

# Fort Collins City Council Work Session Agenda

6:00 p.m. Tuesday, February 28, 2023

Colorado River Community Room, 222 Laporte Ave, Fort Collins, CO 80521

## NOTICE:

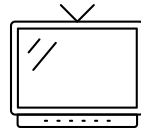
Work Sessions of the City Council are held on the 2nd and 4th Tuesdays of each month in the Colorado Room of the 222 Building. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

## How to view this Meeting:



Meetings are open to the public and can be attended in person by anyone.



Meetings are televised live on Channels 14 & 881 on cable television.



Meetings are livestreamed on the City's website, [fcgov.com/fctv](https://fcgov.com/fctv)

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*A solicitud, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione aviso previo. Las solicitudes de interpretación en una reunión deben realizarse antes del mediodía del día anterior.*



While work sessions do not include public comment, mail comments about any item on the agenda to [cityleaders@fcgov.com](mailto:cityleaders@fcgov.com)





# City Council Work Session Agenda

February 28, 2023 at 6:00 PM

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Jeni Arndt, Mayor  
Emily Francis, District 6, Mayor Pro Tem  
Susan Gutowsky, District 1  
Julie Pignataro, District 2  
Tricia Canonico, District 3  
Shirley Peel, District 4  
Kelly Ohlson, District 5

Colorado River Community Room  
222 Laporte Avenue, Fort Collins

Cablecast on FCTV  
Channel 14 on Connexion  
Channel 14 and 881 on Comcast

Carrie Daggett  
City Attorney

Kelly DiMartino  
City Manager

Anissa Hollingshead  
City Clerk

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## CITY COUNCIL WORK SESSION 6:00 PM

### A) CALL MEETING TO ORDER

### B) ITEMS FOR DISCUSSION

#### 1. Staff Report: Recovery Plan Implementation

The purpose of this staff report is to provide an update of the implementation of the Resilient Recovery Plan and spending of the City's American Rescue Plan Act (ARPA) dollars. Staff have completed an annual report summarizing implementation progress during 2022 and will present a few highlights of this work along with showcasing the public-facing recovery dashboard.

#### 2. Staff Report: Volunteer Services Program.

The purpose of this staff report is to provide an annual update on City-wide volunteer efforts. Highlights will cover the increase in volunteer engagement since the pandemic, the City-wide Volunteer Services Strategic Plan, and the continuation of teen volunteer opportunities..

#### 3. Review Scaled Options for Rental Housing and Inspection Program.

The purpose of this work session is to review scaled options for a rental housing program. Three options are presented: rental registration with improved complaint-based inspections (Option 1), rental registration with delayed proactive inspections (Option 2), and rental registration with proactive inspections (Option 3). Proposed improvements to the complaint-based inspection program in Option 1 include the expansion of landlord/tenant mediation support, enhanced education and outreach, and additional staff capacity to perform rental inspections..

### C) ANNOUNCEMENTS

### D) ADJOURNMENT

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February 28, 2023



# WORK SESSION AGENDA STAFF REPORT SUMMARY

City Council

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## STAFF

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Joanne Cech, Fiscal Recovery Manager  
Sarah Meline, Recovery Policy and Engagement Specialist

## SUBJECT FOR DISCUSSION

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**Staff Report: Recovery Plan Implementation**

## EXECUTIVE SUMMARY

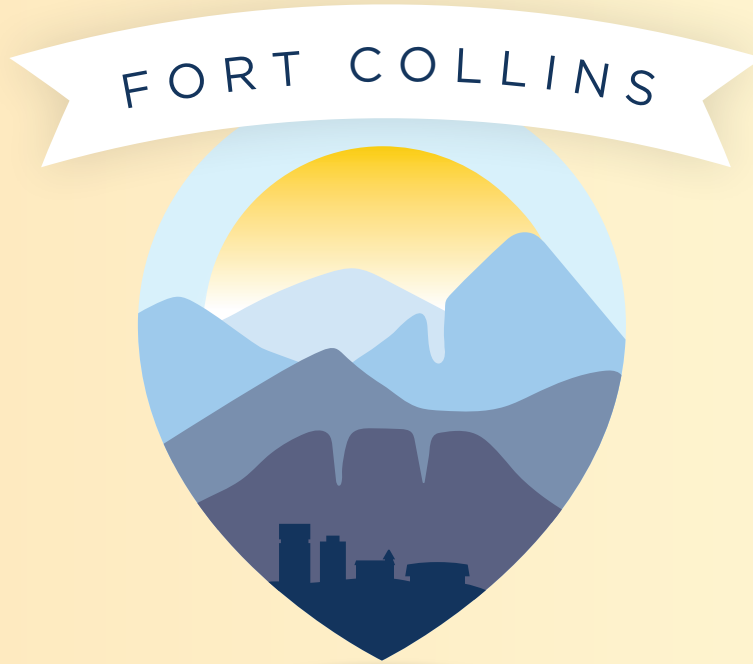
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The purpose of this staff report is to provide an update of the implementation of the Resilient Recovery Plan and spending of the City's American Rescue Plan Act (ARPA) dollars. Staff have completed an annual report summarizing implementation progress during 2022 and will present a few highlights of this work along with showcasing the public-facing recovery dashboard.

## ATTACHMENTS

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1. 2022 Recovery Plan Impact Report Summary
2. 2022 Resilient Recovery Plan Impact Report
3. Staff Report Presentation



# 2022 RECOVERY PLAN IMPACT REPORT SUMMARY

FROM RECOVERY TO RESILIENCE

In collaboration with the community, the City of Fort Collins adopted the Resilient Recovery Plan in March 2022 to guide long-term response and rebuilding from the COVID-19 pandemic.

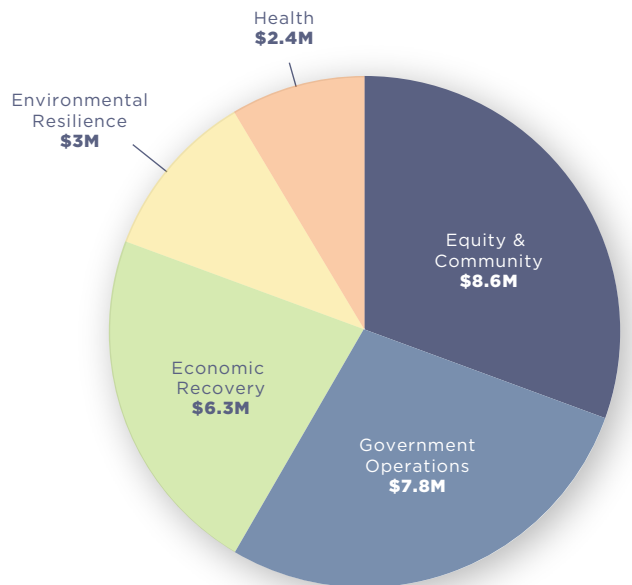
Rather than focusing the recovery effort on “bouncing back” or “returning to normal”, Fort Collins’ Resilient Recovery Plan seeks to make bold, long-term investments during recovery to create a more resilient community. It focuses on bouncing forward and building a community that is better able to weather future disruptions.

## RECOVERY VISION:

**Fort Collins residents and businesses can participate in a resilient, vibrant and inclusive future.**

### Recovery projects are categorized across 5 themes:

Health, Equity & Community Resilience, Economic Recovery, Environmental Resilience and Government Operations.



# EXAMPLES OF PROGRAM OUTCOMES & IMPACTS

## MENTAL HEALTH RESPONSE TEAM (MHRT)

- Team coverage 7 days / week
- Responded to 2,700+ calls for service, 41% increase in call volume from 2021

*"The team we have assembled is so dedicated to meeting the mental health needs in our community. I can't express how impressed I am with how they continually strive to improve the lives of those they come in contact with."*

**- SGT. ANDREW LESLIE, MHRT SUPERVISOR**

## HOMELESSNESS

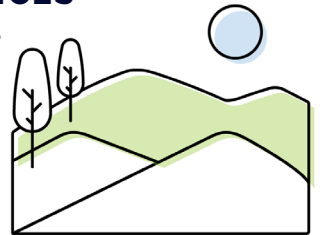
\$1,192,000 toward homelessness services, including expansion of Outreach Fort Collins, additional case management, rapid rehousing and 24/7 shelter.

*"The way the program works really gives dignity to those in need, doesn't make us feel less than and gives us access to amazing opportunities. I am so grateful."*

**- RECREATION REDUCED FEE SCHOLARSHIP RECIPIENT**

## ACCESS FUNDS FOR RECREATION AND CULTURAL SERVICES

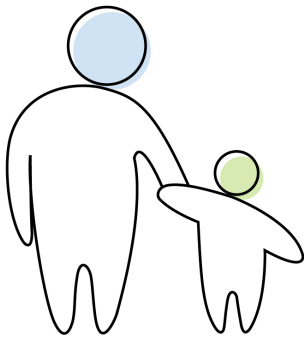
5,000+ additional residents able to access recreation and cultural services facilities and programming.



## SOCIAL SERVICES, LEARNING LOSS, CHILDCARE

\$720,000 awarded to 22 nonprofits and community partners to support human services, childcare and learning loss programming. Programs served 7,600+ people in 2022.

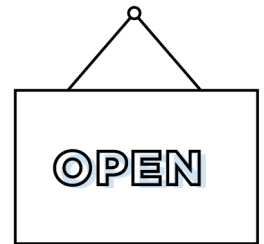
**Program highlight:** In an analysis by Poudre School District on the growth effect of summer learning programs, the growth rate of 600+ students who participated in the Boys and Girls Club Summer of Discovery Program (ARPA supported) was equivalent to 11.5 weeks of additional school-year instruction.



## BUSINESSES

**Small Business Grants:** 161 small businesses provided total of \$828,00 in grant funding for stabilization, workforce, and talent acquisition.

**Multicultural Business and Entrepreneur Center (MBEC):** launched in 2022, hosted 175+ appointments with more than 100 different businesses, 27 new businesses established through MBEC support.

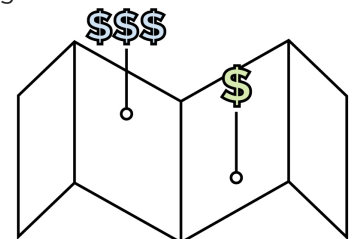


## HOUSING

**Utilities Pandemic Assistance:** 1,300+ residential and commercial customers provided utilities assistance.

*"[COVID-19] impacted my ability to be at work regularly as well as depleted my paid time off, causing me to have to take unpaid days to care for my wife and children while sick. This in turn caused the inability to afford to keep our bills current and still put food on the table."*

**- UTILITIES PANDEMIC ASSISTANCE RECIPIENT**



575+ renters and landlords provided eviction assistance and education through **Eviction Legal Fund.**

## ENVIRONMENTAL RESILIENCE

3 projects totaling \$3.0M approved in the Adopted 2023-2024 Budget to help meet environmental goals laid out in the Resilient Recovery Plan and Our Climate Future Plan.





# Resilient Recovery Plan

## 2022 IMPACT REPORT

February 2023



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# LETTER FROM THE FISCAL RECOVERY MANAGER

TO MAYOR ARNDT & CITY COUNCIL MEMBERS,

It is my pleasure to present the annual report on the implementation of the Resilient Recovery Plan and the impact of the City's recovery work during 2022.

This report provides an overview of the impacts of recovery work across the community, with a specific focus on programs funded by the City's American Rescue Plan Act (ARPA) dollars. In 2022, there were nearly 40 active recovery-related programs funded by ARPA that tie directly to the themes and outcomes laid out in the Resilient Recovery Plan. These programs were managed by staff throughout the City organization and supported by departments including Accounting, Purchasing and Legal to ensure all federal and city requirements were met. Moving toward recovery and creating resilience is an extremely collaborative process, and along with City staff, dozens of community partners have also supported this work.

While the report touches on all ARPA-funded programs, it does not provide all of the detailed information and stories we have gathered on these activities. That report would be too long. However, the breadth of the work being done by so many people, and the many hours spent to ensure that work is done in compliance with federal regulations, and meets our recovery goals and outcomes, is a tribute to the dedication of city personnel and our external partners in making Fort Collins a more inclusive and vibrant place to live.

As we transition from recovery to resilience in the coming year, many of these programs will continue with additional ARPA funding, along with several new ARPA-funded programs. They will continue to help our community heal and to support our recovery. If you would like additional information on any of these programs, you may review the public-facing Recovery Dashboard at [fcgov.com/RecoveryDashboard](https://fcgov.com/RecoveryDashboard).

Finally, I would like to acknowledge and thank Recovery Policy and Engagement Specialist, Sarah Meline for her excellent work compiling and writing this report.

Thank you,

*Joanne Cech*

Joanne Cech  
Fiscal Recovery Manager

# INTRODUCTION

## From Recovery to Resilience

In collaboration with the community, the City of Fort Collins adopted the Resilient Recovery Plan in March 2022 to guide long-term response and rebuilding from the COVID-19 pandemic.

Rather than focusing the recovery effort on “bouncing back” or “returning to normal”, Fort Collins’ Resilient Recovery Plan seeks to make bold, long-term investments during recovery to create a more resilient community. It focuses on bouncing forward and building a community that is better able to weather future disruptions.

Implementation of the plan is well underway. Since plan adoption, 38 recovery-related programs have launched across the themes of Health, Equity and Community Resilience, Economic Recovery, Environmental Resilience and Government Operations. An additional 28 programs were approved through the recent Budgeting for Outcomes (BFO) process and will launch in 2023.

Although the days of stay-at-home orders and high COVID-case counts are behind us, the impacts of the pandemic are still being felt, and many in the community are still struggling, especially as supply chain issues, labor shortages and high inflation persist. The City must continue to be nimble and ensure recovery is focused on addressing what the community needs most in order to become more resilient. While 2022 was a year defined by recovery, 2023 will be a year focused on resilience.

### PURPOSE OF THIS REPORT

The purpose of this report is to provide an annual update on the implementation of the Resilient Recovery Plan and spending of the City’s American Rescue Plan Act (ARPA) dollars.

It is designed specifically for City leadership and the community to better understand how ARPA-funded programming supports the themes and outcomes laid out in the Resilient Recovery Plan, and how this work is helping Fort Collins achieve the vision that all Fort Collins residents and businesses can participate in a resilient, vibrant and inclusive future.

### How We Got Here:

After nearly a year of plan development, the Fort Collins Resilient Recovery Plan was adopted in March 2022. The plan was the result of an extensive development process that included robust public engagement.

Four specific recovery themes emerged from public engagement efforts: **Health, Equity and Community Resilience, Economic Recovery and Environmental Resilience.** A fifth theme, **Government Operations**, was also added<sup>1</sup>. Within each of these themes, specific outcomes and objectives were identified to guide long-term recovery and build resilience. Many of these outcomes and objectives are extensions of work the City and community have already begun, while others represent new and innovative efforts.

Funding from the federal American Rescue Plan Act (ARPA) provided the City with significant resources to support programming to achieve outcomes and objectives in the Recovery Plan. This programming, along with other federal, state and local funding and partnership with the community and local partners is critical to fully recover from the pandemic.

<sup>1</sup> Additional information about this addition can be found on page 8.

## Implementation Status:

Implementation of the Recovery Plan is well underway. As of November 2022, all \$28.1M of ARPA funding received by the City has been allocated to dozens of different programs, with large amounts of funding going directly to local businesses and community partners to support economic and social recovery. This is a significant milestone of plan implementation.

The impacts of the ARPA-funded programs launched in 2021 and 2022 are being felt, with metrics and stories indicating that these projects are making a difference to those in need. In 2023, many of these projects will continue, along with the launch of additional projects to achieve recovery outcomes and themes, including environmental resilience.

## PANDEMIC STATUS & IMPACTS

The federal government is forecasted to end the COVID-19 Public Health Emergency in May 2023. The pandemic may soon be considered ended, but its impacts have not.

Many sectors of the economy are still struggling to recover even as revenue rebounds. Inflation, workforce challenges and supply chain issues persist making it difficult for businesses to keep up with increased expenses. The state of Colorado has only seen a 6% increase in wages between 2021 and 2022, which has not matched the rate of inflation, causing additional challenges for individuals and families, especially those who may still be behind on expenses because of pandemic-caused disruptions.

This is especially true for segments of the community disproportionately impacted by the pandemic. Systemic inequalities in income and poverty; socioeconomic inequities in education, skills and wages; as well as intergenerational inequities; with particular impacts on children, seniors, families with children, and young adults are still very much in place. Within these segments of the population, inequities related to gender, race and ethnicity continue to be exacerbated.

Mental and physical health impacts from the pandemic also persist, especially for youth. In a recent survey of students in Larimer County, there has been an increase in the number of students with “poor mental health.” This has been backed up by evidence from local schools, childcare providers and parents. Young people are still struggling from the impacts of the pandemic, in ways beyond just learning loss.

It is important to continue to address these impacts and work with the community to better understand what is needed most to lessen them. It is just as important to incorporate resiliency into this work so that as recovery occurs, there are also improvements in systems so that they are better able to weather future disruptions.



# FUNDING

Recovery efforts are supported by a variety of funding sources and partners, both public and private.

The federal American Rescue Plan Act (ARPA), like the Coronavirus Aid, Relief and Economic Security (CARES) Act before it, provides the City with significant dollars to achieve community priorities around recovery. Along with ARPA funding, the City has received a variety of other federal and state funds, as have local businesses, nonprofits and community partners. As implementation of the City’s recovery plan continues, and we continue to move forward from the pandemic, additional tools must be leveraged and continued collaboration is needed.

## American Rescue Plan Act Funds:

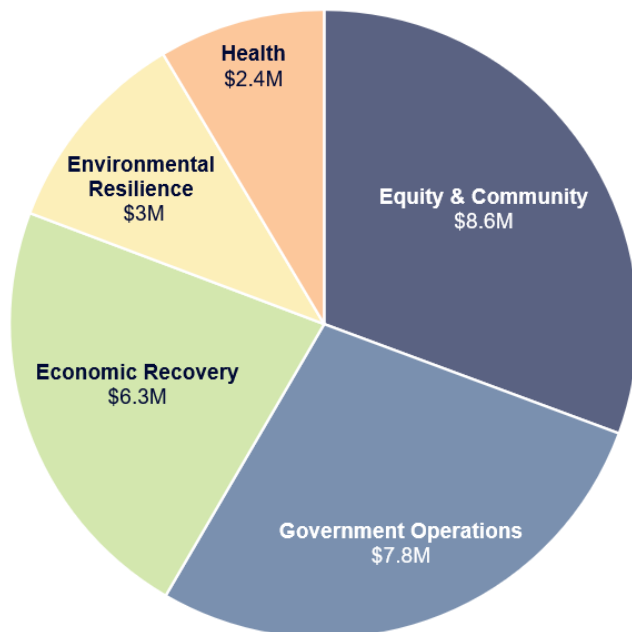
The federal American Rescue Plan Act established \$1.9 trillion in COVID-19 relief funding, including \$350 billion for State and Local Fiscal Recovery Funds (SLFRF) to aid state and local recovery. **A total of \$28.1M in ARPA SLFRF has been allocated to the City of Fort Collins.** These funds are flexibly designed so each recipient can meet unique local needs, including support for the populations and businesses hardest hit by the pandemic.

As of November 2022, all SLFRF funding received has been allocated by City Council in four separate tranches:

- \$4.2M: Ordinance No. 079, 2021: Shorter-term projects to address immediate needs for response and recovery
- \$4.0M: Allocated in the 2022 Adopted Budget
- \$4.1M: Ordinance No. 062, 2022: Mid-Cycle Appropriation to address emerging recovery needs
- \$15.8M: Allocated in the 2023-2024 Adopted Budget

Funding is spread across the recovery theme areas of Health, Equity and Community Resilience, Economic Recovery, Environmental Resilience and Government Operations.

## ARPA Allocation to Date: Across Recovery Theme Areas\*



*\* A specific Government Operations category was added to capture administrative costs, critical infrastructure improvements and workforce solutions needs for the City to implement recovery-related programming. This category also includes the \$2.5M for matching funds to support regional community-focused projects, which will be reclassified as they are assigned to specific projects.*

## Additional Funding Supporting Recovery:

Beyond ARPA SLFRF dollars, other federal, state and local grants received by the City are being used to support recovery work along with other City priorities. Below is a summary of grants received by the City in 2022 that relate to outcomes in the Resilient Recovery Plan.\*

Grant Name	Awarding Agency	Department Awarded	Budgeted Amount
Air Quality Monitoring	Environmental Protection Agency (EPA)	Environmental Services	\$499K
Carnegie Center Grant	Fort Collins Downtown Development Authority (DDA)	Cultural Services	\$214K
Charge Ahead Colorado Grant Program (EV Charging Stations)	Colorado Energy Office	Operation Services	\$54K
Child Care Operations Stabilization Grant	Colorado Office of Early Childhood (Child Care Stimulus Grants program)	Recreation, Cultural Services	\$114K
Community Revitalization Grant	Colorado Creative Industries	Cultural Services	\$2.4M
HOME Investment Partnership Program – ARPA	US Department of Housing and Urban Development	Social Sustainability	\$2.6M
Innovative Housing Strategies Program	Colorado Department of Local Affairs (DOLA)	Affordable Housing	\$2.2M
Local Air Monitoring	Environmental Protection Agency (EPA)	Environmental Services	\$108K
Mobile Home Park Backflow Preventer	Larimer County	Community Development & Neighborhood Services	\$132K
Pools Special Initiative Funding	Colorado Department of Local Affairs (DOLA)	Recreation	\$12.5K
Transportation Demand Management Seed Funding Grant	Colorado Department of Transportation (CDOT)	FC Moves	\$101K
Victim Assistance and Law Enforcement (V.A.L.E.) Grant Program	CO Division of Criminal Justice	Police Services	\$49K
Victims of Crime Act (VOCA) Program	Department of Justice	Police Services	\$22K
WaterSMART SWEP	Colorado Water Conversation Board	Utilities	\$160K
Workforce Innovation Grant	Larimer County	Gardens on Spring Creek, Volunteer Services, Neighborhood Services	\$150K
Workforce Sustainability Grant	CDHS, CO Office of Early Childhood	Recreation, Cultural Services	\$28K
		<b>TOTAL:</b>	<b>\$8.6M</b>

\*Annual CDBG and Home formula grants and grant funds received prior to 2022 are not included in this chart. However, those grants are also be used to support recovery-related efforts.

