

Fort Collins City Council Work Session Agenda

Tuesday, September 13, 2022

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

NOTICE:

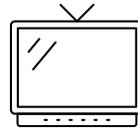
Work Sessions of the City Council are held on the 2nd and 4th Tuesdays of each month in the Colorado Room of the 222 Building. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

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

Upon request, the City of Fort Collins will provide language access services for individuals who have limited English proficiency, or auxiliary aids and services for individuals with disabilities, to access City services, programs and activities. Contact 970.221.6515 (V/TDD: Dial 711 for Relay Colorado) for assistance. Please provide 48 hours advance notice when possible.

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 48 horas de aviso previo cuando sea posible.



While work sessions do not include public comment, mail comments about any item on the agenda to cityleaders@fcgov.com





City Council Work Session Agenda

September 13, 2022 at 6:00 PM

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

CITY COUNCIL WORK SESSION 6:00 PM

**Interpretation in Spanish is available for this meeting via this zoom link:
Interpretación en español está disponible en esta reunión usando el siguiente
enlace de Zoom:**

<https://zoom.us/j/98241416497>

A) CALL MEETING TO ORDER

B) ITEMS FOR DISCUSSION

1. COMMUNITY REPORT - CSU Interim President

Discuss priorities and expectations for the 2022-23 school year.

2. 2023-2024 Biennial Budget – Work Session #1.

The purpose of this work session is to review the 2023-2024 Recommended Budget delivered to Council and the City Clerk on September 2, 2022 pursuant to provisions of Article V, Section 2 of the City Charter. In September and October, Council will have a series of work sessions to discuss the City Manager’s Recommended Budget and conduct two Public Hearings to gather input from the community as outlined in the table below.

The Recommended Budget is aligned with the adopted 2021-2023 Council Priorities, the 2022 Strategic Plan and community priorities. At the September 13, 2022 Work Session, staff will present a summary overview of these strategic Outcome areas:

- Culture & Recreation
- Economic Health
- Neighborhood Livability & Social Health
- Transportation & Mobility

C) ANNOUNCEMENTS

D) ADJOURNMENT

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September 13, 2022



WORK SESSION AGENDA ITEM SUMMARY

City Council

STAFF

Kelly DiMartino, City Manager
Travis Storin, Chief Financial Officer
Lawrence Pollack, Budget Director

SUBJECT FOR DISCUSSION

2023-2024 Biennial Budget – Work Session #1.

EXECUTIVE SUMMARY

The purpose of this work session is to review the 2023-2024 Recommended Budget delivered to Council and the City Clerk on September 2, 2022 pursuant to provisions of Article V, Section 2 of the City Charter. In September and October, Council will have a series of work sessions to discuss the City Manager's Recommended Budget and conduct two Public Hearings to gather input from the community as outlined in the table below.

The Recommended Budget is aligned with the adopted 2021-2023 Council Priorities, the 2022 Strategic Plan and community priorities. At the September 13, 2022 Work Session, staff will present a summary overview of these strategic Outcome areas:

- Culture & Recreation
- Economic Health
- Neighborhood Livability & Social Health
- Transportation & Mobility

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What clarifying questions does Council have regarding the Outcomes presented?
2. What follow-up items are there on budget issues related to these Outcomes?

BACKGROUND / DISCUSSION

This creation of the 2023-2024 Recommended Budget was accomplished using a process called Budgeting for Outcomes (BFO), which is a form of priority-based budgeting. The process has included the following major steps:

- Council adopted the 2022 Strategic Plan, which encompasses the adopted 2021-2023 Council Priorities
- City financial staff created revenue forecasts for fiscal years 2023 and 2024

- City staff developed budget requests (offers) for individual programs and services to help achieve specific strategic objectives within the adopted strategic plan. The primary objective selected within the budget request determines which of the City's seven key Strategic Outcomes the request is then submitted for consideration
- BFO Teams comprised of 7 staff members each (one team per Outcome) reviewed the offers and negotiated with the staff (aka Sellers) who submitted the budget requests. This unique aspect of BFO allows for a much deeper review and understanding of the programs and services being proposed. The teams each deliver a prioritized ranking of budget requests that would change the ongoing level of service.
- Concurrently, public outreach began with a press release and ongoing communications through social media channels to invite the community to share their perspectives. The City's online public engagement tool, called OurCity, allows individuals to provide various types of input based on their level of interest and the amount of time they have available. Initial feedback received in May and June helped inform the decisions for the recommended budget, and the remaining inputs through September will be shared with City Council as final decisions are being made for the adopted 2023-2024 Budget.
- A work session item on the status of the 2023-2024 budget process was discussed on June 28. This session included high-level assumptions within the budget, as well as conversation about the themes that were emerging.
- The prioritized lists of funding recommendations from the BFO Teams were then reviewed by the City Manager and the rest of the Budget Leadership Team (BLT). The BLT deliberated similar to the BFO Teams, but they looked across all seven Outcomes holistically. This included conversations with each BFO Team, as well as a snapshot summary of the public input received between early May and early July. These inputs, along with other data and information discussed by the BLT, resulted in the decisions of what is recommended for funding in 2023 and 2024.

City Council Budget Meetings

Council has a series of work sessions scheduled in September and October to discuss the proposed 2023-2024 Budget. These work sessions will include staff presentations regarding specific Outcomes, followed by an opportunity for questions and discussion. The final work session will include Council discussion regarding overall priorities, policy issues and guidance on what changes Council wants included in First Reading of the 2023-2024 Budget.

Key dates for Council discussions and Public Hearings are as follows:

Meeting Date	Topic
September 13, 2022 Work Session	Presentations, Questions and Discussion: <ol style="list-style-type: none"> 1. Culture & Recreation 2. Economic Health 3. Neighborhood Livability & Social Health 4. Transportation & Mobility
September 20, 2022 Regular Meeting	Budget Public Hearing #1 of 2
September 27, 2022 Work Session	Presentations, Questions and Discussion: <ol style="list-style-type: none"> 1. Environmental Health 2. Safe Community 3. High Performing Government

October 4, 2022 Regular Meeting	Budget Public Hearing #2 of 2
October 11, 2022 Work Session	General Discussion – Final Council Direction
November 1, 2022 Regular Meeting	First Reading of the 2023-2024 Budget and the 2023 Appropriation Ordinance
November 15, 2022 Regular Meeting	Second Reading of the 2023-2024 Budget and the 2023 Appropriation Ordinance

NEXT STEPS

Public Hearing scheduled for the September 20, 2022 Council Meeting for the community to comment on the recommended budget. This will be followed by the second scheduled work session to discuss the 2023-2024 Budget on September 27, 2022.

ATTACHMENTS

1. Summary of Budget Offers Linked to the 2022 Resilient Recovery Plan
2. Presentation



Financial Services
215 N. Mason
2nd Floor
PO Box 580
Fort Collins, CO 80522
970.221.6788
www.fcgov.com/finance/

Item 2.

Memorandum

DATE: August 31, 2022

TO: Travis Storin, Chief Financial Officer ^{DS}

THRU: Blaine Dunn, Accounting Director ^{BD}

CC: Lawrence Pollack, Budget Director

FROM: Joanne (Jo) Cech, Fiscal Recovery Manager ^{DocuSigned by: Joanne Cech 4BF49365E190422...}
 Sarah Meline, Recovery Policy & Engagement Specialist ^{DocuSigned by: Sarah Meline 4133151B53D2495...}

RE: **Summary of 2023-2024 Budget Offers Tied to Recovery Plan**

The purpose of this memorandum is to provide a summary of recovery-related offers within the 2023-2024 City Manager’s Recommended Budget.

Staff reviewed all offers included in the 2023-2024 City Manager’s Recommended Budget and identified recommended offers that tie to themes and outcomes within the adopted Resilient Recovery Plan. Each Recovery Plan theme (Health, Equity and Community Resilience, Economic Recovery and Environmental Resilience) is supported by different offer types in the recommended budget.

The following attachment includes a summary of recovery-related offers included in the recommended budget, including offers funded by the City’s remaining American Rescue Plan Act (ARPA) funds.

Attachments:

1. Summary of Recovery-Related Offers in 2023-2024 Budget

Recovery-Related Views of 2023-2024 Budget Offers

- Each Recovery Plan Theme (Health, Equity and Community Resilience, Economic Recovery and Environmental Resilience) is supported by different offer types in the recommended budget:
 - ARPA-funded offers
 - Non-ARPA-funded Enhancement offers
 - Non-ARPA-funded Ongoing offers
- ARPA-funded offers total **\$15.8M** in the 2023-2024 City Manager's Recommended Budget
 - \$13.3M ARPA-funded projects
 - \$2.5M Local Match for State Funds
- The Environmental Resilience theme includes 23-24 Budget offers in two non-ARPA-funded categories
 - This theme is well-supported with existing and new program offers
 - Significant funding outside of ARPA supports this Recovery theme
- ARPA funding contributes additional spend in the community across the other Recovery themes
 - Including in the areas of air quality, transportation and housing
- The \$15.8M in the Recommended Budget combined with the previous \$12.3M allocated to recovery projects exhausts the \$28.1M of ARPA SLFRF funds that have been allocated to the City.

