



2023-2024 Biennial Budget Review

City Council Work Session #1 – September 13, 2022

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

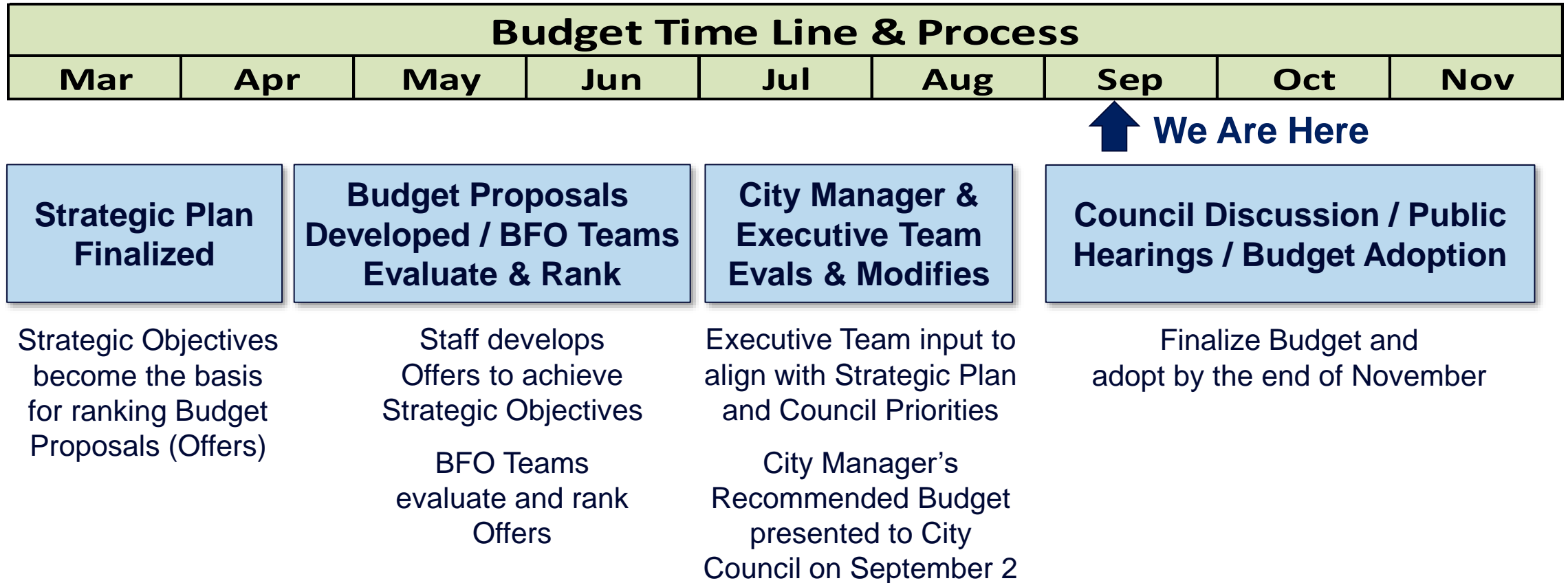
- General Discussion – Final Council Direction