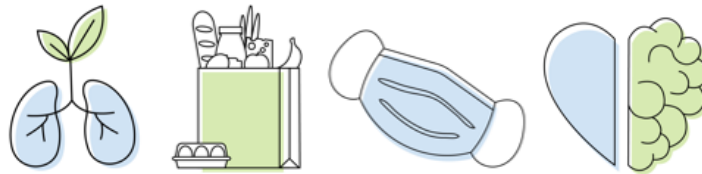
As recovery work continues over the next several years, the City is committed to continuing to pursue additional funding opportunities that support not only outcomes laid out in the Recovery Plan, but also priorities laid out in other key City plans such as the Housing Strategic Plan and Our Climate Future Plan.

# PROJECTS ACROSS RECOVERY THEMES

The following section includes a summary of all recovery-related projects active in 2022. Each project is listed by Recovery Theme and includes the program name, managing Service Area, project status, budget and a brief summary, along with key outcomes and impacts. ARPA-funded programs approved in the [2023-2024 Adopted Budget](#) have not yet launched, and are listed in Appendix A. These projects will be included in future versions of this report.

**Addition of Government Operations:** After additional discussion with project managers and leadership, along with analysis of how other ARPA-recipient communities are categorizing projects, the Recovery Executive Team approved the addition of a fifth “theme” for categorizing recovery programs – Government Operations. This new category better captures administrative costs, technology improvements and critical infrastructure upgrades needed for the City Organization to implement recovery-related work. Programs previously categorized as “other” have been moved to this category, as well as several previously housed under the theme of Economic Recovery.

## Health



When asked about COVID-19 recovery, community members consistently indicated that physical and mental well-being are priorities that were deeply impacted by the pandemic. By ensuring residents’ overall health is valued and supported, our community will be more resilient.

### Health Outcomes:

- 1a. Support clear and effective communication of public health orders.
- 1b. Enhance efforts to ensure basic needs are met in the community.
- 1c. Mental and physical health are valued as necessary and prevention-based.

### Outcome 1a: Support clear and effective communication of public health orders.

Outcome 1a includes the objectives of sharing clear, consistent public health guidance and ensuring access and availability of personal protective equipment (PPE) as well as COVID-19 tests.

PFA TecGen PPE Gear	Poudre Fire Authority (PFA)	In Progress	\$150,000
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TecGen51 gear is reusable PPE (Personal Protective Equipment) that protects firefighters from exposure to bodily fluids, chemicals, COVID-19 variants, and other illnesses. This gear is more durable than the plastic gowns used on COVID-19 related calls in 2020 and 2021. It allows first responders to do their job more safely while on emergency calls. Funding this upgraded gear with ARPA dollars meant first responders were equipped with better gear faster.

**Key Metrics:** All firefighters (approx. 200) have been outfitted with TecGen gear (gear is now being purchased for volunteer firefighters)

### **Outcome 1b: Enhance efforts to ensure basic needs are met in the community.**

Outcome 1b includes the objectives of supporting nonprofits and networks that provide essential needs to vulnerable residents, increasing access to multiple modes of transportation so community members can access basic needs and improving air quality for all.

This is an area that the City also supports through a variety of other programs. Annually, the City provides grants to numerous nonprofits and local partners who connect those in need with crucial resources (food, housing, medical services, transportation, etc.). Air quality is also a high priority for the City, along with increasing connectivity and multimodal transportation.

Social Services Recovery	Sustainability Services	In Progress	\$150,000
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This program provides grant funding to nonprofits and other local partners who support those most in need. The City has long provided grant funding to local nonprofits and community partners who serve vulnerable community members, however this additional funding increases capacity for social services programs throughout Fort Collins. These organizations have the expertise and experience to best serve vulnerable community members.

In 2022, 10 organizations were awarded funding through the Social Services Recovery Program. These organizations serve a wide variety of community members, including seniors and individuals living with disabilities.

#### **Program Highlights:**

- 1,875+ subsidized meals provided to Meals on Wheels clients
- 23,000 lbs. of fresh produce acquired for distribution at the Food Bank's mobile food pantry at Poudre High School
- [SAINT](#) provided 12,255 rides to 289 Fort Collins residents
- 139 seniors received support through [A Little Help's](#) Older Adult Services program
- 99 home safety projects completed through the Volunteers of American Handyman Program to better support the safety and independence of older adults

*"The Volunteers made it possible for my husband to remain at home."*

- Client served by Volunteers of America Handyman Program

#### **Key Metrics:**

- 5,481 individuals served

### **Outcome 1c: Mental and physical health are valued as necessary and prevention-based.**

Outcome 1c includes objectives focused on expanding access and affordability of mental and behavioral health services, along with enriching cultural experiences.

Mental Health Response Team

Police Services

In Progress\*

\$660,429+

The City’s Mental Health Response Team (MHRT) is an innovative co-response team consisting of Fort Collins police officers and UHealth clinicians. The team works together to provide critical care to those experiencing mental and/or behavioral health issues before, during and after 911 crisis calls. ARPA funds were used to accelerate the build-out of this team, covering costs of needed startup equipment along with community outreach and engagement.



Mental and behavioral health has been deeply impacted by the pandemic, exacerbating pre-existing gaps and stretching limited resources. By accelerating the buildout of this team with ARPA funds, MHRT is better able to help more community members in need of critical assistance for mental and/or behavioral health challenges. They also help those in crisis move toward a path of recovery.

*\* After ARPA funds for this program are exhausted, the team will continue through funding from General Funds.  
+ This amount is lower than originally allocated. The MHRT program was able to meet its programmatic needs at a lower cost than originally anticipated.*

*“ The team we have assembled is so dedicated to meeting the mental health needs in our community. I can’t express how impressed I am with how they continually strive to improve the lives of those they come in contact with.”*  
– Sgt. Andrew Leslie, MHRT Supervisor





**Key Milestones and Metrics:**

- Team coverage 7 days / week
- Responded to 2,700+ calls for service
  - 41% increase in call volume from 2021
  - 4x the call volume compared to 2018, when the first co-responder position was hired at the City
- The primary goal of the team is redirecting individuals from being ticketed, arrested or transported to the emergency department unnecessarily (also known as diversion).
- In 2022:
  - 1012+ of total community members contacted by the team were not at risk of a ticket, transport to jail or transport to the emergency department
  - 54 contacts were diverted from a ticket, arrest or transport to the emergency department
  - 97 contacts could not be diverted and officers did have to enforce a warrant, write a ticket or required transport to the emergency department
- 70+ trainings provided and community events attended
- The first police department in Colorado to launch and use the [Vitals App](#) and the first co-responder program in the nation to do so.

**STORIES OF RESILIENCE:**

*“One person’s kindness can change the world.”*

Listen to how MHRT has impacted those it has interacted with, including Dallas’ story of working through trauma and addiction to find recovery at

[fcgov.com/police/mentalhealth](https://fcgov.com/police/mentalhealth)

Additional Information: [Fcgov.com/police/mental-health](https://fcgov.com/police/mental-health)



Mental Health, Addiction & Teen  
Diversion Services

Municipal Court

In Progress \$75,000



The pandemic has exacerbated mental and behavioral health issues, stretching already under-resourced programs and resources. Additionally, the pandemic highlighted gaps in available resources and the lack of pathways to access resources for specific populations such as youth, BIPOC (Black, Indigenous, People of Color), LGBTQIA+ and first responders. This program supports the creation of teen diversion programs and competency evaluations involving defendants with mental illness and/or substance use disorders in the City's Municipal Court.

**Competency Evaluation:** Funding covers the costs of competency evaluations for Municipal Court clients. To date nearly two dozen evaluations have been performed, in some cases leading to charge dismissal.

**Restorative Traffic Circle:** Teens and young adults (aged 21 and under) who have serious traffic infractions and misdemeanors can deal with their charges in a more meaningful way through the Restorative Traffic Circle program. Participants work with court staff, first responders, family members and community members to learn about the impact of unsafe driving and are encouraged to be mindful of safer driving behaviors. If they successfully complete the program, their original charge(s) are dismissed.

In 2022, four Restorative Traffic Circle meetings were held, with 40+ participants, aged 15 to 21. To date, 31 participants have successfully completed the program.

*"I have been a way safer driver, slowing down, leaving space for others."*

– Restorative Traffic Circle Participant

*"I liked that my daughter was given a second chance and I feel we both learned a lot from the class on how to be a safer driver."*

– Parent of a Restorative Traffic Circle Participant

**Key Metrics:**

- 40+ teens and young adults diverted to Restorative Traffic Circle program
- 31 participants completed the Restorative Traffic Circle program to date
- 10 competency evaluations completed, 29 charges dismissed

### Cultural Services Access Fund for Low-Income Residents

Community Services

In Progress

\$185,000

Enriching cultural experiences have an important tie to mental well-being. Through public engagement during Recovery Plan development, community members expressed that access to cultural venues and events was important to healing, making connections with others and building a more vibrant community. Reducing barriers to accessing these cultural services helps ensure that all members of the community can experience these benefits.

The Cultural Services Access Fund provides households with access to enriching cultural experiences across Fort Collins, including the Lincoln Center, Museum of Discovery and Gardens on Spring Creek. This program is typically funded by nonprofits and other City funding. In 2022, an additional \$185,000 in ARPA funds were allocated to the program to increase the number of income-qualified community members able to access cultural services facilities and programming. The ARPA funds also paid for the creation of translated signage at facilities so they can be more inclusive and welcoming to Spanish-speaking visitors.



In 2022, a total of 33,741 community members participated in events and programming at the Lincoln Center, Museum of Discovery and Gardens on Spring Creek through the Cultural Services Access Fund. ARPA funding directly supported 3,800 income-qualified community members, which was used to provide memberships, free or reduced admissions, free special event admissions, education program scholarships and free and reduced rental space. In 2023, staff expects to provide cultural services access to even more community members with the ARPA funds.

*“THANK YOU for collaborating with us on an engaging and fun event for our families to enjoy! Mentors shared that some children REALLY did not want to leave! AND that families told them they were excited to go back and explore. Looking forward to more events we create together in the future.”*

– Poudre School District Early Head Start Program

#### Key Metrics:

- 33,741 community members benefited from the access program in 2022.
  - 3,800 of these were income-qualified and their access was funded by ARPA dollars
- Fort Collins Museum of Discovery supported 5 no cost field trips for Poudre School District Title 1 Schools

Reduced Fee Scholarship Funding Increase

Community Services

Complete

\$100,000

*“The way the program works really gives dignity to those in need- it doesn’t make us feel less than and gives us access to amazing opportunities. I am so grateful!”*

– Reduced Fee Scholarship Recipient

The Reduced Fee Scholarship Program gives low-income, vulnerable and underserved community members access to recreation facilities, recreation programs and childcare services.

This program lowers barriers and expands opportunities for all members of the Fort Collins community to participate in recreation programming and benefit from the positive mental and physical impacts it has on health. Demand for this program far exceeds funding annually, so this increased financial support is crucial for serving additional community members.

In 2022, there were more than 7,800 enrollments\* in the program, with 1,703 households approved for reduced recreation fees. Childcare, youth sports, swim lessons, adult fitness, creative arts and adaptive recreation were the most accessed activities.

Community members enrolled in this program have expressed that assistance is extremely valuable, allowing themselves and their families access to enriching recreation opportunities. In a survey of reduced fee participants, a majority of respondents indicated that the value of the program met expectations.

*“The program made a huge impact in my cancer recovery. I visit the Foothills Rec Center and the staff are supportive.”*

– Reduced Fee Scholarship Recipient

Key Metrics:

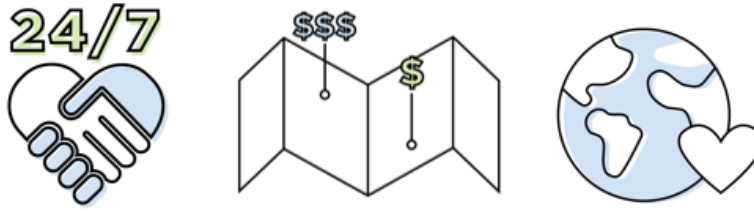
- 1,703 households approved for reduced recreation fees
- 7,800 total program enrollments\*
- 88% of survey respondents indicated that the value of the program met expectations

*\*This number includes enrollments subsidized by ARPA dollars, state grants and reduced fee scholarships from Recreation. In 2021, when no ARPA funding was used to support the program, there were 5,680 enrollments.*

Additional Information: [FCGov.com/recreation/reducedfeeprogram](https://www.fcgov.com/recreation/reducedfeeprogram)



## Equity & Community Resilience



Equity and Community Resilience focuses on creating a more connected, vibrant and inclusive community for all. It includes taking a community-led approach to recovery, focusing on fostering a sense of belonging and taking action to ensure all who live here can thrive.

### Equity & Community Outcomes:

- **2a.** Foster a sense of belonging and community trust.
- **2b.** Accelerate the City’s Housing Strategic Plan’s vision that “everyone has healthy, stable housing they can afford.”
- **2c.** Expand and leverage existing partnerships to quickly connect people experiencing homelessness (PEH) to resources and services.

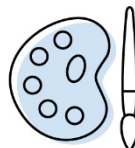
### Outcome 2a: Foster a sense of belonging and community trust.

Objectives for Outcome 2a include fostering a culture of belonging, supporting neighborhood-driven resilience, promoting diverse cultural artists and organizations, and codesigning multicultural activities with the community. These are efforts the community expressed are needed during the creation of the Recovery Plan. By fostering a sense of belonging in Fort Collins and enhancing community trust, we are better able to heal and build strength.

Cultural Services Community Programs Manager & Program Support	Community Services	In Progress	\$169,575
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This program focuses on integrating arts and cultural experiences throughout the community to foster a sense of diversity, connection and belonging. It also supports the local creative sector by engaging artists from varied social, socio-economic, and ethnic identities and communities. To date, programming has occurred within three distinct categories:

- **Co-creation:** Working alongside community members and community groups to co-create initiatives that meet the goals and objectives of all parties involved. *Example:* Our Animal Body, a collaborative community poetry project led by a community-based artist team.
- **Pop-up performances:** Hiring artists to perform in public spaces (parks, trails, etc.) with little or no advanced promotion. *Example:* Acoustics in the Park pop-up series.
- **Plugging in:** Hiring artists to support events planned by nonprofits and other community groups where their presence can enhance the experience. *Example:* Hiring live musicians to perform at CARE Housing resident events.



These efforts help foster a sense of belonging in our community, especially for historically underserved groups, many of whom have been disproportionately impacted by the pandemic. Community members have said that these efforts are important not only for creating a culture of belonging and inclusivity, but also for supporting healing and reconnecting after the isolation and missed opportunities experienced during the pandemic. There is also evidence that participation in the arts has mental and physical health benefits. Although difficult to measure, these impacts are extremely important for the overall health of our community.



### Program Highlight:

The City has partnered with the Boys and Girls Club of Larimer County to bring local artists into clubs and engage students in art-centered activities. Launched in late 2022, this partnership is already getting great reviews, connecting youth to art of all types and fostering an appreciation for creativity.

“While students might get nervous to engage in dancing, singing or event painting at first, it’s clear our partnership with Boys and Girls Club of Larimer County is having an impact. For example, while painting stones for a collaborative visual arts piece, (which will be gifted back to Boys and Girls Club), one student leaned back in their chair, raised their arms and exclaimed, “I am an artist!”

Examples like this reinforce the importance of quality opportunities for underserved communities to experience and possibly develop deeper interest in the arts, not to mention the opportunity to connect with local artists who teach, guide and encourage exploration in diverse artistic disciplines.”

– Nick Heimann, Cultural Services Community Program Manager

### Key Metrics:

- An estimated 1,900+ community members attended 85+ hours of programming
- 35+ events held

Special Events Recovery Grant	Executive Services	In Progress	\$125,000
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This program provides grants to organizations hosting local events to help cover security and safety costs.

Many events continue to struggle to return after cancelations in 2020 and 2021. Events often rely on funding generated from a previous year’s event to fund subsequent years, and this model was disrupted by the pandemic. While many events were able to return to the community in 2022, others did not yet feel comfortable returning due to fears about potential COVID-caused cancelations or were unable to return due to lost revenue and increased costs.

Covering costs of required safety and security measures through this grant makes it easier for events to be held. Events – be it a marathon, music festival, craft fair, or Earth Day celebration – are a vital part of the culture of Fort Collins, helping create a more vibrant community.

**Key Metrics:**

- Grants were awarded to more than a dozen different events
- Total attendance at these events exceeded 43,300



Native American Community Relations Specialist	Executive Services	In Progress	\$313,217
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This position works directly with the Fort Collins Native American community and local Native-serving nonprofits to build relationships, conduct community engagement and support community-led initiatives.

The Native community has been disproportionately impacted by the pandemic and has historically been underserved by the City. There is a need to build strong and trusting relationships with the Native community to address urgent needs and challenges arising from the pandemic as well as to address issues that have long impacted the local Indigenous community.

**Key Milestones:** Position filled in late 2022.

Diversity, Equity and Inclusion Professional Services	Executive Services	Complete	\$25,000
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Funding to support the establishment and expansion of an Equity and Inclusion Office in the City, which coordinates equity and inclusion efforts and strengthens relationships with vulnerable populations and community partners. This funding amplifies the ability of the Equity and Inclusion Office to conduct crucial work related not just to recovery but also the diversity, equity and inclusion goals of the City and community.

In 2022, the Office partnered with dozens of community partners to host a variety of local events. These efforts are essential to demonstrating and advancing the City’s commitment to equity for all and creating an environment that fosters a culture of belonging. Support was offered to match the needs of each event, including interpretation and translation services as well as facilities and food for residents to gather, learn and connect.

Some events are not new, but how the City is now demonstrating support and collaboration feels different to the community. These initiatives have increased trust between community groups, agencies, and local government.

Examples of events and gatherings supported by this funding include the Northern Colorado Intertribal Powwow, Pride Proclamation and Reception, Equity Indicators Community Forums, Latinx Resource Fair, and Equity and Bias Trainings.

**Key Metrics:**

- Funding supported 14+ community-led events locally
- Nearly 5,500 children and adults of diverse identities benefited from program dollars

**Additional Information about the Equity and Inclusion Office:** [FCGov.com/Equity](https://www.fcgov.com/equity)



Language Access Services for Council Meetings and High Priority Civic Engagement Events	Executive Services	In Progress	\$34,560
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This program provides funding for Spanish interpretation at City Council meetings and high-priority civic engagement events. Reducing barriers to accessing City meetings and events is important to fostering a sense of belonging and creating a more equitable community. It also helps build trust between the community and the City. These efforts not only relate to recovery work, but also to City priorities around diversity, equity and inclusion.

In the first part of 2022, funding was used to provide Spanish interpretation at all regular Council Meetings. However, during that time, there were never more than two or three community members using interpretation services at meetings. Staff determined that these funds could instead be pivoted to other work while additional conversations are held with the Spanish speaking community to better understand their needs around civic engagement.

Funds were pivoted to cover costs for interpretation at other high-priority civic engagement events, which ensured Spanish-speaking community members received crucial information about services and resources.

**Highlight:** City collaborated with the Housing Team and Elevation Community Land Trust to hold a session about how to seek homeownership for low-income households. This event was attended by mostly Spanish speaking community members who, without interpretation services, would not have been able to participate in the session.

**Key Milestones:** Interpretation provided at 20+ community events



Expanded Community Outreach and Engagement	Information and Employee Services	Not Started	\$55,000
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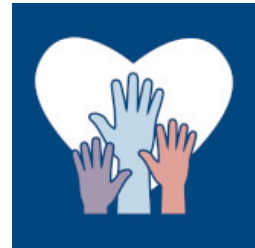
Funding to expand, systematize and enhance engagement with diverse groups, including those who have been historically underserved and most impacted by the pandemic.

These efforts not only support the recovery outcome of fostering a sense of belonging and trust within the community (specifically between the City and the public) but also helps those who have been historically left out of decision-making have their voice heard. Launch for this program has been delayed due to staffing transitions, but will begin in 2023.

Neighborhood Resilience Projects	Planning, Development & Transportation	In Progress	\$40,000
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Funds for this project support the popular Adopt a Neighbor volunteer program, allowing community members to easily connect with those who need support. It also increases connection and placemaking in neighborhoods through Asphalt Art Projects.

**Adopt a Neighbor:** Funding was used to update software for the City’s volunteer site (Engage) to establish a “bulletin board” matching system. This system is more efficient than the previous manual staff matching process.



Overall, the time to match volunteers has significantly decreased since this upgrade – allowing residents in need to get connected more quickly to volunteers willing to serve. As the bulletin board continues to be used, and more outreach is done about the updated system, staff expect to have additional information about the impact of the bulletin board on volunteerism in the community.

**Volunteer Story:**

An Adopt A Neighbor volunteer dropping off groceries had not heard from the community member she was helping out by the usual time, so she stopped by the house and found that the neighbor had fallen and could not reach the phone to call for help. The volunteer called for emergency services, stayed with the community member until paramedics arrived, and visited them in the hospital every day until they returned home. When they returned home, they had their favorite grocery items waiting for them and a meal train to support them while recovering.

