Reduced - Funded **2011 - \$140,000**
2012 - \$260,000

This offer covers the standard cyclical replacement of hardware and software for the Data Management Services Business Unit. The infrastructure inventory covered by this funding includes 225 physical and virtual servers, 121 Terabytes of data storage, an enterprise data backup system, and a server blade system supporting virtualization. These components need to be replaced approximately every five years to avoid escalating maintenance costs and functional obsolescence. Replacement has been designed around a strategic framework extending through 2016. Funding for this offer continues the City's commitment to virtualized computer environments and the benefits of reduced power consumption. This offer represents a reduced level of service by delaying purchasing of two replacement Storage Area Network data storage modules. A related level of service is included in Offer 34.6.

HIGH PERFORMING GOVERNMENT

- 34.6 Data Management Cyclical Hardware & Software Replacement - Restored - Unfunded** **2011 - \$50,000**
2012 - \$50,000

This offer covers two replacement Storage Area Network (SAN) data storage models. We will delay purchasing the currently scheduled replacement modules until the next generation of storage technology comes to market with the hope that the new units will provide greater amounts of storage per module than our existing units but at a similar cost per module. If the expected increase in storage capacity per unit is not provided by the new modules the reduced number of replacements may not be enough to accommodate our current data storage needs. As a result, we may need to find additional funding from other sources to purchase an additional unit in each year or purge data and electronic records now stored on the system. The impact to the community will be a reduction in the effectiveness of City technology systems. The related level of core service is included in Offer 34.5.

- 35.2 PC/VDI Cyclical Hardware & Software Replacement - Funded** **2011 - \$328,535**
2012 - \$521,094

This offer covers the standard cyclical replacement of hardware and software for the Customer Technology Support Business Unit, including personal computers and virtual desktop infrastructures (VDI). The City's inventory of PC and laptop computers and associated software is valued at approximately \$2.1 million. This technology base must be kept reasonably current to support effective City operations. Bulk purchasing, careful software management, and extended equipment replacement schedules have reduced these costs over the past 3 years. Computer-related energy use and support costs are also being cut by replacing traditional PCs with virtual "thin client" workstations.

- 35.3 Audio-Visual Podium Replacements - Unfunded** **2011 - \$24,056**
2012 - \$9,954

This offer covers the replacement of one of four audio-visual podiums in the City. Podiums are located at 215 N. Mason St., in the Training Room and the Community Room; 281 N. College Ave.; and 300 LaPorte Ave., in City Council Chambers. All four systems have components in need of repair.

- 35.10 Technology Customer Baseline Support - Reduced - Funded** **2011 - \$775,516**
2012 - \$797,832

This offer funds ongoing support for the City's IT Helpdesk, on-site technical support services, software license management, and PC/laptop computer replacement operations. Averaging more than 1,000 calls per month, the Helpdesk is the City organization's first point of contact for employees with technology questions, issues or requests. All software installed on employee computers must be accurately managed to ensure the City maintains absolute compliance with copyright laws. Staff maintains software asset inventories and documentation proving legal ownership of installed products. Hardware asset management occurs through maintenance of a computer asset database, assessing application software and hardware requirements, building a standards-based environment, evaluating hardware specifications and industry trends, and planning for innovation. This offer includes a reduced level of service which can be found in Offer 35.11.

HIGH PERFORMING GOVERNMENT

35.11 Technology Customer Baseline Support - Restored - Unfunded

2011 - \$35,437
2012 - \$36,513

This offer funds a PC Hardware Software position by 0.5 FTE. This position was removed from Offer 35.10. This reduction was made based on anticipated efficiencies made through partnering with Poudre School District for e-mail services.

36.2 Utilities Reimbursement - Funded

2011 - \$450,000
2012 - \$0

From reserves, MIS will reimburse a double charge to the Utility Fund that occurred in 2008 – 2009.

36.3 REDUCTION: MIS Administration - Unfunded

2011 - \$49,132
2012 - \$50,739

This offer eliminates an Administrative Secretary II position currently covered by temporary labor. This reduction will impact front desk customer support, scanner support, and shipping and receiving support.

36.5 MIS Administration and Financial Support – Reduced - Funded

2011 - \$452,115
2012 - \$464,625

This offer funds the departmental management and the executive oversight functions for the City's collective Information Technology programs. This includes IT governance, project portfolio management, financial management, communications and administrative support. This offer includes a reduced level of operating funds when compared to 2010; that portion of operating funds is offered separately in Offer 36.6.

36.6 MIS Administration and Financial Support - Restored - Unfunded

2011 - \$53,780
2012 - \$55,255

This offer funds a portion of flexible MIS operating funds. These funds are used to address the inevitable and unanticipated issues or equipment needs that come up over the course of the budget cycle. This offer is related to Offer 36.5 which provides administration and financial support for MIS.

HIGH PERFORMING GOVERNMENT

37.12 ENHANCEMENT: Part-Time Accountant - Unfunded

2011 - \$12,270
2012 - \$14,029

This offer adds .75 FTE for an Accountant to assume ongoing responsibilities that have been performed by outside labor since 2003. This change has a net increase of less than \$15,000 per year, including payroll taxes and benefits. The primary duties of this position are accounting for fixed assets and grant compliance/reporting. These are ongoing City requirements and there is not available capacity within existing Accounting staff to take on that additional work. This position would also work on special projects, as well as support the other accountants and budget analysts during seasonal workload peaks.

The Accounting staff was reduced by 1 FTE in the 2010-2011 budget. The workload of that position has been reduced through efficiencies and process improvements. The remaining work has been shared among existing staff. This offer is not backfilling that lost position. Rather, it is shifting fixed assets and grant compliance from contracted labor to internal staff.

37.13 ENHANCEMENT: Sales Tax Software - Unfunded

2011 - \$0
2012 - \$100,000

This offer funds the purchase of sales tax software that will provide enhanced capabilities for the business community through online account access. A new system will also create revenue collection efficiencies and provide for improved reporting. Accurate and timely revenue collection is an essential function of a high performing city government.

37.14 Finance Administration, Sales Tax and Treasury - Reduced - Funded

2011 - \$1,299,920
2012 - \$1,333,889

This offer funds Finance Administration, Sales Tax, and Treasury services. Finance Administration acts as the ex officio City Treasurer and oversees the activities within the entire Finance Department. This offer funds development/implementation of fiscally sound management practices. It provides management of the City, DDA & URA combined debt portfolio of \$160+ million. This offer also funds sales and use tax revenue collection, audits, licensing enforcement and taxpayer education as well as treasury services and the City's low income rebate program. This offer includes a general reduction in funds dedicated to consulting, supplies, meals and equipments. These reductions appear separately as offer 37.15.

37.15 Finance Administration, Sales Tax and Treasury - Restored - Unfunded

2011 - \$64,950
2012 - \$64,950

This offer funds a portion of the consulting, supplies, meals, and equipment budgets for the Finance Administration, Sales Tax, and Treasury divisions. These expenses correlate with Offer 37.14.

HIGH PERFORMING GOVERNMENT

37.16 Accounting, Budget, Accounts Payable and Payroll - Reduced - Funded

2011 - \$1,386,728
2012 - \$1,421,668

This offer includes accounting and financial reporting, budgeting, accounts payable and payroll services for the City of Fort Collins, including City Council, employees, citizens and debt holders. Services are divided into three main categories: Accounting, Budget, and Payroll & Accounts.

This offer includes a reduction to the budget allocated to fixed asset accounting and grant compliance/reporting. These services are currently provided by outside personnel. The City does not have the capacity to absorb these duties within existing resources. Thus, eliminating the funding would in effect be a reduction of .5 FTE. This offer also includes an \$18,000 reduction that virtually eliminates Conference and Travel, Computer Related Expenses, and Supplies and Postage for these three Finance divisions. These reductions appear as an independent offer, Offer 37.17.

37.17 Accounting, Budget, Accounts Payable and Payroll - Restored - Unfunded

2011 - \$62,700
2012 - \$64,200

The majority of this offer (\$45,000 per year) would restore fixed asset accounting and grant compliance/reporting currently provided through non-City personnel. The City does not have the capacity to absorb these duties within existing resources. Conversely, Offer 37.12 (ENHANCEMENT: Part-Time Accountant) requests funding to re-allocate funds from a contractor to a part-time City employee who would perform these duties. Not funding this offer for fixed asset and grant accounting will, in effect, be a reduction of .5 FTE. Having a dedicated resource over the last 4 years has standardized accounting practices and more effectively captured and accounted for all asset acquisitions, transfers, donations, trade-ins and disposals.

The remaining \$18,000 in this offer would fund Conference and Travel, Computer Related Expenses, Supplies and Postage for these three Finance divisions.

This offer corresponds with Offer 37.16.

37.18 Purchasing - Reduced - Funded

2011 - \$410,064
2012 - \$420,076

This offer funds the City's Purchasing Department. Services include purchasing goods for City departments, managing bids and requests for proposals, and promoting the use of sustainable purchasing practices. The Purchasing Department contracts for all supplies, materials and equipment required or used by the City, including businesses and enterprises operated by the City. Purchasing also manages the Purchasing Card (PCard) system for the City. In 2010 the PCard program was expanded to a consortium of Poudre School District and Larimer County, and is also available to other governmental entities in the state. All purchasing contracts and bid documents are provided to vendors and citizens online via Citydocs. Purchasing provides an online vendor registration and bid distribution system. This offer includes a reduction to department expenses in the areas of Maintenance Contract and Other Professional and Technical Services. These expenses appear as a separate offer (Offer 37.19).

HIGH PERFORMING GOVERNMENT

37.19 Purchasing - Restored - Unfunded

2011 - \$21,000

2012 - \$21,000

This offer funds \$21,000 of expenses in two areas: Maintenance Contracts and Other Professional and Technical Services. This offer supports Offer 37.18.

Purchasing services include purchasing goods for City departments, managing bids and requests for proposals, and promoting the use of sustainable purchasing practices.

37.20 Risk Management - Reduced - Funded

2011 - \$3,247,228

2012 - \$3,259,300

This offer provides risk management services to the City of Fort Collins, Poudre Fire Authority, Poudre River Public Library District and Downtown Development Authority. This offer funds services that protect these entities' assets including employees, property and monetary funds. The reservation of City assets allows the organization to operate more efficiently by ensuring that employees are able to perform their jobs safely. City property is adequately protected, and taxpayer dollars are not wasted on unnecessary and preventable claims. Specific services include liability/property claims management, workers' compensation claims management, the employee safety program and Department of Transportation regulatory compliance.

This offer does not include 1 FTE Administrative Assistant; that position appears separately in Offer 37.21. Eliminating this position will result in slower response times and information turnover to both internal and external customers.

37.21 Risk Management - Restored - Unfunded

2011 - \$62,128

2012 - \$63,994

This offer funds the Administrative Assistant (1 FTE) removed from Offer 37.20. Funding this offer would maintain existing staffing levels in Risk Management and maintain the current response times and service levels.

The Risk Management division provides risk management services to the City of Fort Collins, Poudre Fire Authority, Poudre River Public Library District and Downtown Development Authority. Specific services include liability/property claims management, workers' compensation claims management, the employee safety program and Department of Transportation regulatory compliance.

39.4 Major Building Maintenance & Repair - Funded

2011 - \$450,000

2012 - \$450,000

Operation Services maintains 52 General Fund facilities valued at more than \$119 million. This offer provides funding for one-time specific General Fund building maintenance and repairs costing \$20,000 or more. Included within this offer is the replacement of HVAC units, boilers, roofs, and other high cost building systems. Upkeep of these systems helps ensure that City buildings are environmentally safe, energy efficient, and functional for all employees and the public to use.

HIGH PERFORMANCE GOVERNMENT

39.5 Building Maintenance and Repair - Reduced - Funded

2011 - \$4,018,771

2012 - \$4,072,959

This offer provides for general day-to-day maintenance and repairs of 52 General Fund buildings and associated systems (electrical, lighting, plumbing, roofing, pool, energy management control, etc.), parking lots and emergency generators. Building maintenance and repair also includes hazardous materials abatement and clean up, remodels, and Americans with Disabilities Act (ADA) compliance. This offer also includes managing and maintaining City buildings' access control, management of the City's ID Card function, and administrative support.

Funding for maintenance and repair of Mulberry Pool has been removed from this offer and added as Offer 39.6.

39.7 Building Operations and Custodial Services - Reduced - Funded

2011 - \$1,224,011

2012 - \$1,300,974

This offer provides various building operation services at most City facilities. The custodial portion of this offer includes janitorial services, trash removal, refuse collection, window and carpet cleaning, furniture cleaning and recycling. The building operation services include pest control; fire, security, and elevator alarm monitoring; snow removal; and in some cases landscape services. This offer provides services for 51 buildings; 60% of the overall offer is funded by the General Fund, 40% is funded through Work for Others (i.e., charges to non-General Fund departments).

This offer does not include support for Mulberry Pool; that support is included in Offer 39.8.

39.9 Mulberry Pool Facility Costs - Funded

2011 - \$103,054

2012 - \$106,090

Mulberry Pool offers year-round quality swimming activities including drop-in swimming, leisure water play, swim instruction, and specialized programs. The facility is used by aqua fitness classes, adaptive programs such as swim therapy for persons with multiple sclerosis, local high school and age group swim teams, and for private rentals. Total costs for Mulberry Pool are approximately \$440,000. Historically, user fees generated \$250,000; an additional \$50,000 will be generated in 2011 as a result of fee increases, bringing the total user fees up to \$300,000. The net remaining expenses for Mulberry Pool are covered in two offers, this one and Offer 48.3 in the Culture, Parks and Recreation Outcome.

43.1 Facilities Project Management, Planning & Design - Funded

2011 - \$326,150

2012 - \$332,635

This offer provides project management services for new building construction, building remodels, and major building systems repairs. Among the services provided to City departments are construction technical assistance, space planning and design, project budgeting, construction management, site master planning and development of long-range facilities plans. This offer also includes administrative support. Funding for this offer is generated through "work for others" (i.e., billing capital projects or departments for requested services). There are no General Fund dollars included in this offer.

HIGH PERFORMING GOVERNMENT

45.1 Real Estate Services - Funded

2011 - \$434,495
2012 - \$445,580

Real Estate Services provides accurate, timely and cost-effective services to meet land acquisition needs of other City departments and projects. These services include property acquisition, including acquisition through Eminent Domain; easement acquisitions; disposition of City property; processing easement requests from outside sources; formal appraisals and estimated property valuations; leasing from outside sources; and property management, including rentals of City-owned properties. All funding for this offer comes from revenues generated by charging others for services provided. There are no direct General Fund dollars requested.

46.1 Building Utilities and Energy Management - Funded

2011 - \$567,530
2012 - \$598,510

This offer provides funding for Utility (Electric, Natural Gas, Water, Wastewater, and Storm Drainage) costs for 21 General Fund-supported City buildings and for energy conservation and management functions related to tracking, managing, reporting and reducing utility costs in 71 City buildings. Also included are the 2011 and 2012 lease purchase payments for the energy conservation project (Energy Efficient Lighting), completed in 2008.

46.2 KFCG - Energy Efficiency Initiatives for City Buildings - Funded

2011 - \$0
2012 - \$355,000

This offer funds energy efficient maintenance projects in City buildings for the next two years. This offer helps reduce costs and greenhouse gases for the long term future. This offer focuses on building envelope and electrical energy reduction projects. The City spends more than \$300,000 on Natural Gas and Electric each year on General Fund buildings only. This offer will reduce consumption by approximately 3% per year, which makes the payback of investment one to three years, barring any major rate increases.

47.1 Fleet Vehicle and Equipment Maintenance Services - Funded

2011 - \$5,355,892
2012 - \$5,610,975

This offer provides fleet maintenance and repair for more than 2,000 City vehicles and equipment. Fleet operations are housed in four maintenance shops, three parts rooms, and two mobile repair trucks. Specific services include preventative and routine maintenance, vehicle replacement and purchase analysis, parts inventory, warranty tracking, and emergency response/after-hours support. This offer addresses efforts to save money and reduce the City's carbon footprint through minimizing equipment use and vehicle mileage where possible.

47.2 Fleet Fueling Services - Funded

2011 - \$3,324,218
2012 - \$3,579,578

This offer provides fueling services for City vehicles and equipment, as well as several external agencies. The fuel is accessible at ten internal fueling sites, several external fuel stations and one mobile fuel truck. Fuel types include biodiesel, unleaded, E85, propane, and natural gas in efforts to balance the environmental and economic impact of fuel use.

HIGH PERFORMING GOVERNMENT

47.3 Fleet Vehicle Rental Service - Funded

2011 - \$350,000
2012 - \$400,000

This offer provides City-owned pool vehicles for employees to use for City business. Vehicles include cars, hybrid cars, pickup trucks, scooters and vans. This offer also includes coordination services between City departments and outside rental agencies for equipment such as loaders, excavators, compressors, etc., that are not available through the City fleet.

47.4 Vehicle Replacement - General Fund - Funded

2011 - \$14,491
2012 - \$19,491

This offer provides a dedicated funding source for vehicles and equipment replacement in accordance with the five-year vehicle and equipment replacement program. This offer includes the replacement of cars, vans, trailers and trucks for general services through a lease/purchase program.

47.5 ENHANCEMENT: Fleet Maintenance Software - Funded

2011 - \$125,000
2012 - \$0

This offer is to replace an antiquated software system for fleet maintenance. This system will assist Fleet Services in better data collection, enable key performance indicator dashboards, and compile better management reports. This offer addresses efforts to save money and improve efficiency by making better data-driven decisions, and increase efficiencies by making management reporting much easier. This offer uses Fleet Fund Reserves and does not impact the General Fund.

57.1 City Clerk Administration - Funded

2011 - \$535,720
2012 - \$553,682

The City Clerk's Office provides support to the organization and the community through the creation, maintenance, and dissemination of legislative and historical records. The Clerk's Office also manages document recording, preparation of the City Council agenda, liquor licensing, medical marijuana business licensing, compliance with legal notice requirements, and elections. In addition to these services, this offer funds staff support for the City's 26 boards and commissions, and passport application services for the public.

58.1 Regular Election - April 2011 - Funded

2011 - \$158,625
2012 - \$0

This offer provides a mail ballot election for the April 2011 regular municipal election. At that election, voters will be electing a Mayor and Council representatives in Districts 2, 4 and 6. This offer funds the necessary postage, supplies, security, verification and temporary labor costs of a regular election.

HIGH PERFORMING GOVERNMENT

58.2 Special Elections - Unfunded

2011 - \$94,900
2012 - \$96,475

This offer provides for a special election to be conducted each year in conjunction with the November Larimer County General or Coordinated Election. Coordinating a special election with Larimer County is less expensive than conducting an independent special election. Other special elections occur at other times by citizen initiative, but it is impossible to predict and budget for such occurrences. This offer funds the necessary postage, supplies, security, verification, and labor of a special election. If a special election occurs, City Council will be asked to appropriate reserves for this purpose at a later date.

86.1 General Legal Services - Funded

2011 - \$1,194,412
2012 - \$1,225,952

This offer is designed to provide Charter-mandated services from the City Attorney's Office (CAO). The CAO provides quality legal support to City staff and City Council on a wide variety of municipal topics. By focusing on prevention rather than remediation, the CAO helps to minimize the City's liability and costs. This offer maintains the 2010 budgeted level of funding for in the City Attorney's Office.

86.2 ENHANCEMENT: Additional Legal Services - Funded

2011 - \$91,869
2012 - \$94,631

This offer changes a contractual .75 FTE into an ongoing classified .75 FTE Assistant City Attorney I position, and continues funding the corresponding support staff (.25 FTE), as well as the costs associated with the attorney position.

The City Attorney's Office (CAO) is integrally involved on a daily basis in nearly every aspect of City operations. The continuation of enhanced staffing levels as proposed in this offer will better allow the CAO to continue to provide high quality, responsive systems and services to meet the needs of the Council, the City Manager, and the organization in general, and will alleviate growing concerns about the potential loss of seasoned personnel. This offer is designed to better serve the needs of the organization, especially Police, Municipal Court and Neighborhood Services. Even with the additional staffing of this offer, the CAO will still have the third-lowest cost per capita ratio of Front Range municipalities.

90.1 Utility Customer Service and Communication - Funded

2011 - \$5,794,366
2012 - \$5,892,183

This offer funds customer services and communication. Included in this offer are customer service administration, the Utilities call center, billing, credit and collections, cashing, and meter reading. This offer also includes marketing and customer communication strategies for Utilities projects and programs, event planning, coordination of mailings and other outreach, and management of the Utilities website. This offer supports Utilities operations and policies with education and outreach programs promoting water conservation efforts. Internal communications support for Utilities employees is also included in this offer. Approximately 81% of this budget is for customer service functions, 12% is for programs, and 7% is for marketing and communication.

HIGH PERFORMING GOVERNMENT

90.2 ENHANCEMENT: Wellness Center Upgrades - Unfunded

2011 - \$34,000
2012 - \$0

Resources dedicated toward this enhancement offer will be used to complete much-needed maintenance and safety upgrades to the exercise room located in the Utility Service Center (USC). The Wellness Program focuses on the overall well-being of City employees and their families. Valuable components of the program include health screening, education, and training opportunities geared toward promoting healthy changes in behavior that lead to increased health and more optimally functioning employees. The program includes features that work to reduce safety and health risk parameters, which ultimately reduce healthcare utilization and workers' compensation costs while improving personal and organizational health.

90.3 ENHANCEMENT: Community Partnerships - Funded

2011 - \$75,000
2012 - \$75,000

This offer funds a new Community Partnership Program in Fort Collins Utilities to enhance community involvement, and local and regional support of educational and operational efficiencies. Fort Collins Utilities encourages community partnerships that support the energy efficiency, water conservation and water supply management, and stormwater practices aligned with the City's policies and strategic goals. This offer supplements existing partnerships such as those with Poudre School District, UniverCity Connections/FortZED, Platte River Power Authority member cities, Colorado State University, Sustainable Living Association and other community groups. This offer provides additional staffing to optimize such partnerships, improve staffing efficiency and use of financial and in-kind expertise and assistance.

90.4 ENHANCEMENT: Utilities Publicity & Marketing Specialist - Funded

2011 - \$62,500
2012 - \$62,500

This enhancement funds a contractual publicity/marketing specialist position in Utilities to assist with increased workload. This position will provide additional staffing for special events, customer communications, media releases, text editing for publications, Web and internal communications. This position will also assist with marketing, program and event plan writing, volunteer coordination and data entry/tracking to demonstrate results of marketing efforts and education campaigns.

91.1 Utilities Administration & General Operations - Funded

2011 - \$9,306,099
2012 - \$9,076,000

This offer includes funding for the Utilities Executive Director's Office (7%), Utilities Finance and Budget Department (15%), support for city wide Management Information Services (17%), IT support for unique Utilities applications (17%), Utilities safety and security operations (5%), Utilities Asset Management (8%), Utilities support for Plan Fort Collins (2%), Community Environmental Project Coordination and 21st Century Utilities Programs (2%), Locating Operations (6%), Regulatory and Governmental Affairs (7%), and other Utility miscellaneous services.

HIGH PERFORMING GOVERNMENT

- 91.2 ENHANCEMENT: Business Process and Billing System Evaluation - Funded** **2011 - \$75,000**
2012 - \$75,000

This offer funds a study of business and operational practices within the Utilities including a study of current billing systems. With implementation of the Smart Grid, Utilities will be able to discontinue many processes and streamline many others. This study will look for ways to improve customer satisfaction, address sustainability issues and improve internal efficiencies given the changes brought about by the new Smart Grid system.

- 91.3 ENHANCEMENT: Utilities Customer Relationship Management Application - Funded** **2011 - \$150,000**
2012 - \$51,500

The Utilities need to maintain accurate customer information for managing key accounts and improving services provided to all customers. Additionally, the customer contact information will be used for targeted marketing strategies. A Customer Relationship Management (CRM) system will enable the Utilities to track all of its educational, outreach, and other special programs to our customers. A CRM system will enhance the on-going relationships that Utilities has with its customers.

- 120.3 ENHANCEMENT: Ethics Training Program - Unfunded** **2011 - \$80,000**
2012 - \$75,000

This offer supports the creation of a training program designed to create a culture of ethical conduct within the City with the goals of protecting the public trust, educating and empowering employees, and providing transparency in decision making to avoid any appearances of misconduct on the part of employees. Government service includes responsibilities to conserve public resources, funds and materials. It is the City's intent to uphold, promote and demand the highest standards of ethical behavior from its employees. As public servants, we are expected to demonstrate personal integrity, truthfulness, honesty and fairness in carrying out our duties to avoid any appearance of improprieties and to never use our position or powers for personal gain.

- 120.4 KFCG - Recruitment Specialist Restored .5 FTE - Funded** **2011 - \$43,762**
2012 - \$45,005

This offer restores the Recruitment Specialist position in Human Resources to 1 FTE. During the 2010-2011 budget process, the Recruitment Specialist position was reduced to a .50 FTE in response to the prediction that economic conditions would negatively impact the job markets, and employees would remain in their positions, resulting in fewer vacancies. This projection is not proving to be true in 2010. A .50 FTE cannot deliver quality internal customer service in the timely manner that managers expect, and move the organization in the direction necessary to remain competitive in the changing methods of recruitment, including the use of social networking and other technologies.

According to the U.S. Bureau of Labor Statistics, in 2010, 40% of America's workforce will be eligible to retire; we are on the brink of the largest turnover of human capital in history.

HIGH PERFORMING GOVERNMENT

120.5 Human Resources Core Services - Reduced - Funded

2011 - \$1,316,125
2012 - \$1,486,124

Over the past 4 years, Human Resources (HR) has worked to redefine its purpose, relationships and customer service methods. By moving to a strategic partnership model, HR services are aligned with organization needs in support of the vision, mission and goals of the City. Partnering efforts enhance the value of services provided by the department, which include attracting, developing and retaining employees; providing competitive, market-based pay; administering Human Resources information systems (JDEwards, Talent/REWARD); managing employment records; responding to Council and citizen requests; and formulating and implementing HR strategy to meet the organization's current and future needs.

This offer does not include the Leadership Development Training Program and it reduces the scope of the City's Training Catalog. These services appear as a separate offer (Offer 120.6)

120.6 KFCG - Human Resources Core Services - Restored (Leadership Development/Training) - Funded

2011 - \$109,950
2012 - \$30,000

This offer funds the Leadership Development program. The Leadership Development program is designed to meet the development needs of current supervisors and employees who desire to become future supervisors and leaders. The program's foundation was built upon leadership and supervisory competencies, plus core values. The four targeted leadership groups included: emerging/beginning supervisors, intermediate supervisors, advanced supervisors and executives.

The offer also includes \$30,000 to support the City's Training Catalog; without these funds the Catalog would be limited to classes where the City collaborates with Larimer County and Poudre School District. Training/development opportunities restored include skill and competency development such as Professional Development, Technology, Safety and Organizational Development

121.1 Municipal Court General Case Processing - Funded

2011 - \$454,759
2012 - \$464,972

This offer provides the funding necessary to continue to adjudicate infraction and misdemeanor complaints (other than camera radar and red light cases, which are covered by Offer 66.1) which are filed in the Municipal Court. The Court addresses alleged violations of the City Code and Charter. Cases are filed in the Court by Fort Collins Police Services Officers, Animal Control Officers, Colorado State University Police Officers, Poudre Fire Authority Fire Prevention Bureau personnel, Parking Enforcement Officers, Natural Areas and Trails Rangers, and Code Compliance Inspectors. This offer includes most of the Municipal Judge's position, including time spent on Liquor Licensing Authority matters.

HIGH PERFORMING GOVERNMENT

121.2 ENHANCEMENT: Municipal Court General Staffing Increase - Funded

2011 - \$16,439
2012 - \$16,925

This offer increases the clerical staffing for the Municipal Court in order to handle its increasing general caseload. It would add a 0.5 FTE hourly clerical position to the court staff.

At the beginning of 2009, the Municipal Court had a total staff of 6.18 FTE. Due to budget cuts required in the middle of 2009, the staffing was reduced to 5.98 FTE. Meanwhile, the general caseload increased by 9% from 2008 to 2009 and continues to increase substantially in 2010; 1st quarter 2010 caseload was 6% higher than 4th quarter 2009. This increase is expected to continue given the fact that Police Services is putting approximately 13 replacement or new patrol officers on the streets during 2010.

161.1 Benefit Programs and Services - Funded

2011 - \$21,534,174
2012 - \$22,776,855

The City's Benefit Program provides employees and their families with a flexible benefit plan. Funding for employee benefits is a combination of City funds and employee contributions. Employee contributions were increased in 2007 and 2010 to be in alignment with the market.

Employees have a choice of insurance plans that include: medical, Rx, dental, life, accidental death, vision, long term disability coverage, flex spending reimbursement accounts, employee assistance program, and multiple retirement plans. Other coverage offered to employees is Family Medical Leave and short term disability. All or portions of the above plans are offered to City, PFA, Library, DDA, MPO, and Housing Authority employees.

161.2 Wellness Program - Funded

2011 - \$167,936
2012 - \$172,580

The Wellness Program focuses on the overall well-being of City employees and their families. Valuable components of the program include health screening, education, and training opportunities geared toward promoting healthy changes in behavior that lead to increased health and more optimally functioning employees. The program includes features that work to reduce safety and health risk parameters, which ultimately reduce healthcare utilization and workers' compensation costs while improving personal and organizational health. Resources focus on the Well Days Incentive Program to target and improve the most prevalent health risk factors as identified through Health Risk Assessments and healthcare claims data.

HIGH PERFORMING GOVERNMENT

161.3 ENHANCEMENT: On-Site Nurse Clinic - Unfunded

2011 - \$400,000
2012 - \$250,000

This offer funds a new On-Site Nurse Clinic, a medical clinic located in a City building where employees receive basic primary care services rather than going to the doctor's office. It is not intended to replace the employee's primary care/personal physician; rather it's intended to be an additional resource or benefit for employees.

The past five years have been a time of significant innovation in the management of workforce health. Mercer, the City's Benefits Consultant, conducted a feasibility study and performed a cost/benefit analysis. This analysis showed positive potential results. In the second year of operation, the City could potentially be saving money compared to anticipated claims being paid to Great West/CIGNA. Funding would come from the Benefits Fund and would not require any General Fund support.

198.1 Police Collective Bargaining - Funded

2011 - \$60,000
2012 - \$50,000

Beginning January 2006 the City entered into an agreement with Lodge #3 Colorado Fraternal Order of Police (FOP) to set compensation and employment conditions for two years. This is an ongoing agreement and the contract is negotiated every two years. Funding is required to cover the City's legal and consulting fees associated with negotiation.

209.1 Internal City Mail Services - Funded

2011 - \$246,500
2012 - \$258,500

This offer provides for the handling and delivery of City inter-office mail, freight, express mail, parcel receipts, and shipments for all City Departments. This service has traditionally been managed by Utilities. This offer outsources the service; it will be managed by Operation Services.



High Performing Government Request for Results

Team Members

Chairperson: Cathy Blakeman, Human Resources

Budget Liaison: Chris Banister, Management Information Services

Communications Liaison: Beth Sowder, Community Development & Neighborhood
Rita Davis, Police Services

Members: Joe Olson, Traffic
Josh Birks, Economic Development
Jerry Schiager, Police Services
Steve Strickland, Operations Services

Result

High Performing Government - Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government

Introduction/Summary of Results Map

The High Performing Government Results Team, looking through our citizen and community lenses, sought information on the services people desire from their municipal government within the current fiscally constrained limitations. We studied the results of the 2008 Citizen Survey as well as the 2008 Community Scorecard. We will also review the 2009 Community Scorecard once available. Wearing our own citizen "hat" we discussed such basics as fiscal constraints, transparency, internal and external customer service, partnerships, collaboration, sustainability, and innovation. These components are described under the headings "Align Results and Resources with Community Expectations" and "Create Community Connections and Partnerships".

As internal customers, the team researched what makes up a healthy, efficient and innovative high performing organization. Sources of this research included The Gallup Organization, Baldrige Award Criteria, Good to Great, writings on best practices of a variety of public and private sector organizations, the September 2009 Employee Engagement Survey and 2008 Community Scorecard. We will also review the 2010 Spring Employee Engagement Survey and 2009 Community Scorecard once available. These findings are summarized under the headings "Promote Progressive and Effective Leadership", "Invest In and Engage Employees", and "Provide Exceptional Support Services".

Indicators

Indicator 1: Citizen Survey and Community Scorecard

Conduct a biennial survey enabling citizens to prioritize the services they want and provide feedback on how well the City provides those services. This survey will result in a better understanding of citizen expectations, priorities and satisfaction, and will track on-going trends in these areas. An annual Community Scorecard will report key performance measures evaluating progress toward achieving those expectations.

Indicator 2: Innovation, Efficiency and Sustainability

The quality of service to the community depends both on the City's ability to be innovative and efficient and citizens' willingness to pay for services. Requests will focus on maintaining desired levels of service while also looking for efficiencies and innovation within a fiscally constrained environment. Offers that utilize existing or limited resources to provide the appropriate levels of service are preferred.

City-wide, this can be measured using the Price of Government, which is calculated by comparing what citizens pay for City services against personal income. Service Areas should include appropriate metrics with their offer to demonstrate innovation, customer service, efficiency, and sustainability.

Indicator 3: Employee Engagement Survey

Utilize research-based questions to determine employee engagement. The survey will be conducted twice a year during the same time frames in order to track ongoing trends.

Indicator 4: Internal Services Surveys

Utilize internal services surveys to track, understand and enhance key work processes achieving organizational success, quality customer service, sustainability, and continuous improvement.

Purchasing Strategies

We are looking for offers that:

1. Emphasize fiscally sound management plans and strategies that provide outcomes and results citizens want and are designed for long-term financial sustainability, including on-going maintenance costs.
 - *Align Results and Resources with Community Expectations*
2. Provide systems, services, processes, partnerships, and shared service models that increase access, efficiency, transparency, responsiveness, and service that meet the needs of our customers while eliminating unnecessary redundancies.
 - *Align Results and Resources with Community Expectations*
 - *Provide Exceptional Support Services*
 - *Create Community Connections and Partnerships*
3. Proactively engage citizens and employees in issues that affect them through a variety of channels in order to communicate and align expectations and to ensure the City provides appropriate services at sustainable levels.
 - *Create Community Connections and Partnerships*
 - *Invest In and Engage Employees*
4. Maintain and enhance community partnerships and collaborations (such as Colorado State University, Front Range Community College, Poudre School District, Larimer County, other cities, State of Colorado, UniverCity Connections, Poudre Valley Health System, Poudre Health District, and private sector organizations) that evaluate shared service models and emphasize the City's role in shaping the future of our community and region.
 - *Create Community Connections and Partnerships*
5. Deliver programs and initiatives that are innovative and advance progressive and effective leadership development throughout the organization.
 - *Promote Progressive and Effective Leadership*

6. Utilize the Performance Management program to develop innovative strategies for rewarding and improving high-quality performance.
 - *Promote Progressive and Effective Leadership*
 - *Invest In and Engage Employees*
7. Invest in equipment, workspace, and employee development that promotes safety and wellness.
 - *Invest In and Engage Employees*
8. Focus on sustainability, innovation, customer service, and efficiencies with identified measureable outcomes.
 - *All Primary Causal Factors*
9. Focus resources on implementing applicable current adopted plans, policies and programs.
 - *Align Results and Resources with Community Expectations*
10. Communicate the progress of projects and plans to administrators and policy makers.
 - *Align Results and Resources with Community Expectations*

Notes/Practices/Supporting Evidence

The High Performing Government Results team tapped a variety of sources to identify the components that will ensure Fort Collins, as described by City Council, exemplifies an efficient, innovative, transparent, effective and collaborative city government. These sources include:

- 2008 Fort Collins Citizen Survey
- 2008 Community Scorecard
- 2009 Community Scorecard (when available)
- City of Fort Collins September 2009 Employee Engagement Survey
- City of Fort Collins Spring 2010 Employee Engagement Survey (when available)
- 12 - The Elements of Great Managing by Wagner and Harter, Based on The Gallup Organization Q12
- 2009-2010 Baldrige Award Criteria
- Good To Great by Jim Collins
- Notes from 2010 City Council retreat
- Citizen notes from Plan Fort Collins events (when available)

Major City plans that relate to the HPG areas include:

- General Employee Retirement Plan
- Pay Plan
- Climate Action Plan
- Purchasing Ordinance
- Financial Management Policies
- Investment Policy

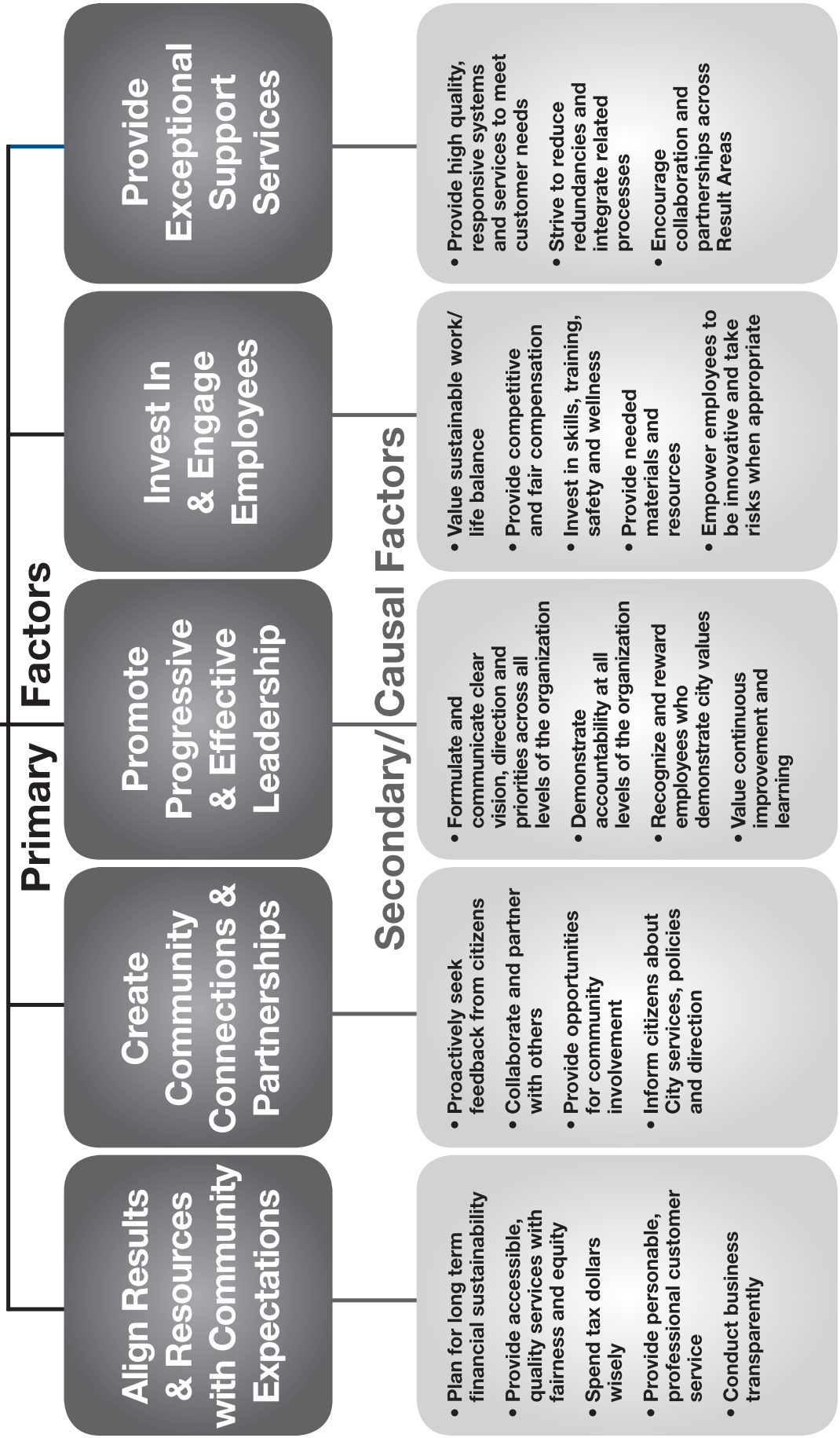
Despite a constrained financial environment, we are guided by the fact that our City vision, mission and values underscore what is expected of every City employee as he/she goes about serving our community:

- Our Vision: We are passionate about creating a vibrant, world class community
- Our Mission: Exceptional service for an exceptional community
- Our Values: outstanding service, innovation and creativity, respect, integrity, initiative, collaboration and teamwork, stewardship



High Performing Government

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





NEIGHBORHOOD LIVABILITY

Fort Collins fosters and supports a variety of quality neighborhoods

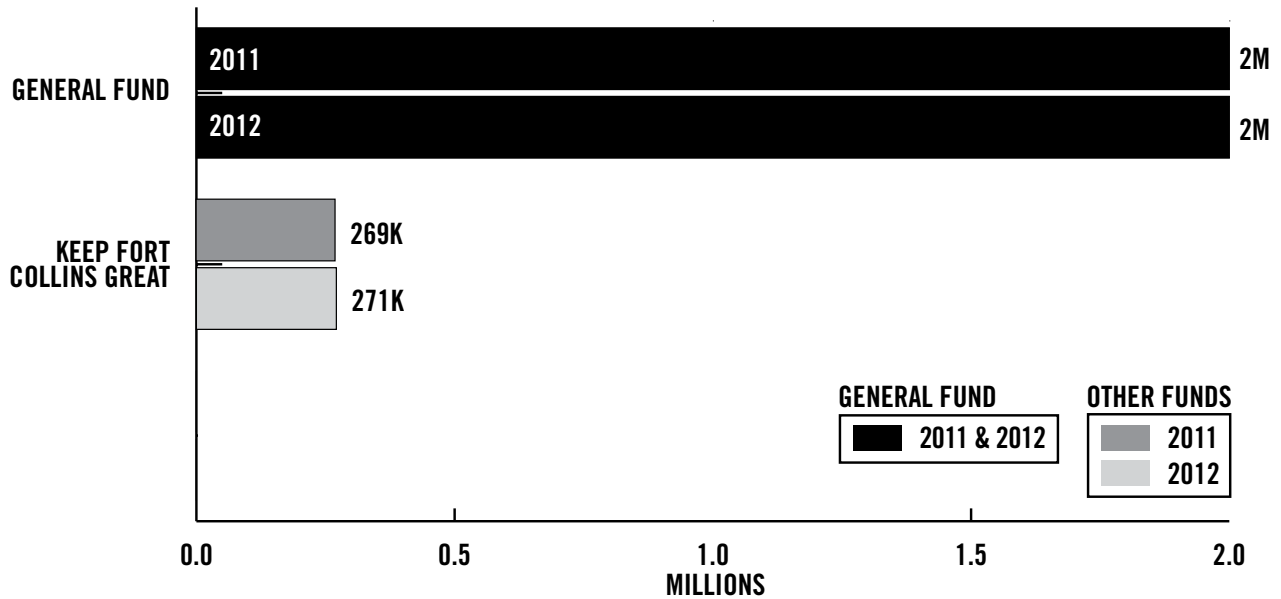




Neighborhood Livability

2011 GENERAL FUND & OTHER FUNDS – 2.2M
 2012 GENERAL FUND & OTHER FUNDS – 2.2M

- Code Enforcement
- Neighborhood Services
- Affordable Housing



OVERVIEW

Neighborhood Livability is one of the smaller Result Areas in terms of overall funding, but it is very important to maintaining the high quality in life of Fort Collins.

Some of the most visible and important programs that are funded in Neighborhood Livability are the core services for neighborhood quality, maintenance and code compliance.

Overtime costs for party patrol and riot prevention, the budget included an enhancement for neighborhood traffic mitigation, funded entirely by the traffic calming surcharge.

A portion of the revenue from the sales tax increase, which was approved by voters in November, 2010, will be used to fund additional support for affordable housing and human service programs and will preserve the Community Mediation Program.

FUNDING SOURCES

This Result Area is exclusively funded from General Fund revenues, including restricted revenues from the traffic calming surcharge.

KEY PURCHASES/SERVICES

- Neighborhood and Building Services programs, including code enforcement
- Affordable Housing and Human Services grant programs at 2010 levels
- Neighborhood street tree replacement
- Neighborhood traffic mitigation
- Community Mediation Program
- Overtime funding for party patrol and riot prevention

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Land Bank Property Acquisition

ENHANCEMENTS PURCHASED

- Neighborhood traffic mitigation, funded by traffic calming surcharge
- Restoration to affordable housing from a prior year reduction
- Additional \$100,000 for Affordable Housing and Human Services

NEIGHBORHOOD LIVABILITY - 2011

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	RESERVES
			Ongoing			
85.3 KFCCG - Restoration of the Human Services Program	50,733	0	0	50,733	0	0
85.5 KFCCG - Additional \$100K for Affordable Housing/Human Services	100,000	0	0	100,000	0	0
126.4 KFCCG - Community Mediation Program – Restored	78,339	0	0	78,339	0	0
126.5 KFCCG - Design Assistance Program	40,000	0	0	40,000	0	0
24.1 Party Patrol and Riot Prevention	16,776	0	16,776	0	0	0
85.1 Affordable Housing and Human Services	638,600	0	638,600	0	0	0
85.2 Restoration of the Affordable Housing Fund	145,000	0	145,000	0	0	0
126.3 Neighborhood Quality, Maintenance & Code Compliance - Reduced	1,000,532	60,000	891,416	0	0	49,116
130.1 Neighborhood Street Tree Replacement	50,000	0	50,000	0	0	0
212.1 ENHANCEMENT: Neighborhood Traffic Mitigation	100,000	100,000	0	0	0	0
			Traffic Calming Surcharge			
	2,219,980	160,000	1,741,792	269,072	49,116	
			Funded Offers			
85.4 ENHANCEMENT: Land Bank Property Acquisition	500,000	0	500,000	0	0	0
126.2 ENHANCEMENT: Community Liaison Hourly Coordinator	15,972	0	15,972	0	0	0

NEIGHBORHOOD LIVABILITY - 2011

Offer	<u>Offer Cost</u>		<u>Offer Funding</u>		
	Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES
Unfunded Offers	515,972	0	515,972	0	0
Total Offers	2,735,952	160,000	2,257,764	269,072	49,116

NEIGHBORHOOD LIVABILITY - 2012

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	RESERVES
			Ongoing			
85.3 KFCCG - Restoration of the Human Services Program	50,733	0	0	50,733	0	0
85.5 KFCCG - Additional \$100K for Affordable Housing/Human Services	100,000	0	0	100,000	0	0
126.4 KFCCG - Community Mediation Program -- Restored	80,530	0	0	80,530	0	0
126.5 KFCCG - Design Assistance Program	40,000	0	0	40,000	0	0
24.1 Party Patrol and Riot Prevention	16,776	0	16,776	0	0	0
85.1 Affordable Housing and Human Services	640,142	0	640,142	0	0	0
85.2 Restoration of the Affordable Housing Fund	145,000	0	0	0	0	145,000
126.3 Neighborhood Quality, Maintenance & Code Compliance - Reduced	1,019,402	60,000	959,402	0	0	0
130.1 Neighborhood Street Tree Replacement	50,000	0	50,000	0	0	0
212.1 ENHANCEMENT: Neighborhood Traffic Mitigation	100,000	100,000	0	0	0	0
			Traffic Calming Surcharge			
			Special Assessments			
Funded Offers	2,242,583	160,000	1,666,320	271,263	145,000	0
126.2 ENHANCEMENT: Community Liaison Hourly Coordinator	15,972	0	15,972	0	0	0
Unfunded Offers	15,972	0	15,972	0	0	0

NEIGHBORHOOD LIVABILITY - 2012

Offer	<u>Offer Cost</u>		<u>Offer Funding</u>		
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
Total Offers	2,258,555	160,000	1,682,292	271,263	145,000

NEIGHBORHOOD LIVABILITY

24.1 Party Patrol and Riot Prevention - Funded

2011 - \$16,776
2012 - \$16,776

This offer addresses noise complaints that often take place as a result of loud parties. The Party Patrol and Riot Prevention program encourages voluntary compliance, innovative enforcement techniques, and educational efforts. The program is a collaboration and partnership with CSU, Associated Students of CSU, and Front Range Community College. Efforts include outreach to and education of students regarding the issue of loud parties. This offer covers the overtime costs of staffing these efforts.

85.1 Affordable Housing and Human Services - Funded

2011 - \$638,600
2012 - \$640,142

This offer provides services to create and maintain quality, livable neighborhoods with a mix of housing types for a wide range of households and incomes through management and administration of the following:

- * Affordable Housing Fund
- * Human Services Program
- * Land Bank Program
- * Section 108 Loan Program
- * Affordable Housing Development Incentives
- * Staff Liaison to the Affordable Housing Board, Community Development Block Grant Commission (CDBG), the Affordable Housing Coalition of Larimer County/Pathways Past Poverty Initiative, and Homeward 2020
- * Policy development and analysis

Efforts are managed by 1.2 FTE and are prioritized based upon the draft 2010-2014 Affordable Housing Strategic Plan and the draft 2010-2014 Consolidated Housing and Community Development Plan. City funding and incentives provide financial leverage with federal, state and private funding sources.

85.2 Restoration of the Affordable Housing Fund - Funded

2011 - \$145,000
2012 - \$145,000

This offer restores the City's Affordable Housing Fund (AHF) to the 2008-2009 budget amount of \$333,000. The top priority identified in the draft 2010-2014 Affordable Housing Strategic Plan is to increase the inventory of affordable rental units. This enhancement offer would provide assistance for an additional four to nine units.