November 1st Council Meeting

- First Reading

November 15th Council Meeting

- Second Reading



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

Use Tax

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

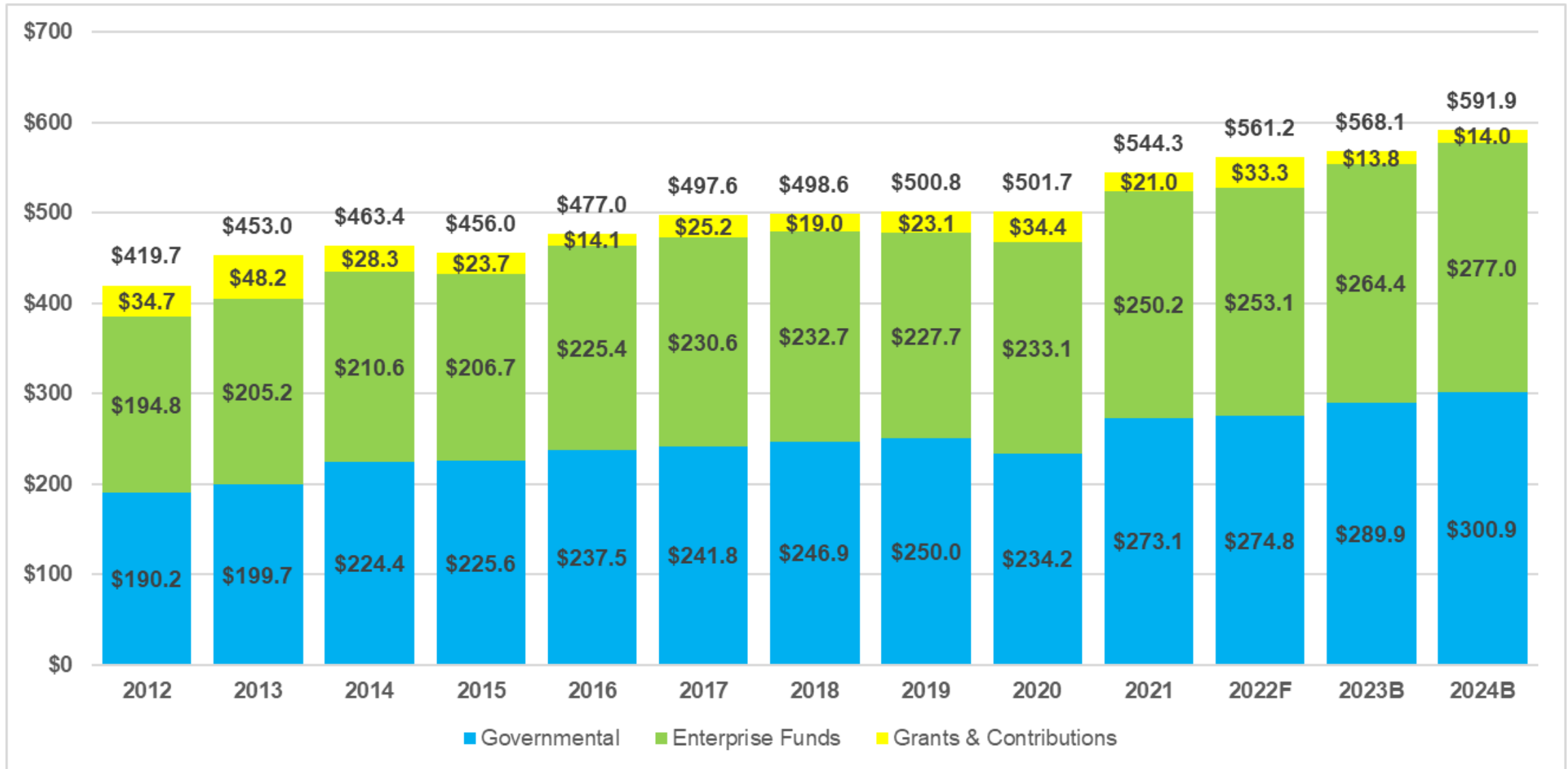
Property Tax

- 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

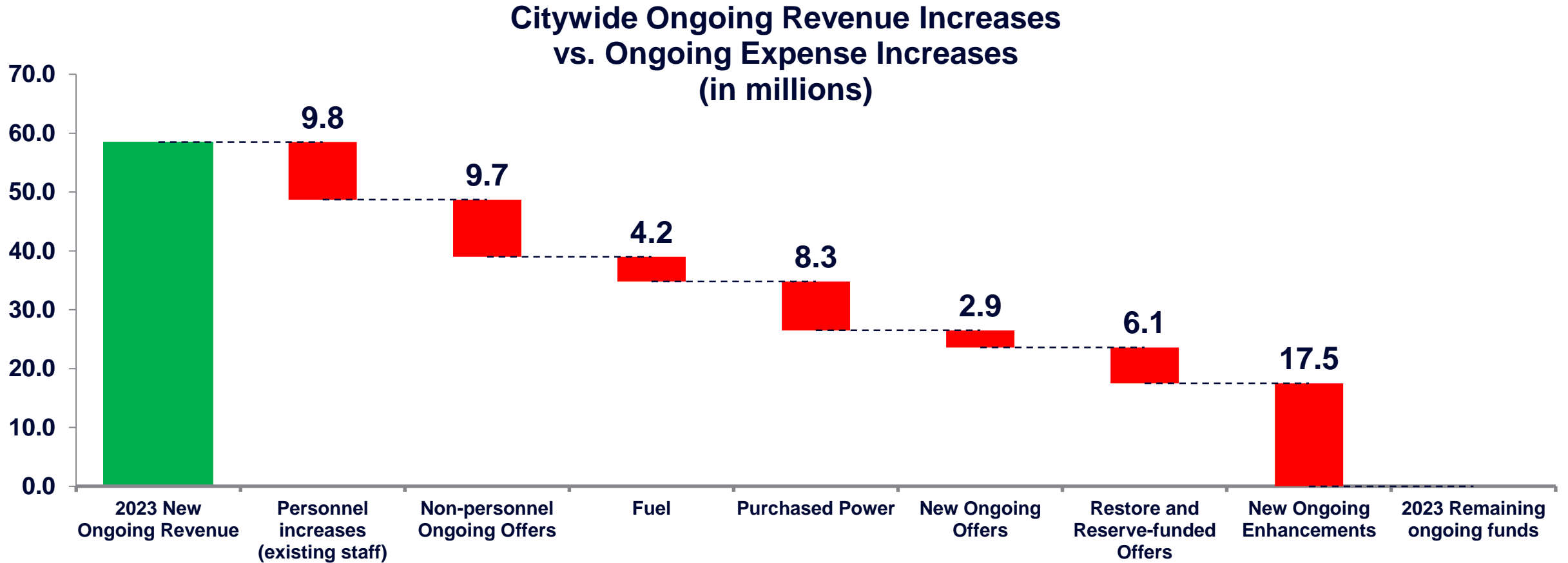
2022	2022	2023	2024
Original Budget	Revised Forecast	3.5% Growth	2.5% Growth
\$134.7M	\$150.3M	\$155.6M	\$159.5M