Learn More: [fcaov.com/neighborhoodservices/adopt](https://fcaov.com/neighborhoodservices/adopt)

**Asphalt Art:** Asphalt Art is an outdoor, community-led project that fosters connection between residents and enhances the unique character of neighborhoods – building a stronger sense of place and community.



There is a wealth of evidence that neighborhoods with a stronger sense of connection and belonging are more resilient, especially in times of crisis. By enhancing programming that allows neighbors to support each other through volunteerism, the City is strengthening support networks communitywide. There is a strong appetite from community members for ways to connect safely and reengage with neighbors. Pilot projects of Asphalt Art in the City brought a sense of neighborhood pride and allowed neighbors to reconnect after isolation during the pandemic.

In 2022, ARPA dollars supported maintenance at three existing installations, with more than 100 community members showing up to support the work. In 2023, funding will be used to support two to three new projects in vulnerable neighborhoods.

Learn More: [fca.gov.com/bicycling/asphaltart](https://fca.gov.com/bicycling/asphaltart)



**Outcome 2b:** Accelerate the City’s Housing Strategic Plan’s vision that “everyone has healthy, stable housing they can afford.”

Outcome 2b includes the objectives of preserving existing affordable housing, while increasing housing stability and overall housing supply, affordability and diversity. Housing stability and affordability are a high priority within the City, and this outcome builds upon housing goals laid out in the City’s Housing Strategic Plan, City Plan and Our Climate Future Plan.

Eviction Legal Fund                      Planning Development & Transportation                      In Progress                      \$240,000

Eviction and risk of eviction are still high even as other pandemic impacts subside. Local BIPOC community members, Spanish-speaking residents, people with disabilities and low-income households are disproportionately impacted as they experience higher rental costs, lower income levels and higher rates of poverty. This program is contributing to housing stability for local individuals and families.

This program provides eviction prevention education and support, with funds going to local community partners who specialize in this work. Specific services provided through this program include:

- Eviction Legal Clinics
- “Know Your Rights” Training
- Direct Client Representation
- Inclusive Educational Outreach

In 2022, this program kept more than 300 families housed. Hundreds of community members are participating in programming each quarter, and hundreds more are indirectly benefiting from the services and self-help resources offered. More than 30 local landlords also signed proactive mediation agreements as a part of this program, agreeing to take their eviction cases to mediation programs before filing eviction cases in court. Trainings and events through the Eviction Legal Fund program have also been an important bridge to connect vulnerable community members with other resources.

**Key Metrics:**

- 57 landlords directly served in 2022
- 539 renters directly served in 2022
- 30+ landlords signed proactive mediation agreements for eviction issues

Affordable Housing Fee Credit Fund	Sustainability Services	In Progress	\$350,000
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This program provides subsidies to developers building affordable housing projects within the community, increasing the amount of affordable housing available. It ties not only to the Recovery objective of increasing the supply of local affordable housing, but also to a number of Housing Strategic Plan priorities.

In 2022, affordable housing fee credits were provided to 12 apartments at two different local communities currently under construction. These apartments will be priced to households earning no more than 30% area median income.

Additional Program Information: [FCGov.com/socialsustainability/developmentincentives](https://www.fcgov.com/socialsustainability/developmentincentives)

Heartside Hill	Sustainability Services	In Progress	\$1,100,000
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Funding for the development of the Heartside Hill project. This development is being funded in partnership with local, regional and state partners. If approved through the development review process, the project will create 71 new units of affordable rental housing in Fort Collins.

This project demonstrates the City’s commitment to the local match required for the childcare facility portion of the development (funded through a grant from the Colorado Department of Local Affairs (DOLA)). It also provided evidence of local support needed to move forward with the application for Low-Income Housing Tax Credits in 2022. Funding this project with ARPA funds frees up additional City funding to support other local affordable housing initiatives. Allowing more housing projects to move forward in a timely manner will support the recovery outcomes related to housing stability and the City’s overall affordable housing goals.



**Outcome 2c:** Expand and leverage existing partnerships to quickly connect people experiencing homelessness (PEH) to resources and services.

Outcome 2c includes the objectives of expanding funding to community organizations that serve PEH, accelerating plans for a 24/7 shelter and supporting regional solutions related to housing and support of PEH. Similar to Outcome 2b, this outcome builds upon goals laid out in the City’s Housing Strategic Plan and City Plan.

Homelessness Services*	Sustainability Services	In Progress	\$1,192,000 Total
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The City has used ARPA dollars to fund a variety of different programming related to homelessness in Fort Collins. This additional funding helped prevent homelessness in Fort Collins from increasing during the pandemic, in contrast to many communities across the nation.

The majority of this funding was granted to nonprofits and community partners who provide services and programming directly to people experiencing homelessness. The strategies being funded are proven to reduce the likelihood of prolonged or chronic homelessness and connected those in need to resources and support. Specific initiatives funded in 2022 include:

- **Expansion of Outreach Fort Collins** to include street outreach coverage of midtown.
- **Increased Case Management** to connect individuals with crucial resources and services, including housing.
- **24/7 Sheltering:** Access to 24/7 shelter provides better outcomes for people experiencing homelessness because of increased stability due to daytime shelter access.
- **Expanded Seasonal Overflow Shelter** to support more individuals during extreme winter weather.
- **Rapid Rehousing Programming:** Short-term rental assistance and services so people can obtain housing quickly and increase self-sufficiency.
- **Murphy Center:** Funding to support expanded hours and general operations to increase access to services.

#### Key Metrics:

- 1,137 individuals served in shelters
- 46 additional individuals participated in case management
- 378 additional individuals participated in navigation sessions
- 119 clients moved into housing after accessing case management and resource navigation
- 35 families, and 10 individuals housed through Rapid Rehousing

\*NOTE: Homelessness initiatives have been funded through three individual programs – 24/7 Shelter, Homelessness Initiatives and Support Services, and Rapid Rehousing.



Utilities Pandemic Assistance	Utilities	In Progress	\$460,000
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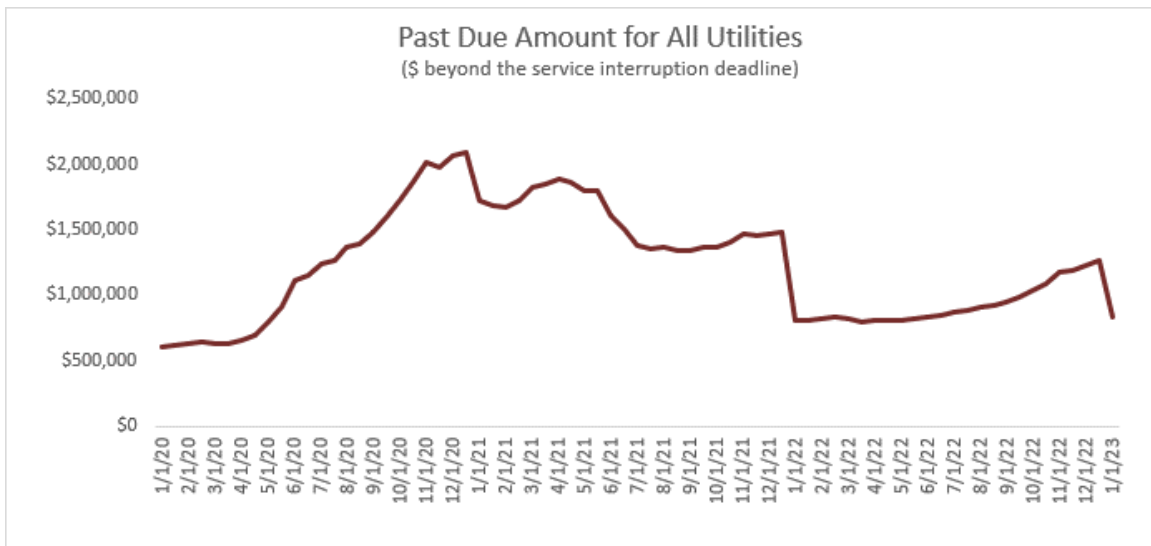
This program provides direct financial assistance to Fort Collins Utilities customers struggling to pay bills due to the pandemic. Although the pandemic itself has subsided, many community members still struggle with utility bills, and it can be extremely difficult to catch up once behind.

*“My wife and myself tested positive twice in the past 3 months with COVID, as well as all five of my children testing positive for it at various times. This impacted my ability to be at work regularly as well as depleted my paid time off, causing me to have to take unpaid days to care for my wife and children while sick. This in turn caused the inability to afford to keep our bills current and still put food on the table.”*

– Utilities Pandemic Assistance Recipient

After receiving financial assistance from the program, 94.9% of all utility accounts (residential, commercial and property management) became current, lessening the potential for utility shut-offs. The City has received dozens of thank yous from customers who received assistance, with the majority of those benefiting from the program being renters with an annual income of less than \$50,000.

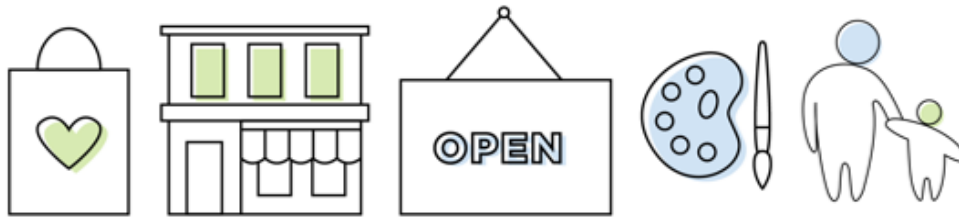
The program has also reduced the City’s overall utility debt. The chart below demonstrates the impact the Direct Payment Assistance Program had on the City’s Overall Utility Past-due Balance. Since the program began in November 2021, the balance has reduced significantly.



**Key Milestones:** More than 1,300 residential and commercial customers provided assistance

**Additional Information:** [FCGov.com/utilities/covid-assistance](https://www.fcgov.com/utilities/covid-assistance)

# Economic Recovery



Economic impacts from the pandemic on businesses, employers and employees are still being felt throughout the community. In order to have a robust economic recovery, and create more economic resilience, both individuals and businesses must be supported.

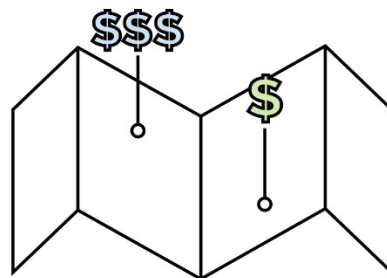
### Economic Outcomes:

- **3a.** Small businesses, creatives and nonprofits have the resources they need to thrive.
- **3b.** Safe and stable employment, current and future.
- **3c.** Equitable and affordable childcare is accessible.

Economic Strategic Plan	Sustainability Services	In Progress	\$100,000
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Funds to develop an updated strategic plan for the Economic Health Office (EHO) to lay out a roadmap for long-term economic recovery efforts. The current Economic Strategic Plan does not reflect changing priorities and business needs from the pandemic. Having an updated plan means EHO will be better positioned to support businesses and the local economy during recovery and beyond. The Economic Health Strategic Plan will also include a focus on circular economy. Circular economy is about rethinking products and processes to eliminate and reduce waste, while effectively using natural resources to increase supply chain resilience, create sustainable employment opportunities and ensure the resilience of our natural and built environment. Staff is working closely with the selected consultant to develop strategic recommendations and an implementation plan that will support the local economy and community.

**Key Milestone:** The consultant has conducted stakeholder engagement, asset mapping, benchmarking research, and cluster verification. Currently working to incorporate discovered data into a comprehensive strategic plan.



**Outcome 3a: Small businesses, creatives and nonprofits have the resources they need to thrive.**

Outcome 3a includes objectives to enhance support services and tools to enable businesses to conduct business and weather pandemic impacts.

Expanded Technical Assistance for Small Businesses	Planning, Development and Transportation	In Progress	\$111,258
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This program provides enhanced and expanded technical assistance to businesses and individuals navigating the development review process with the City. Businesses, especially smaller businesses with limited resources and those unfamiliar with the Building and Development Review process, require additional support to navigate the review process, especially if changes or adjustments are required. This program helps businesses better position themselves to successfully navigate the Development Review process by getting the support they need for project management, site planning, surveying and design.

2022 was a pilot year for the program, and fewer businesses than expected received grants, mainly because fewer small businesses went through the Building and Development Review process than anticipated. However, the businesses that did receive funding, all with fewer than 20 employees, indicated that the grant was extremely impactful. The grants allowed them to lessen the financial barrier typically faced by businesses going through the review process, allowing them to efficiently get expansion plans approved.

**Key Metrics:** 3 grants awarded, one for development review, one for a minor amendment and one for a building application.

**Additional Program Information:** [FCGov.com/developmentreview/technical-assistance-program](https://www.fcgov.com/developmentreview/technical-assistance-program)

For Fort Collins	Sustainability Services	In Progress	\$190,000
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The For Fort Collins campaign and website provide support to businesses impacted by the pandemic, connecting them to resources and promoting “shop local” messaging to encourage community members to support local businesses.

Businesses continue to face immense challenges, including increasing expenses, supply chain issues and workforce challenges. For Fort Collins provides support to local businesses through mentorship, marketing and connection to resources. It also serves an important platform to amplify business stories and send the message of how important it is to support local businesses

as they work to stabilize and recover. Stories have been shared on the For Fort Collins website from businesses that have not traditionally been spotlighted, which has been critical for helping them feel seen and connected to the City Organization.

**Key Metrics:**

- Nearly 13,000 total website visits in 2022
- Nearly 6,000 new webpage visitors
- 18 business stories featured on the site in 2022

**More Information:** [ForFortCollins.com](https://www.ForFortCollins.com)

Multicultural Business and Entrepreneur Center (MBEC)

Sustainability Services

In Progress

\$400,000

The Multicultural Business and Entrepreneur Center (MBEC) provides support, training and resources for local businesses and entrepreneurs of all sizes, with a specific focus on providing support for historically underserved community members.

Launched in 2022, MBEC is a free, bilingual center that provides businesses and entrepreneurs easy access to business service providers, resources, mentorship and specialty training. It is a source of critical resources for small businesses, including many new and minority owned businesses. Since its launch, the Center has held 175+ appointments with more than 100 different individuals.

Along with connecting many businesses with training and resources, MBEC provides support for businesses looking to apply for grants, helping them improve their applications to apply for competitive funding. Twenty-one businesses who were initially declined grant funding from the City's first round of Small Business Recovery Grants received funding in round two after working with the MBEC to become eligible (for example, obtaining a Business License) and improve their applications.

Now that the center is fully staffed, capacity for appointments has increased, and staff expect to support even more businesses in 2023.

Key Metrics:

- 175+ appointments held with more than 100 different businesses
- 27 new businesses established with support from MBEC

Additional Program Information: [FCGov.com/business/mbec](https://www.fcgov.com/business/mbec)





Small Business Grants	Sustainability Services	In Progress	\$1,060,000
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Businesses continue to face immense challenges from the pandemic. Many small businesses still struggle to stabilize due to increased costs to attract customers, supply chain issues and workforce challenges. By providing grant support to small businesses, they can make adjustments to their practices to stay open, financially recover and build resilience.

The Economic Health Office deployed two rounds of grant funding in 2022. More than 200 businesses applied and 161 small businesses were awarded grants to support stabilization, workforce and talent acquisition and technical assistance. Grants were awarded to a wide variety of businesses including food service, health and wellness, retail, artists and manufacturing.

**Specific uses for the grants include:**

- Hiring experts to increase businesses’ web presence and digital marketing abilities
- Purchasing specialized manufacturing tools and training to produce products locally and avoid supply chain issues.
- Relaunching a mentorship program to increase female representation in the clean energy sector by matching women with workplace opportunities.

*“I am beyond excited! Thanks to this grant I was able to purchase the equipment I’ve been dreaming about!”*

– Small Business Grant Recipient

Within the coming months, additional information will be gathered from grantees to better understand the impacts of these grants and how they supported local business recovery and resilience.

**Key Metrics:**

- 161 small businesses provided a total of \$828,000 in grant funding

Capital Project Business Liaison*	Sustainability Services	In Progress	\$275,000
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As businesses continue to experience economic disruption, construction projects at their location are especially impactful on sales and success. The Capital Project Business Liaison provides support to businesses affected by City construction projects, ensuring they have the information, resources and support they need throughout the project. Creating this position and funding support for impacted businesses allows them to sustain themselves during disruptions and build long-term resilience.

Since being filled in mid-2022, this position has been actively engaging with businesses across



the community, including businesses near the newly renovated Linden Street. The position is also overseeing a Capital Project Assistance Grant Program. Many City of Fort Collins capital construction projects saw major supply chain issues and delays due to the pandemic, creating additional challenges for businesses located in construction areas. To support these impacted businesses, the Economic Health Office is providing one-time payments to businesses located in impacted zones. More than a dozen grants have already been awarded, with funds being sent out in early 2023.

**Key Metrics:** In 2022, 17+ grants awarded to businesses impacted by construction, totaling more than \$34,000. Funds are currently being disbursed. In 2023, another 29+ grants totaling \$58,000 will be awarded.

*\*This position was approved as a classified exception position prior to being funded with ARPA dollars. ARPA funded this position in 2022; in 2023 the position's funding will be converted to General Fund.*

### **Outcome 3b: Safe and stable employment, current and future.**

Outcome 3b has a variety of objectives, focused on both individuals and employers. These objectives include:

- Support partnerships that develop the workforce businesses need.
- Bring in trainings available regionally but not locally directly to Fort Collins.
- Prioritize learning loss mitigation programs and services that support students with high risk factors and/or are part of historically underserved populations.
- Support the ability of businesses and nonprofits to find and recruit labor that meets their needs.
- Enhance the ability of businesses to implement flexible labor practices (i.e., remote, hybrid, gig/ contractual, variable shifts, job share, etc.).

Learning Loss Mitigation	Sustainability Services	In Progress	\$400,000
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Students of all ages experienced learning loss and developmental setbacks due to the pandemic and it will take a long time for these setbacks to be fully understood and addressed. However there are many local programs working to address these setbacks and support students' ability to make up for losses and thrive. To support this critical effort, the City funded the Learning Loss Mitigation Grant program, which provides grant funds to local partners working in this space. In 2022, eight different organizations received grant funding.

#### **Program Highlights:**

- Establishment of a Learning Hub program in local high schools, which provides tutoring and case management to struggling students
  - Students selected for the Learning Hub program showed progress in attendance, class completion and course recovery
- 31 additional youths served through the Center for Family Outreach
- 91% of youth who participated in ChildSafe's Child Abuse Treatment Program for K-12 students saw a reduction in trauma symptoms
- 16 additional students accessed reading and speech-language therapy to help reduce learning loss through the Children's Speech and Reading Center
- Summer of Discovery Program through Boys and Girls Club of Larimer County served 662 Fort Collins youths

### Program Highlight:

In an analysis by Poudre School District on the growth effect of summer learning programs, it was found that participants in the Boys and Girls Club Summer of Discovery Program showed the highest academic growth of all 5 programs in the analysis. The growth effect of students who participated in the program was equivalent to 11.5 weeks of additional school-year instruction.

Key Metrics: 1,321 students served across programs

### Outcome 3c: Equitable and affordable childcare is accessible.

Outcome 3c includes the objectives of advancing regional, systemic and sustainable childcare solutions, along with supporting efforts to recruit, develop and retain employees in early childhood education.

Childcare System Support	Sustainability Services	In Progress	\$170,000
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Childcare systems, already strained locally, were strained even more by the pandemic. By providing resources to community partners who work in the childcare space, the City can increase access to affordable, reliable childcare locally. This not only provides needed support for children but increases equity and economic stability - especially for women, who often bear the responsibility of caregiving.

In 2022, four different organizations were provided with funding.

#### Program Highlights:

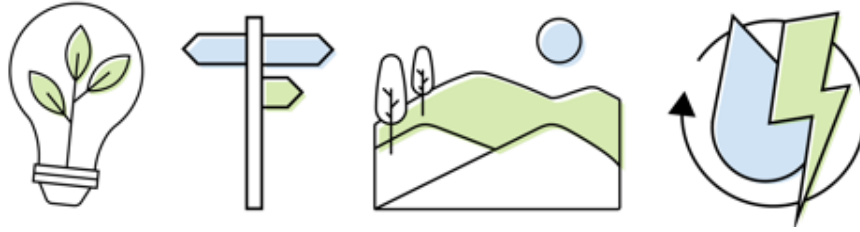
- Funding supported a Behavioral Health Team at the Boys and Girls Club of Larimer County
  - In 2022, approximately 175 youths benefited through the services provided by this team
- Annual professional development training costs covered for 32 local early childhood educators, who work with 200+ local children in need of childcare
- City of Fort Collins Recreation hired a behavioral specialist for childcare and youth programs
  - This specialist focuses on the emotional and behavioral difficulties of youth, which have increased since the pandemic. They provide individualized support to children in need along with coping techniques and training for families and staff to create a positive atmosphere for children in need
  - In 2022, the specialist worked with approximately 150 children, and 42 staff
- Additional childcare scholarships provided for local low- and moderate-income families to cover childcare costs

*“My husband and I suddenly took custody of our two grandsons, now ages 2 and 3. Making ends meet for a family of four on a retirement income was not enough, so I got a job. This grant has been a saving grace for the family. Without the grant, I would have had to leave the workforce and let our family live in poverty, relying on social benefits. We are grateful to be in a position to keep the children going to quality childcare and to have a household that meets our needs.”*

– Larimer County Child Fund Scholarship Recipient

Key Metrics: 830 individuals served

## Environmental Resilience



Environmental resilience is a key factor in creating a recovery that is vibrant, resilient and inclusive. In order to build back better and be better able to weather future disruptions, including impacts from climate change, our community must become more resilient.