NEIGHBORHOOD LIVABILITY

85.3 KFCG - Restoration of the Human Services Program - Funded

2011 - \$50,733
2012 - \$50,733

This offer would restore the City's Human Services Program (HSP) funding to the 2008-2009 budget amount of \$440,334. The HSP provides critical funding directly to local agencies that provide services such as rent assistance, emergency shelter, child care, job training, housing counseling, affordable health care, and groceries, among others.

85.4 ENHANCEMENT: Land Bank Property Acquisition - Unfunded

2011 - \$500,000
2012 - \$0

This offer requests \$500,000 to purchase property for the Land Bank Program. The Land Bank Program is the City's only long-term affordable housing strategy, and has not acquired an additional site since 2006. A parcel of at least five acres is required to produce a feasible multi-family housing project. This amount would allow the City to purchase a five-acre site, assuming a \$2/square foot purchase price.

85.5 KFCG - Additional \$100K for Affordable Housing/Human Services - Funded

2011 - \$100,000
2012 - \$100,000

This offer requests \$100,000 to increase the City's Human Services Program (HSP) funding to the amount of \$540,344. The HSP provides critical funding directly to local social service agencies. Services include rent assistance, emergency shelter, child care, job training, housing counseling, affordable health care, and groceries, among others. Since the program's inception, the demand from the local agencies has increased and is consistently more than what is budgeted. As a result, agencies often do not receive the full amount requested. Staff estimates that the average amount of assistance provided to agencies is \$28,000. Adding an additional \$100,000 translates to at least three additional agencies that will be able to receive funding, and/or it would allow existing agencies to receive the full amount that they request. For these agencies, an increase in funding correlates directly with an increase in service to the community's low-income citizens.

126.2 ENHANCEMENT: Community Liaison Hourly Coordinator - Unfunded

2011 - \$15,972
2012 - \$15,972

This request is for the creation of an hourly coordinator position (20 hours/week) to support the growing Community Liaison program. This position would provide innovative programming and educational opportunities to enhance neighborhood relationships where students and long-term residents coexist. The position will assist with growing existing events/programs (e.g., CSUnity), which positively impact neighborhood quality. The coordinator will also assist with growing programs that encourage voluntary compliance with City noise codes, such as Community Welcome. These programs have continued to grow and additional staff is needed to support continued efforts.

NEIGHBORHOOD LIVABILITY

126.3 Neighborhood Quality, Maintenance & Code Compliance - Reduced - Funded

2011 - \$1,000,532
2012 - \$1,019,402

This offer funds services related to neighborhood outreach and education, code compliance, zoning services, and occupancy and rental housing standards enforcement.

Neighborhood outreach and education includes Municipal Court case mediation, educational programs, and the Community Liaison program. Code Compliance and Enforcement reduces or eliminates nuisances that detract from appearance, cleanliness and overall desirability of neighborhoods. Zoning Services maintains and enhances the attractiveness of neighborhoods, maintains neighborhood character by ensuring compatibility of infill and new development, and helps to assure an adequate supply of quality housing. Occupancy and Rental Housing Standards Enforcement ensures compliance with the City's Occupancy Ordinance and Rental Standards for tenant safety.

This offer eliminates all but the Municipal Court portion (\$14,000) of the Community Mediation Program; it appears separately in Offer 126.4.

126.4 KFCG - Community Mediation Program – Restored - Funded

2011 - \$78,339
2012 - \$80,530

This offer funds the Community Mediation Program and corresponding FTE. The program provides guidance from a professionally trained and certified mediator, so that neighbors can come together in a neutral setting to resolve their dispute in a way that fosters creativity, communication and compromise. The program saw its biggest growth in 2009; since 2007 there has been a 63% increase in requests for service and a 232% increase in issue resolution.

126.5 KFCG - Design Assistance Program - Funded

2011 - \$40,000
2012 - \$40,000

This offer would provide fund a new Design Assistance Program (DAP) in order to address concerns about compatible design in the East and West Side Neighborhoods. The DAP would provide financial assistance for professional design consultation and drawings. The process would be similar to the previous DAP that was available to owners of historic landmark structures. The new DAP would be offered annually to approximately 20 owners proposing additions to existing structures or construction of new structures, within the East Side and West Side Neighborhoods, regardless of whether or not they are a historic landmark.

130.1 Neighborhood Street Tree Replacement - Funded

2011 - \$50,000
2012 - \$50,000

This offer is to replace 160 neighborhood street trees that have died or been destroyed. Residential street trees are located in parkways between the sidewalk and curb to the front and side of homes on residential streets, and on some collector and arterial streets that are adjacent to residential development. Replacing residential street trees provides a direct customer service from the City. Planting replacement trees is essential to sustain the urban forest over time.

NEIGHBORHOOD LIVABILITY

212.1 ENHANCEMENT: Neighborhood Traffic Mitigation - Funded

2011 - \$100,000

2012 - \$100,000

Speeding in residential neighborhoods is a common concern expressed by citizens in Fort Collins. A one-time expenditure of \$100,000 of General Fund money was allocated in 2010 to implement physical traffic calming devices based on specific evaluation criteria. This offer would continue this program. Without this program, the City would continue to provide police enforcement in neighborhoods, rotate radar speed trailers through neighborhoods, provide yard signs, and conduct radio advertisements. However, we could not provide physical traffic mitigation devices such as speed humps and radar signs in neighborhoods. Many of the requests we receive are for these types of physical devices that force drivers to slow down.



Neighborhood Livability Request for Results

Team Members

Chairperson:	David Freismuth, Patrol
Budget Liaison:	Stan Welsch, Streets
Communications Liaison:	Becca Henry, PDT Communications
Members:	Tim Buchanan, Forestry John Litel, Recreation Kurt Clow, Patrol

Result

Neighborhood Livability - Fort Collins fosters and supports a variety of quality neighborhoods

Introduction/Summary of Results Map

The three primary factors of Neighborhood Livability are Adequate Supply of Attainable, Quality Housing, Attractive Neighborhoods and Good Neighbor Relationships. These factors are supported by feedback from the City Council, citizen input, discussions with local/regional housing experts, housing and neighborhood livability trends and the most recent Community Scorecard. Additional priorities that define Neighborhood Livability include occupancy ordinances, homeowner and neighborhood association relations, homelessness issues, noise levels (residential and industrial) and historic preservation. All offers responding to Neighborhood Livability's primary and secondary factors should focus on innovative concepts and sustainable values that are based on world class customer service and positive partnership/collaborative opportunities.

Indicators

Indicator 1: Residents like their neighborhood.

Measure: "Rate Your Neighborhood As A Place to Live" and Neighborhood Services Evaluations

Source: *2008 Community Scorecard*, Community & Public Involvement Office, *2009 PDT Performance Report*, Neighborhood Services

According to the 2008 Community Scorecard, regardless of where they live, respondents rated their neighborhoods as "good" or better. Overall respondents, about **81%** gave their neighborhoods a "Good" or "Very Good" rating.

Neighborhood Services collects evaluations of all its educational programs and events (like Neighborhood Night Out) to measure participation of citizens and perception of effectiveness. For both 2008 and 2009, over **96%** of participants rated neighborhood grants and landlord educational events satisfactory or better.

We support building community through neighborhood events and education.

Indicator 2: Residents are good neighbors.

Measure: Violations Resulting in Abatements and Number of Neighbors Known By Name

Source: *2008 Community Scorecard*, Community & Public Involvement Office

2008 Community Scorecard results demonstrated a decrease in the number of City performed abatements. The City works with community members in an effort to promote and encourage voluntary code compliances. Punitive measures are rarely enforced. This cooperative effort has resulted in a decreased number of City issued citations or abatements (The City hires a contractor to correct the violation and charges the property owner for the work). Since 2002, the percentage of abatements has progressively decreased from 26% to **7%**. From 2008 to 2009, abatements decreased from 717 to 578 (**20%**).

In 2008, **40%** of residents surveyed reported knowing at least 1-5 of their neighbors by name; an increase of 26% in 2006. Fifty percent of neighbors engage in conversation once a week. Twenty percent indicate daily conversations with their neighbors.

We foster positive neighbor behavior with innovative City Codes and outreach.

Indicator 3: How well the City reduces barriers to affordable housing.

Measure: Number of affordable units built and units rehabilitated, the number of HBA loan recipients

Source: Affordable Housing Office, *Consolidated Housing & Community Development Plan FY2007*

*Special Note: For context regarding local housing needs, please read **Larimer County Housing Needs Assessment**. at <http://www.fcgov.com/affordablehousing/>. This in-depth report's findings are too detailed to condense and state here, but this 75-page report clearly outlines the housing needs of Fort Collins residents and actions steps.*

For developers and agencies, the City offers: Development Fee Waivers, Development Impact Fee Delay Program, Priority Processing, Private Activity Bonds, Land Bank, and Federal dollars. We feel tracking the number of affordable units built and those rehabilitated with City dollars will reflect how well we provide incentives. In 2008, the number of affordable units built or rehabilitated was 193 and in 2009, **175**.

For residents the City offers: Homebuyer Assistance (HBA) and distributes Federal dollars which fund over two dozen non-profit agencies providing wide range of needs from credit counseling, homelessness, low interest loans, and meals. Along with the following indicator (which gauges how well we spend our federal funds), we feel tracking the number of HBA loan recipients is also a good indicator to show how City dollars opens up home ownership to more residents. In 2008, the City provided 26 HBA loans and in 2009, **38**.

We will continue to reduce these barriers affordable housing with outreach, innovative programs and policies.

Indicator 4: How effectively the City spends its affordable housing dollars.

Measure: *2009 Annual Community Assessment Summary*

Source: US Dept of Housing and Urban Development (HUD)

By a Council Ordinance, the City allocates a minimum of \$133,000 per year into the Affordable Housing Fund. This is combined with Federal monies (CDBG, HOME, and HSP) to roughly total over \$4M and dispersed throughout the community. In 2008, HUD ranked Fort Collins **1st in Colorado** for its

leveraging (29:1) of CDBG funds. When analyzing all 2008 funds, Fort Collins maintained its high ratio of **17:1**. In 2009, Fort Collins continued this trend with ratio of **15:1**.

We will monitor how effectively we leverage affordable housing dollars.

Purchasing Strategies

1. Encourage and foster good neighbor **relationships** with events and education opportunities for Homeowners Associations and other neighborhood groups. Encourage open neighborhood communication and formation of neighborhood groups. Bolster customer service by creating tools to strengthen relationships, pride, enhance information sharing and educate; in particular green practices, covenants and city policies. (Good Neighbor Relationships)
2. In addition to innovative enforcement efforts, encourage **voluntary compliance** with City codes and increase outreach regarding the **occupancy ordinance** and industrial or residential **noise** levels including trains, motorcycles, vehicles, barking dogs, parties, etc. (Attractive Neighborhood & Good Neighbor Relationships)
3. Enhance and maintain the attractiveness of neighborhoods, especially with **trees** and other **sustainable** methods. (Attractive Neighborhood & Good Neighbor Relationships)
4. **Preserve the character** of neighborhoods; address **historic preservation**, infill development compatibility, **green building incentives**, redevelopment, and new development indicated in City Plan. (Attractive Neighborhood & Adequate Supply of Quality Housing)
5. Provide and maintain **attractive public spaces** like rights of ways, streetscapes and etc. Provide public education on issues like graffiti and Bark Beetles. (Attractive Neighborhood)
6. Encourage collaboration with Front Range Community College, Colorado State University, Associated **Students** of CSU and FRCC, faculties, employees, non-traditional families and all other appropriate entities. (Good Neighbor Relationships)
7. Innovative offers on **housing choices** and stability as well as **homelessness**; collaborate with initiatives like **Pathways Past Poverty** and **Homeward 2020**. (Adequate Supply of Quality Housing)
8. Improve neighborhood **parking** management through voluntary methods in addition to enforcement plus provide great customer service. (Attractive Neighborhood, Good Neighbor Relationships)
9. Encourage **partnerships** with private entities and public agencies (e.g. Poudre School District, Larimer County) for housing and other programs such as historic preservation, **yard waste** and **recycling**. (Good Neighbor Relationships & Adequate Supply of Quality Housing)
10. Address sustainability and consider the social, financial and environmental impacts. We encourage proposals that include **customer service** and innovation related to programs, services, etc. (All three Primary Factors)

Sources & Reports:

- Council Retreat, 2010
- *2008 Community Scorecard*, City of Fort Collins
- Affordable Housing Office: Megan Bolin, Julie Smith & Heidi Phelps
- *Analysis of Impediments to Fair Housing Choice*, City of Fort Collins, 2007
- City Council Work Session to Review Requests for Results – May 26, 2009
- Council Retreat, May 2-3, 2009
- Fort Collins Municipal Code
- *Housing Affordability Index Model* – Multifamily & Singlefamily, City of Fort Collins, 2006
- *Land Bank Feasibility Study*, 2000
- *Landlord Tenant Handbook*
- *Larimer County Compass*, Larimer County
- Neighborhood Services Office: Beth Sowder and Ginny Sawyer
- *Neighborhood & Building Services Guide*
- Public Budget Workshop, May 13, 2009
- *Railroad Quiet Zone Study*, Matt Wempe, Transportation Planning
- *Trash Services Study Final Report*, 2008
- US Department of Housing & Urban Development

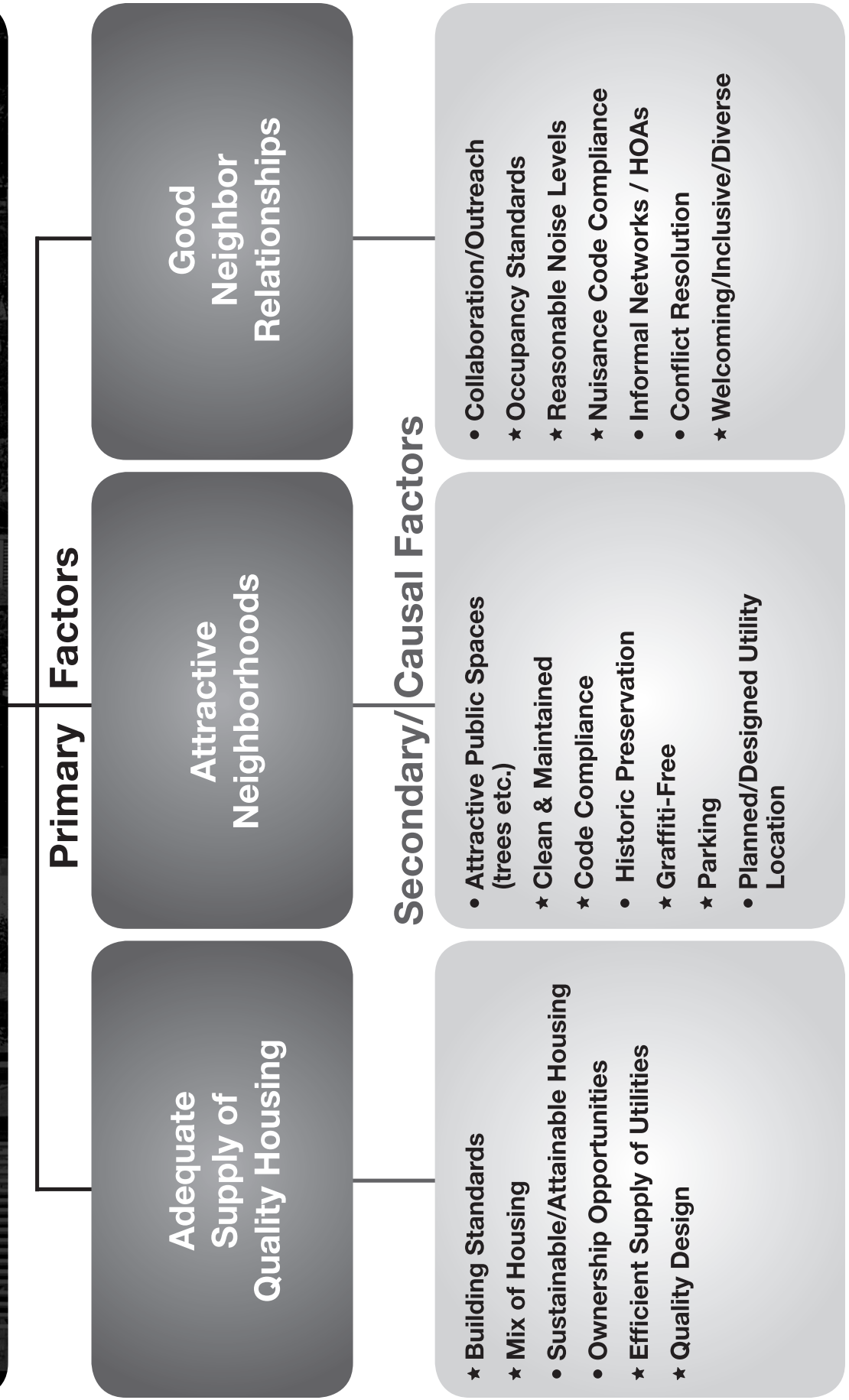
Related Major Plans:

- *City Plan*, 2004 (update currently underway)
- *Consolidated Housing & Community Development Plan: FY2005-2009*
- *Consolidated Housing & Community Development Plan FY2007*, City of Fort Collins
- *East Side Neighborhood Plan*, 1986
- *Historic Resources Preservation Program Plan*, 1994
- *Mountain Vista Subarea Plan*, 2009
- *Northside Neighborhoods Plan*, 2005
- *Northwest Subarea Plan*, 2006
- *Priority Affordable Housing Needs & Strategies*, 2004 (update currently underway)
- *South College Corridor Plan*, 2009- *West Side Neighborhood Plan*, 1989
- *West Central Neighborhoods Plan*, 1999



Neighborhood Livability

Fort Collins fosters and supports a variety of quality neighborhoods.





SAFE COMMUNITY

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

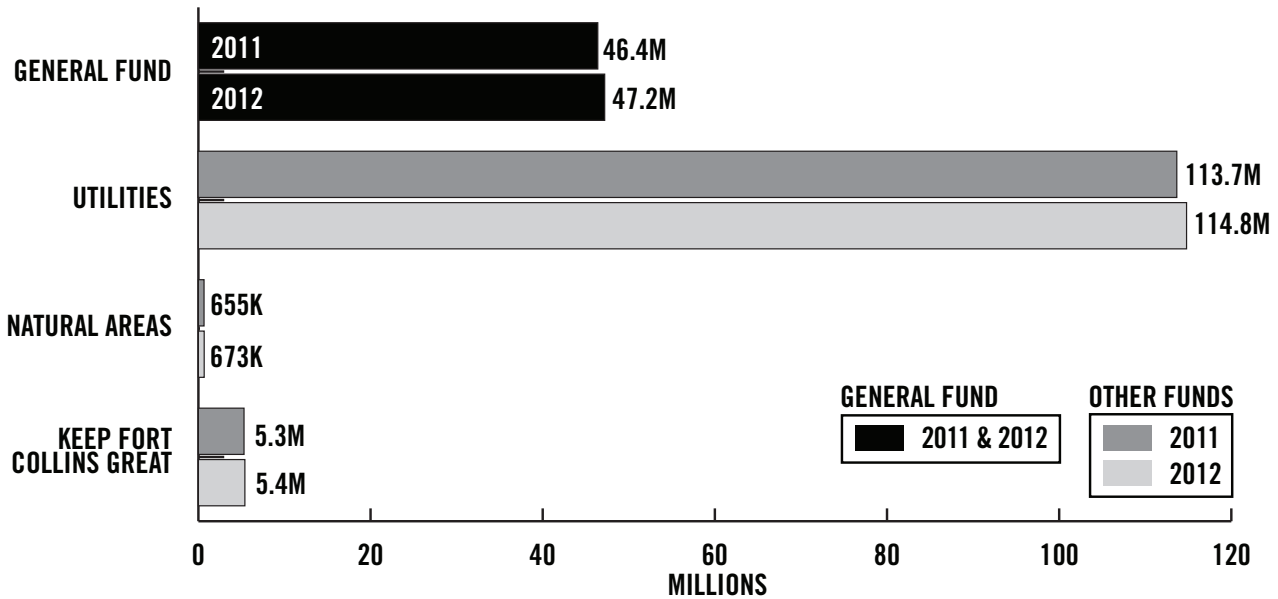




Safe Community

2011 GENERAL FUND & OTHER FUNDS – **166.1M**
 2012 GENERAL FUND & OTHER FUNDS – **168.1M**

- Police
- Fire
- Electric
- Stormwater



OVERVIEW

Public safety services are one of the most highly rated priorities in the community. Amidst significant reductions to City services since 2005, public safety resources have been largely maintained at existing levels and asked to do more with the same level of funding.

In November, 2010, voters approved a .85% City sales tax increase; a portion of the new revenue, 28 percent, is specifically for police and fire services. As a result, this budget maintains existing police and fire services, and makes several improvements. With an emphasis on downtown and neighborhood safety, Police Services will hire additional patrol officers and detectives. The budget also funds minimal enhancements for a sex offender registration clerk, a police victim services advocate and graffiti abatement. Poudre Fire Authority is adding staff to serve the growing needs in south Fort Collins and to assure prompt emergency response across the community.

Also included in the Safe Community Result Area are core Utilities Light and Power operations and Stormwater operations. Purchased electric power is the biggest element of the Light and Power program, along with general operations and capital projects such as the Southwest Annexation Electric System. Major Stormwater programs include operations, capital construction/engineering, and master planning. The final component of this Result Area is the Natural Areas Ranger Program. Funded by the .25% dedicated sales tax, this program provides crime prevention and emergency response along 125 miles of public trails throughout the City's Parks and Natural Areas system.

FUNDING SOURCES

The Safe Community Result Area encompasses programs which have multiple funding sources. Utility rate revenues fund Light and Power and Stormwater programs. General Fund revenues fund Police Services and Poudre Fire Authority, and the Natural Areas Rangers are funded through a portion of the dedicated .25% Open Space Tax.

A significant revenue change which affects this Result Area is the recommended electric rate increase. Electric revenues will increase 6.5% in 2011 and 6.23% in 2012 based on bulk power purchase agreements with Platte River Power Authority, renewable energy purchases, and capital improvement projects. There will be no increases for Stormwater rates in 2011 or 2012.

KEY PURCHASES/SERVICES

- Police Patrol, Investigations, Communications, and other support systems
- Poudre Fire Authority services and programs
- Stormwater Utility operations and capital projects
- Electric Utility purchased power and operations
- Natural Areas Ranger Program

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Not purchasing Poudre Mobile Home Park Storm Sewer Improvements in Larimer County

ENHANCEMENTS PURCHASED

- .25 FTE increase for Sex Offender Registration Clerk
- Police Victim Services advocate
- Utilities Mapping Specialist
- Civil Engineer FTE increase in Stormwater
- Bicycle safety and education plan implementation
- Graffiti Abatement Program
- Five Information Services Dispatches and Police Report Specialist
- Seven detectives, three investigative aides and .75 victim services advocate
- Twelve patrol officers
- Downtown handicap parking spaces
- PFA South Battalion

SAFE COMMUNITY - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
17.5 KFCG - Five Information Services Dispatchers and Police Report Specialist	457,677	0	0	0	457,677	0
18.7 KFCG - Seven Detectives, Three Investigative Aides and .75 Victim Services Advocate	1,219,717	0	0	0	1,219,717	0
19.6 KFCG - Twelve Patrol Officers	1,501,606	0	0	0	1,501,606	0
112.2 KFCG - Downtown Handicap Parking Spaces	15,000	0	0	0	15,000	0
116.2 KFCG - Bicycle Safety and Education Plan Implementation	50,000	0	0	0	50,000	0
132.7 KFCG - Contribution to PFA Ongoing Operations	1,563,000	0	0	0	1,563,000	0
132.8 KFCG - PFA South Battalion	494,000	0	0	0	494,000	0
10.1 Utilities - Light and Power Payments & Transfers	14,408,241	0	0	0	14,408,241	0
11.1 Purchase Electric Power	67,628,379	0	0	0	67,628,379	0
13.1 Light and Power Operations	7,056,672	0	0	0	7,056,672	0
13.2 ENHANCEMENT: Utilities Mapping Specialist	32,791	0	0	0	32,791	0

SAFE COMMUNITY - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
14.1 Electric System Additions and Replacements	8,477,000	0	0	0	4,285,577	4,191,423
					<i>Light & Power Fund</i>	<i>Light & Power Fund</i>
16.1 Police Recruiting, Hiring and Training	758,000	0	758,000	0	0	0
16.2 Police Internal Affairs	193,037	0	193,037	0	0	0
17.2 Regional Information Systems (Computer Aided Dispatch Maintenance Agreement)	195,000	20,000	175,000	0	0	0
			<i>CAD System</i>			
17.3 Police Core Information Services - Reduced	6,522,170	250,676	6,271,494	0	0	0
			<i>Ambulance Contracti</i>			
17.4 Police Core Information Services - Restored	174,272	0	174,272	0	0	0
18.1 Investigative Services	4,452,634	0	4,452,634	0	0	0
18.2 Investigations Contractual Services (HUB Juvenile Assessment Center)	66,772	0	66,772	0	0	0
18.3 School Resource Officers	1,055,881	550,000	505,881	0	0	0
			<i>PSD Revenue for SRC</i>			
18.4 Restorative Justice Program	14,510	0	14,510	0	0	0
18.5 ENHANCEMENT: Sex Offender Registration Clerk .25 Hourly Increase	9,988	0	9,988	0	0	0
18.6 ENHANCEMENT: Police Victim Services Advocate	19,365	0	19,365	0	0	0
19.2 Patrol Contractual Services (Humane Society & Detox Services)	941,961	0	941,961	0	0	0
19.3 SWAT	79,356	0	79,356	0	0	0

SAFE COMMUNITY - 2011

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	RESERVES
			Ongoing			
19.4 Basic Patrol Services - Reduced	12,146,409	130,410	12,015,999	0	0	0
		<i>Camera Radar</i>				
19.5 Basic Patrol Services - Restored	149,083	0	149,083	0	0	0
19.7 Humane Society Funding for Hourly Bicycle Patrol	17,000	0	17,000	0	0	0
21.1 Traffic Enforcement	686,426	280,000	406,426	0	0	0
		<i>Traffic Calming Surcharge</i>				
21.2 Camera Radar Program	619,702	619,702	0	0	0	0
		<i>Camera Radar</i>				
23.1 Police Administration	806,894	15,776	791,118	0	0	0
		<i>LCDTF</i>				
23.2 Police Non-Personnel Expenses	211,142	0	211,142	0	0	0
25.4 ENHANCEMENT: Graffiti Abatement Program	64,950	0	64,950	0	0	0
49.1 Utilities in Police Buildings	233,834	0	233,834	0	0	0
50.1 Police Vehicle Replacement	248,789	0	248,789	0	0	0
66.1 Camera Radar/Red Light Case Processing	83,319	83,319	0	0	0	0
		<i>Camera Radar</i>				
78.1 Electric Substations	315,000	0	0	0	0	315,000
						<i>Light & Power Fund</i>
79.1 Utilities Capital Project - Southwest Annexation Electric System	1,755,000	0	0	0	0	1,755,000
						<i>Light & Power Fund</i>

SAFE COMMUNITY - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
88.1 Stormwater Engineering and Field Services	3,123,689	0	0	0	3,123,689	0
					<i>Stormwater Fund</i>	
88.2 ENHANCEMENT: Civil Engineer III FTE increase	22,708	0	0	0	22,708	0
					<i>Stormwater Fund</i>	
89.1 Stormwater Payments and Transfers	7,444,953	0	0	0	7,444,953	0
					<i>City of Fort Collins Stormwater Fund</i>	
116.1 School Crossing Guard Program	94,350	0	0	94,350	0	0
132.2 PFA Fire Prevention Bureau	913,348	0	0	913,348	0	0
132.3 PFA Operations Maintenance	642,605	0	0	642,605	0	0
132.4 PFA Operations Support	182,670	0	0	182,670	0	0
132.5 PFA Training	539,854	0	0	539,854	0	0
132.6 PFA Administration	1,528,226	0	0	1,528,226	0	0
132.15 PFA Emergency Operations - Reduced	12,082,382	0	0	12,082,382	0	0
133.1 PFA Capital Projects	535,095	0	0	535,095	0	0
134.1 PFA Office of Emergency Management	120,692	0	0	120,692	0	0
136.1 Utilities Capital Project - Canal Importation Ponds & Outfall (CIPO)	2,840,000	0	0	0	2,840,000	0
					<i>Stormwater Fund</i>	
142.1 Utilities Capital Project - Stormwater Developer Repay	95,000	0	0	0	95,000	0
					<i>Stormwater Fund</i>	

SAFE COMMUNITY - 2011

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	RESERVES
			Ongoing	Ongoing		
143.1 Utilities Capital Project – Replacement of Drainage & Detention Systems	370,000	0	0	0	370,000	0
144.1 Utilities Capital Project - Stormwater Master Planning	95,000	0	0	0	95,000	0
157.1 Crime Prevention and Emergency Services for Trails and Natural Areas	655,444	0	0	0	655,444	0
210.1 Utilities Asset Management Software	83,333	0	0	0	83,333	0
Funded Offers	166,093,926	1,949,883	44,439,833	113,442,787	6,261,423	
132.9 ENHANCEMENT: PFA Training and IT Positions	229,500	0	229,500	0	0	0
132.11 ENHANCEMENT: PFA Non-Personnel Expenses	309,000	0	309,000	0	0	0
132.12 ENHANCEMENT: PFA Fire Stations 1-4 Maintenance	30,000	0	30,000	0	0	0
132.13 ENHANCEMENT: PFA Reinstatement of 4.5 FTE Positions	445,000	0	445,000	0	0	0
132.14 ENHANCEMENT: PFA Technology and Equipment for New Personnel	388,310	0	388,310	0	0	0
132.16 PFA Operations – Restored	300,000	0	300,000	0	0	0
134.2 ENHANCEMENT: Office of Emergency Management	390,000	0	390,000	0	0	0
143.2 ENHANCEMENT: Utilities Capital Project – Poudre Mobile Home Park Storm Sewer Improvements	100,000	0	0	0	8,666	91,334
					Stormwater Fund	Stormwater Fund

SAFE COMMUNITY - 2011

Offer	<u>Offer Cost</u>		<u>Offer Funding</u>			
	Total	Dedicated	Ongoing	OTHER FUNDS	RESERVES	
Unfunded Offers	2,191,810	0	2,091,810	8,666	91,334	
Total Offers	168,285,736	1,949,883	46,531,643	113,451,453	6,352,757	

SAFE COMMUNITY - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
17.5 KFCG - Five Information Services Dispatchers and Police Report Specialist	445,182	0	0	0	445,182	0
18.7 KFCG - Seven Detectives, Three Investigative Aides and .75 Victim Services Advocate	1,102,511	0	0	0	1,102,511	0
19.6 KFCG - Twelve Patrol Officers	1,631,307	0	0	0	1,631,307	0
112.2 KFCG - Downtown Handicap Parking Spaces	15,000	0	0	0	15,000	0
116.2 KFCG - Bicycle Safety and Education Plan Implementation	50,000	0	0	0	50,000	0
132.7 KFCG - Contribution to PFA Ongoing Operations	1,622,653	0	0	0	1,622,653	0
132.8 KFCG - PFA South Battalion	494,000	0	0	0	494,000	0
10.1 Utilities - Light and Power Payments & Transfers	14,836,208	0	0	0	14,836,208	0
11.1 Purchase Electric Power	71,686,082	0	0	0	71,686,082	0
13.1 Light and Power Operations	7,259,536	0	0	0	7,259,536	0
13.2 ENHANCEMENT: Utilities Mapping Specialist	34,759	0	0	0	34,759	0

SAFE COMMUNITY - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
14.1 Electric System Additions and Replacements	8,694,634	0	0	0	5,374,848	3,319,786
					<i>Light & Power Fund</i>	<i>Light & Power Fund</i>
16.1 Police Recruiting, Hiring and Training	770,565	0	0	770,565	0	0
16.2 Police Internal Affairs	197,621	0	0	197,621	0	0
17.2 Regional Information Systems (Computer Aided Dispatch Maintenance Agreement)	195,000	20,000	175,000	0	0	0
17.3 Police Core Information Services - Reduced	6,695,643	253,659	6,441,984	0	0	0
17.4 Police Core Information Services - Restored	179,520	0	179,520	0	0	0
18.1 Investigative Services	4,567,889	0	4,567,889	0	0	0
18.2 Investigations Contractual Services (HUB Juvenile Assessment Center)	66,772	0	66,772	0	0	0
18.3 School Resource Officers	1,083,361	563,750	519,611	0	0	0
18.4 Restorative Justice Program	14,774	0	14,774	0	0	0
18.5 ENHANCEMENT: Sex Offender Registration Clerk .25 Hourly Increase	10,188	0	10,188	0	0	0
18.6 ENHANCEMENT: Police Victim Services Advocate	18,608	0	18,608	0	0	0
19.2 Patrol Contractual Services (Humane Society & Detox Services)	941,961	0	941,961	0	0	0
19.3 SWAT	79,356	0	79,356	0	0	0

SAFE COMMUNITY - 2012

Offer	Offer Cost		Offer Funding		
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
19.4 Basic Patrol Services - Reduced	12,553,371	123,698	12,429,673	0	0
		<i>Camera Radar</i>			
19.5 Basic Patrol Services - Restored	161,866	0	161,866	0	0
19.7 Humane Society Funding for Hourly Bicycle Patrol	17,000	0	0	0	17,000
					<i>General Fund</i>
21.1 Traffic Enforcement	701,683	287,600	414,083	0	0
		<i>Traffic Calming Surcharge</i>			
21.2 Camera Radar Program	621,391	621,391	0	0	0
		<i>Camera Radar</i>			
23.1 Police Administration	828,251	16,245	812,006	0	0
		<i>LCDF</i>			
23.2 Police Non-Personnel Expenses	211,142	0	211,142	0	0
25.4 ENHANCEMENT: Graffiti Abatement Program	66,538	0	66,538	0	0
49.1 Utilities in Police Buildings	252,121	0	252,121	0	0
50.1 Police Vehicle Replacement	245,308	0	245,308	0	0
66.1 Camera Radar/Red Light Case Processing	85,580	85,580	0	0	0
		<i>Camera Radar</i>			
78.1 Electric Substations	725,000	0	0	0	725,000
					<i>Light & Power Fund</i>
88.1 Stormwater Engineering and Field Services	3,213,860	0	0	3,213,860	0
				<i>Stormwater Fund</i>	

SAFE COMMUNITY - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
88.2 ENHANCEMENT: Civil Engineer III FTE increase	22,708	0	0	0	22,708	0
					<i>Stormwater Fund</i>	
89.1 Stormwater Payments and Transfers	7,332,914	0	0	0	7,332,914	0
					<i>City of Fort Collins Stormwater Fund</i>	
116.1 School Crossing Guard Program	94,350	0	0	94,350	0	0
132.2 PFA Fire Prevention Bureau	922,781	0	0	922,781	0	0
132.3 PFA Operations Maintenance	649,242	0	0	649,242	0	0
132.4 PFA Operations Support	184,556	0	0	184,556	0	0
132.5 PFA Training	545,429	0	0	545,429	0	0
132.6 PFA Administration	1,544,010	0	0	1,544,010	0	0
132.15 PFA Emergency Operations - Reduced	12,041,820	0	0	12,041,820	0	0
133.1 PFA Capital Projects	535,095	0	0	535,095	0	0
134.1 PFA Office of Emergency Management	121,939	0	0	121,939	0	0
137.1 Utilities Capital Project – Boxelder Stormwater Authority Payment	370,000	0	0	0	370,000	0
					<i>Stormwater Fund</i>	
142.1 Utilities Capital Project - Stormwater Developer Repay	95,000	0	0	0	95,000	0
					<i>Stormwater Fund</i>	
143.1 Utilities Capital Project – Replacement of Drainage & Detention Systems	370,000	0	0	0	370,000	0
					<i>Stormwater Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2011 - 2012

SAFE COMMUNITY - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	Ongoing	OTHER FUNDS		
144.1 Utilities Capital Project - Stormwater Master Planning	95,000	0	0	95,000	Stormwater Fund	0
157.1 Crime Prevention and Emergency Services for Trails and Natural Areas	673,402	0	0	673,402	Natural Areas Fund	0
210.1 Utilities Asset Management Software	88,333	0	0	88,333	Stormwater Fund	0
Funded Offers	168,062,820	1,971,923	45,215,808	116,813,303		4,061,786
128.1 ENHANCEMENT: Utilities Service Center Additions	2,659,053	0	0	0		2,659,053 <i>Light & Power Fund</i>
132.9 ENHANCEMENT: PFA Training and IT Positions	229,500	0	229,500	0		0
132.11 ENHANCEMENT: PFA Non-Personnel Expenses	309,000	0	309,000	0		0
132.12 ENHANCEMENT: PFA Fire Stations 1-4 Maintenance	30,000	0	30,000	0		0
132.13 ENHANCEMENT: PFA Reinstatement of 4.5 FTE Positions	445,000	0	445,000	0		0
132.16 PFA Operations – Restored	468,449	0	68,449	0		400,000 <i>General Fund</i>
134.2 ENHANCEMENT: Office of Emergency Management	390,000	0	390,000	0		0
Unfunded Offers	4,531,002	0	1,471,949	0		3,059,053
Total Offers	172,593,822	1,971,923	46,687,757	116,813,303		7,120,839

SAFE COMMUNITY

10.1 Utilities - Light and Power Payments & Transfers - Funded

2011 - \$14,408,241
 2012 - \$14,836,208

This Light and Power offer includes payments and transfers from the Light and Power fund including: Payment in Lieu of Taxes, administrative transfers to the General Fund, risk management (insurance) expenses, debt expenses, payments to Utilities Customer Service & Admin fund, and payments to other City funds for miscellaneous services. Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney and information technology services.

11.1 Purchase Electric Power - Funded

2011 - \$67,628,379
 2012 - \$71,686,082

This offer funds the purchase of wholesale electric power in 2011 and 2012 from Platte River Power Authority (PRPA) to serve the needs of the residential customers and businesses of Fort Collins. This offer does not include the additional premium costs related to the purchase of renewable energy. Costs for renewable energy are included in a separate offer (Offer 12.1).

13.1 Light and Power Operations - Funded

2011 - \$7,056,672
 2012 - \$7,259,536

This offer requests funding for electric distribution operation and maintenance functions that provide electrical service to City of Fort Collins electric utility customers. The offer provides for the operation and maintenance of the electrical infrastructure including substations, cables, transformers, switches, street lighting and other associated equipment. The offer also includes funding for staff to continue providing 24/7 outage response, system repairs and replacement, planning, maintenance, electric metering services, mail services and Utility warehouse operations.

13.2 ENHANCEMENT: Utilities Mapping Specialist - Funded

2011 - \$32,791
 2012 - \$34,759

This offer converts an hourly employee to a classified employee. The City is currently converting its existing mapping system from raster images, which are basically pictures, to an AutoCAD-based mapping system, which allows the maps to be used for design. The conversion project will be completed by the end of 2010. In support of the project and in order to ensure maps remain up to date, this offer requests funding to transition the employee that has been working on the conversion from an hourly employee to a classified employee.

14.1 Electric System Additions and Replacements - Funded

2011 - \$8,477,000
 2012 - \$8,694,634

This offer provides necessary improvements, replacements and additions for the electric distribution system as required for the continued safe, reliable and efficient delivery of electric service to the customers served by the City of Fort Collins electric utility. These efforts may include technical improvements, new customer connections, new subdivision construction, replacement of aging infrastructure, and reliability improvements.

SAFE COMMUNITY

16.1 Police Recruiting, Hiring and Training - Funded

2011 - \$758,000
2012 - \$770,565

This offer funds personnel and functions of the Training Unit, which includes one sergeant, three officers, and a part-time hourly position who is responsible for the maintenance of the indoor firearms range. This unit coordinates all sworn and non-sworn training, recruitment and hiring. It coordinates and administers all department hiring and promotional processes. As the custodian of the department's training records, they ensure all personnel are current and compliant with mandatory department training, certification renewals and state/federal standards. Associated non-personnel operational costs for the Training Unit, Firearms Team, Indoor Shooting Range, Defensive Tactics Team, Hiring/Promotional Unit and Physical Fitness Team are also part of this offer.

16.2 Police Internal Affairs - Funded

2011 - \$193,037
2012 - \$197,621

This offer funds the personnel and functions of the Internal Affairs Unit, which includes one Sergeant and one Administrative Secretary who report to the Administrative Captain. Internal Affairs acts to preserve public trust and confidence in Police Services by conducting thorough and impartial investigations of alleged employee misconduct, by providing proactive measures designed to prevent misconduct, and by maintaining high standards of fairness and respect toward citizens and employees.

17.2 Regional Information Systems (Computer Aided Dispatch Maintenance Agreement) - Funded

2011 - \$195,000
2012 - \$195,000

This offer continues funding for the Fort Collins Police Services (FCPS) portion of the maintenance agreement for the shared Computer Aided Dispatch (CAD) System, Corrections Management System, and Mobile Data System (provides laptop connectivity from officers' vehicles). Currently FCPS pays 2/3 of the maintenance agreement and Larimer County pays 1/3. A dialogue about how to apportion future expenses is in progress and may result in a change to this ratio. As an agency member of the Colorado Regional Information Sharing Project (CRISP), Police Services has partnered with other public safety agencies to share one computerized public safety system. This system enables member Larimer County agencies to share accurate and timely information, which assists in developing and sustaining a safe community. Police Services is a leader in utilizing computer technology to enhance public safety and provide high quality law enforcement services to citizens.

SAFE COMMUNITY

17.3 Police Core Information Services - Reduced - Funded

2011 - \$6,522,170
2012 - \$6,695,643

Information Services is comprised of: Property/Evidence, Northern Regional Crime Laboratory, Poudre Emergency Communications Center (PECC), Records, Systems and Technical Services. This offer represents a decreased level of service compared to 2010. Three FTEs have been removed from this offer and appear separately in Offer 17.4. The FTEs impact four positions: .5 FTE Administrative Assistant, a full-time Administrative Clerk, .5 FTE Warrants Clerk, and one full-time Police Report Specialist.

The units within this offer maintain and document evidence, process crime scenes, maintain master case files, support and maintain public safety technologies and mission-critical equipment, and provide 24/7 emergency dispatching services to the community on behalf of Fort Collins Police Services, Poudre Fire Authority, Wellington Fire Department and Poudre Valley Ambulance Service. PECC receives dedicated funding from Poudre Valley Health Care Inc. for ambulance dispatch services.

17.4 Police Core Information Services - Restored - Funded

2011 - \$174,272
2012 - \$179,520

This offer restores the three FTEs that were not included in Offer 17.3. The three reinstated FTEs affect four different positions. The reinstatements are: a .5 FTE replenishment of the full-time Administrative Assistant, a full-time Administrative Clerk, the return of a half-time Warrants Clerk to 1 FTE, and the reinstatement of a full-time Police Report Specialist.

Information Services is comprised of the following work units: Property/Evidence, Northern Regional Crime Laboratory, Poudre Emergency Communications Center (PECC), Records, Systems and Technical Services.

17.5 KFCG - Five Information Services Dispatchers and Police Report Specialist - Funded

2011 - \$457,677
2012 - \$445,182

This offer is for five Emergency Services Dispatchers and one Police Report Specialist.

18.1 Investigative Services - Funded

2011 - \$4,452,634
2012 - \$4,567,889

The primary function of the Investigative Division is to investigate crimes with diligence, efficiency, dedication and respect for all people involved and to use proactive investigative skills to accomplish these goals. This offer provides funding for the following work units: Investigations Administration, Crimes Against Persons, Forensic Computer Crimes, Crimes Against Property, Financial Crimes, Criminal Impact, Victims Services, and the Fort Collins Police personnel who are assigned to the Northern Colorado Drug Task Force.

SAFE COMMUNITY

18.2 Investigations Contractual Services (HUB Juvenile Assessment Center) - Funded

2011 - \$66,772
2012 - \$66,772

This offer maintains funding for the contractual services of the HUB Juvenile Assessment Center. The function of The HUB Juvenile Assessment Center is to coordinate a multi-agency program which contributes to the safety of youth, families and the community through thorough assessment, early intervention and improved access to appropriate services. The HUB also coordinates and arranges transportation of juvenile offenders to secure detention and court through Larimer County Community Corrections. Contracting for HUB services provides the resources Fort Collins police officers need to process juvenile offenders and allows officers to return to their patrol duties more quickly.

18.3 School Resource Officers - Funded

2011 - \$1,055,881
2012 - \$1,083,361

The School Resource Officer Program (SRO) provides service to Poudre School District's 25,000 students and faculty. Poudre School District contributes approximately half of the program costs. The SRO Unit consists of one sergeant and 10 detectives. A single SRO is assigned to cover each of the 4 high schools. The remaining six SRO's cover the 7 junior high schools and feeder elementary schools. In addition each SRO is assigned to serve primary schools, special education programs and alternative schools within the city limits as needed.

18.4 Restorative Justice Program - Funded

2011 - \$14,510
2012 - \$14,774

The Restorative Justice Program consists of two part-time employees and 53 volunteers. This program is funded 85% by grants, but requires these City funds to remain operational. The program brings together offenders, victims and community representatives who were affected by the crime to decide what harm was done and to collectively decide how the offender can repair the harm inflicted by his/her actions. These primarily misdemeanor offenses include: trespass, assault, harassment, disorderly conduct, theft, criminal mischief and fire offenses. This offer includes the RESTORE program, a family/group conferencing for youth and young adults who commit shoplifting offenses. The RESTORE program is a unique restorative justice process designed and implemented in Fort Collins. The two Restorative Justice Programs are automatic diversions for first-time youth offenders ticketed into Fort Collins Municipal Court. Other referrals come from the district court, police, schools and community.

18.5 ENHANCEMENT: Sex Offender Registration Clerk .25 Hourly Increase - Funded

2011 - \$9,988
2012 - \$10,188

This offer is a request for enhancement to the clerical position dedicated to sex offender registration. This position is currently funded at .5 FTE and this request is to increase funding to .75 FTE.

Providing for sex offender registration is a statutory requirement of the City. Sex offender registration has seen a dramatic increase over the past nine years. In 2001 there was an average of 88 registered sex offenders residing within the city limits. In 2009 that number has risen to an average of 250 registered sex offenders. This increase in registration is due to several factors: annexation, changes in registration laws, increased population and changes in jail release policies. The current staffing of .5 FTE is unable to meet the increased demand to process sex offender registrants.

SAFE COMMUNITY

18.6 ENHANCEMENT: Police Victim Services Advocate - Funded

2011 - \$19,365
2012 - \$18,608

The Victim Services Team provides statutorily required human services to victims of crime. The unit currently includes 1.75 FTE paid employees and 25 citizen volunteers.

There has been an increase in violent crimes reported in Fort Collins, such as home invasion robberies. Robbery classifications fall into the category of Victims Rights Amendment crimes, requiring by statute that the victims be notified of certain rights, resources in the community, and of "critical stages" in the investigation. Due to a shortage of staff and high caseloads in the department, there is a lack of "victim maintenance" in ongoing cases being investigated. This enhancement offer increases the .75 FTE position to a full time (1 FTE) position. Currently, .5 of the position is funded from the Victim Assistance and Law Enforcement (V.A.L.E.) grant; and .25 from the existing Department General Fund budget. The proposed .25 increase would also be paid from the Department General Fund.

18.7 KFCCG - Seven Detectives, Three Investigative Aides and .75 Victim Services Advocate - Funded

2011 - \$1,219,717
2012 - \$1,102,511

This offer is for seven Detectives, three Investigative Aides and a .75 Victim Services Advocate.

19.2 Patrol Contractual Services (Humane Society & Detox Services) - Funded

2011 - \$941,961
2012 - \$941,961

The Patrol Division manages contractual services provided to the community by the Larimer County Humane Society (\$843,995 annually) for animal control, and North Range Behavioral Health (\$97,966 annually) for detoxification from alcohol and drugs. Contracting with these two entities have greater cost-effectiveness than creating City facilities and employees to address these concerns. These contractual services provide the community and its citizens a safer environment. This offer is to continue the same basic service currently provided.

19.3 SWAT - Funded

2011 - \$79,356
2012 - \$79,356

The Special Weapons and Tactics (SWAT) Team responds to critical, high risk law enforcement incidents in the city and is routinely called to assist neighboring agencies. The primary mission of SWAT is to save lives. SWAT team members participate in advanced training and have specialized equipment that allow a quick response to resolve dangerous situations. Because of the additional training, experience, proper protective equipment, and increased weapon capabilities, the team is able to reduce the risk to victims, citizens, police officers and even suspects in dangerous situations. This offer funds specialized training and certification, SWAT ammunition, and maintenance and supplies for all SWAT equipment, including less-than-lethal apparatus.

SAFE COMMUNITY

19.4 Basic Patrol Services - Reduced - Funded

2011 - \$12,146,409
2012 - \$12,553,371

This offer funds the Patrol Division of Fort Collins Police Services. The Patrol Division provides a safe community through efforts made in crime prevention, law enforcement, criminal investigation, traffic enforcement and investigation, active patrol, and a variety of order-keeping, quality-of-life activities. This offer funds 114 FTEs, 104 of which are sworn (87 officers, 11 sergeants, 5 lieutenants and 1 captain) and 10 civilians (2 administrative assistants and 8 community service officers). Funding for Patrol-affiliated functions such as the Bike Unit, K-9 Unit, Bomb Unit, Honor Guard, Field Training Officer Program, Auxiliary and Explorer Units, Weapons of Mass Destruction resource group, Crime Scene Investigators and Spanish Language Training Program is also included and totals \$52,000. Funding for crime prevention services and the traffic unit are in separate offers. This offer contains two fewer officer positions than in 2010. They are found in Offer 19.5.

19.5 Basic Patrol Services - Restored - Funded

2011 - \$149,083
2012 - \$161,866

This offer funds the two Patrol Officer positions removed from Offer 19.4. Funding this offer would maintain current (2010) staffing levels in the Patrol Division.

