



# *City of Fountain*

## *2011-2012*

# *Biennial Budget*

### Vision Statement:

“The City of Fountain will honor its small town America heritage, promote a high quality of life for its citizens and provide managed community growth in a safe, secure and stable



# City of Fountain 2011-12 Budget

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**BUDGET MESSAGE  
CITY OF FOUNTAIN  
FY2011-12**

Honorable Mayor, Members of the City Council, and Citizens of Fountain:

I hereby respectfully submit the following budget document for 2011-12. The budget has been prepared using budgetary practices and a technique recommended by the Governmental Accounting Standards Board, and is a balanced budget.

Within the framework and policies established by the GASB and the City of Fountain, this budget has been prepared after analyzing and evaluating detailed requests from each of the City departments. The intent of this budget document is to provide a clear picture of the financial condition of the City and the planning needed to properly manage our financial resources for the coming year. Sincere appreciation should be expressed to the staff and department heads for the amount of work and effort expended in this process under tremendous time pressures. Although the economic times we are in provide a great deal of uncertainty, the entire staff of the City has come together to continue to ensure that the needs of the community are addressed in as positive a manner as possible. This budget document is a direct result of that philosophy and is indicative of the quality and strength of the staff of the City of Fountain. As in years past, the staff is committed to providing services in a more efficient manner than ever before, and continues to provide the foundation for improvement in the future.

**TOTAL BUDGET**

The total budget for the City of Fountain amounts to \$58,374,365 for Fiscal Year 2011. After adjusting for inter-Fund transfers of \$1,193,790 the total budget is \$57,153,575. This represents a total increase of approximately 9.1 % from the previous budget year. Capital Outlay in the Water and Electric Funds make up a significant portion of this figure.

The following table represents an overview of the entire revenue stream for the 2011-12 budget year, by source:

<b>ALL FUND REVENUE BREAKDOWN BY SOURCE</b>					
<b>2011-12 BUDGET</b>					
<b>Revenue</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>
Taxes	\$ 8,836,827	\$ 9,306,467	\$ 9,751,350	\$11,282,030	\$11,734,033
Licenses & Permits	\$ 62,148	\$ 66,224	\$ 65,980	\$ 69,990	\$ 72,790
Intergovernmental Revenue	\$ 1,057,981	\$ 760,782	\$ 729,350	\$ 1,640,480	\$ 1,649,701
Charges for Services	\$ 337,266	\$ 319,603	\$ 397,780	\$ 347,960	\$ 361,878
Fines	\$ 607,886	\$ 369,708	\$ 519,620	\$ 371,250	\$ 382,388

Miscellaneous	\$ 784,630	\$ 654,269	\$ 600,410	\$ 628,400	\$ 614,649
Lottery Funds	\$ 191,668	\$ 186,407	\$ 189,530	\$ 175,236	\$ 180,490
Impact Fees	\$ 69,638	\$ 65,268	\$ 110,250	\$ 78,500	\$ 94,200
Water Sales	\$ 4,498,205	\$ 4,526,449	\$ 5,198,000	\$ 5,817,000	\$ 6,697,513
Plant Investment Fees	\$ 1,064,037	\$ 820,919	\$ 1,338,000	\$ 1,217,700	\$ 1,534,302
Water Acquisition Fees	\$ 631,421	\$ 479,960	\$ 804,000	\$ 731,250	\$ 904,500
Electric Sales	\$17,875,395	\$18,352,922	\$18,595,390	\$20,267,501	\$21,819,097
System Development Charges	\$ -	\$ -	\$ 142,950	\$ 119,125	\$ 150,098
Ambulance Transport Fees	\$ 669,636	\$ 656,075	\$ 690,700	\$ 732,000	\$ 783,460
Drainage Fees	\$ 93,891	\$ 19,268	\$ 21,000	\$ 6,600	\$ 6,600
Accepted Infrastructure	\$ 143,299	\$ 297,493	\$ 934,880	\$ 1,089,344	\$ 1,128,673
Insurance Premiums	\$ -	\$ 491,865	\$ 1,821,180	\$ 2,482,700	\$ 2,662,972
Investment Income	\$ 1,397,891	\$ 379,486	\$ 719,160	\$ 429,519	\$ 406,244
Interfund Transfers	\$ 1,627,131	\$ 1,242,534	\$ 1,140,190	\$ 1,148,790	\$ 1,186,011
Other Financing Sources	\$ -	\$ 8,592,338	\$ 7,300,000	\$ 9,000,000	\$12,300,000
<b>Total Revenue</b>	<b>\$39,948,950</b>	<b>\$47,588,037</b>	<b>\$51,069,720</b>	<b>\$57,635,375</b>	<b>\$64,669,599</b>

The following represents an overview of expenditures for the 2011-12 budget year, by use:

ALL FUND EXPENDITURES BY USE									
2011 & 2012 BUDGET									
	2008	%	2009	%	2010 Original	%	2011	%	2012
	Actual	Change	Actual	Change	Budget	Change	Budget	Change	Budget
Salaries and Benefits	14,045,306	2.9%	14,452,635	6.8%	15,428,430	7.7%	16,614,583	5.0%	17,443,758
Materials and Supplies	1,883,753	-19.3%	1,519,455	83.3%	2,784,910	-10.2%	2,501,960	2.4%	2,561,211
Purchased Services	17,341,169	2.8%	17,824,427	21.6%	21,680,808	6.3%	23,052,810	4.6%	24,103,804
Fixed Charges	2,025,330	3.8%	2,101,441	-79.6%	427,710	-1.2%	422,700	2.4%	432,865
Grant Related Expenses	0	0.0%	8,160	0.0%	10,000	800.0%	90,000	-88.9%	10,000
Debt Service	957,891	34.4%	1,287,496	11.6%	1,437,350	-1.3%	1,418,530	34.4%	1,906,464
Capital Outlay	1,359,171	-24.2%	1,029,888	917.4%	10,477,700	24.6%	13,052,992	37.1%	17,900,810
Operating Transfers	1,578,111	-21.3%	1,242,534	-1.8%	1,220,190	-2.2%	1,193,790	3.6%	1,236,559
<b>Total Expenditures</b>	<b>39,190,731</b>	<b>0.7%</b>	<b>39,466,036</b>	<b>35.5%</b>	<b>53,467,098</b>	<b>9.1%</b>	<b>58,347,365</b>	<b>12.4%</b>	<b>65,595,471</b>

#### FINANCIAL ENVIRONMENT AND CONDITION

The economic environment for Fountain in 2011 and 2012 continues to have a great deal of uncertainty. We continue to budget very conservatively as revenue streams are likely to remain flat. However, the continued influx of 4<sup>th</sup> Infantry Division personnel, families, and related employees in 2009, 2010 and to a minimal degree in 2011 and 2012 will have a positive impact on our growth, as compared with other areas in our region. Estimates by a regional economist continue to indicate that Fountain should capture a majority of this new military growth. We currently are experiencing activity preparing for this growth, with an increase in inquiries about retail and restaurant sites.

During 2009 and 2010, we projected momentum building in the arena of renewable energy for our region. We continue to see promise for this industry in our area. Economists are projecting recovering growth through 2011 and 2012.

In preparing our budgets, staff spent a considerable amount of time evaluating and discussing the economic outlook for 2011 and 2012. With a regional economy that is struggling and a projected outlook that is still somewhat “fuzzy” for us locally, the budget has been developed using conservative housing and growth figures. Hence, the financial stability of the budget is strong and conservative. However, as can be seen from budget figures, it is clear that the City will need to consider additional revenues streams to meet projected capital and service needs within the General Fund. In particular, transportation and public safety functions remain inadequately funded to provide for the increasing service demands that the City is experiencing. Five-year projections have been provided at the beginning of Sections IV, V and VI that indicate our forecast financial condition over the next five years. Additionally, capital projections within the General Fund show a great need for revenues to meet our increasing capital demands.

#### **FORMAT CHANGES**

2009 and 2010 marked years of great change in the formatting of the budget document. The City was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 2010 budget document. This award is the highest form of recognition in governmental budgeting. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

A biennial budget document has been prepared for the first time for fiscal years 2011-2012. This change to a biennial budget will save hundreds if not thousands of hours of staff time spent on annual budgets. State Statute and the City Charter require an annual appropriation ordinance and thus two separate ordinances will be adopted.

Fountain staff remains committed to continuing revisions to the budget document over the next several years that will increasingly tie performance data and the outcomes of the recently completed Strategic Planning process to departmental budgets. An additional goal is to develop a document that communicates the budget message clearly and is eligible for the GFOA best budgeting practices award.

#### **SIGNIFICANT BUDGETARY ISSUES**

There are many significant budgetary issues that are being addressed through this 2011-12 budget proposal. This portion of the budget message highlights those particular funding requests (new personnel, programs, projects, or policy issues) which have a significant impact on the City of Fountain’s budget.

##### ***Organization-Wide Issues***

Following are some specific issues that impact our budget organization-wide:

- **Salaries & Benefits.** Following Council direction, a 1% increase in the 401a retirement benefit has been included in this budget. Additionally, the budget includes a 2% organization-wide salary increase for 2011. This 2011 increase is the first increase since 2008 and is funded through the General Fund's fund balance. At Council's direction, the

City will continue to monitor revenues and expenditures throughout 2011 and base future increases in 2011 or 2012 upon improvements to our financial standing. The City currently pays 85% of medical and dental insurance premiums for employees and their dependents as well as vision, life, short and long-term disability premiums for the employee. The City implemented a partially self insured program on October 1, 2009; the City was previously fully insured. While this change has reduced total employee insurance benefit costs to the City when compared to a fully insured plan, claims for plan year October 1, 2009 through September 30, 2010 were higher than expected and as a result the Insurance Fund has a projected negative retained earning. Consequently, premiums have been increased for the plan year October 1, 2010 through September 30, 2011 with the goal of attaining positive retained earnings by the end of fiscal year 2013.

- Insurance. The quote received from the City's insurance carrier, Colorado Intergovernmental Risk Sharing Agency (CIRSA) indicates that the cost for property and liability coverage for the City will increase from \$183,061 to 218,337, an increase of 16.5%. The impact of the City's individual loss experience is a credit in the amount of \$40,757 and the impact of the loss control standards audit credit is \$5,295. Workers' compensation premiums will increase from \$302,979 to \$403,790 which includes a loss control standard audit credit of \$11,736. The impact of the City's individual loss experience is an addition of \$38,148. Entities receive a credit on the premium for loss experience when the entities loss experience is better than the average for the insurance pool. Entities receive a loss control standards audit credit when criteria established by the carrier to control losses have been met by the entity.
- TABOR. Due to the phenomenal amount of new construction in recent years, the City of Fountain, (the "local growth" component of the "fiscal year spending" limit formula), was under the "fiscal year spending" limit in 2006, 2007, 2008, and 2009 by \$638,000, \$1,995,000, \$1,949,651 and, \$773,011, respectively. The City has been in the "ratchet back effect" of TABOR for 4 years, which means that the starting revenue base for the 2010 "fiscal year spending" limit is the 2009 actual "fiscal year spending" because it was lower than the TABOR "fiscal year spending" limit. Because of the continued decline in new construction for 2009 and 2010, and the beginning of economic recovery and resulting higher revenue, the City expects to be close to the "fiscal year spending" for 2010.
- State Ballot Measures 60, 61, and 101. Statewide Ballot measures 60, 61, and 101 will go to the voters of Colorado in November of this year. Should all three of these measures pass, the City will see an immediate impact of over \$700,000 in 2011. This number will increase in subsequent years. The current budget has been prepared without incorporating those impacts. Should the measures pass, we will need to re-open the budget.

### **General Fund**

Due to economic conditions of the region and a revenue stream that continues to flatten out, the Council directed City staff to develop a basic budget with no significant increases to capital and operations. The proposed budget, therefore, provides continued funding of all services at a base level, but with very limited capital or additional operational costs. Following are a few highlights within the budget for 2011-12. Additional goals can be found in Sections IV, V, and VI of the budget document, within each of the department budgets.

- Funding for basic services. Probably the most important highlight for 2011-12 is that the budget has been developed with base increases, in order to maintain basic service levels.

There are relatively few new programs or capital items being funded in 2011 or 2012 due to a lack of sufficient revenues. While this strategy will work for a year or two, in order to meet service needs, the City will need to work on sustainable funding sources for specific service areas. This problem has been exacerbated by the re-assessments of property values in El Paso County. The County Assessor's office has projected a 14% decrease in property values, which will impact our budgeting for property tax revenues accordingly.

- **Personnel Increases.** The only personnel increase within the General Fund is the addition of an accounting technician in the Finance office. For several years the auditors have commented in the Management Letter that the Finance Department does not have a proper segregation of duties; the addition of an additional position will make significant strides to address this issue. The last addition to finance staff was eleven years ago and there has been significant increases to the work load during this time. This position is funded 1/3 by the General Fund, 1/3 by the Water Fund, and 1/3 by the Electric Fund.
- **Public Safety Needs.** With the growth in service calls and the increasing size of Fountain, public safety needs are dramatically underfunded. This budget provides for a basic level of service, but does not include the necessary funding for new fire facilities, expansion of police facilities, additional firefighters/police officers, or the addition of enough dispatcher positions to guarantee round-the-clock service with 2 dispatchers. It is recommended that the City explore dedicated funding sources to maintain adequate levels of service during the 2011-2012 budget years.
- **Transportation needs.** Transportation needs are another service area that is of high priority. In order to provide for regular maintenance of City roads and construction of needed new facilities, the voters of Fountain voted in Ballot Measure 2A in 2009, creating a dedicated sales tax of  $\frac{3}{4}$  of a cent to be used for capital needs, maintenance needs, and public transit. These have been incorporated in the budget document through the creation of separate funds.

### **Water Fund**

- **Personnel Changes.** There are no changes to the staffing levels for the Water Department for 2011 and 2012.
- **Southern Delivery System (SDS).** The City of Fountain, along with the City of Colorado Springs, Security Water and Sanitation District, and Pueblo West Metropolitan District are partners in SDS. This project will convey raw water from Pueblo Reservoir through a 66" diameter, 43 mile long pipeline to Upper Williams Creek Reservoir and the Universal Water Treatment Plant east of Colorado Springs. Fountain's participation in the conveyance capacity is 2500 acre ft per year and 5.625 million gallons a day (mgd) in the water treatment plant. Fountain is not a participant in the Upper Williams Creek Reservoir. \$2.7 and \$5.3 million has been budgeted for the City's portion of the SDS project for 2011 and 2012, respectively. Fountain estimates that the project will be on-line in 2016.
- **Water Rights.** \$2.5 million has been included in the 2011 budget for the purchase of additional water rights.

### **Electric Fund**

- **Personnel Increases.** Funding for a part-time administrative assistant position is included for 2011 to help with the increasing administrative work load at the Electric Department.

Funding is not included in 2011-2012 for a previously budgeted position that was never filled in 2010 for a revenue supervisor position in the Customer Service Department.

- Smart grid. The Electric Utility was awarded a \$2.1 million, over a three year period, Smart Grid Investment Grant by the U.S Department of Energy, through the City of Fort Collins. One of our major initiatives for the next several years continues to be the implementation of various facets of a “smart grid” system that will allow two-way communication between the office network and our customer networks. This system will allow automated meter reading, remote disconnects & programming, in-home displays, and ultimately will assist customers with their own conservation needs.
- Replacement of street lamps. Due to energy efficiency requirements, the utility will replace 1260 175W mercury vapor fixtures with 100 W high pressure sodium fixtures during the 2011-2012 budget years. We continue to evaluate the cost-effectiveness of LED fixtures.

### **Capital**

As mentioned earlier, Capital projects are fairly sparse in the 2011-12 budgets, with the general exception of those projects mentioned above. However, there are a few capital expenditures that are worth highlighting (greater detail can be found in Section X):

- AMI Funding. The Electric and Water Funds are moving forward in their Smart Grid program to evaluate and implement Automated Metering Infrastructure. During the 2011-12 Budget years, this includes significant meter and hardware purchases that will facilitate this change.

## **BUDGET POLICIES**

This budget document has been prepared pursuant to Section 9.6 of the Fountain City Charter and has been prepared in conformity with generally accepted accounting principles (GAAP) as applied to governmental entities. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. The budget has also been prepared to comply with all applicable State of Colorado statutes and regulations.

The City utilizes fund accounting to account for the different functions and activities of the City. A fund is a separate accounting entity with a self-balancing set of accounts. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

The City further identifies divisions of each fund as departments. A department is an administrative division of the City that has management responsibility for an operation, or a group of related operations, within a functional area. Examples of departments within the General Fund would include the Police Department, the Fire Department, City Clerk, Public Works, etc. Departments are then divided further into personnel, non-personnel and capital outlay categories. The objects appear in the budget as "line items".

The City uses the modified accrual method of accounting as the budgetary basis for governmental funds, which include the General Fund, Special Revenue Funds, Debt Service, Capital Project Funds, and Permanent Funds. Under this method, revenues are recognized in the period they become measurable and available to finance expenditures of the period and

expenditures are recorded when incurred with the exception of principal and interest on long term debt, which are recorded when due. The basis of budgeting is identical to the basis of accounting used the audited fund financial statements.