### Environmental Outcomes:

- **4a.** Commit to environmental justice and resilience in pursuit of our climate, zero waste, energy, water and other sustainability goals.
- **4b.** Resilient infrastructure is reliable and affordable.
- **4c.** Open space, natural amenities and healthy ecosystems are resilient, protected and accessible.

Several projects related to environmental resilience have been approved in the Adopted 2023-2024 Budget. A list of these projects can be found in Appendix B. Details of these projects and their impacts will be included in future reports. The City also conducts significant work related to each of the Environmental Resilience Outcomes annually, as outlined in the Our Climate Future Plan, City Plan and Housing Strategic Plan.

## Government Operations

After additional discussion with project managers and leadership, along with analysis of how other ARPA-recipient communities are categorizing their projects, the Recovery Executive Team approved the addition of a fifth “theme” for categorizing Recovery Projects – Government Operations. This new category better captures administrative costs, technology improvements and critical infrastructure improvements needed for the City to implement recovery-related programs. ARPA-funded programs previously categorized as “other,” as well as several previously housed under the theme of Economic Recovery have been moved to this category.

Recovery Communications	Finance	Complete	\$50,000
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ARPA funds were used to support ongoing pandemic communications, as well as the public outreach and engagement for the development of the Resilient Recovery Plan.

As pandemic conditions continued to evolve, the ability to quickly communicate with residents and businesses so they had updated information to keep themselves and their loved ones safe was critical. Additionally, public engagement efforts, including targeted engagement with groups most impacted by the pandemic, supported the creation of a community-centered recovery plan that reflects what residents want most to achieve a more resilient recovery.

Recovery Administration	Finance	In Progress	\$823,000
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Staff and administrative costs for the oversight and implementation of the Resilient Recovery Plan, including the deployment and monitoring of ARPA funds.

Staffing is needed to support recovery work at all stages – development of the Recovery Plan, plan implementation, management of ARPA funds and required compliance and reporting. Without this staffing and associated administrative costs, getting recovery-related projects launched and monitored would not be possible.

Parking Structure Critical Preventative Repairs	Planning, Development and Transportation	In Progress	\$1,348,000
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Funding for critical repairs to downtown parking structures to prolong their lifespans and increase structural integrity.

Bids for this project came in significantly higher than anticipated. To cover the increased costs, funding for Parking Structure Security Upgrades was pivoted to this project. Additionally, the MHRT program was able to meet its programmatic needs at a lower cost than originally anticipated, so the excess was pivoted to support this project as well.

After identifying and hiring contractors, work for this project is now underway.

Parking Structure Security Upgrades	Planning, Development and Transportation	No Longer ARPA Funded	
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This project includes a variety of security upgrades to increase safety within parking structures and ensure each structure has adequate security. Funding these critical security upgrades will make parking structures safer for community members to use, encouraging them to use parking structures and shop at downtown businesses.

Because bids for the other parking structure program (above) came in significantly higher than expected, the choice was made by staff to pivot the \$446,000 originally allocated to this program to fund Parking Structure Critical Preventative Repairs. These security upgrades are still proceeding with other, non-ARPA funds.

Crisis Communications Plan	Information and Employee Services	In Progress	\$130,000
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Funds to support the development of a comprehensive crisis communications plan for the City that can be applied to a variety of different emergency events.

Having a centralized crisis communications plan means the City will be better able to quickly and effectively communicate crucial information to community members during an emergency. Having key information in a timely fashion allows community members to take action to keep themselves and their loved ones safe.

**Key Milestones:** A consultant for this project has been hired and plan development work will begin in early 2023.



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HR Staff Support	Information and Employee Services	In Progress	\$268,000
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Additional staff and funding to support hiring and workforce management within the City's HR Department. Human Resources supports hiring and personnel data management for the City, as well as for four partner agencies.

The City is not yet recovered from the consequences of the pandemic hiring freeze, significant staff turnover and the great resignation. Increasing staff capacity allows HR to more efficiently assist staff in expediting requests for talent so that the City has the workforce needed to serve the community. Additional programmatic funding allows staff to increase the reach of job postings to connect with qualified candidates. Applicant pools are greatly reduced from pre-pandemic levels, meaning more work is required to reach qualified candidates.

Work on this program is still in its early stages, however, staff are already reporting that having additional HR staff to handle recruitment and the initial screening of candidates has greatly reduced the burden on hiring managers.

COVID-Related Hybrid Meeting Spaces and Community Wi-Fi	Information and Employee Services	In Progress	\$1,300,000
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The project focuses on updating spaces and systems within the City to support secure hybrid work environments as well as improve Wi-Fi access at Cultural Services and Recreation facilities. The majority of work required for this program has not been completed, but the planning and preparation phases of the program are progressing.

**Hybrid Meeting Spaces:** The City's shift to hybrid work means that meeting workspaces need to be reconfigured to accommodate hybrid meetings, and systems need to be upgraded to better handle the increased amount of IT support. Updating workspaces to have these capabilities will allow the City to conduct essential business more efficiently and safely. This work includes the conversion of part of the 2<sup>nd</sup> Floor of 215 North Mason to a "hotel model," which will be a flexible space staff can work from as needed.

**Community Wi-Fi:** Wi-Fi access in public spaces is vital for many community members, especially those who do not have reliable internet at home. Expanding connectivity capabilities in public City spaces will increase community members' ability to access important resources and conduct needed work they may not be able to complete elsewhere. Additionally, IT staff are working with the Poudre Public Library District to explore programming to increase the digital literacy of community members and City staff.

**Key Milestones:** 215 Space Conversion is underway, as are Wi-Fi upgrades to seven public spaces across the City

Cyber Risk Management	Information and Employee Services	In Progress	\$275,000
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This project allows the City to address needed cybersecurity updates to safeguard all City devices and users from digital attacks and phishing attempts.

The pandemic amplified the need to improve the City's cyber risk management strategies. Increased hybrid work and new technologies require increased security and safety measures to avoid cybersecurity breaches. Completing this work helps ensure that the City Organization and staff will be better positioned to serve community members without disruption, especially in evolving work environments that include hybrid models. With these upgrades, the City's virtual assets will be more secure and employees will have a more secure work environment, regardless of location.

**Key Milestones:** Multifactor authentication (MFA) rolled out throughout the City organization.

## ONGOING ENGAGEMENT

Extensive public engagement was critical for the creation of a Recovery Plan that reflected what the community needed most to achieve pandemic recovery and build resilience. Engagement continues to be important during Plan implementation to ensure that work continues to align with community priorities and serves those most impacted.

In the City's 2022 Annual Community Report, respondents were asked to evaluate the City's response to the COVID-19 pandemic. About 6 in 10 respondents thought the City had done a very good or good job in its pandemic response, which was similar to the rating given in 2021.

Along with specific engagement around the City's response to the pandemic, ongoing engagement is occurring through budget, strategic planning and other large City initiatives. Many parts of the community are still struggling but have a desire to build resilience and an interest in collaborating with the City organization to achieve goals.

Engagement is also being done at the programmatic level. ARPA-funded programs are gathering ongoing feedback from those they serve in order to make needed adjustments to improve outcomes. Examples of this program-level engagement include:

- Post-appointment surveys of visitors to the Multicultural Business and Entrepreneur Center (MBEC) to evaluate the Center's customer service and ability to connect businesses to resources
- Ongoing conversations with artists and creatives about challenges and needed support through the Cultural Services Community Program
- In-depth conversations with the local Native American community about priorities and collaboration opportunities through the Native American Community Relations Specialist
- Surveying and conversations with small business grant recipients about the impact of the grant they received along with challenges faced by the business community

As programs continue, additional program-level engagement is planned, and new projects launched in 2023 all include an engagement component.



## CONCLUSION

Implementation of the Resilient Recovery plan is well underway. The allocation of the City's \$28.1M in ARPA SLFRF funding represents a key milestone in achieving the outcomes laid out in the plan, and the community is already benefiting from the impacts of ARPA-funded programs.

As Fort Collins continues to move forward from the pandemic, impacts from it persist and will take years to overcome, especially for groups who have been disproportionately impacted. More than just "returning to normal," recovery work in Fort Collins must continue to focus on bouncing forward and creating systems and structures that are more resilient. This concept is supported by the public and will help create a community that is stronger and better able to weather future disruptions. The City must continue to be nimble and adjust strategies as recovery continues to ensure it continues to address pandemic impacts and build resilience.





# APPENDIX

## A. 2023-2024 ARPA Projects

The following is a summary of all ARPA-funded programs in the 2023-2024 Adopted Budget. Programs marked with an asterisk\* are continuations or expansions of ARPA programs funded in previous cycles.

Project Name	Offer Number	Budgeted Amount
<b>Health</b>		
Social Services Recovery*	50.8	\$360,000
Parks Lawn & Garden Equipment Replacement	43.17	\$70,000
Cultural Services Access Fund for Low-Income Residents*	83.1	\$300,000
Reduced Fee Scholarship Funding Increase*	31.17	\$200,000
<b>Equity &amp; Community Resilience</b>		
Equity Grant Fund	72.1	\$400,000
Cultural Services Community Programs Manager & Program Support*	50.7	\$298,819
Eviction Legal Fund*	24.7	\$400,000
Affordable Housing Land Bank Expansion	31.20	\$1,000,000
SSD Recovery Specialist*	31.13	\$147,923
Homelessness Initiatives – Recovery & Stabilization*	31.12	\$1,072,000
Homelessness Initiatives / Programs Ongoing City Support*	31.3	\$796,000
Homelessness Initiatives & Programs Increase*	31.11	\$402,000
<b>Economic Recovery</b>		
Art to Live (Support for Creatives in the Community)	50.15	\$170,000
Multicultural Business and Entrepreneur Center (MBEC)*	33.7	\$936,006
Expanded Technical Assistance for Small Businesses*	23.10	\$243,253
Advancing Accessible Permitting	23.26	\$158,000
Childcare Space Modifications at Northside Aztlan Center	43.23	\$421,932
Childcare System Support*	45.2	\$976,123
Land Use Code Update Phase 2	23.8	\$670,000
<b>Environmental Resilience</b>		
Building HVAC Electrification & Efficiency Replacements	15.29	\$2,437,653
Lincoln Center Converting Stage Lighting to LED	81.1	\$227,278
Contractual Mobile Home Park Code Compliance & Building Evaluation	24.12	\$344,000
<b>Government Operations</b>		
Municipal Court Services – Technology	68.8	\$225,000
ARPA Local Match for State Funds	10.11	\$2,500,000

\*Programs funded in 2023-2024 that were also funded in prior years

## B. ARPA Projects Related to Council Priorities

All programs funded with ARPA dollars tie directly to the Resilient Recovery Plan which was created at the direction of Council's #26 Priority: Create a targeted, specific plan for community recovery. Many programs also tie to other Council Priorities and are listed below.

**NOTE:** Some projects relate to multiple priorities are listed multiple times

Council Priority	ARPA-Funded Program
#2. Juvenile Diversion	Municipal Court Services – Mental Health, Addiction and Teen Diversion Services
#5. Advance Regionalism	Heartside Hill Local Match for State Funds
#8. Attract and Retain Competitive and Diverse Talent	HR Staff Support
#17. Improved Air Quality	Building HVAC Electrification & Efficiency Replacements
#23. Develop a Circular Economy Plan	Economic Health Strategic Plan
#24. Partner with PSD for Workforce Development	Local Match for State Funds
#25. Affordable, Quality and Accessible Childcare Infrastructure	Childcare System Support Childcare Space Modifications at the Northside Aztlan Center
#27. Access Funding for Parks (O&M, refresh, new parks)	Parks Lawn & Garden Equipment Replacement
#31. Homelessness Initiatives	24/7 Shelter at Fort Collins Rescue Mission Homelessness Initiatives Homelessness Initiatives and Support Services Homelessness Initiatives Increase Homelessness Initiatives & Programs: Ongoing City Support Rapid Rehousing

Additionally, the following projects related directly to the City's ability to successfully create and implement a plan for recovery:

- Recovery Communications
- Recovery Administration
- ARPA Contractual Senior Buyer
- Economic Health Strategic Plan
- Crisis Communications Plan

## C. Projects by Type

ARPA-funded programs fall into three general types:

- Programs addressing pandemic-related needs and ongoing services
- Programs that break new ground
- Government operations programs

Each of these program types supports recovery work in slightly different ways. Programs addressing pandemic-related needs and ongoing services support recovery by providing additional resources to work that may already be happening but needs additional support due to increased or shifting needs from the pandemic. This category includes projects like social services recovery grants and recreation reduced fee scholarships. While these programs were in place pre-pandemic, the need for them increased due to the negative impacts from COVID-19.

Other programs break new ground and represent new ways the City is collaborating with the community to support recovery, inclusivity and resilience. This category includes programs like the Multicultural Business and Entrepreneur Center (MBEC), which fills a need in the business community that has not been filled before. Government operations programs are also critical for recovery, as they cover administrative costs, infrastructure improvements and technology upgrades needed to implement recovery-related programming.

### Programs Addressing Pandemic-Related Needs and Ongoing Services

- PFA TecGen PPE
- Homelessness Initiatives & Rapid Rehousing
- Social Services Recovery Grants and Recovery Specialist
- Learning Loss Mitigation
- Childcare System Support
- Childcare Space Modifications at North Aztlan Center
- Utilities Payment Assistance for Customers
- Affordable Housing Fee Credit Fund
- Recreation Reduced Fee Scholarships
- Cultural Services Access Programs
- Special Events Recovery Grants
- For Fort Collins
- Small Business Grants
- EHO Strategic Plan
- Neighborhood Resilience Projects
- Lincoln Center Lighting
- Parks Lawn & Garden Equipment Replacements
- Building HVAC and Efficiency Replacements

## Programs that Break New Ground

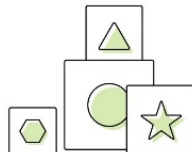
- Mental Health Response Team (MHRT)
- Municipal Health Addiction and Teen Diversion Services
- Cultural Services Community Programs
- Native American Community Relations Specialist
- Capital Project Business Liaison
- Multicultural Business and Entrepreneur Center (MBEC)
- Crisis Communications Plan
- Eviction Legal Fund
- Expanded Community Outreach and Engagement
- DEI Professional Services
- Language Access Services for Council Meetings and High Priority Civic Events
- Expanded Technical Assistance for Small Business
- Heartside Hill
- Equity Grant Fund
- Art to Live
- Affordable Housing Land Bank Expansion
- Land Use Code Update Phase 2
- Mobile Home Park Code Compliance
- Advancing Accessible Permitting
- ARPA Match for Capital Projects - To be used as matching funds to support regional community-focused projects

## Government Operations Programs

- Parking Structure Critical Repairs
- HR Staff Support
- COVID-Related Hybrid Meeting Spaces
- Cyber Risk Management
- Recovery Administration
- Recovery Communications
- Risk Management
- Municipal Court Technology
- Senior Buyer

## D. Additional Recovery Metrics

Each ARPA-funded recovery program collects a wealth of metrics to measure outcomes and impacts, which cannot all be contained in this summary report. Additional program metrics and stories, updated quarterly, can be found on the public-facing Recovery Dashboard at [fcgov.com/RecoveryDashboard](https://fcgov.com/RecoveryDashboard).





02-28-2023

# Recovery Plan Implementation

Presented by:

Joanne (Jo) Cech

Fiscal Recovery Manager

Sarah Meline

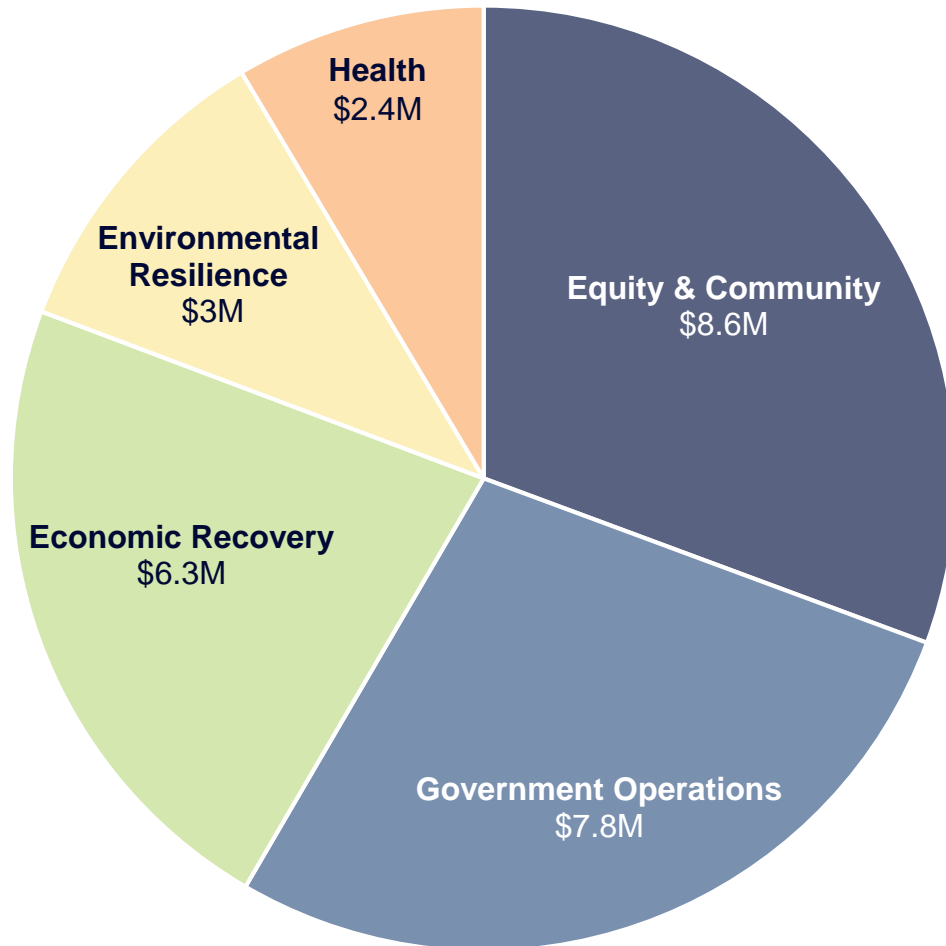
Recovery Policy and Engagement  
Specialist





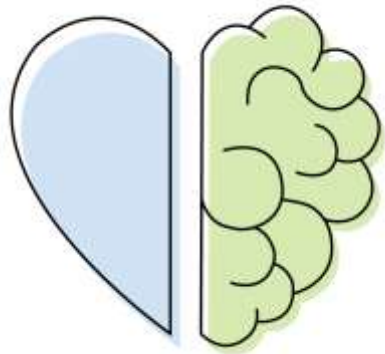
**Implementation fully underway**

### ARPA SLFRF Funds Allocation (\$)



- Programs tied to Recovery Plan
- **5 Themes**
  - Health, Equity & Community Resilience, Economic Recovery, Environmental Resilience, Government Operations
- 38 launched, additional 28 launching
- Spending Increasing

## Mental Health Response Team (MHRT)



- Team coverage 7 days / week
- Responded to 2,700+ calls
- 41% increase in call volume from 2021

## Social Services, Learning Loss & Childcare



- \$720,000 awarded to 22 nonprofits & community partners
- 7,600+ people served in 2022

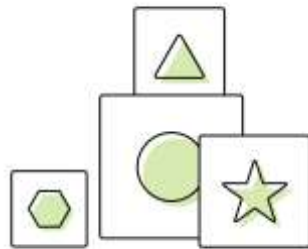
## Utilities Pandemic Assistance



- 1,300+ residential and commercial customers provided assistance
- 94.9% all recipients became current after receiving assistance



- Highlight implementation progress
- Includes:
  - All ARPA-funded programs
  - Allocation and Spending
  - Metrics and Stories



[Fcgov.com/RecoveryDashboard](https://fcgov.com/RecoveryDashboard)

### Resilient Recovery Dashboard

[Return to Recovery Website](#)

In collaboration with the community, the City of Fort Collins has created a Recovery Plan to guide long-term response and rebuilding from the COVID-19 pandemic. This plan seeks to leverage this historical opportunity to make bold, long-term investments to achieve a recovery where Fort Collins residents and businesses can participate in a resilient, vibrant and inclusive future.

After extensive engagement with community members, businesses and local partners, four specific themes emerged: **Health, Equity & Community Resilience, Economic Recovery and Environmental Resilience.**

This dashboard is a snapshot of the community's progress in achieving recovery and includes projects funded by the City's \$28.1 million of federal **American Rescue Plan Act (ARPA)** State and Local Fiscal Recovery Funds (SLFRF).

Recovery Theme	ARPA SLFRF \$ Allocated	Non-ARPA \$ Allocated in 2022	Non-ARPA \$ Allocated in 2023-2024
<b>Health</b> > When asked about COVID-19 recovery, community members consistently indicated that physical and mental well-being are a priority, and have been deeply impacted by the pandemic. By working to ensure overall health is valued, our community will be stronger and better able to recover.	\$2.4M	\$4.2M	\$10.7M
<b>Equity &amp; Community Resilience</b> > Equity & Community Resilience focuses on creating a more connected, vibrant and inclusive community for all. It includes taking a community-led approach to recovery, focusing on fostering a sense of belonging and taking action to ensure all who live here can thrive.	\$6.6M	\$2.3M	\$10.8M
<b>Economic Recovery</b> > Economic impacts from the pandemic on businesses, employers and employees are still being felt throughout the community. In order to have robust economic recovery, both individuals and businesses must be supported.	\$0.2M	\$5.5M	\$3.0M
<b>Environmental Resilience</b> > Environmental resilience is a key factor in creating a recovery that is vibrant, resilient and inclusive. In order to build back better and be better able to weather future disruptions, including impacts from climate change, our community must become more resilient.	\$3.0M	\$13.0M	\$21.1M
<b>Government Operations</b> > This category includes administrative costs, critical infrastructure improvements and workforce solutions needed for the City to implement recovery-related programs and support community members and businesses impacted by the pandemic.	\$7.8M*	N/A	N/A

\*This amount includes \$2.5M for matching funds to support regional community-focused projects.