Summary of Recovery-Related Offers in 2023-2024 Budget

2023-2024 Budget Offers Related to the Resilient Recovery Plan			
(Does not include ARPA-funded Offers)			
	2023 \$ AMT	2024 \$ AMT	TOTAL
Health	\$5,357,470	\$5,359,909	\$10,717,379
Equity & Community Resilience	\$6,614,849	\$7,760,944	\$14,375,793
Economic Recovery	\$3,038,099	\$3,341,708	\$6,379,807
Environmental Resilience	\$16,652,861	\$14,858,927	\$31,511,788
TOTAL	\$31,663,279	\$31,321,488	\$62,984,767

ARPA-Funded Offers by Recovery Theme			
	2023 \$ AMT	2024 \$ AMT	TOTAL
Health	\$691,181	\$559,242	\$1,250,423
Equity & Community Resilience	\$2,474,284	\$1,494,535	\$3,968,819
Economic Recovery	\$5,048,404	\$2,805,076	\$7,853,480
Environmental Resilience	\$227,278	\$0	\$227,278
State Match	\$2,500,000	\$0	\$2,500,000
TOTAL	\$10,941,147	\$4,858,853	\$15,800,000

Health

2023-2024 Budget Offers Related to the Resilient Recovery Theme of Health

Ongoing

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
TM	27.2	Safe Routes to School	\$227,725	\$235,720	Ongoing
TM	51.3	Dial-A-Ride	\$2,042,455	\$2,048,220	Ongoing
NLSH	11.5	Income-Qualified and Reduced-Fee Departmental Bundle	\$396,815	\$412,355	Ongoing
TM	27.1	FC Moves Mobility Management	\$589,788	\$612,766	Ongoing
TM	27.3	Active Modes	\$466,742	\$485,693	Ongoing
CR	43.7	Adaptive Recreation Opportunities (ARO)	\$334,800	\$349,523	Ongoing
TOTAL			\$4,058,325	\$4,144,277	
			\$8,202,602		

Enhancement

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
NLSH	31.7	Human Services Program Grant Funding	\$250,000	\$250,000	Continuing Enhancement
CR	50.12	Gardens on Spring Creek Expanded Programs	\$99,145	\$165,632	Enhancement
TOTAL			\$349,145	\$415,632	
			\$764,777		

Capital Project

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
TM	27.5	CCIP - Bicycle Infrastructure	\$500,000	\$800,000	Capital Project
TM	25.19	Siphon Bicycle / Pedestrian Overpass	\$450,000	\$0	Capital Project
TOTAL			\$950,000	\$800,000	
			\$1,750,000		

Equity & Community Resilience

2023-2024 Budget Offers Related to the Resilient Recovery Theme of Equity & Resilience

Ongoing

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
NLSH	24.2	Neighborhood Services	\$693,592	\$724,246	Ongoing
CR	50.6	Fort Fund	\$570,000	\$600,000	Ongoing
HPG	28.4	DEI Office - Professional Services	\$25,879	\$26,275	Ongoing
HPG	28.5	DEI Office (positions)	\$464,390	\$483,669	Ongoing
NLSH	31.1	Social Sustainability Leadership / Housing & Homelessness / Community Support	\$773,268	\$803,791	Ongoing
NLSH	31.2	Social Sustainability Leadership and Funding for Human Services & Affordable Housing	\$1,333,720	\$1,369,791	Ongoing
TOTAL			\$3,860,849	\$4,007,772	
			\$7,868,621		

Enhancement

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
HPG	20.8	Expanded Community Outreach and Engagement	\$30,000	\$30,000	Continuing Enhancement
NLSH	31.4	CCIP - Affordable Housing Capital Fund	\$500,000	\$500,000	Continuing Enhancement
NLSH	31.3	Homelessness Initiatives / Programs Ongoing City Support	\$398,000	\$398,000	Continuing Enhancement
NLSH	31.11	Homelessness Initiatives and Programs Increase	\$201,000	\$201,000	Continuing Enhancement
HPG	28.10	DEI Office - Professional Services Increase	\$25,000	\$25,000	Enhancement
NLSH	31.15	1.0 FTE - Senior Specialist for Housing, Homelessness and Social Health	\$0	\$99,172	Enhancement
TOTAL			\$1,154,000	\$1,253,172	
			\$2,407,172		

Capital Project

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
TM	51.34	CCIP - ADA Bus Stop Improvements	\$100,000	\$100,000	Capital Project
TM	25.5	CCIP – Pedestrian Sidewalk – ADA	\$1,500,000	\$2,400,000	Capital Project
TOTAL			\$1,600,000	\$2,500,000	
			\$4,100,000		

Economic Recovery

2023-2024 Budget Offers Related to the Resilient Recovery Theme of Economic Recovery

Ongoing

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
CR	50.9	Carnegie Center for Creativity	\$57,439	\$62,125	Ongoing
ECON	19.1	Risk Management - Cybersecurity	\$460,639	\$518,609	Ongoing
NLSH	11.2	Digital Access & Equity Program	\$750,000	\$800,000	Ongoing
ECON	33.3	Business & Workforce Support	\$356,149	\$368,782	Ongoing
ECON	33.4	Economic Health Leadership	\$404,062	\$419,793	Ongoing
ECON	34.1	Urban Renewal Authority	\$665,216	\$682,345	Ongoing
TOTAL			\$2,693,505	\$2,851,654	
			\$5,545,159		

Enhancement

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
ECON	33.11	1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program	\$282,306	\$311,627	Enhancement
TM	51.31	Transit Workforce Future Proofing	\$62,288	\$178,427	Enhancement
TOTAL			\$344,594	\$490,054	
			\$834,648		

Redeploy

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
NLSH	11.6	REDEPLOY: Consulting Services for 1.0 FTE - Digital Access & Equity Program Coordinator	\$0	\$0	Redeploy
TOTAL			\$0	\$0	

Environmental Resilience

2023-2024 Budget Offers Related to the Resilient Recovery Theme of Environmental Resilience

Ongoing

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
ENV	1.4	Utilities Light & Power: Renewable Customer Programs	\$1,181,000	\$1,291,000	Ongoing
ENV	1.5	Utilities Light & Power: Epic Loans Capital Accounting	\$3,040,000	\$3,980,000	Ongoing
NLSH	59.1	Urban Forest Management	\$2,151,618	\$2,240,363	Ongoing
ENV	44.1	Natural Areas - Land Conservation	\$4,933,709	\$4,947,171	Ongoing
ENV	48.1	Nature in the City	\$110,417	\$114,527	Ongoing
TOTAL			\$11,416,744	\$12,573,061	
			\$23,989,805		

Enhancement

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
ENV	32.11	Air Quality Monitoring Fund	\$100,000	\$100,000	Enhancement
ENV	32.16	Seed Funding for a Partner-Led Sustainable Business Program	\$144,000	\$144,000	Enhancement
ENV	32.17	Increasing Community Leadership for Our Climate Future	\$60,000	\$60,000	Enhancement
ENV	32.15	Municipal Innovation Funds	\$125,000	\$125,000	Enhancement
ENV	48.2	Nature in the City - CCIP	\$300,000	\$400,000	Enhancement
TM	27.13	Shift Your Ride Travel Options Program	\$200,000	\$200,000	Continuing Enhancement
ENV	32.12	Innovate Fort Collins Challenge	\$300,000	\$0	1-Time Enhancement
ENV	81.1	Lincoln Center Converting Stage Lighting to LED	\$454,555	\$0	1-Time Enhancement
ENV	1.42	Utilities: Water Efficiency Plan Update	\$100,000	\$150,000	1-Time Enhancement
TOTAL			\$1,783,555	\$1,179,000	
			\$2,962,555		

Environmental Resilience continued

Asset Management

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
ECON	2.7	Light & Power - Attrition-Based LED Streetlight Conversion Program	\$1,106,866	\$1,106,866	Asset Management - Ongoing
TOTAL			\$1,106,866	\$1,106,866	
			\$2,213,732		

Capital Project

STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
ECON	2.18	Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2	\$256,500	\$0	Capital Project
ENV	1.45	Environmental Learning Center Flow Restoration Project	\$2,089,196	\$0	Capital Project
TOTAL			\$2,345,696	\$0	
			\$2,345,696		