The Patrol Division provides for a safe community through efforts made in crime prevention, law enforcement, criminal investigation, traffic enforcement and investigation, active patrol, and a variety of order-keeping, quality-of-life activities.

19.6 KFCG - Twelve Patrol Officers - Funded

2011 - \$1,501,606
2012 - \$1,631,307

In 2007 the City commissioned the Police Executive Forum (PERF) to conduct a staffing study for the organization. The study was updated in 2009 noting an additional 48 officers and civilians were needed to provide the level of service expected by the community. This offer adds twelve officers to the Patrol Division. The additional officers would provide for expanded law enforcement efforts, criminal investigation and traffic enforcement in the community while increasing opportunities for officers to actively patrol neighborhoods and conduct investigations.

SAFE COMMUNITY

19.7 Humane Society Funding for Hourly Bicycle Patrol - Funded

2011 - \$17,000
2012 - \$17,000

Directed Humane Society patrol within City Parks/Bike Paths – The additional funding would provide devoted bicycle patrol in Fort Collins to city parks and bicycle paths. Natural areas are currently patrolled by Rangers. This would be seasonal enforcement beginning May 1 and continuing through September 30.

During the summer months of 2010, the Humane Society tested this enforcement effort with significant success. The additional patrols were well received by most of the public. However, it was difficult to take an officer off the road to have them perform this patrol on a regular basis since they could not dedicate their time to this patrol in lieu of calls for service.

If this enhancement offer were to be approved, the Humane Society would hire two part time employees for forty (40) hours of dedicated patrol a week. Enforcement of animal-at-large violations would be the primary focus.

21.1 Traffic Enforcement - Funded

2011 - \$686,426
2012 - \$701,683

This offer maintains the Traffic Unit of the Patrol Division in Police Services. Their sole duty is to enforce the traffic laws in the city. The unit consists of five traffic officers, all of whom are motorcycle certified, a DUI Enforcement officer, and the Traffic Sergeant. The Traffic Unit maintains a Traffic Hotline for citizens to call in their traffic concerns. Unit members follow up on each complaint and enlist the assistance of officers in the Patrol Division. They also conduct traffic surveys and provide added enforcement when the data demonstrates a need.

21.2 Camera Radar Program - Funded

2011 - \$619,702
2012 - \$621,391

This offer maintains the existing Camera Radar speed van and Camera Red Light program. The Camera Radar Program consists of two mobile camera radar vans and two intersections for red light violations. The goal of this program is to enforce the speed limit and red light violations in the city. This effort increases public awareness and reduces the damage and costs of traffic crashes to our citizens. The program also provides a safer driving environment.

Due to limited resources in staffing, Camera Radar technology serves to effectively extend traffic enforcement in the community. The Camera Radar program is self funded and generates additional revenue that provides for some training and equipment needs for the Traffic Unit. Other associated operational and administrative program needs, such as Municipal Court case processing and services from the City Attorney's Office, are also funded with this revenue source.

SAFE COMMUNITY

23.1 Police Administration - Funded

2011 - \$806,894

2012 - \$828,251

This offer funds the salary, benefits and minimal associated costs for the seven FTE positions housed in Police Administration. The positions included in this offer are: the Chief of Police and his Executive Administrative Assistant, the Administrative Division Captain, the Project and Public Information Manager, the Staff Psychologist, the Financial Coordinator and the Assistant Financial Coordinator. The Northern Colorado Drug Task Force pays for 25% of the finance position since Fort Collins Police Services acts as the fiscal agent.

23.2 Police Non-Personnel Expenses - Funded

2011 - \$211,142

2012 - \$211,142

This offer funds the shared non-personnel department expenses for Police Services. Such expenses include: monthly cell phone charges, postage, tuition reimbursement, dry cleaning services and office supplies, which allow Police to provide high quality, efficient community service.

25.4 ENHANCEMENT: Graffiti Abatement Program - Funded

2011 - \$64,950

2012 - \$66,538

This offer funds an expanded Graffiti Abatement Program by adding a half-time hourly position to perform abatement. This enhancement improves the partnership and coordination between Parks, Utilities, Neighborhood Services, Streets, Traffic, Operation Services, Quest, Comcast and local trash removal companies. An additional \$20,000 is included over 2010 funding. The existence of graffiti is detrimental to property values, adversely affects quality of life and community attractiveness, and discredits the City's reputation for livability. When graffiti is allowed to remain, it invites yet more graffiti and may lead to an increase in vandalism and other criminal activity. Rapid removal is considered key to controlling and eradicating graffiti.

49.1 Utilities in Police Buildings - Funded

2011 - \$233,834

2012 - \$252,121

This offer provides funding for building utilities (electric, natural gas, water, wastewater, and storm drainage) for City buildings that are used by the Police Department (Police Services, SIU, Indoor Shooting Range, Restorative Justice, and District 1 Downtown substation). The City will review Utility bills for each of the buildings, input usage and cost data into its Utility Manager software program, and provide department managers data evaluating the building's energy cost and usage. As energy costs are increasing yearly and revenue is flat or decreasing, it is vital to maximize energy efficiency initiatives and seek ways to reduce costs.

50.1 Police Vehicle Replacement - Funded

2011 - \$248,789

2012 - \$245,308

This offer provides a dedicated funding source for Police Services to replace vehicles and equipment in accordance with the five-year vehicle and equipment replacement program. The financing mechanism to acquire these vehicles is through a lease/purchase program. This offer includes the replacement of cars, vans, trailers, and trucks for Police Services. The current replacement plan shows 13 vehicles scheduled for replacement in 2011 and 12 vehicles in 2012. Every unit will be re-examined in the year it is targeted for replacement.

SAFE COMMUNITY

66.1 Camera Radar/Red Light Case Processing - Funded

2011 - \$83,319
2012 - \$85,580

This offer provides the funding necessary for the Municipal Court to continue to adjudicate speeding and red light cases generated by the camera radar and red light (CRRL) enforcement techniques. The CRRL program is 100% funded by CRRL revenue.

From 2008 to 2009, the completed CRRL caseload decreased by 5% to 20,414 cases due to issues on the enforcement side related to staffing, equipment, construction at red light intersections, or vehicle maintenance. According to Police Services, the caseload is expected to level out in 2010 and beyond.

78.1 Electric Substations - Funded

2011 - \$315,000
2012 - \$725,000

This offer provides for the addition or upgrade of various components in the City's electrical substations. The work will include the addition of capacitors in the Timberline and Dixon substations to help improve system efficiency. Substation communication equipment will be upgraded to provide faster, more secure communications from the substation to our control room. Load tap changer (LTC) controls and oil containment upgrades are also included in this offer. The proposed substation improvements provide for increased efficiency in the operation of the electrical system.

79.1 Utilities Capital Project - Southwest Annexation Electric System - Funded

2011 - \$1,755,000
2012 - \$0

This capital project offer funds the continued transfer of customers in the Southwest Enclave Annexation. This project will cover the costs of purchasing existing systems from Poudre Valley Rural Electric Association (PVREA), transferring customers from PVREA, constructing new circuit connections and beginning to convert existing overhead electric distribution system to underground service.

As areas within the Growth Management Area but outside the City are annexed, the Electric Utility is obligated to serve these new residents and transfer service from the incumbent provider. In 2010 Phase 3 of the Southwest Enclave Annexation was recorded and annexed into the City. Light and Power is required to initiate system transfer within two years of the date of annexation per City Code.

88.1 Stormwater Engineering and Field Services - Funded

2011 - \$3,123,689
2012 - \$3,213,860

This offer details the key components of the City's stormwater management program. The stormwater program has initiated a repurposing effort of incorporating sustainability as identified in the Utilities 21st Century Initiative. This offer includes: master planning, which identifies cost-effective capital projects that mitigate existing drainage problems and guidance to enhance water quality; floodplain administration, which provides support to other departments and citizens who are proposing construction in the floodplain; and emergency preparedness, which provides services to reduce the effects of flooding by providing information on how to prepare before, during and after a flood event.

SAFE COMMUNITY

88.2 ENHANCEMENT: Civil Engineer III FTE increase - Funded

2011 - \$22,708
2012 - \$22,708

This enhancement offer funds increasing the personnel level of a Civil Engineer III responsible for the Stormwater Master Planning effort from 0.8 FTE to 1.0 FTE. A major component of the Stormwater repurposing initiative is to review and revise the Stormwater Master Plans for each of the basins across Fort Collins. This is a major effort and requires the attention of a full-time dedicated employee to lead the team.

The update of the stormwater master plan requires close collaboration with other departments, Larimer County, Colorado State University, special interest groups, and City Boards and Commissions, as well as state and federal agencies. Overseeing the activities of the various consultants responsible for carrying out the technical work will also be necessary.

89.1 Stormwater Payments and Transfers - Funded

2011 - \$7,444,953
2012 - \$7,332,914

This offer includes the payments and transfers made from the Stormwater Fund including: Payment for General Fund services, Risk Management expenses, debt service, Art in Public Places payment, the Stormwater Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Stormwater Fund.

112.2 KFCG - Downtown Handicap Parking Spaces - Funded

2011 - \$15,000
2012 - \$15,000

This offer provides ongoing General Fund support to build approximately six new handicap parking spaces in each budget year (2011 and 2012) in the Downtown area. Handicap parking spaces provide a safe transition from vehicle to sidewalk for mobility impaired individuals. The cost to install a handicap space is approximately \$2,500. Downtown is a primary destination for dining, shopping, recreation, business and entertainment. However, the ability of the disabled community to safely access Downtown is limited by the lack of adequate handicap parking. Every block face in the core of Downtown should have two handicap spaces according to ADA requirements. Of the eighty plus block faces in the Downtown core area, only seven meet this requirement. Building six new spaces per year would bring Downtown up to standard in approximately twelve years.

116.1 School Crossing Guard Program - Funded

2011 - \$94,350
2012 - \$94,350

The School Crossing Guard Program provides safe student crossing of major roadways located near elementary schools. Currently there are approximately 21 staffed crossings. Most are staffed twice a day but some justify additional staffing at mid-day for the 1/2-day kindergarten students. Per an Intergovernmental Agreement, Poudre School District assumes all responsibility for the establishment, operation and administration of the School Crossing Guard Program including training, uniforms, scheduling, supervision and personnel costs for this program. The City's contribution to the program is an annual payment to the school district in the amount of \$94,350. Poudre School District pays directly for the remaining balance of the program costs. Estimated program costs are \$120,000 for 2011-2012.

SAFE COMMUNITY

116.2 KFCG - Bicycle Safety and Education Plan Implementation - Funded

2011 - \$50,000
2012 - \$50,000

This offer provides funding to implement the recommendations from the Bicycle Safety and Education Plan (BSEP), which will be completed by the end of the year. The BSEP will identify a vision for expanding community programs to improve the safety and awareness of bicyclists, pedestrians and motorists. Implementation of the recommendations will supplement the existing educational outreach provided by the FC Bikes and Safe Routes to School programs. This offer will also supplement capital improvements provided via the Building on Basics (BOB) Bicycle and Pedestrian Plans.

128.1 ENHANCEMENT: Utilities Service Center Additions - Unfunded

2011 - \$0
2012 - \$2,659,053

This offer requests additional funding to complete improvements to the Utilities Service Center. In 2007, the Utilities budgeted approximately \$4 million for a capital project to replace the existing Light and Power crew building, construct covered line truck parking, and to build a wash down area for service vehicles. Energy improvements to the existing service center and initial funds for the construction of a new customer service area are also included in this project. A revised project estimate made late in 2008 indicated that the original project allocation was too low. The revised estimate indicated the project costs would be approximately \$7,484,072. Subsequently, this offer requests an additional \$2,659,053 in funding for the project.

132.2 PFA Fire Prevention Bureau - Funded

2011 - \$913,348
2012 - \$922,781

This offer provides a comprehensive response to the community's need for fire prevention. This is accomplished through four major areas: Technical Services, Inspection Services, Fixed Fire Protection Systems and Investigation Services. These areas ensure that building construction meets the fire code and has adequate fire-protection features, sprinkler systems are inspected, fire safety is provided at public events, and the origin and cause of all fires are investigated.

132.3 PFA Operations Maintenance - Funded

2011 - \$642,605
2012 - \$649,242

The PFA Operations Maintenance offer includes firefighting equipment, facilities, self contained breathing apparatus (SCBA) maintenance, and the PFA warehouse. By providing on-site maintenance of critical firefighting and rescue equipment and apparatus, PFA provides a high level of service to citizens. Excellent quality control can help reduce costs and provide quicker service.

132.4 PFA Operations Support - Funded

2011 - \$182,670
2012 - \$184,556

This offer provides essential support for emergency operations. Specifically this offer provides for the health and safety of citizens and firefighters through fire safety education in the schools, recruitment and hiring of qualified employees, and the ability for firefighters to respond to citizen needs through telestaff software.

SAFE COMMUNITY

132.5 PFA Training - Funded

2011 - \$539,854
2012 - \$545,429

The PFA Training offer provides citizens with highly trained emergency personnel. The Training Division provides basic, advanced and technical level skills, education, and practical application to 151 operational firefighters, uniformed 40-hour staff, and volunteers, as well as the basic recruit fire academy. This training is accomplished by providing hands-on basic skills, search and rescue techniques, apparatus operations, live fire training, extrication training and skills evaluations, ensuring PFA personnel are equipped to protect citizens, property and themselves in all situations. The Training Center also is responsible for maintaining the training facility, all buildings, equipment, the PFA integrated calendar, and the PFA Training Division intranet site.

132.6 PFA Administration - Funded

2011 - \$1,528,226
2012 - \$1,544,010

This offer funds PFA administrative functions, which keep the fire department running smoothly and help provide a prompt, skillful and caring emergency response. Among many of the administrative functions, the offer funds development and management of the annual budget; coordination of insurance, strategic planning, and interagency cooperation; oversight of quality improvement; MIS; HR functions; and implementation of PFA's performance-based benchmark program.

132.7 KFCG - Contribution to PFA Ongoing Operations - Funded

2011 - \$1,563,000
2012 - \$1,622,653

This offer increases fire company minimum staffing levels from three firefighters to four at outlying stations with two or more emergency response vehicles. Increasing fire company minimum staffing will provide citizens with a higher level of emergency response and a quicker response time. This offer will allow Stations 4, 7, 10, and 12 to remain in their station area more often and consequently improve response times. A study just completed by the US Department of Commerce's National Institute of Standards and Technology found four-person firefighter crews were able to complete 22 firefighting and rescue tasks in a typical residential structure 30% faster than two-person crews and 25% faster than three-person crews.

132.8 KFCG - PFA South Battalion - Funded

2011 - \$494,000
2012 - \$494,000

This offer funds a new South Battalion. By adding a South Battalion, citizens will benefit from quicker response times and improved emergency scene command and control in the southern portion of the city. Benchmarks state that emergency response should occur within in eight minutes 90% of the time. PFA's goal is to respond to emergencies within 5 minutes. Currently, PFA is only able to achieve this response time in the southern portion of the jurisdiction 50% of the time.

SAFE COMMUNITY

132.9 ENHANCEMENT: PFA Training and IT Positions - Unfunded

2011 - \$229,500
2012 - \$229,500

This offer funds one new training position and one new IT position. As the PFA service area has grown, so has the need for additional stations and firefighters, thus increasing the need for operational support. A training specialist is necessary to meet increased workload created by additional stations and firefighters, and to assist in conducting recruit academies. The new position would also aid in identifying and developing programs to train new firefighting and rescue techniques and technology. An IT specialist is necessary to meet increased workload created by additional stations, firefighters, computers, mobile data terminals, servers and video conferencing.

132.11 ENHANCEMENT: PFA Non-Personnel Expenses - Unfunded

2011 - \$309,000
2012 - \$309,000

This offer funds non-personnel expenses such as fuel, utilities and insurance. While the PFA non-personnel budget has decreased over recent years, non-discretionary increases continue. In order to maintain service levels, the non-personnel budget will need the additional funding requested in this offer.

132.12 ENHANCEMENT: PFA Fire Stations 1-4 Maintenance - Unfunded

2011 - \$30,000
2012 - \$30,000

PFA Stations 1-4 have historically been maintained by the City of Fort Collins Operation Services department. This service is no longer provided by that department, so PFA must take on maintenance activities including electric and plumbing, HVAC, structural and parking lots. Well maintained facilities allow for timely response to emergencies.

132.13 ENHANCEMENT: PFA Reinstatement of 4.5 FTE Positions - Unfunded

2011 - \$445,000
2012 - \$445,000

This offer reinstates 4.5 FTEs that were eliminated due to revenue limitations in the 2007 and 2009 budget cycles. The positions must be reinstated prior to implementation of PFA's strategic-planning priorities including the South Battalion (Offer 132.8), 4-person companies (Offer 132.7), and Training and IT staff (Offer 132.9). These additional positions will provide citizens high quality emergency response, and the addition of 4.5 positions will assist in improving PFA's ISO rating, which will reduce property insurance rates for citizens. PFA held the lowest ISO rating (3) in northern Colorado, but due primarily to staffing levels and number of stations, the ISO reduced PFA from a 3 to a 4 in 2009, which will increase insurance costs to the citizens of Fort Collins by approximately \$3.5 million annually.

SAFE COMMUNITY

132.14 ENHANCEMENT: PFA Technology and Equipment for New Personnel - Unfunded

2011 - \$388,310
2012 - \$0

This enhancement offer includes essential items and new personnel to provide citizens with a highly trained firefighting and rescue force with the appropriate equipment and technology to provide emergency response. The costs include uniforms and bunker gear, firefighting tools, self-contained breathing apparatus (SCBA), insurance, and the training academy for new personnel. This offer must be funded prior to implementation of PFA's strategic planning priorities including the South Battalion (Offer 132.8), 4-person companies (Offer 132.7), and Training and IT staff (Offer 132.9). PFA is unable to absorb these costs in the current Operations and Maintenance budget.

132.15 PFA Emergency Operations - Reduced - Funded

2011 - \$12,082,382
2012 - \$12,041,820

PFA Emergency Operations provides citizens a highly trained firefighting/rescue force with the ability to respond quickly to any structure, chemical, automobile or grass fire; medical emergency; vehicle accident requiring extrication; and rescue emergencies such as trench cave-ins, water and high/low angle rescues. PFA Operations provides emergency and non-emergency services with 151 firefighters responding to 13,800+ calls annually. PFA's primary focus is to respond in less than five minutes after emergency notification. This offer includes the use of capital funding to supplement operations and maintenance: \$300,000 in 2011, and \$468,449 in 2012. Capital funds are intended for one-time expenses; using funds in this manner will eliminate carryover funds (reserves) for facility maintenance, and deplete Station 15 (northeast Fort Collins) and Training Facility capital funds.

132.16 PFA Operations – Restored - Unfunded

2011 - \$300,000
2012 - \$468,449

This offer eliminates the need to use capital funds to support PFA Operations. PFA's use of one-time funds to pay ongoing expenses creates future deficits, eliminates reserves, and depletes Station 15 (northeast Fort Collins) and Training Facility capital funds. A portion of these capital funds will be needed to pay for the Station 4 lease purchase since the capital expansion fee is not generating enough to cover expenses (depleted following 2011). This offer corresponds with Offer 132.15.

133.1 PFA Capital Projects - Funded

2011 - \$535,095
2012 - \$535,095

PFA capital projects include the purchase of assets such as land, design and construction of fire stations, and fire apparatus. Apparatus is replaced based on a 10-year apparatus replacement schedule. In the next seven years the capital needs for the community are: improvements to Station 8 to serve southeast Fort Collins and Timnath; improvements to Station 15 in northeast Fort Collins; renovation of Training Building C, a multi-scenario fire rescue building at the Training Facility; and a new squad vehicle at Station 4. Capital projects are integrated with new and existing emergency response operations to ensure that firefighters are properly supported to provide citizens with timely response by a professional, well equipped, and caring responder.

SAFE COMMUNITY

134.1 PFA Office of Emergency Management - Funded

2011 - \$120,692

2012 - \$121,939

This offer funds the Office of Emergency Management (OEM), which provides emergency management services (preparedness, mitigation, response and recovery) related to natural, technological and intentional hazards. The OEM builds disaster resistant and resilient communities through risk benefit, cost-effective analysis to prevent, mitigate and prepare for emergencies. Specifically, this offer funds planning, exercises, training, capital improvement and behavior modification to ultimately save lives and property and assist the community in returning to the new normal after a disaster.

134.2 ENHANCEMENT: Office of Emergency Management - Unfunded

2011 - \$390,000

2012 - \$390,000

This offer funds enhancements to the Office of Emergency Management, which is responsible for coordinating and providing services in the areas of preparedness, mitigation, response and recovery as related to natural and man-made hazards and disasters within our community. Demands for services have increased due to community growth, governmental requirements and an increased focus on terrorism. This enhancement offer funds improvements to planning, public education, training, and technology for both private and public sectors of our community.

136.1 Utilities Capital Project - Canal Importation Ponds & Outfall (CIPO) - Funded

2011 - \$2,840,000

2012 - \$0

This project funds the final year of the five-year Canal Importation Ponds & Outfall (CIPO) stormwater improvement project. The project consists of installing new stormwater pipe, enlarging or constructing five detention ponds, and habitat restoration and enhancement in the Canal Importation Basin (west-central Fort Collins). This project practices sustainability principles and includes removing properties from the floodplain, restoring and enhancing habitat, and treating areas for stormwater quality.

137.1 Utilities Capital Project – Boxelder Stormwater Authority Payment - Funded

2011 - \$0

2012 - \$370,000

This offer provides for the City's 2012 annual payment to the Boxelder Stormwater Authority. In 2008, a partnership in stormwater management was established between the Town of Wellington, Larimer County and the City of Fort Collins. A regional stormwater master plan was adopted and an intergovernmental agreement was signed by the agencies, creating a partnership for stormwater management for the Boxelder Cooper Slough Basin. Each agency supports the Authority by their fair share in an annual payment of stormwater fees to the Authority. This offer provides for the City's annual payment.

SAFE COMMUNITY

142.1 Utilities Capital Project - Stormwater Developer Repay - Funded

2011 - \$95,000
2012 - \$95,000

This offer is for repayment to developers when they construct regional stormwater facilities or perform habitat restoration/enhancement as identified in the Stormwater Master Plan, but the project is not directly related to their development. When a stormwater project is at the same location as a development, the City can ask the developer to complete the project, and then reimburse them for the added expense. This saves the City money due to economies of scale and avoids disturbing an area with construction activities after a neighborhood is established. Because the timing of projects funded by this offer is dependent on others, there are no specific projects associated with this offer. Instead, this funding represents a pool of money available for partnerships with developers. The level of finding for this offer is adjusted annually depending on the pace, location and relationship of new development with master plan improvements.

143.1 Utilities Capital Project – Replacement of Drainage & Detention Systems - Funded

2011 - \$370,000
2012 - \$370,000

This project funds the design and construction of stormwater drainage system replacement projects. The drainage system dates back to the early 1900s and portions of the drainage system are approaching the end of their useful life. Deteriorating drainage facilities can cause structural failure and flooding. Replacing these facilities brings them up to current standards, lowers long-term maintenance needs, and protects habitat as well as public and private property.

The specific projects are selected in partnership with the Pavement Management Program (street maintenance) to minimize disruption due to construction. The Utility also looks for replacement projects that can be completed in partnership with private developers. The developer and the City share in the costs and benefits; the developer gets increased capacity for projects and the City gets a new, upgraded stormwater line for a reduced price.

143.2 ENHANCEMENT: Utilities Capital Project – Poudre Mobile Home Park Storm Sewer Improvements - Unfunded

2011 - \$100,000
2012 - \$0

This offer funds construction of a storm drainage system from the Poudre Valley Mobile Home Park at 2025 N. College Ave. to connect into the City's system.

The Poudre Valley Mobile Home Park does not have sufficient drainage to avoid flooding during spring snowmelt and even minor rainstorms; the system is drastically undersized and in disrepair. The solution used by the residents of the Park has been to remove the sanitary sewer manhole covers and drain the water to the City's wastewater collection system. This not only creates an extremely dangerous situation, but also has caused inundation of the City's sewer system on many occasions.

SAFE COMMUNITY

144.1 Utilities Capital Project - Stormwater Master Planning - Funded

2011 - \$95,000

2012 - \$95,000

This capital project offer supports the update of the Stormwater Master Plan. It includes updates related to the stormwater repurposing initiative, an effort to make stormwater management more sustainable. This offer also includes the development of master plans for new areas.

The Stormwater Master Plan adopted by City Council identifies improvements in various drainage basins to solve existing drainage problems across the city as well as improve stormwater quality. This offer keeps master plans up to date and allows for master plan refinement, providing additional detail for City departments, outside agencies and developers.

As part of the Stormwater repurposing initiative, all stormwater basin master plans will be revisited in 2011 and 2012. Necessary modifications will be made to recognize the triple bottom line analysis of each proposed project.

157.1 Crime Prevention and Emergency Services for Trails and Natural Areas - Funded

2011 - \$655,444

2012 - \$673,402

This offer provides crime prevention and emergency response along 125 miles of public trails throughout the City's Parks and Natural Areas system. Natural Areas Rangers create and maintain safe places to recreate by assisting visitors, maintaining an enforcement presence, and providing medical emergency response. These services are provided to the public 7 days a week, year-round and are funded with dedicated City (Open Space Yes!) and County (Help Preserve Open Space) sales tax revenue.

210.1 Utilities Asset Management Software - Funded

2011 - \$83,333

2012 - \$88,333

This offer provides partial funding for two software platforms for asset management planning and computerized maintenance management. The remainder of the funding request appears in Offer 138.1.

The first platform performs analysis on the life cycle of the treatment facilities and the distribution and collection systems. It tracks conditions, the risk profile of failure, the rate of deterioration, replacement and maintenance schedules, and maintenance and replacement costs. The goal of the program is to develop a rational and justified schedule for the replacement of assets before failure occurs.

The second platform schedules and tracks maintenance activities required to keep these systems operational. It tracks maintenance records, costs and conditions of the various systems and facilities. Funds for this offer come from the Stormwater Fund.



Safe Community Request for Results

Team Members

Chairperson: Jim O'Neill, Finance

Budget Liaison: Tricia Muraguri, Office of the Chief

Communications Liaison: Matt Zoccali, Regulation and Government Affairs

Members: Jim Broderick, Patrol

Suzanne Jarboe-Simpson, Management Information Services

Lisa Voytko, Utility Water Production

Greg Yeager, Office of the Chief

Tracy Ochsner, Operations Services

Result

Safe Community - Fort Collins provides a safe place to live, work, learn and play

Introduction/Summary of Results Map

What's involved in providing a safe place to live, work, learn and play?

Immediate actions from Police and Fire are the first services that come to mind. Citizens who are pleased with the quality of the interactions they have with police and fire every day have an enhanced sense of security. Citizens who trust the fairness and competence of police and fire are more likely to report crime when they are victimized, more likely to cooperate during investigations, more involved in partnerships to resolve neighborhood disorder, and more likely to appear as a witness. However, the definition of a safe community is broader than simply police or fire assistance. It includes safe and reliable electric power and storm water infrastructure, well designed, built and maintained structures, and services for those in need.

The **Safe Community Team** will evaluate offers based on how well they address one or more of the following factors. These factors are ranked, in priority order:

- 1) Prevention
- 2) Responsiveness
- 3) Planning and Preparedness
- 4) Community Involvement and Partnerships.

Funding offers that focus solely on Prevention measures may prove difficult in these economic times. We encourage all offers to include the vital elements included in the Prevention component.

In addition to the specific Safe Community focuses listed above, we encourage sellers to identify the ways in which their offers address the City's over-arching strategic focuses of Customer Service – internal, external or both, Sustainability – the triple bottom line of people, environment and financial, and Innovation.

Indicators

Indicator 1: Citizen Perception of Safety

Measure: As measured by the biennial Citizen Survey.

Data Source: Community Survey on Safety

The results would provide a collective picture of the attitudes, behaviors and experiences of the respondents relative to safety in Fort Collins.

Indicator 2: Voluntary Speed Compliance

Measure: Comparison and Evaluation of Speed Compliance in residential areas in Fort Collins

Data Source: Traffic Operations

Safety on the roads is important to community members and visitors alike. This indicator will help show the effectiveness of measures designed to promote responsible driving.

Indicator 3: Crime Indicators

Measure:

Uniform Crime Report (UCR) Part I Property Crimes Per 1000

Uniform Crime Report (UCR) Part I Violent Crimes Per 1000

Data Source: ICMA Center for Performance Measurement

These indicators are compared to data submitted by local governments (including Fort Collins) participating in the comparative performance measurement (CPM) program. Since no single performance indicator can stand alone as *the* measure of community safety, it is intended that the ICMA data be used to balance and cross check the survey data collected under Indicator 1.

Indicator 4: Fire

Measure: Insurance Service Office (ISO) classification for Fort Collins

Data Source: Insurance Service Office.

The ISO rates the major elements of a city's fire suppression system and develops a public protection classification on a scale from 1 to 10, with 10 representing less than the minimum recognized protection. The lower the rating, the lower the cost of insurance to the citizens.

Indicator 5: Fire

Measure: Cost-performance

Data Source: Poudre Fire Authority

PFA tracks a cost-performance scale as an indicator of organizational efficiency.

Indicator 6: Electric

Measure: Average System Availability Index (ASAI)

Data Source: Fort Collins' Utilities' Records

It is defined as the percentage of time electric service is available. It is a measure of how long the system is operational as compared to the cumulative outage time.

Indicator 7: Storm Water

Measure: City's Community Rating from the National Flood Insurance Program

Data Source: Federal Emergency Management Administration

The National Flood Insurance Program's (NFIP) Community Rating System (CRS) is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements.

Purchasing Strategies

We encourage sellers to identify the ways in which their offers address the City's over-arching strategic focuses of **Customer Service** – internal, external or both, **Sustainability** – the triple bottom line of people, environment and financial, and **Innovation**.

• Purchasing Strategy #1

*We are looking for offers that encourage and support **Prevention**, and are proactive, not just responsive to safety concerns. Specifically offers for/that:*

- a) *Provide a safe environment (well-lit buildings, streets, parking lots, safe design and inspection of facilities, clean well kept non-residential areas, visible presence of safety personnel, flood control, fire prevention)*
- b) *Provide programs/initiatives that influence driver behavior to promote responsible driving*
- c) *Prevention programs to reduce crime*
- d) *Provide programs for youth involvement*
- e) *Prevention programs to reduce high risk behaviors or incidents*
- f) *Programs that enhance people's feeling of safety*

• Purchasing Strategy #2

*We are looking for offers that encourage and support **Responsiveness** to accidents, crimes, fires, Emergency medical services (EMS) and utility emergencies. Specifically offers for/that:*

- a) *Provide for well-equipped, trained, caring response teams*
- b) *Promote coordination and response by appropriate agencies*
- c) *Provide for prompt restoration of services in emergency situations*
- d) *Provide flexible, cost efficient, responses to developing community safety issues before they become significant problems*

• Purchasing Strategy #3

*We are looking for offers that encourage and support **Planning and Preparedness**, enabling us to be forward thinking in our planning and preparations. Specifically offers for/that:*

- a) *Enable appropriate staging of plans, personnel and equipment to deal with natural disasters, utility outages and significant community events*
- b) *Leverage the use of State and Federal Funding by regional agencies*
- c) *Reliable electric power and adequate flood management*
- d) *Aid in business disaster preparedness and recovery*
- e) *Promote strategic problem solving*

• Purchasing Strategy #4

*We are looking for offers that encourage and support **Community Involvement and Partnerships** that make our community safer and stronger. Specifically offers for/that:*

- a) *Maximize the resources of local, regional and federal agencies to address safety issues*
- b) *Provide for victim's assistance*
- c) *Reduce recidivism of juvenile offenders*
- d) *Increase citizen accountability, awareness and involvement in public safety*
- e) *Contract services which make the community safer by providing animal control, detoxification, mental health, substance abuse, and assistance to those in need*
- f) *Encourage Public-Private partnerships to address community safety issues*

Notes/Practices/Supporting Evidence

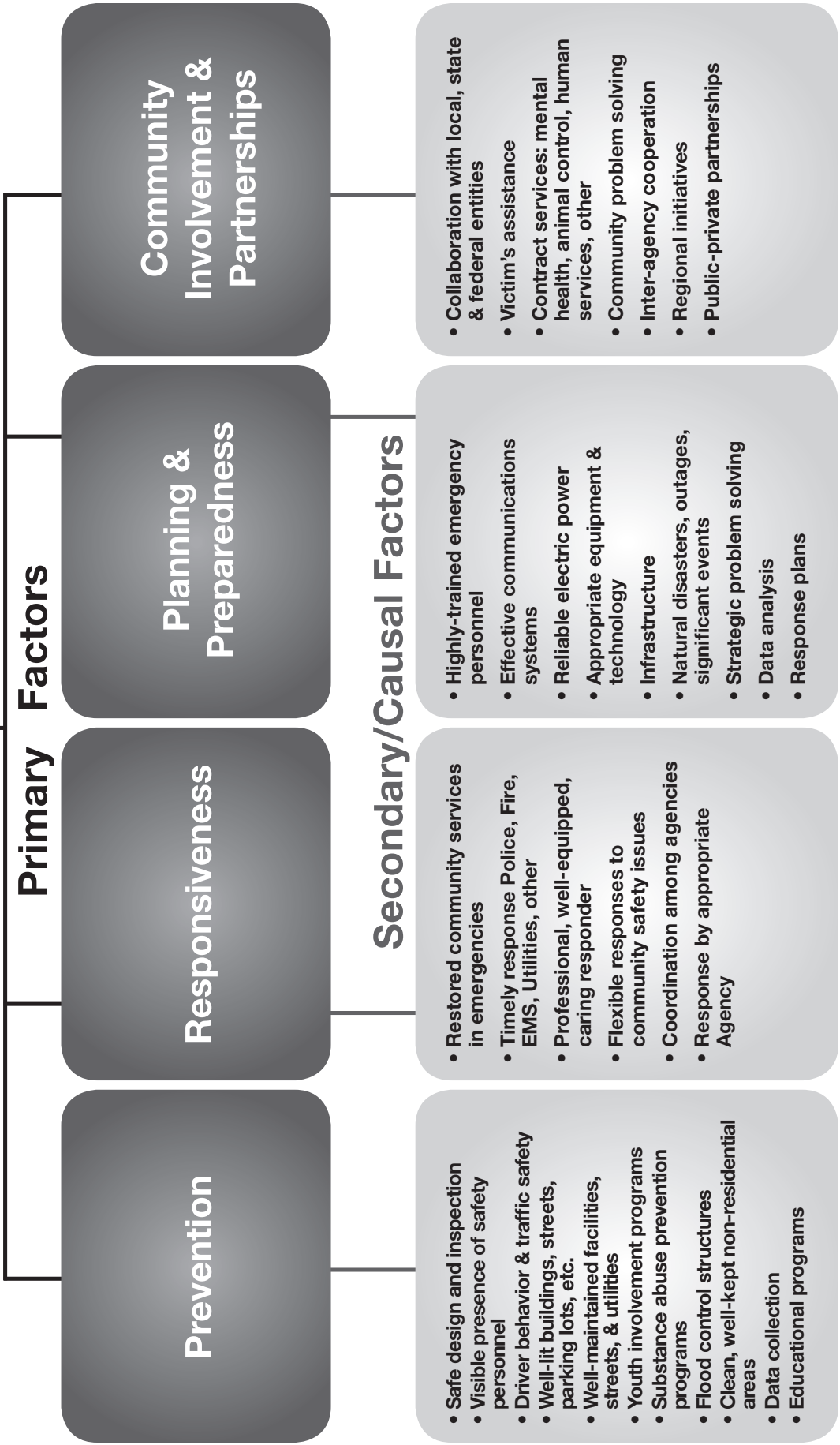
A Safe Community includes services such as:

- Fire Prevention and Response
- Emergency Medical Services
- Police Services
- Assistance to Those in Need
- Utilities (Storm Water & Electric Power)
- Building Inspections
- Disaster Preparedness and Response
- Planning, Design, Inspection
- Construction and Maintenance of Infrastructure



Safe Community

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





TRANSPORTATION

Fort Collins provides safe and reliable multi-modal travel to, from, and throughout the city

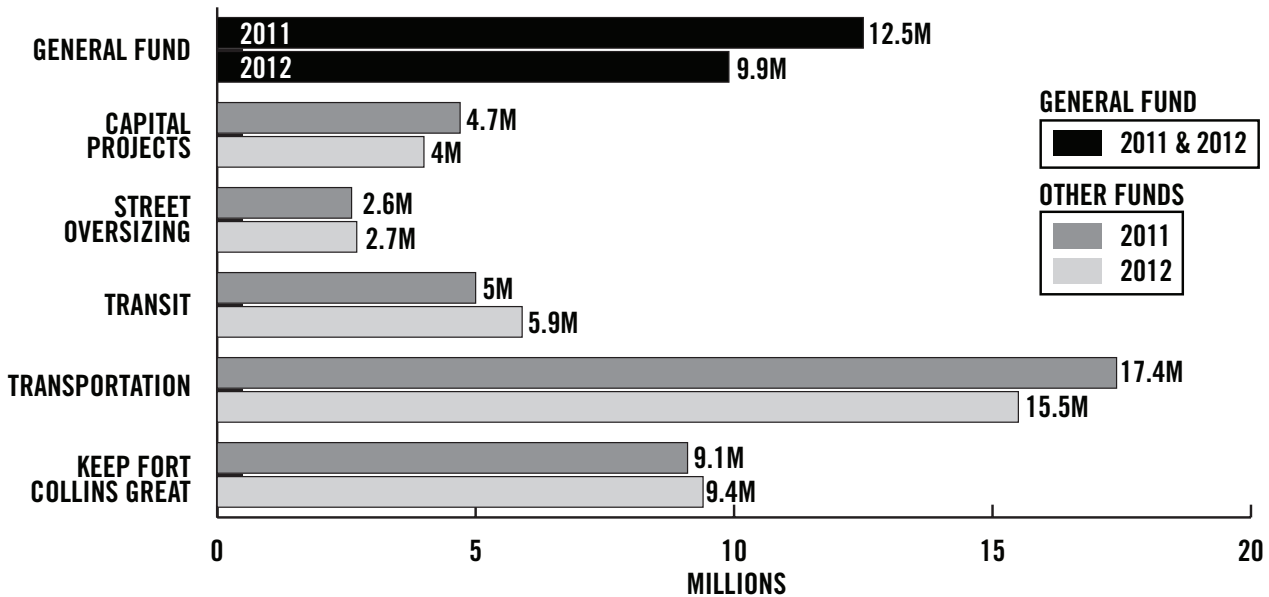




Transportation

2011 GENERAL FUND & OTHER FUNDS – 51.4M
 2012 GENERAL FUND & OTHER FUNDS – 47.4M

- Operations
- Transfort
- Street Maintenance
- Capital Improvements



OVERVIEW

Transportation revenues have significantly declined in recent years with the large reduction of payments for Road and Bridge funding combined with dramatic reductions in federal and state revenues for Larimer County transportation programs and services. As a result, in 2009, \$2 million was eliminated from the City's Pavement Management Program. In November, 2010, voters approved a .85% increase to the City's sales tax. A full 50% of these revenues go to transportation: 33% for street maintenance and 17% for other transportation priorities. This budget nearly doubles funding for street maintenance. It also maintains high-priority transportation services such as snow removal, Dial-A-Ride services, traffic management, and public transit services.

A strategic new investment will be made to fund the \$25 million construction of a new interchange at Interstate 25 and State Highway 392 (Windsor exit). A \$2.6 million investment from the City of Fort Collins (funded by reserves) will be combined with significant contributions from the State of Colorado and Town of Windsor to complete this critical southern gateway to our community. These funds will be repayed as developer contributions are realized.

The 2011-2012 Budget also maintains the community's commitment to bicycling by funding a Bike Coordinator position and other efforts to improve biking infrastructure and programs, utilizing grant funding whenever possible.

FUNDING SOURCES

Transportation funding comes from a variety of sources including the federal and state governments which are comprised of highway users' tax, motor vehicle registration fees, road and bridge levy, etc. These funding sources have been declining since 2006. The rate of decline sharply increased in the last half of 2008 and is continuing today.

With the new voter approved City sales tax increase and 50% dedicated to transportation priorities, additional funds will be available to provide an optimum level of service. Approximately \$6.2 million will be added to the pavement management program to help maintain a Level of Service rating of 'B' or 'good' condition.

Many capital projects are funded through dedicated sales tax revenue from the 2005 Building on Basics (BOB) tax initiative. Street oversizing is also funded by dedicated funds collected from development fees.

Grants such as those from the federal Congestion Mitigation and Air Quality (CMAQ) Improvement Program provide a key revenue source for a number of projects in 2011 and 2012.

KEY PURCHASES/SERVICES

- Snow plowing and street sweeping
- Transfort/Dial-a-Ride
- Traffic Operations
- Engineering and capital improvement management
- Street maintenance/pavement management
- North College Avenue improvements
- I-25 and 392 Interchange replacement project
- Bridge replacements and maintenance program (partial funding)
- Railroad crossing replacement
- Maintenance of City-owned medians

EXAMPLES OF REDUCTIONS OR SERVICES NOT PURCHASED

- Reduced Transportation Planning Staff

ENHANCEMENTS PURCHASED

- I-25 and 392 Interchange replacement project (funded by reserves)
- Transfort/ Dial A Ride FLEX Service to Longmont and Loveland (funded by federal grants)
- Provide Dial A Ride service in Larimer County (funded by federal grants to Larimer County)
- Transfort/ Dial A Ride Road Supervisor
- Replacement of two structurally deficient bridges

TRANSPORTATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
104.3 KFCG - Median-Maintenance-Restore Prior Year Reductions	39,000	0	0	39,000		0
113.4 KFCG - Harmony Road Enhanced Travel Corridor Plan	75,000	0	0	75,000	Keep Fort Collins Great Fund	0
114.3 KFCG - Transportation Capital and Master Plan Implementation	345,031	0	0	345,031	Keep Fort Collins Great Fund	0
117.5 KFCG - Reinstatement of Traffic Signal Technician	65,689	0	0	65,689	Keep Fort Collins Great Fund	0
117.7 KFCG - Traffic Sign Replacement Program	10,000	0	0	10,000	Keep Fort Collins Great Fund	0
117.19 KFCG - Streets & Traffic Ops Capital Equipment Replacement - Restore	336,000	0	0	336,000	Keep Fort Collins Great Fund	0
127.22 KFCG - Street Maintenance and Repair	6,171,000	0	0	6,171,000	Keep Fort Collins Great Fund	0
131.12 KFCG - Transfort / Dial-A-Ride Night Service	44,150	0	0	44,150	Keep Fort Collins Great Fund	0
131.25 KFCG - Transfort Operations-Restore Saturday Service	150,000	0	0	150,000	Keep Fort Collins Great Fund	0
131.28 KFCG - Transfort Operations: Marketing - Restored	55,000	0	0	55,000	Keep Fort Collins Great Fund	0

TRANSPORTATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
146.5 KFCG - Street Oversizing Capital Expansion Fee Program	300,000	0	0	0	300,000	0
146.14 KFCG - South Shields Street Bridge Over Larimer Canal No. 2	1,500,000	0	0	0	1,500,000	0
146.25 KFCG - Surveying - Restored	14,130	0	0	0	14,130	0
104.1 Median Maintenance	402,698	7,591	395,107		0	0
113.2 City Bicycle Coordinator/FC Bikes/Bike Library	39,387	0	39,387		0	0
113.3 North Front Range Metropolitan Planning Organization Membership	65,000	0	65,000		0	0
113.7 Advance Planning/Transportation Planning Services - Reduced	379,676	0	379,676		0	0
114.1 Bicycle Plan Implementation (BOB)	125,000	0	0	0	125,000	0
114.2 Pedestrian Plan Implementation (BOB)	300,000	0	0	0	300,000	0
117.1 Traffic Signal Maintenance	499,760	0	0	0	499,760	0
117.3 Traffic Construction	749,507	0	0	0	749,507	0

TRANSPORTATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
117.14	Traffic Operations Capital Equipment Replacement	220,000	0	220,000	0	0
117.15	Traffic Signs and Pavement Markings - Reduced	820,269	0	0	820,269	0
					<i>Transportation Fund</i>	
117.16	Traffic Signs and Pavement Markings - Restored	68,778	0	0	68,778	0
					<i>Transportation Fund</i>	
117.17	Traffic Engineering - Reduced	957,160	0	0	957,160	0
					<i>Transportation Fund</i>	
117.18	Traffic Engineering - Restored	76,639	0	0	76,639	0
					<i>Transportation Fund</i>	
127.3	Street Sweeping	525,963	0	0	525,963	0
					<i>Transportation Fund</i>	
127.4	Streets Work for Others	2,036,357	0	0	2,036,357	0
					<i>Transportation Fund</i>	
127.5	Street Maintenance	899,513	0	0	899,513	0
					<i>Transportation Fund</i>	
127.6	Harmony Transfer Center & I-25 Interchange Maintenance	96,000	0	96,000	0	0
127.9	Mason Trail Lease Payment	27,244	0	0	27,244	0
					<i>Transportation Fund</i>	
127.18	Streets Equipment Lease Purchase	93,935	0	0	93,935	0
					<i>Transportation Fund</i>	
127.20	Street Maintenance and Repair - Current Funding Level	7,418,081	0	1,869,081	5,549,000	0
					<i>Transportation Fund</i>	

TRANSPORTATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
127.23 Snow Removal Operations - Reduced	1,124,129	0	0	0	1,124,129	0
					<i>Transportation Fund</i>	
127.24 Snow Removal Operations – Restored	100,000	0	53,384		46,616	0
					<i>Transportation Fund</i>	
127.25 Streets Department Supporting Operations - Reduced	834,925	0	834,330		595	0
					<i>Transportation Fund</i>	
127.26 Streets Department Supporting Operations - Restored	78,230	0	78,230		0	0
127.27 Mowing and Road Shoulder Maintenance - Reduced	147,178	0	147,178		0	0
127.28 Mowing and Road Shoulder Maintenance - Restored	25,000	0	0		25,000	0
					<i>Transportation Fund</i>	
131.4 ENHANCEMENT: Transfort / Dial-A-Ride Reinstatement of Road Supervisor Position	64,940	0	0		64,940	0
					<i>Transit Services Fund</i>	
131.7 ENHANCEMENT: Transfort / Dial-A-Ride - Assumption of Federal Grantee Responsibilities from Larimer County	312,513	0	0		312,513	0
					<i>Transit Services Fund</i>	
131.8 Dial-A-Ride Operations	1,628,073	0	1,318,197		309,876	0
					<i>Transit Services Fund</i>	
131.9 ENHANCEMENT: Transfort / Dial-A-Ride - FLEX Operations	656,066	0	0		656,066	0
					<i>Transit Services Fund</i>	
131.10 ENHANCEMENT: Transfort / Dial-A-Ride - South Transit Center Operations & Maintenance	59,762	0	0		59,762	0
					<i>Transit Services Fund</i>	

TRANSPORTATION - 2011

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
131.11 ENHANCEMENT: Transfort / Dial-A-Ride - Capital Procurements	1,008,626	0	0	0	883,626		125,000
131.13 Dial-A-Ride "Grandfathered" Extended Service Area	81,065	0	0	0	81,065	Transit Services Fund	0
131.24 Transfort Operations - Reduced	4,939,733	0	3,626,656		1,313,077	Transit Services Fund	0
131.26 Transfort / Dial-A-Ride General Overhead - Reduced	1,137,491	0	0	0	1,137,491	Transit Services Fund	0
131.27 Transfort / Dial-A-Ride General Overhead - Restored	101,554	0	0	0	101,554	Transit Services Fund	0
146.3 Engineering Capital Projects	369,825	0	0	0	369,825	Transportation Fund	0
146.4 Street Oversizing Capital Expansion Fee Program	2,978,079	0	378,699		2,061,215	Street Oversizing Fund	538,165
146.6 Harmony Road Maintenance	2,400,000	0	0	0	129,781	Street Oversizing Fund	2,270,219
146.7 North College Improvements - Phase II	4,275,671	0	0	0	4,275,671	Transportation Fund	0
146.9 Railroad Crossing Replacement Program	100,000	0	0	0	0	Capital Projects Fund	100,000
146.12 City Bridge Program	300,000	0	0	0	0	General Fund	300,000

TRANSPORTATION - 2011

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	Ongoing	OTHER FUNDS	General Fund	
146.19 ENHANCEMENT: I-25 & SH 392 Interchange Project	2,640,000	0	0	0	2,640,000	
146.21 Engineering Core Services - Reduced	725,506	0	0	725,506	0	
				<i>Transportation Fund</i>		
146.23 Engineering Core Services - Restored (Administrative Support)	12,118	0	0	12,118	0	
				<i>Transportation Fund</i>		
146.24 Surveying - Reduced	384,390	0	0	384,390	0	
				<i>Transportation Fund</i>		
Funded Offers	51,390,841	7,591	9,500,925	35,908,941	5,973,384	
113.8 Advance Planning/Transportation Planning Services - Restored (Admin. Support)	21,031	0	21,031	0	0	
113.9 Advance Planning/Transportation Planning Services - Restored (Planner)	89,231	0	89,231	0	0	
127.13 ENHANCEMENT: Pedestrian Connector	50,848	0	0	50,848	0	
				<i>Transportation Fund</i>		
146.22 Engineering Core Services - Restored (Operating Expenses)	23,760	0	0	23,760	0	
Unfunded Offers	184,870	0	110,262	74,608	0	
				<i>Transportation Fund</i>		
Total Offers	51,575,711	7,591	9,611,187	35,983,549	5,973,384	