The City uses the accrual method of accounting as the budgetary basis for proprietary funds, which include Enterprise Funds and Internal Service Funds. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The following are exceptions from the budgetary basis to the audited fund financial statements:

- Capital outlay is budgeted as an expenditure in the year purchased
- Depreciation is not budgeted
- Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities
- Salaries and benefits are budgeted as an expenditure; however, for the electric fund, the portion of the salaries and benefits related to new construction for the electric system is capitalized in the audited financial statements.

The City uses the accrual method of accounting as the budgetary basis for fiduciary funds. The budgetary basis is identical to method used in the audited financial statements.

#### CONCLUSION

In developing the 2011-12 Budgets, we are embarking on a new approach to long-term budgetary planning. This strategy, combined with the City's Strategic Plan, as adopted by the City Council should keep us focused on mid-to-long range issues while we are working on fulfilling our day-to-day mission.

The Vision of the City, as developed under the leadership of our Mayor and City Council, is identified in the 2009 Strategic Plan, as follows: "The City of Fountain will honor its small town America heritage, promote a high quality of life for its citizens and provide managed community growth in a safe, secure and stable manner."

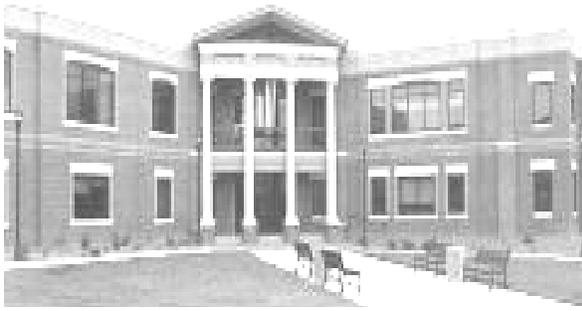
This budget reflects our commitment to this Vision and to responsible financial management within the limitations of the resources we have been provided.

Thank you to the City's Department Heads, who manage their limited resources on a day-to-day basis with the City's residents in mind. Special recognition should also go to the Finance Director, Kathy Kuberka, for her energy, effort, and countless hours working with the Department Heads in the creation of this budget. Thanks also to those employees who make these decisions every day -- their commitment to making the most of each taxpayer dollar is the key to a successful budget.

Respectfully,



Scott Trainor  
City Manager



2011/12 Budget

# City of Fountain

January 1, 2011 – December 31, 2012

## CITY COUNCIL



**Jeri Howells**  
**Mayor**

Ward: At Large  
Term Expires: 11/2013



**Gabriel Ortega, Mayor Pro Tem**  
Ward: #1

Term Expires: 11/2013



**Sharon Brown, Council Member**  
Ward: #3

Term Expires: 11/2013



**Sam Heckman, Council Member**  
Ward: At Large

Term Expires: 11/2013



**Lois Landgraf, Council Member**  
Ward: At Large

Term Expires: 11/2011



**Louis Porsia, Council Member**  
Ward: #2

Term Expires: 11/2011



**Harold Thompson, Council Member**  
Ward: At Large

Term Expires: 11/2011

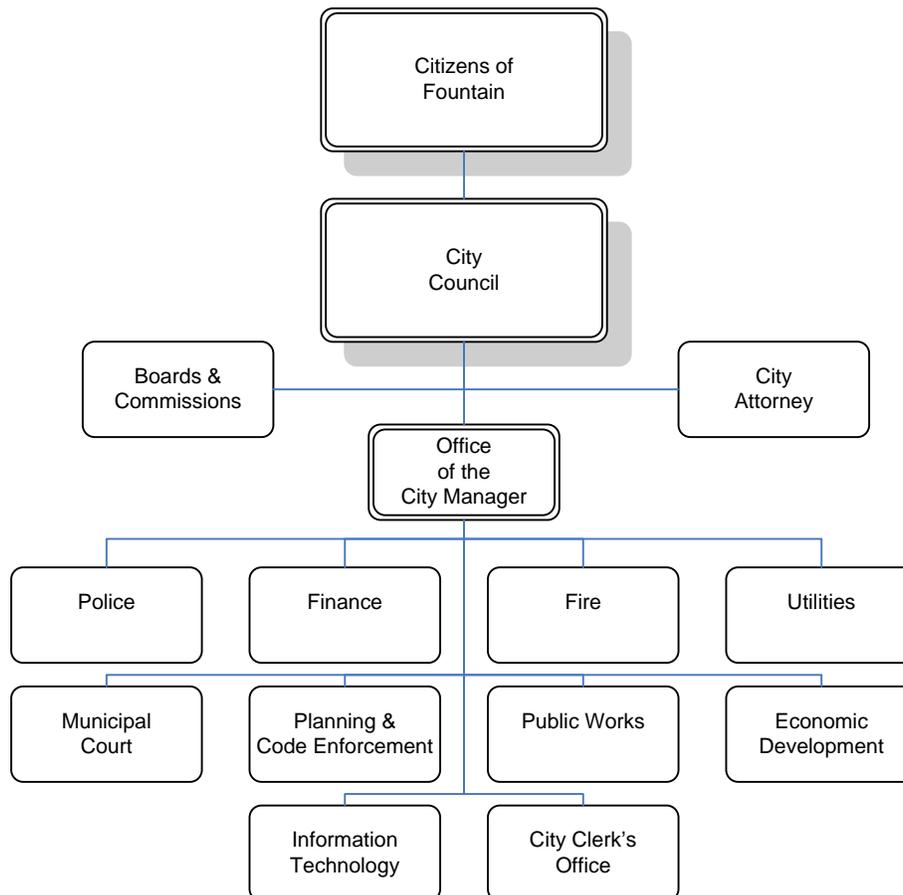


## 2011/12 BUDGET COMMUNITY INFORMATION

The City of Fountain is, by Charter, a Home Rule City with a Council-Manager form of government. Essentially, this means that the City is governed by a Mayor and six Councilmembers who answer to and work for the Citizens of Fountain. A City Manager is appointed by the City Council to run the day-to-day operations of the City Departments.

The term of office is four years for Councilmembers and two years for the Mayor. The Mayor and three members of the Council are elected at-large and three are elected from the wards in which they live. Council elections are non-partisan.

### City Organizational Chart





## 2011/12 BUDGET COMMUNITY INFORMATION

### CITY STAFF

	<i>City Manager</i>	Scott Trainor	
<i>City Clerk</i>	Silvia Mascarenas	<i>Human Resources Manager</i>	Robert Smith
<i>Court Administrator</i>	Doris Fulkerson	<i>IT Director</i>	Paul Lavelle
<i>Deputy City Manager</i>	Dave Smedsrud	<i>Planning Director</i>	Dave Smedsrud
<i>Economic Development Director</i>	Lisa Cochrun	<i>Police Chief</i>	(Interim)
<i>Finance Director</i>	Kathy Kuberka	<i>Public Works Director</i>	Duane Greenwood
<i>Fire Chief</i>	Darin Anstine	<i>Utilities Director</i>	Larry Patterson

### 2011 BUDGET CALENDAR

<i>April 26 to May 14</i>	Finance Director prepares revenue projections	<i>September 2</i>	Workers' Comp and Property Casualty quotes received
<i>May 19</i>	Budget Work Session with City Council	<i>September 3 to September 12</i>	Final revisions if changes necessary based on insurance information
<i>May 20 to June 30</i>	Salary and benefit budgets prepared	<i>September 24</i>	Draft delivered to City Council
<i>May 20 to June 18</i>	Departments develop budget request	<i>September 29</i>	Budget Work Session
<i>June 21 to July 30</i>	Finance review and meetings with each Department	<i>October 4</i>	Budget Work Session
<i>August 2 to August 13</i>	Internal review meetings	<i>October 12 or 26</i>	Public Hearing and First Reading of Budget Ordinance
<i>August 16 to August 20</i>	Refine department budgets	<i>November 16</i>	Second Reading of Budget Ordinance
<i>August 23 to September 17</i>	Budget document formatting and preparation	Due to possible November passage of State Ballot Measures 60, 61, and 101, City may re-open Budget after first reading to make substantive changes. These changes would follow November 2 <sup>nd</sup> election day.	

**COMMUNITY PROFILE**

**Year founded:** 1859 (Incorporation in 1903)  
**Population:** July 2005- 18,137 2006 Estimate- 21,000  
**Area:** 17.9 square miles, with approx. 4,000 acres under annexation  
**Elevation:** 5,546 feet  
**Latitude:** 30 501 '50" north  
**Longitude:** 104 50 '25" west  
**Miles of trails and bike paths in the City:** 13

**Parks:** 100 acres, including ten mini-pavilions, six large pavilions, one large gazebo, one skateboard park, multiple baseball and softball fields, one riding and roping arena, a Splash Park, and numerous other facilities. Located 10 miles south of Colorado Springs, 30 miles north of Pueblo along I-25 and Colorado's Rocky Mountain Front Range. Fountain residents enjoy the scenic view of Pikes Peak and a slower small town life style, steeped in frontier town and ranching roots.

**Cost of Living**

**Colorado Springs area cost of living** (Source: ACCRA): April May June 2007: 6% below national average. The Fountain Valley area is generally lower than Colorado Springs' due to lower housing costs (the same home and lot in Colorado Springs is \$15,000 to \$40,000 more, depending on the neighborhood).

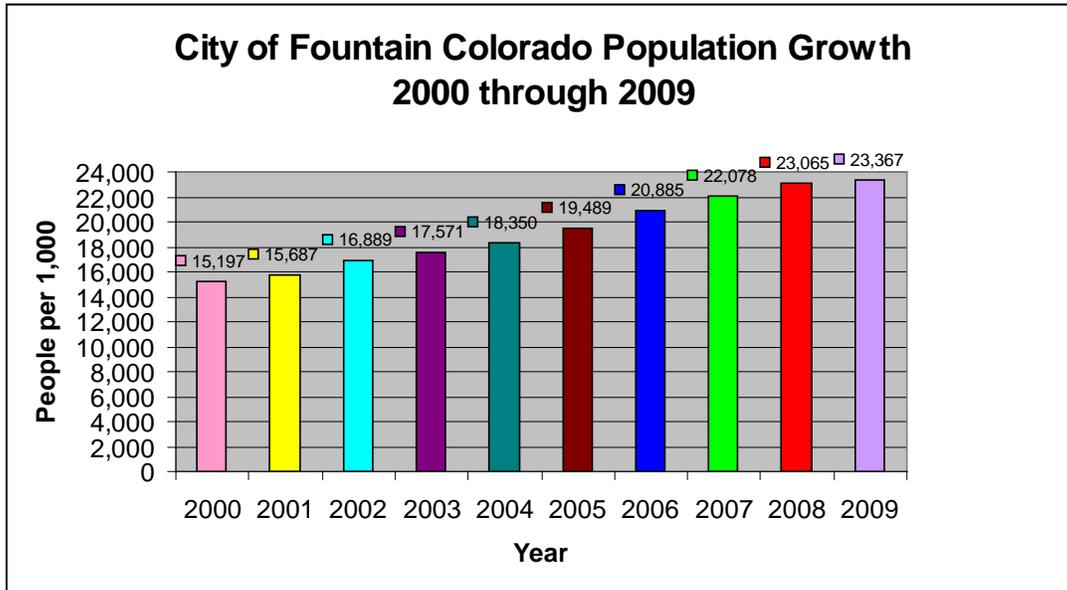


Homes that are 2,200 sq ft (3bed, 2 bath, 2car garage) on .15 to .17 acre lots range from \$181,554 to \$226,943 in May 2006. The median price in the Fountain 80817 zip code is between \$171,975 to \$225,000 according to local economists. New single family and patio homes sell for \$230,669 on average in May 2006. Townhomes averaged \$142,628. For residential lots, 6,000 square feet sold for around \$50,000 in May 2006. Average house sizes have increased by 1,390 square feet, with the average size in October 2005 at 2,700 square feet. 3 bedroom 2 bath apartments rent at \$750 on Comanche Village Drive.

**Historic Background**

Incorporated in 1903, the City of Fountain is a full service municipality with its own electric and water utilities. The Mayor and a six-member City Council govern the city, with advisory boards and commissions such as the Planning Commission, Park and Recreation Board, and

the Economic Development Committee. The City Manager administers all the departments. Fountain is a Home Rule City. Fountain is one of the fastest growing communities in the County, with an annual average growth rate from 2002-2009 of approximately 5.2%. The City is prepared for growth, with the Comprehensive Plan recently updated in 2005. Other documents for good planning include Transportation Master Plan, Trails Master Plan, Comprehensive Development Plan, Population Projections, Fountain Strategic Downtown Plan, Water System Master Plan, Water Resources Study. All these plans are on line at [www.fountaincolorado.org](http://www.fountaincolorado.org).



**Historic Fountain:** Fountain can trace its roots to the Ute Indians choosing the confluence of Jimmy Camp Creek and Fountain Creek as wintering grounds. Rich with game, trappers followed, setting up trading posts along the Fountaine Qui Bouille or “bubbling springs.”

*Trappers and traders.* There are many stories about Jimmy's Camp, a trading post said to connect the forts on the Plains to forts on the front range of the Rockies. Some say Jimmy was an Irishman, some say a soldier, and others say a trader. His camp lay along the creek, on "Trappers Trail," Cherokee Trail," or "Jimmy's Camp Trail," depending on whose version is told. All agree Jimmy was killed in his camp around 1842. Every tale tells of different version of "who dun it!"

*Oldest church in El Paso County*

Now



Section II

Then

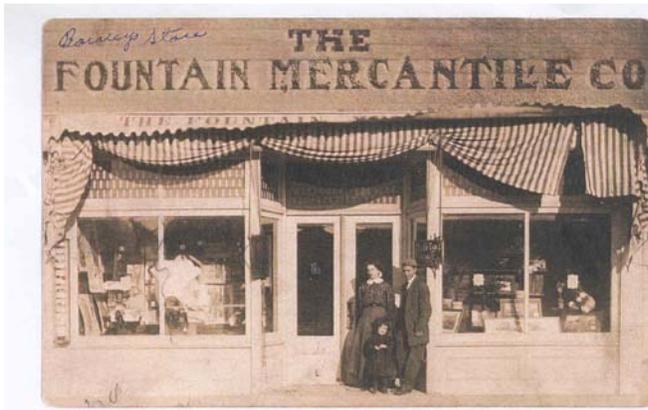


*Pony Express.* Fountain is said to have had a Pony Express stop at one of its first houses, which doubled as a post office. Mail later came by rail. The post office moved to Barney's Food Market on Main Street in 1926. The first post office in El Paso County was in Fountain Valley. Fountain's post office remains the oldest one in the County.

*Stage coach route.* A stage coach road connected Canyon City and Denver in 1873. The Colorado gold rush increased its patronage. Coaches ran day and night, stopping only to switch horses or allow buffalo herds to pass... our first traffic jams! Stage coaches gave way to rail eventually.

*Deep roots in ranching.* Settlers arrived in covered wagons, farms sprung up and soon the valley was alive with cattle, dairies and merchants. The main crops were sugar beets, cherries, beans, grain, corn, and alfalfa. In 1919 the town was still surrounded by farms, and the irrigation ditches still flow to today.

*In 1898 the Fountain Trading Company* was established and still stands today at 117 South Main Street. This mercantile store provided supplies to miners, traders, ranchers, trappers, and farmers. The oldest church in El Paso County is just two blocks north.



117 South Main Street in 1898



117 South Main Street in 2006

*Founded 1859.* The town of Fountain was founded in 1859, the same year as Colorado City, Denver, Golden and Central City. It was built with the idea it would some day be the biggest city in the state, possibly the state capitol. Even then the town had big ideas!

*The BIG Blast!!!* But the big idea went up in smoke, quite literally, in 1888, when a train broke loose in Colorado Springs, gained speed approaching Fountain and slammed into a rail car. The fire spread to a car full of explosives. The blast was felt 13 miles north in Colorado Springs. Residents of Monument, 33 miles to the north, reported it woke almost everyone in town! Today the annual "Main Street Blast" dance is held in the heart of historical downtown Fountain. Fountain rebuilt itself and was incorporated as a town in 1903. It remains one of the oldest incorporated towns in the Pikes Peak region.

By 1942 the war had arrived and Fountain had a new neighbor. Named after Kit Carson, Fort Carson was founded in 1942 and has played a major role in the community. 1942 and 1956, trains of up to 300 mules were a common sight to carry equipment, weapons and supplies over mountainous terrain. For 13 years the mule Hambone carried supplies for Fort Carson and was buried with full military honors. Today "the Mountain Post" has over 22,000 soldiers and expects to add several thousand more by the end of 2011.

**Climate**

Coldest Month:	January
Average Low Temperature:	28 degree
Warmest Month:	July
Average High Temperature:	78 degrees
Annual Avg. Days of Sunshine:	275
Annual Average Humidity:	38%-68%
Average Wind Speed:	10 m.p.h
Annual Average Snowfall:	26.2"
Annual Average Precipitation:	15.42

**Commercial & Industrial Profile**

While the largest employer in the Fountain area is Fort Carson, the City of Fountain itself has several primary employers, including:

- RMB- plastics molding manufacturer wholesale
- Peyton's Fountain- Krogers wholesale distribution
- Adessa Colorado Springs- auto distributor
- Hyponex- landscape materials
- Pavestone- decorative landscape manufacturer

Fountain's largest employers include:

- Adessa Auto Auction
- RMB Products
- Pavestone
- Peyton's Kroger Distribution center
- Ingersoll Rand
- Electro Energy
- City of Fountain
- School District 8 (Fountain-Fort Carson)
- School District 3 (Widefield)
- Fort Carson (also the state's largest employer, after the state itself)



As well as the larger employers above, Fountain has a host of smaller shops that employ less than 100, but provide primary jobs to the community. These include Tube Bending Concepts, a metal fabrication shop, and CabCon Millwork.