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

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



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



\$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 meetingsCommunity Survey**
 - 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

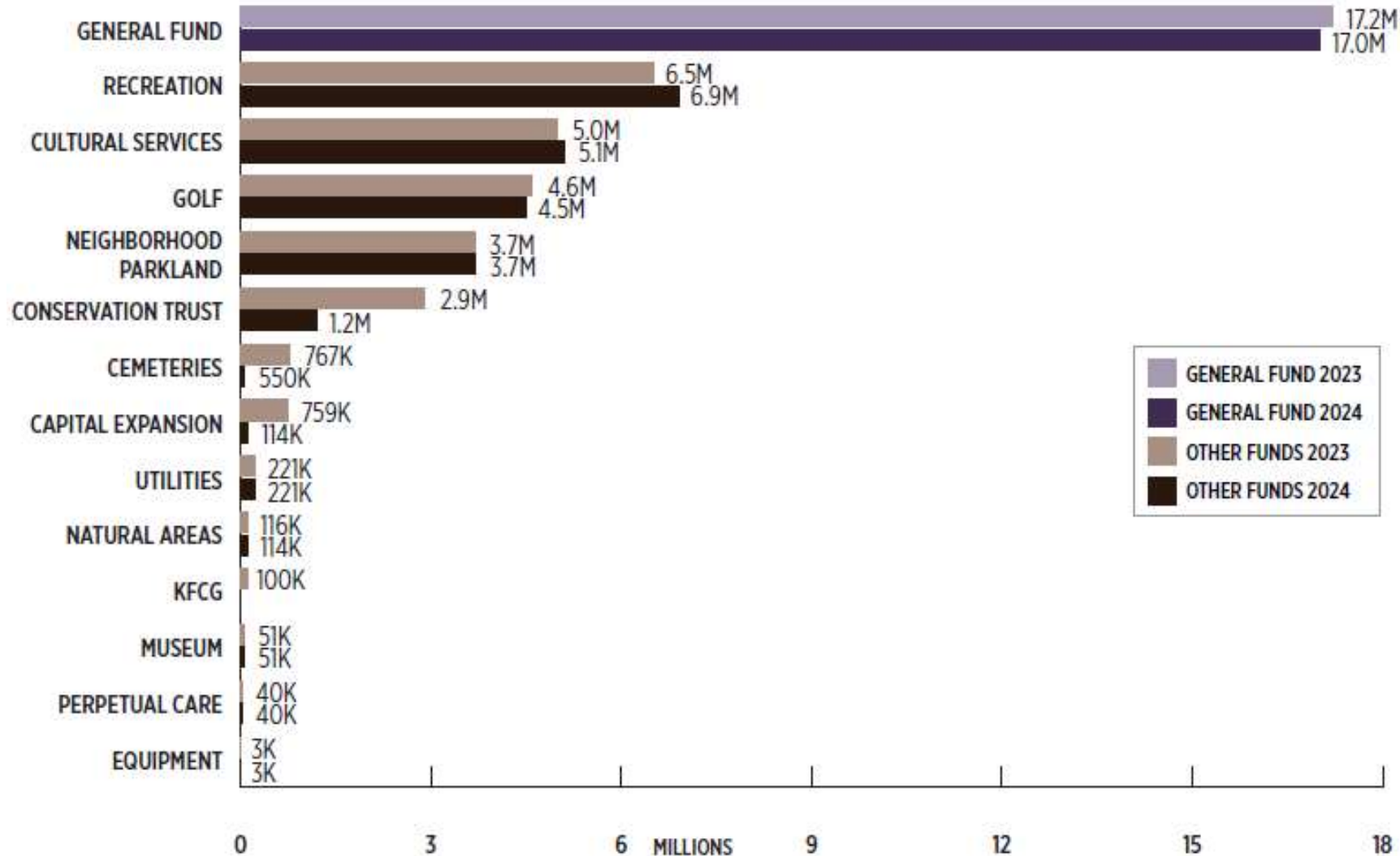
2024 Total Funding: \$39.5M

- Recreation

- Parks

- Cultural Facilities

- 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

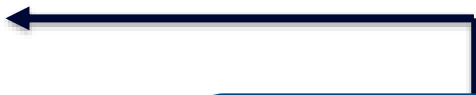
61.1, 50.7, 28.3 Community Svcs., City Manager's Office, & Financial Svcs. Ongoing (HPG)

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 Outcome because it has a strong linkage to the displayed strategic objective

Note: Black text indicates Ongoing Offers. **Green text indicates offers that are a type of enhancement**



Council Discussion:

Culture and Recreation Offers





Economic Health

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





2023 Total Funding: \$151.0M

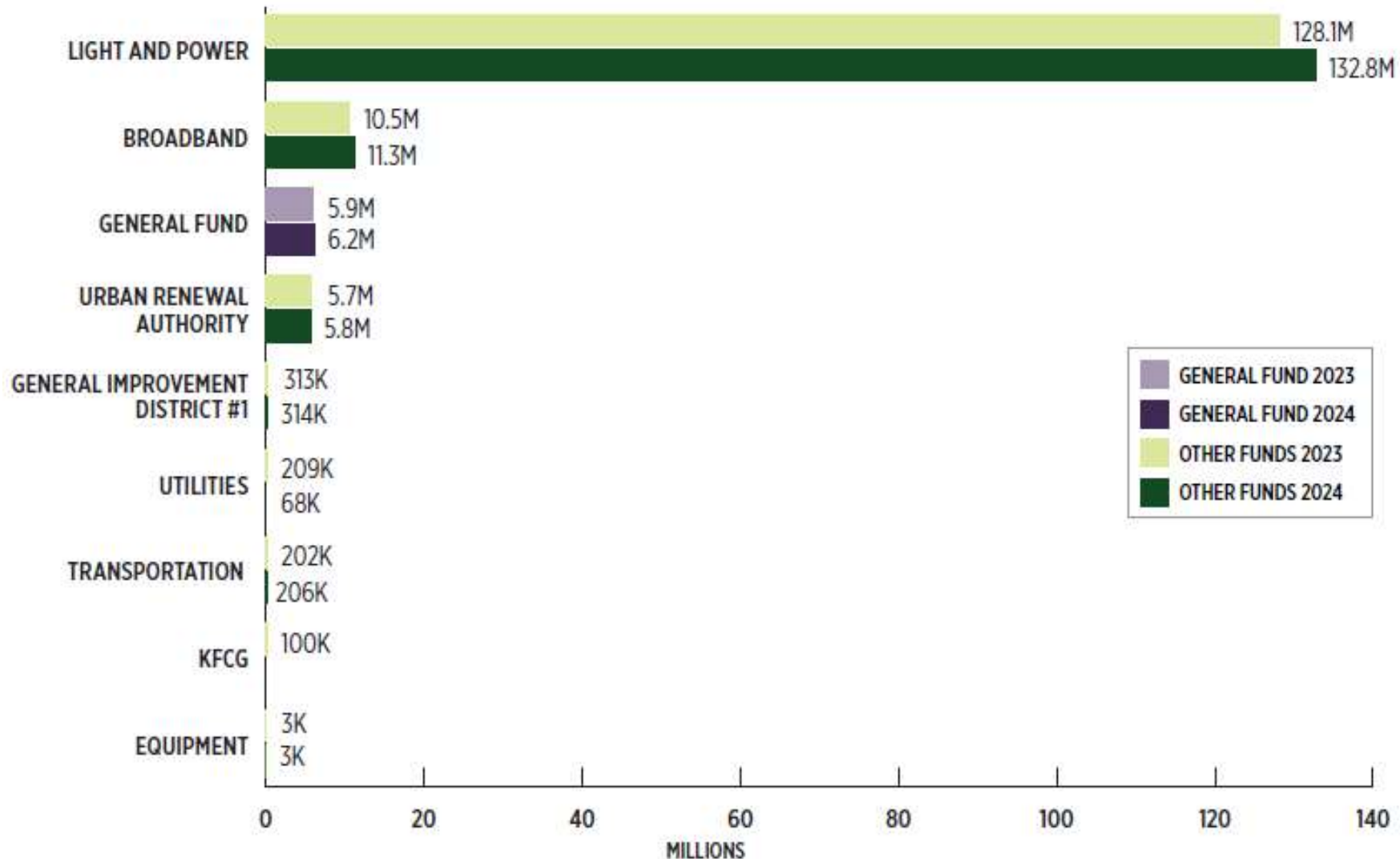
2024 Total Funding: \$156.7M

- Business Support