# Shifting from Recovery to Resilience

## As Requested

Additional staff reports and  
updates about recovery-related  
work



# Questions?

For More Information, Visit

[FCGov.com/Recovery](https://www.fcgov.com/Recovery)



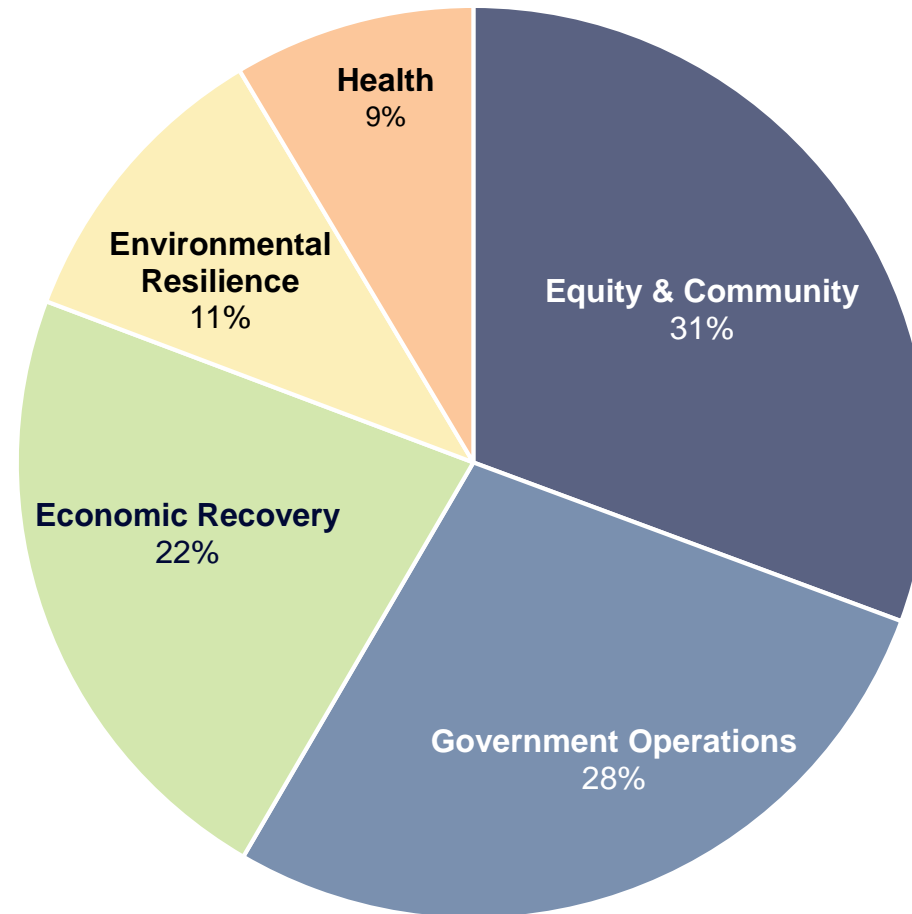
**THANK YOU!**





Backup Slide

### ARPA SLFRF Funds Allocation (%)



February 28, 2023



## WORK SESSION AGENDA ITEM SUMMARY

City Council

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### STAFF

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Sue Schafer, Volunteer Services Program Manager

### SUBJECT FOR DISCUSSION

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**Staff Report: Volunteer Services Program.**

### EXECUTIVE SUMMARY

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The purpose of this staff report is to provide an annual update on City-wide volunteer efforts. Highlights will cover the increase in volunteer engagement since the pandemic, the City-wide Volunteer Services Strategic Plan, and the continuation of teen volunteer opportunities..

### ATTACHMENTS

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1. Volunteer Appreciation Infographic
2. Volunteer Services Strategic Plan
3. NextGenServe Flyer
4. Presentation



# THE POWER OF THE VOLUNTEER

**FC VOLUNTEERS**

Engaging your passion and talents to create an amazing and accessible community.

## What programs run on the power of volunteers?

### ARTS AND CULTURE

Volunteers make special events possible, provide educational support, and beautify spaces.

**Gardens on Spring Creek  
Lincoln Center**

**Museum of Discovery  
Parks**

### NATURAL AREAS

Volunteers provide education and promote safety and awareness for visitors. Volunteers improve, monitor and maintain critical habitats.

### ENVIRONMENT

Volunteers keep our City and Natural Areas clean and sustainable. Volunteers monitor indoor and outdoor air quality.

### ADOPTER PROGRAMS

Volunteers take an active role in our City and connect with our community.

**Adopt-A-Natural Area  
Adopt-A-Neighbor  
Adopt-A-Park**

**Adopt-A-Street  
Adopt-A-Trail**

### RECREATION

Volunteers make our youth sports and senior programs affordable and accessible by everyone in our community as coaches, instructors, and trained inclusion aides for athletes with disabilities.

### FC MOVES

Volunteers promote safe cycling and contribute to data collection efforts that influence our City's engineering projects.

### JUSTICE AND GOVERNMENT

Volunteers serve in positions that inform and advise City Council, support teens to learn about government and restorative justice, serve as Volunteer Victim Advocates, and are Municipal Court Bailiffs.

- Volunteers care for City staff, programs and assets
- Every year over 10,000 people volunteer in our community
- Volunteer time in 2021 equated to a \$2.1 million impact







# STRATEGIC PLAN FOR VOLUNTEER ENGAGEMENT

2023 - 2025





# Strategic Plan for Volunteer Engagement 2023 - 2025

## Executive Summary

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The City of Fort Collins has a long history of engaging volunteers across the City's departments. In recent years, the City of Fort Collins has sought and achieved certification as a Service Enterprise, invested in infrastructure to support volunteer engagement, and developed a framework to facilitate volunteer leadership development and cross-departmental volunteer mobility. This plan is designed to ensure volunteer engagement is deployed as a critical strategy to achieve the City's priorities.

The vision for volunteer engagement success is to "Strengthen the Fort Collins community by activating volunteerism guided by stewardship, inclusion, and impact." Fort Collins will achieve that vision by focusing on six key issues— processes, systems, and roles; recruitment; training of staff and volunteers; recognition and impact; resources and capacity; and volunteer culture.

For each issue, the plan articulates goals and objectives that will, together, convert the concepts to actions.

## Overview of Planning Process

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The City of Fort Collins embarked on the volunteer engagement strategic planning process in early 2021, partnering with VQ Volunteer Strategies to consolidate research on the state of the City's volunteer engagement including strengths and opportunities, and to facilitate the development of a plan to guide the City's engagement efforts.

The planning process included a full-day retreat with staff representing a broad range of

programs, and management levels. At the retreat, participants reviewed the assessment report, drafted a vision for engagement, and began to identify issues, goals, and objectives.

Throughout summer and fall of 2022, City staff and VQ Volunteer Strategies partnered to finalize the plan, which was completed in December. The resulting strategic plan will serve as a roadmap to achieve the City's volunteer engagement vision and goals over the coming three years.

## City Mission

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**Exceptional service for an exceptional community.**



## City Vision for Volunteer Engagement

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Strengthen the Fort Collins community by activating volunteerism guided by stewardship, inclusion, and impact.

## Values

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The City is guided by six values, which also apply directly to volunteer engagement.

- **Partnership:** We believe in shared decision-making and invest authentically in relationships. We are welcoming, solution-oriented and supportive of each other and our community.
- **Service:** We work to understand the diverse needs of our customers and evolve with the community to implement innovative, people-centered solutions to provide outstanding service.
- **Safety & Wellbeing:** We are committed to physical and psychological safety in the workplace and throughout the community.
- **Sustainability:** We are entrusted and accountable to protect and enhance the social, economic and environmental resiliency of our community and organization for present and future generations.
- **Integrity:** We earn the trust of our community by exemplifying the highest standard of ethical behavior. We demonstrate respect, honesty, inclusivity and transparency.
- **Belonging:** We strive to build equitable, inclusive and supportive work environments that cultivate a sense of belonging for employees and community members of all identities to feel safe and valued.

## Critical Issues

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Volunteer engagement in Fort Collins will be enhanced through a focus on these six critical issues in the coming years.

1. Processes, Systems, and Roles
2. Recruitment
3. Training of staff and volunteers
4. Recognition and Impact
5. Resources and Capacity
6. Volunteer Culture



## Goals and Objectives

### Critical Issue 1: Processes, Systems, and Roles

#### Goal 1: Create more consistent processes for engaging volunteers.

- OBJ 1:** Obj 1: Improve systems through enhanced technology.
- OBJ 2:** Map processes in Engage to improve training and utilization.
- OBJ 3:** Develop consistent processes for volunteer on-boarding from position design to recruitment and training.

#### Goal 2: Ensure the Volunteer Services team has a foundation to co-create departmental volunteer engagement.

- OBJ 1:** Clearly define the role of Volunteer Services and Human Resources.
- OBJ 2:** Clearly define the Volunteer Services Core Team, its role, and individual member responsibilities.
- OBJ 3:** Develop formal staff mentorship and resources for creation of new volunteer programs.

#### Goal 3: Require consistent volunteer position design.

- OBJ 1:** Consistently use the Volunteer Engagement Framework to place volunteer positions in the appropriate families, categories, groups, and positions.
- OBJ 2:** Utilize the group and family structure in Engage to allow the search engine to function most effectively for prospective volunteers.
- OBJ 3:** Consider flexible position design and inclusive opportunities.



## Critical Issue 2: Recruitment

### Goal 1: Maintain sustainable numbers of volunteers.

- OBJ 1:** Map the cyclical nature of volunteer recruitment needs.
- OBJ 2:** Utilize the Volunteer Engagement Framework to share volunteers between departments.
- OBJ 3:** Offer shadowing/trainee role to allow volunteers to experience opportunities in other departments before committing to the position.

### Goal 2: Centralize volunteer recruitment.

- OBJ 1:** Combine recruitment efforts to decrease redundancy.
- OBJ 2:** Develop meaningful, sustained partnerships to enhance recruitment success and extend reach.
- OBJ 3:** Create skills bank to leverage for future roles and needs.

### Goal 3: Nurture a culture of inclusion, accessibility, and belonging.

- OBJ 1:** Conduct research to identify barriers to volunteering with the City (accessibility, literacy/language, economic, inclusion, commitment length, age).
- OBJ 2:** Identify groups that are being missed by current recruitment efforts.
- OBJ 3:** Provide inclusion support for different abilities and normalize this option in the recruitment process.





### Critical Issue 3: Training

#### Goal 1: Develop and implement an onboarding and training plan for staff.

- OBJ 1:** Develop an overview document of volunteer coordinators and programs.
- OBJ 2:** Develop, expand, and consistently offer training on Engage and Volunteer Connect (platforms).
- OBJ 3:** Provide consistent mentoring opportunities for new Volunteer Managers and nurture a culture of collaboration.
- OBJ 4:** Incorporate volunteer engagement into employee orientations and onboarding so that all staff understand the expectations, processes, and culture around engaging volunteers (and include introduction to Volunteer Program Manager).
- OBJ 5:** Engage volunteers in offering feedback on staff interviews and performance reviews.
- OBJ 6:** Train staff on City-wide standard for recognition and volunteer appreciation.

#### Goal 2: Develop and implement a People Management Training Program for staff.

- OBJ 1:** Develop and implement training on volunteer program management including legal and risk management, such as COVID protocols, sexual harassment training, etc.
- OBJ 2:** Develop and implement episodic volunteer management training
- OBJ 3:** Evaluate and track impact of staff training on experience and impact
- OBJ 4:** Gather feedback on knowledge transfer and resource awareness through Pulse Survey for staff.

**Goal 3: Elevate City volunteer managers through Volunteer Management Certification.**

- OBJ 1:** Promote the Certified Volunteer Administrator credential.
- OBJ 2:** Assess the feasibility of creating an internal certification program for Volunteer Managers.
- OBJ 3:** Support Volunteer Manager development through resource allocation.

**Goal 4: Provide volunteers with training for success and impact.**

- OBJ 1:** Develop and implement a City-wide volunteer orientation.
- OBJ 2:** Provide consistent and on-going Engage training in multiple formats.
- OBJ 3:** Formalize a collaborative training library for staff and volunteers.
- OBJ 4:** Audit and assess training for accessibility.

**Goal 5: Develop and implement role-based training for volunteers.**

- OBJ 1:** Clearly define the credentials of staff supervising certain volunteer roles.
- OBJ 2:** Clearly define required training for each role (e.g., role-specific safety training).
- OBJ 3:** Review and refine training requirements specific to each volunteer role on a regular basis.

**Goal 6: Build opportunities for volunteer growth and development.**

- OBJ 1:** Pilot new short-term opportunities to allow volunteers to try out different roles.
- OBJ 2:** Educate volunteers and staff on growth opportunities for volunteers (i.e., leadership ladder).
- OBJ 3:** Create volunteer opportunities that focus on job-readiness skills.
- OBJ 4:** Design more clear and strategic volunteer position descriptions that allow for volunteer development.





## Critical Issue 4: Recognition and Impact

### Goal 1: Measure impact of volunteer involvement in meaningful ways.

- OBJ 1:** Continue to track standard data and report widely.
- OBJ 2:** Establish a plan for collecting qualitative and quantitative data that ties to the triple bottom line.
- OBJ 3:** Implement data collection plan consistently across departments.

### Goal 2: Demonstrate and communicate the impact volunteers have on the community.

- OBJ 1:** Continue to create and share annual infographic with metrics. Allocate resources to wider distribution.
- OBJ 2:** Ensure City leadership regularly sees and fully understands the role, impact, and worth of engaging volunteers in the City's work.
- OBJ 3:** Communicate clearly and widely how much City programs rely on volunteers.

### Goal 3: Meaningfully recognize volunteers and staff who engage them.

- OBJ 1:** Explore the possibility of creating a new job code for Volunteer Managers in the employee data management system.
- OBJ 2:** Continue to analyze volunteer satisfaction through annual survey.
- OBJ 3:** Develop and implement a City-wide recognition plan that allows for both consistent and personally meaningful recognition.



## **Critical Issue 5: Resources and Capacity**

### **Goal 1: Nurture collaboration between departments.**

- OBJ 1:** Collaborate on annual planning.
- OBJ 2:** Define and agree to use one central planning hub.
- OBJ 3:** Evaluate capacity, roles, and current resources.

### **Goal 2: Ensure sufficient staff dedicated to volunteer engagement.**

- OBJ 1:** Explore the idea of adding volunteer management to staff job descriptions.
- OBJ 2:** Explore the possibility of offering a stipend to staff on the Volunteer Engagement Leadership Team.
- OBJ 3:** Explore the feasibility of centralized volunteer administration.

### **Goal 3: Increase financial resources to support volunteer engagement.**

- OBJ 1:** Identify and pursue new sources of funding.
- OBJ 2:** Create savings through shared resources across departments.
- OBJ 3:** Develop and implement a strategy for communicating resource needs to leadership.

## **Critical Issue 6: Volunteer Culture**

### **Goal 1: Weave Diversity Equity Inclusion into all areas of volunteer engagement.**

- OBJ 1:** Seek and consider community input and feedback wherever feasible in volunteer engagement efforts.
- OBJ 2:** Use inclusive language in all volunteer engagement efforts.
- OBJ 3:** Establish clear goals and metrics for fully integrating the volunteer engagement strategy into the City's DEI goals.

### **Goal 2: Nurture a culture of inclusion, accessibility, and belonging.**

- OBJ 1:** Pilot volunteer roles, training, and supports to increase attractiveness and accessibility of volunteering.
- OBJ 2:** Continue implementation of the Volunteer Framework initiative and evaluate results to inform future action.
- OBJ 3:** Create and implement DEI training for all Volunteer Supervisors and appropriate Volunteers.
- OBJ 4:** Nurture a culture of volunteer engagement, collaboration with staff and volunteers.



## What programs run on the power of volunteers?

### ARTS AND CULTURE

Volunteers make special events possible, provide educational support, and beautify spaces.

Gardens on Spring Creek  
Lincoln Center

Museum of Discovery  
Parks

### NATURAL AREAS

Volunteers provide education and promote safety and awareness for visitors. Volunteers improve, monitor and maintain critical habitats.

### ENVIRONMENT

Volunteers keep our City and Natural Areas clean and sustainable. Volunteers monitor indoor and outdoor air quality.

### ADOPTER PROGRAMS

Volunteers take an active role in our City and connect with our community.

Adopt-A-Natural Area  
Adopt-A-Neighbor  
Adopt-A-Park

Adopt-A-Street  
Adopt-A-Trail

### RECREATION

Volunteers make our youth sports and senior programs affordable and accessible by everyone in our community as coaches, instructors, and trained inclusion aides for athletes with disabilities.

### FC MOVES

Volunteers promote safe cycling and contribute to data collection efforts that influence our City's engineering projects.

### JUSTICE AND GOVERNMENT

Volunteers serve in positions that inform and advise City Council, support teens to learn about government and restorative justice, serve as Volunteer Victim Advocates, and are Municipal Court Bailiffs.

- Volunteers care for City staff, programs and assets
- Every year over 10,000 people volunteer in our community



Engaging your passion and talents to create an amazing and accessible community

Item 2.





**NextGenServe**  
Young Leaders Making a Difference



# NextGenServe Gives Youth A New Summer Experience

**REGISTRATION  
NOW OPEN!**

**JUNE 6 —  
AUGUST 10**

**Learn about  
City Careers**

**Earn  
volunteer hours**

**Great Community  
Service Experience**

**APPLY TODAY!**

for more information visit  
[fcgov.com/volunteer](http://fcgov.com/volunteer)

*Are you looking for a fun and meaningful experience for middle- and high-school-aged youth over the summer?*

Sign up to participate in NextGenServe, a City volunteer program for youth ages 11-18 that focuses on growing leadership skills and service in the Fort Collins community. Volunteers learn about a variety of career paths and work alongside trained City staff in various settings, including parks, natural areas, and the Garden on Spring Creek.

In addition, the NextGen program adopts the Xeriscape Garden outside of City Hall over the summer, where they meet and interact with City leaders from across the organization, have opportunities to talk to City staff about their career path, and learn about jobs in local government.

This opportunity is open to all youth interested in leadership, service to their community, and a desire to explore a variety of careers.

NextGenServe will run Tuesdays and Thursdays from 9 a.m. to noon throughout the summer.



**NextGenServe**  
Young Leaders Making a Difference



# NextGenServe

## Brinda a los Jóvenes una Nueva Experiencia de Verano

**¡INSCRIPCIONES  
ABIERTAS!**

**6 DE JUNIO A  
10 DE AGOSTO**

**Aprenda sobre  
carreras con la Ciudad**

**Obtenga horas  
de voluntariado**

**Excelente experiencia de  
servicio a la comunidad**

**¡COMPLETE SU  
SOLICITUD HOY!**

para más información visite  
[fcgov.com/volunteer](http://fcgov.com/volunteer)

*¿Está buscando una experiencia divertida y significativa para jóvenes de secundaria y preparatoria durante el verano?*

Apúntese para participar en NextGenServe, un programa de voluntariado de la Ciudad para jóvenes de edades 11 a 18, enfocado a desarrollar habilidades de liderazgo y servicio en la comunidad de Fort Collins. Los voluntarios aprenden sobre una variedad de carreras y trabajan junto con el personal capacitado de la Ciudad en una variedad de entornos, incluyendo parques, áreas naturales y el Jardín en Spring Creek.

Además, el programa NextGen adopta el Xerojardín afuera del Ayuntamiento durante el verano, donde los participantes conocen e interactúan con una variedad de líderes de la Ciudad, tienen oportunidades de hablar con el personal de la Ciudad sobre su trayectoria profesional y aprender sobre trabajos en el gobierno local.

Esta oportunidad está abierta a todos los jóvenes interesados en el liderazgo, el servicio a su comunidad y que tienen el deseo de explorar una variedad de carreras.

NextGenServe tendrá lugar los martes y los jueves de 9 a.m. a las 12:00 del mediodía durante el verano.



# Welcome to Volunteer Services



Our City runs on the POWER of Volunteers.



## Driving Innovation



### **Vision**

Creatively engaging volunteers in their unique talents

### **Mission**

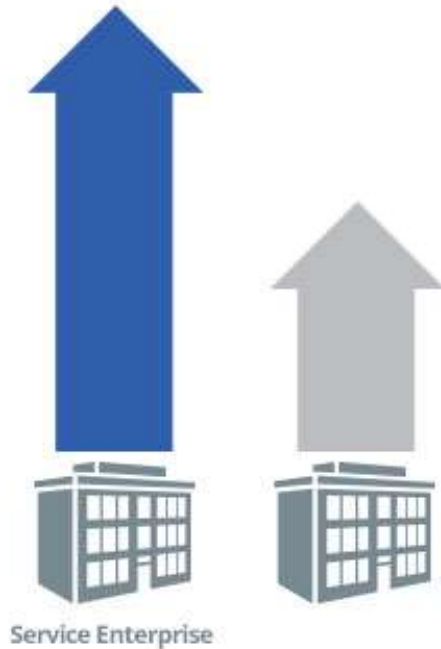
Promote volunteer involvement to improve services and create community





Certified in 2019

What the  
research  
says



Organizations that operate as a Service Enterprise are better led, better managed, and operate at almost half the median budget as their peers.