The state's Rocky Mountain front range growth has brought building supplies like Rocky Mountain Forest Products, and Weatherbilt.

To serve the commuter community, businesses include retailers like Lowe's, Safeway, Walmart Superstore, Walgreens, and AutoZone. Applebee's is the first name brand casual dine-in restaurant soon to be followed by others at the Markets at Mesa Ridge. McDonald's recently opened a second store and several retail stores and restaurants are "in the works." There are several small locally owned restaurants and delis along with a full contingent of fast-food chains (subs, Mexican, chicken, pizza, burgers). There are a few gift shops and galleries, including Achievement Gallery other boutiques in the central business district.

Office buildings are very few, though there are professional services available, like financial, accounting and tax services. There are several dental offices, as well as banks and credit unions.

There is a healthy automotive base, with many service shops, repair shops, specialty shops, wholesalers, small used car lots, towing and detailing. A truck stop full service center is at Exit 128.

With prime interstate frontage, there are several distributors and freight companies present.

Three hotels and a KOA for campers handle the tourist trade. Camping World specializes in all season RVS, and 2 other RV dealers are in town.

Three aggregate mining pits with 10-20 year supplies are next to Fort Carson, providing semi-seasonal jobs for Kiewit Western, Lafarge and Schmidt. Pavestone is expanding.





## FOUNTAIN’S STRATEGIC PLAN

### BACKGROUND

In 2008, the City Council embarked on the process of developing the City’s first Strategic Plan. The purpose of the endeavor was to help develop a focused vision and mission for the City organization that would be achievable through specific goals and actions of the City Departments.

Through a process that consisted of a thorough review of past planning forums, citizen input tools, and several community meetings, the Council ultimately developed a Strategic Plan that was adopted in March of 2009 and amended in January of 2010. The intent is for the plan to be a changing document that will be adjusted periodically as the needs and desires of the City change.

### VISION AND VALUES

Through this process, the City Council developed a clear Vision Statement and set of Core Values to guide in decision-making processes as the City moves forward. The Vision Statement is as follows:

“The City of Fountain will honor its small town America heritage, promote a high quality of life for its citizens and provide managed community growth in a safe, secure and stable manner.”

#### CORE VALUES

- F – Fiscal Responsibility
- O – Outstanding Service
- U – Unshakable Integrity
- N – Neighborly Perspective
- T – Transparent Governance
- A – Accountable Decision-making
- I – Innovative Leadership
- N – New Vision

### STRATEGIC AREAS, MISSIONS, AND GOALS

In order for the Vision to be achieved, a Strategic Plan must identify specific goals that will, in combination with each other, guide the organization and community to the future that the Vision identifies. To do this, the Council grouped input received from the public processes into several “Strategic Areas”, each with their own Mission Statement and set of broad goals. As the budget document for 2011/12 was developed, each Department kept these goals in mind. For each of the following goals, specific initiatives or objectives were developed for each department, where appropriate. These initiatives or objectives are reflected in each Department’s description and budget.

<b>Community Character</b>
<i>Mission: “To promote a livable community that is appealing to residents and desirable for visitors.</i>
<b>Goal 1:</b> <i>A unique community with attractive characteristics for residents and visitors alike</i>
Objective A: Develop a brand and image by 2012 focused on Fountain’s future while honoring Fountain’s history.
Objective B: Increase area and neighborhood signage in 2011 that highlight unique aspects of the community.



**2011/12 BUDGET**  
**COMMUNITY INFORMATION**

Objective C: Support progressive code enforcement and neighborhood partnerships in 2011 to encourage healthy and vital neighborhoods free of decline. Improve the appearance of the Exit 128 immediate vicinity in 2011-12.

**Healthy Community**  
*Mission: "To promote and encourage a healthy lifestyle in the community by providing resources for preventive and remedial health choices."*

**Goal 2:** Support and promote a healthy community.

Objective A: Support community based program to promote healthy lifestyles in 2011.

Objective B: Work with community program to investigate the feasibility of a community health day in 2011.

Objective C: Work with community program to evaluate citizen health related needs for 2011.

**Goal 3:** Support and promote a healthy workplace.

Objective A: Demonstrate the City's commitment to a healthier community with workplace initiatives in 2011.

Objective B: Research existing data or develop models to calculate savings attributable to healthy living in 2011.

Objective C: Reduce employer cost of healthcare insurance in 2010.

**Economic Development**  
*Mission: "To encourage planned growth by supporting a diverse business community through policies and programs that attract, retain and expand quality businesses."*

**Goal 4:** A sustainable business community supported by policies and incentives required to grow and retain businesses.

Objective A: Develop an Economic Development Plan by 2010 for the City of Fountain that includes strategies to encourage business formation.

Objective B: Assess the need for a small business enterprise program and/or incubator by 2011.

Objective C: Increase funding incentives available to businesses in the City of Fountain in 2010.

**Environment**  
*Mission: "To be responsible stewards of the natural resources impacted by current and future governmental operations."*

**Goal 5:** Be environmentally conscious of the impact of governmental decisions and operations.

Objective A: Develop a "Go Green" plan for the City in 2011.

Objective B: Work with solid waste providers to develop community-wide recycling program.

**Infrastructure Development**  
*Mission: "To maintain a functional and effective infrastructure that facilitates the needs of people and businesses in the City of Fountain, Colorado."*

**Goal 6:** Identify long range infrastructure needs.

Objective A: Rank City of Fountain infrastructure needs for 2010.

**Goal 7:** Develop long range infrastructure plans for high priority needs.

Objective A: Develop implementation strategies for capital improvements, solid waste, water and wastewater system upgrades, storm water control, and utility upgrades beginning in



**2011/12 BUDGET  
COMMUNITY INFORMATION**

2010.
<b>Goal 8:</b> <i>Implement long range infrastructure development plans for high priority needs.</i>
Objective A: Conduct feasibility analyses in 2009 to align 2010 infrastructure needs and funding.
<b>Goal 9:</b> <i>Establish a Fountain City Transportation Authority.</i>
Objective A: Remedy perceived public transportation challenges by 2011.

<b>Public Safety</b>
<i>Mission: "To provide the resources necessary for high public safety standards and citizen perceptions in the City of Fountain."</i>
<b>Goal 10:</b> <i>Increase funding to meet community public safety expectations without adversely affecting other General Fund programs and services.</i>
Objective A: Develop a future funding strategy to improve public safety operations in 2010.
<b>Goal 11:</b> <i>Improve the City's ability to respond to citizen public safety needs.</i>
Objective A: Address critical public safety staffing needs by 2011.
Objective B: Increase Public Education of Critical Public Safety Issues.
<b>Goal 12:</b> <i>Convert Fire Station No. 1 to a police station.</i>
Objective A: Remodel Fire Station No. 1 to serve as a police precinct headquarters by 2012
Objective B: Construct a new "East" Fire Station by 2012.

<b>Customer Service</b>
<i>Mission: "To provide exemplary service to our customers – the citizens of Fountain, Colorado – as demonstrated through responsiveness, ethical processes, personal integrity and accountability."</i>
<b>Goal 13:</b> <i>Enhance the City's level of responsiveness to its citizens.</i>
Objective A: Develop and fund a 311 Customer Service Information center by 2010.
<b>Goal 14:</b> <i>Improve the existing professionalism of City staff through increased training.</i>
Objective A: Enhance the annual professional development training program by 2010 for City employees.

The above Service Areas and their respective Goals and Objectives reflect the collective direction of the community, as determined by the City Council and community. Achievement of these goals is reflected in the budget document for 2011/12.

Additionally, other planning processes which may impact the budget include infrastructure master plans such as the Parks & Trails Master Plans, the Traffic Plan, the Water Distribution Plan, the Water Conservation Plan, Water Resource Supply Plan, and the Electric Distribution System Plan. These plans have been systematically developed to assess and implement the City of Fountain's short and long-term infrastructure needs. Where appropriate, the infrastructure or program recommendations provided within these other master plans have been incorporated into either the Department's operational budget or Section X of this Budget document, the Capital Improvements Plan.



## 2011/12 BUDGET COMMUNITY INFORMATION

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# Financial Policies and Fund Overview

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## **BALANCED BUDGET**

The City defines a balanced budget as one in which expenditures do not exceed available resources. Available resources are defined as projected revenues plus beginning fund balance.

## **FUND ORGANIZATION**

The City uses funds to maintain its financial records during the year. A fund is defined as a fiscal and accounting entity with a set of self-balancing accounts. There are three categories of funds: governmental, proprietary, and fiduciary.

## **GOVERNMENTAL FUNDS**

Governmental funds are used to account for the City's expendable financial resources. The City uses the modified accrual method as the budgetary basis for governmental funds which is the same as the basis of accounting used in the audited financial statements. All governmental funds are appropriated.

### **General Fund**

The General Fund accounts for all financial resources of the City except those legally required or by sound financial management to be accounted for in another fund.

### **Special Revenue Funds**

Special revenue funds account for resources and expenditures which are designated by law of contractual agreement for specified functions or activities and are legally required to be accounted for in separate funds.

#### *Conservation Trust Fund*

The Conservation Trust Fund is used to account for monies received from the Colorado Lottery for the purposes of purchasing park/open space land, making improvements in the City's park system, and maintaining the park system.

#### *Impact Fund*

The Impact Fund is used to account for an impact fee charged on new residential construction. These funds are later transferred to the General Fund where they are spent on police, fire, and planning services necessitated by the new residential construction.

#### *Heritage Maintenance District Fund*

The Heritage Maintenance District Fund is used to account for the collection of a mill levy on properties located within the Heritage Subdivision District. The funds are subsequently spent on the repair and maintenance of certain special improvements including landscape, sidewalk, trails, fencing, drainage and open space improvements.

#### *Volunteer Fund*

The Volunteer Fund is used to account for the fund raising activities of the volunteer firefighters and subsequent expenditures related to firefighting activities.



## Financial Policies and Fund Overview

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### *General Improvement District #1 Fund*

The General Improvement District #1 Fund is used to account for the collection of a special mill levy within the District. These monies will be used to construct a fire station that will be needed due to growth in the City. After the fire station is constructed, these monies can be used the capital improvements including life safety improvements, park and recreational improvements, regional street improvements, and regional civic and cultural improvements.

### *Street Capital Improvement Sales Tax Fund*

The Street Capital Improvement Sales Tax Fund is used to account for the collection of .35% sales tax approved by the electors on November 3, 2009 effective January 1, 2010 through December 31, 2019. The tax shall be used for capital improvement to streets including paving, curbs, gutters, median, sidewalks and/or necessary drainage facilities, traffic signals and safety improvements for a specified list of projects.

### *Public Transportation Sales Tax Fund*

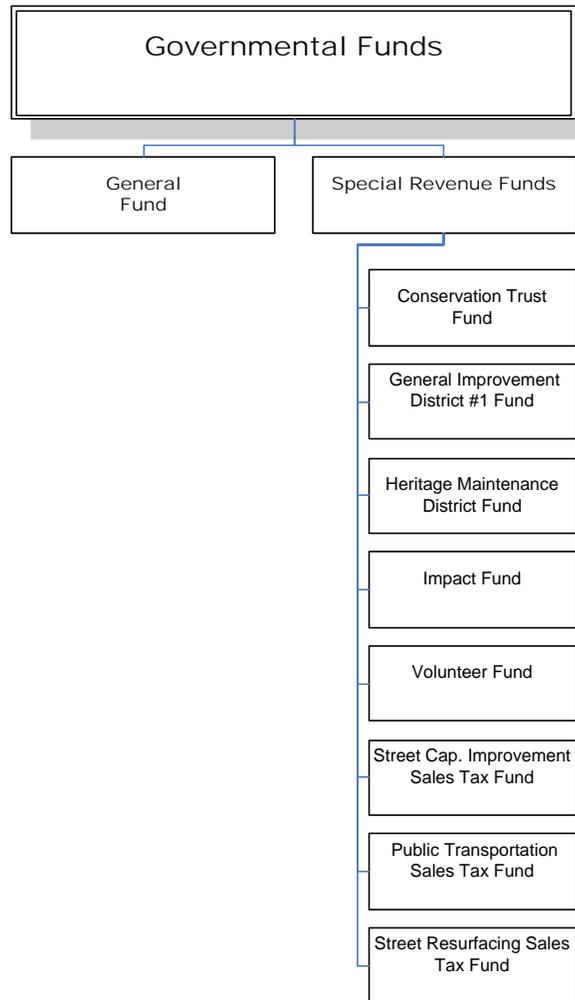
The Public Transportation Sales Tax Fund is used to account for the collection of .25% sales tax approved by the electorate on November 3, 2009 effective January 1, 2010. The tax shall be used for public transportation including transit services, transit improvements, and transit maintenance which may include fixed-route bus service, express bus service, other bus service, para-transit service, transit vehicles, dial-a -ride transit service, transit vehicles, transit equipment, and/or transit facilities.

### *Street Resurfacing Sales Tax Fund*

The Street Resurfacing Sales Tax Fund is used to account for the collection of .15% sales tax approved by the electorate on November 3, 2009 effective January 1, 2010. The tax shall be used to pay for public street resurfacing.



# Financial Policies and Fund Overview



## PROPRIETARY FUNDS

Proprietary funds are used to account for activities that are similar to those often found in the private sector. The flow of economic resources is the measurement focus. The City uses the full accrual method as the budgetary basis for proprietary funds which is the same as the basis of accounting used in the audited financial statements. All proprietary funds are appropriated.

### Enterprise Funds

Enterprise funds account for services rendered to the general public on a use charge basis. Following are the City's major enterprise funds:

#### *Water Fund*

The Water Fund accounts for all aspects of the operation of the City water system including: source of supply, operations and maintenance, customer service, administrative expenses, debt service, and capital outlay.



# Financial Policies and Fund Overview

## *Electric Fund*

The Electric Fund accounts for all aspects of the operation of the City electric system including: source of supply, operations and maintenance, customer service, administrative expenses, and capital outlay.

Following are the City's non-major enterprise funds:

## *Ambulance Fund*

The Ambulance Fund accounts for the activities of the City ambulance transport operated by the fire department.

## *Drainage Fund*

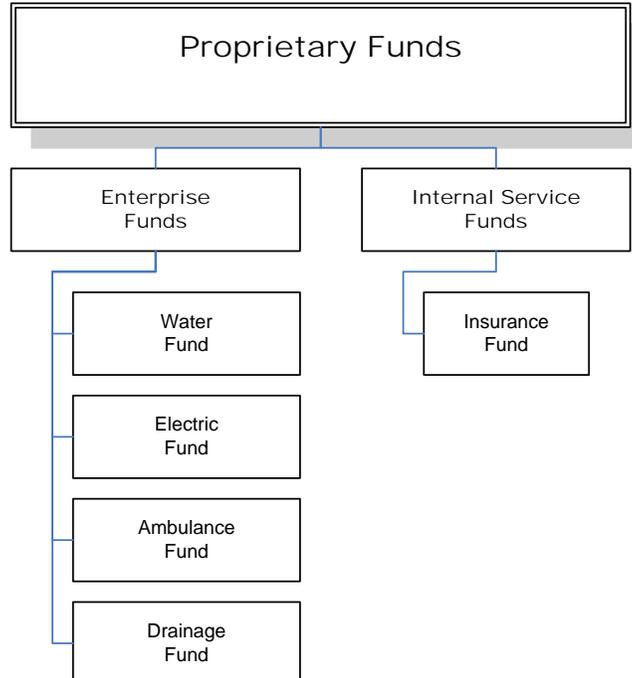
The Drainage Fund accounts for development fees that are collected to provide storm water improvements.

## **Internal Service Funds**

Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost reimbursement basis.

## ***Insurance Fund***

The Insurance Fund accounts for insurance program costs of the City, which include premium payments, claims processing, and the wellness program.





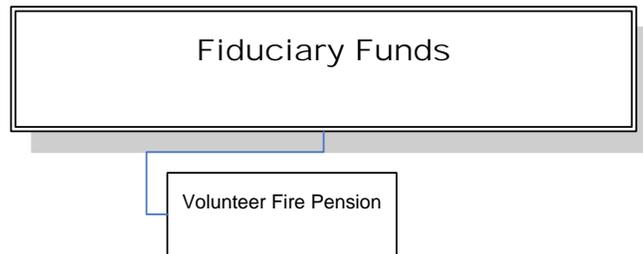
# Financial Policies and Fund Overview

## FIDUCIARY FUNDS

Fiduciary funds account for assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs. The City uses the full accrual method as the budgetary basis for proprietary funds which is the same as the basis of accounting used in the audited financial statements. All fiduciary funds are appropriated.