ARPA-Funded Offers

2023-2024 Budget Offers Funded by City ARPA Funds

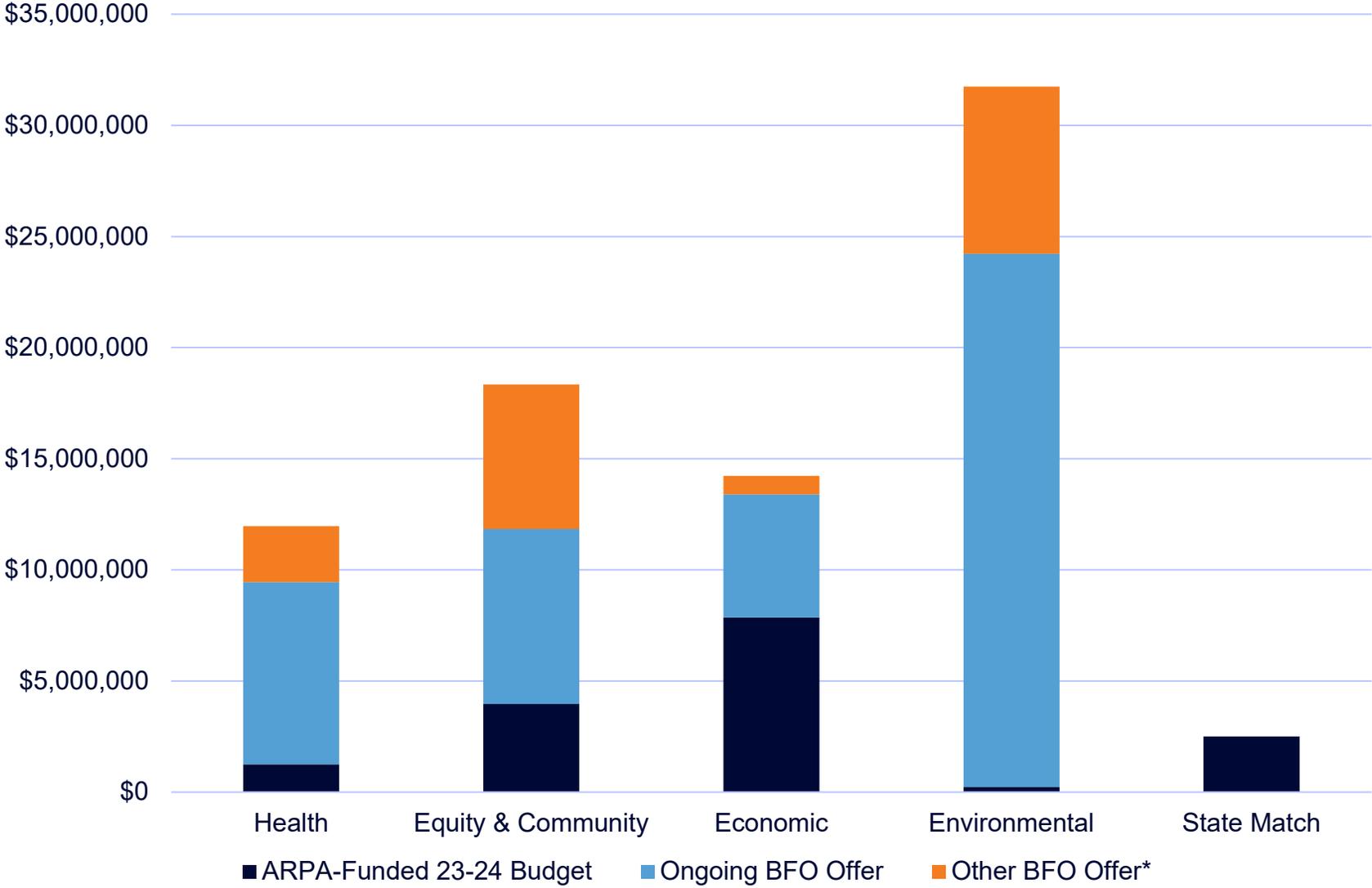
RECOVERY THEME	STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
Health	NLSH	31.13	ARPA - 1.0 FTE - Contractual Social Sustainability Recovery Specialist	\$73,681	\$74,242	1-Time Enhancement
Health	NLSH	24.11	ARPA Backflow Preventer Funding for Mobile Home Parks	\$132,500	\$0	1-Time Enhancement
Health	CR	50.8	ARPA Cultural Services Access Fund for Low-Income Residents	\$150,000	\$150,000	1-Time Enhancement
Health	CR	43.17	ARPA Increased Funding for the Reduced Fee Scholarship Program	\$100,000	\$100,000	1-Time Enhancement
Health	NLSH	72.1	ARPA Equity Grant Fund	\$200,000	\$200,000	1-Time Enhancement
Health	ENV	83.1	Parks Lawn and Garden Equipment Replacement	\$35,000	\$35,000	1-Time Enhancement
E&C	CR	50.7	ARPA 1.0 FTE Contractual - Cultural Services Community Programs Manager with Program Support	\$139,284	\$159,535	1-Time Enhancement
E&C	NLSH	24.7	ARPA Eviction Legal Fund	\$200,000	\$200,000	1-Time Enhancement
E&C	NLSH	31.20	ARPA - Affordable Housing Land Bank Expansion	\$1,000,000	\$0	1-Time Enhancement
E&C	NLSH	31.12	ARPA - Homelessness Initiatives - Recovery & Stabilization	\$536,000	\$536,000	1-Time Enhancement
E&C	NLSH	31.3	Homelessness Initiatives / Programs Ongoing City Support	\$398,000	\$398,000	Continuing Enhancement
E&C	NLSH	31.11	Homelessness Initiatives & Program Increase	\$201,000	\$201,000	Continuing Enhancement
Economic	ECON	33.7	ARPA 4.0 FTE - Multicultural Business and Entrepreneurship Center and Portal...	\$443,523	\$492,483	1-Time Enhancement
Economic	NLSH	23.10	ARPA Technical Assistance for Small Business + 1 FTE Contractual City Planner	\$111,155	\$132,098	1-Time Enhancement
Economic	SAFE	19.4	ARPA - Risk Management	\$300,000	\$0	1-Time Enhancement
Economic	HPG	17.10	ARPA - Future of Work	\$450,000	\$450,000	1-Time Enhancement
Economic	HPG	10.9	ARPA 1.0 FTE Contractual - Senior Buyer	\$73,655	\$98,769	1-Time Enhancement
Economic	HPG	22.11	ARPA - HR Core 3.0 FTE Contractual...	\$250,614	\$320,475	1-Time Enhancement

ARPA-Funded Offers continued

RECOVERY THEME	STRAT. OUTCOME	BFO OFFER NO.	OFFER TITLE	2023 \$ AMT	2024 \$ AMT	OFFER TYPE
Economic	CR	43.23	ARPA Childcare Space Modifications at Northside Aztlan Community Center	\$421,932	\$0	1-Time Enhancement
Economic	ECON	45.2	ARPA - 1.0 Contractual FTE & Childcare System Support	\$477,525	\$498,598	1-Time Enhancement
Economic	SAFE	68.8	Municipal Court Services - Technology	\$225,000	\$0	Enhancement
Economic	NLSH	23.8	Land Use Code Update - Phase 2	\$650,000	\$20,000	Enhancement
Economic	HPG	15.29	Building HVAC Electrification and Efficiency Replacements	\$1,645,000	\$792,653	Asset Management - Enhanced
Environmental	ENV	81.1	Lincoln Center Converting Stage Lighting to LED	\$227,278	\$0	1-Time Enhancement
N/A	HPG	10.10	ARPA 3.0 FTE Contractual Recovery Positions (Paid by 2022 ARPA funds)	\$0	\$0	1-Time Enhancement
N/A	HPG	10.11	ARPA Local Match for State Funds	\$2,500,000	\$0	1-Time Enhancement
TOTAL				\$10,941,147	\$4,858,853	