Arts and Culture



Natural Areas and Environment



Justice and Government



Recreation



FC Moves



105,353



### Volunteer Hours Across 29 Departments

- Natural Areas
- Recreation
- Lincoln Center
- Gardens on Spring Creek
- Police Services

6,076



### Volunteers

- Auxiliary Police
- Victim Advocates
- Volunteer Mediators
- Youth Sports Coaches
- Volunteer Rangers

51



### Full-Time Equivalent

- Education Programs
- Special Events
- Trail building/Restoration
- Community Outreach
- Safety

## Independent Sector

**ECONOMIC IMPACT = \$3.32**

Million

**Return on Volunteer Investment**

(ROVI)= \$7.97 for every \$1 spent



## Strategically Engaging All Residents

- Inclusion and Accessibility
- Identifying and improving processes
- City-wide Recruitment
- Training for staff and volunteers
- Demonstrating impact through metrics
- Building our capacity through resource sharing



<https://www.fcgov.com/volunteer/>

## Career Exploration

### NextGenServe

- Career exploration
- Service learning
- Visited 10 City departments, 4 non-profits
- 20 teens engaged all summer.



### Internships

- PSD
- Front Range Community College
- CSU





- Inclusion
- Diversity
- Low-cost programming
- Friendly Neighbors



- Building Parks
- Clean trails and natural areas
- A friendly face on the trail
- A welcome presence in facilities



- Hogwarts Halloween
- Treatsylvania
- Concerts
- Sports
- Community Outreach

# THANK YOU!

For More Information, Visit

[Fcgov.com/volunteer](https://fcgov.com/volunteer)





February 28, 2023

# WORK SESSION AGENDA ITEM SUMMARY

City Council




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## STAFF

Marcy Yoder, Neighborhood Services Manager  
 Meaghan Overton, Housing Manager  
 Caryn Champine, Director of PDT  
 Holly Coulehan, Legal

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## SUBJECT FOR DISCUSSION

**Review Scaled Options for Rental Housing and Inspection Program.**

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## EXECUTIVE SUMMARY

The purpose of this work session is to review scaled options for a rental housing program. Three options are presented: rental registration with improved complaint-based inspections (Option 1), rental registration with delayed proactive inspections (Option 2), and rental registration with proactive inspections (Option 3). Proposed improvements to the complaint-based inspection program in Option 1 include the expansion of landlord/tenant mediation support, enhanced education and outreach, and additional staff capacity to perform rental inspections..

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## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Would Council like to take further action on any of the options presented?

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## BACKGROUND / DISCUSSION

Regulations for rental housing have been a topic of community dialogue and debate for many years. In November 2005, alongside changes to the enforcement of the occupancy ordinance, Council considered several options for rental registration/licensing. However, a formal rental registration or licensing program was not pursued at that time. Council also considered rental licensing in 2016 but did not pursue a program.

### Previous Council Direction

The most recent community discussion about rental housing strategies began in 2020 as part of the development of the Housing Strategic Plan. In December 2020, the Council Ad Hoc Housing Committee expressed interest in exploring rental licensing to support healthy, stable housing for people who rent their homes. The Committee encouraged consideration of a pilot program for rental registration or licensing.

At a work session on October 26, 2021, staff shared information with the Council about the history of rental housing strategies, findings from recent demographic and market analysis, a summary of peer cities research, and an outline of a proposed roadmap to implement rental housing strategies. Several Councilmembers supported additional community engagement in early 2022 to further explore the potential design of a rental registration/licensing program.

Staff conducted a thorough community engagement process during an 8-month period between December 2021-July 2022. The outcomes and themes from community engagement, recommendations from a Rental Housing Task Force composed of community members, a summary of best practices, and an exploration of potential next steps toward implementation were the focus of a work session with Council on August 23, 2022. At the August 2022 work session, Council directed staff to design a rental housing program that includes proactive inspections.

In response to Council feedback, a cross-departmental staff team designed a proposed rental housing program comprised of two essential components: 1) property registration; and 2) proactive inspections. The proposed program would have required an initial appropriation of \$1.6 million for its start-up phase. An overview of the proposed program and its expected financial impact was presented to the Council Finance Committee on December 1, 2022. The Committee supported bringing the Rental Housing Program before the full Council for consideration on First Reading.

At the first reading on January 17, 2023, Council voted to table the rental housing code as presented and asked staff to bring scaled options to a future work session.

### **Issue Identification**

Safe and stable housing provides a foundation that allows individuals, families, and communities to thrive. Livable housing has a positive impact on health, economic security, educational attainment, and the overall stability of families and communities.

In Fort Collins, the best available data suggests that more than 40% of all housing units are renter-occupied. The renter community in Fort Collins makes up a significant portion of the population and the City does not currently conduct proactive rental property inspections for health, safety, and habitability. While the City maintains a complaint-based rental inspection system to promote safe and habitable housing for renters, this program does not address power dynamics faced by tenants who often fear retaliation, increased rental payments, damaged relationships with property owners, and eviction.<sup>1</sup>

Community comments from renters during Housing Strategic Plan engagement indicated a range of concerns with the City's current level of regulation: a need to proactively ensure healthy, safe units; fear of retaliation or loss of housing if renters report substandard or unsafe units; and concerns about discrimination. Feedback from landlords/property managers about a Rental Housing Program included concerns about the cost of the program, concerns that the problem had not been sufficiently defined, a desire to ensure fair treatment of both small and large landlords, a lack of trust in the City, a desire to keep the current complaint-based system and concerns that mandatory rental registration/licensing may not be an effective way to address substandard units.

### **Proposed Scaled Options**

Three options are presented below for consideration. All options require mandatory registration of rental properties. Option 1 does not require any proactive inspections, emphasizing improvement of the complaint-based inspection system instead. Option 2 requires proactive inspections after the first year for any property that has not completed a third-party inspection (exception for properties less than 10 years old). Option 3 requires proactive inspections for all rental properties (exceptions for properties less than 10 years old and those required to be inspected by HUD). Detailed information about staffing and budget is available in the "Proposed Staffing and Start-Up Costs" section.

Option 1 – Rental Registration with Improved Complaint-Based Inspections: To maintain complete and timely information about rental properties in Fort Collins, all property owners who rent to tenants would be required to enroll their rental properties into the program, including both owner-occupied rental properties and fully renter-occupied properties. The enrollment information collected would include:

<sup>1</sup> Chisholm, E., Howden-Chapman, P., & Fougere, G. (2020). Tenants' responses to substandard housing: Hidden and invisible power and the failure of rental housing regulation. *Housing, Theory and Society*, 37(2), 139–161.

- Name and contact information of the property owner(s), whether LLC or natural person;
- Contact information for the property manager if one is used;
- A local contact located no more than 70 miles from the property;
- A complete list of additional rental properties owned by the property manager, if applicable
- Types of units at the property
- Age of units
- Has a third-party inspection been completed in the last year? If yes, please upload a copy of the results.
- A self-attestation that the property is compliant with the IPMC (International Property Maintenance Code).

Additional reporting could be added if the start-up phase reveals the need for additional information that could enable more data-informed decision-making.

Property owners would be required to update their enrollment information annually to ensure that local contact information is up to date, which ultimately helps facilitate a streamlined rental property inspection process.

It is expected that the additional education and outreach planned for this program will result in additional requests for mediation and complaint-based rental inspection. Therefore, staffing (1 mediation specialist and 2 rental inspectors) was added to meet these needs. Start-up cost for this option would be approximately \$1.1 million over two years (2023-2024).

Option 2 – Rental Registration with Delayed Proactive Inspections: This option follows the outline above and adds proactive inspections after the first full year of implementation for any properties that do not have a third-party inspection that meets the City’s minimum habitability standards. Having a year of registrations would allow us to understand and evaluate the third-party inspections that are already occurring. Fees could then be established for the remaining properties and units that would need to be inspected by the City. The program design would follow what is outlined below from the option presented to Council on January 17<sup>th</sup>. The number of inspections will decrease from the model below as other third-party inspections are accepted beyond HUD inspections. Buildings less than 10 years old would still be exempt from inspection. Start-up cost for this option would mirror Option 1 at approximately \$1.1 million over two years (2023-2024) with a recalibration of fees when inspections begin.

Option 3 – Rental Registration with Proactive Inspections: The rental registration outlined above is the same and a proactive inspection program for all renter-occupied properties in the City of Fort Collins is included in this program design. Inspectors would evaluate the health and safety of units based on a comprehensive list of minimum habitability standards (see Attachment 2 for proposed draft criteria). Under the proposed program, inspections would be conducted by in-house building inspectors rather than a third party to ensure consistency in the application of minimum habitability standards for rental properties. Limited exemptions are proposed for properties under the age of ten years and for affordable housing developments that are already inspected by the U.S. Department of Housing and Urban Development (HUD).

The following rental property classifications would require inspections:

- Single detached
- Attached
- Multi-unit buildings
- Condos
- Mobile homes

All single detached, attached units, and individually owned units, regardless of property type, are proposed to be inspected once every five years. For multi-unit buildings in which units share the same property owner, properties will be inspected on a percentage basis. The program will require buildings with 0-10

units to be 100% inspected, 11 to 100 units to have 10% of units inspected and buildings with greater than 100 units to have 5% of units inspected. The percentage-based inspections will allow building inspectors to identify the general state of repair for multi-unit buildings, reinforce the City’s rental housing standards of habitability for multi-unit buildings, and relieve the burden on staff and property owners of inspecting every unit in large apartment complexes with several hundred units.

Building Type	% Inspected
Single unit, detached	100%
Single unit, attached (e.g., townhouse)	100%
Individually owned (e.g., condo)	100%
Multi-unit, 0-10 units	100%
Multi-unit, 11-100 units	10%
Multi-unit, 100+ units	5%

The implementation of inspections would be staggered, with city staff inspecting roughly 20% (3,829 units) each year. As a result, the program will not reach full implementation until five years after the end of the initial start-up phase. Units will then be inspected every five years after their first, initial inspection.

Anticipated number of inspections by unit type:

Units and Properties	Inspections			
	Pct. Inspected	Properties	Units	Estimated Inspections
<b>Inspection Exempt</b>	<b>0%</b>	<b>678</b>	<b>5,954</b>	<b>0</b>
<b>Inspection Required</b>		<b>11,818</b>	<b>21,526</b>	<b>11,965</b>
Single Family Detached	100%	7,377	7,377	7,377
Single Family Attached	100%	2,471	2,471	2,471
Duplex	100%	1,134	1,134	1,134
Multi Unit (less than 100 units)	10%	564	4,518	452
Multi Unit (more than 100 units)	5%	30	5,784	289
Mobile Homes	100%	242	242	242
<b>Reinspection Estimate</b>	<b>60%</b>			<b>7,179</b>
<b>Total Annual Inspections</b>	<b>20%</b>			<b>3,829</b>

In addition to the implementation of proactive rental housing inspections, the current complaint-based rental inspection system would remain in place. Maintaining the complaint-based system would allow tenants to report off-cycle life, health, and safety concerns that may arise between inspections. Moreover, this system would provide an option for renters in multi-unit buildings whose units were not selected for inspection to report concerns. Start-up cost for this option would be approximately \$1.6 million over two years (2023-2024).

**Proposed Fee Structure**

The proposed Rental Housing Program fee structure has been designed to cover all administrative costs as projected for the first five years of implementation. Regular analysis of fees to evaluate cost recovery would be included in the administrative tasks of the Rental Housing Program staff, similar to many other fee-based City programs.

To balance the impact of fees across different types of landlords and properties, staff proposes a hybrid fee structure that allocates program costs to both the rental property (75% of the cost) and each unit being rented (25% of the cost). Dependent on which model is chosen staff also proposes to separate the cost of

property enrollment from the cost of inspection to ensure that properties that require inspection are paying the full cost of those inspections.

Alternative fee structures were also considered. A “per-unit” fee is more expensive for owners of larger multi-unit properties, while a “per property” fee is more expensive for owners of single-unit properties. The staff’s intent in proposing a hybrid fee structure is to provide a more equitable distribution of costs among different property types. (See attachment A and B for Root Policy Fee memos)

Proposed Fee Table (75% based on property and 25% based on units)

Annual Fees per Model Type	Per Property	Per Unit
Registration Only	\$37	\$10
Registration/Delayed Inspection	To be determined	To be determined
Registration/Proactive Inspection	\$53	\$19

**Proposed Enforcement Checkpoints**

Enforcement checkpoints have been built into the proposed Rental Housing Program’s design to ensure compliance at each stage. Staff intends to partner with property owners to achieve voluntary compliance with the program requirements whenever possible. A critical task of the start-up phase (and beyond) is education and outreach to landlords, property owners, property managers, and tenants to increase awareness of and compliance with the proposed program. If Council chooses to adopt a rental housing program, however, staff expects that there will be some situations that may require enforcement to address violations that have not been successfully resolved through voluntary compliance.

Staff has proposed a range of penalties for failure to comply with the requirements of the Rental Housing Program that include fines, civil penalties, and, upon several repeated instances of noncompliance, misdemeanor charges. If property violations are found upon a complaint-based rental inspection, property owners will receive a notice of violation with a specified amount of time to cure the violation(s) that is dependent on the severity and implications for the renter’s life, health, and safety. Properties with violations upon complaint-based rental inspection will require subsequent reinspection to ensure compliance. If unpermitted work is identified during the complaint-based rental housing inspection that presents a life, health, or safety concern as defined in the Building Code, a violation notice and enforcement actions would follow the current Building Code processes and codes.

**Proposed Staffing and Startup Costs**

Option 1 – Rental Property Registration with Improved Complaint-Based Inspections: This model includes the addition of a mediation specialist to work with landlords and tenants and keeps two rental inspectors to manage complaint-based inspections.

	FTE	Per FTE Cost	2023 estimate	2024 estimate
<b>Compensation</b>				
Program Manager	1	\$90,000	\$45,000	\$90,000
Engagement Specialist	1	\$65,000	\$38,000	\$65,000
Mediation Specialist	1	\$65,000	\$19,000	\$65,000
Admin/Tech	2	\$50,000	\$43,000	\$100,000
Lead Inspector	1	\$80,000	\$40,000	\$80,000
Inspector	1	\$70,000	\$35,000	\$70,000
<b>Total Salaries</b>	7	\$420,000	<b>\$220,000</b>	<b>\$470,000</b>
<b>Benefits</b>	0.25		<b>\$55,000</b>	<b>\$117,500</b>

Item 3.

<b>One time costs</b>				
Software	1	\$75,000	\$75,000	0
Vehicle	2	\$30,000	\$60,000	0
Clothing	2	\$500	\$500	0
Boots	2	\$160	\$320	0
Tools	2	\$100	\$200	0
IPAD	2	\$1,300	\$2,600	0
Laptops	5	\$1,500	\$7,500	0
Desktops	2	\$500	\$1,000	0
<b>Total One-Time costs</b>			\$147,120	0
<b>Ongoing Annual</b>				
Marketing	1	\$20,000	\$20,000	\$20,000
Translation	1	\$10,000	\$10,000	10,000
Phone	7	\$500	\$3,500	\$3,500
Vehicle maintenance and fuel	2	\$10,000	\$10,000	\$20,000
Clothing	2	\$250	\$0	\$500
<b>Total Ongoing Annual Costs</b>			\$43,500	\$54,000
<b>TOTAL</b>			<b>\$465,620</b>	<b>\$641,500</b>
<b>Total Start-up Costs</b>				<b>\$1,107,120</b>

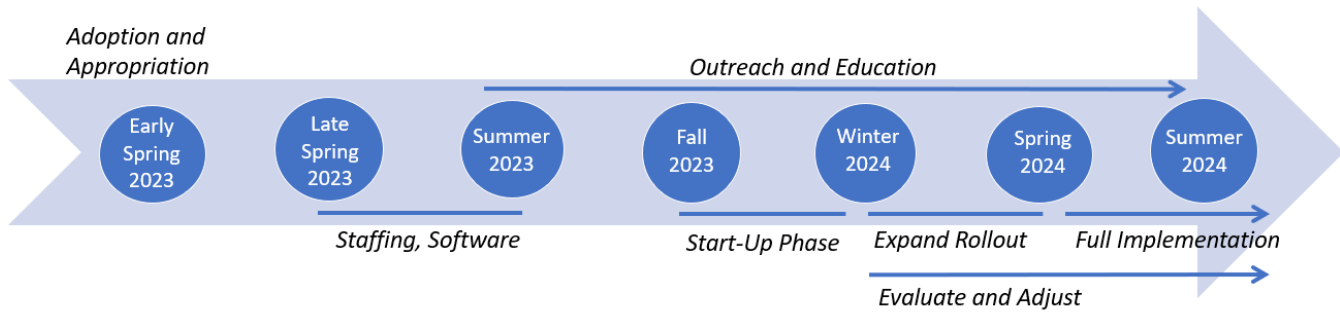
Option 3 – Rental Registration with Proactive Inspections:

	FTE	Per FTE Cost	2023 Estimate	2024 Estimate
<b>Compensation</b>				
Program Manager	1	\$90,000	\$67,500	\$90,000
Engagement Specialist	1	\$65,000	\$48,750	\$65,000
Admin/Tech	1	\$50,000	\$37,500	\$50,000
.25 Deputy CBO	0.25	\$25,000	\$4,688	\$6,250
Lead Bldg Inspector	1	\$80,000	\$60,000	\$80,000
Bldg Inspector	3.25	\$70,000	\$113,750	\$227,500
Bulding and Dev. Review Tech	1	\$60,000	\$30,000	\$60,000
<b>Total Salaries</b>	<b>8.5</b>		<b>\$362,188</b>	<b>\$578,750</b>
<b>Benefits</b>	<b>0.25</b>		<b>\$90,547</b>	<b>\$144,688</b>
<b>One-Time Costs</b>				
Software	1	\$75,000	\$75,000	\$0
Translation	1	\$10,000	\$10,000	\$0
Vehicle	4.25	\$30,000	\$127,500	\$0
Clothing	4.25	\$500	\$2,125	\$0
Boots	4.25	\$160	\$680	\$0
Tools	4.25	\$100	\$425	\$0
iPad	4.25	\$1,300	\$5,525	\$0
Destop Computer	4.25	\$500	\$2,125	\$0
<b>Total One-Time Costs</b>			<b>\$223,380</b>	<b>\$0</b>
<b>Ongoing Annual</b>				
Marketing	1	\$20,000	\$20,000	\$20,000
Postage	1	\$10,000	\$10,000	\$10,000
Phone	4.25	\$50	\$213	\$213
Clothing	4.25	\$250	\$1,063	\$1,063
Vehicle Maintenance and Fuel	4.25	\$10,000	\$42,500	\$42,500
<b>Total Ongoing Annual Costs</b>			<b>\$73,775</b>	<b>\$73,775</b>
<b>Total Compensation/One-Time/Ongoing Costs</b>			<b>\$749,889</b>	<b>\$797,213</b>
<b>Total 2023-2024</b>				<b>\$1,547,102</b>

Option 2 (Rental Registration with Delayed Proactive Inspections) would have the same start-up costs as Option 1 (Rental Registration with Complaint-Based Inspections). After the first year, program costs and fees would need to be recalculated based on the number of properties that have a third-party inspection.

### Potential Implementation

If Council chooses to implement a rental housing program, it will take approximately 18 months to reach full implementation for all options presented. The first quarter would be spent on adoption and appropriation. The second quarter would be spent on hiring initial staff and building out the software platform. Education and outreach would begin as quickly as possible and be ongoing. The third quarter begins the start-up phase. Expanding the roll-out would follow until Full implementation was reached at the end of the 18 months. Evaluations and adjustments would happen at each stage of the process.



**Comparison of Potential Outcomes**

Staff has evaluated the potential outcomes of the three proposed options within the context of the Housing Strategic Plan (HSP) vision that “everyone has healthy, stable housing they can afford.” In addition to the HSP vision, staff also considered the triple-bottom line (social/environmental/economic) and equity implications of each option.

Option 1 (rental registration with improved complaint-based inspections) proposes no proactive inspections but does include improvements to the city’s existing complaint-based inspection program. The advantages of this approach are that the mandatory registration provides baseline data regarding the location and types of rental housing in the community and would require property owners to self-certify that their properties meet the IPMC. Moreover, the approach will likely not displace renters or result in drastic cost increases for tenants or landlords. Finally, increased resourcing for mediation and education/outreach will likely result in a greater number of complaints and higher utilization of these services, which will increase the overall quality of the rental housing stock for those who participate in the complaint-based inspection program.

The most significant tradeoff in Option 1 is that a complaint-based system does not ensure equitable access to healthy and safe rental housing. A complaint-based system places the burden to report primarily on tenants and does not address power dynamics between tenants and landlords. Accordingly, tenants are likely to report concerns only when they feel empowered to do so, resulting in disparities in access to healthy and safe housing as well as potential data gaps related to the true state of rental property maintenance throughout the City. A complaint-based inspection system also does not address the possibility that renters may lack the power, resources, or knowledge to recognize and report violations of habitability standards.

Option 3 (rental registration with proactive inspections) proposed proactive inspection of rental units for minimum life, health, and safety standards. Pairing mandatory registration with proactive inspections of all rental properties ensures that the rental housing stock in the community maintains a minimum level of health and safety, ultimately promoting housing health and stability for all community members. Advantages to this approach include equitable access to healthy and safe housing for all residents due to all rental properties being subject to mandatory inspections, a complete and data-driven understanding of property maintenance issues and home health inequities in the rental housing stock over time, and a lower reliance on renters to report substandard conditions.