### **Volunteer Fire Pension**

The Volunteer Fire Pension Fund accounts for pension benefit payments to retired volunteer firefighters.





## Financial Policies and Fund Overview

### FUND ORGANIZATIONS

DEPARTMENT	BUDGETARY DIVISIONS	FUNDING SOURCE
City Council		General Fund
Municipal Court		General Fund
Economic Development		General Fund
Elections		General Fund
Administration		General Fund
		Water Fund
		Electric Fund
Information Technology		General Fund
Planning	Planning	General Fund
	Code Enforcement	General Fund
Police	Administration	General Fund
	Support Services	General Fund
	Patrol	General Fund
	Criminal Investigations	General Fund
Fire	Administration	General Fund
	Emergency Services	General Fund
	Prevention Services	General Fund
	Ambulance Transport	Ambulance Fund
Communications		General Fund
Public Works	Engineering and Administration	General Fund
	Streets	General Fund
	Facilities Maintenance	General Fund
	Parks	General Fund
		Conservation Trust Fund
	Cemetery	General Fund
	Fleet Maintenance	Electric Fund
	Storm Drainage	Drainage Fund
		Heritage Maintenance District Fund
	Heritage Maintenance District	Street Capital Improvements Sales Tax Fund
	Street Capital Improvements Sales Tax	Street Capital Improvements Sales Tax Fund
		Public Transportation Sales Tax Fund
	Public Transportation Sales Tax	Public Transportation Sales Tax Fund
		Street Resurfacing Sales Tax Fund
	Street Resurfacing Sales Tax	Street Resurfacing Sales Tax Fund
Utilities	Water Source of Supply	Water Fund
	Water Operations & Maintenance	Water Fund
	Electric Source of Supply	Electric Fund
	Engineering and Planning	Electric Fund
	Electric Operations & Maintenance	Electric Fund
	Customer Service	Water Fund
		Electric Fund



# Financial Policies and Fund Overview

## FINANCIAL POLICIES

The following section identifies the financial policies that are pertinent to the overall development and implementation of the budget document. These are excerpted from the City's financial policy manual, adopted by the City Council in 2009.

### **Financial Management Goals**

The following goals and policies for the City are intended to guide the City in its financial matters. The goals consist of five significant goal statements (I through V), which provide the basic guiding parameters for financial management of the City. The policies of the City provide more specific direction on how to achieve the goals and are the basis for consistent actions that move the community and organization toward sound financial management decisions. Detailed policy descriptions and narratives are included in Section 1.

- Goal I:** To establish and sustain a community supported service system.
- Goal II:** To have a capital improvement program that adequately maintains and enhances the public's assets over their useful life.
- Goal III:** To provide cost effective services to citizens.
- Goal IV:** To provide financial and other service information to enable citizens to assess the costs and results of City Services.
- Goal V:** To follow prudent and professional financial management practices to assure residents of Fountain and the financial community that our City government is well managed and in sound fiscal condition.

### **1.1 Resource Planning and Allocation**

The purpose of this policy is to establish procedures for resource planning and allocation in accordance with long-range plans of the Council. This policy is applicable to all resource allocation and planning for the City.

- 1.1.1 The City budget will support the goals and policies of the City Council, Council adopted long-range plans, and service needs of the community.

The Mayor and Council have the legal authority and responsibility for the adoption of City goals and policies and an annual budget. The City organization is committed to carrying out Council goals and policies through service delivery.

Funding for services should take into consideration whether demand exists for maintaining the service or whether funding is better used elsewhere.

- 1.1.2 The City will maintain financial systems, which will develop budgets, provide control, and report revenue and expenditures at the line-item detail.

Efficient use of public resources requires that budget estimates be developed from a detailed level. This ensures that changes in the cost of individual line items are



## Financial Policies and Fund Overview

reflected and are neither over nor under estimated. Upon adoption, the line-item budgets become the basis against which expenditure trends are measured. Spending control at this level provides the ability to measure experience against expectation, and as the budget year progresses, allows program managers to identify positive and negative trends. The evaluation of these trends will then allow for more precise estimates of future budget needs.

- 1.1.3 Revenues, operating and capital expenditures, and debt service will be projected each year for at least three years beyond the current budget year. Based on assumed circumstances, including various economic, service, and inflationary factors, the forecast will attempt to portray whether community plans can be supported over the designated period. One of the essential attributes of these projections is the capability to project whether a new program or project can be supported over the long-term.

### 1.2 **Accounting and Financial Practices**

The purpose of this policy is to establish guidelines for which the City's financial reporting will be presented. This policy is applicable to all financial reporting and record keeping for the City.

- 1.2.1 The City will maintain an accounting and financial reporting system that conforms with Generally Accepted Accounting Principles and applicable Colorado Statutes, and will issue Basic Financial Statements each fiscal year.
- 1.2.2 The City will manage its funds as independent financial entities in accordance with legal, administrative, or Generally Accepted Accounting Principles.

The City's financial structure is composed of various funds; that is, self-balancing sets of accounts. Each fund is established as a result of statutory, administrative or other legal requirement. From a private sector perspective, each fund can be considered a wholly-owned subsidiary of the City. Accordingly, each fund can be considered a separate independent business, which must support all of the direct and indirect costs of operating services or capital maintenance and enhancement.

- 1.2.3 Reserves. Reserves are used to buffer the City from downturns in the economy, to provide for emergency requirements, and to provide an additional source of accumulated funding for major capital improvements or redevelopment. Target reserves will be as follows:
  - a. When economic times are prosperous, the City would ideally like to accumulate an unreserved fund balance of 40% of the current operating budget in the General Fund.
  - b. The unreserved fund balance in the General Fund should not be allowed to fall below 20% of the current year General Fund operating Budget. This amount includes two months expenditures (17%) plus the 3% emergency reserve required under the TABOR amendment.
  - c. Any excess of fund balance over the 20% floor may be used to provide reserves for economic uncertainty, or provide a source of funds for capital equipment, capital projects, and/or redevelopment programs, as the Council sees fit.



## Financial Policies and Fund Overview

- d. The Water and Electric individual cash balances should not be allowed to fall below 25% of the current year's operating budget.

### 1.3 **Revenue and Collection**

The purpose of this policy is to establish procedures for resource planning and allocation in accordance with long-range plans of the Council. This policy is applicable to all resource allocation and planning for the City.

The City Council will review Staff proposals to establish cost recovery policies for fee supported services which consider the relative public/private benefits received from the services being provided and/or the desirability of providing access to services for specialized populations. These policies will determine the percentage of full service costs to be recovered through fees. The level of cost recovery will be routinely adjusted to ensure that rates are current, equitable, and competitive and cover that percentage of the total cost deemed appropriate.

Many services provided by the City directly benefit individuals and not the community as a whole. These services include building permits, provision of utilities, and others. When services of this nature are subsidized by the general taxpayer, scarce resource dollars are not available for other City services. In these user-choice services, the customer has the opportunity to determine whether or how much the service is used, with part of that decision being made through the normal pricing system. In such cases, the City is committed to recovering the full cost of providing the service, including both direct and indirect costs, through a user fee or service charge.

It is important for the City to:

- develop broad policies concerning funding of services.
- review all services to determine if a fee should be charged.
- set fees that are comparable to other jurisdictions and/or that recover the full costs of providing that service, when appropriate.
- consider user's ability-to-pay and other social/community benefits of the service.
- periodically evaluate fee amounts.

In some cases, full cost recovery is not permitted because of statutory or other legal restrictions, and in other cases it may not be desirable for social/community benefit reasons. The Council shall determine when social/community benefits should be considered in the establishment of fees.

### 1.5 **Investments**

The purpose of this policy is to establish the City's investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments, selection of financial institutions, portfolio maturities, volatility, diversification, risk, safekeeping, and custody requirements.

- 1.5.1 **Scope.** This investment policy applies to all investment *transactions/activities* of the City of Fountain, Colorado, involving the investable funds of said City with the exception of its uniformed and non-uniformed employee pension plans. Investment activities shall be performed in conformance with this policy and the City's financial



## Financial Policies and Fund Overview

policies. The City, its financial institutions, its investment managers and broker/dealers shall be an equal opportunity employer.

- 1.5.2 Restriction of Authority. The ultimate responsibility and authority for investment transactions resides with the City Treasurer and the Finance Director, who acts as the ex-officio City Treasurer and is fully authorized to buy, sell, and trade investments in accordance with the goals and objectives of this investment policy. No person may engage in an investment transaction except as authorized under the terms of this policy.

Bonding of all Finance Department staff who have authority to make wire transfers or who have signatory responsibilities of checking accounts shall be required. Bonding also shall be required for any individuals authorized to place, purchase, or sell investment instruments.

- 1.5.3 Objectives. The City shall seek to optimize its return on investments within the constraints of safety and liquidity. The primary objective of this investment policy shall be to manage the portfolio in such a manner as to attain a market rate of return equal to or greater than average rate of return of the one year T-Bill or other appropriate performance measure as determined by the City Council while preserving the capital and protecting the investment principal of the overall portfolio. To attain this objective, diversification shall be required to ensure that potential losses on any security or securities does not exceed the income generated from the overall portfolio.

The portfolio shall be structured to allow maximizing the return consistent with risk limitations and prudent investment decisions based on this investment policy.

The portfolio shall remain sufficiently liquid to meet anticipated disbursement requirements.

Nothing shall prohibit the City's Finance Director from investing all excess funds in the most efficient and beneficial manner possible in order to achieve market rates of return consistent with constraints imposed for safety, cash flow, and applicable investment laws.

- 1.5.4 Prudent Person Standard. Investments made pursuant to CRS 24-75-601.1 must be made in accordance with the "prudent man (person)" standard of CRS 15-1-304, (CRS 24-75-601.1(2)). This requirement states that fiduciaries, such as official custodians who make investments or deposits for local governments, are obligated to exercise

... the judgment and care, under the circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of capital. (CRS 15-1-304)



## Financial Policies and Fund Overview

- 1.5.5 Reporting Requirements. The Finance Director shall submit to the City Manager, City Treasurer and City Council a quarterly investment report listing all of the investments held and classified by categories of investment risk. The report will summarize recent market conditions, economic developments, and investment conditions. The report shall also provide the amount of interest earned to date on a modified accrual basis and the cumulative interest earned during the year.
- 1.5.6 Internal Controls. The Finance Director shall establish a system of internal controls to ensure the integrity of the investment process. All investment transactions shall be supported by written evidence such as a confirmation ticket issued by the broker/dealer. In addition, the City's internal auditor or the independent auditor shall perform a review of the controls on an annual basis. The controls shall be designed to prevent loss of public funds because of fraud, error, and misrepresentation by another party or imprudent actions by an employee or employees of the City.
- 1.5.7 Pooling of Assets. In order to maximize the effective investment of assets, all funds may be pooled into one account for investment purposes known as the Investment Fund. The income derived from this account will be distributed periodically to the various funds based on the average balance over the period for which interest was earned and is being allocated.
- 1.5.8 Eligible Investments. Eligible investments shall be defined as those instruments identified in the City's financial policy manual, policies 1.5.8 and 1.5.9.
- 1.5.10 Collateral Requirements. To qualify as a depository, financial institutions and savings and loan associations must collateralize the City's deposits in accordance with: Sections 11-10.5-101 through 11-10.5-121, C.R.S. as amended entitled "Public Deposit Protection Act "; Sections 11-47-101 through 11-47-120 C.R.S. as amended entitled "Savings and Loan Association Public Deposit Protection Act."

The City considers repurchase agreements as simultaneous sales and purchases of securities rather than as collateralized loans. However, securities underlying repurchase agreements are referred to as "collateral" for the purpose of this policy. It is the City's policy to require all issuers of repurchase agreements to execute a copy of the City's master repurchase agreement. A copy must be on file *prior to entering* into any repurchase agreements. In addition, the maximum length of a repurchase agreement shall be 90 days.

- 1.5.11 Selection of Financial Institutions and Dealers. The City's depository shall be selected through competitive bidding in accordance with the City's financial policies. When selecting the depository, the creditworthiness of the institution shall be considered. It shall be the policy of the City to purchase securities only from those financial institutions included in the City's approved list of broker/dealers or banks.

The Finance Director shall approve Banks and savings and loans seeking to establish a relationship with the City for the certificate of deposit program. Certificates of deposit shall be collateralized in accordance with the Public Depository Protection



## Financial Policies and Fund Overview

Act and the Savings and Loan Association Public Deposit Protection Act as set forth in the Colorado Revised Statutes.

All financial institutions shall agree to undertake reasonable efforts to preclude imprudent transactions involving the City's funds. The supervising officer of the institution shall agree to exercise due diligence in monitoring activities of the officers and subordinate staff members engaged in transactions with the City. Employees of any firm or financial institution that offers securities or investments to the City shall be trained in the precautions appropriate to public sector investments and are required to be familiar with the City's investment objectives and constraints.

1.5.12 **Portfolio Maturities and Volatility.** It is the City's intent to manage all of its investments, with the exception of the uniformed and non-uniformed employee pension plans, in such a way that any market price losses resulting from interest rate volatility would be offset by coupon income and current income received from the balance of the portfolio during a 12-month period. In addition, no maturity extension (swap) should be taken if it would result in negative income on the overall funds portfolio. The maximum maturity date for all securities is no more than 5 years from the date of purchase unless otherwise authorized by the City Council.

1.5.13 **Diversification.** It is the policy of the City to diversify investments within the portfolio. Securities shall be diversified to eliminate the risk of loss resulting from over-concentration of investment in a specific maturity, a specific issue or a specific class of securities. Diversification strategies shall be determined and revised periodically by the Finance Director.

When establishing specific diversification strategies, the following general policies and constraints shall apply: maturities shall be staggered in such a way that avoids undue concentration of assets in a specific maturity sector. Short-term maturities shall be selected which coincide with specified disbursement dates thereby avoiding the need to sell securities prior to maturity. Longer-term maturities shall be selected which provide for stability of income and reasonable liquidity.

- a. Positions in securities of a single issuer, except for U. S. Treasury securities, FHLB, FNMA, FFCB, and FHLMC, shall be limited to 5% of the overall portfolio so that in the event of default, the portfolio's annual investment income will exceed a loss on any single issuer's securities. Because the credit-worthiness of FHLB's, FNMA's, FFCB's and FHLMC's may change from time to time, the Finance Director may at times limit or prohibit their purchase.
- b. Risks of market price volatility shall be controlled through maturity diversification such that aggregate price losses on instruments with maturities greater than one year shall not exceed the coupon interest and investment income received from the balance of the portfolio.
- c. The Finance Director shall establish strategies and guidelines for the portfolio allocation of all securities.

1.5.14 **Risk Tolerance.** The City realizes that investment risk can result from issuer defaults, market price changes or certain technical complications, which lead to temporary illiquidity. Therefore, portfolio diversification is used as a means to control risk. The



## Financial Policies and Fund Overview

Finance Director is expected to display prudence when selecting investment securities and use safety, liquidity and yield in that order of priority as a way to minimize the risk of default. In addition, no one individual investment transaction shall be made which would jeopardize the total capital position of the overall portfolio.

If a specific issuer should default, the Finance Director shall review the portfolio and securities having comparable credit risks. The Finance Director shall establish guidelines concerning price volatility of the overall portfolio as well as certain individual securities, after first establishing a range of possible interest rate fluctuations within which markets could reasonably be expected to trade.

- 1.5.15 **Safekeeping and Custody.** Investments of the City shall be held by a third party custodian (bank or broker/dealer) or any branch of the Federal Reserve. Investment officials shall be bonded to protect the public against possible embezzlement and fraud. Written safekeeping procedures shall be established and reviewed annually by an *independent* auditor.
- 1.5.16 **Local Preference.** If determined feasible by the Director of Finance or the City Manager, preference to chartered commercial banks, savings and loan institutions, and industrial banks located within the City Limits of Fountain under section 3.3(d) of the City Charter.
- 1.5.17 **Defense of Staff and Payment of Judgments or Settlements against Staff.** Staff, as public employees of the City, shall be subject to the defense of public employees and payment of judgments or settlements against public employees from liability for losses that may occur in the administration of this investment policy to the extent provided for under the Colorado Governmental Immunity Act, CRS 24-10-101 et. seq.

### 1.6 **Debt**

The purpose of this policy is to establish debt issuance guidelines. This policy is applicable to all debt issuance for the City of Fountain including obligations which are not legally debt but which are obligations of the City of Fountain that are subject to annual appropriation of funds for their payment by the City Council of the City of Fountain.

- 1.6.1 The City will seek to maintain, and if possible, improve its current bond rating so its borrowing costs are minimized and its access to credit is preserved. Sound financial practices, debt management and capacity, and competent management support the maintenance of the City's current bond rating. In its relations with rating agencies and the investment community, the City will follow a policy of full disclosure, as required by legal and professional practices.
- 1.6.2 **Credit Worthiness.** The City will seek to maintain, and as possible, improve its current credit rating so its borrowing costs are minimized and its access to credit is preserved and enhanced.

The City will maintain good communications about its financial condition with bond and credit rating institutions.



## Financial Policies and Fund Overview

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1.6.3 Borrowing Purposes. The City will not fund current operations from the proceeds of borrowed funds, except for short-term cash flow borrowing such as Tax Anticipation Notes. The City will confine long-term borrowing to capital improvements, projects, or equipment, which cannot be funded from current revenues.