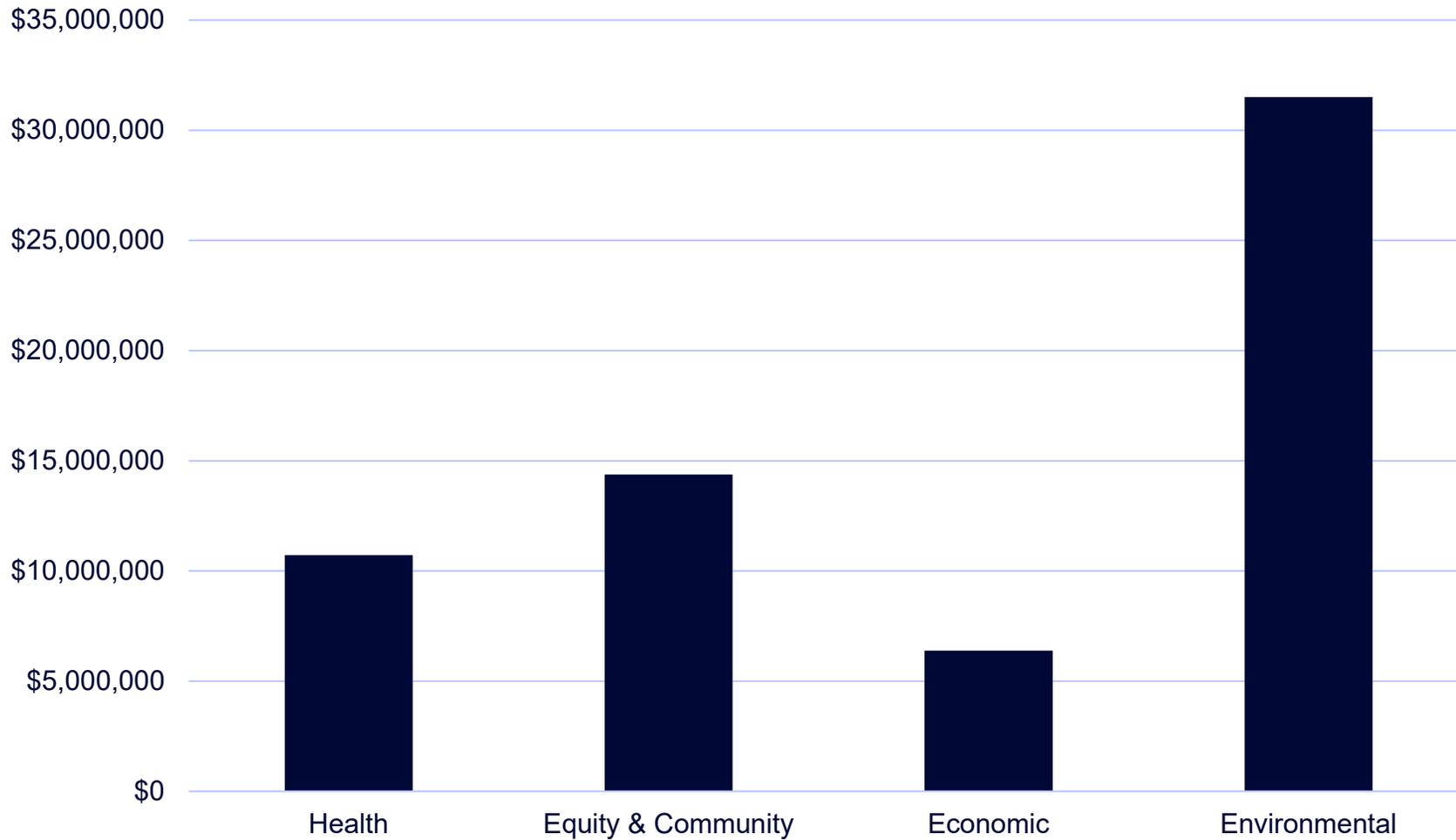
Total: \$15,800,000

Recovery Work Across Themes – 2023-2024 Budget

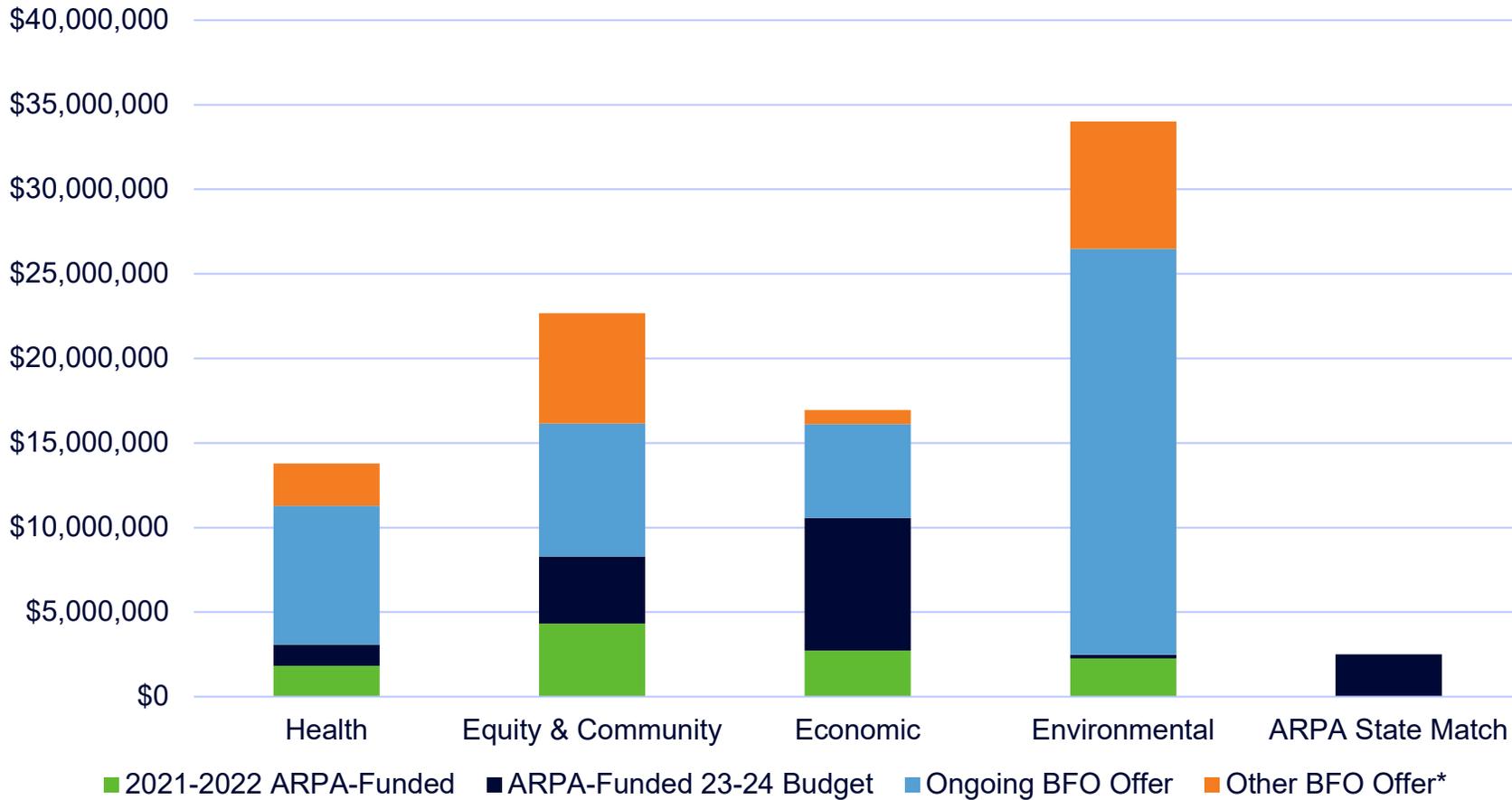


*Other BFO Offer: Includes enhancements, continuing enhancements, 1-time enhancement, capital projects, redeploys and asset management type offers.

2023-2024 Budget Offers Related to Resilient Recovery Plan (Does not include ARPA-funded Offers)



ARPA Funding to Date Across Recovery-Related Themes



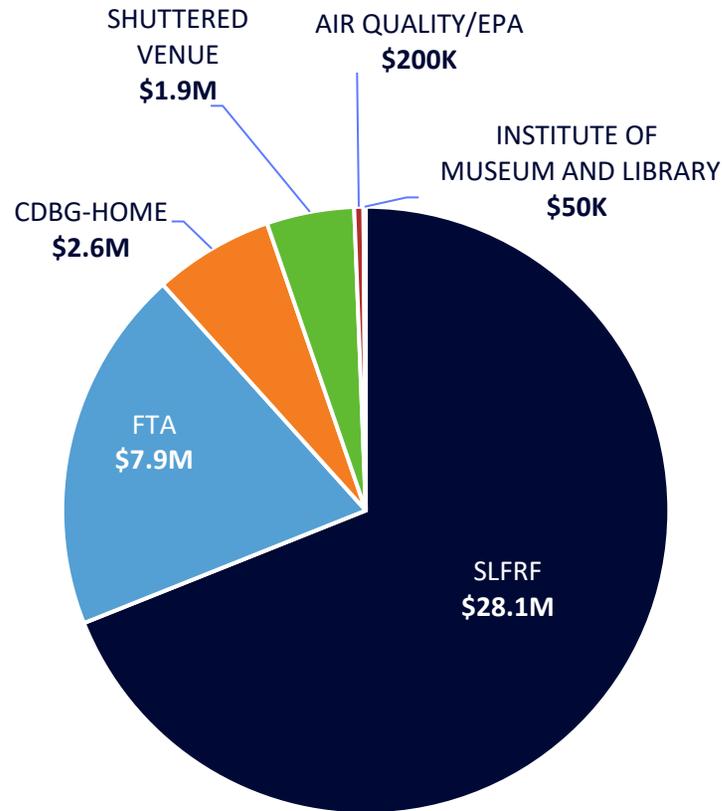
*Other BFO Offer: Includes enhancements, continuing enhancements, 1-time enhancement, capital projects, redeploys and asset management type offers.

Additional ARPA funds were received by the City in addition to the \$28.2M. A summary of this funding can be found on the next page.

Summary of ARPA Funding Received by the City

- **State and Local Fiscal Recovery Fund (SLFRF)** - Received directly from US Treasury
- **Federal Transportation Agency (FTA)** - Public transportation to prevent layoffs and severe cuts to transit services
- **Community Development Block Grant (CDBG – HOME)** - Provide supportive services and safe socially distant housing solutions
- **Shuttered Venue Operators Grants** – Small Business Administration Office of Disaster Assistance program to aid hard-hit venues
- **Environmental Protection Act (EPA)** - Air quality monitoring and pollution cleanup
- **Institute of Museum and Libraries** – Expanded education and wellness programs

- **TOTAL ARPA FUNDING TO DATE: \$40.75M**





September 13th Work Session

- Culture and Recreation
- Economic Health
- Neighborhood Livability and Social Health
- Transportation and Mobility

September 20th Council Meeting

- Budget Public Hearing #1 of 2

September 27th Work Session

- Environmental Health
- Safe Community
- High Performing Government

October 4th Council Meeting

- Budget Public Hearing #2 of 2

October 11th Work Session

- General Discussion – Final Council Direction

November 1st Council Meeting

- First Reading

November 15th Council Meeting

- Second Reading

Budget Time Line & Process								
Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov

↑ We Are Here



Strategic Objectives become the basis for ranking Budget Proposals (Offers)

Staff develops Offers to achieve Strategic Objectives

BFO Teams evaluate and rank Offers

Executive Team input to align with Strategic Plan and Council Priorities

City Manager's Recommended Budget presented to City Council on September 2

Finalize Budget and adopt by the end of November

Public engagement started in early May and continues through the end of September; an early July 'snapshot' was shared with the Executive Team

Sales Tax

- Strong recovery from COVID-19 is expected to flatten in the next two years
- Economic recovery and marketplace/economic nexus sales contribute to Fort Collins continued growth

2022	2022	2023	2024
Original Budget	Revised Forecast	3.5% Growth	2.5% Growth
\$134.7M	\$150.3M	\$155.6M	\$159.5M

Use Tax

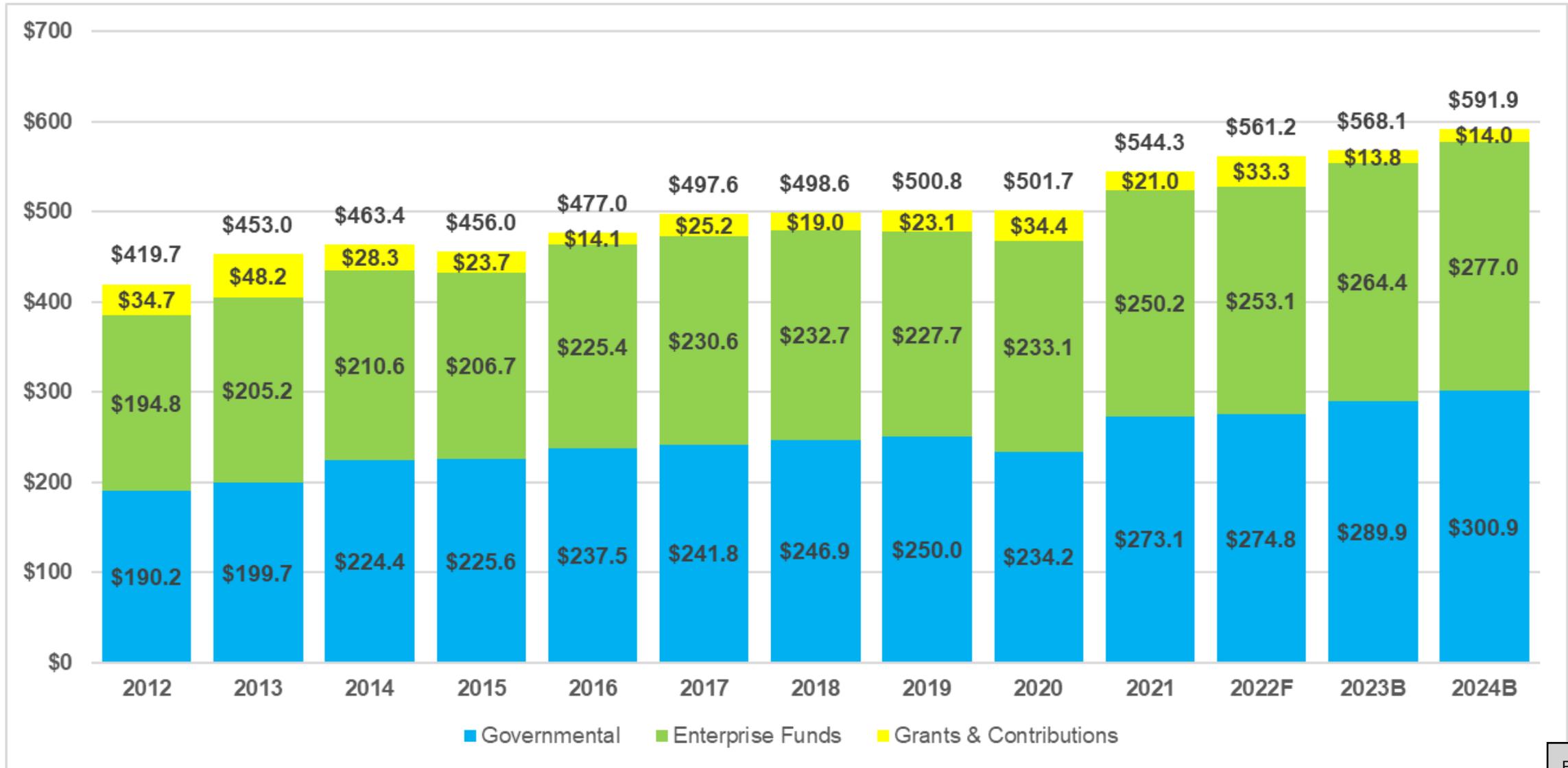
- Use tax on building permits on par with previous years
- Shifts: increase in car tax, but a decline in return tax