Specific tradeoffs that accompany Option 3 include renter displacement in cases of extreme safety standards at specific rental properties, the potential for increased rents due to program costs that will likely be passed on to renters, and the potential for high repair costs to come into compliance with minimum habitability standards at rental properties that do not pass inspection. The cost of compliance is a particular concern for properties with significant deferred maintenance, properties that do not meet minimum habitability standards, and for smaller landlords that may not have the ability to absorb repair costs as readily as larger landlords.



The advantages and tradeoffs of Option 2 (rental registration with a delayed inspection component) will be similar to Option 3 (rental registration with proactive inspections), but over a longer period of time.

The following table summarizes the advantages and tradeoffs associated with different approaches to rental housing programming by evaluating options at their most and least effective, recognizing that actual outcomes will likely fall somewhere in between.

	<b>Rental Registration with Improved Complaint-Based Inspections (Option 1)</b>	<b>Rental Registration with Proactive Inspections (Options 2 and 3)</b>
<b>At its most effective:</b>	<ul style="list-style-type: none"> <li>- Creates a complete database of rental housing locations, property types, local contacts, and other essential information.</li> <li>- Improved complaint-based system and additional outreach/education empowers renters to report substandard living conditions where they exist, incrementally improving the quality of rental housing stock.</li> <li>- Additional resources for mediation result in improved tenant/landlord relationships.</li> <li>- Maintains reasonable per property and per unit registration fees, with the costs of the program fully recovered by fees.</li> </ul>	<ul style="list-style-type: none"> <li>- Creates a complete database of rental housing locations, property types, local contacts, and other essential information.</li> <li>- Ensures equitable access to safe and healthy rental units for all renters.</li> <li>- Alleviates the burden on renters to report substandard living conditions and ensures proactivity on behalf of the City.</li> <li>- Proactively improves and maintains the quality of all rental housing stock.</li> <li>- Provides property owners and landlords a marketable certification from the City that helps them attract tenants.</li> <li>- Maintains reasonable per property and per unit fees utilizing in-house inspectors. The costs of the program are fully recovered by fees.</li> </ul>
<b>At its least effective:</b>	<ul style="list-style-type: none"> <li>- Fails to provide a complete database of rental housing if landlords do not register properties.</li> <li>- Fails to adequately and equitably provide protections for all renters in the City due to reliance on complaint-based inspections.</li> <li>- Self-attestation in lieu of proactive inspections results in noncompliance or and failure to achieve improvement in overall rental housing quality.</li> <li>- Access to safe and healthy rental housing contingent on tenant possessing power, resources, and knowledge to recognize and report concerns.</li> <li>- Noncompliance and enforcement challenges result in a lack of effective programming.</li> </ul>	<ul style="list-style-type: none"> <li>- Fails to provide a complete database of rental housing if landlords do not register properties.</li> <li>- Displaces renters in cases of serious life/health/safety concerns if landlord cannot afford to repair.</li> <li>- Creates excessive cost burdens for tenants via increased rents and/or for landlords if expensive property repairs are required.</li> <li>- Annual fee analysis results in a need to increase program fees.</li> <li>- High cost burden results in landlords exiting the market with a resulting decrease in rental housing stock.</li> <li>- Noncompliance and enforcement challenges result in a lack of effective programming.</li> </ul>

## **NEXT STEPS**

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If Council chooses to move forward with one of the proposed options, a first and second reading could be scheduled in March or April

## **ATTACHMENTS**

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1. Root Policy Research Supplemental Fee Analysis Memo
2. Root Policy Research Fee Analysis Memo
3. Proposed Minimum Habitability Standards
4. Presentation



## MEMORANDUM

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**To:** Marcy Yoder  
**From:** Mollie Fitzpatrick, Julia Jones, and Lucy McGehee  
**Re:** Rental Registry Fee Structure: revised for no inspection  
**Date:** February 6, 2023

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This memo serves as an addendum to Rental Registry Fee Structure memo provided to the City of Fort Collins on November 15, 2022 and revised on November 29, 2022. The previous memo explored fee options of a licensing/registry program that included health and safety inspections for some units. This current memo provides an alternative fee analysis for a program that does not include inspections.

Similar to the previous analysis, this memo assumes a full cost recovery program; however, the program costs under this modified program proposal have been adjusted to account for removal of required inspections.

**Program costs.** Figure 1 shows the modified program expenses at full program operation. The five-year total accounts for reduced compensation and annual costs in the first year, assuming the program begins part-way through 2023).

Overall, the estimated program cost over the first five years is \$3,037,120 in administrative costs to the City (compared to a 5-year total of \$4,239,443 under the previous program structure that included inspections). The program fee options, discussed in the subsequent section, are all designed to cover all administrative costs for the first five years of implementation.

**Figure 1.  
Program Expenses**

Note:

Five-year total assumes a reduced cost estimate for compensation and annual costs in 2023.

Source:

City of Fort Collins and Root Policy Research.

Category	Expenses		
	FTE	Per FTE Cost	Estimate
<b>Compensation</b>			
Program Manager	1.00	\$90,000	\$90,000
Engagement Specialist	1.00	\$65,000	\$65,000
Mediation Specialist	1.00	\$65,000	\$65,000
Admin/Tech	2.00	\$50,000	\$100,000
Lead Inspector	1.00	\$80,000	\$80,000
Inspector	1.00	\$70,000	\$70,000
<b>Total Salaries</b>	<b>7.00</b>		<b>\$470,000</b>
<b>Benefits</b>	<b>0.25</b>	<b>\$470,000</b>	<b>\$117,500</b>
<b>One Time Costs</b>			
Software	1.00	\$75,000	\$75,000
Vehicle	2.00	\$30,000	\$60,000
Clothing	2.00	\$500	\$1,000
Boots	2.00	\$160	\$320
Tools	2.00	\$100	\$200
IPAD	2.00	\$1,300	\$2,600
Laptops	5.00	\$1,500	\$7,500
Desktops	2.00	\$500	\$1,000
<b>Total One Time Costs</b>			<b>\$147,620</b>
<b>Ongoing Annual Costs</b>			
Marketing	1.00	\$20,000	\$20,000
Translation	1.00	\$10,000	\$10,000
Postage	1.00	\$10,000	\$10,000
Phone	7.00	\$500	\$3,500
Vehicle maintenance and fuel	2.00	\$10,000	\$20,000
Clothing	2.00	\$250	\$500
<b>Total Ongoing Annual Costs</b>			<b>\$64,000</b>
<b>Total</b>			
<b>Upfront Costs Total</b>			<b>\$147,620</b>
<b>Annual Costs Total</b>			<b>\$651,500</b>
<b>First Five Years Cost</b>			<b>\$3,077,120</b>

**Full cost recovery fee options for Fort Collins.** Figure 4 shows fee structure options for complete cost recovery in the first five years of program implementation. Fee calculation is based on the same estimated unit-count as the original fee calculation memo: 12,496 rental properties (with 27,480 total units).

Three annual fee assessment options are presented: a per property fee; a per-unit fee; and a hybrid fee (which assumes a base fee per property and a marginal per-unit fee for each additional unit in the property). The hybrid fee assumes 75% of the cost recovery occurs through the per-property assessment and the remaining 25% of costs are recovered through the marginal per-unit fee.

- Option one requires a per unit fee for all licensed/registered units of \$22 per unit.
- Option two requires a per property fee for all licensed/registered properties (regardless of unit count) of \$49 per property.
- Option three requires a combination of a fee per property (75% of cost recovery) and per unit (25%). This hybrid fee results in a \$37 fee per property (includes the first unit) and \$10 per additional unit.

**Figure 2.**  
**Fee Structure Options for Complete 5-Year Cost Recovery**

Fee Structure Options (no inspections)	Annual Fees	
	Per Property	Per Unit
<b>Option 1. Per Unit Fee Structure</b>	\$0	\$22
<b>Option 2. Per Property Fee Structure</b>	\$49	\$0
<b>Option 3. Hybrid Fee Structure (75% property; 25% unit)</b>	\$37	\$10

Notes: In the hybrid fee structure, the first unit is included with property fee; per unit fee is assessed on each additional unit.

Source: Root Policy Research.

Figure 3 illustrates how the fee options described above would impact property owners of a variety of property types and sizes. A per unit structure is more expensive for larger multifamily properties whereas the per property fee is more expensive for single unit owners. The hybrid fee provides the most equitable distribution of fee costs among different property types and unit counts compared to the other two fee structures. Root recommends the City of Fort Collins adopt hybrid fee structure.

**Figure 3.**  
**Sample Fees by Property Type Using Fee Structure Options**

Fee Structure Options (no inspections)	Total Fee by Property Type		
	Single Family or Mobile Home	50 Unit Building	250 Unit Building
<b>Option 1. Per Unit Fee Structure</b>	\$22	\$1,120	\$5,599
<b>Option 2. Per Property Fee Structure</b>	\$49	\$49	\$49
<b>Option 3. Hybrid Fee Structure (75% property; 25% unit)</b>	\$37	\$540	\$2,594

Source: Root Policy Research.

## MEMORANDUM

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**To:** Marcy Yoder  
**From:** Mollie Fitzpatrick, Julia Jones, and Lucy McGehee  
**Re:** Rental Registry Fee Structure  
**Date:** November 15, 2022, Revised November 29, 2022

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### Fort Collins Proposed Program Structure

This memo provides fee structure options for the proposed City of Fort Collins rental licensing/registry program for the City's consideration. The fee proposed for Fort Collins is designed to recover program administration costs and distribute such costs across the full inventory of rental units in the City. Fee structure alternatives are crafted to balance the total impact on program costs, number of units in a development, and number of properties owned/managed by payors.

**Registration.** The proposed rental licensing/registry program includes an annual enrollment/renewal with an accompanying fee. Enrollment includes basic information about property ownership and a local contact for the rental property. The City of Fort Collins will collect rental unit information for the licensing/registry program through an online application. All rental units will be required to register including:

- Single family detached units
- Attached units (duplex, row, townhouses)
- Multifamily units (apartments or condos)
- Mobile homes

**Inspections.** All rental properties in the City will be inspected unless the property falls under one of the exemptions below. Inspection of licensed/registered rentals will occur on a five-year schedule. The City will use in-house inspectors—separate from existing building inspectors—to complete inspections of rental units. Units will be inspected as follows:

- All individually owned rental units regardless of type (detached, mobile home, condo, attached housing)
- Multifamily rental properties with less than 100 units will be inspected using a random sample of 10% of total units.

- Multifamily rental properties with more than 100 units will be inspected using a random sample of 5% of total units.

The following properties will be exempted from an inspection but are still required to renew their license/registration annually.

- Properties that were constructed (or substantially remodeled and inspected by the City's inspectors) within the past 10 years.
- Affordable housing units inspected under the U.S. Department of Housing and Urban Development (must provide a copy of the inspection report to the City).

## Fee Structure Options

Rental registration programs are often designed to be full cost recovery programs, though some programs are "subsidized" through General Fund allocations for program administration. Registration and inspection fees can be structured by unit, by building, or by property; some programs separate registration and inspection fees, whereas others assess a single all-encompassing fee. Details on peer community fees are included at the end of this memo for context in evaluating the fee options proposed for Fort Collins.

This section provides a rationale for potential fee structure options in Fort Collins and fee costs for payors. It considers both per unit and per property fee options and focuses on a full-cost recovery fee.

**Anticipated inspections.** Overall, the City of Fort Collins has an estimated 12,496 rental properties (with 27,480 total units). Of those, 678 properties (5,954 units) would likely be exempt from inspections (due to age or HUD inspections) leaving 11,818 rental properties (with 21,526 total units) that are likely to require inspections.

Figure 1 shows the number of rental units and properties in the City of Fort Collins that would be subject to inspections every five years (excluding properties that are less than 10 years old and affordable units inspected by HUD). A reinspection rate of 60% is used to account for units that need more than one inspection. This count of units and properties are used to calculate the number of inspections that will need to be completed annually.

With a random sample method for multifamily units, the number of inspections needed every five years is 11,965 unit inspections. A reinspection rate of 60% results in 7,179 additional inspections. Annually, the City of Fort Collins would have an estimated 3,829 inspections.

**Figure 1.**  
**Rental Units and Properties in Fort Collins and Estimated Annual Inspections**

Units and Properties	Inspections			
	Pct. Inspected	Properties	Units	Estimated Inspections
<b>Inspection Exempt</b>	<b>0%</b>	<b>678</b>	<b>5,954</b>	<b>0</b>
<b>Inspection Required</b>		<b>11,818</b>	<b>21,526</b>	<b>11,965</b>
Single Family Detached	100%	7,377	7,377	7,377
Single Family Attached	100%	2,471	2,471	2,471
Duplex	100%	1,134	1,134	1,134
Multi Unit (less than 100 units)	10%	564	4,518	452
Multi Unit (more than 100 units)	5%	30	5,784	289
Mobile Homes	100%	242	242	242
<b>Reinspection Estimate</b>	<b>60%</b>			<b>7,179</b>
<b>Total Annual Inspections</b>	<b>20%</b>			<b>3,829</b>

Source: 5-year 2020 ACS, Larimer County Assessor, Housing Catalyst, and Root Policy Research.

**Program costs.** Figure 2 shows the number of in-house inspectors needed to administer the program in the City of Fort Collins. The City would need to hire one lead inspector and 3.25 FTE inspectors. The following assumptions were used to calculate the number of inspectors needed:

- Each inspector can perform five inspections daily on average.
- Inspectors work 47 weeks (235 days) per year accounting for holiday and vacation.
- Each inspector can complete 1,175 inspections per year.
- The lead inspector can complete half the number of inspections as a regular inspector.
- Complaint based rental inspections will increase as the City educates tenants on their rights (0.25 FTE was added to cover this increase).

**Figure 2.**  
**Estimated Inspector FTE's to Administer Program**

Source:  
 City of Fort Collins and Root Policy Research.

	Inspectors	
	Assumptions	FTE
Units per day per inspector	5	
Days per year per inspector	235	
Inspector Capacity (units/year)	1,175	3.00
Lead Inspector Capacity (units/year)	588	1.00
Plus uptick in reporting		0.25
<b>Estimated Inspectors Needed</b>		<b>4.25</b>



Figure 3 shows program expenses for the City of Fort Collins. Expenses include employee compensation, one-time upfront costs, and ongoing program costs. Employee salary and benefits (with 4.25 FTE inspectors) would cost \$723,438. One-time costs for the City are estimated at \$253,380. Ongoing annual program costs are estimated at \$73,775.

Overall, the estimated program cost over the first five years is \$4,239,443 in administrative costs to the City. The program fee options, discussed in the subsequent section, are all designed to cover all administrative costs for the first five years of implementation.

**Figure 3.  
Program Expenses**

Note:

Annual inspection costs include compensation (salary and benefits) for building inspectors and the building and dev. Review tech, along with the "per inspector" ongoing annual costs. Non-Inspection related includes compensation for all other staff positions and the ongoing marketing and postage costs.

Source:

City of Fort Collins and Root Policy Research.

Category	Expenses		
	FTE	Per FTE Cost	Estimate
<b>Compensation</b>			
Program Manager (M1)	1.00	\$90,000	\$90,000
Engagement Specialist (P1)	1.00	\$65,000	\$65,000
Admin/Tech	1.00	\$50,000	\$50,000
.25 Deputy CBO (M1)	0.25	\$25,000	\$6,250
Lead Bldg Inspector	1.00	\$80,000	\$80,000
Bldg Inspector (each)	3.25	\$70,000	\$227,500
Building and Dev. Review Tech.	1.00	\$60,000	\$60,000
<b>Total Salaries</b>	<b>8.50</b>		<b>\$578,750</b>
<b>Benefits</b>	<b>0.25</b>	<b>\$578,750</b>	<b>\$144,688</b>
<b>One Time Costs</b>			
Software	1.00	75,000	\$75,000
Marketing	1.00	20,000	\$20,000
Postage	1.00	10,000	\$10,000
Translation	1.00	10,000	\$10,000
Vehicle	4.25	30,000	\$127,500
Clothing	4.25	500	\$2,125
Boots	4.25	160	\$680
Tools	4.25	100	\$425
IPAD	4.25	1,300	\$5,525
Desktop computer	4.25	500	\$2,125
<b>Total One Time Costs</b>			<b>\$253,380</b>
<b>Ongoing Annual Costs</b>			
Per Inspector			
Phone	4.25	\$50	\$213
Clothing (after year 1)	4.25	\$250	\$1,063
Vehicle maintenance and gas	4.25	\$10,000	\$42,500
Marketing and Postage			\$30,000
<b>Total Ongoing Annual Costs</b>			<b>\$73,775</b>
<b>Total</b>			
<b>Upfront Costs Total</b>			<b>\$253,380</b>
<b>Annual Costs Total</b>			<b>\$797,213</b>
<i>Annual inspection cost</i>			<i>\$503,150</i>
<i>Annual non-inspection cost</i>			<i>\$294,063</i>
<b>First Five Years Cost</b>	<b>5.00</b>		<b>\$4,239,443</b>

**Full cost recovery fee options for Fort Collins.** Figure 4 shows fee structure options for complete cost recovery in the first five years of program implementation. Two different approaches are shown for fee calculation:

- **One approach is to imbed the cost of inspections into the overall registration fee.** This approach effectively requires all registered properties to “share” the inspection cost, even though some properties will be exempt from the actual inspections.
- **The second approach is to separate the cost of registration from the cost of inspection** such that inspection-exempt properties pay a lower registration fee while properties that require inspection pay both a registration fee and an inspection fee. The inspection fee is modeled as an annual fee (even though inspections would only occur every 5 years) but could be assessed every five years instead (which would simply require multiplying the fee shown in the figure by five).

Within each approach, three annual fee assessment options are presented: a per property fee; a per-unit fee; and a hybrid fee (which assumes a base fee per property and a marginal per-unit fee for each additional unit in the property). The hybrid fee assumes 75% of the cost recovery occurs through the per-property assessment and the remaining 25% of costs are recovered through the marginal per-unit fee.

There is an additional cost calculated for reinspection per unit. The cost of reinspection is calculated by estimating the ongoing annual expenses for one inspector (\$80,300) divided by the number of inspections an inspector can complete annually on average (1,175 inspections). The cost of a reinspection would be \$68 per unit per reinspection required.

Under the first approach, which reflects an all-in-one registration + inspection fee, assessed on all rental properties in the City:

- Option one requires a per unit fee for all licensed/registered units of \$31 per unit.
- Option two requires a per property fee for all licensed/registered properties (regardless of unit count) of \$68 per property.
- Option three requires a combination of a fee per property (75% of cost recovery) and per unit (25%). This hybrid fee results in a \$51 fee per property (includes the first unit) and \$22 per additional unit.

Under the second approach, which reflects a registration fee for all rental units and an inspection fee for all rental properties that do not qualify for an inspection exemption:

- Option one requires a registration fee for all licensed/registered units of \$13 per unit and an additional \$23 per unit annually for properties requiring an inspection.

- Option two requires a per property fee for all licensed/registered properties (regardless of unit count) of \$28 per property plus an additional \$43 per property annually for properties that do qualify for an inspection exemption.
- Option three requires a registration fee per of \$21 per property (75% of cost recovery) and \$6 per additional unit (25%). Properties that do not qualify for an inspection exemption would pay another \$32 per property and \$13 per additional unit annually.

**Figure 4.**  
**Fee Structure Options for Complete 5-Year Cost Recovery**

<b>Approach 1:</b>		<b>Annual Fees</b>	
<b>Fee Options if first inspection included with registration</b>		<b>Per Property</b>	<b>Per Unit</b>
<b>Fee Structure Options (includes registration and first inspection)</b>			
<b>Option 1. Per Unit Fee Structure</b>		\$0	\$31
<b>Option 2. Per Property Fee Structure</b>		\$68	\$0
<b>Option 3. Hybrid Fee Structure (75% property; 25% unit)</b>		\$51	\$22
<b>Reinspection Costs</b>			
Single inspector annual costs			\$80,300
<b>Cost of Reinspection (per unit inspected)</b>			\$68
<b>Approach 2:</b>		<b>Annual Fees</b>	
<b>Fee Options if registration separate from inspection fee</b>		<b>Per Property</b>	<b>Per Unit</b>
<b>Fee Structure Options (registration and inspection fees assessed separately)</b>			
<b>Option 1. Per Unit Fee Structure</b>			
Registration fee (paid by all properties)		\$0	\$13
Inspection fee (paid only by non-exempt properties)		\$0	\$23
Total Annual Fee (for non-exempt properties)		\$0	\$36
<b>Option 2. Per Property Fee Structure</b>			
Registration fee (paid by all properties)		\$28	\$0
Inspection fee (paid only by non-exempt properties)		\$43	\$0
Total Annual Fee (for non-exempt properties)		\$70	\$0
<b>Option 3. Hybrid Fee Structure (75% property; 25% unit)</b>			
Registration fee (paid by all properties)		\$21	\$6
Inspection fee (paid only by non-exempt properties)		\$32	\$13
Total Annual Fee (for non-exempt properties)		\$53	\$19
<b>Reinspection Costs</b>			
Single inspector annual costs			\$80,300
<b>Cost of Reinspection (per unit inspected)</b>			\$68

Notes: Per unit reflects cost per total unit (not per inspected unit). In the hybrid fee structure, the first unit is included with property fee; per unit fee is assessed on each additional unit.

Source: Root Policy Research.