1.6.4 Debt Repayment. When the City uses long-term debt financing, it will repay the debt within a period not to exceed the useful life of the improvements or equipment.

Whenever possible, debt shall be self-supporting, and will be revenue debt, or revenue-backed with a general obligation pledge.

The general obligation pledge will be used only for projects, which have a general benefit to City residents, which cannot be self-supporting.

Pursuant to Section 10.5 of the City Charter, revenue bonds, payable from any or source or sources other than ad valorem taxes of the City, may be issued without an election by Council action.

Local or Special Improvement District Bonds may be issued and debt repayments scheduled pursuant to the requirements set forth in Section 10.8 of the City Charter.

Advance refunding will generally be undertaken only when the net present value savings exceeds 4% of the net interest cost or when the restructuring of debt is in the City's financial interest in accordance with the provisions set forth in Section 10.6 of the City Charter.

Lease purchase debt, including certificates of participation, will be considered as an alternative to long-term vendor leases when cost effective. Such debt will be subject to annual appropriation and administered by the Finance Department.

Long-term lease purchases for buildings and facilities will be used when the cost of a lease purchase is lower than other options or if deemed appropriate because of time constraints, etc. pursuant to the requirements set forth in section 10.7 of the City Charter.

1.6.5 Direct Bonded Debt. Pursuant to Section 10.4 of the City Charter, the Net Direct Bonded Debt as a percentage of Assessed Value shall not exceed 10%.

1.6.6 Conduit Financing. Recognizing that the City is able to issue debt for broad purposes, it may be appropriate to issue on behalf of another party when the City Council, after a complete review process, determines that the proposed project will provide a general benefit to City residents. The City will consider issuing conduit financing which will not impair the City's credit rating. Any financing issued through the City shall qualify for an investment grade rating by one or both of the two top rating agencies. All expenses related to conduit financing will be borne by the applicants. The City shall establish review procedures for projects, including public contracting and financial fees.



## Financial Policies and Fund Overview

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- 1.6.7 Loans/Installment Purchases. Because all loans and installment purchases are considered the City's debt, it is very important that Finance complete those transactions on behalf of the City. Finance will maintain a copy of the agreement, payment schedule, and contact name. Finance is also available to review terms of any loan or lease purchase agreement. All payments will be processed through Finance.
- 1.6.8 Other Financing. The City may issue debt on behalf of its enterprises subject to the same criteria listed above. Debt issued for City enterprises shall be approved by the City Council.

### 1.7 **Authorization to Create Operating Policies**

The City Manager, or designee, has the authority to develop additional specific operating policies governing the day-to-day financial management of the organization. Provided, however, that such policies should conform to the general financial policies adopted in this document. When those policies conflict, the policy contained within this Financial Policy Document shall govern.

### 3.1 **Fund Accounting Theory**

This section explains the basic concept of fund accounting. It also describes the six types of funds that exist in Fountain City government. Details can be found in the City's financial policy manual.

### 3.2 **Basis of Accounting/Budget Reporting**

This section describes two financial concepts that drive the way in which the City's finances are maintained and reported: "Basis of Accounting" and "Budget vs. GAAP Reporting".

- 3.2.1 Basis of Accounting – Cash vs. Accrual. The term "basis of accounting" refers to when revenues, expenses, expenditures - and the related assets and liabilities – are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made. The following are the basis of accounting available for use by the City:
- Cash Basis – Transactions are recognized only when cash is received or disbursed.
  - Accrual Basis – Transactions are recognized when the economic event occurs, regardless of whether or not cash is received or paid. Proprietary funds, which encompass the enterprise funds, use the accrual basis of accounting. These funds have an income measurement/capital maintenance focus. The accrual basis of accounting is used by private enterprises as well.
  - Modified Accrual Basis – Expenditure transactions are recognized when incurred. Revenues are recognized when they are both measurable and available to finance the expenditures of the current period. Governmental funds, including general, special revenue, debt service, and capital projects, use the modified accrual basis of accounting. For a revenue to be recognized in a governmental fund, it must be "measurable" (the amount must be known or be reasonably estimated), and it must be "available" to finance the expenditures of the same fiscal period for which the revenue is recorded. "Available," in this case, means



# Financial Policies and Fund Overview

collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. For purposes of consistency, that time-frame shall be sixty (60) days which was set for purposes of Property tax revenues.

3.2.2 Reporting Focus – Budget vs. GAAP. This concept is used at the City of Fountain to refer to the way transactions are recorded and reported for compliance with Colorado Budget Law as opposed to financial statement presentation in conformance with Generally Accepted Accounting Principles. The City’s monthly statement of revenues and expenditures are reported during the fiscal year on what is informally called a “budget basis.” The City’s transactions are recorded throughout the year in accordance with the financial statement requirements as set forth within the Colorado Revised Statutes. By recording the transactions in general compliance with this law, the revenues and expenditures can be more easily monitored on a monthly basis to ensure compliance with the legal requirements as set forth within the Colorado Revised Statutes.

At the end of the fiscal year, adjustments are made to present the financial information in a format that is comparable to that used by other local government units around the country. The standards for this reporting are referred to as “generally accepted accounting principles” (or GAAP basis). The adjustments to convert the City’s financial records from “budget basis” to “GAAP basis” are made to ensure that the City’s financial statements are fairly and consistently presented in conformance with GAAP.

### 3.3 **Budgeting**

This section has been developed to provide City staff involved with budget preparation with a conceptual framework in which to prepare the Executive Budget Recommendation. Whenever possible, specific policies, procedures, and parameters have been outlined to enable the user to operationally develop a particular aspect of the budget. There may be instances when an unusual situation that might affect a department is not addressed in this manual; in that case, the department should contact the Finance Director for specific instructions to address the situation.

3.3.1 Budget Process Timeline. It is the Finance Director’s responsibility to develop and distribute a budget process timeline to Department Heads in a timeframe that allows appropriate, responsible development of department budgets. A typical timeline will be as follows:

April	Finance Director prepares revenue projections
May	Budget work session with City Council
May-June	Departments prepare budget requests
July	Peer Review Meetings
August-Sept	Budget refinement and document production
Oct 1	Draft budget to City Council not later than this date per City Charter
Oct	Budget work sessions open to the public
Oct-Nov	Public Hearing and First Reading of Budget Ordinance
Dec 15	Budget must be adopted no later than 15 days before the start of the next fiscal year per the City Charter



## Financial Policies and Fund Overview

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- 3.3.2 Department Responsibility. Departments are responsible for the following in the budget development process:
  - a. Completion of Budget Information template in provided timeframe, which includes standard narrative including goals & objectives, a functional organizational charge, and activity measures.
  - b. Financial Summary Requests: Information regarding historical and current financial line item allocations will be provided to each department. The information will be presented in such a format that the department will update the request and then return the final document to the Finance Director.
  - c. Appropriate revenue and expenditure projections that account for economic conditions, operating changes, community growth, etc. These will be developed in coordination with the Finance Department.
  - d. Capital project planning and cost estimates.
  - e. Communicating information appropriately to departments and attending budget meetings.
  - f. Reviewing all budget materials for accuracy, content, and style.
- 3.3.3 Budget Adoption. Following internal development and review of the budget, the City Council will hold hearings on the budget, to provide public review of the document and to discuss further budget development. Following review at the Council level, the Council shall provide authority to expend funds through a Budget Ordinance adopted in open meeting.
  - a. The Budget Ordinance shall authorize the budget at the Fund and Department level.
  - b. The amount appropriated to a specific fund and/or department may change as a result of subsequent Council actions, as identified in 3.3.4 below.
- 3.3.4 Adjustments to Budget. From time to time, the budget may require adjustments due to unforeseen expenditures, to recognize unanticipated revenue, or to adjust operating transfers. Adjustments may be made as follows:
  - a. Budget Resolution. During the year, adjustments that will change the budget at the Fund or Department level may be made by bringing a supplemental budget resolution to the Council for their approval.
  - b. The City Manager has authority to authorize changes to specific line items within each Fund and Department, provided that the overall amounts budgeted by Council are not changed.
  - c. At the end of each year, the Finance Department will prepare a Budget Amendment, by Ordinance, to formalize the budget adjustments that were made during the year.

### 3.4 **Financial Monitoring**

This section outlines the responsibilities of Departments in monitoring and managing the approved Budget.

- 3.4.1 Financial Statement. After the month ends, a Financial Statement is generated which summarizes each revenue and expenditure account detailing budgeted amount, total collected or spent for the month and year-to-date, current year encumbrances and the percentage of total to budgeted dollars. Each department/division head receives a Financial Statement for that department's activity, which serves as a tool for monitoring the department's budget. The City Manager, and Finance Director also



## Financial Policies and Fund Overview

- review the monthly Financial Statement for unusual activity. At any time during the month, an up-to-date Financial Statement may be generated upon request.
- 3.4.2 City Manager responsibility. The City Manager is ultimately responsible for the implementation and management of the budget and for the proper use and preservation/protection of the City's assets.
- 3.4.3 Finance Department responsibility. The Finance Director is charged with the primary responsibility for monitoring the fiscal and program implementation of the approved budget. The Finance Director will report monthly to the City Manager on various aspects of budget implementation and management. In addition, the Finance Department will work closely with other departments to apprise them of their financial status and of any potential issues that may affect their budgets. The Finance Department may review fiscal issues affecting any part of the City organization. This activity supports the monitoring role and focuses on the protection of City assets and the legal, efficient, and effective use of City resources. The Finance Director will provide City Council with a quarterly update on the City's finances including a financial report containing budget versus actual revenue and expense information. Additionally, the Finance Director will provide the City Council with a list of contracts or agreements that have been approved and signed by the City Manager during the quarter.
- 3.4.4 Department Responsibility. Departments are responsible for monitoring and managing their resources to ensure that the legal and administrative appropriation to the department is not overspent and that all expenditures and uses of City resources are in conformity with City, State, and Federal ordinances, statutes, policies, and regulations.
- a. Legal Appropriation. Each department is responsible for ensuring that expenditures do not exceed the legal appropriation level for their department within each fund, operating and capital expenditures combined.
  - b. Revenues. Departments are responsible for monitoring revenues that are collected as a result of programs administered by their departments. If a significant change in the estimate for the current or future fiscal years results, the department must contact the Finance Director to advise of the change.



## General Fund 5-Year Projections

### DESCRIPTION

The General Fund is the general operating fund of the City of Fountain. All general tax revenues and other receipts that are not allocated by law to another fund are used to finance general operating expenditures.

Following is a 5-year overall forecast of the City of Fountain's Revenues & Expenditures, for the years covering 2011 through 2015.

Reserves. Reserves are used to buffer the City from downturns in the economy, to provide for emergency requirements, and to provide an additional source of accumulated funding for major capital improvements or redevelopment. Target reserves will be as follows:

- a. When economic times are prosperous, the City would ideally like to accumulate an unreserved fund balance of 40% of the current operating budget in the General Fund.

### GENERAL FUND FIVE YEAR BUDGET PROJECTION

SUMMARY OVERVIEW					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Net Operating Surplus/(Deficit)	\$ (19,753)	\$ (15,917)	\$ (15,344)	\$ 10,351	\$ (37,795)
Add: Beginning Fund Balance	\$ 2,100,460	\$ 1,969,062	\$ 1,808,195	\$ 1,792,851	\$ 1,803,202
Less: Reserve Requirement 20%	\$ (2,460,163)	\$ (2,541,767)	\$ (2,656,280)	\$ (2,776,159)	\$ (2,901,663)
Equals: Available for Capital/Other	\$ (379,456)	\$ (588,622)	\$ (863,429)	\$ (972,957)	\$ (1,136,256)
Unfunded Capital Needs	\$ -	\$ -	\$ 4,159,500	\$ 2,018,670	\$ 13,602,330
SOURCES OF FUNDS					
Beginning Fund Balance	\$ 2,100,460	\$ 1,969,062	\$ 1,808,195	\$ 1,792,851	\$ 1,803,202
Est. Tabor refund Previous year					
Sales Tax	\$ 5,438,000	\$ 5,655,520	\$ 5,881,741	\$ 6,117,010	\$ 6,361,691
Use Tax	\$ 987,380	\$ 1,184,856	\$ 1,232,250	\$ 1,281,540	\$ 1,332,802
Property Tax	\$ 1,747,830	\$ 1,503,134	\$ 1,593,322	\$ 1,688,921	\$ 1,790,256
Other Taxes	\$ 1,856,320	\$ 1,930,573	\$ 2,007,796	\$ 2,088,108	\$ 2,171,632
Licenses and Permits	\$ 69,990	\$ 72,790	\$ 75,701	\$ 78,729	\$ 81,878
Intergovernmental Revenue	\$ 896,690	\$ 923,591	\$ 951,298	\$ 979,837	\$ 1,009,232
Charges for Services	\$ 347,960	\$ 361,878	\$ 376,354	\$ 391,408	\$ 407,064
Fines and Court Costs	\$ 371,250	\$ 382,388	\$ 393,859	\$ 405,675	\$ 417,845
Other Income	\$ 46,200	\$ 48,048	\$ 49,970	\$ 51,969	\$ 54,047
<b>Total Operating Revenue</b>	<b>\$ 11,761,620</b>	<b>\$ 12,062,777</b>	<b>\$ 12,562,291</b>	<b>\$ 13,083,197</b>	<b>\$ 13,626,448</b>
<b>Non-operating Revenue:</b>					
Transfer from Impact	\$ 78,500	\$ 94,200	\$ 113,750	\$ 130,000	\$ 146,250
Transfer from Water for IT/BLDG	\$ 273,350	\$ 281,551	\$ 289,997	\$ 298,697	\$ 307,658
Transfer from Ambulance for IT	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377
Transfer from Electric for IT/BLDG	\$ 314,740	\$ 324,182	\$ 333,908	\$ 343,925	\$ 354,243
Investment Income	\$ 38,850	\$ 73,840	\$ 76,848	\$ 85,160	\$ 85,652
Proceeds from capital lease/bonds					
<b>Total Non-operating Revenue:</b>	<b>\$ 708,440</b>	<b>\$ 776,863</b>	<b>\$ 817,686</b>	<b>\$ 861,060</b>	<b>\$ 897,179</b>
<b>Total Revenue</b>	<b>\$ 12,470,060</b>	<b>\$ 12,839,639</b>	<b>\$ 13,379,976</b>	<b>\$ 13,944,258</b>	<b>\$ 14,523,628</b>



## General Fund 5-Year Projections

USES OF FUNDS					
<b>Operating Expenditures:</b>					
Council	\$ 32,000	\$ 36,700	\$ 38,335	\$ 40,046	\$ 41,836
Judicial	\$ 259,450	\$ 269,856	\$ 281,861	\$ 294,421	\$ 307,563
Economic Development	\$ 91,810	\$ 93,187	\$ 95,983	\$ 98,862	\$ 101,828
Elections	\$ 14,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927
Administration	\$ 695,880	\$ 722,740	\$ 754,275	\$ 787,249	\$ 821,729
Information Technology	\$ 711,970	\$ 732,126	\$ 759,776	\$ 788,539	\$ 818,464
Planning	\$ 286,680	\$ 299,489	\$ 313,578	\$ 328,346	\$ 343,825
Engineering	\$ 248,100	\$ 258,440	\$ 270,164	\$ 282,438	\$ 295,289
Police	\$ 4,285,873	\$ 4,481,815	\$ 4,695,262	\$ 4,919,062	\$ 5,153,723
Fire	\$ 2,260,970	\$ 2,355,818	\$ 2,466,052	\$ 2,581,571	\$ 2,702,633
Communications	\$ 860,260	\$ 902,617	\$ 947,368	\$ 994,345	\$ 1,043,659
Streets	\$ 1,227,630	\$ 1,186,557	\$ 1,235,182	\$ 1,285,917	\$ 1,338,857
Code Enforcement	\$ 209,900	\$ 217,105	\$ 226,052	\$ 235,389	\$ 245,134
Parks	\$ 394,930	\$ 410,030	\$ 427,837	\$ 446,453	\$ 465,917
Cemetery	\$ 5,000	\$ 5,075	\$ 5,227	\$ 5,384	\$ 5,546
Community Outreach	\$ 88,300	\$ 88,300	\$ 90,949	\$ 93,677	\$ 96,488
Facilities Maintenance	\$ 219,050	\$ 230,100	\$ 239,471	\$ 249,247	\$ 259,446
Ambulance subsidy	\$ 72,480	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Transfer to electric for fleet maint	\$ 336,530	\$ 348,881	\$ 363,729	\$ 379,241	\$ 395,449
<b>Total Operating Expenditures</b>	<b>\$ 12,300,813</b>	<b>\$ 12,708,836</b>	<b>\$ 13,281,400</b>	<b>\$ 13,880,797</b>	<b>\$ 14,508,313</b>
<b>Debt Service:</b>					
Bonds Principal & Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	\$ 187,280	\$ 146,720	\$ 113,920	\$ 53,110	\$ 53,110
Note Principal & Interest	\$ 1,720	\$ -	\$ -	\$ -	\$ -
<b>Total Debt Service</b>	<b>\$ 189,000</b>	<b>\$ 146,720</b>	<b>\$ 113,920</b>	<b>\$ 53,110</b>	<b>\$ 53,110</b>
<b>Capital Expenditures:</b>					
Administration/Information Technology	\$ -	\$ 66,330	\$ 40,000	\$ 6,670	\$ 3,330
Planning	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Police	\$ 25,000	\$ 45,000	\$ 1,414,000	\$ 917,000	\$ 10,610,000
Fire	\$ 8,000	\$ -	\$ 2,209,500	\$ 547,000	\$ 1,094,000
Communications	\$ -	\$ -	\$ -	\$ -	\$ -
Streets	\$ 25,500	\$ 25,500	\$ 341,000	\$ 308,000	\$ 1,735,000
Code Enforcement	\$ -	\$ -	\$ -	\$ -	\$ -
Parks	\$ 53,145	\$ 8,120	\$ 125,000	\$ 240,000	\$ 160,000
Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital</b>	<b>\$ 111,645</b>	<b>\$ 144,950</b>	<b>\$ 4,159,500</b>	<b>\$ 2,018,670</b>	<b>\$ 13,602,330</b>
<b>Total Expenditures</b>	<b>\$ 12,601,458</b>	<b>\$ 13,000,506</b>	<b>\$ 17,554,820</b>	<b>\$ 15,952,577</b>	<b>\$ 28,163,753</b>
FUND BALANCE					
Ending Fund Balance	\$ 1,969,062	\$ 1,808,195	\$ 1,792,851	\$ 1,803,202	\$ 1,765,407
Minimum Reserve 20%	\$ 2,460,163	\$ 2,541,767	\$ 2,656,280	\$ 2,776,159	\$ 2,901,663
Excess Reserve	\$ (491,101)	\$ (733,572)	\$ (863,429)	\$ (972,957)	\$ (1,136,256)