2022	2023	2024
\$19.8M	\$20.0M	\$20.0M

Property Tax

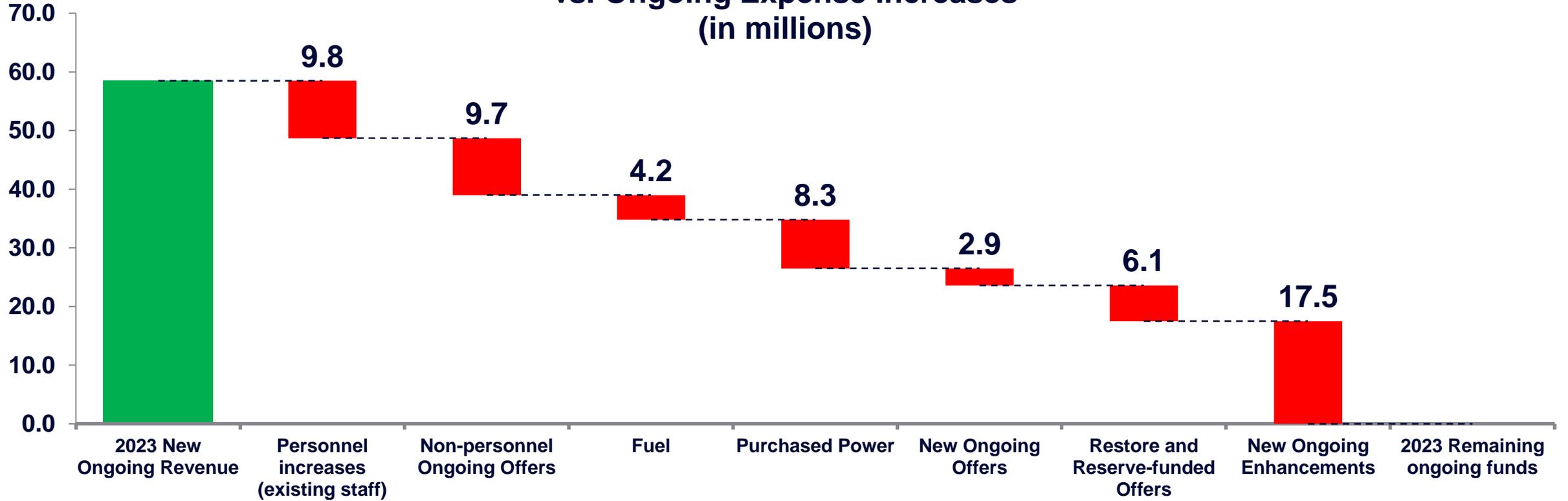
- Recommendation is based on preliminary 2022 valuations and discussions with the Larimer County Assessor’s Office
- Poudre Fire Authority receives 67% of the city’s portion of property tax via an Inter Governmental Agreement

2022	2023	2024
\$28.5M	\$28.8M	\$32.5M



*Revenues exclude the impact of unrealized investment gains or losses.

Citywide Ongoing Revenue Increases vs. Ongoing Expense Increases (in millions)



\$58.5M of new ongoing money, and \$71.6M of reserve usage is “on the table”

Utility Rates Adjustments				
	Actual 2021	Actual 2022	Budget 2023	Budget 2024
Electric	3.0%	2.0%	5.0%	5.0%
Water	2.0%	0.0%	4.0%	4.0%
Wastewater	0.0%	0.0%	4.0%	4.0%
Stormwater	0.0%	0.0%	3.0%	3.0%

- **Electric rate increases nearly always include anticipated increased power supply costs from Platte River Power Authority (PRPA)**
- **Last Wastewater increase was 3.0% in 2018**
- **Last Stormwater increase was 2.0% in 2020**

2022 Residential Average Monthly Utility Bill

Utility	Electric	Water	Wastewater	Stormwater	Total
Ft Collins	\$ 80.01	\$ 49.03	\$ 34.25	\$ 21.74	\$ 185.04
Longmont	\$ 73.57	\$ 62.97	\$ 34.10	\$ 14.90	\$ 185.53
Loveland	\$ 82.42	\$ 54.95	\$ 39.61	\$ 18.86	\$ 195.84
Greeley	\$ 90.07	\$ 69.60	\$ 28.49	\$ 15.77	\$ 203.93
Boulder	\$ 90.07	\$ 58.31	\$ 42.70	\$ 22.00	\$ 213.08
Colorado Springs	\$ 109.39	\$ 93.26	\$ 29.85	N/A	\$ 232.51

	<u>2023</u>	<u>2024</u>
General Inflation	3.5%	2.5%
Salary Adjustments*	7.0%	5.0%
Medical Costs / Prescriptions (Rx)	7.2%	7.2%
Dental Costs	0.0%	0.0%
Retirement 401/457 Contributions	No Change	
Budget Staffing of Total Personnel Costs	96%	96%

* Total compensation investment for existing staff. 0.5% Staff minimum wage staff of \$15/hr, 2.5% wage adjustment (market), 3.25% merit pool, 0.75% pooled enterprise compensation contingency

What we're trying to accomplish:

- **Maintaining and investing in existing assets to reduce maintenance backlog**
- **Advance Council's priorities - specifically Climate, Environmental Health and Housing**
- **Invest, retain, and develop our current city talent**
 - **Keeping up with the market**
- **Investment in new platforms as current technology expires / addressing technological debt**

What it will take to achieve:

- **Bold Decisions and Difficult Trade-offs**
- **Prioritization of equity and building capacity within DEI**
- **Enterprise collaboration and efficiency, including adaptation or redeployed service delivery**
- **Sizing the organization appropriately to meet the needs of a growing community**
- **Utilizing the Recovery Plan to support economic recovery, address community vulnerabilities, and advance resilience**

- **Recommended Budget published on fcgov.com/budget**
- **The OurCity online public engagement tool available through end of Sept**
 - <https://ourcity.fcgov.com/23-24budget>
- **Community members can voice opinions with City Council via email**
- **Collaboration with the CSU Center for Public Deliberation**
 - Targeted conversations facilitated by community guides
 - *Goal: specific budget feedback via guided conversations*
 - September 28 Community Forum
 - *Goal #1: Understanding of budget process and complexities*
 - *Goal #2: Participant feedback captured from planned interactive activity*
- **Budget Public Hearings at upcoming Council meetings**
 - Tuesday September 20
 - Tuesday October 4

2023-2024 Recommended Net City Budget (millions)

	Original 2022	2023	% Change	2024	% Change
Operating	\$635.0	\$689.0	8.5%	\$715.6	3.9%
Debt	32.2	39.4	22.6%	45.5	15.2%
Capital*	67.2	78.2	16.5%	64.5	-17.5%
Total City Appropriations**	734.4	806.7	9.8%	825.6	2.3%
Less					
Internal Service Funds	(87.9)	(92.3)	5.0%	(98.3)	6.5%
Transfers to Other Funds	(68.4)	(76.8)	12.2%	(78.2)	1.8%
GIDs	(0.2)	(0.2)	7.6%	(0.2)	0.5%
URAs	(6.2)	(5.7)	-7.9%	(5.8)	2.1%
DDA	(18.0)	(25.4)	41.3%	(25.4)	0.0%
Total	(180.7)	(200.4)	10.9%	(208.0)	3.8%
 Net City Budget	 \$553.7	 \$606.3	 9.5%	 \$617.6	 1.9%