TRANSPORTATION - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
104.3 KFCG - Median-Maintenance-Restore Prior Year Reductions	39,000	0	0	0	39,000	0
113.4 KFCG - Harmony Road Enhanced Travel Corridor Plan	75,000	0	0	0	75,000	0
113.6 KFCG - City Bicycle Coordinator/FC Bikes/Bike Library	80,613	0	0	0	80,613	0
114.3 KFCG - Transportation Capital and Master Plan Implementation	350,000	0	0	0	350,000	0
117.5 KFCG - Reinstatement of Traffic Signal Technician	67,634	0	0	0	67,634	0
117.7 KFCG - Traffic Sign Replacement Program	30,000	0	0	0	30,000	0
117.19 KFCG - Streets & Traffic Ops Capital Equipment Replacement - Restore	564,000	0	0	0	564,000	0
127.22 KFCG - Street Maintenance and Repair	6,349,959	0	0	0	6,349,959	0
131.12 KFCG - Transport / Dial-A-Ride Night Service	45,476	0	0	0	45,476	0
131.25 KFCG - Transport Operations-Restore Saturday Service	150,000	0	0	0	150,000	0

TRANSPORTATION - 2012

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS		
			Ongoing				
131.28 KFCG - Transfort Operations: Marketing - Restored	55,000	0	0	0	55,000	0	
146.5 KFCG - Street Oversizing Capital Expansion Fee Program	400,000	0	0	0	400,000	0	
146.13 KFCG - City Bridge Program	564,931	0	0	0	564,931	0	
146.15 KFCG - Laporte-Whitcomb Bridge Replacement	670,000	0	0	0	670,000	0	
146.25 KFCG - Surveying - Restored	14,537	0	0	0	14,537	0	
104.1 Median Maintenance	433,336	7,820	425,516	0	0	0	
113.2 City Bicycle Coordinator/FC Bikes/Bike Library	39,387	0	39,387	0	0	0	
113.3 North Front Range Metropolitan Planning Organization Membership	70,000	0	70,000	0	0	0	
113.7 Advance Planning/Transportation Planning Services - Reduced	393,033	0	393,033	0	0	0	
114.1 Bicycle Plan Implementation (BOB)	125,000	0	0	0	125,000	0	
117.1 Traffic Signal Maintenance	507,624	0	0	0	507,624	0	
117.3 Traffic Construction	749,494	0	0	0	749,494	0	

TRANSPORTATION - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	
			Ongoing			
117.14 Traffic Operations Capital Equipment Replacement	204,500	0	204,500	0	0	0
117.15 Traffic Signs and Pavement Markings - Reduced	838,618	0	0	838,618		0
				<i>Transportation Fund</i>		
117.16 Traffic Signs and Pavement Markings - Restored	71,481	0	0	71,481		0
				<i>Transportation Fund</i>		
117.17 Traffic Engineering - Reduced	975,123	0	0	975,123		0
				<i>Transportation Fund</i>		
117.18 Traffic Engineering - Restored	81,263	0	0	81,263		0
				<i>Transportation Fund</i>		
127.3 Street Sweeping	544,857	0	0	544,857		0
				<i>Transportation Fund</i>		
127.4 Streets Work for Others	2,135,606	0	0	2,135,606		0
				<i>Transportation Fund</i>		
127.5 Street Maintenance	918,464	0	0	918,464		0
				<i>Transportation Fund</i>		
127.6 Harmony Transfer Center & I-25 Interchange Maintenance	96,000	0	96,000	0		0
127.9 Mason Trail Lease Payment	28,061	0	0	28,061		0
				<i>Transportation Fund</i>		
127.14 ENHANCEMENT: Mason Corridor Maintenance	32,000	0	0	32,000		0
				<i>Transportation Fund</i>		
127.18 Streets Equipment Lease Purchase	93,935	0	0	93,935		0
				<i>Transportation Fund</i>		

TRANSPORTATION - 2012

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND		OTHER FUNDS	RESERVES
			Ongoing			
127.20 Street Maintenance and Repair - Current Funding Level	7,604,845	0	1,890,845		5,714,000	0
				<i>Transportation Fund</i>		
127.23 Snow Removal Operations - Reduced	1,143,364	0	126,861		1,016,503	0
				<i>Transportation Fund</i>		
127.24 Snow Removal Operations - Restored	100,000	0	80,890		19,110	0
				<i>Transportation Fund</i>		
127.25 Streets Department Supporting Operations - Reduced	851,123	0	850,469		654	0
				<i>Transportation Fund</i>		
127.26 Streets Department Supporting Operations - Restored	78,831	0	78,831		0	0
127.27 Mowing and Road Shoulder Maintenance - Reduced	150,254	0	150,254		0	0
127.28 Mowing and Road Shoulder Maintenance - Restored	25,000	0	0		25,000	0
				<i>Transportation Fund</i>		
131.2 ENHANCEMENT: Mason Corridor Pre-Operational Phase	19,225	0	0		19,225	0
				<i>Transit Services Fund</i>		
131.3 ENHANCEMENT: Mason Corridor Operations	47,023	0	0		47,023	0
				<i>Transit Services Fund</i>		
131.4 ENHANCEMENT: Transfort / Dial-A-Ride Reinstatement of Road Supervisor Position	66,863	0	0		66,863	0
				<i>Transit Services Fund</i>		
131.5 ENHANCEMENT: Transfort / Dial-A-Ride - Fixed Route Service for MAX Connectivity	86,071	0	0		86,071	0
				<i>Transit Services Fund</i>		

TRANSPORTATION - 2012

Offer		Offer Cost		Offer Funding			
		Total	312,513	GENERAL FUND		OTHER FUNDS	RESERVES
				Dedicated	Ongoing		
131.7	ENHANCEMENT: Transfort / Dial-A-Ride - Assumption of Federal Grantee Responsibilities from Larimer County	312,513	0	0	0	312,513	0
131.8	Dial-A-Ride Operations	1,682,105	0	1,318,197		363,908	0
						<i>Transit Services Fund</i>	
131.9	ENHANCEMENT: Transfort / Dial-A-Ride - FLEX Operations	276,190	0	0	0	276,190	0
						<i>Transit Services Fund</i>	
131.10	ENHANCEMENT: Transfort / Dial-A-Ride - South Transit Center Operations & Maintenance	184,381	0	0	0	184,381	0
						<i>Transit Services Fund</i>	
131.11	ENHANCEMENT: Transfort / Dial-A-Ride - Capital Procurements	1,875,000	0	0	0	1,500,000	375,000
						<i>Transit Services Fund</i>	<i>Transit Services Fund</i>
131.13	Dial-A-Ride "Grandfathered" Extended Service Area	83,500	0	0	0	83,500	0
						<i>Transit Services Fund</i>	
131.24	Transfort Operations - Reduced	5,115,242	0	3,778,965		1,336,277	0
						<i>Transit Services Fund</i>	
131.26	Transfort / Dial-A-Ride General Overhead - Reduced	1,167,056	0	0	0	1,167,056	0
						<i>Transit Services Fund</i>	
131.27	Transfort / Dial-A-Ride General Overhead - Restored	104,215	0	0	0	104,215	0
						<i>Transit Services Fund</i>	
146.3	Engineering Capital Projects	379,349	0	0	0	379,349	0
						<i>Transportation Fund</i>	

TRANSPORTATION - 2012

Offer	Offer Cost		Offer Funding			RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS		
146.4 Street Oversizing Capital Expansion Fee Program	3,046,663	0	378,730	2,068,573	599,360	Street Oversizing Fund
146.6 Harmony Road Maintenance	137,601	0	0	137,601	0	Transportation Fund
146.9 Railroad Crossing Replacement Program	100,000	0	0	100,000	0	Capital Projects Fund
146.10 BOB Intersections Improvements	3,500,000	0	0	3,500,000	0	Capital Projects Fund
146.12 City Bridge Program	300,000	0	0	300,000	0	Capital Projects Fund
146.21 Engineering Core Services - Reduced	734,664	0	0	734,664	0	Transportation Fund
146.23 Engineering Core Services - Restored (Administrative Support)	12,488	0	0	12,488	0	Transportation Fund
146.24 Surveying - Reduced	451,967	0	0	451,967	0	Transportation Fund
Funded Offers	47,429,465	7,820	9,882,478	36,564,807	974,360	
113.8 Advance Planning/Transportation Planning Services - Restored (Admin. Support)	21,452	0	21,452	0	0	
113.9 Advance Planning/Transportation Planning Services - Restored (Planner)	91,485	0	91,485	0	0	
127.13 ENHANCEMENT: Pedestrian Connector	50,848	0	0	50,848	0	Transportation Fund

TRANSPORTATION - 2012

Offer	Offer Cost		Offer Funding				RESERVES
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	OTHER FUNDS	RESERVES	
146.22 Engineering Core Services - Restored (Operating Expenses)	23,760	0	0	23,760		0	
Unfunded Offers	187,545	0	112,937	74,608		0	
			<i>Transportation Fund</i>				
Total Offers	47,617,010	7,820	9,995,415	36,639,415		974,360	

TRANSPORTATION

104.1 Median Maintenance - Funded

2011 - \$402,698
2012 - \$433,336

This offer continues the maintenance of more than 300 medians, totaling 63 acres, for 8 months (March through October). No maintenance services are provided November through February. Maintenance includes maintaining irrigation systems, mowing, trimming, weeding, cleaning and renovating medians. The majority of medians are located along major thoroughfares throughout the city. The Parks Division assumes responsibility for median maintenance from Engineering after a two-year, post-construction warranty period is complete. In 2011, Parks will assume responsibility of 3,300 square feet of new medians at an estimated cost of \$528, and 169,599 square feet of new medians in 2012 at a cost of \$27,136. This offer funds contract services for median maintenance, which is outsourced to reduce the need for more City equipment and personnel.

104.3 KFCG - Median-Maintenance-Restore Prior Year Reductions - Funded

2011 - \$39,000
2012 - \$39,000

This offer would restore one month of median maintenance. Currently the City maintains medians for 8 months. This extension would allow earlier clean up in the spring time and more fall clean up. It would also provide approximately \$15,000 for re-mulching and renovating the 300+ medians the City maintains. The City currently has a budget of \$33,000 for median renovation. This amount is not sufficient to keep up with renovation needs of the continually expanding number of medians.

113.2 City Bicycle Coordinator/FC Bikes/Bike Library - Funded

2011 - \$39,387
2012 - \$39,387

This offer funds FC Bikes, a comprehensive program that promotes bicycling and bicycle safety through the implementation of the City's Bicycle Plan. FC Bikes is managed by one full time coordinator who is also responsible for developing partnerships and planning strategies to achieve Platinum-level designation in the 2012 League of American Bicyclists' Bicycle Friendly Community program per the City Council-adopted 2008 Bicycle Plan. In 2011, this offer provides \$39,387 as a local match to leverage \$150,000 of federal air quality grant (CMAQ) dollars. Grant funds for 2012 have not been secured to fully fund this program. Additional funds are needed via new grant funding and/or City funds as shown in Enhancement Offer 113.6 to maintain the program at full funding for 2012. Without the acceptance of Offer 113.6, this offer will provide only a half-time Bike Coordinator and no Bike Library program in 2012.

113.3 North Front Range Metropolitan Planning Organization Membership - Funded

2011 - \$65,000
2012 - \$70,000

This offer provides membership dues for the City's participation in the North Front Range Metropolitan Planning Organization (NFRMPO). The NFRMPO is a nonprofit public organization funded through federal/state grants and local funds. Members share in the cost of the transportation planning projects approved in the NFRMPO's Unified Planning Workplan. The percentage of the project costs is determined by population and is divided among the members of the NFRMPO. Fort Collins' share of the project costs is currently 33%. The primary goal of the NFRMPO is to enhance air quality and mobility in northern Colorado. Fort Collins has received more than \$33 million in transportation project funds due to NFRMPO membership in the last ten years alone. In order to receive federal, state or regional funding, membership in the NFRMPO is required.

TRANSPORTATION

113.4 KFCG - Harmony Road Enhanced Travel Corridor Plan - Funded

2011 - \$75,000
2012 - \$75,000

This offer will provide funding for specialized technical services to supplement staff time for development of a Harmony Road Enhanced Travel Corridor Study (ETC). This study will analyze transportation alternatives to address access and mobility, and recommend improvements to support the City's goals of integrating land use and transportation with economic development and environmental stewardship. The basic study is to be funded through existing transportation planning staff; this offer is to fund specialized technical services which cannot be completed with available City resources.

113.6 KFCG - City Bicycle Coordinator/FC Bikes/Bike Library - Funded

2011 - \$0
2012 - \$80,613

By replacing grant funding with General Fund resources, this offer guarantees funding for a full-time Bicycle Coordinator and continues the FC Bikes program funding at current levels to educate, encourage, and support current and future bicyclists in Fort Collins. Partial funding for the Bike Library program in 2012 (\$30,000) is also included in this offer. The remaining portion of funding to operate the Bike Library will be derived through grant applications, fees, and other fund raising methods. The Bike Library has been instrumental in receiving positive national media exposure and has also contributed greatly to Fort Collins' tourism promotion efforts. Without these funds, significant position and program cuts will be necessary for 2012 should the program fail to receive grant funding. Half time position support for the Bicycle Coordinator for 2012 was already funded in the 2011-2012 Budget.

113.7 Advance Planning/Transportation Planning Services - Reduced - Funded

2011 - \$379,676
2012 - \$393,033

Services funded through this offer target the implementation strategies resulting from the Transportation Master Plan, Capital Improvement Plan, Master Street Plan, Bicycle Plan, Pedestrian Plan, Transit plans, Bicycle Safety Education Plan, Parking Plan, Enhanced Travel Corridor master plans, and the College Corridor. Transportation Planning manages the FC Bikes and Safe Routes to School programs. This offer represents a 25% reduction in level of service by eliminating one transportation planner and administrative support to the Division. The reduction will: eliminate dedicated support for Development Review Center, air quality and sustainability programs (essential functions staffed by other departments); delay implementation of Transportation Master Plan action items (flexible/context-sensitive street standards, revised multi-modal Level of Service standards, and "FC Moves" performance measurement system); reduce federal/state grant applications and public outreach efforts by 25%.

113.8 Advance Planning/Transportation Planning Services - Restored (Admin. Support) - Unfunded

2011 - \$21,031
2012 - \$21,452

This offer continues to provide a .63 part-time hourly Administrative Assistant position that currently supports the Transportation Planning Division. Since Transportation Planning is physically located separately from the main reception area of the Advance Planning Department, this position greets, directs and provides general information to citizens walking into Transportation Planning, as well as other support functions. This position provides all administrative support to the Transportation Planning Division staff and assists with organizing and staffing public meetings, provides website updates, and arranges meetings with internal staff and external agencies. This position also serves as Secretary for the Bicycle Advisory Committee (BAC). Not funding this offer will reduce service to the public and will directly impact staff time. The related core service is detailed in Offer 113.7.

TRANSPORTATION

113.9 Advance Planning/Transportation Planning Services - Restored (Planner) - Unfunded **2011 - \$89,231**
2012 - \$91,485

This offer provides funding to continue Transportation Planning services at 2010 levels including a planner position eliminated in Offer 113.7. At this service level, staff will be able to complete projects/plans, such as implementation of Plan Fort Collins/Transportation Master Plan action items, FC Moves multimodal transportation system performance measures/report, Enhanced Travel Corridor Master Plan (Harmony Road, Mountain Vista/North College), Midtown Corridor/College Avenue Study, plan review for the Development Review Center, and support for the City's Climate Wise, air quality, and sustainability plans/programs. Staff will be able to maintain current levels of community outreach and federal/state grant applications if this offer is purchased.

114.1 Bicycle Plan Implementation (BOB) - Funded **2011 - \$125,000**
2012 - \$125,000

The 2005 Building on Basics (BOB) ballot initiative included funding for implementation of the Fort Collins Bicycle Plan. As part of that approved tax package, approximately \$125,000 per year through 2015 is allocated for bicycle improvement projects to implement the adopted Bicycle Plan. This BOB funding provides for ongoing support of the Bicycle Plan improvements including capital projects such as on-street bike lanes, off-road bicycle trails, and street crossings to promote cycling and safety.

114.2 Pedestrian Plan Implementation (BOB) - Funded **2011 - \$300,000**
2012 - \$0

The 2005 Building on Basics (BOB) ballot initiative included funding for implementation of the Fort Collins Pedestrian Plan. As part of that approved tax package, approximately \$300,000 per year through 2015 has been allocated for pedestrian improvement projects to implement the adopted Pedestrian Plan in Fort Collins. This BOB funding provides for ongoing support of the Pedestrian Plan improvements including capital projects such as sidewalks, trails, and street crossings to promote walking and safety. These types of improvements also include access ramps and missing sidewalk connections to improve compliance with Americans with Disabilities Act (ADA) requirements. Funding for 2012 will be requested after specific projects have been identified.

TRANSPORTATION

114.3 KFCG - Transportation Capital and Master Plan Implementation - Funded

2011 - \$345,031
2012 - \$350,000

The 2004 Transportation Master Plan Capital Improvement Plan (CIP) identified a long list of existing deficiencies & planned improvements to the City's street system. This offer earmarks funds for high priority transportation capital projects. These funds may help fund projects & can also be used to leverage grant & partnership opportunities. Candidate projects may include realigning Vine Drive, completion of the Redwood Drive gap, & intersection improvements.

Note: Context Sensitive Design is the planning philosophy & process of balancing mobility goals with land use needs & preferences as part of transportation capital project design and construction. The City of Fort Collins has adopted Context Sensitive Designs as a policy (Transportation Master Plan 2004), and has implemented elements of it in several areas including the Laurel Street and Laporte Street re-striping projects. These can be funded from the Transportation Capital & Master Plan implementation funds discussed above.

117.1 Traffic Signal Maintenance - Funded

2011 - \$499,760
2012 - \$507,624

This offer will provide for the continued maintenance, repair and upgrade of traffic signals, the traffic signal communication system, and associated hardware of the Advanced Traffic Management System. The Traffic Operations Department operates and maintains 177 traffic signals, 42 pedestrian signals, 47 school flash zones and five fire station traffic signals. In addition, Traffic Operations maintains 28 closed-circuit television cameras, mid-block video detection cameras and mid-block in-pavement detection zones used to monitor the performance of the transportation system. Traffic Operations also operates and maintains the Traffic Management Center, which uses approximately 35 miles of fiber-optic cable and wireless radios to monitor field equipment.

117.3 Traffic Construction - Funded

2011 - \$749,507
2012 - \$749,494

This is a self-supported program that provides funding, staffing and separate accounting for the installation of traffic signals, signs and pavement markings for other City departments, municipalities, developers and other entities. This program is Traffic Operations' "work for others." Fabricating and installing signs and pavement markings, and constructing traffic signals in-house is cost-effective and allows us to maintain quality control of both the materials and the installation process. Major projects scheduled for 2011-2012 include the Mason Corridor signal work which consists of the installation of two new signals, 11 signal upgrades and considerable signing and striping work. Also scheduled for 2011 are upgrades to College and Conifer/Hickory, and Lemay and Harmony.

TRANSPORTATION

117.5 KFCG - Reinstatement of Traffic Signal Technician - Funded

2011 - \$65,689
2012 - \$67,634

This offer is for the reinstatement of the vacant Signal Technician I position frozen in 2009. This position is responsible for preventative, response and emergency maintenance of critical traffic signal system components. The traffic signal system includes traffic signals, traffic signal communication components, school crossing/flashers, emergency fire signals and pedestrian signals within the city and county limits.

117.7 KFCG - Traffic Sign Replacement Program - Funded

2011 - \$10,000
2012 - \$30,000

This offer is to bring traffic signs up to newly released standards from the Federal Highway Administration for Street Name and Stop sign sizes. To meet the federal 2014 deadline, an additional \$10,000 per year is needed for the City's traffic and sign replacement program.

117.14 Traffic Operations Capital Equipment Replacement - Funded

2011 - \$220,000
2012 - \$204,500

This offer implements a capital equipment replacement program for Traffic Operations infrastructure and equipment. This includes traffic signal infrastructure, Traffic Operations Center equipment, vehicle replacement and sign-making equipment.

117.15 Traffic Signs and Pavement Markings - Reduced - Funded

2011 - \$820,269
2012 - \$838,618

This offer provides for the fabrication, installation, repair and maintenance of traffic signs and pavement markings on the public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn and regulate traffic in a safe manner. Proper signing/marketing maintenance is critical for public safety and the efficiency of the transportation system.

This offer includes the reduction of one contractual employee and one seasonal employee plus a reduction in sign and paint material. These reductions will have a direct impact on the amount of signing and marking work included in this offer as compared to previous years' offers.

117.16 Traffic Signs and Pavement Markings - Restored - Funded

2011 - \$68,778
2012 - \$71,481

This offer is to restore Offer 117.15, Traffic Signs and Pavement Markings, to originally requested (2010) levels of funding. Specifically, this offer restores a contractual employee, a seasonal employee and \$14,000 in signing and marking materials.

TRANSPORTATION

117.17 Traffic Engineering - Reduced - Funded

2011 - \$957,160
2012 - \$975,123

This offer provides for the continued maintenance and improvement of the City of Fort Collins' transportation system through sound, quality traffic engineering. Traffic signal timing, traffic operational analysis, traffic data collection, work area traffic control, accident analysis, development review and administration of the Traffic Operations Department will be provided through this offer. In addition, staff support to City Council, the Planning and Zoning Board, and the Transportation Board, as well as customer service to citizens, is provided through this offer. Lastly, traffic engineering services for Plan Fort Collins, the Mason Corridor project, other capital projects and street maintenance projects are provided. This offer includes the reduction of three FTE's to 0.8 time (an Administrative Assistant, a Traffic Engineering Technician II and a Traffic Engineering Technician III), and other operation funds as outlined in Offer 117.18.

117.18 Traffic Engineering - Restored - Funded

2011 - \$76,639
2012 - \$81,263

This offer maintains Traffic Engineering services at 2010 levels.

It includes:

- Funding of three positions at full time rather than .80 FTE in 2011.
- Funding of two positions at full time rather than .80 FTE in 2012.
- Radio ads and other community traffic safety messages.

117.19 KFCG - Streets & Traffic Ops Capital Equipment Replacement - Restore - Funded

2011 - \$336,000
2012 - \$564,000

Budget cuts have required the delay and elimination of funds reserved for replacement of mission critical capital equipment in both the Streets and Traffic Operations Departments. There are currently no funds available to replace this equipment which is already well past its scheduled life. This offer will fund replacement of high priority capital equipment needs including dump trucks, street sweepers, support vehicles /pickups, traffic signal controllers, and traffic detectors, software and equipment.

127.3 Street Sweeping - Funded

2011 - \$525,963
2012 - \$544,857

This offer includes strategic sweeping operations on streets and bike lanes throughout the City. Components of the sweeping program include: residential, collector and arterial street sweeping; bike lane sweeping; Mason Trail sweeping; Downtown streets and alley sweeping; and 24-hour emergency response for street/bike lane hazards. Regular street sweeping is important for safety and overall air and water quality by removing hazardous debris.

TRANSPORTATION

127.4 Streets Work for Others - Funded

2011 - \$2,036,357
2012 - \$2,135,606

This offer provides an opportunity for City departments, Colorado State University and other public agencies to hire the Streets Department to perform high quality, billable work at competitive costs. This self-sufficient program pays for itself through revenue generated from the following services: street patching, traffic control, snow removal, constructing new roads, building demolition, contract sweeping, and operating a crushing/recycling facility.

127.5 Street Maintenance - Funded

2011 - \$899,513
2012 - \$918,464

This offer provides citywide street maintenance including pothole, bridge and guardrail repairs; patching and crack-sealing; and graffiti removal on streets. This offer provides safe, smooth roadways, and enhances aesthetics and mobility for all modes of transportation including motorists, bicyclists and pedestrians. Every service that this offer provides is with the customer in mind and ultimately protects the City's multi-billion dollar transportation infrastructure.

127.6 Harmony Transfer Center & I-25 Interchange Maintenance - Funded

2011 - \$96,000
2012 - \$96,000

This offer includes all landscaping, maintenance activities and utility costs for the Harmony Transfer Center, also known as the Harmony Park and Ride, and the Harmony/I-25 interchange. This facility serves a variety of multi-modes and socio-economic groups: carpoolers, shuttle riders to and from Denver International Airport, and bicyclists.

127.9 Mason Trail Lease Payment - Funded

2011 - \$27,244
2012 - \$28,061

A lease agreement was signed by the City and the Burlington Northern Santa Fe (BNSF) Railway Company in 2005 for the City's Mason Corridor bicycle and pedestrian trail. This agreement identified the lease payments to the BNSF for the City's use of the land the railroad controls for segments of the Mason Trail. The initial lease payment was made for the first five-year lease period from March 2005 through March 2010 in the amount of \$106,717. This amount provided for the first five years of lease payments. After March 2010, the lease payments to the BNSF were anticipated to be paid yearly based on the City's agreement with the BNSF.

127.13 ENHANCEMENT: Pedestrian Connector - Unfunded

2011 - \$50,848
2012 - \$50,848

This enhancement offer provides basic snow removal and minor maintenance activities for the 39 unclaimed pedestrian walkways throughout the City.

TRANSPORTATION

127.14 ENHANCEMENT: Mason Corridor Maintenance - Funded

2011 - \$0

2012 - \$32,000

This enhancement offer provides the equipment, deicing materials and personnel to maintain the Mason Corridor when it becomes operational in late 2012. Services include minor maintenance, snow removal, and sweeping of the corridor and South Transit Center (STC) parking lot for the final quarter of 2012.

127.18 Streets Equipment Lease Purchase - Funded

2011 - \$93,935

2012 - \$93,935

In 2009, the Capital Replacement Budget was eliminated as part of transportation budget cuts. This offer seeks to utilize lease purchase to replace inoperable or worn out equipment, as well as equipment likely to be inoperable during the 2011-2012 budget cycle. A reliable Streets Department fleet is necessary to respond to emergencies and catastrophic events, and to meet the needs and expectations of our citizens.

127.20 Street Maintenance and Repair - Current Funding Level - Funded

2011 - \$7,418,081

2012 - \$7,604,845

Street Maintenance and Repair provides major and minor maintenance functions for more than 530 miles of City streets. Each year, approximately 20 miles of Fort Collins streets are improved. The replacement value of the overall street network is estimated at more than \$250 million. Street Maintenance and Repair also maintains an asset-management system, which assists staff in utilizing sound business practices for managing the street network. A pavement management system is implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment, at the right time, for maximum benefit. This current funding level is \$2 million lower than in 2009.

127.22 KFCG - Street Maintenance and Repair - Funded

2011 - \$6,171,000

2012 - \$6,349,959

This offer will maintain the City's street network at a Level of Service (LOS) 'B', or 'good' condition. The Pavement Management Program (PMP) has continuously been under funded by an estimated \$6.1 million dollars collectively over the last 5 years. In order to recover from this ongoing trend and maintain an LOS 'B' pavement condition, a large infusion of funds is needed in 2011 and beyond. Without proper funding, the condition level is projected to fall below LOS 'B' by 2013, and will continue on a downward trend into the future.

The City street system increases in size annually due to annexations and new developments. The PMP has also experienced significant increases in material costs over the past several years. Asphalt material prices from the primary supplier increased by another 15% in 2008 2009. This enhancement offer requests additional funding to cover these increases in 2011 2012 and to provide the optimum level of service.

TRANSPORTATION

127.23 Snow Removal Operations - Reduced - Funded

2011 - \$1,124,129
2012 - \$1,143,364

This offer provides reduced snow removal services from 4 a.m. to midnight during snow events. The Streets Department snow removal operations encompasses vital snow and ice removal operations along City streets, bike lanes, sidewalks, pedestrian trails, parking lots and the Downtown area throughout the winter season. The Streets Department is a leader in snow and ice removal operations with a focus on annual operator safety training, environmental stewardship and best management practices that have earned a national reputation. The 2010 level of service has been 24-hour snow event service. Funding to restore snow removal from midnight to 4 a.m. is included in Offer 127.24.

127.24 Snow Removal Operations – Restored - Funded

2011 - \$100,000
2012 - \$100,000

This offer restores Snow Removal Services from midnight to 4 a.m. during snow events. Funding for snow removal from 4 a.m. to midnight is included in Offer 127.23. The Streets Department snow removal operations encompass snow and ice removal along City streets, bike lanes, sidewalks, pedestrian trails, parking lots and the Downtown area throughout the winter season. This offer allows crews to operate two 12-hour shifts during snow events, maintaining a faster turnaround time to bare pavement, reducing the chance of accidents and increasing public safety.

127.25 Streets Department Supporting Operations - Reduced - Funded

2011 - \$834,925
2012 - \$851,123

This offer contains the key business elements that support the Pavement Management Program, snow operations, street maintenance, alleys, road shoulders, mowing and sweeping. The Streets Department's operations and services include: work planning, budget and personnel management, public safety and outreach, customer service, environmental compliance, technology innovation, personnel training, building maintenance, billing, and facility utilities. This offer includes reduced operating and administrative expenses over 2010 levels of service. Additional related services are included in Offer 127.26.

127.26 Streets Department Supporting Operations - Restored - Funded

2011 - \$78,230
2012 - \$78,831

This offer provides administrative support to the Streets Department, including training, an hourly Clerical Aide position, supplies and building maintenance. The related core level of service for this program is included in Offer 127.25.

127.27 Mowing and Road Shoulder Maintenance - Reduced - Funded

2011 - \$147,178
2012 - \$150,254

This offer consists of mowing and maintenance activities for road shoulders, unpaved roads and barrow ditches, as well as medians, corridors and City-owned property. This offer provides these services on a request-only basis. This represents a lower level of service than is provided in 2010. Additional service levels are included in Offer 127.28.

TRANSPORTATION

127.28 Mowing and Road Shoulder Maintenance - Restored - Funded

2011 - \$25,000
2012 - \$25,000

This offer will allow the Streets Department to proactively maintain road shoulders through blading and shoulder reconstruction. Road shoulders directly affect pedestrians, bicyclists and vehicles traveling on the streets. Proper maintenance is a vital key to protecting the integrity of the road shoulder and the safety of the people traveling. A core level of service for this program is included in Offer 127.27.

131.2 ENHANCEMENT: Mason Corridor Pre-Operational Phase - Funded

2011 - \$0

2012 - \$19,225

This offer addresses the start-up costs associated with the Mason Corridor Bus Rapid Transit (BRT) prior to its opening in December 2012. Bus Operator driving training is imperative as the BRT vehicles are longer than current buses and are articulated. The Mason Corridor will have numerous customer-oriented technical features such as platform security cameras, digital signage and platform audio that will require added resources to manage. Transfort will provide training to ensure that the necessary staff members understand how to use and maintain this equipment.

131.3 ENHANCEMENT: Mason Corridor Operations - Funded

2011 - \$0

2012 - \$47,023

This offer requests operating funding for the Mason Corridor Bus Rapid Transit (BRT) service known as MAX, which will begin full operations in December 2012. The BRT service will link major activity centers such as Front Range Community College, Colorado State University, and Downtown Fort Collins along a main fixed guideway that will be dedicated to the frequent and efficient transportation of passengers. While some of the costs of operating the BRT will be covered by the replacement of and reallocation of resources from existing routes (1 & 15), there will be additional costs due to the increased frequency of service and additional service hours. These costs are limited to the normal operating costs associated with fixed route service (fuel, operator salaries, vehicle maintenance, insurance and uniforms) plus an additional expense for the provision of a dedicated maintenance technician along the corridor.

131.4 ENHANCEMENT: Transfort / Dial-A-Ride Reinstatement of Road Supervisor Position - Funded

2011 - \$64,940

2012 - \$66,863

This offer restores a mission-critical road supervisor position for Transfort. In the 2010 budget, one of Transfort's Road Supervisor positions was eliminated. Transfort is committed to an excellent safety record and road supervision is a critical component to success.

131.5 ENHANCEMENT: Transfort / Dial-A-Ride - Fixed Route Service for MAX Connectivity - Funded

2011 - \$0

2012 - \$86,071

This offer addresses the need to implement critical elements of the recently adopted Transfort Strategic Operating Plan to complement the Bus Rapid Transit (BRT) service, MAX, that will serve the Mason Corridor. Additional east/west connecting routes and parallel service hours on select routes are critical to the success of the City's BRT service, MAX. This offer provides funding for the following operational costs: operator and supervisor salaries, fuel, maintenance, uniforms and insurance.

TRANSPORTATION

131.7 ENHANCEMENT: Transfort / Dial-A-Ride - Assumption of Federal Grantee Responsibilities from Larimer County - Funded **2011 - \$312,513**
2012 - \$312,513

Larimer County is requesting that the City of Fort Collins become the designated recipient of Federal Transit Administration (FTA) funding for the provision of rural transit service within Larimer County. This cost-neutral offer proposes the assumption of on-demand rural transit service from Larimer County. Currently, Larimer County operates Larimer Lift paratransit service and is the grant recipient for FTA Section 5311 funds, passing on 66% of that funding to the sub-recipient communities of Berthoud and Loveland. By accepting this role as both provider of service and designated recipient of funds, Fort Collins takes on the responsibilities of monitoring the sub-recipients of Berthoud and Loveland for compliance with federal rules and regulations.

131.8 Dial-A-Ride Operations - Funded **2011 - \$1,628,073**
2012 - \$1,682,105

This offer provides the federally mandated level of paratransit (Dial-A-Ride) service to the community. This level of service addresses the community's basic mobility needs by providing complementary paratransit bus service within Fort Collins. The federal Americans with Disabilities Act (ADA) of 1990 mandates that any entity that provides a fixed-route bus service must also provide complementary transportation service for people with a qualifying disability that prevents them from using the fixed-route bus service. Service is provided within .75 miles of a fixed route to passengers who meet eligibility standards. Other service levels for Dial-A-Ride are included in Offers 131.12 and 131.13.

131.9 ENHANCEMENT: Transfort / Dial-A-Ride - FLEX Operations - Funded **2011 - \$656,066**
2012 - \$276,190

This offer addresses the community's basic mobility needs by providing fixed-route transit services along the north Front Range between Fort Collins and Loveland, with enhanced peak hour commuter express service between Fort Collins and Longmont. The service continues Transfort's current regional route, FLEX, which provides 60-minute frequency between Fort Collins and Loveland. The offer also funds high frequency bus service during the peak hours from Fort Collins to Longmont. The two-year pilot project is fully funded; revenue sources include a federal Congestion Mitigation & Air Quality grant, fares, and partnership contributions from Berthoud, Longmont and Loveland, as well as Larimer and Boulder counties. The City of Fort Collins' contribution to the regional connector route will be consistent with the FoxTrot participation of previous years.

131.10 ENHANCEMENT: Transfort / Dial-A-Ride - South Transit Center Operations & Maintenance - Funded **2011 - \$59,762**
2012 - \$184,381

This enhancement offer funds the operations and maintenance of a new transit center located at the southern terminus of the Mason Corridor Bus Rapid Transit system, MAX. The transit center will also be a transfer point for other Transfort routes including the new regional connector route, FLEX, with service to Longmont and connections to RTD, which serves the Denver Metro Area. Transfort currently leases outdoor passenger transfer space at The Square shopping center. This space will not be leased once the South Transit Center (STC) is open. The funds paid to The Square will also off-set the cost of operations and maintenance for the STC. The funding in this offer reflects four months of operation in 2011 and a full year in 2012.

TRANSPORTATION

131.11 ENHANCEMENT: Transfort / Dial-A-Ride - Capital Procurements - Funded

2011 - \$1,008,626
2012 - \$1,875,000

This offer provides the matching funds necessary to leverage federal capital grant programs, used for numerous one-time transit capital purchases. Matching funds are in a capital reserve fund for this specific purpose. Planned purchases include the acquisition of replacement buses, facility upkeep and repair, bus-related equipment, and miscellaneous maintenance shop equipment.

131.12 KFCG - Transfort / Dial-A-Ride Night Service - Funded

2011 - \$44,150
2012 - \$45,476

This offer extends the paratransit service hours until 11 p.m. Monday–Saturday. Through this offer Dial-A-Ride (DAR) bus service will operate for additional hours past the fixed route service hours of 5 a.m.–7 p.m. These extended hours are considered part of Dial-A-Ride’s core service. In 2009, there were 115 users of this service.

131.13 Dial-A-Ride “Grandfathered” Extended Service Area - Funded

2011 - \$81,065
2012 - \$83,500

This offer continues Dial-A-Ride (DAR) bus service for 52 people who reside outside of the City’s current service area and were grandfathered into service coverage in 2007. In January 2007, Dial-A-Ride service was reduced to the Americans with Disabilities Act of 1990 (ADA) mandated service levels. This change reduced the service area, reduced the service hours, increased the passenger fares, and narrowed the service eligibility standards. The ADA-mandated service area is 0.75 miles from the perimeter of a fixed route. This grandfathered service for 52 residents is considered part of Dial-A-Ride’s core service and therefore is not considered an enhancement offer.

131.24 Transfort Operations - Reduced - Funded

2011 - \$4,939,733
2012 - \$5,115,242

This offer addresses the community’s basic mobility needs by providing fixed-route transit services within Fort Collins. This offer includes fixed-route operations and maintenance, and the operation of two transit centers and a bus maintenance facility. All services are primarily funded by passenger fares, bus pass sales, federal grants, the City’s General Fund, community partnerships, the Associated Students of CSU, and revenue generated through advertising on buses, benches and bus shelters. Compared to 2010 service levels, this offer cuts \$300,000 which eliminates three (3) hours of fixed route Saturday service and limits CSU transit center customer service hours to CSU school days only. Additional service levels for Transfort Operations are included in 131.25.

131.25 KFCG - Transfort Operations-Restore Saturday Service - Funded

2011 - \$150,000
2012 - \$150,000

This offer restores three hours of fixed-route Saturday service (\$150,000 - 1.78 Hourly FTE) that were omitted from Transfort’s reduced core fixed route offer.

TRANSPORTATION

131.26 Transfort / Dial-A-Ride General Overhead – Reduced - Funded

2011 - \$1,137,491
2012 - \$1,167,056

This offer funds the support required to operate the transit department. Costs include such items as management, facility operation and maintenance, utilities, office support, and other associated costs. This offer represents a reduced level of service as it does not include funding for an existing Systems Analyst. Related levels of service appear in Offer 131.27.

131.27 Transfort / Dial-A-Ride General Overhead - Restored - Funded

2011 - \$101,554
2012 - \$104,215

This offer provides funding for the Systems Analyst position (1.0 FTE) that is not included under Offer 131.26 (Transfort Overhead - Reduced). This offer will continue funding for the Systems Analyst position (1.0 FTE) and provides the resources to manage or maintain the existing Intelligent Transportation Systems (ITS) that are in place at Transfort. Examples include electronic fare collection systems, video security systems for our facilities and on buses, data collection equipment and systems, and real-time bus arrival information. Transfort received approval for several grants and intends to add technology improvements; the Systems Analyst has historically acted as project manager for these types of projects.

131.28 KFCG - Transfort Operations: Marketing - Restored - Funded

2011 - \$55,000
2012 - \$55,000

Currently, all Transfort marketing resources have been eliminated due to budget constraints. Without adequate funds, Transfort cannot effectively market, retain current riders, or attract and increase new ridership. Only minimal online marketing efforts will be employed with existing internal resources. Funding would be used for ridership campaigns, promotional advertisements and educational outreach.

Previous CMAQ grants totaling over \$166,000 per year allowed for concerted transit marketing campaigns in 2008 through 2010. These grants have since expired and there are no marketing funds in the current 2011-2012 Budget. Transfort marketing staff has been reduced to a 0.5 FTE, and is shared with PDT Administration. Given the advent of successful new routes such as FLEX, combined with the fact that fixed route ridership is increasing to its highest levels in Transfort history, this is a time when targeted advertising and marketing dollars makes for a good business investment.

146.3 Engineering Capital Projects - Funded

2011 - \$369,825
2012 - \$379,349

The Capital Projects Division manages the design and construction of the City's Transportation Capital Improvements Program. The projects consist of street improvements (curb, gutter, sidewalks, pavement, drainage, landscaping, etc.), bicycle/pedestrian trails and walkways, bridges, retaining walls, other structures, railroad crossings, etc. The group consists of engineering positions that also provide project estimation and design. The group charges the majority of its time to the capital projects' dedicated funds.

TRANSPORTATION

146.4 Street Oversizing Capital Expansion Fee Program - Funded

2011 - \$2,978,079
2012 - \$3,046,663

The Street Oversizing Program is a transportation impact fee program that collects revenue from new developments specifically to mitigate their traffic impacts by constructing arterial and collector roadways. The program determines and collects impact fees for new development projects, provides funding for the "oversized" portion of arterial streets, and provides project oversight and management, including review, construction and inspection. The program actively seeks to improve citizen mobility by constructing quality transportation infrastructure to increase capacity for all modes of transportation.

146.5 KFCG - Street Oversizing Capital Expansion Fee Program - Funded

2011 - \$300,000
2012 - \$400,000

The Street Oversizing Program is an impact fee program that collects revenue from new developments specifically to mitigate traffic impacts. There are vehicle trips that come from regional growth, and changing travel patterns of existing residents that cannot be attributed to new development and cannot be collected in fees. These oversizing needs are funded through an annual General Fund contribution into the Street Oversizing Fund. This contribution is calculated to be \$810,000 for 2011 and 2012, and is crucial to the financial stability of the Street Oversizing Fund. The City has reduced its General Fund contribution to the Street Oversizing Fund by 53%. These budget cuts amount to a shortfall of \$429,509 per year. The cumulative shortfall from 2002 to 2011 is approaching \$2 million and is beginning to affect the reimbursement obligations of the Street Oversizing Fund.

146.6 Harmony Road Maintenance - Funded

2011 - \$2,400,000
2012 - \$137,601

This offer supports ongoing maintenance and operation of a key city arterial as well as a significant paving effort on Harmony Road to assure quality infrastructure and smooth traffic flow. In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to maintain Harmony Road for 20 years and to complete a list of capital improvements along the corridor. The funding is currently part of the 292 fund and is identified as the Harmony Road Maintenance Fund. This offer will allow for the routine maintenance of the portion of Harmony Road from College Avenue to Strauss Cabin Road as well as provide funds for pavement maintenance on Harmony Road from Timberline Road to College Avenue. This offer includes routine maintenance such as sweeping, snowplowing, pothole repair, traffic signs and pavement markings, traffic signals, and median mowing and maintenance, as well as an asphalt overlay and widening of Harmony Road from Timberline Road to Boardwalk Drive.

TRANSPORTATION

146.7 North College Improvements - Phase II - Funded

2011 - \$4,275,671
2012 - \$0

This capital project leverages local funds with federal funds in a collaborative effort between the City of Fort Collins and the Colorado Department of Transportation (CDOT). Critical elements of the North College Improvements – Phase II Project will be completed by this offer. The project budget is \$6.3 million, comprised of both local and federal monies. Local funding is provided primarily through the voter-approved Building on Basics (BOB) capital program. This multi-modal project includes: Preliminary/Final Design, Right of Way (ROW) acquisition, and construction of improvements. Improvements will bring sections of North College to near four-lane arterial standards, with the specific cross section for the roadway developed during the conceptual phase of the project. Construction improvements include curb and gutter, minor street patching, consolidation of driveways, dedicated bike lanes, sidewalks and a new streetscape.

146.9 Railroad Crossing Replacement Program - Funded

2011 - \$100,000
2012 - \$100,000

This offer supports safe, quality infrastructure and smooth traffic flow across the City’s transportation system by replacing broken, dangerous railroad crossings. This program seeks to continue the 2008-2010 level of funding that pays for the construction material when railroad crossings must be replaced. The Colorado Public Utilities Commission requires that the street owner, not the railroad, pay for crossing materials. Damaged railroad crossings provide a significant safety risk to the motoring public as well as the potential for liability claims against the City.

146.10 BOB Intersections Improvements - Funded

2011 - \$0
2012 - \$3,500,000

This offer seeks to use voter-approved Building on Basics (BOB) sales tax revenues designated for intersection improvements to create safer, smoother-flowing intersections. BOB has a total of \$6.5 million programmed in the years 2012, 2013 and 2015 for intersection and traffic signal improvements. This offer includes \$3.5 million programmed for 2012. Engineering is currently working on an Intersection Priority Study project to provide detailed analysis, innovative solutions, conceptual engineering and accurate cost estimates to compare and prioritize intersection and signal projects. This funding will be used to design, purchase rights of way (if necessary) and construct the resulting top priority project or projects.

146.12 City Bridge Program - Funded

2011 - \$300,000
2012 - \$300,000

This offer pays for bridge inspections, maintenance, repairs and replacement of the City’s 274 bridges. It may also be used to match federal grants that may become available to replace major bridges. This typically is an 80/20 match, with the federal portion being 80%. The Federal Highway Administration (FHWA) and Colorado Department of Transportation (CDOT) require that all major bridge structures be inspected every two years. Depending upon the age and condition of the bridge, the inspection may be required more frequently. Based on inspection results, funds in the Bridge Program are spent first on “critical” needs and then on “urgent” needs. The inspection and maintenance helps to reduce the possibility of a bridge failing under traffic loads. A related service level request is included in Offer 146.13.

TRANSPORTATION

146.13 KFCG - City Bridge Program - Funded

2011 - \$0

2012 - \$564,931

This enhancement offer is intended to augment the current City Bridge program funding of \$300,000, which has remained the same since 2006. At that time, there were 147 bridges in the inventory. It has since grown to 274 bridges. In the inventory, there are 10 structurally deficient bridges, 17 functionally obsolete bridges, eight scour critical bridges, and 50 bridges that will pass their design life by 2013. The cost estimate in 2009 to replace the 10 structurally deficient bridges is \$14 million. It will take about 23 years with a funding level of \$1 million per year just to replace just the 10 structurally deficient bridges, taking inflation into account. The program needs \$2.6 million for repair and safety improvements for the remaining bridges in the inventory.

146.14 KFCG - South Shields Street Bridge Over Larimer Canal No. 2 - Funded

2011 - \$1,500,000

2012 - \$0

This offer would fund replacement of a failing bridge. This bridge was built in the mid 1930s and is the second worst rated bridge in the city after the Laporte Bridge. Inspections of this structurally deficient bridge show that it is deteriorating rapidly. The bridge is located on a busy four lane arterial over Larimer Canal No. 2 just south of Rolland Moore Park. This bridge is exhibiting signs of failure and will need to be replaced soon. A planned replacement for this bridge will cost \$1.5 million, as opposed to an emergency replacement, which would cost approximately \$2 million.

146.15 KFCG - Laporte-Whitcomb Bridge Replacement - Funded

2011 - \$0

2012 - \$670,000

This offer would fund replacement of a failing bridge by leveraging a federal grant with local dollars. This load posted, structurally deficient bridge built in the mid 1930s is located on a busy four lane arterial intersection with a local street. Fullana Elementary School is located just one street south of the bridge. School buses servicing the elementary school drive over this bridge when school is in session. This is the worst rated bridge in the City bridge inventory and must be replaced. Just downstream of this location, portions of this same bridge failed last June due to scouring. The Special Highway Committee of the Colorado Municipal League (CML) has awarded the City \$600,000 (47%) toward the replacement of this bridge. The City must provide the \$670,000 of matching funds to receive the CML grant.

146.19 ENHANCEMENT: I-25 & SH 392 Interchange Project - Funded

2011 - \$2,640,000

2012 - \$0

This offer is to fund a portion of the construction of the I-25 & SH 392 Interchange Project. The entire interchange project construction cost, minus right of way (ROW) is \$25 million. The Colorado Department of Transportation (CDOT) has identified an additional \$2.5 million for ROW from the 2011 FASTER funds. On May 20, 2010, the Colorado Transportation Commission authorized \$20 million for construction of this project. This offer uses General Fund reserves to fund \$2.5 million of the remaining \$5 million dollars needed to construct this interchange. It also includes wetland mitigation beyond the federal requirement of 1:1 at a cost of \$140,000. The total cost of this project to Fort Collins is \$2,640,000. The Town of Windsor will fund \$2.5 million of the construction costs needed to fully fund the project.

TRANSPORTATION

146.21 Engineering Core Services - Reduced - Funded

2011 - \$725,506
2012 - \$734,664

This core administrative offer supports the critical services of the Engineering Department including management of the community's roads, pedestrian-ways and bridges. The City Engineer and staff inspect transportation elements, design and construct capital projects, assure ongoing implementation of rigorous street construction standards, and generally assure that all changes to the rights of way are done in a safe and orderly manner. This offer includes reduced administrative support. Additional service levels related to this offer are included in Offers 146.22 and 146.23, including additional administrative and operating expenses.

146.22 Engineering Core Services - Restored (Operating Expenses) - Unfunded

2011 - \$23,760
2012 - \$23,760

This offer provides additional operating resources in support of the Engineering Department (see Offer 146.21) This additional funding would support increased capacity to respond to equipment breakdowns, unanticipated repairs and software upgrades, and would restore some of the staff training dollars that limit staff's ability to maintain or get new licensures for job specific duties.

146.23 Engineering Core Services - Restored (Administrative Support) - Funded

2011 - \$12,118
2012 - \$12,488

This offer provides additional administrative support to the Engineering Department (see Offer 146.21) This additional funding would allow the department to increase an Administrative Assistant position from 0.8 FTE to a full 1.0 FTE. The restoration of eight hours to this position would result in position coverage for five days a week.

146.24 Surveying - Reduced - Funded

2011 - \$384,390
2012 - \$451,967

The offer provides top quality professional land surveying services to the City. The primary services provided are land surveying focused on the successful completion of Engineering/Transportation projects. Other services include the preparation of boundary surveys and annexation plats. Surveying provides and maintains both horizontal and vertical control networks throughout the City. The primary focus of 2011 and 2012 will be the construction of the Mason Corridor Bus Rapid Transit system. This offer includes reduced hours of operation at the customer service desk. Additional levels of service are included in Offer 146.25.