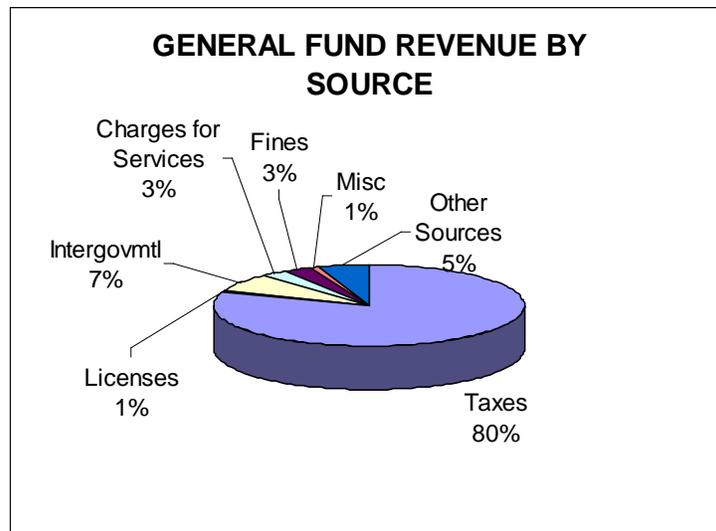
b. Pursuant to City financial policy, unreserved fund balance should not fall below 20% of current year operating Budget. This includes two months expenditures (17%) plus the 3% emergency reserve required under the TA BOR amendment. The 2011 ending Fund Balance is 16% of 2011 operating expenditures and the 2012 ending Fund Balance is 14.2% of 2012 operating expenditures.

## General Fund Revenues

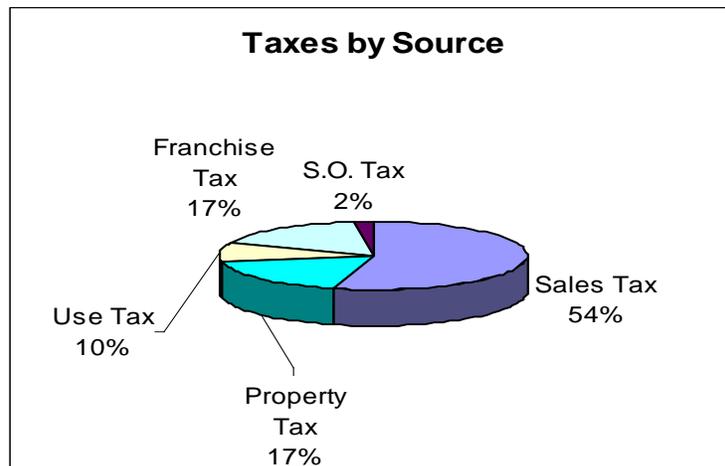
Realistic revenue forecasting is essential to sound financial planning. Revenue forecasting becomes more difficult in times of economic uncertainty and change. The Finance Department utilizes a number of techniques in projecting revenues, depending on the each revenue sources characteristics.

- Informed/Expert Judgement-internal sources such as department heads and external consultants
- Formulas determined by City ordinances
- Moving averages
- Estimates from the State of Colorado and property valuations provided by the El Paso County Assessor’s Office

The pie chart below illustrates the sources of revenue for the General Fund.



The largest portion of revenue in the General Fund is generated from taxes. The pie chart below illustrates the breakdown of tax revenue. Sales Tax represents 54% of total tax revenue in the General Fund.

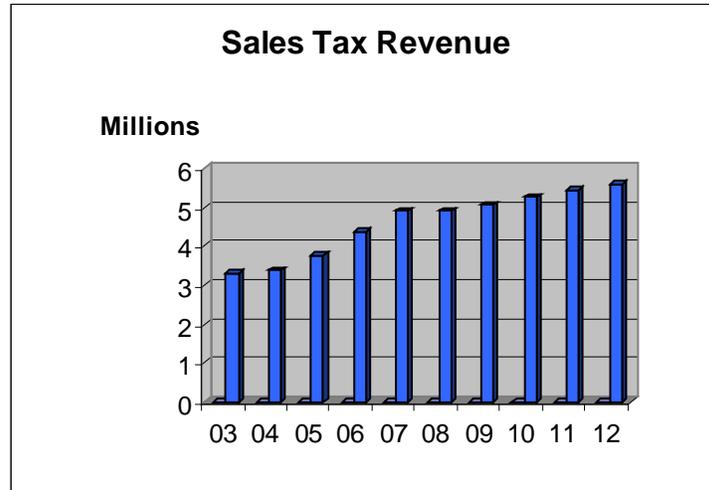




# General Fund Revenues

## Sales Tax

The sales tax rate for the City of Fountain is 3.75% of which 3.0% is dedicated to the General Fund. When combined with the State of Colorado sales tax of 2.9% and El Paso County sales tax of 1%, the businesses located in Fountain are collecting a total of 7.65%. The Colorado Department of Revenue collects sales tax for the City. Sales tax payments are due to the Department of Revenue by the 20<sup>th</sup> of the following month and the City receives the distribution from the Department of Revenue around the 12<sup>th</sup> of the following month. There is a two month lag in receiving the sales tax from the time the business collects the tax.

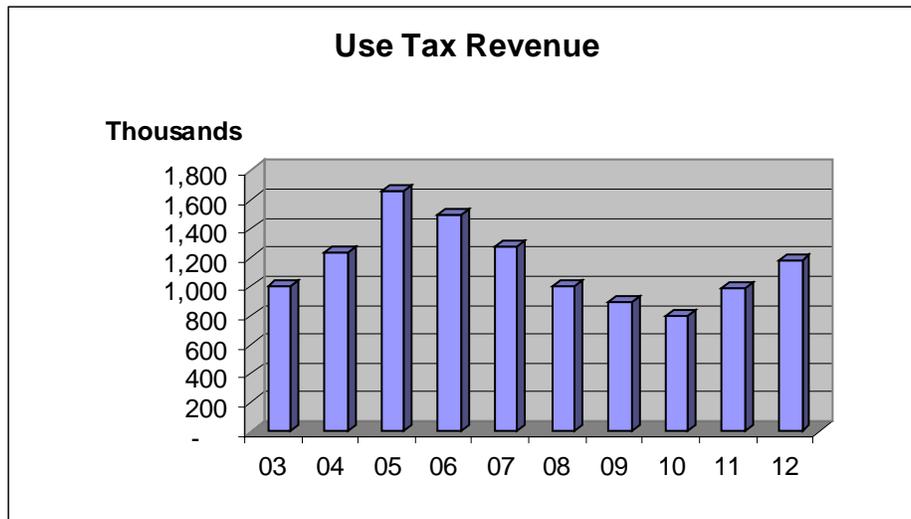


Recovery from the economic down turn for this revenue source began in the 3<sup>rd</sup> quarter of 2009 with an increase in revenue of 3% for 2009. Recovery has continued in 2010 with fourteen consecutive months of year over year increases, with an expected increase of 4% for 2010. Sales tax revenue is projected to total \$5,438,000 for 2011 which is a 3.5% increase over the revised forecast of \$5,253,925 for 2010. An increase of 4% is expected for 2012. Wal-Mart and Lowe’s are the City’s largest sales tax contributors.

## Use Tax

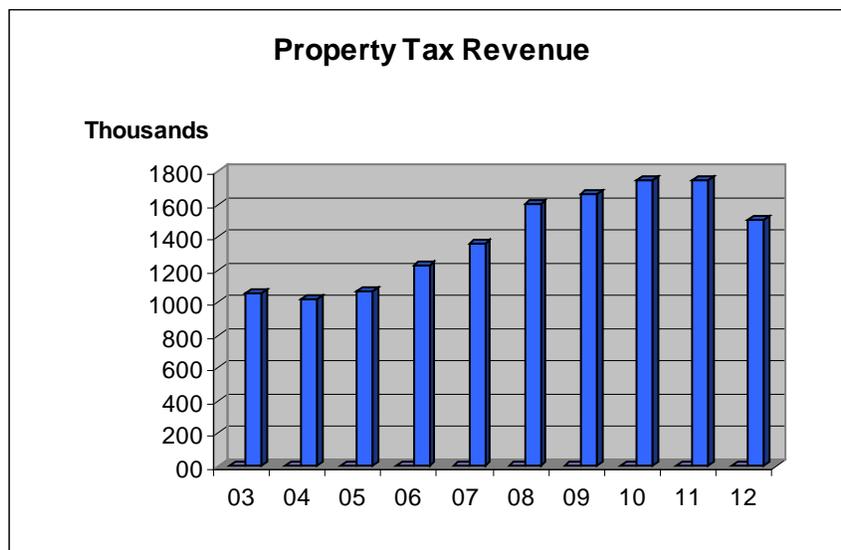
The use tax rate for the City is 2%. The two major sources of use tax are new construction and vehicle purchases. Housing starts began to slow in the last quarter of 2007 and have continued to decline through August 2010. 2010 year to date housing and commercial starts through August is 48 compared to 86 for the same period in 2009. However, the City has seen a 14 % increase in revenue from use tax from new construction in 2010 due to increased commercial starts which generate higher use tax dollars. Based on expert/informed judgments and population projections by an economist, the projection for 2011 and 2012 is based on 125 and 150 housing and commercial starts, respectively. Use tax from vehicle purchases through August 2010 is up 6.8% from 2009. Based on trends and expert/informed judgments, use tax from vehicle sales in 2011 is expected to rebound to 2008 levels with revenue of \$774,000.and then increase 4% for 2012. Total use tax for 2011 and 2012 is forecast to be \$987,380 and 1,184,856, respectively. The following column chart provides a ten year history of use tax revenue.

## General Fund Revenues



### Property Tax

The City experienced a tremendous housing boom from 2003 to 2006 with over two thousand housing and commercial starts during this period. Property tax revenue has increased 72% from 2004 to 2010. Based on valuations received from the El Paso County Assessor, revenue from property taxes is expected to be \$1,747,830 in 2011 which is \$3,400 less than expected collections for 2010. Real property is reassessed in odd numbered years in Colorado. Assessment values for 2011, for taxes to be collected in 2012, are estimated by the County Assessor to decline 14% in El Paso County. Consequently, property tax collections for 2012 have been decreased 14% to \$1,503,054. The City's mill levy of 10.239 has not changed for twenty-one years. The following column chart provides a ten year history of property tax.





## General Fund Revenues

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### **Franchise Fees**

The City has a number of franchise agreements with various utility providers, including the City owned water and electric utilities, which provide for payment for use of the City's rights-of-way. The City owned electric utility will be the largest contributor to this revenue category with an estimated payment of \$1,001,430 for 2011. Total revenue from franchise fees is projected to be \$1,671,330 for 2011.

### **LICENSES AND PERMITS**

Revenue derived from various types of licenses and permits is expected to be \$69,990 for 2011 and increase at a rate of 4% annually.

### **INTERGOVERNMENTAL REVENUE**

The Highway Users Tax Fund (HUTF) is state collected locally shared revenue that is distributed monthly among state, county and municipal governments. HUTF revenues are derived from motor fuel taxes and various fees for vehicle registration, vehicle titles, licenses and taxes. HUTF revenues for 2011 are expected to total \$660,800 and \$680,620 for 2012.

Revenue generated from the El Paso County Road and Bridge mill levy is estimated to total \$27,090 in 2011 and \$23,300 in 2012.

### **CHARGES FOR SERVICES**

Park impact fees are collected for the purpose of funding the impact of additional residents on the City's park system. These fees are collected at the time of residential building permit application. These funds are dedicated to the acquisition and development of new parks and the enhancement of existing parks. The City expects to collect \$117,370 from park impact fees during 2011. Revenue from development fees is expected to total \$122,065 during 2012.

### **FINES AND FORFEITURES**

Revenue from traffic fines is expected to be \$301,090 and \$310,123 for 2011 and 2012, respectively. In 2007, the City Council passed an ordinance establishing a \$10 School Zone Fee that is assessed on every traffic citation. This revenue is dedicated to improvements in school zones. \$15,760 and \$16,230 is expected to be collected in School Zone Fees during 2011 and 2012, respectively.

### **MISCELLANEOUS REVENUE**

The City will earn an estimated \$38,850 and 79,230 for interest on investments during 2011 and 2012, respectively. Rental of facilities and other miscellaneous sources will total \$46,200 for 2011 and \$48,048 for 2012.

### **TRANSFERS AND OTHER FINANCING SOURCES**

It has been assumed, for budget purposes, that 125 new residential units will be built in 2011 and 150 new residential units will be built in 2012 and that the impact fee generated will average \$628 per residential dwelling unit. Based on these assumptions, \$78,500 is expected to be collected in impact fees during 2011 and \$94,200 during 2012. This revenue will be transferred to the General Fund for reimbursement for planning, police and fire protection services pursuant to Ordinance No.718.



## General Fund Revenues

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Also, included in this budget are transfers from the Water Fund, Electric Fund, and Ambulance Fund for costs of IT equipment and services and transfers from the Water and Electric funds for facilities maintenance and repairs.



## General Fund Expenditures

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Expenditures have been summarized into broad categories on the department budget templates that follow this section. The expenditure categories and a brief description follow.

### [Salaries and Benefits](#)

This category includes payments to employees for regular wages and overtime wages as well as state and federal payroll taxes on those wages. This category also includes the cost of benefits paid by the City such as pension plan contributions and insurance premiums.

### [Materials and Supplies](#)

This category includes commodities and merchandise that the City purchases that are necessary for a department to perform their function within the City government. Examples include office supplies, fuel and oil, asphalt and gravel, ammunition, uniforms, vehicle parts, and equipment with a purchase price of less than \$5,000.

### [Purchased Services](#)

This category includes services that the City purchases. Examples include postage, utility services (i.e. telephone, electric, water, gas), engineering, legal and auditing services, laboratory and polygraph services, travel and training.