- Broadband and Electric

- Downtown Development Authority

- 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.

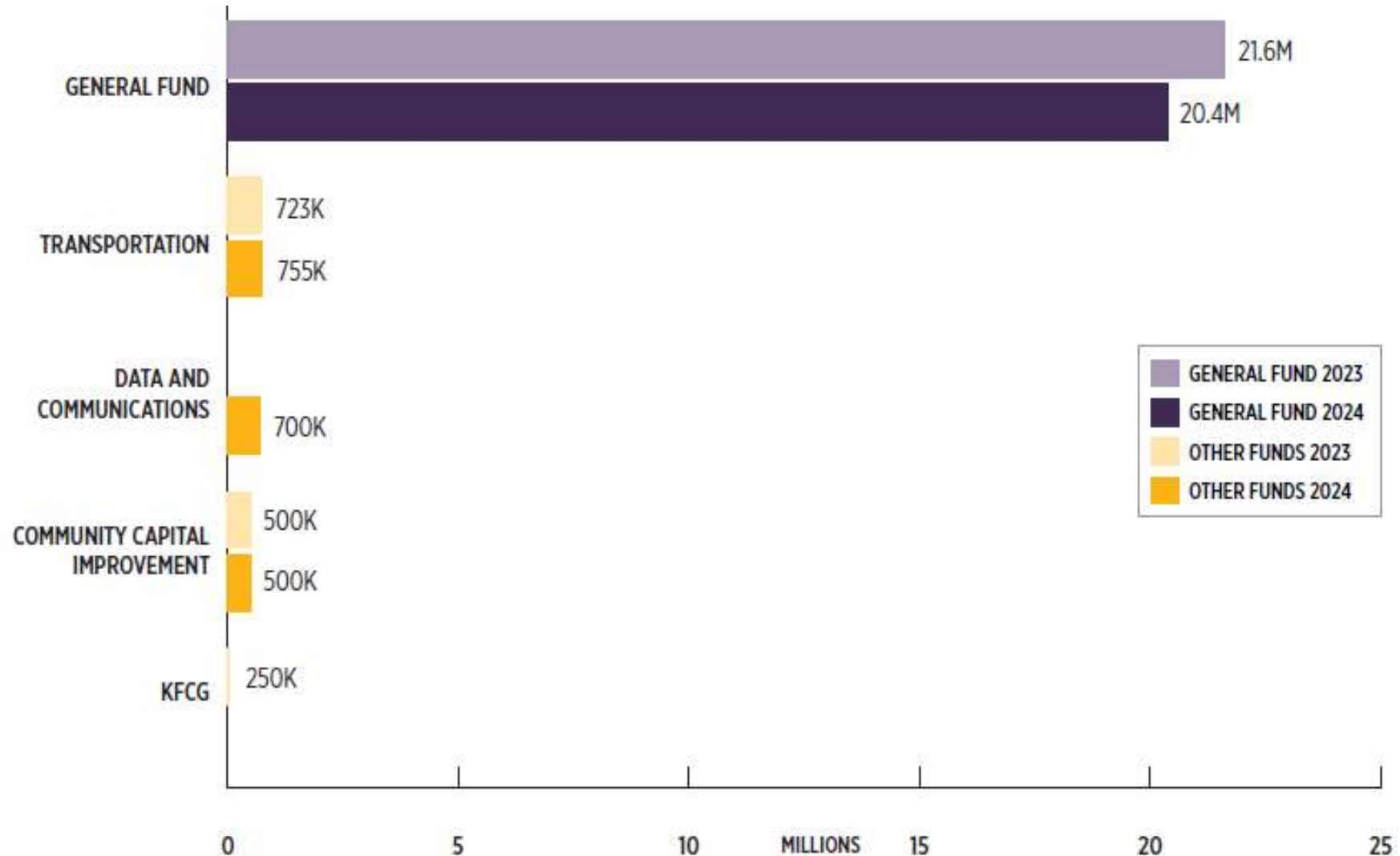


2023 Total Funding: \$23.0M

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.