146.25 KFCG - Surveying - Restored - Funded

2011 - \$14,130
2012 - \$14,537

This offer restores funding of staff to support the Surveying Division. This additional funding would allow the department to return an Engineering Technician position to a full 1.0 FTE (from 0.8 FTE). By restoring this position back to full-time, the Division will be able to provide improved customer service with position coverage all five days a week.



Transportation Request for Results

Team Members

Chairperson: Ken Mannon, Operations Services

Budget Liaison: Randy Hensley, Parking

Communications Liaison: Kim Newcomer, Communications & Public Involvement

Members: Susie Gordon, Natural Resources

Jon Haukaas, Master Plan & Floodplain Administration

Neal Jaspers, Streets

Erika Keeton, Engineering

Mike Trombley, Patrol

Result

Transportation: Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the City

Introduction/Summary of Results Map

We want offers that support the City's transportation system including quality infrastructure, smooth traffic flow, and multiple travel options contributing to a strong economy, healthy environment, and vibrant community. The system needs to facilitate safe and reliable multi-modal travel in order to provide the services that individuals and the business community expect.

Quality transportation planning, programs, and projects strengthen our local economy and demonstrate the City's commitment to environmental stewardship by supporting the efficient movement of people and goods. First and foremost, the system must be maintained well enough to protect the City's transportation investments.

For the 2011-2012 Budget, there likely will be continued decreases in the City's available resources. Historically, Fort Collins residents identify transportation as a high priority and consistently ask for more effort toward transportation. There is an obvious disconnect; citizens expect the City to provide better and additional transportation services, yet we have decreasing resources.

Given these circumstances, sellers should present offers that demonstrate innovative ways to increase efficiency and cost-savings. We don't want the same "status quo minus." We encourage ideas that actively support the City goals of innovation, sustainability, and customer service. In both the narrative and accompanying financial information, sellers should clearly identify how offers differ from years past. Further, reduction offers should clearly define any decreases in the level of service and the impacts to the community.

Sellers should provide offer-specific data and/or information that illustrate accomplishments achieved as a result of work from previous budget years.

Offers should not request funding based on departments or divisions. Offers should address specific services that citizens understand, not overarching functions. For example, Parking Services would

submit **separate** offers for: enforcement, garage operations, surface lot operations, administrative/customer service, maintenance, etc.

Further, offers should not only address the overall goal of safe, reliable, multi-modal travel but also contribute to accomplishing Council priorities and outcomes identified in adopted policies and plans. Offers should specifically reference these pertinent policies and plans.

Indicators

Indicator 1: Citizen Satisfaction

Measure: Community Survey

There are several qualitative parameters that are implied in the desire for reliability of travel, which will be measured through opinion polls. Statistically valid surveys have been conducted in recent years; these allow us to benchmark new survey information against perceptions citizens have expressed about the reliability of mobility and other transportation concerns.

Indicator 2: Mobility

Measure: Time traveled on selected routes and delay times at key intersections

To evaluate reliability of automotive travel, the average time it takes to travel at least six of Fort Collins' primary arterial streets during "peak" travel times will be measured. Delays at key arterial intersections will also measure mobility/reliability of travel.

Indicator 3: Transit Mobility

Measure: Transit ridership and timeliness

To evaluate reliability of travel by transit, changes in fixed-route ridership per calendar year will be measured. Reliability of travel by transit will be measured by percentage of on-time transit service.

Indicator 4: Use of Alternative Modes

Measure: Number of trips by bicyclists and pedestrians, which otherwise would have been made by motor vehicle.

Indicator 5: Roadway System Maintenance

Measure: Roadway conditions

Roadway conditions measure efforts and effectiveness of roadway maintenance which contribute to the safety and reliability of travel. Roadway conditions will be measured by:

- Average pavement conditions of Fort Collins roads
- Number of maintenance requests and complaints per year (e.g., potholes, snow removal, sweeping)

Indicator 6: Safety

Measure: Number of accidents per thousand residents

The overall safety of the transportation system will be measured and evaluated in terms of accident rates and in comparison to peer cities.

Purchasing Strategies

Purchasing Strategy #1: Innovation

We are looking for offers that demonstrate innovation and a specific increase in efficiency, not simply “status quo minus.” We welcome creative, innovative, money-saving ideas (including enhancement offers) that address increases in efficiency. Examples include:

- Service “pairing” that leverages and/or combines functions across and within the organization.
- Efforts to “de-silo” departments and result areas to capitalize on limited resources.
- Partnerships (internal and community-wide) that create value.
- Eliminating duplicative services.
- Changing the way we operate to be more nimble and responsive to citizen needs and concerns.
- Focusing on providing high-quality customer service and “value-added” initiatives.
- Moving away from “the way we’ve always done it” when appropriate.

Purchasing Strategy #2: Smooth, Predictable Traffic Flow

We are seeking proposals that help improve the traffic flow in Fort Collins for all modes of transporting people, goods, and information (not just vehicles) to benefit both individuals and the business community. Key indicators of success will include the ability of a proposal to optimize travel time and the predictability of traffic flow by addressing features including, but not limited to:

- Safe and reliable multi-modal movement
- Intersection and roadway improvements
- Traffic light timing & signs
- Parking
- Awareness of routes & zones (e.g., construction, school, or loading zones)

Purchasing Strategy #3: Quality Roads and Infrastructure

We are seeking proposals that will help the City meet citizens’ transportation needs by providing safe, well-functioning, quality roads (including bikeways, sidewalks, etc.), or that improve other critical infrastructure. The type of topic areas to be addressed for supporting quality roads includes, but is not limited to:

- Maintenance (e.g., potholes, snow removal, pavement management)
- Capital projects (e.g., roadway improvements)
- Design standards
- Ensure system connectivity
- Safety/efficiency improvements
- Communication infrastructure

Purchasing Strategy #4: Land Use and Transportation Planning

We are seeking proposals that provide good, long-term transportation planning, to enhance citizens’ mobility and therefore help local and regional transportation networks operate at a high level of efficiency. We are also seeking offers that implement Council-adopted strategic plans such as the Transportation Master Plan, the Transit Strategic Plan and others. Areas of consideration include, but are not limited to:

- Planning
- New funding sources
- Demand forecasting
- Partnerships and collaboration (relationships, organizations, intergovernmental agreements) with agencies such as the North Front Range Metropolitan Planning Organization, Colorado Department of Transportation, Poudre School District, Colorado State University, Front Range Community College, and others.
- Citizen input
- Linkage between commuter trails and bike lanes

Purchasing Strategy #5: Travel Mode Options

We are seeking proposals that limit the rate of increase in motor vehicle traffic and enhance alternative travel modes for Fort Collins citizens. Citizens should be able to choose from a variety of viable travel options. Examples include:

- Mass/para transit
- Bus rapid transit (Mason Corridor)
- Bicycling
- Walking
- Carpooling
- Car sharing
- Online/telecommuting
- Wheelchair & disability access

Purchasing Strategy #6: Ongoing Maintenance and Operation

We are seeking offers that address long-term maintenance and operations costs as funding maintenance becomes more difficult to provide every year. Sellers need to provide information about all long-term maintenance and support costs with each proposed project.

Purchasing Strategy #7: Sustainability

We are seeking offers that address sustainability and consider the social (both individual and business needs), financial (cost effectiveness) and environmental impacts. We encourage proposals that include "green" stewardship in construction techniques, design features, business operations, etc. Offers should support Council-adopted greenhouse gas reduction goals as identified in the Climate Action Plan, Air Quality Action Plan, and other pertinent plans and policies.

Purchasing Strategy #8: Customer Service and Awareness

Proposals should include elements of customer service, education, and/or public involvement that enhance citizens' ability to travel safely and reliably. Offers that propose a decrease in service should include efforts to educate citizens of trade-offs and constraints.

Purchasing Strategy #9: Safety

All offers should include consideration of safety as a core value.

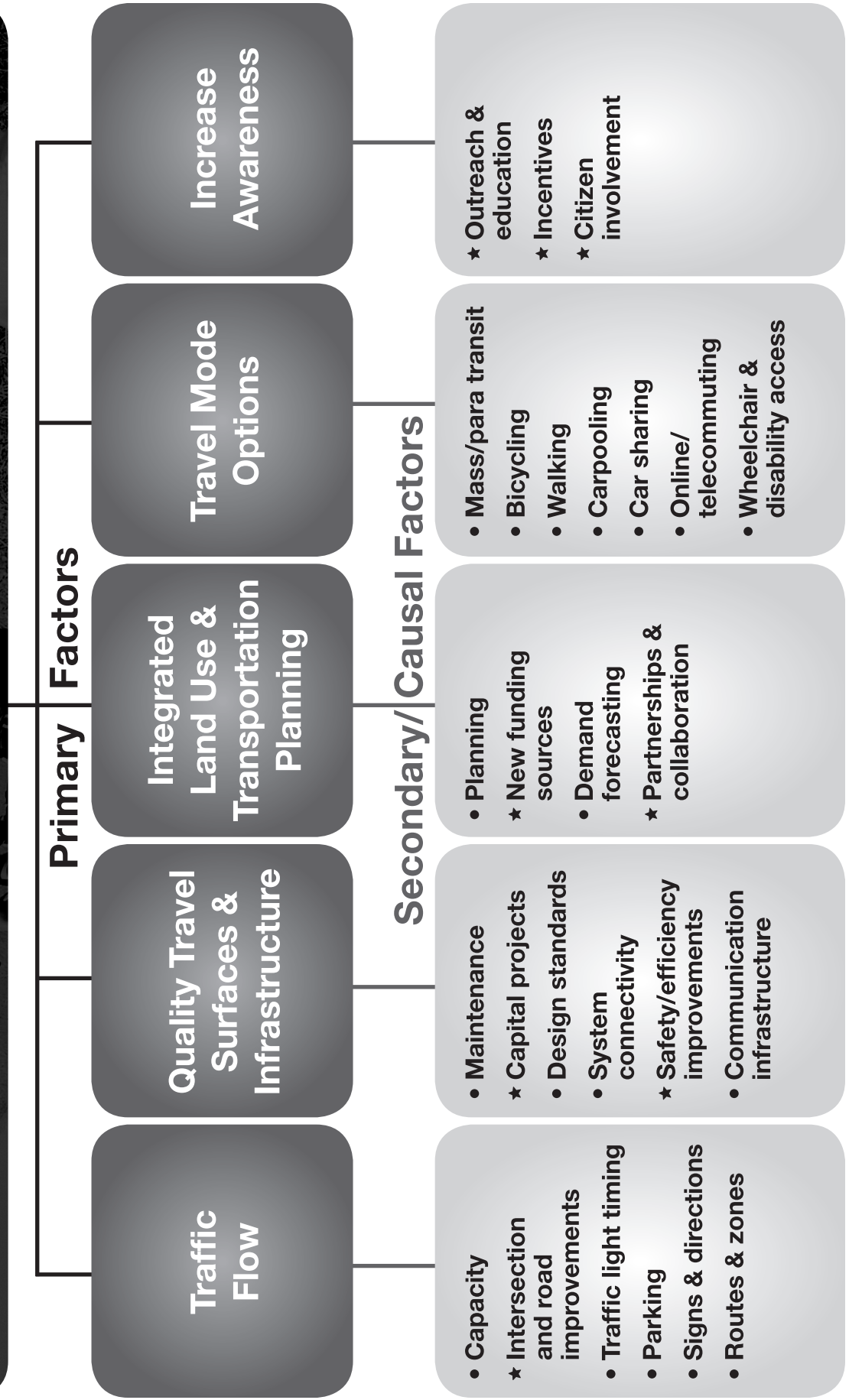
Notes/Practices/Supporting Evidence

2008 Bicycle Plan
2008 Citizens Survey
2009 Community Scorecard
2010 Revenue Projections for Transportation
2010-2011 Budget Public Feedback
Air Quality Plan
Annual survey of peer cities' accident rates
City Council Work Session addressing Traffic Safety (Feb. 9, 2010)
City Plan and related plans
Climate Action Plan
Downtown Strategic Plan
Notes from 2010 Council Retreat
Mason Corridor Plan
Notes from April 6, 2010, Work Session
Parks and Recreation Policy Plan (trail connectivity)
Pedestrian Plan
Police Benchmark Survey (accident statistics)
Transit Strategic Plan
Transportation Master Plan



Transportation

Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the city.



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BUDGETING, ACCOUNTING & FUNDS

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 a 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.

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.

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.

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 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, and Stormwater 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 four 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.

GENERAL FUND COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	PROJECTED 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$48,258,121	\$45,456,122	\$37,593,526	\$39,856,393	\$35,791,357
Revenues					
Taxes	19,479,145	19,693,259	77,217,068	77,293,000	79,162,000
Licenses & Permits	1,329,349	851,383	1,055,306	977,850	978,000
Fines & Forfeitures	2,749,297	2,779,255	2,726,874	2,701,550	2,736,297
Intergovernmental	8,652,645	8,803,774	10,129,543	9,045,178	9,459,423
Charges for Service	7,871,427	7,074,880	7,620,923	6,478,350	6,723,293
Earnings on Investments	2,080,066	972,845	820,513	840,238	933,598
Miscellaneous Revenue	647,386	590,477	893,763	1,047,028	1,042,725
Total Revenues	\$42,809,315	\$40,765,873	\$100,463,990	\$98,383,194	\$101,035,336
Other Financing Sources					
Other Financing Sources	\$790,652	\$0	\$0	\$0	\$0
Transfers In	60,599,314	58,336,508	1,894,146	1,034,646	1,587,257
Total Other Financing Sources	\$61,389,966	\$58,336,508	\$1,894,146	\$1,034,646	\$1,587,257
Total Revenues & Other Financing	\$104,199,281	\$99,102,381	\$102,358,136	\$99,417,840	\$102,622,593
Expenditures					
Investigations	\$6,455,809	\$6,198,640	\$6,049,331	\$5,634,926	\$5,777,837
Police Information Services	5,364,982	5,873,925	\$6,693,639	6,656,763	6,837,072
Patrol	14,146,924	14,316,439	\$14,863,197	14,665,531	15,124,462
Office of the Chief	2,866,743	3,019,114	\$2,856,085	2,814,292	2,835,329
Economic Development	730,523	799,526	\$1,026,114	776,784	590,667
Finance	3,009,417	3,057,777	\$2,921,039	3,096,712	3,175,633
Non-Departmental	1,425,229	1,057,731	1,464,839	1,627,201	1,814,661
Management Info Services	75,000	0	0	0	0
Comm & Public Involvement	906,583	932,302	799,110	914,412	932,948
Human Resources	1,280,967	1,374,933	1,275,787	1,376,125	1,536,124
Operations Services	10,871,708	7,931,376	6,651,259	8,440,589	8,610,892
CPRE Administration	312,702	279,190	264,759	263,638	269,647
Parks	7,797,685	8,174,179	7,788,923	7,468,376	7,644,187
Natural Resources	1,019,091	892,781	1,230,506	855,246	860,267
City Clerk	675,396	656,378	672,028	694,345	553,682
PDT Administration	270,514	221,112	309,253	465,766	474,739
Advance Planning	1,525,737	1,809,231	1,693,679	1,308,184	1,324,289
Comm Dev & Neighborhood Svcs	3,497,972	3,103,512	2,839,083	3,235,063	3,305,319
City Attorney	1,132,599	1,203,411	1,211,862	1,286,281	1,320,583
City Council	129,038	122,079	95,501	128,970	129,485
City Manager	2,364,048	2,414,929	2,194,446	2,173,312	2,268,702
Municipal Court	655,392	565,169	499,401	554,517	567,477
Poudre Fire Authority	16,383,100	17,223,795	17,223,642	16,544,872	16,544,872
Library District	345,518	0	0	0	0
Total Expenditures	\$83,242,677	\$81,227,527	\$80,623,483	\$80,981,905	\$82,498,874
Other Financing Uses					
Other Financing	434,232	477,231	0	524,127	524,125
Transfers Out	23,324,373	25,260,218	19,471,786	21,976,844	19,979,312
Total Other Financing Uses	\$23,758,605	\$25,737,449	\$19,471,786	\$22,500,971	\$20,503,437
Total Expenditures & Other Financing	\$107,001,282	\$106,964,976	\$100,095,269	\$103,482,876	\$103,002,311
Net Change in Fund Balance	(2,802,001)	(7,862,595)	2,262,867	(4,065,036)	(379,718)
Ending Fund Balance	\$45,456,120	\$37,593,526	\$39,856,393	\$35,791,357	\$35,411,639

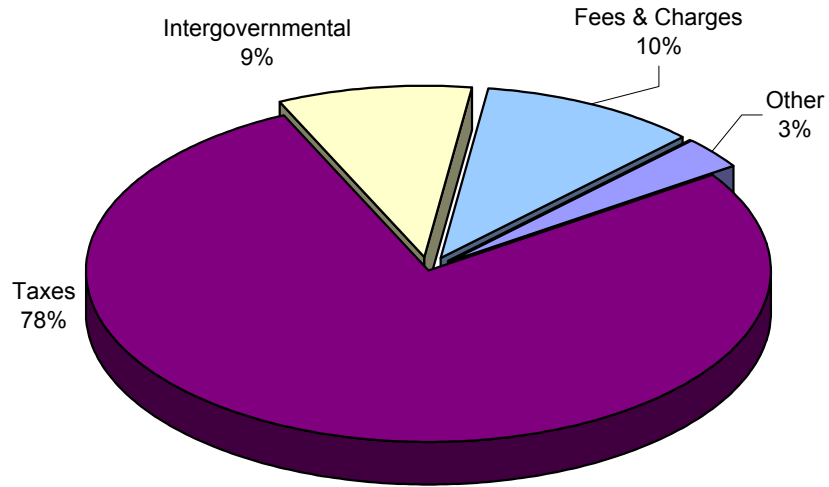
GENERAL FUND RESERVES PROJECTION

	ACTUAL 2008	ACTUAL 2009	PROJECTED 2010	BUDGET 2011	BUDGET 2012
Fund Balance					
Non-Spendable Advances	\$0	\$13,583,968	\$7,003,968	\$7,003,968	\$7,003,968
Non-Spendable Inventories	2,900,993	2,900,993	2,900,993	2,900,993	2,900,993
Non-Spendable Notes/Loans Receivable	125,000	131,007	125,000	125,000	125,000
NOT Available for Appropriation	\$3,025,993	\$16,615,968	\$10,029,961	\$10,029,961	\$10,029,961
Restricted Lodging Taxes	220,957	2,415	5,000	5,000	5,000
Restricted for Capital	5,095,207	0	0	0	0
Restricted for DPS Comm System	1,702,943	2,118,086	2,522,086	2,926,086	3,330,086
Restricted for Emergencies	4,007,033	3,419,183	3,419,183	3,419,183	3,419,183
Restricted Police Programs	1,148,126	1,217,560	875,000	765,000	765,000
Restricted Donations	404,680	388,472	399,632	272,018	273,499
Committed but Available	\$12,578,946	\$7,145,716	\$7,220,901	\$7,387,287	\$7,792,768
Assigned Fund Balance	\$4,852,975	\$2,815,215	\$1,195,518	\$1,483,018	\$1,825,518
Unassigned Fund Balance	\$24,998,206	\$11,016,627	\$21,410,013	\$16,891,091	\$15,763,392
Total Fund Balance	\$45,456,120	\$37,593,526	\$39,856,393	\$35,791,357	\$35,411,639
Policy Minimum					
60 Day Policy	18,546,417	17,016,196	17,592,089	17,510,393	17,860,601
Assigned Fund Balance	4,852,975	2,815,215	1,195,518	1,483,018	1,825,518
Unassigned Fund Balance	24,998,206	11,016,627	21,410,013	16,891,091	15,763,392
Emergencies	4,007,033	3,419,183	3,419,183	3,419,183	3,419,183
Total	33,858,214	17,251,025	26,024,714	21,793,292	21,008,093
Above / (Below) Minimum	15,311,797	234,829	8,432,625	4,282,899	3,147,492

WHERE THE MONEY COMES FROM

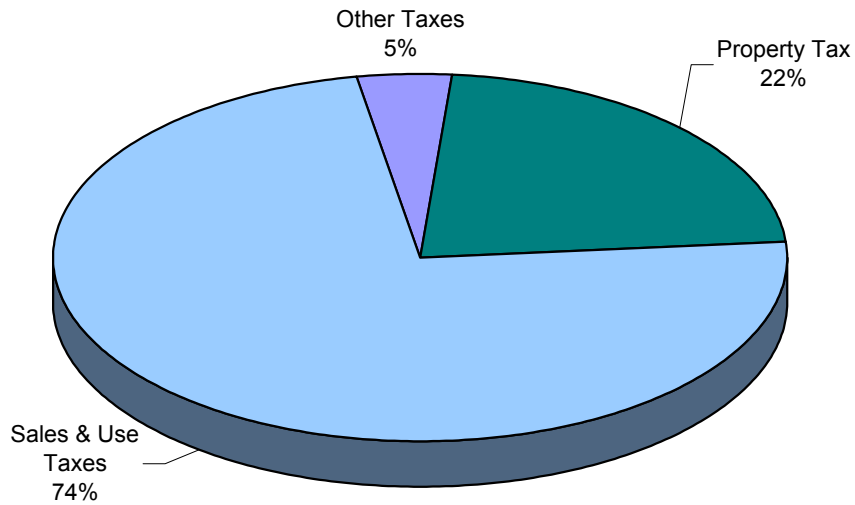
General Fund Revenue

2011 - \$99,417,840 2012 - \$102,622,593



Tax Revenue Detail

2011 - \$77,293,000 2011 - \$79,162,000



GENERAL FUND REVENUE DETAIL

	ACTUAL 2009	PROJECTED 2010	ADOPTED 2011	ADOPTED 2012	% Change 2010 to 2011	% Change 2011 to 2012
TAXES	\$19,693,258	\$77,217,068	\$77,293,000	\$79,162,000	0.1%	2.4%
% of Total	18.8%	73.6%	77.7%	77.1%		
Property Tax	16,544,419	17,064,113	17,330,000	17,500,000	1.6%	1.0%
Sales Tax	0	50,353,458	49,268,000	50,402,000	-2.2%	2.3%
Use Tax	0	7,000,000	7,500,000	8,000,000	7.1%	6.7%
Franchise Tax - Cable	1,295,662	989,090	1,295,000	1,310,000	30.9%	1.2%
Franchise Tax - Telephone	398,326	325,215	385,000	395,000	18.4%	2.6%
Occupational Priv-Gas Service	395,000	331,430	400,000	410,000	20.7%	2.5%
Occupational Priv-Liquor Lic	324,217	346,014	325,000	330,000	-6.1%	1.5%
Lodging Tax	735,634	807,748	790,000	815,000	-2.2%	3.2%
LICENSES & PERMITS	\$851,384	\$1,055,306	\$977,850	\$978,000	-7.3%	0.0%
% of Total	0.8%	1.0%	1.0%	1.0%		
Contractor License	163,072	156,312	126,000	126,000	-19.4%	0.0%
Liquor License	15,856	15,839	14,850	15,000	-6.2%	1.0%
Home Occupational Licenses	9,850	7,436	9,000	9,000	21.0%	0.0%
Business License	6,666	6,665	6,500	6,500	-2.5%	0.0%
Business License - Class II	19,009	27,894	19,000	19,000	-31.9%	0.0%
Solid Waste Collect Licenses	8,010	7,200	8,000	8,000	11.1%	0.0%
Medical Marijuana Licenses	0	18,000	0	0	-100.0%	0.0%
Building Permits	628,921	815,960	794,500	794,500	-2.6%	0.0%
FINES AND FORFEITURES	\$2,779,256	\$2,726,874	\$2,701,550	\$2,736,297	-0.9%	1.3%
% of Total	2.6%	2.6%	2.7%	2.7%		
Court Fines	1,251,555	1,348,814	1,283,000	1,309,000	-4.9%	2.0%
Municipal Court Bonds	41,158	0	0	0	0.0%	0.0%
Camera Radar / Red Light Fines	931,375	805,487	925,300	925,300	14.9%	0.0%
Traffic Surcharge	344,561	368,140	380,000	387,600	3.2%	2.0%
Police Seizure	37,606	71,335	20,000	20,000	-72.0%	0.0%
Larimer County Drug Task Force	110,691	76,589	38,250	39,397	-50.1%	3.0%
City Portion of County Fines	62,310	56,509	55,000	55,000	-2.7%	0.0%
INTERGOVERNMENTAL	\$8,803,774	\$10,129,543	\$9,045,178	\$9,459,423	-10.7%	4.6%
% of Total	8.4%	9.7%	9.1%	9.2%		
PSD Resource Officers	504,690	521,063	550,000	563,750	5.6%	2.5%
Other Int Govt Ops Grants/Cont	604,899	988,405	0	0	-100.0%	0.0%
Tobacco Tax	374,219	371,588	400,000	400,000	7.6%	0.0%
Other Shared Revenue	190,257	408,717	20,000	20,000	-95.1%	0.0%
PILOT - Light & Power Fund	4,713,111	5,234,903	5,427,858	5,764,666	3.7%	6.2%
PILOT - Water Fund	1,172,348	1,284,874	1,350,361	1,356,897	5.1%	0.5%
PILOT - Wastewater Fund	991,744	1,067,965	1,046,283	1,100,451	-2.0%	5.2%
Ambulance Service Contract	252,506	252,028	250,676	253,659	-0.5%	1.2%
CHARGES FOR SERVICES	\$7,074,880	\$7,620,923	\$6,478,350	\$6,723,293	-15.0%	3.8%
% of Total	6.7%	7.3%	6.5%	6.6%		
Court Cost, Fees, Charge	242,463	268,653	252,000	259,000	-6.2%	2.8%
Liquor Application Fees	36,054	30,478	34,000	34,000	11.6%	0.0%
Right of Way Fees	-157,436	-72,458	0	0	-100.0%	0.0%
LETA Maintenance Fees	0	0	0	0	0.0%	0.0%
Passport Fee	69,017	77,982	65,000	65,000	-16.6%	0.0%
Public Education Govt Fee	166,683	120,100	163,000	163,000	35.7%	0.0%
Larimer County Cable Charges	72,286	58,612	80,000	80,000	36.5%	0.0%
Administrative Charge						
Capital Projects Fund	60,656	21,952	33,142	34,136	51.0%	3.0%
Golf Fund	135,469	90,812	87,166	89,781	-4.0%	3.0%
Light & Power Fund	761,686	982,981	995,672	1,025,542	1.3%	3.0%
Water Fund	767,139	854,528	828,902	853,769	-3.0%	3.0%
Wastewater Fund	451,591	665,976	556,093	572,776	-16.5%	3.0%
Stormwater Fund	256,707	283,922	304,182	313,307	7.1%	3.0%
Utility CS&A Fund	91,750	92,234	76,486	78,701	-17.1%	2.9%
Neighborhood Parkland Fund	22,021	22,589	24,617	25,356	9.0%	3.0%
Conservation Trust Fund	15,558	9,472	11,851	12,207	25.1%	3.0%
Natural Areas Fund	195,798	136,215	167,327	172,347	22.8%	3.0%

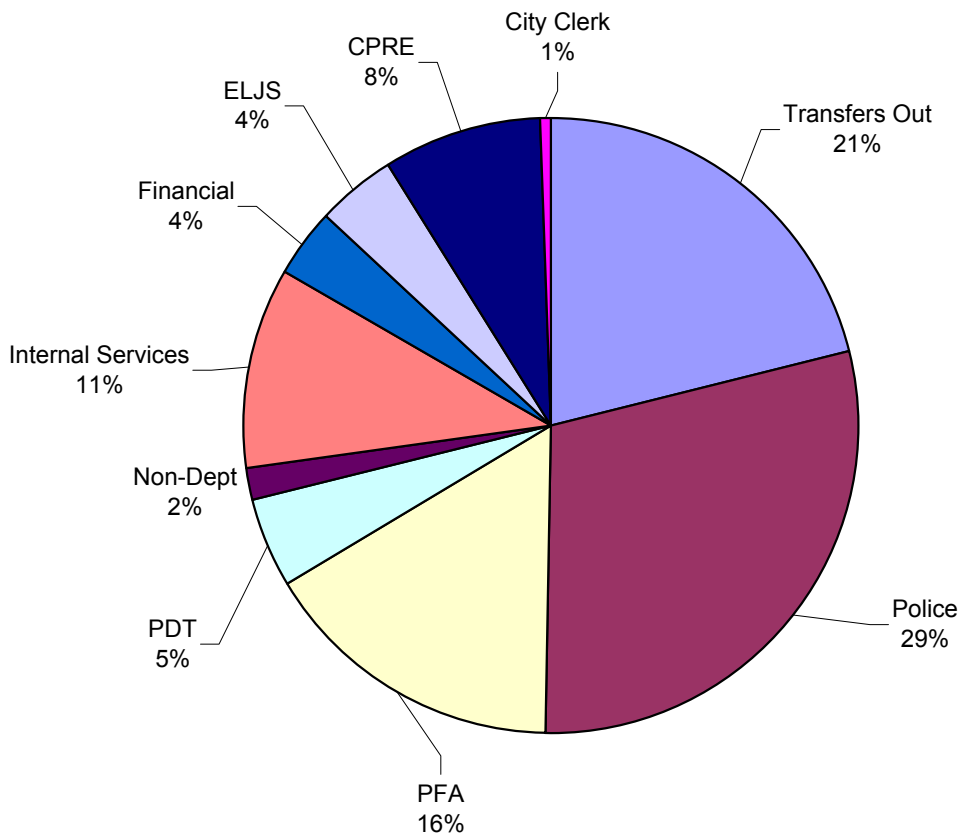
CHARGES FOR SERVICES (Continued)						
Work For Other Funds	2,211,800	2,079,678	1,441,645	1,564,215	-30.7%	8.5%
Active Portfolio Invest	95,696	95,784	97,600	100,528	1.9%	3.0%
Cable Charges to Departments	35,948	61,235	39,446	39,446	-35.6%	0.0%
RJYC Program Fees	7,500	6,666	8,000	8,000	20.0%	0.0%
Police Misc	435,620	468,736	33,750	33,750	-92.8%	0.0%
Parks - Work For Others	318,334	362,375	98,671	120,552	-72.8%	22.2%
Parks Misc	119,900	137,925	303,800	301,880	120.3%	-0.6%
Showmobile	7,740	8,370	10,000	10,000	19.5%	0.0%
Shelter Rentals	17,625	17,850	20,000	20,000	12.0%	0.0%
Reimbursed Tipping Fees	0	79,960	60,000	60,000	-25.0%	0.0%
Permit Plan Review Fees	208,568	245,421	210,000	210,000	-14.4%	0.0%
Trans Dev Review Fee	3,972	0	0	0	0.0%	0.0%
PDP Subdivision & Zoning	97,316	107,913	80,000	80,000	-25.9%	0.0%
Development Review Mailings	7,980	10,227	6,500	6,500	-36.4%	0.0%
Minor Amendment Fees	11,513	39,825	13,000	13,000	-67.4%	0.0%
Neighborhood & Bldg Admin Fees	12,633	22,639	20,000	20,000	-11.7%	0.0%
Housing Occupancy Compliance	1,207	6,846	5,000	5,000	-27.0%	0.0%
NBS Case Management Fees	2,379	2,315	1,500	1,500	-35.2%	0.0%
Other Charges for Service	291,707	223,110	350,000	350,000	56.9%	0.0%
EARNINGS ON INVESTMENTS	\$972,845	\$820,513	\$840,238	\$933,598	2.4%	11.1%
% of Total	0.9%	0.8%	0.8%	0.9%		
MISCELLANEOUS	\$590,477	\$893,763	\$1,047,028	\$1,042,725	17.1%	-0.4%
% of Total	0.6%	0.9%	1.1%	1.0%		
Special Assessments	28,591	49,756	60,000	60,000	20.6%	0.0%
Office Rental	10,184	10,184	10,000	10,000	-1.8%	0.0%
Building Rental	0	0	150,000	150,000	0.0%	0.0%
House Rental	48,667	39,718	0	0	-100.0%	0.0%
Tree Donations	46,755	47,915	38,000	38,000	-20.7%	0.0%
Contrib/Donation Private	25,041	60,899	221,682	279,533	264.0%	26.1%
Fiber Optic Loop	244,374	365,743	266,382	266,382	-27.2%	0.0%
Sale of Maps & Publications	993	1,007	1,000	1,000	-0.7%	0.0%
Other Miscellaneous Revenue	185,872	318,541	299,964	237,810	-5.8%	-20.7%
TRANSFERS IN:	\$58,336,507	\$1,894,146	\$1,034,646	\$1,587,257	-45.4%	53.4%
% of Total	55.6%	1.8%	1.0%	1.5%		
Capital Expansion Fund	14,670	0	35,000	35,000	0.0%	0.0%
Sales & Use Tax Fund	55,598,479	1,169,000	219,000	256,500	-81.3%	17.1%
Conservation Trust Fund	660,146	665,146	762,146	1,276,717	14.6%	67.5%
Other Funds	2,063,212	60,000	18,500	19,040	-69.2%	2.9%
TOTAL REVENUES AND OTHER FUNDING SOURCES	\$99,102,381	\$102,358,136	\$99,417,840	\$102,622,593	-2.9%	3.2%

GENERAL FUND EXPENDITURES

The General Fund is the largest and most diverse of the City's operating funds. It includes all resources not restricted legally to a specific use. The major source of revenue to the General Fund is sales and use tax. Local property and the lodging tax are also included in the General Fund as well as revenue derived from fees for services and materials, licenses, permits, and fines.

General Fund Budget

2011 - \$103.5 Million / 2012 - \$103.0 Million



GENERAL FUND EXPENSE DETAIL

SERVICE AREA Department	ACTUAL 2009	PROJECTED 2010	ADOPTED 2011	ADOPTED 2012	% Change	% Change
					2010 to 2011	2011 to 2012
CITY CLERK	\$656,378	\$672,028	\$694,345	\$553,682	3.3%	-20.3%
% of Total	0.6%	0.7%	0.7%	0.5%		
City Clerk	656,378	672,028	694,345	553,682	3.3%	-20.3%
CULTURE, PARKS & RECREATION	\$9,346,150	\$9,284,188	\$8,587,260	\$8,774,101	-7.5%	2.2%
% of Total	8.7%	9.3%	8.3%	8.5%		
Administration	279,190	264,759	263,638	269,647	-0.4%	2.3%
Natural Resources	892,781	1,230,506	855,246	860,267	-30.5%	0.6%
Parks	8,174,179	7,788,923	7,468,376	7,644,187	-4.1%	2.4%
EXECUTIVE, LEGISLATIVE & JUDICIAL	\$4,305,588	\$4,001,210	\$4,146,271	\$4,289,503	3.6%	3.5%
% of Total	4.0%	4.0%	4.0%	4.2%		
City Manager	2,414,929	2,194,446	2,176,503	2,271,958	-0.8%	4.4%
City Council	122,079	95,501	128,970	129,485	35.0%	0.4%
City Attorney	1,203,411	1,211,862	1,286,281	1,320,583	6.1%	2.7%
Municipal Court	565,169	499,401	554,517	567,477	11.0%	2.3%
FINANCIAL SERVICES	\$3,857,303	\$3,947,153	\$3,874,560	\$3,767,386	-1.8%	-2.8%
% of Total	3.6%	3.9%	3.7%	3.7%		
Economic Development	799,526	1,026,114	777,848	591,753	-24.2%	-23.9%
Finance	3,057,777	2,921,039	3,096,712	3,175,633	6.0%	2.5%
INTERNAL SERVICES	\$10,238,611	\$8,726,156	\$10,731,126	\$11,224,520	23.0%	4.6%
% of Total	9.6%	8.7%	10.4%	10.9%		
Communications & Public Inv	932,302	799,110	914,412	932,948	14.4%	2.0%
Human Resources	1,374,933	1,275,787	1,376,125	1,536,124	7.9%	11.6%
Operation Services	7,931,376	6,651,259	8,440,589	8,755,448	26.9%	3.7%
PLANNING, DEVELOPMENT & TRANSPORTATION	\$5,133,855	\$4,842,015	\$5,009,013	\$5,104,347	3.4%	1.9%
% of Total	4.8%	4.8%	4.8%	5.0%		
Administration	221,112	309,253	465,766	474,739	50.6%	1.9%
Advance Planning	1,809,231	1,693,679	1,308,184	1,324,289	-22.8%	1.2%
Comm Dev & Neighborhood Svcs	3,103,512	2,839,083	3,235,063	3,305,319	13.9%	2.2%
POLICE	\$29,408,118	\$30,462,252	\$29,771,512	\$30,591,700	-2.3%	2.8%
% of Total	27.5%	30.4%	28.8%	29.7%		
Information Services	5,873,925	6,693,639	6,656,763	6,837,072	-0.6%	2.7%
Investigations	6,198,640	6,049,331	5,634,926	5,777,837	-6.9%	2.5%
Office of the Chief	3,019,114	2,856,085	2,814,292	2,852,329	-1.5%	1.4%
Patrol	14,316,439	14,863,197	14,665,531	15,124,462	-1.3%	3.1%
NON-DEPARTMENTAL	\$1,534,961	\$1,464,839	\$2,147,073	\$2,172,888	46.6%	1.2%
% of Total	1.4%	1.5%	2.1%	2.1%		
Community Opportunity	0	0	100,000	100,000	0.0%	0.0%
Contingency	0	0	100,000	100,000	0.0%	0.0%
GERP	89,600	365,464	0	0	-100.0%	0.0%
Larimer County Treasurer Svc	512,068	512,560	343,200	350,000	-33.0%	2.0%
Other	17,396	218,862	516,603	484,898	136.0%	-6.1%
Insurance contribution	438,666	367,953	563,143	613,803	53.0%	9.0%
Other Financing	477,231	0	524,127	524,187	#DIV/0!	0.0%

GENERAL FUND EXPENSE DETAIL

CONTRIBUTION TO POUDRE						
POUDRE FIRE AUTHORITY	\$17,223,795	\$17,223,642	\$16,544,872	\$16,544,872	-3.9%	0.0%
% of Total	16.1%	17.2%	16.0%	16.1%		
Contribution to Poudre Fire Authority	17,223,795	17,223,642	16,544,872	16,544,872	-3.9%	0.0%
TRANSFERS TO:						
	\$25,260,219	\$19,471,786	\$21,976,844	\$19,979,312	12.9%	-9.1%
% of Total	23.6%	19.5%	21.2%	19.4%		
Cultural Services Fund	1,568,954	1,416,257	1,501,524	1,539,518	6.0%	2.5%
Recreation Fund	2,598,690	1,543,346	864,584	1,156,710	-44.0%	33.8%
Cemetery Fund	225,088	228,463	128,392	138,539	-43.8%	7.9%
Transit Services Fund	5,262,113	5,116,401	4,944,853	5,097,162	-3.4%	3.1%
Street Oversizing Fund	389,050	389,050	378,699	378,730	-2.7%	0.0%
Transportation Services Fund	4,462,508	4,078,011	4,404,330	4,616,563	8.0%	4.8%
Capital Leasing	2,713,524	2,509,666	2,675,351	2,678,681	6.6%	0.1%
Capital Projects	4,963,367	369,424	3,040,000	0	722.9%	-100.0%
Equipment	0	0	302,108	336,807	0.0%	11.5%
Self Insurance	29,750	0	0	0	0.0%	0.0%
Data & Communications	3,047,175	3,821,168	3,737,003	4,036,602	-2.2%	8.0%
TOTAL GENERAL FUND EXPENSES	\$106,964,978	\$100,095,269	\$103,482,876	\$103,002,311	3.4%	-0.5%

SPECIAL REVENUE FUNDS

250 - CAPITAL EXPANSION FUND

2011 - \$619,354

2012 - \$634,353

The Capital Expansion Fund is used to account for the impact fees collected by the City and used for Library, Community Parkland, Police Services, Fire Services, and General Governmental Facilities. Capital Expansion Fees are a form of development fee imposed on new development.

251 - SALES AND USE TAX FUND

2011 - \$11,098,000

2012 - \$11,428,000

The Sales and Use Tax Fund is used to account for collections of the City's sales and use taxes for the Building on Basics Capital Improvement Plan and the Open Space YES tax. Tax revenue is primarily transferred to the Capital Projects Fund and the Natural Areas Fund.

254 – KEEP FORT COLLINS GREAT FUND

2011 - \$18,700,000

2012 - \$19,131,624

The Keep Fort Collins Great Fund provides accounting for the .85% sales and use tax increase passed in November 2010. The additional revenue will be allocated and used for the following: 33% for street maintenance and repair, 17% for other street and transportation needs, 17% for police services, 11% for fire services, 11% for parks maintenance and recreation services, and 11% for other community priorities as determined by City Council. This tax commenced on January 1, 2011 and will sunset after ten years, ending on December 31, 2020.

270 – NEIGHBORHOOD PARKLAND FUND

2011 - \$1,910,677

2012 - \$1,871,087

The Neighborhood Parkland Fund provides accounting for the Neighborhood Parkland Fee collected on each new residential dwelling unit constructed within the Urban Growth Area. The fee is used to construct neighborhood parks in newly developed residential areas and minor improvements for playground equipment in older parks.

271 - CONSERVATION TRUST FUND

2011 - \$1,464,272

2012 - \$1,984,622

The Conservation Trust Fund provides for the receipt and expenditure of revenue received from the Colorado State Lottery in accordance with state statutes. The Lottery revenue finances capital projects which relate to the acquisition and development of open space and trails, as per the recommendations of the Parks and Recreation Board and Council direction. Lottery proceeds are also used for the maintenance of trails and parks.

272 - NATURAL AREAS FUND

2011 - \$8,447,731

2012 - \$8,682,942

The Natural Areas Fund is used to account for the City's tax proceeds that are used to preserve and provide open space, natural areas, wildlife habitat, parks and trails. The Natural Areas Fund is a part of the Culture, Parks, Recreation and Environment Services unit.

273 - CULTURAL SERVICES FUND

2011 - \$3,468,584

2012 - \$4,570,259

The Cultural Services Fund provides accounting for revenues received, including user fees and receipts from the Lincoln Center facility, the Fort Collins Museum, the Performing and Visual Arts program, and transfers from the General Fund used to promote cultural activities. The Cultural Services Fund is a part of the Culture, Parks, Recreation and Environment Services unit.

274 - RECREATION FUND

2011 - \$6,340,375

2012 - \$6,416,093

The Recreation Fund provides accounting for revenues including user fees for recreational activities and operating transfers from the General Fund used to provide recreational programs for citizens. The Recreation Fund is found within Culture, Parks, Recreation and Environment Services unit.

275 - CEMETERIES FUND

2011 - \$587,558

2012 - \$535,939

The Cemeteries Fund provides coordination of all operations for the two City-owned cemeteries including interments, grounds maintenance, records, memorial settings and administration. The Cemeteries Fund is within the Culture, Parks, Recreation and Environment Services unit.

276 - PERPETUAL CARE FUND

2011 - \$45,395

2012 - \$45,407

The Perpetual Care Fund provides accounting for perpetual care fees collected and expended in the form of transfers to the Cemetery Fund to help pay for Cemetery maintenance. The Perpetual Care Fund is within Culture, Parks, Recreation and Environment Services unit.

290 - TRANSIT SERVICES FUND

2011 - \$9,989,823

2012 - \$11,019,384

The Transit Services Fund provides accounting for revenues including fees for services, advertising, contractual, intergovernmental revenue, and transfers from the General Fund to be used for approved purposes in connection with public transit services. Transit Services Fund is part of the Planning, Development & Transportation Services unit.

291 - STREET OVERSIZING FUND

2011 - \$2,978,079

2012 - \$3,046,663

The Street Oversizing Fund provides accounting for street oversizing fees collected and operating transfers from other funds to be used for construction of arterial and collector streets. The Street Oversizing Fund is part of the Planning, Development & Transportation Services unit.

292 - TRANSPORTATION FUND

2011 - \$24,422,387

2012 - \$22,711,173

The Transportation Fund provides accounting for taxes, intergovernmental revenues, and transfers from the General Fund or other City funds to be used to provide transportation services including street patching, sweeping, snow removal, signs & pavement markings, traffic signal maintenance, parking enforcement, transportation planning and others. The Transportation Fund is located in the Planning, Development & Transportation Services unit.