### [Fixed Charges](#)

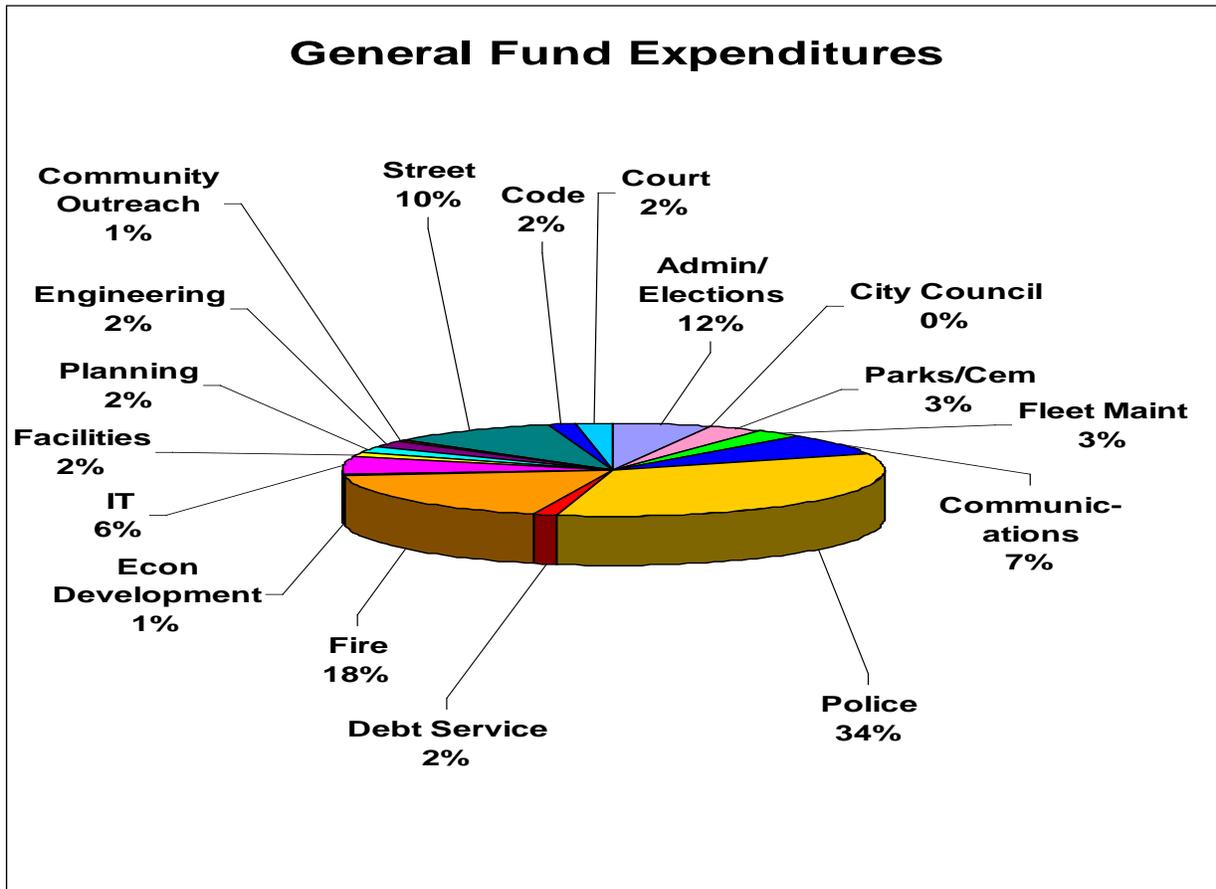
This category includes items that are fixed costs to the government and include items such as depreciation, rent, property/casualty insurance premium, bank charges/broker fees, and rental of equipment.

### [Capital](#)

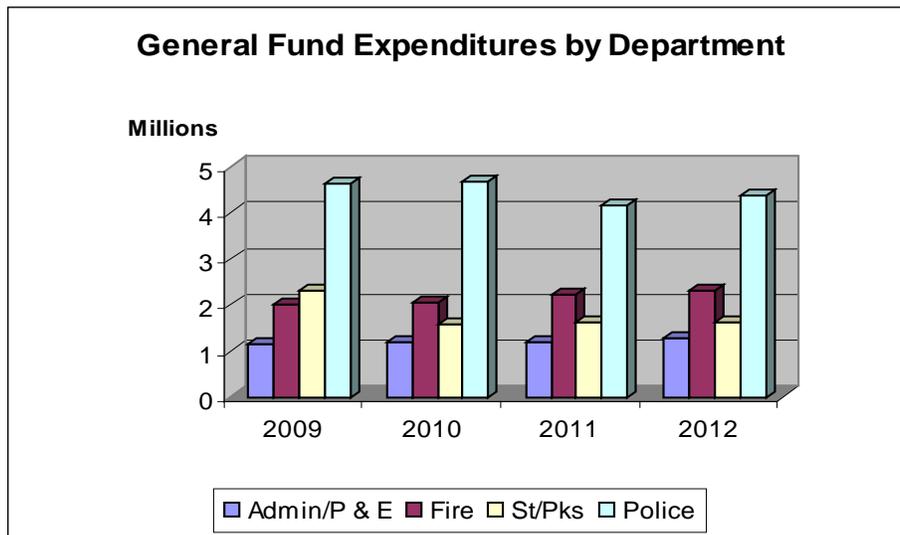
A capital expenditure is the purchase of an asset used in operations where the individual or per unit cost of the item is \$5,000 or more AND the expected useful life of the asset is more than one year. Examples are vehicles, equipment, water rights, land and buildings.

Total 2011 General Fund budgeted expenditures total \$12,348,570 and 2012 totals \$12,780,841. The following pie chart provides an overview of expenditures by department.

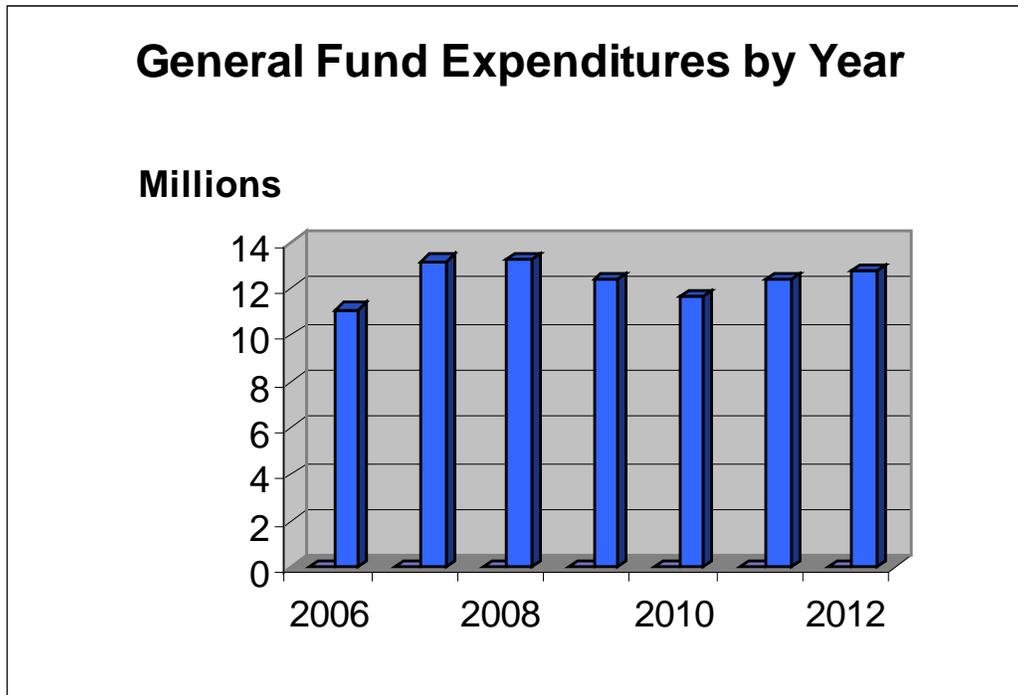
# General Fund Expenditures



The following column chart provides a four year history/projection of the largest departments in the General Fund. Administration, Planning, and Engineering are combined into one value as is Streets and Parks.



The column chart below shows a seven year history of total General Fund Expenditures.





# City Council

## DESCRIPTION

The City Council consists of seven (7) members elected by the registered electors of Fountain. There are three (3) “wards” within the City; 1 member is elected from each ward. The Mayor and 3 members are elected by the registered electors of the entire City. The term of office for the Mayor is 2 years, with a maximum of 4 terms and Council Members terms are 4 years with a maximum of 2 terms. The City Council, under the leadership of the Mayor, is the legislative body responsible for enacting local legislation, adopting budgets, determining general policy direction, and appointing the City Manager.

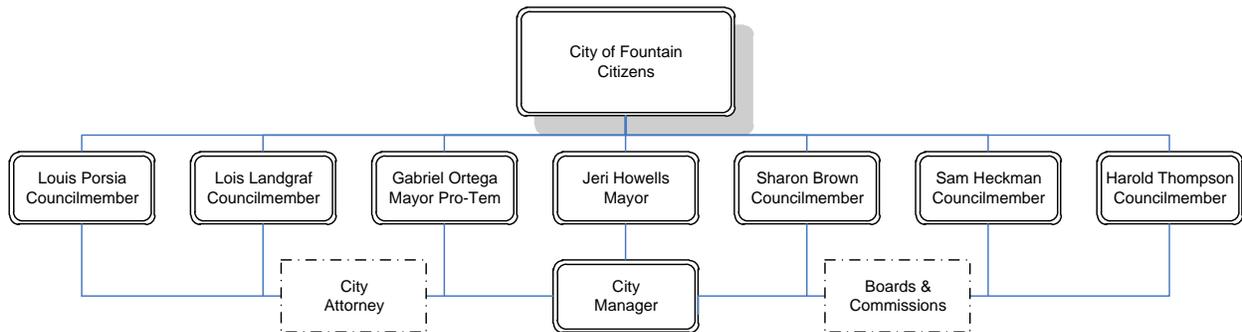
## VISION AND VALUES

The City of Fountain will honor its small town America heritage, promote a high quality of life for its citizens and provide managed community growth in a safe, secure and stable manner.

### CORE VALUES

- F – Fiscal Responsibility
- O – Outstanding Service
- U – Unshakable Integrity
- N – Neighborly Perspective
- T – Transparent Governance
- A – Accountable Decision-making
- I – Innovative Leadership
- N – New Vision

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Continuation with annexation of enclaves.
- Approval of 2011/12 budget.
- Continued sponsorship of Lorraine Community Center, Fountain Valley Senior Center, and YMCA. Support of the FV-CAN (Fountain Valley Community Activity Nutrition) initiative.
- Annual update of Strategic Plan.

## 2011/2012 GOALS

- Completion of final enclave annexation.



## City Council

- Continued sponsorship of Lorraine Community Center, Fountain Valley Senior Center, and YMCA. Support of the FV-CAN (Fountain Valley Community Activity Nutrition) initiative.
- Annual update of the Strategic plan and ongoing support of Strategic initiatives.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$6,918	\$11,474	\$21,250	\$22,000	\$26,700
Materials and Supplies	\$0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$575,947	\$21,760	\$7,500	\$10,000	\$10,000
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses			\$0	\$0	\$0
Capital			\$0	\$0	\$0
<b>Total</b>	<b>\$582,865</b>	<b>\$33,234</b>	<b>\$28,750</b>	<b>\$32,000</b>	<b>\$36,700</b>

### SIGNIFICANT CHANGES

- The significant decrease from 2008 to 2009 is a result of transferring programs that benefit the entire community such as bus transportation and the Lorraine Community Center to a new cost center called Community Outreach.



# Municipal Court

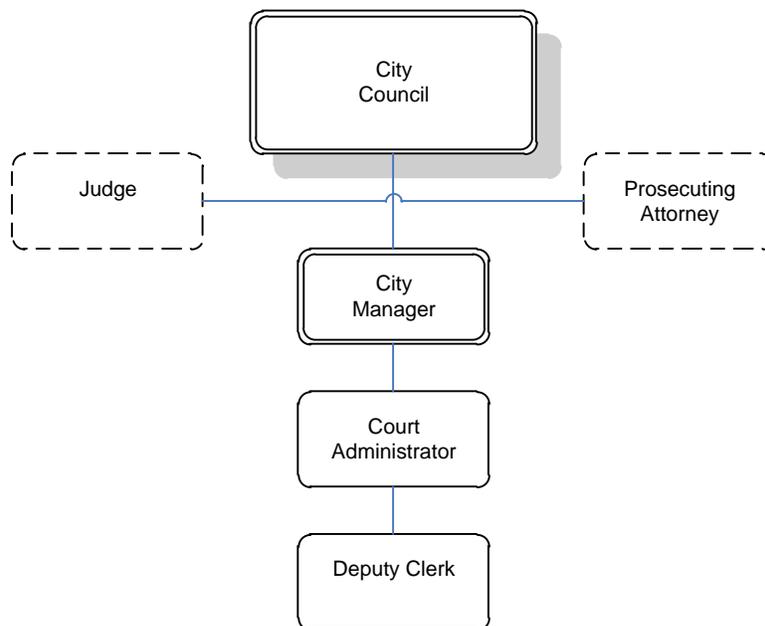
## DESCRIPTION

Fountain Municipal Court is a Court of Record and is located at the City Hall Building. The Court handles all Municipal Ordinance and Traffic violations. The Court Staff consists of one Judge, two Alternate Judges, one City Prosecutor, one Court Administrator, and one Court Clerk. The Court Office is opened daily from 8 AM to 5 PM and is staffed by a Court Administrator and a Court Clerk who are full time employees. Traffic Court is on Monday, where Defendants are offered plea agreements that the City Prosecutor has prepared ahead of time. Regular sessions of Court are on Thursday nights where Arraignments, Pre-trials, Trials and Hearings are heard and scheduled for future dates.

## MISSION STATEMENT

Fountain Municipal Court is dedicated to improving the Court’s awareness of and responsiveness to the needs of the Citizens of Fountain. The Court Staff is dedicated to serving the entire community with Fairness and Respect.

## ORGANIZATIONAL CHART



Personnel History				
Position	2009	2010	2011	2012
Court Administrator	1	1	1	1
Deputy Clerk	1	1	1	1
<b>Total Full-Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## 2010 HIGHLIGHTS

- Completed Archiving of Court Records.
- Expanded Court Program.
- Updated DMV Reporting.



## Municipal Court

### 2011/2012 GOALS

- Continue Professional Court Training.
- Access County, State and Federal Court resources through Lexis-Nexis.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$187,478	\$182,873	\$177,520	\$186,130	\$195,436
Materials and Supplies	\$ 4,384	\$ 3,619	\$ 3,500	\$ 2,000	\$ 2,030
Purchased Services	\$55,736	\$61,150	\$68,010	\$68,020.00	\$69,040
Fixed Charges	\$ 2,583	\$ 1,638	\$ 3,300	\$ 3,300.00	\$ 3,350
Grant Related Expenses			\$0	\$0	\$0
Capital			\$0	\$0	\$0
<b>Total</b>	<b>\$250,181</b>	<b>\$249,279</b>	<b>\$252,330</b>	<b>\$259,450</b>	<b>\$269,856</b>

### ACTIVITY MEASURES

	2008	2009	6/10
Traffic Cases Filed	4427	2381	799
Non-Traffic Cases Filed	387	451	149
Code Enforcement Cases Filed	17	4	3
Animal Control Cases Filed	82	81	37
Parking Cases Filed	299	236	
<b>TOTAL CASES FILED</b>	<b>5212</b>	<b>3153</b>	<b>988</b>
% of Cases Cleared	4332/83%	2639/83%	643/65%
Cases Filed per FTE	2606	1576	494



## Economic Development

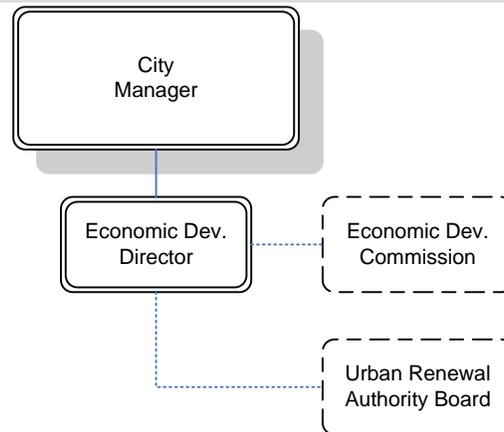
### DESCRIPTION

The Economic Development program of the City is housed within the City Manager’s office and oversees all commercial/industrial recruitment and retention activities, as well as oversight of urban renewal.

### MISSION STATEMENT

To encourage planned growth by supporting a diverse business community through policies and programs that attract, retain and expand quality businesses.

### ORGANIZATIONAL CHART



Personnel History				
Position	2009	2010	2011	2012
Economic Development Director	1	1	1	1
Total Full-Time Employees	1	1	1	1

### 2010 HIGHLIGHTS

- Branding and image campaign foundations completed. Work with Chamber to secure ongoing funding base to promote Fountain’s image regionally and in all forums (Strategic Goal 1 A).
- Gateway plan and Hwy 85 URA Corridor Plan promoted to investors. Grants for redevelopment sought. Attend redevelopment conference to attract investors (Strategic Goal 1 C).
- Sixty-five new business licenses were issued for new businesses within city limits.
- Completed plan to change informational materials and processes using feedback from weekly local business meetings and small business taskforce (Strategic Goal 4 B).
- Broad distribution of new visitors guide to promote local businesses. New web page completed and updated. Business services and resources brochure completed.
- Investors forum and series of interviews with developers increase image and raise awareness of Fountain sites (Strategic Goal 4 A).
- In the first three quarters of the year, over 600 hours spent working with brokers, investors, individual businesses; over 100 businesses contacted. Recruited shops at retail tradeshow convention.
- Researched site selectors web page requirements and updated web page according, including site maps.
- Colorado Defense Mission Coalition steering committee member, complete Fort Carson Growth Plan economic analysis team, and chair renewable energy job attraction taskforce as one part of regional effort.