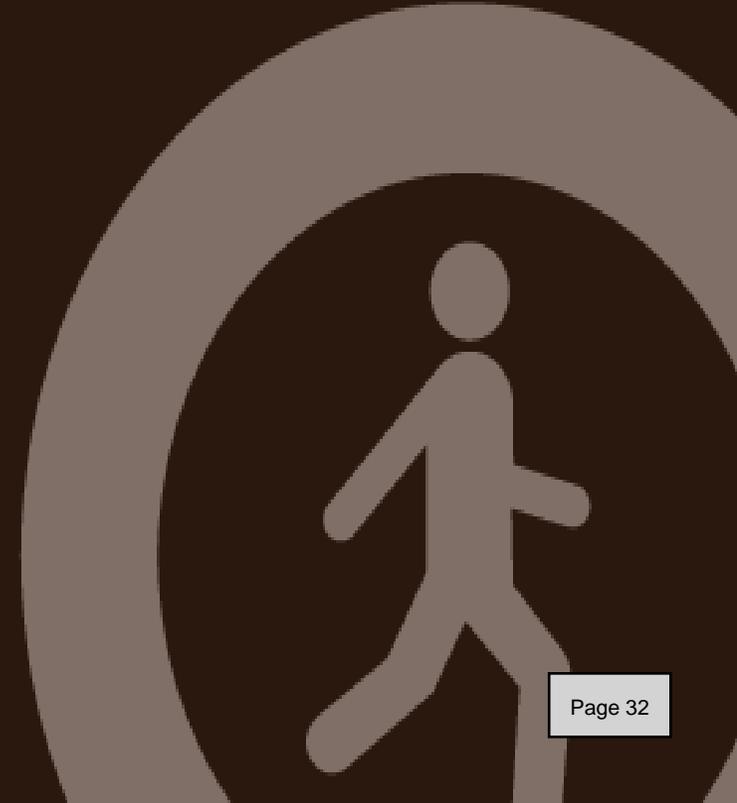
* Capital in this table includes all capital related items, which will be significantly greater than the sum of Capital Project offers

**This includes the GID #1, GID #15, URA and DDA, all of which are appropriated in separate ordinances



Culture and Recreation

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





2023 Total Funding: \$41.9M

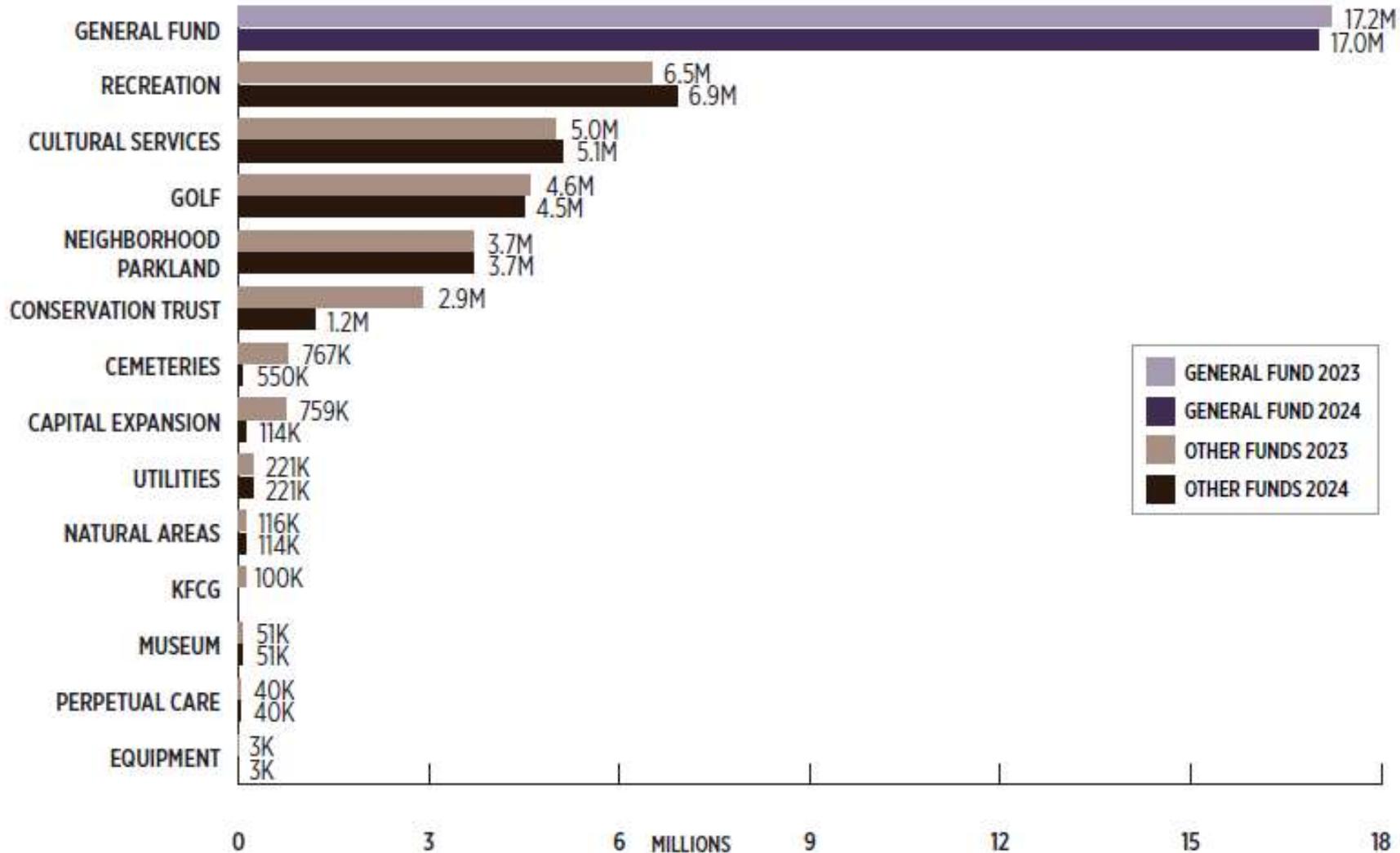
2024 Total Funding: \$39.5M

- Recreation

- Cultural Facilities

- Parks

- Golf



Providing diverse Culture and Recreation amenities includes:

- Ensuring the legacy of our parks, trails, natural areas, and cultural and recreational facilities for future generations
- Providing a wide variety of high-quality recreation services and cultural opportunities
- Creating an interconnected regional and local trail network of parks and accessible recreational facilities
- Creating and preserving opportunities and spaces to readily access nature
- Continuing a strong focus on exceptional natural resource stewardship and ecologically sound and sustainable operations

2.1 – Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery

- 43.17 ARPA Increased Funding for the Reduced Fee Scholarship Program
- 43.23 ARPA Childcare Space Modifications at Northside Aztlan Community Center
- 50.8 ARPA Cultural Services Access Fund for Low-Income Residents

2.2 – Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems

- 54.15 Parks Infrastructure Replacement Program
- 60.1 Recreational Trail Development
- 60.2 & 3 Neighborhood and Community Park Development

2.3 – Expand opportunities to engage in arts and cultural programming throughout the community

43.14 Community Events

50.7 ARPA 1.0 FTE Contractual - Cultural Services Community Programs Manager

50.9 Carnegie Center for Creativity

2.4 – Identify criteria, process, and funding options to revitalize neighborhood and community parks to meet modern design standards, per the newly adopted 2021 Parks and Recreation Plan

61.1, 50.7, 28.3 Community Svcs., City Manager’s Office, & Financial Svcs. Ongoing (HPG)

2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees.

30.7 Security Technology - Community Services (SAFE)

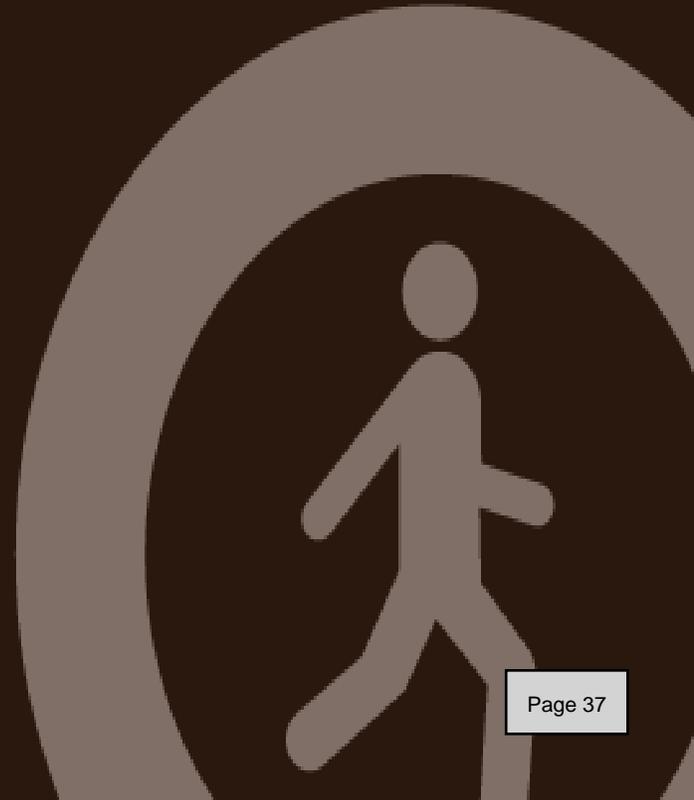
43.16 Edora Pool Ice Center Asset Repair & Replacement

54.10 1.0 FTE Park Technician for Playground Maintenance

Offers with an Outcome abbreviation indicate the budget request was submitted to that other Outcome. It is shown in this because it has a strong linkage displayed strategic objective