CAPITAL EXPANSION FUND - 250

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$18,377,923	\$16,127,644	\$13,971,720	\$14,475,093	\$15,321,852
Revenues					
General Government	280,429	56,470	250,000	175,000	250,000
Public Safety	406,332	79,759	374,354	270,000	380,000
Culture, Parks, Rec & Environ	986,979	255,082	960,000	670,000	960,000
Other Charges for Service	335,768	75,952	217,611	35,000	50,000
Interest Revenue	730,137	302,642	314,230	316,113	351,237
Security Lending	33,243	3,074	0	0	0
Total Revenues	\$2,772,888	\$772,979	\$2,116,195	\$1,466,113	\$1,991,237
Total Revenues & Other Financing Sources	\$2,772,888	\$772,979	\$2,116,195	\$1,466,113	\$1,991,237
Expenditures					
Library Capital Expansion	0	982,100	270,000	0	0
Books and Materials	281,538	708,463	0	0	0
Fire Capital Expansion	233,284	234,354	234,354	234,354	234,353
Police Capital Expansion	0	0	350,000	0	0
Community Parkland Capital Exp	8,352	8,603	0	0	0
Total Expenditures	\$523,174	\$1,933,520	\$854,354	\$234,354	\$234,353
Other Financing Uses					
Transfers Out	4,499,993	995,384	758,467	385,000	400,000
Total Other Financing Uses	\$4,499,993	\$995,384	\$758,467	\$385,000	\$400,000
Total Expenditures & Other Financing Uses	\$5,023,167	\$2,928,904	\$1,612,821	\$619,354	\$634,353
Net Change in Fund Balance	-\$2,250,279	-\$2,155,924	\$503,374	\$846,759	\$1,356,884
<i>Ending Fund Balance</i>	\$16,127,644	\$13,971,720	\$14,475,093	\$15,321,852	\$16,678,736
Reserves					
Community Parkland	\$5,475,087	\$5,656,912	\$6,736,274	\$7,639,190	\$8,867,797
Library	713,496	97,572	0	0	0
Police Services	2,353,201	2,006,901	1,545,974	1,349,428	1,186,876
Fire Services	687,880	491,539	515,805	469,285	491,433
Government Facilities	5,057,608	5,019,361	344,386	531,295	799,976
Capital Reserve	1,005,840	358,467	159,896	159,896	159,896
Advances	0	340,968	5,172,758	5,172,758	5,172,758
Encumbrances	686,580	0	0	0	0
Unassigned Fund Balance	147,952	0	0	0	0
Total Reserves	\$16,127,644	\$13,971,720	\$14,475,093	\$15,321,852	\$16,678,736

2010 Budget as of 1/26/2011

Frozen Appropriations not included in this Fund Statement

SALES & USE TAX FUND - 251

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$11,154,773	\$11,131,837	\$9,767,093	\$6,819,943	\$6,819,943
Revenues					
Sales & Use Tax	75,865,014	70,501,307	10,506,001	11,098,000	11,428,000
Interest Revenue	226,561	78,411	57,065	0	0
Security Lending	9,598	2,145	0	0	0
Other Miscellaneous	994,413	996,892	0	0	0
Total Revenues	\$77,095,585	\$71,578,756	\$10,563,066	\$11,098,000	\$11,428,000
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$77,095,585	\$71,578,756	\$10,563,066	\$11,098,000	\$11,428,000
Expenditures					
Governmental Services	744,000	744,000	744,000	744,000	744,000
Internal Admin Services	1,041	1,072	0	0	0
Rebates & Incentives	474,209	1,036,524	300,000	0	0
Total Expenditures	\$1,219,250	\$1,781,596	\$1,044,000	\$744,000	\$744,000
Other Financing Uses					
Transfers to Funds	75,899,271	71,161,905	12,466,216	10,354,000	10,684,000
Total Other Financing Uses	\$75,899,271	\$71,161,905	\$12,466,216	\$10,354,000	\$10,684,000
Total Expenditures & Other Financing Uses	\$77,118,521	\$72,943,500	\$13,510,216	\$11,098,000	\$11,428,000
Net Change in Fund Balance	-\$22,936	-\$1,364,744	-\$2,947,150	\$0	\$0
Ending Fund Balance	\$11,131,837	\$9,767,093	\$6,819,943	\$6,819,943	\$6,819,943
Reserves					
Principal & Interest	82,868	82,868	0	0	0
Capital Projects	274,105	274,105	0	0	0
Mason Corridor	1,277,277	1,277,277	375,488	0	0
Unassigned	9,497,587	8,132,843	6,444,455	6,819,943	6,819,943
Total Reserves	\$11,131,837	\$9,767,093	\$6,819,943	\$6,819,943	\$6,819,943

**Beginning in 2010, Sales & Use Tax for the General Fund is recorded directly in the General Fund. Also, Pavement Management is recorded directly in the Transportation Fund.*

KEEP FORT COLLINS GREAT FUND - 254 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$0
Revenues					
Sales & Use Tax	0	0	0	18,700,000	19,242,300
Total Revenues	\$0	\$0	\$0	\$18,700,000	\$19,242,300
Total Revenues & Other Financing Sources	\$0	\$0	\$0	\$18,700,000	\$19,242,300
Expenditures					
Investigations	0	0	0	1,187,629	1,102,511
Police Information Services	0	0	0	457,677	445,182
Patrol	0	0	0	1,466,441	1,631,307
Economic Development	0	0	0	286,229	156,690
Finance	0	0	0	75,000	0
Human Resources	0	0	0	153,712	75,005
Operation Services	0	0	0	0	355,000
Utility Finance & Budget	0	0	0	35,000	5,000
Recreation	0	0	0	976,500	965,587
Park Planning & Development	0	0	0	188,000	158,000
Parks	0	0	0	1,205,769	1,278,558
Natural Resources	0	0	0	790,000	715,000
Advance Planning	0	0	0	230,733	150,733
Transfort / Dial-a-Ride	0	0	0	249,150	250,476
Comm Dev & Neighborhood Svcs	0	0	0	248,339	250,530
Planning & Special Projects	0	0	0	125,000	305,613
Streets	0	0	0	6,436,500	6,797,459
Traffic	0	0	0	146,189	214,134
Engineering	0	0	0	2,159,161	1,999,468
Parking	0	0	0	115,000	115,000
City Manager's Office	0	0	0	43,718	43,718
Poudre Fire Authority	0	0	0	2,057,000	2,116,653
Total Expenditures	\$0	\$0	\$0	\$18,632,747	\$19,131,624
Other Financing Uses					
Other Financing	0	0	0	67,253	0
Total Other Financing Uses	\$0	\$0	\$0	\$67,253	\$0
Total Expenditures & Other Financing Uses	\$0	\$0	\$0	\$18,700,000	\$19,131,624
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$110,676
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$0	\$110,676

NEIGHBORHOOD PARKLAND FUND - 270

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$8,148,445	\$8,120,410	\$7,978,526	\$7,880,964	\$6,537,644
Revenues					
Capital Grants/Contributions	0	110,000	20,000	0	0
Culture, Parks, Rec & Environ	875,791	221,736	300,000	400,000	500,000
Interest Revenue	315,175	175,635	141,110	167,357	185,952
Security Lending	14,815	2,206	0	0	0
Contributions & Donations	12,160	0	0	0	0
Other Miscellaneous	0	10,233	16,715	0	0
Total Revenues	\$1,217,941	\$519,810	\$477,825	\$567,357	\$685,952
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$1,217,941	\$519,810	\$477,825	\$567,357	\$685,952
Expenditures					
Waters Way Park	4,017	85,727	0	100,000	0
New Site Acquisition	244	0	0	150,000	400,000
New Park Site Development	18,916	71,548	165,110	150,000	150,000
Stewart Case Park	7,888	0	0	0	0
Cottonwood Glen Park	147,903	45,315	0	0	0
Lee Martinez Park Addition	2,268	0	0	0	0
Huidekoper Park	15,000	0	0	0	0
Lilac Park	28,278	0	0	0	0
Registry Park	976	15,574	0	0	0
Richards Lake	0	0	0	300,000	200,000
Staley Neighborhood Park	3,103	1,297	0	500,000	400,000
Oak Street Plaza Park	4,595	0	0	0	0
Trailhead Park	9,052	0	0	200,000	300,000
Golden Meadows Park	42,961	0	0	0	0
Old Ft Coll Heritage Park	536,983	42,005	0	0	0
Soft Gold Neighborhood Park	0	0	0	100,000	0
Parkland & Administration Cost	401,891	390,740	379,303	384,653	394,891
Parkland Equipment Replacement	12,902	488	15,000	15,000	15,000
Total Expenditures	\$1,236,975	\$652,695	\$559,413	\$1,899,653	\$1,859,891
Other Financing Uses					
Transfers Out	9,000	9,000	15,974	11,024	11,196
Total Other Financing Uses	\$9,000	\$9,000	\$15,974	\$11,024	\$11,196
Total Expenditures & Other Financing Uses	\$1,245,975	\$661,695	\$575,387	\$1,910,677	\$1,871,087
Net Change in Fund Balance	-\$28,035	-\$141,884	-\$97,562	-\$1,343,320	-\$1,185,135
<i>Ending Fund Balance</i>	\$8,120,410	\$7,978,526	\$7,880,964	\$6,537,644	\$5,352,509

CONSERVATION TRUST FUND - 271

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$1,748,259	\$2,079,946	\$1,969,693	\$1,797,857	\$1,774,207
Revenues					
Capital Grants/Contributions	1,321,672	1,257,863	1,435,341	1,400,000	1,700,000
Interest Revenue	79,263	44,098	33,229	40,622	45,136
Security Lending	3,429	576	0	0	0
Other Miscellaneous	0	0	685	0	0
Total Revenues	\$1,404,364	\$1,302,537	\$1,469,255	\$1,440,622	\$1,745,136
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$1,404,364	\$1,302,537	\$1,469,255	\$1,440,622	\$1,745,136
Expenditures					
Trail Acquisition/Development	130,298	273,689	350,000	350,000	350,000
Open Space Acquisition	10,975	0	10,000	10,000	10,000
Fossil Creek Trail	35,559	72,321	50,000	50,000	50,000
Tri-City Trails	9,199	0	259,341	30,000	30,000
Pickle Plant	1,111	0	0	0	0
Administration	229,835	244,807	231,997	247,771	253,304
Total Expenditures	\$416,977	\$590,817	\$901,338	\$687,771	\$693,304
Other Financing Uses					
Transfers Out	655,700	821,973	739,753	776,501	1,291,318
Total Other Financing Uses	\$655,700	\$821,973	\$739,753	\$776,501	\$1,291,318
Total Expenditures & Other Financing Uses	\$1,072,677	\$1,412,790	\$1,641,091	\$1,464,272	\$1,984,622
Net Change in Fund Balance	\$331,687	-\$110,253	-\$171,836	-\$23,650	-\$239,486
<i>Ending Fund Balance</i>	\$2,079,946	\$1,969,693	\$1,797,857	\$1,774,207	\$1,534,721

NATURAL AREAS FUND - 272

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$6,507,536	\$6,518,953	\$3,650,963	\$350,149	\$573,904
Revenues					
Intergovernmental	4,565,995	2,850,350	3,108,986	2,946,999	3,005,939
Charges for Service	25,639	27,120	25,000	23,000	23,000
Earnings on Investments	263,052	46,759	110,164	82,487	91,652
Miscellaneous	657,226	95,369	106,000	70,000	70,000
Total Revenues	\$5,511,912	\$3,019,598	\$3,350,150	\$3,122,486	\$3,190,591
Other Financing Sources					
Transfers In	5,529,128	5,146,310	5,553,893	5,549,000	5,714,000
Total Other Financing Sources	\$5,529,128	\$5,146,310	\$5,553,893	\$5,549,000	\$5,714,000
Total Revenues & Other Financing Sources	\$11,041,040	\$8,165,908	\$8,904,043	\$8,671,486	\$8,904,591
Expenditures					
NA Land Conservation	2,124,648	2,996,166	3,043,207	1,508,382	1,616,386
NA Enforcement	565,357	614,721	656,075	655,444	673,402
NA Education	393,232	398,331	455,351	412,487	421,712
NA Program Management	588,959	625,002	664,839	556,601	660,173
NA Resource Management	1,127,667	1,190,626	1,417,337	1,505,505	1,562,855
NA Public Improvements	975,662	1,359,345	2,611,253	1,492,596	1,522,766
NA Facility Operations	219,372	200,918	864,170	272,700	279,842
NA Land Management	523,560	300,547	443,031	464,145	475,877
Total Expenditures	\$6,518,456	\$7,685,655	\$10,155,263	\$6,867,860	\$7,213,013
Other Financing Uses					
Transfers Out	4,511,167	3,348,243	2,049,594	1,579,871	1,469,929
Total Other Financing Uses	\$4,511,167	\$3,348,243	\$2,049,594	\$1,579,871	\$1,469,929
Total Expenditures & Other Financing Uses	\$11,029,623	\$11,033,899	\$12,204,857	\$8,447,731	\$8,682,942
Net Change in Fund Balance	\$11,417	(\$2,867,991)	(\$3,300,814)	\$223,755	\$221,649
Ending Fund Balance	\$6,518,953	\$3,650,963	\$350,149	\$573,904	\$795,553
Reserves					
Operations Reserve	\$160,736	\$135,995	\$137,357	\$144,260	\$147,145
Advances	0	130,518	0	0	0
Capital Reserve	1,510,107	144,720	0	0	0
Encumbrances	241,909	225,560	0	0	0
Unassigned Fund Balance	4,606,201	3,014,170	212,792	429,644	648,407
Total Reserves	\$6,518,953	\$3,650,963	\$350,149	\$573,904	\$795,553

2010 Budget as of 2/1/2011

Frozen Appropriations not included in this Fund Statement

CULTURAL SERVICES FUND - 273

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$1,698,433	\$1,681,374	\$1,754,454	\$1,489,991	\$1,391,191
Revenues					
Intergovernmental	100,902	85,953	0	0	0
Charges for Service	2,249,006	1,559,751	1,770,060	1,178,755	2,051,553
Earnings on Investments	93,818	43,144	41,987	42,852	47,613
Miscellaneous	120,004	55,429	291,731	361,897	500,273
Total Revenues	\$2,563,730	\$1,744,277	\$2,103,778	\$1,583,504	\$2,599,439
Other Financing Sources					
Transfers In	1,734,871	1,836,128	1,769,635	1,786,280	1,820,820
Total Other Financing Sources	\$1,734,871	\$1,836,128	\$1,769,635	\$1,786,280	\$1,820,820
Total Revenues & Other Financing Sources	\$4,298,601	\$3,580,405	\$3,873,413	\$3,369,784	\$4,420,259
Expenditures					
Personnel Services	1,728,384	1,978,020	1,883,932	2,012,103	2,230,127
Purchased Prof & Tech Services	1,504,779	866,768	1,150,529	592,859	939,694
Purchased Property Services	103,897	103,579	98,726	126,896	266,814
Other Purchased Services	379,262	289,844	287,731	281,762	395,957
Supplies	315,893	205,179	286,163	394,208	594,527
Capital Outlay	283,446	64,999	221,619	60,756	132,302
Other	0	-1,064	9,175	0	10,838
Total Expenditures	\$4,315,660	\$3,507,325	\$3,937,875	\$3,468,584	\$4,570,259
Other Financing Uses					
Transfers Out	0	0	200,000	0	0
Total Other Financing Uses	\$0	\$0	\$200,000	\$0	\$0
Total Expenditures & Other Financing Uses	\$4,315,660	\$3,507,325	\$4,137,875	\$3,468,584	\$4,570,259
Net Change in Fund Balance	(\$17,059)	\$73,080	(\$264,462)	(\$98,800)	(\$150,000)
Ending Fund Balance	\$1,681,374	\$1,754,454	\$1,489,991	\$1,391,191	\$1,241,191
Reserves					
Operations Reserve	\$102,253	\$75,306	\$69,372	\$91,405	\$93,233
Art-in-Public Places	364,286	380,098	189,508	189,508	189,508
Museum Donations	143,884	138,919	138,919	132,919	123,419
Building on Basics (BOB)	13,628	221,200	421,200	421,200	271,200
Advances	0	49,295	0	0	0
Encumbrances	310,681	23,246	0	0	0
Unassigned Fund Balance	746,642	866,390	670,992	556,159	563,831
Total Reserves	\$1,681,374	\$1,754,454	\$1,489,991	\$1,391,191	\$1,241,191

RECREATION FUND - 274

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$2,424,346	\$2,737,987	\$2,853,804	\$1,831,616	\$1,362,616
Revenues					
Operating Grants/Contributions	0	24,292	24,000	20,462	0
Capital Grants/Contributions	57,574	3,000	0	0	0
Culture, Parks, Rec & Environ	4,800,246	4,846,644	4,685,963	4,928,115	4,994,817
Interest Revenue	109,974	58,299	48,625	57,164	63,516
Security Lending	4,975	568	0	0	0
Contributions & Donations	1,565	869	12,500	1,050	1,050
Sale of Property	2,206	693	0	0	0
Non Operating	0	3,363	0	0	0
Other Miscellaneous	-1,323	3,082	0	0	0
Total Revenues	\$4,975,217	\$4,940,809	\$4,771,088	\$5,006,791	\$5,059,383
Other Financing Sources					
Transfers from Funds	2,644,334	2,598,690	1,543,346	864,584	1,156,710
Total Other Financing Sources	\$2,644,334	\$2,598,690	\$1,543,346	\$864,584	\$1,156,710
Total Revenues & Other Financing Sources	\$7,619,551	\$7,539,499	\$6,314,434	\$5,871,375	\$6,216,093
Expenditures					
Recreation Administration	941,953	764,470	686,066	674,971	666,143
Special Revenue Accounts	146,154	121,598	192,340	113,050	113,050
EPIC	1,775,012	1,780,503	1,654,873	1,747,395	1,739,660
Adaptive Recreation	173,570	187,951	184,954	83,496	187,609
Mulberry Pool	388,543	432,832	401,243	254,714	260,530
City Park Pool	201,840	206,886	158,341	250,516	256,666
Adult Programs & Senior Center	1,532,711	1,524,911	1,593,951	1,288,119	1,383,680
Northside Aztlan Community Center	920,299	920,403	990,585	753,734	632,555
Child Development	199,123	163,707	172,076	162,692	161,807
Sports	716,172	722,986	749,206	756,534	773,691
The Farm @ Lee Martinez Park	256,982	265,482	272,951	234,692	240,702
Recreation Grants	53,551	331,952	280,036	20,462	0
Total Expenditures	\$7,305,911	\$7,423,682	\$7,336,622	\$6,340,375	\$6,416,093
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$7,305,911	\$7,423,682	\$7,336,622	\$6,340,375	\$6,416,093
Net Change in Fund Balance	\$313,641	\$115,818	-\$1,022,188	-\$469,000	-\$200,000
Ending Fund Balance	\$2,737,987	\$2,853,804	\$1,831,616	\$1,362,616	\$1,162,616
Reserves					
Encumbrances	130,857	5,924	5,924	0	0
Assigned	361,386	419,194	433,154	0	0
Operations Reserve	99,754	106,947	105,446	128,322	128,322
Unassigned Fund Balance	2,145,990	2,321,739	1,287,092	1,234,295	1,034,295
Total Reserves	\$2,737,987	\$2,853,804	\$1,831,616	\$1,362,616	\$1,162,616

CEMETERIES FUND - 275

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$414,397	\$458,198	\$468,646	\$388,009	\$313,743
Revenues					
Charges for Service	344,871	322,469	338,000	318,000	323,000
Earnings on Investments	18,952	10,316	6,970	10,000	10,000
Miscellaneous	12,382	12,553	10,500	11,900	11,900
Total Revenues	\$376,206	\$345,338	\$355,470	\$339,900	\$344,900
Other Financing Sources					
Transfers In	277,829	262,757	283,463	173,392	191,039
Total Other Financing Sources	\$277,829	\$262,757	\$283,463	\$173,392	\$191,039
Total Revenues & Other Financing Sources	\$654,034	\$608,095	\$638,933	\$513,292	\$535,939
Expenditures					
Personnel Services	449,485	466,071	472,300	395,884	407,248
Purchased Prof & Tech Services	29,222	20,982	27,213	22,456	22,492
Purchased Property Services	39,572	37,422	47,030	42,276	45,678
Other Purchased Services	24,893	18,881	25,967	22,103	23,428
Supplies	39,385	34,665	42,700	34,839	37,093
Capital Outlay	15,271	10,321	89,360	70,000	0
Other	0	0	15,000	0	0
Total Expenditures	\$597,828	\$588,343	\$719,570	\$587,558	\$535,939
Other Financing Uses					
Other Financing	12,406	9,304	0	0	0
Total Other Financing Uses	\$12,406	\$9,304	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$610,234	\$597,647	\$719,570	\$587,558	\$535,939
Net Change in Fund Balance	\$43,801	\$10,448	(\$80,637)	(\$74,266)	\$0
Ending Fund Balance	\$458,198	\$468,646	\$388,009	\$313,743	\$313,743
Reserves					
Operations Reserve	\$13,030	\$14,391	\$11,751	\$10,719	\$10,933
Advances	0	9,029	0	0	0
Encumbrances	0	0	0	0	0
Unassigned Fund Balance	445,168	445,226	376,258	303,024	302,810
Total Reserves	\$458,198	\$468,646	\$388,009	\$313,743	\$313,743

PERPETUAL CARE FUND - 276 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$1,406,921	\$1,462,778	\$1,500,580	\$1,553,580	\$1,598,185
Revenues					
Charges for Service	56,080	41,520	58,000	45,000	45,000
Earnings on Investments	56,590	34,403	50,435	45,000	45,000
Total Revenues	\$112,670	\$75,923	\$108,435	\$90,000	\$90,000
Total Revenues & Other Financing Sources	\$112,670	\$75,923	\$108,435	\$90,000	\$90,000
Expenditures					
Perpetual Care	438	452	435	395	407
Total Expenditures	\$438	\$452	\$435	\$395	\$407
Other Financing Uses					
Transfers Out	56,375	37,669	55,000	45,000	45,000
Total Other Financing Uses	\$56,375	\$37,669	\$55,000	\$45,000	\$45,000
Total Expenditures & Other Financing Uses	\$56,813	\$38,121	\$55,435	\$45,395	\$45,407
Net Change in Fund Balance	\$55,857	\$37,802	\$53,000	\$44,605	\$44,593
<i>Ending Fund Balance</i>	\$1,462,778	\$1,500,580	\$1,553,580	\$1,598,185	\$1,642,778
Reserves					
Operations Reserve	\$1,409	\$1,109	\$908	\$908	\$926
Advances	0	29,897	0	0	0
Unassigned Fund Balance	1,461,369	1,469,574	1,552,672	1,597,277	1,641,852
Total Reserves	\$1,462,778	\$1,500,580	\$1,553,580	\$1,598,185	\$1,642,778

2010 Budget as of 2/1/2011

Frozen Appropriations not included in this Fund Statement

TRANSIT SERVICES FUND - 290

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$2,034,542	\$2,194,079	\$2,662,853	\$2,175,828	\$2,050,828
Revenues					
Operating Grants/Contributions	2,408,883	2,850,827	3,970,729	3,121,029	3,066,880
Capital Grants/Contributions	1,520,259	1,565,738	1,857,140	570,800	1,604,500
Transportation	672,033	639,359	682,484	773,548	737,094
Interest Revenue	91,586	31,105	30,753	40,567	45,075
Security Lending	3,330	341	0	0	0
Rents	24,762	23,033	25,000	0	63,273
Sale of Property	1,275	0	0	0	0
Other Miscellaneous	86,640	-9,022	25,000	30,400	30,400
Total Revenues	\$4,808,768	\$5,101,381	\$6,591,106	\$4,536,344	\$5,547,222
Other Financing Sources					
Transfers from Funds	5,578,746	5,428,421	5,116,401	5,328,479	5,097,162
Total Other Financing Sources	\$5,578,746	\$5,428,421	\$5,116,401	\$5,328,479	\$5,097,162
Total Revenues & Other Financing Sources	\$10,387,514	\$10,529,802	\$11,707,507	\$9,864,823	\$10,644,384
Expenditures					
Salaries & Wages	3,700,926	3,645,517	3,783,741	3,870,684	3,997,374
Benefits	1,154,550	1,220,343	1,221,099	1,225,079	1,296,538
Other Personnel Costs	0	983	0	0	0
Professional & Technical	52,838	665,233	682,842	729,774	752,196
Governmental Services	143,560	684,281	1,713,229	0	0
Other Prof & Tech Services	646,599	100,698	122,410	208,670	210,730
Utility Services	104,891	85,602	123,536	112,994	127,478
Cleaning Services	1,446	2,300	1,734	2,577	3,073
Repair & Maintenance Services	155,539	233,457	311,398	357,803	423,597
Rental Services	1,106,350	976,131	1,043,723	1,285,226	1,164,019
Insurance, Non Emp Benefits	103,193	103,193	105,042	127,839	142,253
Communication Services	41,354	59,961	43,634	85,532	91,809
Internal Admin Services	2,649	2,657	8,727	3,257	3,409
Employee Travel	64,555	13,410	17,218	13,666	13,939
Other Purchased Services	232,591	142,559	140,539	99,500	86,833
Vehicle & Equipment Supplies	729,599	467,523	632,768	800,046	769,413
Office & Related Supplies	49,756	17,001	41,230	11,464	11,693
Other Supplies	86,281	47,333	64,997	47,086	50,030
Infrastructure	85,806	0	0	0	0
Vehicles & Equipment	275,262	1,007,026	115,140	383,626	0
Other Capital Outlay	1,464,960	580,818	1,905,000	625,000	1,875,000
Bad Debt Expense	0	189	0	0	0
Total Expenditures	\$10,202,704	\$10,056,214	\$12,078,007	\$9,989,823	\$11,019,384
Other Financing Uses					
Transfers to Funds	25,273	4,814	116,525	0	0
Total Other Financing Uses	\$25,273	\$4,814	\$116,525	\$0	\$0
Total Expenditures & Other Financing Uses	\$10,227,977	\$10,061,028	\$12,194,532	\$9,989,823	\$11,019,384
Net Change in Fund Balance	\$159,537	\$468,774	-\$487,025	-\$125,000	-\$375,000
Ending Fund Balance	\$2,194,079	\$2,662,853	\$2,175,828	\$2,050,828	\$1,675,828

STREET OVERSIZING FUND - 291 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$7,867,865	\$3,943,168	\$2,610,410	\$1,956,599	\$1,418,434
Revenues					
Charges for Service	2,910,656	641,491	1,900,000	1,895,000	1,895,000
Earnings on Investments	303,339	47,196	135,791	66,215	73,573
Miscellaneous	771,216	132,815	100,000	100,000	100,000
Total Revenues	\$3,985,211	\$821,502	\$2,135,791	\$2,061,215	\$2,068,573
Other Financing Sources					
Transfers In	413,050	389,050	389,050	378,699	378,730
Total Other Financing Sources	\$413,050	\$389,050	\$389,050	\$378,699	\$378,730
Total Revenues & Other Financing Sources	\$4,398,261	\$1,210,552	\$2,524,841	\$2,439,914	\$2,447,303
Expenditures					
Personnel Services	496,098	374,227	300,177	400,219	424,230
Purchased Prof & Tech Services	71,843	8,641	95,500	93,200	93,200
Purchased Property Services	12,020	14,334	112,031	80,480	80,730
Other Purchased Services	107,531	12,239	232,703	161,720	161,824
Supplies	7,619	6,371	12,304	12,210	12,460
Capital Outlay	673,151	301,940	370,645	2,230,250	2,274,219
Total Expenditures	\$1,368,262	\$717,752	\$1,123,360	\$2,978,079	\$3,046,663
Other Financing Uses					
Transfers Out	6,954,696	1,825,559	2,055,291	0	0
Total Other Financing Uses	\$6,954,696	\$1,825,559	\$2,055,291	\$0	\$0
Total Expenditures & Other Financing Uses	\$8,322,958	\$2,543,311	\$3,178,651	\$2,978,079	\$3,046,663
Net Change in Fund Balance	(\$3,924,697)	(\$1,332,759)	(\$653,810)	(\$538,165)	(\$599,360)
Ending Fund Balance	\$3,943,168	\$2,610,410	\$1,956,599	\$1,418,434	\$819,074
Reserves					
Operations Reserve	\$106,210	\$91,175	\$59,562	\$60,933	\$62,152
Capital Reserve	2,805,700	1,132,341	0	0	0
Advances	0	85,571	0	0	0
Encumbrances	1,009,434	0	0	0	0
Unassigned Fund Balance	21,824	1,301,323	1,897,038	1,357,501	756,922
Total Reserves	\$3,943,168	\$2,610,410	\$1,956,599	\$1,418,434	\$819,074

TRANSPORTATION FUND - 292 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$15,802,635	\$13,034,034	\$12,607,642	\$8,474,157	\$6,254,691
Revenues					
Taxes	0	0	5,253,000	5,549,000	5,714,000
Licenses and Permits	163,202	161,294	139,830	146,515	146,515
Intergovernmental	7,124,409	6,491,384	6,170,628	6,446,608	6,450,400
Charges for Service	8,198,095	7,075,617	8,178,854	5,056,864	5,211,864
Earnings on Investments	370,203	391,547	192,500	251,151	279,057
Miscellaneous	285,664	44,884	75,733	74,453	72,870
Total Revenues	\$16,141,572	\$14,164,726	\$20,010,545	\$17,524,591	\$17,874,706
Other Financing Sources					
Other Financing Sources	157,001	0	0	0	0
Transfers In	12,295,999	10,378,818	4,845,011	4,678,330	4,897,563
Total Other Financing Sources	\$12,453,000	\$10,378,818	\$4,845,011	\$4,678,330	\$4,897,563
Total Revenues & Other Financing Sources	\$28,594,572	\$24,543,544	\$24,855,556	\$22,202,921	\$22,772,269
Expenditures					
PDT Administration	347,944	254,635	113,179	25,166	25,888
Comm Dev & Neighborhood Svcs	430,849	397,407	436,594	439,149	449,655
Planning & Special Projects	892,004	897,488	1,319,768	578,413	596,770
Streets	20,835,791	16,022,990	16,731,532	13,488,383	13,884,168
Traffic	3,415,661	3,602,134	3,245,452	3,472,601	3,509,033
Engineering	3,002,048	1,542,592	2,991,635	3,952,403	1,782,180
Parking	1,521,444	1,625,236	2,069,388	1,888,082	1,888,103
Total Expenditures	\$30,445,740	\$24,342,482	\$26,907,548	\$23,844,197	\$22,135,797
Other Financing Uses					
Other Financing	84,654	107,496	86,822	84,907	84,907
Transfers Out	832,778	519,959	1,994,671	493,283	490,469
Total Other Financing Uses	\$917,432	\$627,454	\$2,081,493	\$578,190	\$575,376
Total Expenditures & Other Financing Uses	\$31,363,173	\$24,969,936	\$28,989,041	\$24,422,387	\$22,711,173
Net Change in Fund Balance	(\$2,768,601)	(\$426,392)	(\$4,133,485)	(\$2,219,466)	\$61,096
<i>Ending Fund Balance</i>	\$13,034,034	\$12,607,642	\$8,474,157	\$6,254,691	\$6,315,787
Reserves					
Operations Reserve	0	512,037	476,884	442,716	451,570
Civic Center Parking Maintenance	874,693	870,884	857,953	783,939	768,457
Harmony Maintenance	10,414,596	9,642,285	6,869,740	4,639,740	4,690,139
Advances	0	254,095	0	0	0
Encumbrances	1,715,069	1,298,477	0	0	0
Bond Principal & Interest	29,676	29,864	29,985	29,608	0
Unassigned Fund Balance	0	0	239,595	358,688	405,621
Total Reserves	\$13,034,034	\$12,607,642	\$8,474,157	\$6,254,691	\$6,315,787

TRANSPORTATION FUND - 292

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
NOTE ON RESERVES:					
Designated for Operations should be:	\$352,516	\$512,037	\$476,884	\$442,716	\$451,570
Designated for Operations is:	0	512,037	476,884	442,716	451,570
Difference	(352,516)	0	0	0	0
Reserve for Harmony Maintenance should be:	10,414,596	9,896,380	6,869,740	4,639,740	4,690,139
Reserve for Harmony Maintenance is:	10,414,596	9,642,285	6,869,740	4,639,740	4,690,139
Difference	0	(254,095)	0	0	0
Total Reserve Shortfall	(\$352,516)	(\$254,095)	\$0	\$0	\$0

CAPITAL PROJECTS FUND

GENERAL CAPITAL PROJECTS

2011 - \$3,790,000

2012 - \$1,150,000

Projects typically include streets and transportation projects, construction, repair and maintenance of facilities, community parks projects, and miscellaneous projects. All of these are not included in the City's capital improvement programs funded through dedicated sales and use taxes. General Capital projects are financed through transfers from the appropriate financing fund, bond proceeds, and grant funds deposited directly in the Capital Projects Fund.

0.25 CENT-BUILDING ON BASICS (BOB)

2011 - \$4,850,698

2012 - \$4,091,200

The BOB program was developed to provide funding for the City's general capital needs and replaced the 0.25 cent sales and use tax, which funded the Building Community Choices – Community Enhancement Improvements program that began in 1998 and expired on December 31, 2005. The BOB program includes funding for operation and maintenance needs, for seven years, associated with the proposed projects. The tax went into effect on January 1, 2006, and is due to expire on December 31, 2015.

0.25 CENT-BCC-STREETS AND TRANSPORTATION

2011 - \$0

2012 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to finance projects identified in the Building Community Choices – Street and Transportation Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the streets and transportation projects also included a portion of the savings created from a change in the City's policy on vendor fees retained by businesses collecting sales tax on behalf of the City.

This program expired at the end of 2005. In 2005, City residents approved the extension of the 0.25 cent sales and use tax to help finance the City's Pavement Management Program. The extension went into effect on January 1, 2006 and is due to expire on December 31, 2015. The City's Pavement Management Program is an operating program rather than a capital project. Accordingly, the proceeds from the tax are collected in the City's Transportation Fund, where they are used to help fund pavement management activities.

0.25 CENT-BCC-COMMUNITY ENHANCEMENTS

2011 - \$0

2012 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to pay for the costs associated with the capital projects identified in the Building Community Choices – Community Enhancements Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the community enhancement projects also included a portion of the savings created from a change in the City's policy on vendor fees retained by businesses collecting sales tax on behalf of the City. This program expired at the end of 2005, and was replaced by the Building on Basics ("BOB") Capital Improvement Plan.

0.25 CENT-BCC-NATURAL AREAS AND PARKS

2011 - \$0

2012 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to finance projects identified in the Building Community Choices – Natural Areas and Parks Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the natural areas and parks also included a portion of the savings created from a change in the City’s policy on vendor fees retained by businesses collecting sales tax on behalf of the City.

This program expired at the end of 2005. In 2002, City residents approved the extension of the 0.25 cent sales and use tax to acquire, operate and maintain open spaces, community separators, natural areas, wildlife habitat, riparian areas, wetlands and valued agricultural lands to provide for the appropriate use and enjoyment of the lands, through land conservation projects. The extension went into effect on January 1, 2006 and is due to expire on December 31, 2030. Natural Areas programming, funded by the 0.25 sales & use tax, is budgeted in the City’s Natural Areas Fund.

Capital Projects Fund - 400 General Capital Projects

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$4,118,817	\$3,750,894	\$1,711,993	\$907,423	\$907,423
Revenues					
Intergovernmental	0	3,368,523	1,595,307	0	0
Earnings on Investments	323,016	83,871	113,946	750,000	0
Contributions	827,463	0	70,000	0	0
Miscellaneous	9,855	6,238	0	0	0
Project Savings/Closures/Correction	0	(214,513)	0	0	0
Total Revenues	1,160,334	3,244,119	1,779,253	750,000	0
Other Financing Sources					
Transfers from:					
General Fund	483,690	400,000	369,424	3,040,000	0
BCC - Streets & Transportation Capital	0	0	0	0	400,000
Street Oversizing Fund	2,784,754	280,315	1,531,271	0	0
Transportation Services Fund	104,136	0	1,500,000	0	0
Natural Areas Fund	2,594,000	91,500	0	0	0
Urban Renewal Authority	0	2,812,620	0	0	0
Total Other Financing Sources	5,966,580	3,584,435	3,400,695	3,040,000	400,000
Total Revenues & Other Financing Sources	\$7,126,914	\$6,828,554	\$5,179,948	\$3,790,000	\$400,000
Expenditures					
Downtown Alley Enhancement	0	0	1,595,307	0	0
Facilities Major Repair & Renovation	(195,000)	0	0	0	0
Operation Services Facility	195,000	0	0	0	0
Dept of Local Affairs - NEC Project	0	110,928	0	0	0
Dept of Energy - RDSI Project	0	241,797	0	0	0
Streets Facility Expansion	195,900	0	0	0	0
Police Facility	1,082,793	665,682	750,000	750,000	750,000
SE Branch Library	0	0	0	0	0
City Park S. Ball field Redvlpmt	245,706	0	0	0	0
Soapstone Prairie Improvements	2,000,000	(80,000)	0	0	0
Robert Benson Dam	594,000	171,500	0	0	0
Spring Canyon Community Park	0	0	0	0	0
The Garden of Eatin'	200,000	0	0	0	0
S. Taft Hill Rd., Horsetooth to Harmony	72,056	0	0	0	0
Lemay Avenue Widening	0	0	0	0	0
Timberline Road Improvements	(408,364)	0	0	0	0
Ziegler Road Realignment	2,408,633	0	0	0	0
Harmony/Ziegler Improvements	543,043	0	0	0	0
N. College Avenue/Vine Drive Realign.	0	0	0	0	0
Drake Rd, Taft Hill to Overland Trail	0	280,315	0	0	0
North College/East Willow	0	2,812,620	1,531,271	0	0
I-25 & SH 392 Interchange & Improvements	161,070	1,768,523	70,000	2,640,000	0
City Bridge Program	300,000	300,000	300,000	300,000	300,000
Bryan Bridge Replacement	0	0	137,940	0	0
East Harmony Bridge Replacement	0	1,600,000	1,500,000	0	0
Railroad Crossing Replacement	100,000	100,000	100,000	100,000	100,000
Total Expenditures	7,494,837	7,971,365	5,984,518	3,790,000	1,150,000
Other Financing Uses					
Transfers to:					
Transportation Fund	0	610,000	0	0	0
General Fund	0	286,090	0	0	0
Total Other Financing Uses	0	896,090	0	0	0
Total Expenditures & Other Financing Uses	\$7,494,837	\$8,867,455	\$5,984,518	\$3,790,000	\$1,150,000
Net Change in Fund Balance	(\$367,923)	(\$2,038,901)	(\$804,570)	\$0	(\$750,000)
Ending Fund Balance	\$3,750,894	\$1,711,993	\$907,423	\$907,423	\$157,423

2010 Budget as of 2/2/2011

CAPITAL PROJECTS FUND - 400

1/4 Cent-Building on Basics (BOB)

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$80,750	\$1,558,838	\$909,166	\$1,348,829	\$682,618
Revenues					
Intergovernmental	2,244,100	2,481,655	1,823,855	0	0
Earnings on Investments	348,023	421,487	268,163	150,000	150,000
Contributions	0	4,088,966	5,701,685	0	0
Revenue received but not appropriated	0	63,740	0	0	0
Total Revenues	2,592,123	7,055,848	7,793,703	150,000	150,000
Other Financing Sources					
Transfers from:					
Sales & Use Tax Fund	5,529,128	\$5,146,310	5,553,893	5,549,000	5,714,000
General Fund (1)	0	0	(450,000)	0	0
Cultural Services Fund	0	0	200,000	0	0
Natural Areas Fund	0	500,000	273,213	115,113	0
Street Oversizing Fund	2,500,000		(506,229)	0	0
BCC-Community Enhancements	0	1,830,944	0	0	0
Total Other Financing Sources	8,029,128	7,477,254	5,070,877	5,664,113	5,714,000
Total Revenues & Other Financing Sources	\$10,621,251	\$14,533,102	\$12,864,580	\$5,814,113	\$5,864,000
Capital Expenditures					
Fort Collins Museum/Discovery Science Center Joint Facility	0	3,988,966	4,710,129	115,113	0
Lincoln Center Renovation	0	2,217,436	4,663,847	0	0
Park Upgrades and Enhancements	0	304,897	0	0	0
Fort Collins Senior Center Expansion	0	0	0	0	430,239
Police Services CAD Replacement	0	0	0	0	0
Harmony Rd., Seneca to College Ave.	2,499,148	0	(506,229)	0	0
Intersection Improvements and Traffic Signals	3,926,052	2,743,155	747,000	0	3,500,000
North College Avenue Improvements	1,063,490	2,163,944	68,218	4,275,671	0
Timberline Rd., Drake to Prospect	0	(1,088)	0	0	0
Bicycle Program Plan Implementation	125,000	25,000	125,000	125,000	125,000
Pedestrian Plan and ADA Improvements	308,900	555,500	1,380,000	300,000	0
Total Capital Expenditures	7,922,590	11,997,810	11,187,965	4,815,784	4,055,239
Other Financing Uses					
Transfers to:					
Transit Services Fund - Replacement Buses (2)	160,684	166,308	0	383,626	0
Cultural Services Fund - Facilities Plan (2)	0	0	0	0	0
Library District - Library Technology (2)	744,000	744,000	744,000	744,000	744,000
BCC-Streets & Transportation Capital	0	1,750,000	0	0	0
Administrative Charge	58,889	60,656	21,952	34,914	35,961
Operations & Maintenance (3)					
Fort Collins Museum/Discovery Science Center Joint Facility (Cultural Services)	0	200,000	200,000	200,000	200,000
Lincoln Center Renovation (Cultural Services)	0	0	0	24,000	24,000
Park Upgrades and Enhancements	0	0	0	0	45,000
Police Services CAD Replacement (General)	219,000	219,000	219,000	219,000	219,000
Harmony Rd., Seneca to College Ave. (Transportation)	19,000	19,000	19,000	19,000	19,000
Intersection Improvements & Traffic Signals (Transport)	5,000	5,000	5,000	5,000	5,000
Pedestrian Plan & ADA Improvements (Transportation)	14,000	21,000	28,000	35,000	42,000
Total Other Financing Uses	1,220,573	3,184,964	1,236,952	1,664,540	1,333,961
Total Expenditures & Other Financing Uses	\$9,143,163	\$15,182,774	\$12,424,917	\$6,480,324	\$5,389,200
Net Change in Fund Balance	\$1,478,088	(\$649,672)	\$439,663	(\$666,211)	\$474,800
Ending Fund Balance	\$1,558,838	\$909,166	\$1,348,829	\$682,618	\$1,157,418

NOTES:

- (1) The BOB Capital Fund borrowed funds from the General Fund and will pay back half of loan in 2010.
- (2) Transfers are made to the appropriate fund from the Sales & Use Tax Fund. Transfers are shown to record the use of BOB taxes.
- (3) Appropriations for operating and maintenance began in 2007 and are budgeted in the appropriate operating fund.

Capital Projects Fund - 400
1/4 Cent-Building Community Choices
Streets and Transportation

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$317,360	\$329,409	\$407,615	\$410,752	\$410,752
Revenues					
Intergovernmental	60,292,740	812,000	3,788,000	0	0
Earnings on Investments	11,811	8,157	3,137	0	0
Miscellaneous	606,435	5,802	2,475	0	0
Total Revenues	60,910,986	825,959	3,793,612	0	0
Other Financing Sources					
Transfers from:					
BOB Capital Projects	0	1,750,000	0	0	0
General Fund	1,000,000	0	0	0	0
Sales and Use Tax Fund	0	0	0	0	0
Sales and Use Tax Fund - Reserves	1,300,000	0	0	0	0
Transit Services Fund	0	0	116,525	0	0
Transportation Services Fund	(1,888)	35,000	0	0	0
Total Other Financing Sources	2,298,112	1,785,000	116,525	0	0
Total Revenues & Other Financing Sources	\$63,209,098	\$2,610,959	\$3,910,137	\$0	\$0
Expenditures					
Mason Street Transportation Corridor	63,234,020	2,602,850	3,907,000	0	0
Pedestrian Plan	(36,971)	500	0	0	0
Pavement Management Program	0	0	0	0	0
North College Corridor	0	(70,597)	0	0	0
Total Expenditures	63,197,049	2,532,753	3,907,000	0	0
Other Financing Uses					
Transfers to:					
General Capital Projects	0	0	0	0	400,000
Total Other Financing Uses	0	0	0	0	400,000
Total Expenditures & Other Financing Uses	\$63,197,049	\$2,532,753	\$3,907,000	\$0	\$400,000
Net Change in Fund Balance	\$12,049	\$78,206	\$3,137	\$0	(\$400,000)
<i>Ending Fund Balance</i>	\$329,409	\$407,615	\$410,752	\$410,752	\$10,752

2010 Budget as of 2/2/2011

Capital Projects Fund - 400

1/4 Cent-Building Community Choices

Community Enhancements

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$5,925,920	\$6,278,979	\$6,620,766	\$7,089,639	\$7,089,639
Revenues					
Earnings on Investments	353,059	341,787	162,689	0	0
Project Savings	0	0	0	0	0
Total Revenues	353,059	341,787	162,689	0	0
Other Financing Sources					
Transfers from:					
Sales & Use Tax Fund	0	0	0	0	0
Total Other Financing Sources	0	0	0	0	0
Total Revenues & Other Financing Sources	\$353,059	\$341,787	\$162,689	\$0	\$0
Expenditures					
City/School District Community Projects	0	0	0	0	0
Shields, Horsetooth to Troutman	0	0	0	0	0
Police Building/Land Acquisition	0	0	0	0	0
Northeast Truck Route	0	0	0	0	0
Northeast Truck Route Relocation	0	(1,830,944)	0	0	0
Library Technology	0	0	0	0	0
New Library/Land Acquisition	0	0	(66,963)	0	0
Prospect, Poudre River to Summit View	0	0	0	0	0
Performing Arts Center/Land Acquisition	0	0	(239,221)	0	0
Taft Hill, Drake Road to Derby	0	0	0	0	0
EPIC Ice	0	0	0	0	0
Northside Aztlan Center	0	0	0	0	0
Total Expenditures	0	(1,830,944)	(306,184)	0	0
Other Financing Uses					
Transfers to:					
BOB Capital Projects	0	1,830,944	0	0	0
Total Other Financing Uses	0	1,830,944	0	0	0
Total Expenditures & Other Financing Uses	\$0	\$0	(\$306,184)	\$0	\$0
Net Change in Fund Balance	\$353,059	\$341,787	\$468,873	\$0	\$0
<i>Ending Fund Balance</i>	\$6,278,979	\$6,620,766	\$7,089,639	\$7,089,639	\$7,089,639

Capital Projects Fund - 400 1/4 Cent-Building Community Choices Natural Areas and Parks

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$59,789	\$82,283	\$101,152	\$111,020	\$111,020
Revenues					
Other	0	(500)	0	0	0
Earnings on Investments	22,494	930,327	9,868	0	0
Total Revenues	22,494	929,827	9,868	0	0
Other Financing Sources					
Transfers from:					
Conservation Trust Fund	0	0	0	0	0
Sales & Use Tax Fund	0	(911,458)	0	0	0
Total Other Financing Sources	0	(911,458)	0	0	0
Total Revenues & Other Financing Sources:	\$22,494	\$18,369	\$9,868	\$0	\$0
Expenditures					
Natural Areas	0	0	0	0	0
Community Park Improvements	0	0	0	0	0
Community Horticulture Center	0	0	0	0	0
Fossil Creek Community Park	0	(500)	0	0	0
Regional Trails	0	0	0	0	0
Total Expenditures	0	(500)	0	0	0
Net Change in Fund Balance	\$22,494	\$18,869	\$9,868	\$0	\$0
<i>Ending Fund Balance</i>	\$82,283	\$101,152	\$111,020	\$111,020	\$111,020

DEBT SERVICE AND OTHER FUNDS

252 - GENERAL IMPROVEMENT DISTRICT #1 **2011 - \$497,923**
2012 - \$303,179

The General Improvement District #1 Fund provides for the receipt of revenues, including those derived from the District's mill levy, for the purpose of providing improvements to the District's downtown area.

300 - TIMBERLINE/PROSPECT SID #94 FUND **2011 - \$106,885**
2012 - \$102,926

The Timberline/Prospect Special Improvement District #94 Fund provides for the special improvement district's tax revenue and debt payments.

303 - DEBT SERVICE FUND **2011 - \$359,820**
2012 - \$355,300

The Debt Service Fund is used for the payment of interest and principal on long term debt. The major source of revenue is a transfer from the Transportation Fund.

304 - CAPITAL LEASING CORPORATION FUND **2011 - \$5,290,795**
2012 - \$5,299,731

The Capital Leasing Corporation Fund is used for the payment of interest and principal on long term debt for the Civic Center Parking Structure, the Mason Street Office Building, the Downtown Intersection Renovation Project, and the off-site Police Building.

700 - EMPLOYEES' RETIREMENT FUND **2011 - \$3,043,926**
2012 - \$3,076,450

The Employees' Retirement Fund is used to account for the general employees' retirement plan.

800 - URBAN RENEWAL AUTHORITY FUND **2011 - \$716,778**
2012 - \$1,503,583

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within the specific Renewal Plan Area(s) and debt proceeds. The debt proceeds are used to fund improvements within the renewal plan area and the property taxes are used to service the debt.

GENERAL IMPROVEMENT DISTRICT #1 - 252

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$954,128	\$1,051,212	\$1,153,729	\$734,827	\$534,779
Revenues					
Property Taxes	244,170	230,801	237,000	246,600	249,000
Shared Revenues	32,396	27,951	7,000	28,000	28,000
Interest Revenue	39,056	26,092	8,000	23,275	26,179
Security Lending	1,790	331	0	0	0
Other Miscellaneous	0	63	0	0	0
Total Revenues	\$317,412	\$285,237	\$252,000	\$297,875	\$303,179
Total Revenues & Other Financing Sources	\$317,412	\$285,237	\$252,000	\$297,875	\$303,179
Expenditures					
Salaries & Wages	0	0	0	29,153	15,471
Benefits	0	0	0	9,108	4,867
Professional & Technical	7,840	7,642	10,500	11,000	11,000
Other Prof & Tech Services	0	6,333	0	21,361	46,031
Utility Services	916	1,012	2,200	2,500	2,500
Construction Services	0	0	250,000	200,000	200,000
Internal Admin Services	308	317	0	301	310
Other Purchased Services	0	116	0	1,500	0
Other Supplies	0	6,809	0	0	0
Infrastructure	0	0	250,000	200,000	0
Rebates & Incentives	0	22,578	15,500	23,000	23,000
Total Expenditures	\$9,064	\$44,806	\$528,200	\$497,923	\$303,179
Other Financing Uses					
Transfers to Funds	211,263	137,913	142,702	0	0
Total Other Financing Uses	\$211,263	\$137,913	\$142,702	\$0	\$0
Total Expenditures & Other Financing Uses	\$220,327	\$182,719	\$670,902	\$497,923	\$303,179
Net Change in Fund Balance	\$97,084	\$102,517	-\$418,902	-\$200,048	\$0
<i>Ending Fund Balance</i>	\$1,051,212	\$1,153,729	\$734,827	\$534,779	\$534,779

TIMBERLINE/PROSPECT SID #94 - 300 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$0	\$29,284	\$39,773	\$26,304	\$26,770
Revenues					
Interest Revenue	1,647	741	143	466	518
Assessments	627,983	125,979	236,567	106,885	102,926
Total Revenues	\$629,631	\$126,720	\$236,710	\$107,351	\$103,444
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$629,631	\$126,720	\$236,710	\$107,351	\$103,444
Expenditures					
Other Prof & Tech Services	600,347	0	0	0	0
Other	0	116,231	250,179	106,885	102,926
Total Expenditures	\$600,347	\$116,231	\$250,179	\$106,885	\$102,926
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$600,347	\$116,231	\$250,179	\$106,885	\$102,926
 Net Change in Fund Balance	 \$29,284	 \$10,489	 -\$13,469	 \$466	 \$518
<i>Ending Fund Balance</i>	\$29,284	\$39,773	\$26,304	\$26,770	\$27,288

DEBT SERVICE FUND - GENERAL - 303

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
Revenues					
Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Other Financing Sources					
Transfers from Funds	1,352,038	1,352,478	358,365	359,820	355,300
Total Other Financing Sources	<u>\$1,352,038</u>	<u>\$1,352,478</u>	<u>\$358,365</u>	<u>\$359,820</u>	<u>\$355,300</u>
Total Revenues & Other Financing Sources	<u>\$1,352,038</u>	<u>\$1,352,478</u>	<u>\$358,365</u>	<u>\$359,820</u>	<u>\$355,300</u>
Expenditures					
Total Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Other Financing Uses					
Debt Service	1,352,038	1,352,478	358,365	359,820	355,300
Total Other Financing Uses	<u>\$1,352,038</u>	<u>\$1,352,478</u>	<u>\$358,365</u>	<u>\$359,820</u>	<u>\$355,300</u>
Total Expenditures & Other Financing Uses	<u>\$1,352,038</u>	<u>\$1,352,478</u>	<u>\$358,365</u>	<u>\$359,820</u>	<u>\$355,300</u>
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0

CAPITAL LEASING CORP FUND - 304 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$0
Revenues					
Interest Revenue	0	1,671	0	0	0
Rents	69,619	69,573	69,688	69,688	69,688
Total Revenues	\$69,619	\$71,244	\$69,688	\$69,688	\$69,688
Other Financing Sources					
Transfers from Funds	5,374,083	5,367,660	5,275,205	5,221,107	5,230,043
Total Other Financing Sources	\$5,374,083	\$5,367,660	\$5,275,205	\$5,221,107	\$5,230,043
Total Revenues & Other Financing Sources	\$5,443,702	\$5,438,904	\$5,344,893	\$5,290,795	\$5,299,731
Expenditures					
Other Prof & Tech Services	0	3,525	2,500	2,500	2,500
Total Expenditures	\$0	\$3,525	\$2,500	\$2,500	\$2,500
Other Financing Uses					
Debt Service	5,443,702	5,435,379	5,342,393	5,288,295	5,297,231
Total Other Financing Uses	\$5,443,702	\$5,435,379	\$5,342,393	\$5,288,295	\$5,297,231
Total Expenditures & Other Financing Uses	\$5,443,702	\$5,438,904	\$5,344,893	\$5,290,795	\$5,299,731
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$0	\$0

2010 Budget as of 2/3/2011

Frozen Appropriations not included in this Fund Statement

EMPLOYEES' RETIREMENT FUND - 700

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$45,770,748	\$32,973,706	\$37,302,263	\$36,331,840	\$35,019,914
Revenues					
General Government	1,807,834	1,005,901	1,300,000	1,300,000	1,300,000
Interest Revenue	-12,819,551	6,172,199	490,000	432,000	468,000
Earnings on Equities	819,221	377,447	0	0	0
Security Lending	17,190	213	0	0	0
Total Revenues	-\$10,175,306	\$7,555,761	\$1,790,000	\$1,732,000	\$1,768,000
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	-\$10,175,306	\$7,555,761	\$1,790,000	\$1,732,000	\$1,768,000
Expenditures					
Professional & Technical	24,338	22,507	27,000	26,000	26,000
Office & Related Supplies	155	0	200	200	200
Other Supplies	0	126	250	250	250
Other	2,597,244	3,204,570	2,732,973	3,017,476	3,050,000
Total Expenditures	\$2,621,737	\$3,227,204	\$2,760,423	\$3,043,926	\$3,076,450
Total Expenditures & Other Financing Uses	\$2,621,737	\$3,227,204	\$2,760,423	\$3,043,926	\$3,076,450
Net Change in Fund Balance	-\$12,797,042	\$4,328,557	-\$970,423	-\$1,311,926	-\$1,308,450
<i>Ending Fund Balance</i>	\$32,973,706	\$37,302,263	\$36,331,840	\$35,019,914	\$33,711,464

URA O&M FUND - 800 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$116,855	\$144,985	(\$2,718,255)	(\$7,258,896)	(\$7,378,504)
Revenues					
Property Taxes	\$286,918	\$263,227	\$500,000	\$522,170	\$1,305,000
Interest	19,477	87,800	4,375	75,000	55,000
Total Revenues	\$306,395	\$351,027	\$504,375	\$597,170	\$1,360,000
Other Financing Sources					
Proceeds of Debt Issuance	\$250,000	\$0	\$200,000	\$0	\$0
Total Other Financing Sources	\$250,000	\$0	\$200,000	\$0	\$0
Total Revenues & Other Financing	\$556,395	\$351,027	\$704,375	\$597,170	\$1,360,000
Expenditures					
URA Operations & Maintenance	\$271,609	\$121,558	\$195,166	\$194,608	\$198,583
2006 N College Improvements	0	2,824,237	2,187,380	0	0
Debt Service	256,656	34,992	283,330	522,170	1,305,000
Total Expenditures	\$528,265	\$2,980,787	\$2,665,876	\$716,778	\$1,503,583
Other Financing Uses					
Transfers Out	0	233,480	2,579,140	0	0
Total Other Financing Uses	\$0	\$233,480	\$2,579,140	\$0	\$0
Total Expenditures & Other Financing	\$528,265	\$3,214,267	\$5,245,016	\$716,778	\$1,503,583
Net Change in Fund Balance	28,130	(2,863,240)	(4,540,641)	(119,608)	(143,583)
Ending Fund Balance	\$144,985	(\$2,718,255)	(\$7,258,896)	(\$7,378,504)	(\$7,522,087)

* In 2010 URA O&M Fund was combined with the URA Debt Service Fund. On supplemental schedules, there may be cases where the two funds are being presented separately.