Figure 5 illustrates how the fee options described above would impact property owners of a variety of property types and sizes. A per unit structure is more expensive for larger multifamily properties whereas the per property fee is more expensive for single unit owners. The hybrid fee provides the most equitable distribution of fee costs among different property types and unit counts compared to the other two fee structures. **Root recommends the City of Fort Collins adopt hybrid fee structure.**

**Figure 5.**  
**Sample Fees by Property Type Using Fee Structure Options**

	Total Fee by Property Type		
	Single Family or Mobile Home	50 Unit Building	250 Unit Building
<b>Approach 1: Fee Structure Options (includes registration and first inspection)</b>			
<b>Option 1. Per Unit Fee Structure</b>	\$31	\$1,543	\$7,714
<b>Option 2. Per Property Fee Structure</b>	\$68	\$68	\$68
<b>Option 3. Hybrid Fee Structure (75% property; 25% unit)</b>	\$51	\$1,121	\$5,488
<b>Approach 2: Fee Structure Options (with registration and inspection separate)</b>			
<b>Option 1. Per Unit Fee Structure</b>			
Exempt from inspection	\$13	\$627	\$3,136
<b>Option 2. Per Property Fee Structure</b>			
Exempt from inspection	\$28	\$28	\$28
Inspection required	\$70	\$70	\$70
<b>Option 3. Hybrid Fee Structure (75% property; 25% unit)</b>			
Exempt from inspection	\$21	\$303	\$1,453
Inspection required	\$53	\$969	\$3,279
<b>Reinspection Costs</b>			
Number of Units Inspected	1	5	13
Cost of Reinspection	\$68	\$342	\$854

Source: Root Policy Research.

Figure 6 shows fee structures and costs for peer communities interviewed by Root (additional details on peer community programs is included in the appendix to this memo). Overall, the recommended hybrid fee for the City of Fort Collins falls in the middle of the group in terms of costs to rental property owners.

**Figure 6.**  
Peer Community Fee Structures

	Registration/License		Inspection	
	Frequency	Fee	Frequency	Fee
<b>Ames, Iowa</b>	Annual	\$50 single family \$100 duplex \$23-\$30 per unit multifamily	1 to 4 years	\$50 for 3+ reinspections
<b>Austin, Texas</b>	Annual	\$372 per property	Annual	Utility billing
<b>Boulder, Colorado</b>	4 years	\$190 per single family or per building	4 years	3rd party
<b>Lawrence, Kansas</b>	Annual	\$14-\$17 per unit	3-6 years	\$50 per unit
<b>Seattle, Washington</b>	2 years	\$70 per property \$15 per unit	5-10 years	\$175 property \$35 per unit
<b>Westminster, Colorado</b>	2 years	\$50 per unit	2-4 years	\$40 per unit

Source: Root Policy Research.

## Appendix: Peer Community Fee Detail

Root interviewed six peer communities with rental registration and inspection programs about their rental regulations and fees. These communities were selected because they are 1) university anchored (with a few exceptions); 2) have unique program requirements or methods of enforcement; and 3) have proactive inspections.

- Ames, Iowa
- Austin, Texas
- Boulder, Colorado
- Lawrence, Kansas
- Seattle, Washington
- Westminster, Colorado

Peer community program details related to fee structure are shown in Figure A-1 on the following page.

The communities interviewed either directly fund their program through fees, allocate fees to the general fund to fund the program through the general fund, or collect fees and other department specific funding to run the program. Most communities are cost neutral, while some communities are working toward that goal or using a unique funding structure. Cost recovery depends on the frequency of registration/licensing renewals (ranges from 1 to 4 years in communities), the fee structure and frequency of inspections (varies). The fee structure for the program determines the staffing capacity.

Communities where fees collected fully fund the program include Ames, Boulder, and Seattle. Programs funded through the general fund include Lawrence and Westminster. Programs funded through the general fund can be cost neutral if fee revenue contributed to the general fund is adequate. Finally, the City of Austin charges a small fee that covers the cost of registration paperwork and funds the remainder of the program's administration (staff, inspectors, etc.) through a clean community fee—\$4.25 collected monthly as part of utility billing.

Communities interviewed indicated the fee calculation itself can be a challenge. Fees that are calculated per property have a larger impact on small properties whereas fees calculated per unit have a larger impact on large properties. Interviewees suggested the fee calculation be tailored to the amount of staff time and resources properties require. A tiered fee based on the size of the property was preferred.

Figure A-1. Peer Community Program Details

	Registration/ Licensing Fee	Inspection Fee	Cost Recovery	Inspections Complaint or Proactive	Inspection Frequency	Staffing
<b>Ames, Iowa</b>	Single family \$50; duplex \$100; multifamily \$23-\$30 per unit	Included in registration fee; 3+ inspections \$50 each	100%	Proactive	1 to 4 year rotation; frequency based on performance	3 full time inspectors
<b>Austin, Texas</b>	\$372 per property	No fee for inspection; clean community fee \$4.25/month utility charge funds code enforcement	Covers registration, not staff	Registered repeat offender properties	Annual	8 full time inspectors, 1 supervisor
<b>Boulder, Colorado</b>	\$190 per SF unit or per building	Third party inspectors	100%; pre-2021 60% fee recovery, 40% general fund	Proactive	4 years	3 full time licensing team, inspections conducted by 3rd party
<b>Lawrence, Kansas</b>	\$14-\$17 per unit	\$50 per unit	General fund	Proactive	3 years typical; 5 or less violations, 6 years	3 inspectors
<b>Seattle, Washington</b>	\$70 for property and 1st unit; \$15 per additional unit	\$175 for property and 1st unit; \$35 per additional units	Working toward self-sufficiency	Proactive; random selection of 10% of all rental units in city per year	At least once every 5-10 years	1 call center, 3 administrative, 1 cashier, 3 inspectors, 1 senior inspector, 1 manager
<b>Westminster, Colorado</b>	\$50 per unit	\$40 per unit	100%	Proactive	2 and 4 year schedule of inspections based on property age	3 inspectors, 1 part time admin

## **Rental Housing Minimum Requirements**

### **Required Items in ALL Rental Housing**

#### **Exterior General**

1. Building, sidewalks, outbuildings and fences generally must be in good repair and free from hazards like damaged and loose building components.
2. Yards must not have rodent, vermin or insect infestation and free from hazards such as open holes or broken sidewalks.
3. Stairways must not have loose or broken steps and have handrails solidly attached.
4. Decks and porches 30 inches above the ground must have guardrails that are solidly attached.
5. Window wells within 3 feet of driveways or sidewalks must be protected with guard rails or grate covers.

#### **Interior General**

1. Windows and doors must be capable of keeping wind and elements out.
2. Insect screens are required on windows and doors used for ventilation May to November.
3. Entry doors are required to have locks for security; locks shall operate from inside without a key or special knowledge.
4. Windows located within 6 feet of ground are required to have locks for security.
5. All floors, walls, stairs, doors and windows to be maintained in good repair and free from decay or defective surfaces.
6. All stairs must have handrails and guardrails installed and solidly attached.
7. All interior doors must be securely attached and open and close properly.
8. All interior spaces must be free from rodent, vermin or insect infestation.
9. All walking surfaces must be in generally good repair.

#### **Light**

1. Every habitable space must have a window for natural light with a glazed area sized not less than 8% of the floor area of the room.
2. In buildings containing 3 or more dwelling units, the common hallways and stairways must be provided with one 60 watt bulb per every 200 square feet.

#### **Ventilation**

1. Every habitable space must have at least one openable window for natural ventilation sized not less than 4% of the floor area of the room.
2. Every bathroom and toilet room must have an openable window to the exterior or have an exhaust fan, ducted to the exterior.
3. Every clothes dryer must be exhausted to the exterior through independent ducts.



### **Occupancy General**

1. Dwelling units must be arranged to provide privacy from adjoining spaces.
2. Every bedroom must have access to at least one water closet and lavatory without passing through another bedroom.
3. Spaces used for food preparation must contain suitable space and equipment to store, prepare and serve foods in a sanitary manner.
4. Adequate facilities for temporary storage and sanitary disposal of food waste and refuse are required.

### **Plumbing Facilities**

1. Every dwelling unit must contain its own bathtub or shower, lavatory, water closet and kitchen sink, maintained in safe and sanitary condition.
2. A kitchen sink must not be used as a substitute for the required lavatory.
3. Toilet rooms and bathrooms must provide privacy
4. All plumbing fixtures must be maintained in a safe, sanitary and functional condition, free from obstructions, leaks and defects.
5. All kitchen sinks, lavatories, laundry facilities, bathtubs and showers must have hot and cold running water.
6. The water supply system must have sufficient volume and pressure for proper function of plumbing fixtures.
7. Water heated to a temperature of not less than 110 degrees must be provided.
8. All plumbing fixtures must be connected to an approved sewer system without obstructions, leaks and defects.

### **Mechanical Facilities**

1. Habitable spaces must have heat during the period from September 15 to May 15 and maintain a temperature of not less than 68 degrees F.
2. All mechanical appliances must be properly installed and maintained in a safe working condition.
3. All fuel-burning equipment and appliances except for gas-cooking appliances, must be connected to an approved chimney or vent.
4. All mechanical equipment must have an approved automatic safety fuel shutoff, an accessible manual fuel shutoff valve and a listed appliance fuel connector.
5. Gas cooking appliances must not be used for space heating of any portion of a dwelling or guestroom, and, portable fuel burning appliances are prohibited.

### **Electrical Facilities**

1. Dwelling units must have a three-wire, 120/240 volt, electrical service having a

- rating of not less than 60 amperes.
2. All electrical equipment, wiring and appliances must be properly installed and maintained in a safe and approved manner.
  3. Every habitable space in a dwelling must contain at least (2) separate and remote receptacle outlets.
  4. Every laundry area must contain at least (1) grounded receptacle or a receptacle protected with a ground fault circuit interrupter (GFCI).
  5. Every bathroom must contain at least (1) receptacle protected with a ground fault circuit interrupter.
  6. Receptacle outlets installed in kitchens, garages, unfinished basements and exterior locations must be protected by ground fault circuit interrupters.
  7. Every public hall, interior stairway, toilet room, kitchen, bathroom, laundry room, boiler room and furnace room must contain at least (1) electric light fixture.
  8. Extension cords must not be wired directly to permanent wiring or installed inside walls, through floors, under carpets or attached to trim or walls.

### **Fire Safety Requirements**

1. All means of egress doors must be openable from the inside without the need for keys, special knowledge or effort.
2. Every rental dwelling unit or guestroom must have access directly to the outside or to a public corridor which leads to an exterior exit.
3. Below grade sleeping rooms must be provided with emergency escape window having a maximum sill height of (48) inches above the floor and a minimum openable area of (720) square inches.
4. Smoke alarms (electric or battery operated) must be installed in each of the following areas:
  - a. On the ceiling or wall outside of each separate sleeping area in the immediate vicinity of bedrooms.
  - b. In each room used for sleeping purposes.
  - c. In each story within a dwelling unit, including basements.
5. Carbon Monoxide Detectors
 

Any single- family dwelling or dwelling unit in a multi-family dwelling used for rental purposes and that includes fuel-fired appliances or and attached garage, on or after July 1, 2009 shall be required to have carbon monoxide detectors installed.

The location shall be on each level that has a lawful sleeping room and shall be located within 15 ft of the entrance to each sleeping room.



## Rental Housing Program Options: Council Work Session

### Housing Strategic Plan Implementation

Marcy Yoder, Neighborhood Services Manager  
Meaghan Overton, Housing Manager

Would Council like to take further action on any of the options presented?



- Over 40% of all housing in Fort Collins is renter-occupied

	Estimated # of homes*	Estimated % of all housing
Total (citywide)	87,863	100%
Owned Units	49,775	57%
Rental Units	38,088	43%
<i>Single-household, duplex, and townhome rentals</i>	14,419	16% <i>(38% of all rentals)</i>
<i>Multi-household, mixed-use or manufactured housing rentals</i>	23,669	27% <i>(62% of all rentals)</i>

*\*Note: This data is the best available information at present but should be interpreted as an estimate because of potential data gaps or lags in reporting property information.*



- **Strategy 20** - Explore the option of a mandated rental license/registry program and pair with best practice rental regulations.



### **Big Move 7: Healthy, Affordable Housing**

- **HAH6:** Explore mandated rental license/rental registry

## Why are we looking at a rental registration and inspection program?

- *Greatest Challenge #7:* Housing policies have not consistently addressed housing stability and healthy housing, especially for people who rent
- *Community engagement:* a desire to proactively ensure **healthy, safe units** and maintain neighborhood **quality of life**



Prior Council Work Sessions (October 2021, August 2022) covered:

- Problem to be addressed
- Current Market Conditions
- Peer City data
- Best Practice Research
- Public Engagement from multiple stakeholders
  - Taskforce recommendations
  - Community + Rental Industry Questionnaires
  - Input from a variety of committees, boards, and community groups

August 2022 – staff directed to bring forward a rental housing program design that included proactive inspections.

January 2023 – staff directed to outline a registration option that would **not** include proactive inspections.



## Option 1: Registration + Improved Complaint-Based Inspections

- Registration of all rental properties
  - Self-attestation
  - Submit 3rd party inspections
- No proactive inspections
  - Improved education/outreach
  - Enhanced mediation services
- \$37/property and \$10/unit annually
- Inspections based on habitability and safety standards
- City staff conduct inspections only upon complaint
- Start-up costs \$1.1 million
- Staffing 7 FTE (decreased inspectors and added a mediation specialist)



## Option 2: Registration with Delayed Proactive Inspections

- Registration of all rental properties
- Inspections every 5 years *unless*
  - Less than 10 years old
  - HUD inspected
  - Third-party inspection completed
- Fees and number of inspections recalibrated based on the first year
- Inspections based on habitability and safety standards
- City staff conduct inspections
- Complaint-based system still available
- Start-up costs \$1.1 million
- Staffing 7 FTE to start, then TBD (supported by program fees)



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## Option 3: Registration with Proactive Inspections

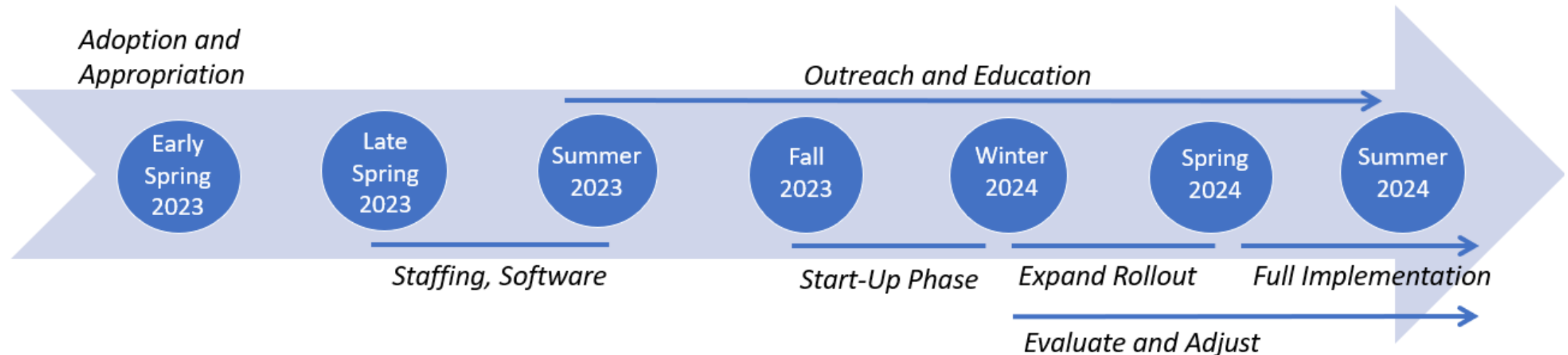
- Registration of all rental properties
- Inspections every 5 years *unless*
  - Less than 10 years old
  - HUD inspected
- \$53/property and \$19/unit annually
- Inspections based on habitability and safety standards
- City staff conduct inspections
- Complaint-based system still available
- Start-up costs \$1.6 million
- Staffing 8.5 FTE



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Start-up Budget Comparisons	Option 1 &2	Option 3
<b>Salaries and benefits</b> 1. Manager, 2 Engagement, 2 Admin/Tech, 2 inspectors 3. Manager, 1 Engagement, 2 Admin/Tech, 4.5 inspectors	\$862,500	\$1,176,173
<b>One-time costs</b> <ul style="list-style-type: none"> <li>Vehicles, software, computers, initial clothing &amp; equipment, etc.</li> </ul>	\$147,120	\$223,380
<b>Annual costs</b> <ul style="list-style-type: none"> <li>Marketing, postage, phones, vehicle maintenance and fuel, clothing, etc.</li> </ul>	\$97,500	\$147,550
<b>TOTALS</b>	\$1,107,120	\$1,547,103

# What is the timeline for implementing a rental housing program?



	<b>Rental Registration with Improved Complaint-Based Inspections (Option 1)</b>	<b>Rental Registration with Proactive Inspections (Options 2 and 3)</b>
<b>At its most effective:</b>	<ul style="list-style-type: none"> <li>- Complete database of rental housing</li> <li>- Incremental improvement of rental housing stock via improved complaint-based system</li> <li>- Improved tenant/landlord relationships via additional mediation</li> <li>- Reasonable per property and per unit fees</li> <li>- Costs of the program fully recovered by fees</li> </ul>	<ul style="list-style-type: none"> <li>- Complete database of rental housing</li> <li>- Comprehensive improvement of all rental housing via proactive inspections</li> <li>- Equitable access to safe and healthy rental units</li> <li>- Reduced burden on renters to report issues</li> <li>- Provides marketable certification from the City that helps landlords/property owners attract tenants</li> <li>- Consistent approach via utilizing in-house inspectors</li> <li>- Reasonable per property and per unit fees</li> <li>- Costs of the program fully recovered by fees</li> </ul>
<b>At its least effective:</b>	<ul style="list-style-type: none"> <li>- Incomplete database of rental housing</li> <li>- Complaint-based inspections may not provide protections for all renters</li> <li>- Self-attestation may result in noncompliance, enforcement challenges and lower housing quality</li> <li>- Access to safe and healthy rental housing contingent on tenant power, resources, and knowledge to recognize and report concerns</li> <li>- Annual fee analysis could result in a need to increase program fees to cover costs</li> <li>- Noncompliance could limit program effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>- Incomplete database of rental housing</li> <li>- May displace renters in cases of serious concerns</li> <li>- May result in cost burdens for tenants (via increased rents) and/or for landlords if expensive repairs required</li> <li>- High costs could result in landlords exiting the market</li> <li>- Annual fee analysis could result in a need to increase program fees to cover costs</li> <li>- Noncompliance could limit program effectiveness</li> </ul>

	<b>Option 1: Registration + Complaint-Based Inspections</b>	<b>Option 2: Registration + Delayed Proactive Inspections</b>	<b>Option 3: Registration + Proactive Inspections</b>
<b>Registration</b>	All rental properties Local contact/owner info Self-attestation Submit 3 <sup>rd</sup> party inspections	Same as Option 1	Same as Option 1
<b>Inspections</b>	Complaint-based only	Complaint-based only in Year 1, then every 5 years	Every 5 years
<b>Exceptions</b>	N/A (no proactive inspections required)	<ul style="list-style-type: none"> <li>• Less than 10 years old</li> <li>• HUD inspected</li> <li>• Third-party inspected</li> </ul>	<ul style="list-style-type: none"> <li>• Less than 10 years old</li> <li>• HUD inspected</li> </ul>
<b>Fees</b>	\$37 per Property \$10 per Unit	Same as Option 1, TBD when inspections added	\$53 per Property \$19 per Unit
<b>Staffing</b>	7	7, TBD when inspections added	8.5
<b>Start-up Cost</b>	\$1.1 million	\$1.1 million	\$1.6 million

Would Council like to take further action on any of the options presented?







# THANK YOU!

For More Information, Visit

<https://www.fcgov.com/rentalhousing>



- Overall positive impact on equity, social health, and environmental health. Mixed impact on economic health. Considerations and mitigation measures include:

<b>Consideration</b>	<b>Potential Mitigation</b>
Renter displacement	<ul style="list-style-type: none"> <li>• Strengthen mediation program</li> <li>• Motel vouchers (short-term critical repairs)</li> <li>• Referral - service agencies, legal services, homelessness programs (e.g. rapid rehousing)</li> </ul>
Increased rents due to program/ compliance costs	<ul style="list-style-type: none"> <li>• Monitor costs and impact on rents over time</li> <li>• Keep fees as nominal as possible</li> <li>• Educate/refer to assistance programs, loan programs, and rebates for repairs (e.g. EPIC loan program)</li> </ul>
Cost burden, especially for small landlords	<ul style="list-style-type: none"> <li>• Consider grant program in exchange for cap on rent increases</li> <li>• Keep fees as nominal as possible</li> <li>• Educate/refer to assistance programs, loan programs, and rebates for repairs (e.g. EPIC program)</li> </ul>

## Anticipated Number of Inspections

Units and Properties	Inspections			
	Pct. Inspected	Properties	Units	Estimated Inspections
<b>Inspection Exempt</b>	<b>0%</b>	<b>678</b>	<b>5,954</b>	<b>0</b>
<b>Inspection Required</b>		<b>11,818</b>	<b>21,526</b>	<b>11,965</b>
Single Family Detached	100%	7,377	7,377	7,377
Single Family Attached	100%	2,471	2,471	2,471
Duplex	100%	1,134	1,134	1,134
Multi Unit (less than 100 units)	10%	564	4,518	452
Multi Unit (more than 100 units)	5%	30	5,784	289
Mobile Homes	100%	242	242	242
<b>Reinspection Estimate</b>	<b>60%</b>			<b>7,179</b>
<b>Total Annual Inspections</b>	<b>20%</b>			<b>3,829</b>

## Inspections

- Internal rental inspection team
- Inspections every 5 years

Building Type	% Inspected
Single unit, detached	100%
Single unit, attached (e.g., townhouse)	100%
Individually owned (e.g., condo)	100%
Multi-unit, 0-10 units`	100%
Multi-unit, 11-100 units	10%
Multi-unit, 100+ units	5%

- Exemptions:
  - Less than 10 years old
  - HUD inspected