Council Discussion: Culture and Recreation Offers





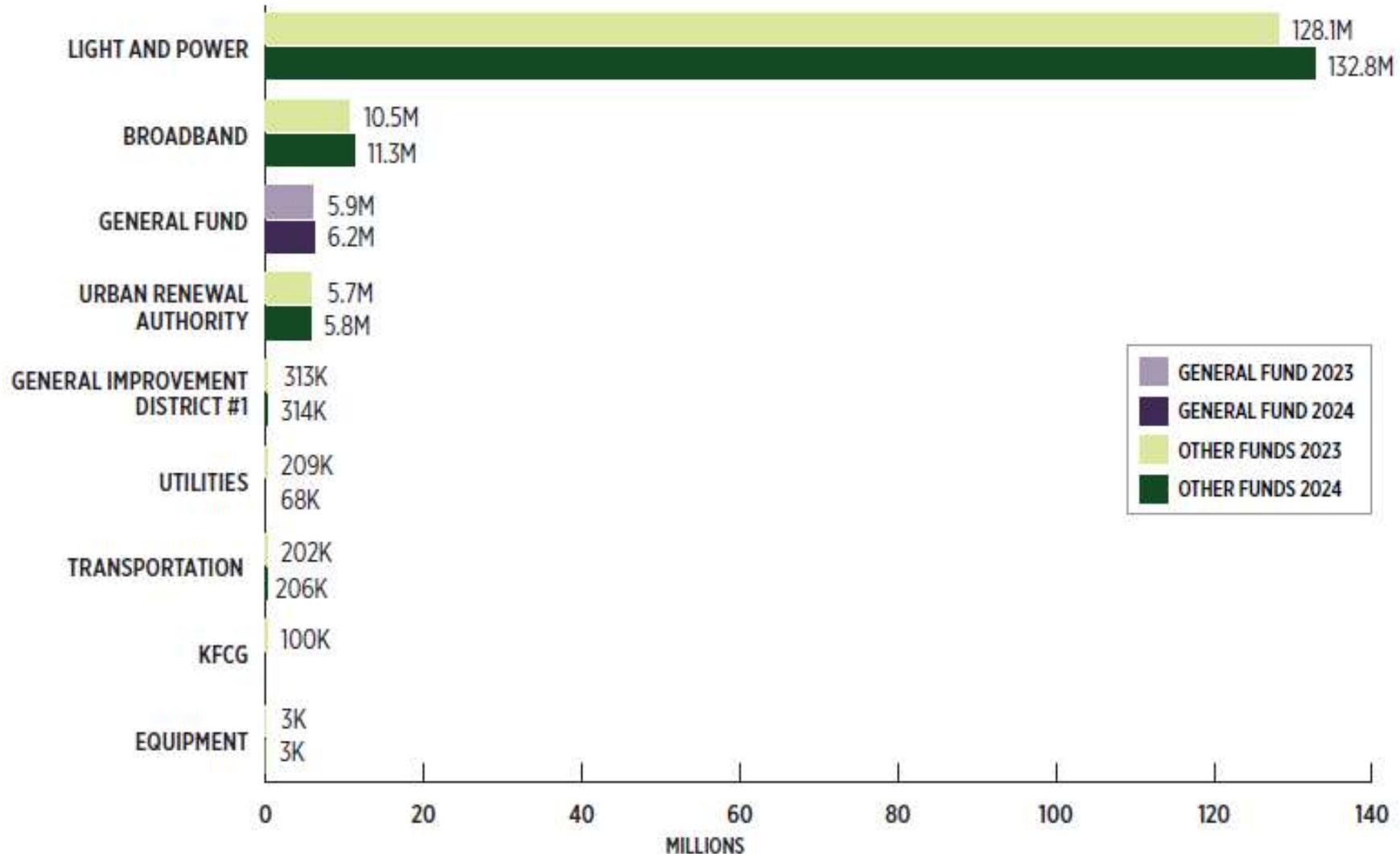
Economic Health

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





2023 Total Funding: \$151.0M - Business Support - Downtown Development Authority
2024 Total Funding: \$156.7M - Broadband and Electric - Urban Renewal Authority



A healthy and resilient economy includes:

- Thriving and growing local, unique and creative businesses
- Engaging businesses to understand the numerous challenges they face
- Connecting and developing qualified workers with employers by aligning education and workforce resources to create opportunities for upward career and wage mobility
- Addressing abrupt and long-term climate changes increasing business risk to supply chains, infrastructure and facilities
- Coordinating efforts among City, regional, state and federal programs to create a strong, resilient regional economic center
- Efficient and transparent City processes and services to address needs of local businesses

3.1 – Collaborate with local and regional partners to achieve economic resilience in Northern Colorado

- 32.1 Convention and Visitor’s Bureau Annual Support (ENV)
- 33.4 Economic Health Leadership

3.2 – Work with key partners to grow diverse employment opportunities in the community

- 33.5 Use and Business Personal Property Tax Rebates

3.3 – Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan

- 23.10 ARPA Tech Assistance for Small Business + 1 FTE Contractual City Planner (NLSH)
- 33.7 ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support)
- 33.11 1.0 FTE Economic Lead Specialist Capital Project Business Liaison & Program

3.4 – Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City’s broader strategic objectives

33.2 Metro Districts

3.5 – Invest in and maintain utility infrastructure and services while ensuring predictable utility rates

- 2.1 Utilities: Light & Power - Wholesale Purchased Power
- 2.6 Utilities: Light & Power - Electric Distribution Transformer Replacement Program (ECON)
- 2.7 Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program
- 2.9 Utilities: Light & Power - Distribution Automation

3.6 – Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region

14.1 Utilities: Connexion - Customer Service

14.10 2.0 FTE - Connexion Network Engineering

14.15 1.0 FTE - Technician II, Connexion

3.7 – Collaborate with local and regional partners to advance equitable and affordable childcare solutions

45.2 ARPA - 1.0 Contractual FTE & Childcare System Support



Council Discussion: Economic Health Offers





Neighborhood Livability & Social Health

Fort Collins provides a high-quality built environment, supports connected neighborhoods, seeks to advance equity and affordability, and fosters the social health of the community.

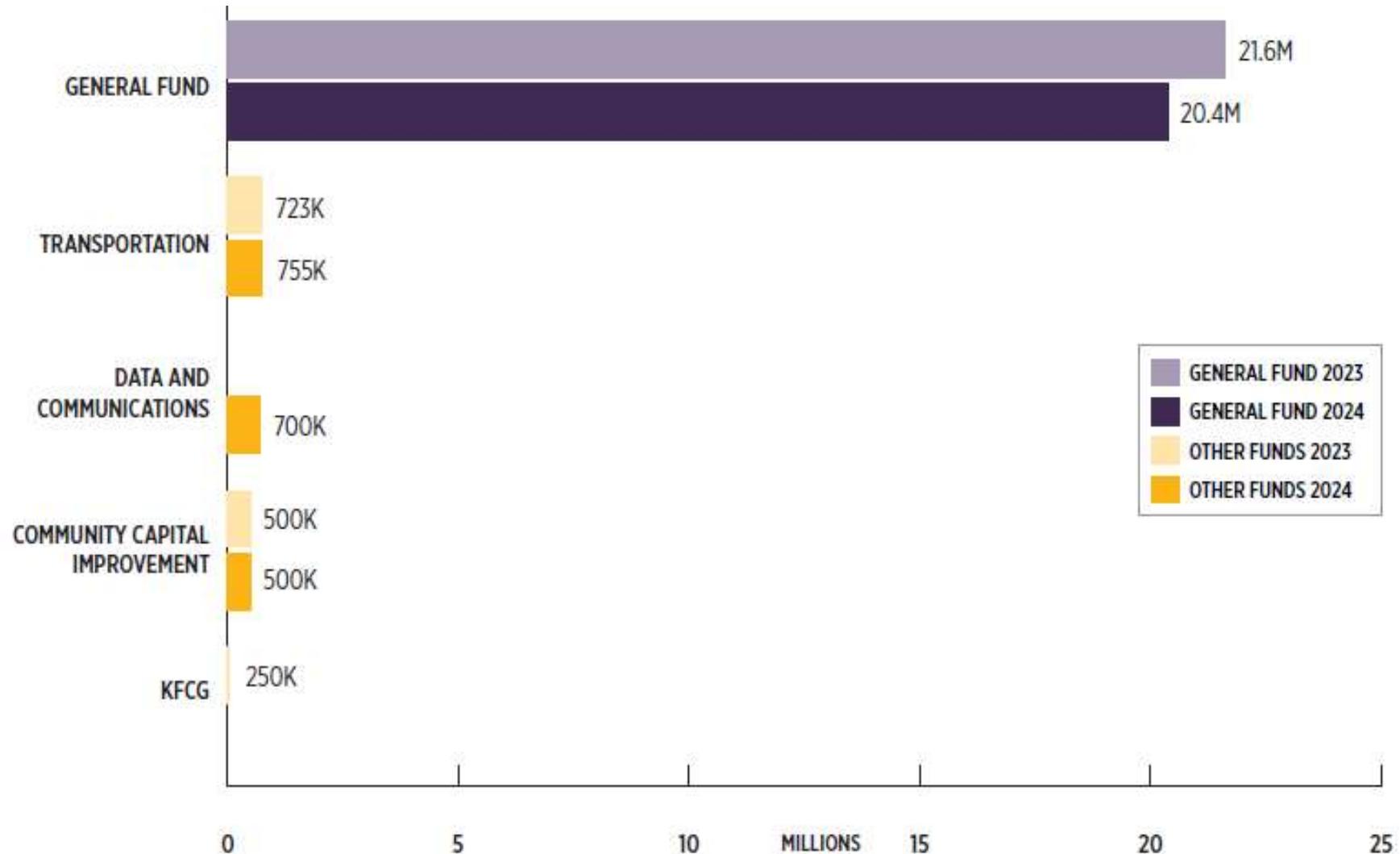


2023 Total Funding: \$23.0M

2024 Total Funding: \$22.4M

- Neighborhood Services
- Homelessness Support

- Equity Opportunities
- Affordable Housing



Neighborhood Livability & Social Health includes:

- Encouraging an inclusive community that embraces diversity and equity
- Addressing the impact of increasing poverty, as well as increasing concerns about housing affordability and homelessness
- Equitable access to City services, amenities and information for all neighborhoods
- Encouraging the development of quality and affordable housing options for residents of all income levels
- Managing where and how the City grows in the future while maintaining our unique character and sense of place

1.1 – Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford

- 24.7 ARPA Eviction Legal Fund
- 31.4 CCIP - Affordable Housing Capital Fund
- 31.15 1.0 FTE - Senior Specialist for Housing, Homelessness, and Social Health
- 31.20 ARPA - Affordable Housing Land Bank Expansion

1.2 – Collaborate to leverage community partners’ expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring

- 31.11 Homelessness Initiatives & Programs Increase
- 31.12 ARPA - Homelessness Initiatives - Recovery & Stabilization
- 31.13 ARPA - 1.0 FTE - Contractual Social Sustainability Recovery Specialist