* The 2011 appropriations are overstated by \$70k, which will be reflected in fund balance at the end of the year.

ENTERPRISE FUNDS

500 - GOLF FUND

2011 - \$2,879,387

2012 - \$3,000,567

The Golf Fund provides maintenance, operations, and total management of City Park Nine, Collindale, and SouthRidge Golf Courses. This includes contractual management of the three golf professionals as well as the snack bar/restaurant concessionaires. The Golf Fund is within the Culture, Parks, Recreation, and Environment Services unit.

501 - LIGHT & POWER FUND

2011 - \$106,977,193

2012 - \$110,606,317

The Light & Power Utility is the City's municipally owned public electric utility. Light and Power has several programs designed to make effective and efficient use of available energy resources. The Utility strives to provide the lowest possible electric rates for its customers -- residents and businesses of Fort Collins. Included in the budget amounts is Light & Power capital projects; \$2,070,000 in 2011 and \$725,000 in 2012. The Light and Power Fund is in the Utility Services area.

502 - WATER FUND

2011 - \$30,370,924

2012 - \$31,395,627

This Utility provides services relating to the processing and distribution of the City's water supply, including management, operation, and maintenance of water mains, valves, hydrants, and meters. The Water Utility processes water received from the Cache la Poudre River and Horsetooth Reservoir to meet federal and state drinking water standards. Included in the Budget amounts is Water capital projects; \$4,603,333 in 2011 and \$5,193,333 in 2012. The Water Fund is part of the Utility Services area.

503 - WASTEWATER FUND

2011 - \$22,431,628

2012 - \$21,235,473

The Wastewater Utility provides the City's utility customers with all the services associated with the operation and maintenance of a wastewater treatment and pollution control system. The City's wastewater system consists of two treatment plants, a pollution control laboratory, and a resource recovery farm for sludge disposal. Included in the Budget amounts is Wastewater capital projects; \$4,358,334 in 2011 and \$2,958,334 in 2012. The Wastewater Fund is part of the Utility Services area.

504 - STORMWATER FUND

2011 - \$14,229,352

2012 - \$11,727,727

The Stormwater Utility is involved in the operation, maintenance, and construction of the City's storm drainage network and assesses the future needs of this network. Included in the budget amounts is Stormwater capital projects; \$3,483,333 in 2011 and \$1,018,333 in 2012. Stormwater is included in the Utility Services area.

GOLF FUND - 500

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$4,537,933	\$4,558,034	\$4,625,705	\$4,710,548	\$4,820,560
Revenues					
Charges for Service	2,633,306	2,598,890	2,841,000	2,837,000	2,958,000
Earnings on Investments	15,521	7,849	7,193	10,000	10,000
Miscellaneous	34,166	26,489	45,000	40,000	40,000
Total Revenues	\$2,682,993	\$2,633,229	\$2,893,193	\$2,887,000	\$3,008,000
Other Financing Sources					
Other Financing Sources	192,849	0	0	0	0
Total Other Financing Sources	\$192,849	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$2,875,842	\$2,633,229	\$2,893,193	\$2,887,000	\$3,008,000
Expenditures					
Personnel Services	1,182,573	1,113,087	1,141,503	1,129,394	1,159,654
Purchased Prof & Tech Services	232,859	209,104	223,943	221,953	229,265
Purchased Property Services	275,844	256,185	301,365	319,393	327,517
Other Purchased Services	170,719	217,039	232,047	207,225	212,597
Supplies	259,082	266,628	260,750	283,137	287,626
Capital Outlay	212,857	71,370	0	0	75,000
Other	314,465	307,592	106,956	119,959	93,079
Total Expenditures	\$2,648,398	\$2,441,005	\$2,266,564	\$2,281,061	\$2,384,738
Other Financing Uses					
Other Financing	565,947	586,519	554,491	555,209	572,023
Transfers Out	0	0	72,138	43,117	43,806
Total Other Financing Uses	\$565,947	\$586,519	\$626,629	\$598,326	\$615,829
Total Expenditures & Other Financing Uses	\$3,214,345	\$3,027,525	\$2,893,193	\$2,879,387	\$3,000,567
Capital Expenses (174,431) (52,528) 0 0 (75,000)					
Principal Payments (377,022) (409,439) (392,435) (410,351) (433,973)					
Net Debt Proceeds 192,849 0 0 0 0					
Depreciation 0 0 307,592 307,952 307,952					
Net Adjustments to GAAP	(\$358,604)	(\$461,967)	(\$84,843)	(\$102,399)	(\$201,021)
Net Change in Fund Balance	\$20,101	\$67,671	\$84,843	\$110,012	\$208,454
Ending Fund Balance	\$4,558,034	\$4,625,705	\$4,710,548	\$4,820,560	\$5,029,014
Reserves					
Net Assets Invested in Capital	3,913,546	4,068,871	3,761,279	3,453,327	3,220,375
Operations Reserve	48,317	45,220	45,621	47,695	48,649
Unrestricted	596,171	511,614	903,648	1,319,539	1,759,991
Total Reserves	\$4,558,034	\$4,625,705	\$4,710,548	\$4,820,560	\$5,029,014

LIGHT & POWER FUND - 501

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$158,858,329	\$161,150,063	\$160,167,472	\$173,676,504	\$180,207,918
Revenues					
Operating Grants/Contributions	23,023	111,785	122,000	0	0
Capital Grants/Contributions	0	815,725	18,101,264	0	0
Other Intergovernmental	0	0	0	331,849	241,849
Light and Power	82,448,756	83,295,973	91,213,692	95,892,159	101,842,436
Interest Revenue	2,042,235	887,503	883,174	939,701	1,044,113
Security Lending	93,977	11,328	0	0	0
Other Earnings on Investments	29,779	26,661	0	19,948	16,338
Contributions & Donations	2,346,547	1,652,724	1,886,889	1,900,176	1,906,816
Sale of Property	22,599	8,066	0	0	0
Non Operating	901,211	785,918	769,700	647,832	647,832
Other Miscellaneous	808,863	851,564	684,147	612,147	612,147
Total Revenues	\$88,716,991	\$88,447,245	\$113,660,866	\$100,343,812	\$106,311,531
Other Financing Sources					
Proceeds of Debt Issuance	0	0	17,000,000	0	0
Transfers from Funds	0	0	120,061	121,958	0
Total Other Financing Sources	\$0	\$0	\$17,120,061	\$121,958	\$0
Total Revenues & Other Financing Sources	\$88,716,991	\$88,447,245	\$130,780,927	\$100,465,770	\$106,311,531
Expenditures					
Light & Power Operations	13,790,590	14,160,354	7,293,378	7,089,463	7,294,295
Payments and Transfers	11,719,799	12,025,021	12,941,396	12,370,926	12,801,343
Purchase of Power	59,084,869	60,582,158	67,349,001	69,722,629	73,800,582
System Additions	7,338,717	8,125,678	10,283,165	8,736,887	8,954,779
Capital Projects	2,886,302	6,685,177	5,704,000	2,070,000	725,000
Energy Services	1,557,527	3,113,913	5,165,739	4,949,973	4,995,453
Operating Grants	23,455	171,119	222,381	0	0
Capital Grants	5,952	53,308	34,890,127	0	0
Total Expenditures	\$96,407,212	\$104,916,728	\$143,849,187	\$104,939,878	\$108,571,452
Other Financing Uses					
Debt Service	0	0	0	2,037,315	2,034,865
Transfers Out	243,067	250,359	0	0	0
Total Other Financing Uses	\$243,067	\$250,359	\$0	\$2,037,315	\$2,034,865
Total Expenditures & Other Financing Uses	\$96,650,279	\$105,167,087	\$143,849,187	\$106,977,193	\$110,606,317
Depreciation	0	0	7,300,000	7,100,000	7,100,000
Capital Expenses	(10,225,022)	(15,737,251)	(50,877,292)	(12,221,887)	(11,134,779)
Net Debt Proceeds	0	0	17,000,000	0	0
Prior Year Appropriations/Grant Revenues	0	0	0	(7,920,950)	(3,038,892)
AMI Savings	0	0	0	0	(331,523)
Net Adjustments to GAAP	(10,225,022)	(15,737,251)	(26,577,292)	(13,042,837)	(7,405,194)
Net Change in Fund Balance	\$2,291,734	-\$982,591	\$13,509,032	\$6,531,414	\$3,110,408
Ending Fund Balance	\$161,150,063	\$160,167,472	\$173,676,504	\$180,207,918	\$183,318,326
<i>*NOTE: Ending fund balance includes non-liquid assets.</i>					
Working Capital Reserve					
Operations Reserve	1,591,383	2,011,542	1,952,829	2,007,287	1,983,493
Art in Public Places	657,180	682,399	782,004	782,004	782,004
Capital Reserve	16,516,635	16,516,635	11,480,735	11,480,735	11,480,735
Available Reserve	39,823,255	28,408,251	17,565,825	17,419,905	4,936,126
Total Reserves	\$58,588,453	\$47,618,827	\$31,781,393	\$31,689,931	\$19,182,358

WATER FUND - 502

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$227,142,270	\$237,651,366	\$240,702,357	\$243,008,289	\$245,157,189
Revenues					
Water	24,283,914	21,752,118	26,448,689	25,008,022	25,123,487
Interest Revenue	2,790,750	1,553,797	1,195,035	1,473,191	1,636,879
Security Lending	124,606	19,675	0	0	0
Rents	69,468	23,266	50,000	50,000	50,000
Contributions & Donations	5,367,029	2,115,681	1,839,816	1,091,649	917,287
Sale of Property	16,585	10,219	0	0	0
Non Operating	103,949	92,141	80,277	78,043	75,783
Other Miscellaneous	139,480	134,248	60,000	81,500	83,045
Total Revenues	\$32,895,782	\$25,701,145	\$29,673,817	\$27,782,405	\$27,886,481
Other Financing Sources					
Transfers from Funds	0	0	90,856	92,292	0
Total Other Financing Sources	\$0	\$0	\$90,856	\$92,292	\$0
Total Revenues & Other Financing Sources	\$32,895,782	\$25,701,145	\$29,764,673	\$27,874,697	\$27,886,481
Expenditures					
Minor Capital	594,378	713,005	2,332,539	1,987,412	2,031,853
Payments and Transfers	11,172,217	11,171,631	8,446,234	7,946,733	7,994,498
Transmission & Distribution	2,316,977	2,255,027	2,578,911	2,516,845	2,604,635
Water Meter Operations	522,268	543,655	708,044	690,650	709,786
Water Production	4,355,886	4,772,714	5,974,088	6,023,153	6,195,041
Water Quality	874,180	941,200	978,428	983,452	1,010,211
Water Resources	1,386,216	1,493,842	1,942,418	1,932,930	1,973,103
Capital Projects	3,401,817	3,378,133	7,805,938	4,603,333	5,193,333
Total Expenditures	\$24,623,939	\$25,269,208	\$30,766,600	\$26,684,508	\$27,712,460
Other Financing Uses					
Debt Financing	6,424,615	5,854,267	4,421,935	3,686,416	3,683,167
Transfers Out	183,940	189,458	0	0	0
Total Other Financing Uses	\$6,608,555	\$6,043,725	\$4,421,935	\$3,686,416	\$3,683,167
Total Expenditures & Other Financing Uses	\$31,232,494	\$31,312,934	\$35,188,535	\$30,370,924	\$31,395,627
Depreciation	0	0	5,134,941	5,147,326	5,174,212
Capital Expenses	(8,845,808)	(8,662,780)	(12,864,736)	(9,792,453)	(10,538,211)
Net Debt Proceeds	0	0	0	0	0
Net Adjustments to GAAP	(8,845,808)	(8,662,780)	(7,729,795)	(4,645,127)	(5,363,999)
Net Change in Fund Balance	\$10,509,096	\$3,050,991	\$2,305,933	\$2,148,900	\$1,854,853
<i>Ending Fund Balance</i>	\$237,651,366	\$240,702,357	\$243,008,289	\$245,157,189	\$247,012,042
<small>*NOTE: Ending fund balance includes non-liquid assets.</small>					
Working Capital Reserves					
Operations Reserve	1,076,700	1,322,434	1,250,401	1,256,174	1,283,762
Art in Public Places	703,096	789,646	899,046	830,246	877,246
Capital Reserve	41,048,321	40,564,433	26,538,882	21,942,490	17,210,742
Principal and Interest	340,091	292,275	229,573	237,850	214,102
Water Rights	23,700,994	23,353,416	22,947,516	22,609,436	21,927,706
Total Reserves	\$66,869,202	\$66,322,204	\$51,865,418	\$46,876,196	\$41,513,558

WASTEWATER FUND - 503

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$113,269,625	\$119,745,878	\$126,499,546	\$129,170,808	\$132,999,351
Revenues					
Wastewater	16,170,810	17,701,671	17,622,768	18,713,219	19,688,503
Interest Revenue	1,116,257	1,586,574	449,820	953,418	1,059,353
Security Lending	38,766	24,282	0	0	0
Rents	80,013	74,859	61,800	63,654	65,564
Contributions & Donations	4,064,444	3,416,317	2,657,661	524,429	540,161
Sale of Property	15,217	5,689	0	0	0
Other Miscellaneous	26,122	27,572	1,030	11,061	11,393
Total Revenues	\$21,511,629	\$22,836,964	\$20,793,079	\$20,265,781	\$21,364,974
Other Financing Sources					
Proceeds of Debt Issuance	0	31,374,993	4,100,000	0	0
Transfers from Funds	0	0	75,815	77,014	0
Total Other Financing Sources	\$0	\$31,374,993	\$4,175,815	\$77,014	\$0
Total Revenues & Other Financing Sources	\$21,511,629	\$54,211,958	\$24,968,894	\$20,342,795	\$21,364,974
Expenditures					
Minor Capital	517,750	252,609	519,505	517,200	474,000
Payments and Transfers	6,583,739	6,706,302	5,360,132	4,754,644	4,723,666
Trunk and Collection	1,411,689	1,467,567	1,740,189	1,695,091	1,756,524
Water Quality	1,104,435	1,141,576	1,203,171	1,186,975	1,219,022
Water Reclamation	4,566,178	4,503,637	4,977,285	5,060,506	5,216,228
Capital Projects	7,989,643	13,527,737	4,287,374	4,358,334	2,958,334
Total Expenditures	\$22,173,434	\$27,599,428	\$18,087,657	\$17,572,750	\$16,347,774
Other Financing Uses					
Debt Financing	5,340,650	6,365,717	9,295,703	4,858,878	4,887,699
Transfers Out	153,490	158,095	0	0	0
Total Other Financing Uses	\$5,494,140	\$6,523,812	\$9,295,703	\$4,858,878	\$4,887,699
Total Expenditures & Other Financing Uses	\$27,667,574	\$34,123,239	\$27,383,360	\$22,431,628	\$21,235,473
Depreciation	0	0	3,262,116	4,173,919	4,190,674
Capital Expenses	(12,632,198)	(18,039,943)	(8,347,844)	(10,091,295)	(7,572,458)
Net Adjustments to GAAP	(12,632,198)	(18,039,943)	(5,085,728)	(5,917,376)	(3,381,784)
Net Change in Fund Balance	\$6,476,253	\$6,753,668	\$2,671,262	\$3,828,543	\$3,511,285
Ending Fund Balance	\$119,745,878	\$126,499,546	\$129,170,808	\$132,999,351	\$136,510,636
<i>*NOTE: Ending fund balance includes non-liquid assets.</i>					
Working Capital Reserve					
Operations Reserve	893,626	1,039,654	935,661	984,425	1,025,420
Art in Public Places	137,077	371,791	281,950	200,577	200,577
Capital Reserve	14,392,568	34,184,131	30,963,058	23,652,516	18,365,353
Principal and Interest	421,412	506,690	432,975	381,573	383,975
Bond Reserve	0	3,488,529	4,058,156	4,131,460	4,184,836
Total Reserves	\$15,844,683	\$39,590,795	\$36,671,800	\$29,350,551	\$24,160,161

STORMWATER FUND - 504

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$68,682,119	\$74,366,673	\$78,733,761	\$82,789,356	\$87,336,528
Revenues					
Non-Bus Licenses & Permits	1,300	970	1,612	980	989
Operating Grants/Contributions	498	0	0	0	0
Capital Grants/Contributions	0	0	0	0	0
Stormwater	13,568,245	13,623,915	13,724,845	13,798,078	13,907,929
Interest Revenue	794,172	396,313	266,337	243,255	270,283
Security Lending	27,943	3,122	0	0	0
Contributions & Donations	455,330	168,243	410,429	169,926	171,624
Sale of Property	-3,159	-20,668	0	0	0
Other Miscellaneous	49,922	14,835	10,927	11,036	11,147
Total Revenues	\$14,894,252	\$14,186,730	\$14,414,150	\$14,223,275	\$14,361,972
Other Financing Sources					
Transfers from Funds	0	0	31,149	31,642	0
Total Other Financing Sources	\$0	\$0	\$31,149	\$31,642	\$0
Total Revenues & Other Financing Sources	\$14,894,252	\$14,186,730	\$14,445,299	\$14,254,917	\$14,361,972
Expenditures					
Minor Capital	388,517	35,226	379,950	390,450	400,000
Operations	2,622,841	2,411,698	2,908,851	2,910,616	2,976,480
Payments and Transfers	4,659,408	5,742,086	3,629,687	3,095,916	2,985,518
Capital Projects	10,166,887	7,009,431	4,405,935	3,483,333	1,018,333
Total Expenditures	\$17,837,654	\$15,198,441	\$11,324,423	\$9,880,315	\$7,380,331
Other Financing Uses					
Debt Service	4,436,969	4,111,836	4,171,836	4,129,037	4,127,396
Transfers Out	178,062	179,954	275,000	220,000	220,000
Total Other Financing Uses	\$4,615,031	\$4,291,790	\$4,446,836	\$4,349,037	\$4,347,396
Total Expenditures & Other Financing Uses	\$22,452,685	\$19,490,231	\$15,771,259	\$14,229,352	\$11,727,727
Depreciation	0	0	2,086,830	2,134,676	2,117,441
Principal Payments	(2,610,000)	(2,567,500)	(2,682,500)	(2,782,500)	(2,895,000)
Purchase of Capital Assets	(10,632,986)	(7,103,090)	(4,785,885)	(3,873,783)	(1,418,333)
Net Adjustments to GAAP	(13,242,986)	(9,670,590)	(5,381,555)	(4,521,607)	(2,195,892)
Net Change in Fund Balance	\$5,684,554	\$4,367,089	\$4,055,595	\$4,547,172	\$4,830,137
Ending Fund Balance	\$74,366,673	\$78,733,761	\$82,789,356	\$87,336,528	\$92,166,665
<i>*NOTE: Ending fund balance includes non-liquid assets.</i>					
Working Capital Reserve					
Operations Reserve	679,448	689,904	689,904	695,396	702,350
Art in Public Places	166,584	192,230	229,330	261,430	268,830
Capital Reserve	12,333,560	6,468,335	3,524,496	1,757,230	2,702,069
Debt Service	502,123	456,298	456,298	446,649	436,974
Total Reserves	\$13,681,715	\$7,806,767	\$4,900,028	\$3,160,705	\$4,110,223

INTERNAL SERVICE FUNDS

601 - EQUIPMENT FUND

2011 - \$9,457,218

2012 - \$9,927,360

The Equipment Fund is used to account for the operation and maintenance, and acquisition, of certain City equipment such as vehicles, trucks, and other major equipment purchases. The Equipment Fund is within the Internal Services area.

602 - SELF INSURANCE FUND

2011 - \$3,247,228

2012 - \$3,259,300

The Self Insurance Fund provides for protection against losses involving City property, equipment and personnel using a combination of risk transfer (insurance coverage) and risk retention (self insurance). The Self Insurance Fund is within the Financial Services area.

603 - DATA & COMMUNICATIONS FUND

2011 - \$7,410,443

2012 - \$7,346,213

The Data and Communications Fund provides for the acquisition, operation, and maintenance of the City's telephone system, office automation systems, and the City's central information technology functions. The Data and Communications Fund is within the Internal Services area.

604 - BENEFITS FUND

2011 - \$21,702,110

2012 - \$22,949,435

The Benefits Fund provides for the collection of benefit premiums and the payment of medical claims. Benefits include a health insurance program, life insurance, accidental death and dismemberment, vision, dental, long-term disability, and several reimbursement accounts. The Benefits Fund is part of the Internal Services area.

605 - UTILITY CUSTOMER SERVICE & ADMIN. FUND

2011 - \$15,462,965

2012 - \$15,232,183

The Utility Customer Service and Administration Fund provides the four Utility Funds and their customers with management, support services and customer services. The Utility Customer Service and Administration Fund is part of the Utility Services area.

EQUIPMENT FUND - 601

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$6,668,711	\$5,964,517	\$5,080,164	\$5,345,645	\$5,089,392
Revenues					
Capital Grants/Contributions	0	36,115	0	0	0
General Government	7,674,778	6,508,810	9,450,091	8,952,923	9,512,156
Interest Revenue	148,356	1,839	63,498	40,077	44,530
Security Lending	6,171	262	0	0	0
Rents	152,006	55,275	96,003	50,000	50,000
Contributions & Donations	180,406	0	0	0	0
Sale of Property	54,374	80,821	6,000	5,000	5,000
Other Miscellaneous	52,434	6,958	30,500	500	500
Total Revenues	\$8,268,524	\$6,690,080	\$9,646,092	\$9,048,500	\$9,612,186
Other Financing Sources					
Transfers from Funds	0	0	0	302,108	336,807
Total Other Financing Sources	\$0	\$0	\$0	\$302,108	\$336,807
Total Revenues & Other Financing Sources	\$8,268,524	\$6,690,080	\$9,646,092	\$9,350,608	\$9,948,993
Expenditures					
Personnel Services	2,197,780	2,462,016	2,545,629	2,441,289	2,514,065
Purchased Prof & Tech Services	161,314	40,800	112,910	86,850	116,820
Purchased Property Services	1,070,784	1,102,404	1,320,358	1,117,781	1,214,674
Other Purchased Services	70,370	59,294	78,914	63,698	67,530
Supplies	4,278,553	3,150,270	4,356,138	4,892,463	5,076,052
Capital Outlay	1,116,775	1,214,907	345,562	176,000	192,000
Other	660,236	689,993	452,054	377,029	409,412
Total Expenditures	\$9,555,811	\$8,719,683	\$9,211,565	\$9,155,110	\$9,590,553
Other Financing Uses					
Other Financing	535,034	410,645	239,577	302,108	336,807
Total Other Financing Uses	\$535,034	\$410,645	\$239,577	\$302,108	\$336,807
Total Expenditures & Other Financing Uses	\$10,090,845	\$9,130,328	\$9,451,142	\$9,457,218	\$9,927,360
Capital Expenses	(639,625)	(1,167,027)	(345,562)	(176,000)	(192,000)
Principal Payments	(478,502)	(388,868)	(220,497)	(266,350)	(279,214)
Net Debt Proceeds	0	0	0	0	0
Depreciation	0	0	495,528	591,993	585,993
Net Adjustments to GAAP	(\$1,118,127)	(\$1,555,895)	(\$70,531)	\$149,643	\$114,779
Net Change in Fund Balance	(\$704,194)	(\$884,353)	\$265,481	(\$256,253)	(\$93,146)
Ending Fund Balance	\$5,964,517	\$5,080,164	\$5,345,645	\$5,089,392	\$4,996,246
Reserves					
Net Assets Invested in Capital	2,801,279	3,680,493	3,336,062	2,822,069	2,324,076
Operations Reserve	192,313	182,450	183,102	191,811	195,647
Capital Reserve	297,299	297,299	0	0	0
Unassigned Fund Balance	2,673,626	919,922	1,826,480	2,075,512	2,476,522
Total Reserves	\$5,964,517	\$5,080,164	\$5,345,645	\$5,089,392	\$4,996,246

SELF INSURANCE FUND - 602

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
<i>Beginning Fund Balance</i>	\$4,156,035	\$4,775,681	\$2,351,089	\$1,477,944	\$1,290,928
Revenues					
General Government	2,589,120	2,544,663	2,277,915	2,921,645	3,127,810
Interest Revenue	293,682	158,218	141,904	138,567	153,964
Security Lending	14,963	1,109	0	0	0
Other Miscellaneous	16,030	9,583	0	0	0
Total Revenues	\$2,913,794	\$2,713,574	\$2,419,819	\$3,060,212	\$3,281,774
Other Financing Sources					
Transfers from Funds	29,750	29,750	0	0	0
Total Other Financing Sources	\$29,750	\$29,750	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$2,943,544	\$2,743,324	\$2,419,819	\$3,060,212	\$3,281,774
Expenditures					
Salaries & Wages	337,045	383,967	377,631	332,323	338,852
Benefits	98,337	124,938	124,512	106,267	111,810
Other Personnel Costs	0	2,476	0	0	0
Professional & Technical	8	54,202	135,500	90,500	90,500
Governmental Services	0	200,000	0	0	0
Other Prof & Tech Services	253,266	48,892	81,500	81,500	81,500
Repair & Maintenance Services	0	683	0	0	0
Rental Services	213	436	7,700	7,700	7,700
Insurance, Non Emp Benefits	1,514,426	4,225,255	2,420,258	2,492,000	2,492,000
Communication Services	4,521	4,614	5,000	5,000	5,000
Internal Admin Services	3,389	3,485	3,213	3,288	3,288
Employee Travel	2,504	6,085	19,700	19,700	19,700
Other Purchased Services	518	593	1,200	1,200	1,200
Land & Building Maint Supplies	0	42	0	0	0
Office & Related Supplies	1,964	1,817	1,000	1,000	1,000
Health & Safety Supplies	39,365	34,921	81,000	52,000	52,000
Other Supplies	68,341	75,512	34,750	54,750	54,750
Total Expenditures	\$2,323,899	\$5,167,916	\$3,292,964	\$3,247,228	\$3,259,300
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$2,323,899	\$5,167,916	\$3,292,964	\$3,247,228	\$3,259,300
Net Change in Fund Balance	\$619,646	-\$2,424,592	-\$873,145	-\$187,016	\$22,474
<i>Ending Fund Balance</i>	\$4,775,681	\$2,351,089	\$1,477,944	\$1,290,928	\$1,313,402

DATA & COMMUNICATIONS FUND - 603

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$3,380,524	\$4,214,424	\$3,660,455	\$1,846,204	\$1,334,874
Revenues					
General Government	3,150,138	3,137,632	1,530,473	1,298,316	1,344,145
Other Charges for Service	2,268	1,589	2,324	2,417	2,465
Interest Revenue	112,591	67,903	37,975	71,886	79,874
Security Lending	4,294	836	0	0	0
Contributions & Donations	512,395	111,936	0	0	0
Sale of Property	-23,067	471	0	0	0
Other Miscellaneous	141	66	0	0	0
Total Revenues	\$3,758,760	\$3,320,433	\$1,570,772	\$1,372,619	\$1,426,484
Other Financing Sources					
Transfers from Funds	4,827,092	3,471,963	5,890,546	5,526,494	5,901,399
Total Other Financing Sources	\$4,827,092	\$3,471,963	\$5,890,546	\$5,526,494	\$5,901,399
Total Revenues & Other Financing Sources	\$8,585,852	\$6,792,396	\$7,461,318	\$6,899,113	\$7,327,883
Expenditures					
Salaries & Wages	2,875,119	2,940,350	2,809,137	2,838,095	2,894,673
Benefits	730,467	821,707	899,994	831,966	873,711
Other Personnel Costs	301	722	0	-2,050	-2,146
Professional & Technical	257,405	398,535	1,240,822	272,330	262,077
Other Prof & Tech Services	455,749	223,310	267,687	112,640	104,993
Cleaning Services	0	5,491	0	0	0
Repair & Maintenance Services	863,399	875,355	1,113,408	1,080,263	1,153,127
Rental Services	1,445	1,815	2,336	1,873	1,910
Communication Services	631,707	497,607	620,037	639,487	652,276
Internal Admin Services	14,006	14,024	7,004	3,898	4,049
Employee Travel	106,739	59,070	104,617	59,273	67,784
Other Purchased Services	14,020	7,258	13,707	6,701	6,834
Vehicle & Equipment Supplies	1,122	482	2,652	500	510
Office & Related Supplies	1,005,080	1,169,294	953,660	654,427	811,756
Other Supplies	45,133	16,838	57,508	9,940	10,139
Infrastructure	0	9,023	0	0	0
Vehicles & Equipment	497,954	30,440	740,000	451,100	504,520
Depreciation	252,305	275,047	0	0	0
Total Expenditures	\$7,751,952	\$7,346,366	\$8,832,569	\$6,960,443	\$7,346,213
Other Financing Uses					
Transfers to Funds	0	0	443,000	450,000	0
Total Other Financing Uses	\$0	\$0	\$443,000	\$450,000	\$0
Total Expenditures & Other Financing Uses	\$7,751,952	\$7,346,366	\$9,275,569	\$7,410,443	\$7,346,213
Net Change in Fund Balance	\$833,900	-\$553,969	-\$1,814,251	-\$511,330	-\$18,330
Ending Fund Balance	\$4,214,424	\$3,660,455	\$1,846,204	\$1,334,874	\$1,316,544

BENEFITS FUND - 604

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$6,541,446	\$7,999,341	\$9,960,331	\$9,037,599	\$8,058,726
Revenues					
Charges for Service	18,723,298	20,647,640	19,197,700	20,471,000	21,691,000
Earnings on Investments	445,860	222,475	160,973	212,237	235,819
Miscellaneous	40,000	43,560	40,000	40,000	40,000
Total Revenues	\$19,209,158	\$20,913,675	\$19,398,673	\$20,723,237	\$21,966,819
Total Revenues & Other Financing Sources	\$19,209,158	\$20,913,675	\$19,398,673	\$20,723,237	\$21,966,819
Expenditures					
Personnel Services	553,201	578,213	557,455	571,005	586,340
Purchased Prof & Tech Services	446,506	219,667	503,500	264,225	266,850
Purchased Property Services	257	3,351	6,500	6,300	6,300
Other Purchased Services	16,663,079	18,125,140	19,234,750	20,840,430	22,069,495
Supplies	88,219	26,314	19,200	20,150	20,450
Total Expenditures	\$17,751,263	\$18,952,685	\$20,321,405	\$21,702,110	\$22,949,435
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$17,751,263	\$18,952,685	\$20,321,405	\$21,702,110	\$22,949,435
Net Change in Fund Balance	\$1,457,895	\$1,960,990	(\$922,732)	(\$978,873)	(\$982,616)
Ending Fund Balance	\$7,999,341	\$9,960,331	\$9,037,599	\$8,058,726	\$7,076,110
Reserves					
Operations Reserve	\$465,133	\$406,428	\$434,042	\$458,989	\$468,168
Reserved for Medical and Dental Claims	7,534,208	9,553,903	8,603,557	7,599,737	6,607,941
Total Reserves	\$7,999,341	\$9,960,331	\$9,037,599	\$8,058,726	\$7,076,110

UTILITY CS&A FUND - 605

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012
Beginning Fund Balance	\$2,380,422	\$2,905,693	\$3,332,383	\$3,269,627	\$3,232,832
Revenues					
General Government	12,940,517	12,894,828	15,960,716	14,330,550	14,105,047
Interest Revenue	93,642	49,406	43,044	55,786	59,528
Security Lending	3,272	287	0	0	0
Sale of Property	-108,799	22,461	0	0	0
Non Operating	960,281	962,702	880,672	891,700	909,534
Other Miscellaneous	19,885	71,613	17,617	21,038	21,459
Total Revenues	\$13,908,798	\$14,001,297	\$16,902,049	\$15,299,074	\$15,095,568
Other Financing Sources					
Transfers from Funds	0	0	125,119	127,096	0
Total Other Financing Sources	\$0	\$0	\$125,119	\$127,096	\$0
Total Revenues & Other Financing Sources	\$13,908,798	\$14,001,297	\$17,027,168	\$15,426,170	\$15,095,568
Expenditures					
Salaries & Wages	5,453,578	5,402,024	5,776,157	5,660,473	5,770,108
Benefits	1,717,315	1,828,189	1,959,657	1,835,814	1,932,176
Other Personnel Costs	9,488	13,118	17,147	96,750	96,930
Professional & Technical	429,181	578,092	1,286,272	1,487,300	1,063,800
Other Prof & Tech Services	1,917,776	269,242	1,855,806	889,430	748,160
Utility Services	266,032	220,736	309,521	239,875	248,674
Cleaning Services	106,025	104,308	107,831	110,829	113,755
Repair & Maintenance Services	450,301	643,487	800,762	750,244	771,590
Rental Services	229,870	235,001	287,068	261,000	266,400
Construction Services	1,250	0	0	0	0
Other Property Services	652	4,705	3,000	3,000	3,060
Communication Services	335,493	352,363	378,700	396,130	401,105
Internal Admin Services	143,024	1,506,814	156,970	102,102	105,091
Employee Travel	71,779	64,250	154,593	143,280	143,450
Other Purchased Services	337,010	589,956	499,425	495,700	503,781
Vehicle & Equipment Supplies	92,618	67,411	138,512	123,764	128,563
Land & Building Maint Supplies	15,063	17,457	32,075	20,350	21,806
Utility Supplies	162	1,331	2,045	1,500	1,500
Office & Related Supplies	207,835	210,397	597,551	333,640	288,875
Health & Safety Supplies	16,792	13,440	28,063	24,100	24,433
Other Supplies	139,751	125,508	173,220	157,450	157,340
Buildings	9,705	0	50,000	0	0
Vehicles & Equipment	624,054	315,440	419,495	376,665	414,500
Other Capital Outlay	3,300	14,911	10,000	100,000	100,000
Depreciation	238,760	310,563	0	0	0
Bad Debt Expense	0	43	0	0	0
Other	200	126	182,071	201,850	201,900
Total Expenditures	\$12,817,012	\$12,888,913	\$15,225,941	\$13,811,246	\$13,506,997
Other Financing Uses					
Transfers to Funds	566,515	685,695	1,863,982	1,651,719	1,725,186
Total Other Financing Uses	\$566,515	\$685,695	\$1,863,982	\$1,651,719	\$1,725,186
Total Expenditures & Other Financing Uses	\$13,383,527	\$13,574,608	\$17,089,923	\$15,462,965	\$15,232,183
Net Change in Fund Balance	\$525,271	\$426,690	-\$62,755	-\$36,795	-\$136,615
Ending Fund Balance	\$2,905,693	\$3,332,383	\$3,269,627	\$3,232,832	\$3,096,217

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City of Fort Collins Debt Position

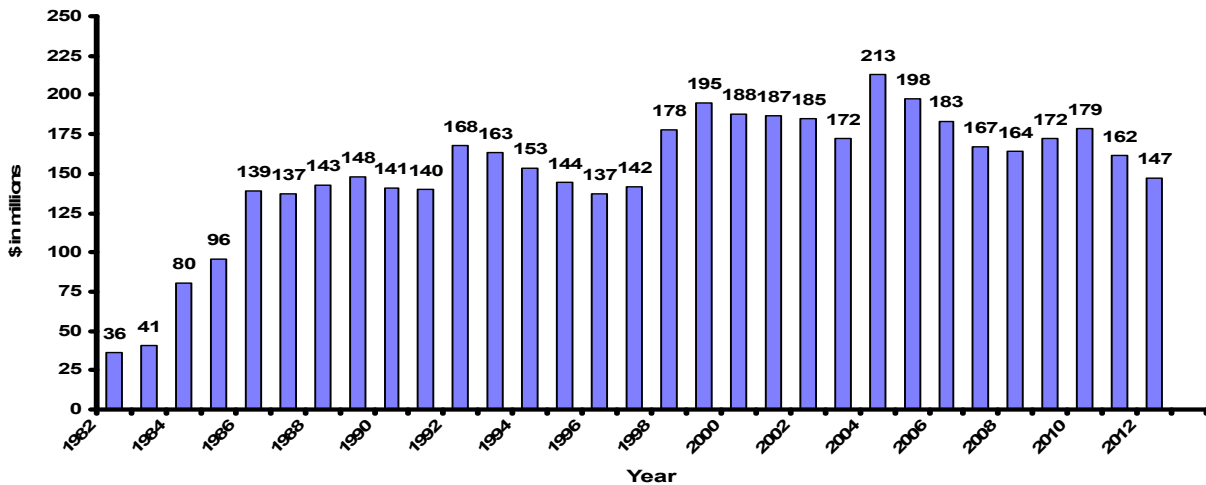
Overview and Debt Financing Principles

The ability to use long-term financing adds flexibility to municipalities. Like many other local governments, Fort Collins uses debt to acquire equipment or build improvements that will provide services or benefits for several years. Sustained growth challenges a local government's ability to construct a wide range of public facilities to meet the service demands of residents. Often, there is a time lag from service demands of growth and the corresponding growth in revenue sources, particularly tax sources.

Communities have three basic choices to meet the demand for public facilities: pay-as-you-go financing, debt financing and public-private ventures. Relying too heavily on any one of the financing options can jeopardize a local government's fiscal health. Over-reliance on one technique may also reduce its ability to respond to changes in economic and demographic conditions. Determining the appropriate combination of financing techniques to meet Fort Collins' needs has been a major challenge for decision-makers.

Between 1970 and 1980, the population of Fort Collins grew at an annual rate of more than four percent. While the pace of growth subsided during the 1980s, it remained at or about three percent per year. In the 1990s, the growth rate has edged lower to about 1.8 percent per year. In response to growth in demand for services, the City used all three financing techniques to finance public facilities. The chart below displays the rapid rise in the total amount of debt in the early 1980s and its later stabilization. The large increase in 1998 and 1999 is due to the debt issued for water and stormwater utility improvements and the downtown civic center projects – the parking structure and new administrative office building. The increase in 2004 is due to the debt issued for funding a new police services building, reconstruction of a transportation facility, and the acquisition of open space in the region under the City natural's areas program.

**Chart 1. City of Fort Collins, Colorado
Outstanding Debt at Year-end 1982-2012**



In addition to the use of debt financing, the City primarily uses the pay-as-you-go financing method in its capital programs. In some instances, the City has also used joint ventures with private developers to provide needed facilities and infrastructure.

Debt financing allows construction of improvements in advance of or as the need arises rather than delaying projects until enough revenue is accumulated. By using debt financing, the costs of the improvements will be more fairly distributed to the users over the expected useful life.

The goal of Fort Collins' debt policy is to maintain the ability to provide high quality essential city services in a cost-effective manner. City officials balance service needs with maintaining the ability to borrow at the lowest possible rates. To soundly finance a project through the issuance of long-term debt, the City uses the following guidelines:

- Revenue sources used to pay off the debt will be based on conservative projections.
- The financing of the improvement will not exceed its useful life.
- The benefits of the improvement must outweigh its costs, including the interest costs of financing.

Through the application of these policies, the Council rigorously tests the demand for debt financing.

While other cities may use debt to cover deficits (annual expenditures greater than annual revenue) and to cover short-term cash flow difficulties, Fort Collins limits debt to essential and necessary capital projects. The two-year budget integrates debt financed projects into the City's capital improvement plan which also includes significant pay-as-you-go projects. The budget links all capital projects to the services that the City has decided to provide to its residents and visitors.

Types of City Debt

The source of authority for debt financing is the City Charter. The Charter lists the following securities to evidence indebtedness:

- Short-term notes
- General obligation securities
- Revenue securities
- Refunding securities
- Tax increment and other securities not in contravention with the Charter.

The following table presents a synopsis of City debt. The table distinguishes between general government (tax supported) debt and debt of City-operated (fee supported) enterprises.

**Table 1. City of Fort Collins, Colorado
Debt Outstanding at Year-end:
Actual 2010; Projected 2011 & 2012**

	<u>Actual 2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
Government Debt			
Downtown Development Authority Tax Increment	15,996,000	12,500,000	11,800,000
Highway Users Tax Revenue	670,000	340,000	-
COPS/ALPS	\$ 49,687,352	\$ 46,415,245	\$ 42,981,223
Capital Leases	\$ 799,747	\$ 288,421	\$ 71,268
Total-Government	<u>\$ 67,153,099</u>	<u>\$ 59,543,666</u>	<u>\$ 54,852,491</u>
Enterprise Fund Debt			
Light and Power Revenue Bonds	16,085,000	14,670,000	13,215,000
Water Revenue Bonds*	23,288,228	20,533,347	17,679,148
Sewer Revenue Bonds	39,105,553	36,123,842	33,025,168
Storm Drainage Revenue Bonds	31,405,000	28,622,500	25,727,500
COPS/ALPS- Golf portion	3,227,648	2,963,755	2,688,777
Capital Leases	442,124	173,771	31,630
Total-Enterprise	<u>\$113,553,553</u>	<u>\$103,087,215</u>	<u>\$92,367,223</u>
Grand Total Debt and Other Obligations	<u>\$180,706,652</u>	<u>\$162,630,881</u>	<u>\$147,219,714</u>

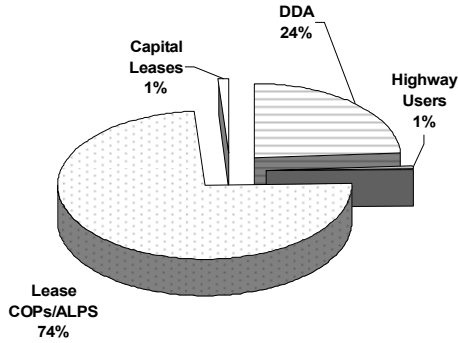
**Includes Subordinate Water Revenue bond dated 12/01/03 issued January 2004.*

The City prefers to use securities supported by specific revenue sources, rather than rely on the pledge of general obligation (property tax supported) debt. In part, this is due to a state constitutional limitation on the amount of general obligation debt. Total general obligation debt may not exceed 10 percent of the assessed valuation of the property. An important exclusion from this calculation is debt issued for water rights and water treatment facilities.

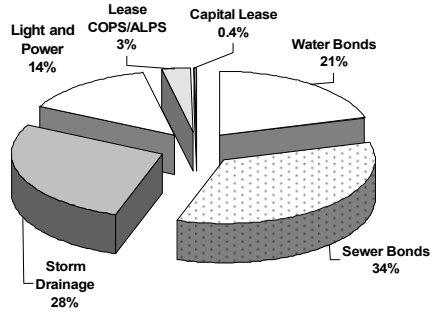
The City does not have any outstanding general obligation debt subject to the state constitution debt limit. The debt for water rights and treatment facilities does not count in the City's debt burden for purposes of the limitation. This means that the City has conserved its general obligation issuance capacity for future projects to be approved by the voters. The pie charts below graphically display the City's debt structure, emphasizing the large share of enterprise operations as well as the capital program for governmental funds.

**Chart 2. City of Fort Collins, Colorado
Total City Debt By Category
2010 Debt & Capital Lease Obligations at Year-end = \$180,706,652**

**Governmental Funds
\$67,153,099 - 37.2%**



**Enterprise Funds
\$113,553,553 - 62.8%**



As Chart 2 shows, the City uses specific revenue sources to support specific projects. Fees and charges to customers support water and wastewater projects. Customers within specific storm water basins that have improvements constructed therein pay for them through capital fee charges. The Downtown Development Authority debt is payable through the property tax that is assessed on the additional value that has been added since the base year. Sales tax revenue supports several projects that are of more general use. Specific dedicated sales tax revenues approved by the voters are also used to support community projects and the acquisition of open space under the City's natural areas program.

Bond Ratings

To attain the lowest possible interest rates and to be sure it has the widest markets for its bonds, the City obtains a credit rating from the major rating services. The stronger the rating, the lower the interest rate assigned and as a result, a lower cost to taxpayers and users of City services. In some cases, the City may also purchase insurance when the economic analysis shows more benefit than cost. Bond insurance provides additional support for the creditworthiness of the bonds and improves (lowers) the interest costs. The two major rating services are Standard & Poor's and Moody's Investors Service. A comparison of their respective ratings and their meaning is presented in Table 2.

**Table 2. Moody's and Standard & Poor's
Credit Ratings for Municipal Bonds**

<u>Rating</u>		<u>Description</u>
<u>Moody's</u>	<u>Standard & Poor's</u>	
Aaa	AAA	Best quality, extremely strong capacity to pay principal and interest
Aa	AA	High quality, very strong capacity to pay principal and interest
A	A	Upper medium quality, strong capacity to pay principal and interest
Baa	BBB	Medium grade quality, adequate capacity to pay principal and interest.
Ba and lower	BB and lower	Speculative quality, low capacity to pay principal and interest.

Note: Within groups, Moody's designates those bonds with the strongest attributes with a 1, for Instance A1 or Aa1 would be of slightly higher quality than A2 or Aa2. Standard & Poor's attaches "+" or a "-" to indicate slight variation within the rating groups. Examples would be AA- or A+ to indicate a credit better than an "A" but less than an "AA."

Bonds issued by the City of Fort Collins continue to receive and maintain very favorable ratings from both rating agencies. The most recent bond ratings are:

	<u>Moody's</u>	<u>Standard & Poor's</u>
Sewer Revenue Bonds	Aa2	AA+
Storm Drainage Revenue Bonds	Aa2	AA+
Water Revenue Bonds	No rating	AA+
Highway Users Tax Revenue Bonds	Aa1	No rating
Lease Certificates of Participation	Aa1	No rating

Most Recent Bond Issues

2010 Light and Power Bonds. On July 15, 2010, the City's Light and Power Utility Enterprise issued bonds totaling \$16,085,000. The proceeds will be used for the Smart Grid Investment Grant Project.

2010 DDA Tax Increment Bonds. On September 21, 2010, the Downtown Development Authority issued bonds totaling \$12,500,000. The proceeds will be used to make capital improvements and fund programs in the downtown area.

Refunding Issues:

When interest rates decline, Fort Collins may reduce its total debt service by refunding outstanding debt. The City may also restructure debt issues if projected revenue sources are not meeting debt service demands. The City Finance Department monitors changes in interest rates and checks the debt structure of its issues. When appropriate, the City has refunded and restructured debt. Over the past few years, interest rates on municipal bonds have declined to the lowest rates in over 15 years. This situation provided the City an opportunity to lower the amount of debt service it pays on bond issues. The following bond refunding was completed in 2010:

2010 Wastewater Revenue Refunding Bonds. On April 5, 2010 the City's Wastewater Utility Enterprise completed a partial refunding of its 2000 Wastewater Revenue bonds. The amount of bonds refunded totaled \$3,900,000. The refunding lowered the interest rate to 2.99%.

Operating Equipment Lease Purchase

In Colorado, the legal definition of debt does not include lease purchase obligations. Despite the legal distinction, the City recognizes lease purchase as a multi-year financing arrangement and includes lease purchase in debt calculations.