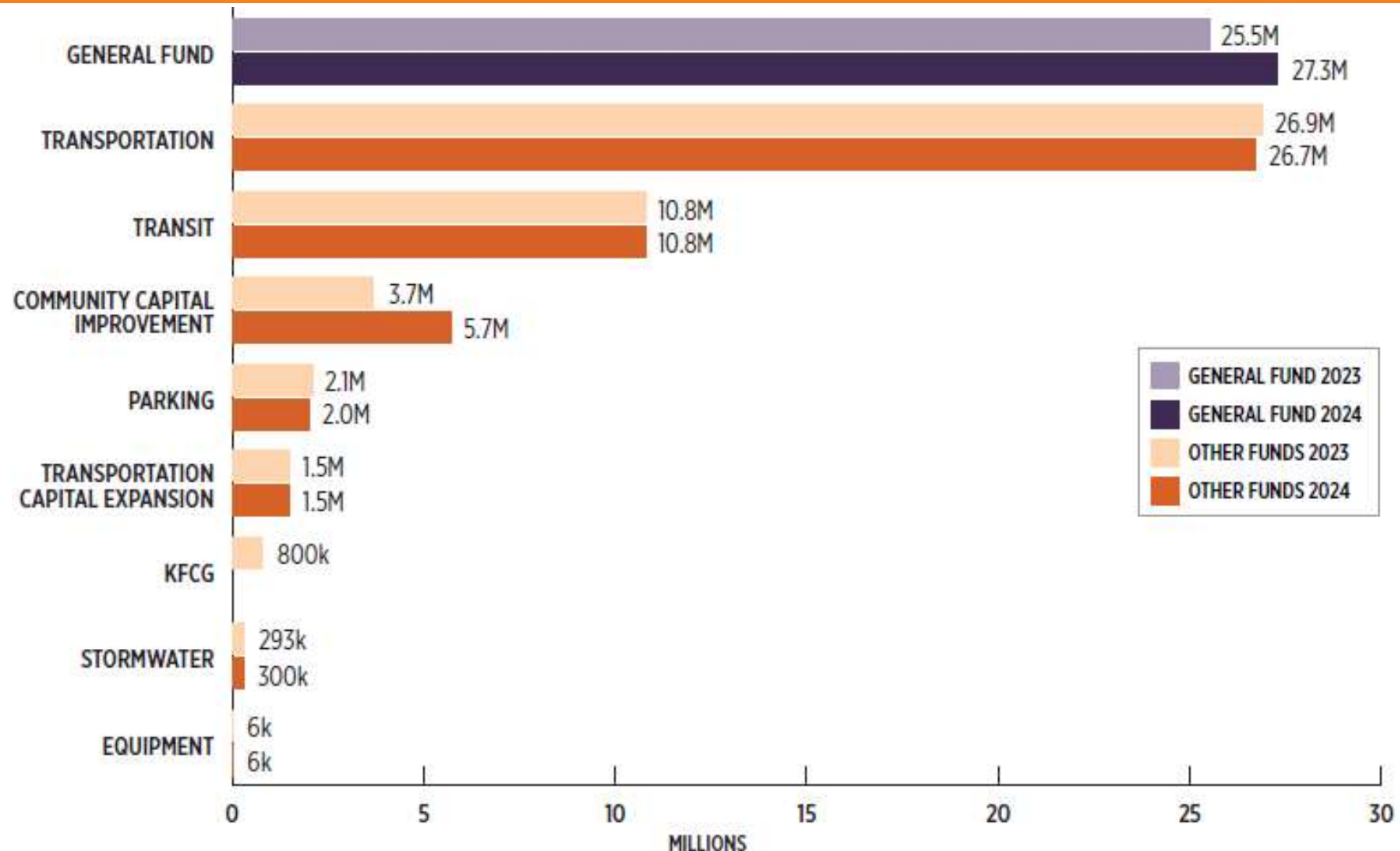




2023 Total Funding: \$71.6M

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



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Transportation & Mobility Offers



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