1.3 – Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households

- 11.2 Digital Access & Equity Program
- 11.5 Income-Qualified and Reduced-Fee Departmental Bundle
- 11.6 REDEPLOY Consulting Services for 1.0 FTE - Digital Access & Equity Program Coordinator

1.4 – Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes

- 20.8 Expanded Community Outreach and Engagement (HPG)
- 72.1 ARPA Equity Grant Fund

1.5 – Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships

- 8.1 Graffiti Abatement Program
- 24.2 Neighborhood Services
- 24.3 Mediation and Restorative Justice

1.6 – Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies

- 23.8 Land Use Code Update - Phase 2
- 23.10 ARPA Technical Assistance for Small Business + 1 FTE Contractual City Planner
- 23.22 Digital Transformation of Licensing, Permitting, and Inspection Processes

1.7 – Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations

23.1 Planning and Development Services

1.8 – Preserve and enhance mobile home parks as a source of affordable housing and create a safe and equitable environment for residents

24.11 ARPA Backflow Preventer Funding for Mobile Home Parks

1.9 – Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest

59.2 Urban Forest Management - Tree Replacement

59.5 Emerald Ash Borer Infestation Management

59.10 Urban Forestry Continuing Enhancements



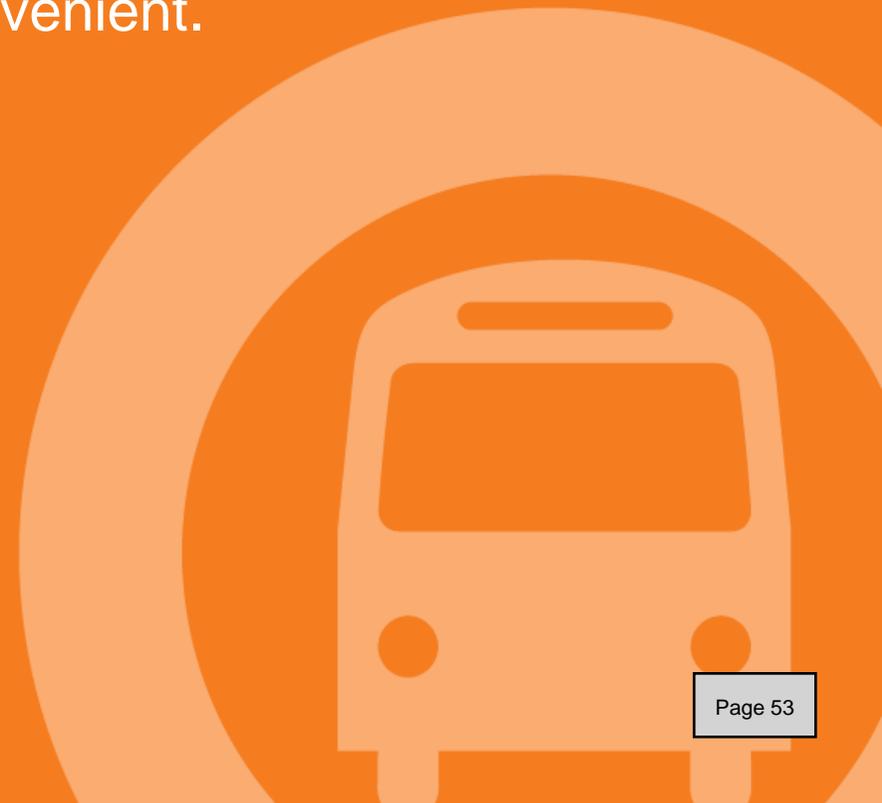
Council Discussion –

Neighborhood Livability & Social Health Offers



Transportation & Mobility

Fort Collins provides a transportation system that moves people and goods safely and efficiently while being accessible, reliable and convenient.



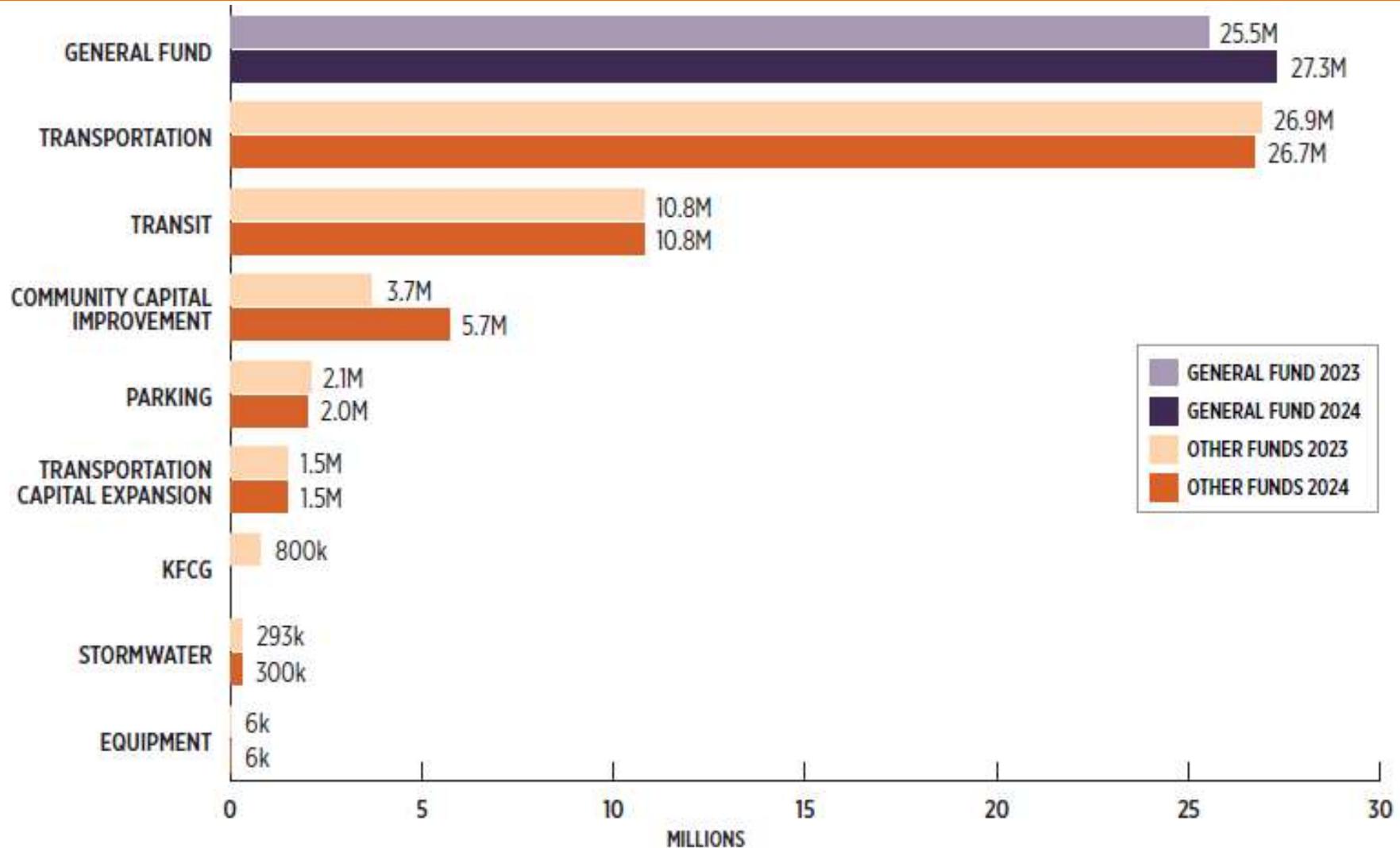
Transportation & Mobility – Funding Sources



2023 Total Funding: \$71.6M

2024 Total Funding: \$74.3M

- Transfort / Dial-a-Ride
- Street Maintenance
- Multimodal Transportation
- Capital Improvements



A connected and mobile community includes:

- Integrated land use and transportation planning and investments
- Transportation facilities and networks that are reliable, affordable, efficient, connected and comfortable
- Capacity and systems for effective traffic flow and minimal congestion
- Programs that facilitate well-informed travel-behavior decisions
- Growing and leveraging changing transportation technologies

6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries

- 25.5 CCIP - Pedestrian Sidewalk - ADA
- 25.19 Siphon Bicycle/Pedestrian Overpass (Construction)
- 27.2 Safe Routes to School
- 51.34 CCIP - ADA Bus Stop Improvements

6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT)

- 25.11 CCIP Bike/Pedestrian Grade-Separated Crossing Fund
- 27.13 Shift Your Ride Travel Options Program
- 36.2 Traffic Signals

6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership

27.1 FC Moves Mobility Management

27.5 CCIP - Bicycle Infrastructure

51.1 Transit Fixed Route Network

51.3 Dial-A-Ride

6.4 - Support and invest in regional transportation connections

51.7 Midday and Weekend FLEX to Boulder Bus Service

6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations

- 25.2 Bridge Replacement Program (Minimum)
- 52.6 Civic Center Parking Structure Preventative Maintenance Repairs
- 52.7 Old Town Parking Structure Preventative Repairs and Elevator Preventative Maintenance
- 58.2 1.0 FTE New Streetscapes Maintenance

6.6 - Manage parking supply and demand based on time and location in a sustainable manner

- 52.1 Parking Services
- 52.2 Firehouse Alley Parking Structure



Council Discussion:

Transportation & Mobility Offers



September 13th Work Session

- Culture and Recreation
- Economic Health
- Neighborhood Livability and Social Health
- Transportation and Mobility

September 20th Council Meeting

- Budget Public Hearing #1 of 2

September 27th Work Session

- Environmental Health
- Safe Community
- High Performing Government

October 4th Council Meeting

- Budget Public Hearing #2 of 2

October 11th Work Session

- General Discussion – Final Council Direction

November 1st Council Meeting

- First Reading

November 15th Council Meeting

- Second Reading