The reasons for using lease purchase are virtually the same as those used to justify bond financing. The City uses lease purchase to acquire equipment with a useful life of three to ten years. The City uses the equipment to provide services, but pays off the lease purchase over the life of the equipment. Total lease payments at the end of each of the prior five years have been as follows:

2005	3,725,968
2006	3,115,284
2007	3,091,441
2008	3,180,406
2009	1,195,246

For the equipment currently on lease purchase at year-end 2010, the City anticipates the following payment schedule for the period 2010 through 2014:

2010	960,730
2011	825,958
2012	370,654
2013	104,420
2014	-

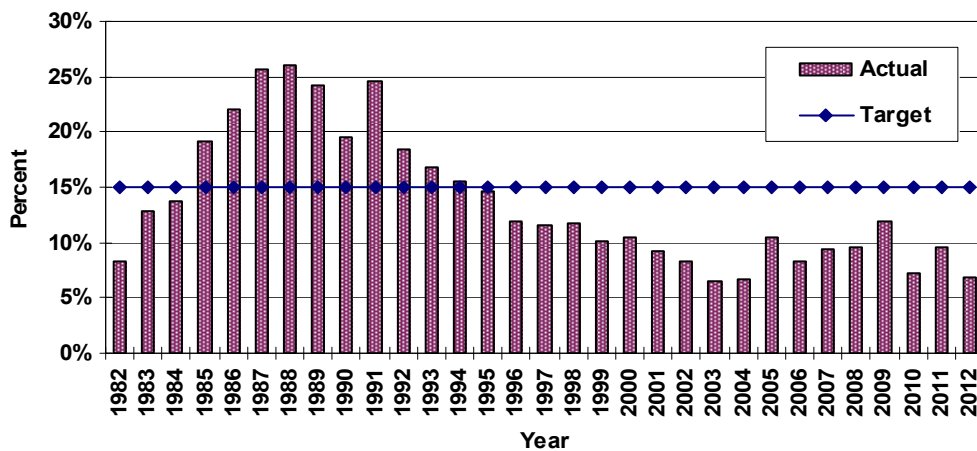
Unless users decide equipment associated with the lease payment schedule is no longer necessary, future lease payments will be appropriated as part of the budget. Council treats lease purchase obligations like debt service obligations. To date, all City lease purchase transactions have been done with leasing firms. Credit ratings for equipment lease transactions would not provide any economic benefit because the transactions are too small. If the size of the transactions continues to increase, future lease purchasing obligations may be done with a credit rating.

Debt Management Policies

In the 1991 Budget, the Council set the policy to monitor and manage its direct debt. The policy made general government annual debt service as a percent of general government operating expenses as the key debt indicator. The Council set a goal of 10 to 12 percent of annual operating expenses as the upper limit target for its debt policy. This level of debt service is a common measure of an issuer's ability to pay its obligations. In 1997, the Council revised the upper limit level to 15% of operating expenses and also simplified the calculation.

The following chart shows the City general government debt service percentage of operating expenses over past years and the five-year budget projection period.

**Chart 3. City of Fort Collins, Colorado
General Government Debt as a Percent of
Annual Operating Expense, 1982 - 2012**



The chart shows that the debt service share of annual operating expense began to diminish in 1989. The general trend is downward since then with only three major increases. The 1991 increase was due to prepayment of debt service for special districts, the General Improvement District bonds and some general obligation park bonds. The 2005 increase is due to debt service on the 2004 Lease Certificates of Participation including principal payments for the first time. The 2009 increase is due to the new debt issue for the Wastewater treatment plant. The chart shows the City continues to have some unused debt capacity within its policy.

Future Debt and Capital Lease Obligation Planning

Governmental Functions. The City will complete most major capital improvements for general government operations on a pay-as-you-go basis through the next round of capital project programming. There is currently a dedicated revenue stream to support capital projects, expiring in 2016.

The Urban Renewal Authority is beginning to receive tax increments which are being used to develop the North College corridor. New debt will likely be issued within the next five years to pay back advances from the general fund and finance new activity.

Enterprise Functions. The water utility revised its capital needs in the 2011-2012 budget process. The water utility does not anticipate a bond issue with this budget cycle. Long-range capital plans based on comprehensive asset management implementation anticipate future debt obligations to replace aging infrastructure systems.

The stormwater utility issued \$12.3 million of bonds in 2002 as directed in the Stormwater Financing Plan to provide the initial capital for stormwater projects in response to the needs identified after the 1997 flood. The City used the funds to build and improve several drainage basins. Per Council direction, the stormwater utility has continued to finance capital improvements on a pay-as-you-go basis; therefore, the utility does not anticipate any new debt during the five year budget horizon.

The electric utility issued \$16,085,000 in 2010 due to the Smart Grid Investment Grant. The grant was awarded in 2009 for a total of \$30.8 million and requires a 50% match. The utility does not anticipate any new debt during the five year budget horizon.

Conclusion

City Council and management have set policies to be sure it meets debt obligations in a timely manner and that it considers new debt issuance carefully. Staff has included those policies into the Financial and Management Policies. Briefly summarized, the policies include:

- Conservative revenue projections.
- Rate increases based on related cost of services provided and the impact of inflation on those services.
- Lease purchase equipment and real property when supported by cost-benefit analysis.
- Accumulation of adequate reserves to protect the City from uncontrollable expenditures or unforeseen reductions in revenues.
- Issue debt only after rigorous testing and if there is an appropriate balance between service demands and the amount of debt.
- Setting a target debt level for general government annual debt service at 15 percent of operating expense.

The City communicates with other governmental entities to be sure that their debt issues as well as the City's remain at conservative levels. The overall debt levels should not become an undue burden on the taxpayers of Fort Collins.

The City's overall financial health is positive and this supports the strong credit rating that it receives from the rating agencies. Sales and use tax revenue collections and other revenue sources that back most of the City's debt continue to meet or exceed original projections. The City Council and management through the Financial Management Policies have placed emphasis on continued effort toward maintaining and improving the City's financial performance.

**City of Fort Collins
Outstanding Debt and Lease Obligations**

The following schedule summarizes the financial obligations of the City as of December 31, 2010 and projected 2011 and 2012 year-end obligations based on current repayment schedules:

	<u>2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
Bonds Serviced by Downtown Development Authority: secured by tax increment property taxes:			
<u>Property Tax Increment</u> Issued in 2008, maturing 2011	3,496,000	-	-
<u>Property Tax Increment</u> Issued in 2010, maturing 2020	12,500,000	12,500,000	11,800,000
Bonds Serviced by Streets Fund: secured by Highway Users Tax Revenues:			
<u>Highway Users Tax Revenue Refunding Bonds</u> , Issued 1992, maturing 2012 (includes Capital Appreciation Bond premium)	670,000	340,000	-
Other Obligations:			
<u>Assignment of Lease Payments (Public Safety)</u> executed and delivered in 2001, maturing in 2021	\$587,352	\$545,245	\$501,223
<u>Lease Certificates of Participation (Police Building and Open Space Acquisition Projects)</u> executed and delivered in 2004, maturing in 2026	39,475,000	37,310,000	35,030,000
<u>Lease Certificates of Participation (Civic Center Project)</u> executed and delivered in 2007, maturing in 2018	9,625,000	8,560,000	7,450,000
<u>Equipment Leases</u> executed various years, maximum maturity in 2013	799,747	288,421	71,268
General Government Debt Total	\$ 67,153,099	\$ 59,543,666	\$ 54,852,491
	<u>2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
Bonds Serviced by the Light and Power Fund, secured by Light and Power Fund Revenues:			
<u>Light and Power Revenue Bond</u> Issued in 2010, maturing in 2020	16,085,000	14,670,000	13,215,000

	<u>2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
Bonds Serviced by the Water Fund, secured by Water Fund Revenues:			
<u>Colorado Water Resources & Power Development Authority</u>			
Issued in 1997, maturing in 2017	4,089,698	3,523,516	2,940,844
<u>Colorado Water Resources & Power Development Authority</u>			
Issued in 1999, maturing in 2019	2,474,722	2,221,811	1,960,741
<u>Subordinate Water Revenue Bond</u>			
Issued in 2004 (dated 12/01/03), maturing in 2030	1,953,809	1,863,020	1,767,563
<u>Water Refunding Bonds</u>			
Issued in 2008, maturing in 2018	9,560,000	9,515,000	9,465,000
<u>Water Refunding Bonds</u>			
Issued in 2009, maturing in 2013	5,210,000	3,410,000	1,545,000
Bonds Serviced by the Sewer Fund, secured by Sewer Fund Revenues:			
<u>Colorado Water Resources & Power Development Authority Loan</u>			
Issued in 1992, maturing in 2014	4,740,553	3,248,842	1,685,168
<u>Sewer Revenue Bonds</u>			
Issued in 2009, maturing in 2028	30,655,000	29,475,000	28,265,000
<u>Sewer Revenue Bonds</u>			
Issued in 2010, maturing in 2020	3,710,000	3,400,000	3,075,000
Bonds Serviced by the Storm Drainage Fund, secured by Storm Drainage Fund revenues:			
<u>Colorado Water Resources & Power Development Authority Loan</u>			
Issued in 2001, maturing in 2021	5,920,000	5,442,500	4,952,500
<u>Storm Drainage Revenue Bonds</u>			
Issued in 2002, maturing in 2022	8,630,000	8,085,000	7,515,000
<u>Storm Drainage Revenue Bonds</u>			
Issued in 2007, maturing in 2019	14,140,000	12,720,000	11,240,000
<u>Storm Drainage Revenue Bonds</u>			
Issued in 2007, maturing in 2017	2,715,000	2,375,000	2,020,000

Other Obligations:

<u>Assignment of Lease Payments (Golf)</u> executed and delivered in 2001, maturing in 2021	\$1,867,648	\$1,733,755	\$1,593,777
<u>Lease Certificates of Participation (Golf)</u> executed and delivered in 2007, maturing in 2018	1,360,000	1,230,000	1,095,000
<u>Equipment Leases</u> executed various years, maximum maturity in 2013	442,124	173,771	31,630
Enterprise Fund Debt Total	<u>\$113,553,553</u>	<u>\$103,087,215</u>	<u>\$92,367,223</u>
TOTAL LONG-TERM DEBT & LEASE PAYMENTS	<u>\$180,706,652</u>	<u>\$162,630,880</u>	<u>\$147,219,714</u>

Required Lease Purchase Agreements Disclosure

The State of Colorado House Bill 90-1164, approved on April 9, 1990, "declares that the use of lease purchase agreements by local governments creates financial obligations of those governments and that the disclosure of such obligations is in the public interest and is a matter of statewide concern."

According to the Bill, local governments are required to identify as part of their budgets: 1) the total expenditures during the ensuing fiscal year for all lease purchase agreements involving real and personal property; 2) the total maximum payment liability under all lease purchase agreements over the entire terms of the agreements, including all optional renewal terms.

The following schedule summarizes the City of Fort Collins lease purchase agreements by fund for real and personal property.

2011-2012 Lease Purchase Schedule

	<u>2011 Payment Obligation</u>	<u>2012 Payment Obligation</u>	<u>Future Payments</u>	<u>Maximum Payment Liability Over Term of Lease</u>
<u>Personal Property</u>				
General Fund	\$ 473,691	\$ 174,061	\$46,299	\$ 3,566,969
Transportation Services Fund	70,354	50,711	25,904	403,807
Golf Fund	126,050	79,183	32,217	789,845
Equipment Fund	155,864	66,697	-	1,116,362
Total	\$825,959	\$ 370,652	\$104,420	\$5,876,983
<u>Real Property</u>	-	-	-	-
Grand Total	<u>\$ 825,959</u>	<u>\$ 370,652</u>	<u>\$ 104,420</u>	<u>\$5,876,983</u>

CURRENT CAPITAL IMPROVEMENT PLAN

Upon expiration of the Building Community Choices (BCC) – Community Enhancements Capital Improvement Program on December 31, 2005, City voters approved the latest City capital improvement plan known as **Building on Basics 2005 (BOB)**. The goal of the BOB program is to develop a plan to provide funding for the City's highest priority capital projects. Like past capital plans, the City used an extensive process conducting a series of meetings soliciting public input, input from City boards and commissions, and City Council Work Sessions. As a result of this input, a list of projects was developed, as well as seven years of operation and maintenance needs for the projects. In 1997, City residents approved the extension of the 0.25 cent sales and use tax (excluding grocery food) for the Building Community Choices (BCC) – Community Enhancements capital projects, provided that the revenues from the extended tax be used to pay for the projects and operation and maintenance costs identified in the BOB program. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015.

Additional funding for neighborhood parks, open space and trail system capital improvements is provided through the City's Neighborhood Parkland Fund and Conservation Trust Fund. The Neighborhood Parkland Fund is used to account for revenues collected from the City's Neighborhood Parkland fee. This revenue provides funding for acquisition and development of neighborhood parks, as well as park capital improvements. The Conservation Trust Fund is used to account for revenues received from the Colorado State Lottery. The revenue is restricted to financing capital projects which relate to the acquisition and development of open space and trails and can also be used for maintenance of the City's trail system. Beginning in 2006, the City began using a portion of the lottery proceeds as a supplement to trail maintenance funding, provided primarily from General Fund revenues.

In addition to the City's dedicated 0.25 cent sales and use tax for the BOB program, City Council adopted Ordinance No. 51, 1996 in May 1996 which established capital improvement expansion fees for library, community parkland, police, fire, and general government services. The purpose of the expansion fees is to create a mechanism to have development pay a proportionate share of the capital improvements and equipment that are necessary to provide services to areas of new development within the City. The expansion fee policy should help the City to ensure that new development does not have a negative impact on the City's ability to provide infrastructure to areas of new development.

Capital improvements associated with the City's Light & Power, Stormwater, Wastewater, and Water utilities are budgeted within the respective enterprise fund. A combination of revenue from utility fees, bond proceeds, and Plant Investment Fees (PIF's) are used to fund utility capital projects. Projects provide improvements to the City's water and wastewater systems, and basin improvements associated with the City's storm drainage system.

PROJECT BUDGETING

Capital Improvement Policy

The City's Capital Improvement Policy provides Project Managers with guidelines for budget preparation and long range financial planning. The policy states:

- The City will develop a multi-year plan for capital improvements and update it annually.

This document presents the City's capital improvement program for the biennium 2011-2012. While the budget is biennial, the City's budget is reviewed and appropriated annually.

- The City will identify estimated costs and funding sources for each capital project requested before it is submitted to the City Council.

Council may approve appropriations for capital projects during the budget process or off-budget at any time during the year. Council is not asked to approve any project for which a funding source has not been identified. Staff also keeps the Council informed on estimated operating impacts of projects being considered by City Council.

- All City capital improvement projects will be administered in accordance with The City's Capital Projects Procedures Manual.

The City has a Capital Projects Procedures Manual which serves as a guide to project managers regarding administrative and operational procedures to be used in the design and construction of the City's capital projects.

- All City capital improvements will be constructed and expenditures incurred for the purpose as approved by City Council.

The scope (project description) and estimated cost (budget) of capital improvements are relayed to City Council, prior to, or at the time they are asked to approve funding for a project. Additional funding or changes to the scope of an approved capital project must be approved by City Council.

- The City will use a variety of different funding sources to fund capital projects, with an emphasis on the 'pay-as-you-go' philosophy.

The City's current capital improvement program is funded from a variety of different sources. The 'pay-as-you-go' philosophy: 1) avoids additional City costs due to interest; 2) assures all revenue collected is available for projects; and 3) provides a conservative approach to capital budgeting. However, long-term financing is a viable funding source which the City has used and will continue to do so for certain improvements.

- Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

Project managers are responsible for identifying: 1) additional operation and maintenance (O &M) costs associated with new capital projects; 2) funding sources for the O&M; and 3) developing a plan for including new O&M in the City's budget.

The Budget Process

The budget process provides Project Managers with the legal basis for spending resources on their proposed capital improvement projects. Appropriations are the legal authorization granted by City Council to make expenditures and incur obligations and an appropriation ordinance, approved by City Council, is the vehicle by which appropriations are made legal. Appropriation ordinances require two readings by the City Council and become effective the 10th day following passage of the ordinance.

Capital Project Appropriations

Capital project appropriations, which do not lapse until completion of the project, require City Council’s approval and are subject to the following City Charter requirements:

- Appropriation of funds for capital projects shall be summarized by project.
- No appropriation shall be made which exceeds the revenues, reserves, or other funds anticipated or available at the time of the appropriation.
- Supplemental appropriations may be made at any time during the fiscal year provided that the requested appropriation does not exceed the current estimate of actual and anticipated revenues for the fiscal year; or provided that funds requested for appropriation are available in the form of prior year reserves within the fund.
- Appropriations may be transferred from one fund or capital project to another fund or capital project, provided that: 1) the purpose for which the transferred funds are to be expended remains the same; 2) the purpose for which the funds were initially appropriated no longer exists; or 3) the proposed transfer is from a fund or capital project in which the amount appropriated exceeds the amount needed to accomplish the purpose as originally appropriated.

Art in Public Places Program

On April 25, 1995, the City Council adopted Ordinance No. 20, 1995, establishing legislation creating an Art in Public Places (APP) Program. The thrust of the APP program is to levy and set aside for public art an amount equivalent to 1% of every eligible capital project that cost in excess of \$250,000. The APP program establishes procedures and guidelines for the acquisition of art by the City and to ensure that public art is integrated into City capital projects. Contributions for non-proprietary capital projects must be appropriated for transfer within the capital project, to the Art in Public Places reserve account in the City’s Cultural Services Fund. Proprietary fund contributions, from the City’s Utility Funds, towards APP are budgeted in the appropriate proprietary fund.

Following is a breakdown of contributions towards Art in Public Places included in the 2011-2012 budget:

<u>Funding Source</u>	<u>Budget 2011</u>	<u>Budget 2012</u>
Capital Projects Fund	\$ 45,756	\$ 42,302
Neighborhood Parkland	10,000	10,000
Conservation Trust Fund	<u>5,000</u>	<u>5,000</u>
Total General Capital Contribution	\$ <u>60,756</u>	\$ <u>57,302</u>

Art in Public Places Program - Continued

<u>Funding Source</u>	<u>Budget 2011</u>	<u>Budget 2012</u>
Light & Power Fund	\$ 16,950	\$ 21,326
Water Fund	40,600	47,000
Wastewater Fund	38,050	25,450
Stormwater Fund	<u>32,100</u>	<u>7,400</u>
Total Utilities Contribution	<u>\$127,700</u>	<u>\$101,176</u>

RELATIONSHIP BETWEEN CAPITAL PROJECTS AND OPERATING BUDGETS

The City's Capital Projects Procedures Manual (CPPM) provides guidelines by which City of Fort Collins capital projects can be designed and built. The CPPM provides checks, whereby all capital costs associated with capital projects are accounted for in the appropriate fund and remain clearly distinct from operations and maintenance budgets. The majority of the City's budgeted general capital projects are funded from dedicated revenue sources, which helps to alleviate competition for general tax dollars between capital and operating needs. The City's conservative approach to projecting revenue and its sound financial planning and fiscal policies, have allowed the City to continue to provide basic services, introduce new service improvements, as economic conditions allow, invest in its infrastructure, and address deferred maintenance needs. In order to ensure that the City will continue to be able to protect its investment in its capital assets, staff will continue to work towards developing financial plans that address parks renovation needs, facilities needs, streets/infrastructure needs, information system replacement needs, etc., throughout the City.

How are maintenance costs affected by capital project construction?

Street improvement capital projects, for which Engineering is the lead department, affect operating costs to varying, but minor, degrees. Projects which widen existing roads, add more pavement and sidewalk to the total infrastructure must be maintained. But the same projects often make changes, such as replacing asphalt pavement with concrete, which actually reduces some of the annual maintenance costs at the same time. Other projects, such as portions of the Pedestrian Accessibility and Minor Streets projects, are maintenance efforts in themselves. Operating budgets within the Transportation Services Fund provide operation and maintenance costs such as the City's Pavement Management Program, sweeping, patching, sealing pavement cracks, and snow removal, etc., for capital improvements to the City's street system.

The costs for maintaining, repairing, and renovating City owned facilities are paid by the fund in which the asset is capitalized. Maintenance of buildings classified as general fixed assets is provided by Operations Services in the General Fund. Maintenance funds are reflected in the General Fund Operations Services program and in the Capital Projects Fund – MR&R Capital project. Staff will continue its efforts to more clearly define responsibilities and ensure that facility maintenance funds are adequate to address future maintenance issues.

Operation and maintenance dollars for Parks and related projects are budgeted in the General Fund Parks Maintenance, and Forestry & Landscaping programs. Maintenance dollars for parks, open space and trails are budgeted in the Conservation Trust Fund and Neighborhood Parkland Fund.

In 2005, City residents voted to extend, for a period of 10 years, a 0.25 cent sales and use tax, approved by voters in 1997, for community enhancement capital projects, provided that the revenues from the extended 0.25 cent tax be used to pay for the cost of a new generation of voter approved capital projects and at least seven years of operation and maintenance of the project identified. This measure, approved by the voters, marked the first time that operation and maintenance costs were funded by a dedicated sales and use tax, in addition to the projects themselves.

CAPITAL PROJECTS SUMMARY

By Outcome

The following schedule lists 2011 and 2012 capital project resources and expenditures by Outcome. General City capital projects are funded primarily by sales and use taxes. Utility capital projects account for approximately 52% of total City capital projects, and are funded by Utility fees. Impact fees are used as the primary source of funding for the City's Neighborhood Parkland program, and Lottery proceeds are used to fund the acquisition and development of open space and trails. General Fund dollars, interest earnings on capital sources, and transfers from other funds round out the list of capital funding sources.

2011	Culture, Parks & Recreation	Environmental Health	Safe Community	Transportation	Other	Total
CAPITAL RESOURCES						
General Fund	\$0	\$0	\$0	\$3,040,000	\$0	\$3,040,000
Sales and Use Taxes	188,000	0	0	6,200,671	34,914	6,423,585
Fees & Charges	1,515,000	8,961,667	5,553,333		395,677	16,425,677
Interest Earnings	0	0	0	0	750,000	750,000
Lottery Proceeds	440,000	0	0	0	262,126	702,126
Transfers from Other Funds	115,113	0	0	0	0	115,113
Total Capital Resources	<u>\$2,258,113</u>	<u>\$8,961,667</u>	<u>\$5,553,333</u>	<u>\$9,240,671</u>	<u>\$1,442,717</u>	<u>27,456,501</u>
FUND EXPENDITURES						
Capital Projects	\$115,113	\$0	\$0	\$7,740,671	\$784,914	\$8,640,698
Conservation Trust	440,000	0	0	0	262,126	702,126
Keep Ft. Collins Great	188,000	0	0	1,500,000	0	1,688,000
Light & Power	0	0	2,070,000	0	0	2,070,000
Neighborhood Parkland	1,515,000	0	0	0	395,677	1,910,677
	0	0	3,483,333	0	0	3,483,333
Wastewater	0	4,358,334	0	0	0	4,358,334
Water	0	4,603,333	0	0	0	4,603,333
Total Capital Expenditures	<u>\$2,258,113</u>	<u>\$8,961,667</u>	<u>\$5,553,333</u>	<u>\$9,240,671</u>	<u>\$1,442,717</u>	<u>\$27,456,501</u>

2012	Culture, Parks & Recreation	Environmental Health	Safe Community	Transportation	Other	Total
CAPITAL RESOURCES						
General Fund	\$0	\$0	\$0	\$400,000	\$0	\$400,000
Sales and Use Taxes	588,239	0	0	4,859,931	785,961	6,234,131
Fees & Charges	1,465,000	8,151,667	1,743,333		406,087	11,766,087
Interest Earnings	0	0	0	0	0	0
Lottery Proceeds	440,000	0	0	0	267,905	707,905
Transfers from Other Funds	0	0	0	0	0	0
Total Capital Resources	<u>\$2,493,239</u>	<u>\$8,151,667</u>	<u>\$1,743,333</u>	<u>\$5,259,931</u>	<u>\$1,459,953</u>	<u>19,108,123</u>
FUND EXPENDITURES						
Capital Projects	\$430,239	\$0	\$0	\$4,025,000	\$785,961	\$5,241,200
Conservation Trust	440,000	0	0	0	267,905	707,905
Keep Ft. Collins Great	158,000	0	0	1,234,931	0	1,392,931
Light & Power	0	0	725,000	0	0	725,000
Neighborhood Parkland	1,465,000	0	0	0	406,087	1,871,087
Stormwater	0	0	1,018,333	0	0	1,018,333
Wastewater	0	2,958,334	0	0	0	2,958,334
Water	0	5,193,333	0	0	0	5,193,333
Total Capital Expenditures	<u>\$2,493,239</u>	<u>\$8,151,667</u>	<u>\$1,743,333</u>	<u>\$5,259,931</u>	<u>\$1,459,953</u>	<u>\$19,108,123</u>

CAPITAL PROJECTS 2011-2012

By Outcome

Offer #		2011	2012
ENVIRONMENTAL HEALTH			
138.1	Utilities Asset Management Software	\$166,667	\$176,667
165.1	Water Distribution System Replacement	975,000	1,015,000
166.1	Cathodic Protection	170,000	115,000
167.1	Wastewater System Replacement	1,230,000	1,270,000
168.1	Flow Monitoring Stations	100,000	75,000
169.1	Water Supply Development	100,000	100,000
170.1	Halligan Reservoir Enlargement	190,000	190,000
171.1	Water Production Replacement Program	1,175,000	1,340,000
173.1	Collection System Study	170,000	50,000
175.1	Water Engineering Distribution System Replacements	1,910,000	1,425,000
177.1	North College Sewer	900,000	0
178.1	Wastewater Engineering Distribution System Replacements	700,000	0
184.1	Meter Replacement & Rehabilitation	0	920,000
187.1	Water Reclamation Replacement	975,000	1,275,000
188.1	Sludge Disposal Program	100,000	200,000
189.1	Drake Water Reclamation Facility (DWRf)	100,000	0
	Total Environmental Health	\$8,961,667	\$8,151,667
SAFE COMMUNITY			
78.1	Electric Substations	\$315,000	\$725,000
79.1	Southwest Annexation Electric System	1,755,000	0
136.1	Canal Importation Basin	2,840,000	0
137.1	Boxelder Stormwater Authority Payment	0	370,000
142.1	Stormwater Developer Repays	95,000	95,000
143.1	Drainage & Detention System	370,000	370,000
144.1	Stormwater Master Planning	95,000	95,000
210.1	Utilities Asset Management Software	83,333	88,333
	Total Safe Community	\$5,553,333	\$1,743,333
CULTURE, PARKS & RECREATION			
40.2	New Park Site Acquisition	150,000	400,000
40.2	Park Site Equipment Replacement	15,000	15,000
40.3	New Park Site Development	150,000	150,000
40.3	Richards Lake Park	300,000	200,000
40.3	Staley Neighborhood Park	500,000	400,000
40.3	Trailhead Park	200,000	300,000
40.3	Soft Gold Park	100,000	0
40.3	Waters Way Park	100,000	0
41.2	Fossil Creek Trail	\$50,000	\$50,000
41.2	Open Space Acquisition	10,000	10,000
41.2, 41.3	Trail Acquisition and Development	350,000	350,000
41.3	Tri-City Trails	30,000	30,000
44.3	New Museum Facility Natural Areas Support	115,113	0
60.6	Senior Center Expansion Design (BOB)	0	430,239
106.13	KFCG - Trail Acquisition and Development	163,000	158,000
106.15	KFCG - Spring Canyon - Veteran's Plaza	25,000	0
	Total Culture, Parks & Recreation	\$2,258,113	\$2,493,239
TRANSPORTATION			
114.1	Bicycle Program Plan Implementation (BOB)	\$125,000	\$125,000
114.2	Pedestrian Plan Implementation (BOB)	300,000	0

CAPITAL PROJECTS 2011-2012

By Outcome

Offer #		2011	2012
146.7	North College Improvements - Phase II (BOB)	4,275,671	0
146.9	Railroad Crossing Replacement	100,000	100,000
146.10	Intersections Improvements (BOB)	0	3,500,000
146.12	City Bridge Program	300,000	300,000
146.13	KFCG - City Bridge Program	0	564,931
146.14	KFCG - South Shields Street Bridge Over Larimer Canal No. 2	1,500,000	0
146.15	KFCG - Laporte-Whitcomb Bridge Replacement	0	670,000
146.19	I-25 & SH 392 Interchange Project	2,640,000	0
	Total Transportation	\$9,240,671	\$5,259,931
OTHER			
40.2, 40.3	Administration - Neighborhood Parkland	395,677	406,087
41.2, 41.3	Administration - Conservation Trust	262,126	267,905
204.3	Administration - BOB Projects	\$34,914	\$35,961
204.3	Police Facility - Debt	750,000	750,000
	Total Other	1,442,717	1,459,953
	Total Capital Projects	\$27,456,501	\$19,108,123

OFFER RECAP

Offers In Outcomes	2011	2012
Transportation	\$ 51,390,841	\$ 47,429,465
Culture, Parks, and Recreation	27,489,276	29,417,420
Economic Health	10,612,006	10,362,514
High Performing Government	73,911,643	76,020,200
Neighborhood Livability	2,219,980	2,242,583
Environmental Health	66,428,674	66,288,816
Safe Community	166,093,926	168,062,820
Total Outcomes	398,146,346	399,823,818

Offers Not Included in Outcomes

<u>Type</u>	<u>Offer</u>			
Other	53.1	Debt Service - Timerblin / Prospect	106,885	102,926
	53.2	Debt Service - Capital Leasing	5,290,795	5,299,731
	53.3	Debt Service - General	359,820	355,300
	53.4	Debt Service - URA	522,170	1,305,000
	54.1	General Employees' Retirement Plan	3,043,926	3,076,450
	196.1	General Fund Non-Departmental	1,763,412	1,653,103
	196.2	Furlough Day	(130,000)	-
203.1	Capital Expansion Fund	619,354	634,353	
Transfers	200.1	General Fund Support to MIS	3,737,003	4,036,602
	200.2	General Fund Support to Various Funds	18,239,841	15,942,710
	202.1	Sales & Use Tax Fund Transfers	11,098,000	11,428,000
	204.1	Transfers to Debt	1,875,264	1,876,350
	204.2	Perpetual Care Fund	45,395	45,407
	204.3	Capital Project Fund Transfers	900,027	785,961
	217.1	Conservation Trust Transfer to General Fund	762,146	1,276,717
	Sub-total	48,234,038	47,818,610	

Total Appropriations	\$ 446,380,384	\$ 447,642,428
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OTHER / TRANSFER OFFERS SUMMARY

53.1 Debt Service - Timberline/ Prospect

The City of Fort Collins established the Timberline & Prospect Special Improvement District No. 94 in order to construct and install capacity improvements to the Timberline/Prospect Road intersection. The total cost of the improvements was paid initially by the developer. The individual property owners are allowed to pay the assessments over a ten year period. The developer will be reimbursed as payments are received.

53.2 Debt Service - Capital Leasing

This offer is to provide resources to service outstanding debt obligations relating to governmental activities. Over the years the City has used multiple types of financing to pay for construction projects and capital asset purchases. Current outstanding types include revenue bonds, lease certificates of participation, and assignment of lease payments. Maturity dates vary from 2018 to 2026.

53.3 Debt Service - General

This offer is to provide resources for outstanding debt obligations relating to governmental activities. The debt outstanding to be serviced by this offer is the 1998 Highway Users Tax Revenue Bonds, which matures in 2012.

53.4 Debt Service - URA

This offer is to provide resources to service outstanding debt obligations relating to Urban Renewal Authority (URA) activities. The City has agreed to advance funds to the URA to fund various projects. As of June 5th, these projects include the North College Marketplace (King Soopers) overall \$8 million before financing costs, the Union Place housing development project \$2.2 million before financing costs and finally the Rocky Mountain Innovation (RMI2)project \$5.3 million before financing costs. All three of these projects will generate significant tax increment as well as stimulate interest in the North College URA Plan Area. The RMI2 project will also continue the innovation and job creation efforts the City has supported for the past decade and continue to attract capital investment in the City.

54.1 General Employees' Retirement Plan

The General Employees' Retirement Plan is a defined benefit retirement plan for employees employed with the City on January 1, 1971 or hired after December 31, 1970, but before January 1, 1999. This plan is a government plan established pursuant to IRS Code Section 414(d) and is intended to meet the requirements of IRS Code Sections 401(a) and 501(a).

196.1 General Fund Non-Departmental

These expenditures are not related to any one department. The offer includes the payment of 2% to Larimer County for the Treasurer's Office fees for collecting the property taxes on the City's behalf (approximately \$340,000 annually). It also includes the reimbursement to Larimer County of approximately \$186,100 annually for the funds the County contributed toward the Civic Center Parking Garage in 1998. The offer also includes the GERP supplemental for General Fund related GERP members of \$134,586 annually. Finally, this offer contains the request for Community Opportunities, Contingency and Other miscellaneous items which collectively total \$375,000.

OTHER / TRANSFER OFFERS SUMMARY

196.2 Furlough Day

This offer originated from the Budget Lead Team, requesting a furlough day to help balance the budget in 2011 only. The General Fund will be the placeholder for the savings with budget transfers between funds to occur during the year.

200.1 General Fund Support to MIS

This offer provides the payment for MIS services for departments within the General Fund to the Data & Communications, Internal Service Fund.

200.2 General Fund Support to Various Funds

This offer provides the General Fund subsidy to various funds. The amounts were determined by submitting offers in the BFO competitive process. Funds receiving support are, Cultural Services, Recreation, Cemetery, Transit, Street Oversizing, Transportation, Capital Leasing, Capital Projects, Equipment, and Self Insurance.

202.1 Sales & Use Tax Fund Transfers

This offer transfers the BOB - 1/4 cent collections in the Sales & Use Tax Fund to the Library, Police CAD replacement, Transit Fund, Transportation Fund, and Capital Projects.

203.1 Capital Expansion Fund

This offer enters Capital Expansion Fund expenses. Expenses include a transfer to PFA to pay debt on station #4; a transfer to the General Fund for administrative charges; and, a transfer to the Capital Leasing fund to help pay the Police Building debt.

204.1 Transfers to Debt

This offer enters transfers for debt service payments. This includes a transfer from the Natural Areas Fund to the Capital Leasing Fund and transfers from the Transportation Fund to the Capital Leasing Fund and the Debt Service Fund.

204.2 Perpetual Care Fund

This offer enters the transfer from the Perpetual Care Fund to the Cemeteries Fund to help cover operating and maintenance expenses.

204.3 Capital Project Fund Transfers

This offer enters transfers to and from the Capital Projects Fund. Transfers include the following: a Capital Project Fund transfer to the Capital Leasing Fund for the Police building debt; a transfer from the Capital Projects Fund to the General Fund for administrative charges; and, a transfer from the Natural Areas Fund to the New Museum/Science Discovery Center project (see offer 44.3 in Culture, Parks and Recreation Result Area).

217.1 Conservation Trust Transfer to General Fund

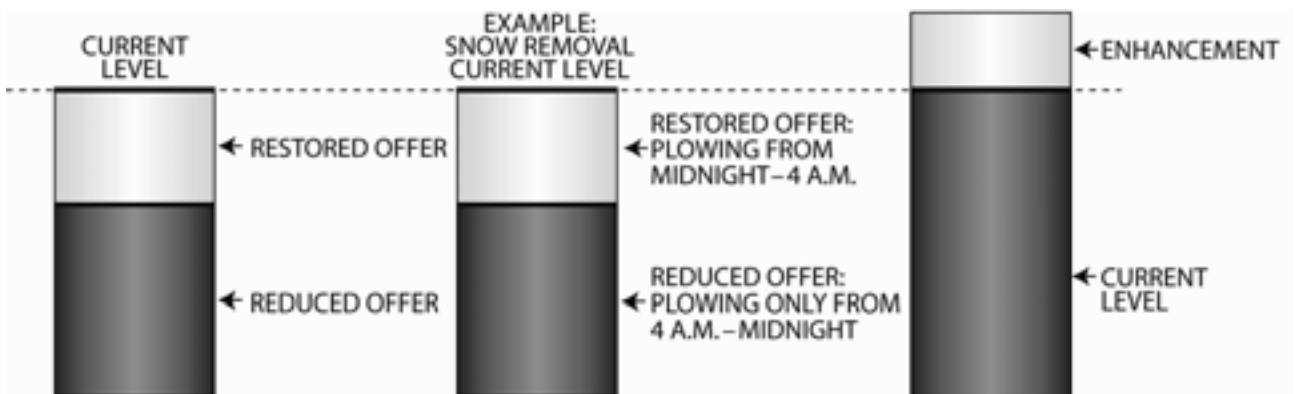
This offer transfers parks maintenance funding from Conservation Trust Fund to the General Fund.

Offer Structure Key

In preparing the 2011-2012 Budget without knowing what the outcome would be of the sales tax ballot initiative, we considered multiple areas in which to reduce service levels. To provide choices for the Budget Lead Team and City Council, you will see a number of offers that are labeled “reduced” or “restore.” These labels are in reference to current levels of service.

For example, rather than one snow removal offer, the drilling platform includes two snow removal offers: a “reduced” offer which does not include plowing from midnight to 4 a.m., and a “restore” offer, which is for the midnight to 4 a.m. portion of the service.

In addition, offers that provide a higher level of service or require new resources are identified as enhancement offers.



All offers that are “reduced” include a corresponding “restored” offer. The only exception to this is three "REDUCTION" offers which are for positions that the departments believe can be reduced with minimal impact. These offers are 44.2 - REDUCTION: Curator Contractual Position; 36.3 - REDUCTION: MIS Administration; and 100.5 - REDUCTION: Water Conservation.

Offers are listed in sequential order. In some cases, offers that were originally submitted were re-submitted as two separate offers and the original offer withdrawn. Therefore, some numbers do not appear.

**MILL LEVY FROM DIRECT AND OVERLAPPING GOVERNMENTS
APPLICABLE TO MOST PROPERTIES LOCATED IN THE CITY**

Levy Year (1)	City	Larimer County	Poudre R1 School District	Poudre Health Services District	N. Colorado Water Conservancy District	Total
1997	9.797	20.889	53.712	2.167	1.000	87.565
1998	9.797	21.293	53.572	2.167	1.000	87.829
1999	9.797	21.656	48.243	1.985	1.000	82.681
2000	9.797	21.614	54.250	2.167	1.000	88.828
2001	9.797	22.461	51.723	2.167	1.000	87.148
2002	9.797	22.421	51.723	2.167	1.000	87.108
2003	9.797	22.423	52.496	2.167	1.000	87.883
2004	9.797	22.517	52.496	2.167	1.000	87.977
2005	9.797	22.541	50.715	2.167	1.000	86.220
2006	9.797	22.410	50.715	2.167	1.000	86.089
2007	9.797	22.414	51.723	2.167	1.000	87.101
2008	9.797	22.395	51.723	2.167	1.000	87.082
2009	9.797	22.435	51.723	2.167	1.000	87.122
2010	9.797	22.524	51.000	2.167	1.000	86.488

CITY PROPERTY TAX LEVIES AND VALUES

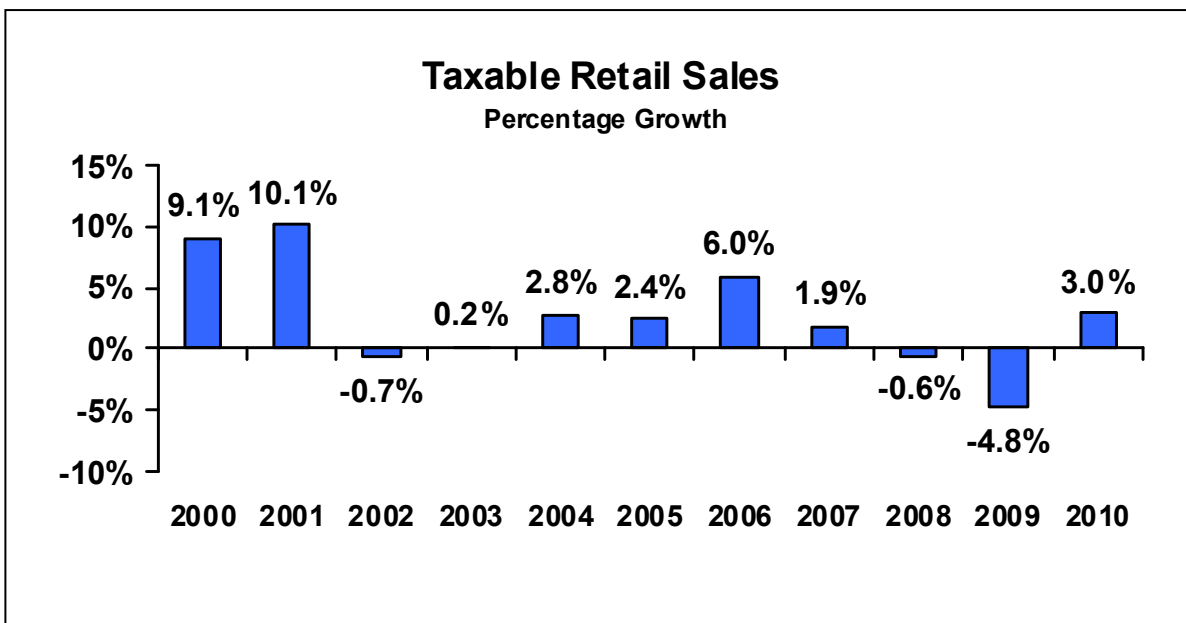
Year	Total Tax Levy	Estimated Actual Value
1999	\$8,788,552	\$7,171,039,590
2000	\$10,325,033	\$7,466,574,450
2001	\$10,661,031	\$8,966,196,099
2002	\$12,004,184	\$9,317,059,875
2003	\$12,365,206	\$10,973,228,233
2004	\$13,064,545	\$11,330,997,519
2005	\$13,327,746	\$12,227,769,741
2006	\$14,302,198	\$12,568,259,292
2007	\$14,261,191	\$13,603,426,669
2008	\$15,405,921	\$13,905,507,484
2009	\$15,940,340	\$14,345,784,572
2010	\$15,895,286	\$14,520,313,995

- (1) Collection year follows the levy year.
- (2) Source: Larimer County Assessor's Office
- (3) Levy and collection is net of tax incremental for the Downtown Development Authority.
- (4) Collections are net of the collection fee charged by Larimer County.

SALES AND USE TAX COLLECTIONS

Year	Taxable Retail Sales	General Sales Tax	General Use Tax	Restricted (1) Sales & Use Tax	Total
1998	\$1,506,624,242	\$34,426,209	\$9,053,879	\$13,564,011	\$57,044,099
1999	\$1,647,695,223	\$37,723,559	\$11,034,571	\$15,123,354	\$63,881,484
2000	\$1,797,680,850	\$41,067,896	\$8,723,444	\$15,482,421	\$65,273,761
2001	\$1,979,022,422	\$43,473,457	\$10,732,999	\$16,961,629	\$71,168,086
2002	\$1,965,799,003	\$43,303,282	\$8,726,679	\$16,170,582	\$68,200,543
2003	\$1,969,208,226	\$43,108,789	\$8,535,379	\$16,050,134	\$67,694,302
2004	\$2,024,683,385	\$44,329,239	\$9,404,326	\$16,991,296	\$70,724,861
2005	\$2,074,097,970	\$45,442,110	\$9,566,032	\$17,363,484	\$72,371,625
2006	\$2,206,064,785	\$48,324,043	\$8,598,737	\$17,927,772	\$74,850,552
2007	\$2,248,521,512	\$49,202,266	\$9,931,629	\$18,511,130	\$77,645,025
2008	\$2,235,259,889	\$49,178,245	\$8,139,614	\$18,191,406	\$75,509,265
2009	\$2,127,903,378	\$47,331,196	\$6,485,179	\$17,003,845	\$70,820,220
2010	\$2,192,637,162	\$49,591,496	\$7,761,959	\$16,661,679	\$74,015,134

(1) These amounts represent the three voter-approved 0.25 cent taxes restricted for specific purposes. Also included in the restricted taxes is the vendor fee savings for capital projects and economic vitality.



**HISTORY OF SALES AND USE TAX RATES
RATES (%) 2000 - 2012
ADOPTED RATES (%) 2011– 2012**

Year	Sales & Use Tax (1)	Capital Improvements (2)	Total City Sales & Use Tax	Larimer County Tax	State Tax	Total All Taxes
2000	2.25	0.75	3.00	0.80	3.00	6.80
2001	2.25	0.75	3.00	0.80	2.90	6.70
2002	2.25	0.75	3.00	0.80	2.90	6.70
2003	2.25	0.75	3.00	0.80	2.90	6.70
2004	2.25	0.75	3.00	0.80	2.90	6.70
2005	2.25	0.75	3.00	0.80	2.90	6.70
2006	2.25	0.75	3.00	0.80	2.90	6.70
2007	2.25	0.75	3.00	0.80	2.90	6.70
2008	2.25	0.75	3.00	0.80	2.90	6.70
2009	2.25	0.75	3.00	0.80	2.90	6.70
2010	2.25	0.75	3.00	0.80	2.90	6.70
2011	3.10	0.75	3.85	0.80	2.90	7.55
2012	3.10	0.75	3.85	0.80	2.90	7.55

- (1) Base tax rate (3.10%) - Ordinance No. 58, 1967, authorized the initial 1% sales and use tax. Ordinance No. 140, 1979, authorized another 1% beginning April, 1980 and another .25% was authorized beginning in January, 1982 by Ordinance No. 149, 1981. On November 2, 2010 the voters approved a .85% increase beginning January 2011, which sunsets December 2020.
- (2) Capital improvement tax rate additions - Ordinance No. 8, 1989 authorized a .25% tax for street capital maintenance beginning July 1, 1989. Ordinance No. 9, 1989 authorized a .25% tax to finance the Choices 95 Capital Improvement Program beginning in January 1990. Ordinance No. 125, 1992 authorized a .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas beginning January 1, 1993. All three taxes expired December 1997. At a municipal election in April, 1997, City residents approved the extension of the three .25% tax rates that expired in December, 1997 to finance the Building Community Choices Capital Improvement Program. The extension covered the period from January 1, 1998 through December 31, 2005.

At the November 5, 2002 election, voters approved an extension of the .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas covering the period from January 1, 2006 through December 31, 2030. At the April, 2005 municipal election, voters approved an extension of the .25% tax financing for Streets and Transportation to help fund the City's Pavement Management Program for the period January 1, 2006 through December 31, 2015. At the November 1, 2005 election, voters approved the extension of the .25% tax financing the Building Community Choices – Community Enhancements capital projects to fund projects in the Building on Basics Capital Improvement Plan. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015.

User Fee Highlights

Cemeteries – These fees now require City Council approval so are no longer included in this summary.

City Clerk – No changes

Community Development & Neighborhood Services – The only change is for unrecorded dwelling units. This program will only be in effect until June 2011; thereafter any unrecorded dwelling units that are found will have to go through the regular permitting process.

Cultural Services & Facilities – There are increases in almost all fees charged, as well as a change in fee structure for kitchen fees. The Lincoln Center will be undergoing renovation and anticipate being closed until the Spring of 2011. Due to the closure, they are unable to determine the revenue changes these fee changes will provide.

Engineering – No changes

Golf fund - Proposed fee increases have to be approved by the Golf Board before they can be implemented. The recommended changes are to increase greens fees in 2012 by \$1 per 9 holes of golf (\$2 for 18 holes). The estimated revenue increase is \$90,000 in 2012. A recommendation is also being made to increase Golf Cart rentals \$1 per 9 holes in 2011. No additional revenue is anticipated for the rental increase.

Management Information Services: GIS – No changes

Natural Areas – No changes

Parking – The increases are related to permit parking. Additional revenue is not anticipated as several downtown business large permit holders may be moving out of the downtown area.

Parks – There are a few fee increases for a combined estimated revenue increase of less than \$3,000 each year.

Police – No changes

Recreation Facility Rentals and Activities – There are several increases in rates for both facility rentals and classes. The changes are expected to increase revenue by approximately \$60K in 2011 and \$173K in 2012.

Recreation Outdoor Sports Facilities – There are increases in the camps and clinics, as well as a new fee for lights at the City Park South Ballfield for a combined estimated revenue increase of \$2,000 each year.

Traffic – No changes

Transit – The Foxtrot service was expanded to include Longmont and the name was changed to FLEX. The estimated revenue increase is \$75K in 2011 and \$25K in 2012. However, it is anticipated that the additional revenue will be offset by additional costs.

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 up to a specific dollar amount.

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 for budgeting and reporting purposes.

Benchmark

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

Benchmarking

The comparison of actual performance achieved against an accepted best practice.

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

A system driven by goals and performance, to provide information that relates budgeting to planning and outputs/results.

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.

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.

Drilling Platform

A rank ordering of all offers to achieve a certain result.

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 Fee

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

Infrastructure

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

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 response to an RFR. A description of services, programs or initiatives that will produce the desired result.

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

A result.

Outcome Measure

The mathematical expression of the effect on customers, clients, the environment, or infrastructure that reflect the purpose.

Output Measure

The number of services, products, or activities produced or provided.

Package

A structure that contains a group of related offers.

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.

Plant Investment Fee

Charge to developers for connecting to the City's water or sewer system to compensate the City for additional facilities needed to serve the development.

Program Performance Budget

A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service.

Projected

Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Purchased Professional & Technical Services

Expenses that are usually incurred by entering into a formal agreement or contract with another party. Expenses included in this category can include utilities, insurance, repairs, professional fees, or services.

Purchasing Strategies

Proposals for programs and activities the buyers (results teams) want to see.

Quality Measure

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

Request for Result (RFR)

A written request to produce results following certain purchasing strategies. An RFR includes: a result statement, three indicators, a result map and purchasing strategies.

Reserve

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

Result

The effect desired for the public, expressed as broad statements. Also an outcome.

Result Map

A graphic description of causal factors that produce a result.

Resources

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

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 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.

Supplies

Basic or useful items necessary to conduct operations. Supplies for office operations, vehicles, copy machines, computers, or janitorial are some items in this category.

Tax Increment Financing

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.

Volunteer

An unpaid City worker who provides services to the City as a public service, or as a personal interest. Volunteers typically do short-term projects or donate a small number of hours a month.



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