## Economic Development

- Incentives package complete for retail and industrial businesses. Twelve incentive packages offerings (Strategic Plan Goal 4 C).
- Installed signs on interstate ramps installed, on Ohio Avenue and downtown to implement wayfinding sign program (Strategic Goal 1 B).
- Completed assessment of ability to attract healthcare facility.
- Made over 20 visits to local businesses (Strategic Goal 4B)

### 2011/2012 GOALS

- Active recruitment to fill empty buildings and build new stores, including annual retail trade show and other targeted industry tradeshows and recruitment trips, as funding allows.
- Monthly meetings with business leaders and investors, and bi-weekly local business visits.
- Ombudsman for business development concerns & challenges.
- Serve Urban Renewal Authority, implement US Highway 85 Corridor Plan, Exit 128 Gateway Plan and abate blight (Strategic Plan Goal 1).
- Continue development of signage program, including monument on interstate (Strategic Plan Goal 1).
- Maintain contacts with partner associations and military installations to assure the city's inclusion in regional developments.
- Maintain and update all marketing materials.
- Implement branding and image campaign as funding allows.
- Implement Small Business Taskforce recommendations in partnership with Planning Department and Chamber of Commerce for small business friendly practices and processes, and business development opportunities such as incubators (Strategic Goal 4 B).
- If funding allows, complete telecom assessment to secure basis for technology jobs and competitive analysis in venues that affect Fountain's ability to compete for jobs, new construction and retail.
- If funding allows, complete targeted sector packages to attract industries identified to diversify the City's economy, and competitive analysis in venues that affect Fountain's ability to compete for jobs, new construction and retail.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits					
Materials and Supplies	\$ 292	\$ 442	\$ 360	\$360	\$370
Purchased Services	\$ 91,091	\$ 335,082	\$ 347,220	\$91,450	\$92,817
Fixed Charges					
Grant Related Expenses					
Capital					
<b>Total</b>	\$ 91,383	\$ 335,524	\$ 347,580	\$91,810	\$93,187

### ACTIVITY MEASURES

	2008	2009	2010
Business Contacts - Commercial	NA	NA	Approximately 400 hours
Business Contacts - Industrial	NA	NA	Approximately 200 hours



# Elections

## DESCRIPTION

The City Clerk’s office oversees all elections for the City of Fountain through coordination with El Paso County’s Election Department. This budget cycle will include Coordinated Elections as well as potential Special Elections. This is a special budgetary item that only arises during election years.

## 2010 HIGHLIGHTS

- Economic Development Ballot Measure 2D
- Hotel Lodging Tax Ballot Measure 2E
- TABOR Refund Ballot Measure for Park Improvement 2F
- Medical Marijuana Ballot Measure 2G

## 2011/2012 GOALS

- 2011 Council Elections – 2 at-large positions and Ward #2 Council position.

## BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits					
Materials and Supplies	\$4	\$8,190	\$14,000	\$14,000	\$10,000
Purchased Services					
Fixed Charges					
Grant Related Expenses					
Capital					
<b>Total</b>	\$4	\$8,190	\$14,000	\$14,000	\$10,000



# Administration

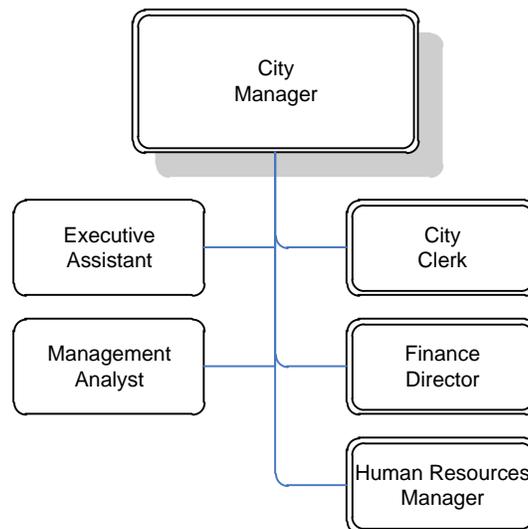
## DESCRIPTION

Administration consists of the City Manager’s office, as well as Finance, Human Resources, and City Clerk functions. These offices provide support services to all City departments for such issues as oversight of personnel functions, benefits management, financial functions including: cash management and investments, accounting, financial reporting, budget, debt management, payroll, accounts payable and insurance. Additionally, the City Clerk maintains City records, issues business licenses, and provides Council support, in addition to other duties.

## MISSION STATEMENT

Administer the daily operations of the City. Provide service with integrity, professionalism and accountability in an efficient, cost-effective manner. Assist Council in formulating goals, policies and programs.

## ORGANIZATIONAL CHART



Personnel History				
Position	2009	2010	2011	2012
City Manager	1	1	1	1
Executive Assistant	1	1	1	1
Management Analyst	0	1	1	1
City Clerk	1	1	1	1
Finance Director	1	1	1	1
Human Resources Manager	1	1	1	1
GIS Manager	0.2	0.2	0.2	0.2
Housing Authority Executive Director	0.6	0.6	0.6	0.6
Accountant	1	1	1	1
Accounting Technician	0	0	1	1
Account Clerk	1	1	1	1
Human Resources Technician	1	1	1	1
Management Assistant	1	1	1	1
Administration Assistant	1	1	1	1
<b>Total Full-Time Employees</b>	<b>10.8</b>	<b>11.8</b>	<b>12.8</b>	<b>12.8</b>



## Administration

### 2010 HIGHLIGHTS

- Prepared a Comprehensive Annual Financial Report for fiscal year 2009.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 2010 budget document.
- Initiated internal training programs, including first annual day long management training and annual harassment training for all employees.
- Established records retention schedule for Human Resource Department.
- Conducted first annual employee benefits & wellness fair.
- Began the process of updating all employee job descriptions.
- Placed Employee Policies & Procedures Handbook on the City web-site.
- Establish calculation management of use tax.
- Administrative processing of Liquor License renewals adopted by City Council.

### 2011/2012 GOALS

- Complete updating all employee job descriptions.
- Revise employee performance review management system.
- Create a Human Resources Standard Operating Procedure Handbook.
- Expand the Human Resources site on the City web-site.
- Establish an employee exit interview program.
- Establish a quarterly "new hire employee" in-depth orientation program.
- Conduct an employee satisfaction survey.
- Conduct a Human Resources Audit.
- Update Financial Policies and Procedures.
- Research/implement document scanning and archiving system.
- Update Liquor License Policies.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$418,265	\$405,848	\$435,580	\$469,190	\$492,650
Materials and Supplies	\$7,175	\$9,445	\$11,900	\$12,240	\$12,420
Purchased Services	\$213,305	\$156,776	\$175,340	\$172,410	\$175,000
Fixed Charges	\$43,309	\$41,700	\$42,600	\$42,040	\$42,670
Grant Related Expenses			\$0	\$0	\$0
Capital			\$0	\$0	\$16,330
<b>Total</b>	<b>\$682,055</b>	<b>\$613,769</b>	<b>\$665,420</b>	<b>\$695,880</b>	<b>\$739,070</b>

### ACTIVITY MEASURES

	2008	2009	6/30/2010
# purchase orders processed	5,040	4,192	2,166
# Accounts payable invoices processed	11,200	9,752	4,744
# Payroll checks and notices of deposit processed	5,271	5,329	2,742
# Accounts payable checks processed	6,160	5,334	2,583
Ordinances/Resolutions passed	131	91	91



## Administration

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Business Licenses issued	929	894	823
Housing starts	116	76	36
Total Meetings Recorded	50	50	31



# Information Technology

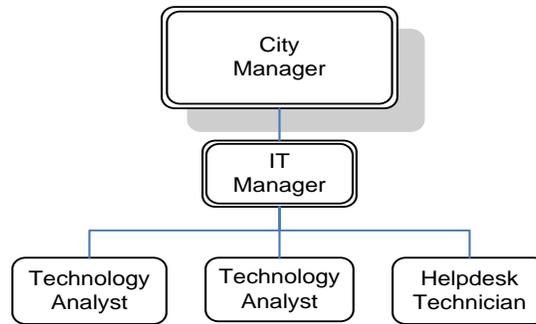
## DESCRIPTION

The City of Fountain’s Information Technology Department is located at City Hall, 116 South Main Street. The I.T. Department is responsible for providing support to all City departments for their technology needs, including but not limited to desktop PC support, data networking, Internet access, server and database support, as well as landline and wireless telephone services.

## MISSION STATEMENT

The Information Technology Department is committed to providing quality telecommunications and technology services to city departments so that they may better serve the citizens of the City of Fountain. The I.T. Department, through our employees’ vision, skills and commitment to customer service, will provide cost-effective solutions to the present and future technology needs of municipal government in Fountain.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Provided support in planning move of Utilities Customer Service to the historic bank building on Main St.
- Coordinated with the El Paso-Teller E911 Authority to replace the phone system at the Police Department and Fire Station 1.
- Provided technology support to Utilities for the Smart Grid Initiative.
- Support Utilities Department on phase 2 of the fiber network project.
- Working to implement major upgrade to Fire Department’s Firehouse records management and billing database.
- Brought city into compliance with federal PCI-DSS regulations for accepting payment cards.
- Updated and replaced technology for city departments as needed.

## 2011/12 GOALS

- Support completion of move of Utilities Customer Service to the historic bank building on Main St.
- Migrate Utilities Customer Service phone service to an IVR application upon selection of appropriate technologies.
- Provide technology support to Utilities for the Smart Grid Initiative.
- Provide technology support to Utilities for the Smart Grid Initiative.
- Implement a document management system for all city departments.
- Coordinate with the El Paso-Teller E911 Authority to move the city’s Communications Department from PD headquarters to City Hall.
- Update and replace technology for city departments as needed.



## Information Technology

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$259,602	\$251,301	\$255,590	\$270,760	\$284,296
Materials and Supplies	\$259,479	\$218,685	\$211,890	\$228,020	\$231,440
Purchased Services	\$ 99,292	\$114,926	\$215,010	\$213,190	\$216,390
Fixed Charges	\$0	\$0	\$0	\$0	\$0
Grant Related Expenses	\$0	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$ 46,830	\$0	\$58,330
<b>Total</b>	<b>\$618,373</b>	<b>\$584,912</b>	<b>\$729,320</b>	<b>\$711,970</b>	<b>\$790,456</b>

**NOTE:** Materials and Supplies and Purchased Services items include budgeted items intended for Utilities Department – these items are funded through transfers from the Water and Electric Funds. Capital purchases are included in the appropriate line items in the Electric and Water budgets and are not included in the above figures.

### ACTIVITY MEASURES

	2008	2009	2010
Total number of users	185	230	229
Total helpdesk work orders	1174	1210	661 YTD
Total workstations	135	164	170
User/workstation ratio	1.37	1.40	1.35
User/support tech ratio ( <i>including IT management</i> )	61.67	57.50	57.25
User/support tech ratio ( <i>excluding IT management</i> )	92.50	76.70	76.33
IT expenditures per user	\$3343	\$2543	\$3184
IT expenditures per workstation	\$4581	\$3567	\$4290

**NOTE:** IT expenditures includes projects for the Utilities Department funded through transfers from the Water and Electric Funds.

## DESCRIPTION

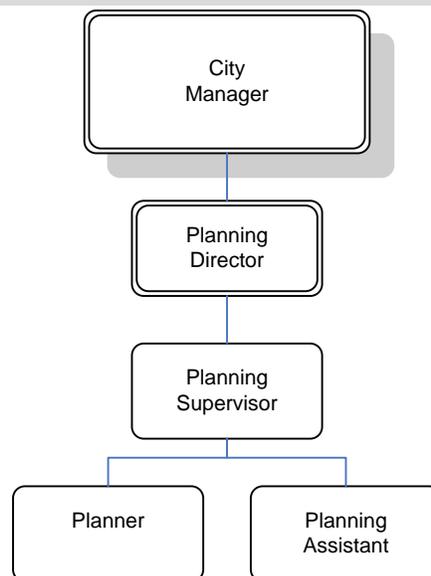
The Planning Department is responsible for administering the policies, programs and regulations that manage the development of the community. The Department ensures the sound management of Fountain’s growth and the protection of its quality of life and economic vitality through comprehensive and long-range planning. The Department guides public and private development through comprehensive planning, development policies and review standards in order to create and maintain a balanced community. The Department’s primary functions are as follows:

- Implements the policies and programs of the Comprehensive Development Plan; Parks, Recreation and Trails Master Plan; Annexation Plan; Traffic Master Plan; Strategic Downtown Plan; and other locally adopted plans.
- Provides professional planning services in support of the City Council, Planning Commission and Board of Adjustment.
- Administers and implements provisions of the Zoning Ordinance and Subdivision Regulations.
- Reviews development proposals relating to annexation, zoning, subdivision, site plan, building permits and other development applications.
- Provides information services to citizens, neighborhood associations, development and business communities and government partners.
- Represents the city in coordination with regional, state and federal agencies to ensure City issues and needs are considered in project development and funding actions.
- Tracks, analyzes and updates socio-economic data including population, housing and employment estimates and projections.

## MISSION STATEMENT

To promote the health, welfare, safety and prosperity of all present and future residents of the City of Fountain by effectively planning the physical development of the community. This is achieved through formulation of visionary long-range plans, effective review of proposed land use projects, and judicious enforcement of land development, animal, nuisance and other ordinances.

## ORGANIZATIONAL CHART





## Planning

Personnel History				
<u>Position</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Planning Director	1	1	1	1
Planning Assistant	1	1	1	1
Planning Supervisor (Part-time)	1	1	1	1
Planner (Part-time)	1	1	1	1
Total Full-Time Employees	2	2	2	2
Total Part-time Employees	2	2	2	2

### 2010 HIGHLIGHTS

- Continued work on the annexation of priority 1 and priority 2 enclaves. Only two identified enclave areas remain to be annexed and should be completed by the end of 2010. To date the City has annexed 454.48 acres.
- Initiated the in-house update to the 2002 Zoning Ordinance. The parking and supplemental standards section have been drafted and are planned for Planning Commission review.
- Initiated a review of City boundaries with the El Paso County Assessor's Office by hiring a consultant to digitize annexation plats to ensure mapping and tax records are correctly reflected.
- Hired an outside consultant to update the City's Official Zoning Map and to create tile maps for accurate zoning designations.
- Complete creation of a Special District Model Ordinance with guidelines and policies.
- Continued to update the scanned images collection and work with the IT Department to create a specific location for the files.
- Created a general information brochure on signs.
- Researched, drafted and completed a medical marijuana licensing ordinance and associated documents.
- Continued to draft, amend and finalize standard subdivision documents and forms such as subdivision agreements, easements and permits related to the adopted Subdivision Regulations.
- Worked with the U.S. Census Bureau to complete an update of the City's boundaries and street system for the 2010 Census.
- Processed 33 development applications as of 6-30-10.
- Completed an Intergovernmental Agreement with Pikes Peak Regional Building to allow the collection of use tax at PPRBD's office.
- Nominated the Sears home on Old Pueblo Road for the Registry of Historic Places, applied for GOCO funds, and secured a \$5,000 grant from Fountain Creek Watershed Board to conduct a visioning plan for the property.
- Initiated the petition of exclusion from the Security Fire District for all affected 2010 annexed properties.
- Coordinated CDBG applications to El Paso County.

### 2011/2012 GOALS

- Update the *City of Fountain Annexation Plan* to identify additional enclaves within the city's corporate boundary that were not identified in the 2007 plan.
- Refine the planning application database to include more information and ease in accessing information and creation of reports and continue researching database software for future acquisition.
- Continue the in-house update to the 2002 Zoning Ordinance to address identified ongoing discrepancies, problems and issues.
- Research and acquire a project tracking software program and transition existing database information and other documents into the program.
- Initiate annexation of enclaves identified in the *City of Fountain Annexation Plan* update.



## Planning

- Continue to update the scanned images collection and create specific location for the files that can be easily accessed by all City Staff.
- Apply for CDBG funding and other grant programs.
- Continue to inspect and organize the Planning Department archive files in the basement.
- Monitor and reevaluate the Planning Department webpage to ease navigation by the public and development community.
- Complete an Access Management Plan with Colorado Department of Transportation for SH 85 and Mesa Ridge Parkway.
- Draft a Historic Preservation Ordinance.
- Research and adopt rules of order for the Planning Commission.
- Create GIS coverage and maps for all final plats, preliminary plats, conditional uses, master plans and overall development plans.
- Initiate major update to the 2002 Zoning Ordinance.
- Create development brochures and handouts to assist the general public in understanding planning regulations and processes.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	*	\$226,632	\$224,210	\$243,100	\$255,250
Materials and Supplies	\$10,600	\$9,617	\$9,150	\$10,400	\$10,560
Purchased Services	\$100,000	\$47,953	\$74,400	\$33,180	\$33,680
Fixed Charges	\$0.00	\$	\$0	\$0	\$0
Grant Related Expenses	\$0.00	\$0	\$0	\$0	\$0
Capital	\$111,600	\$	\$	\$	\$
<b>Total</b>	*	\$284,202	\$307,760	\$286,680	\$299,490

Note: \* Combined in Planning and Engineering Cost Center.

### ACTIVITY MEASURES

	2008	2009	2010 <sup>1</sup>
Number of Applications	Submittals	Submittals	Submittals
Total Applications Received <sup>2</sup>	71	63	33
Final Plat/Replat	15	4	2
Site Plan/Landscape Plan	9	16	3
Annexations	5	5	2
Conditional Use	3	7	5
Variance	6	5	6
Zoning	14	10	9
Agreements	42	1	7
Development Review Team	4	9	0
Sign Permit	18	13	8
Business License Reviews	221	302	273
Temporary Use Permits	3	14	10
Revocable Permits	--	16	23
<b>Creation, Amendments and/or Updates to Regulatory and Advisory Documents</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>
Subdivision Regulations	Adopted & Implemented	Amended Section	Drafted Documents



## Planning

	2008	2009	2010 <sup>1</sup>
Zoning Ordinance	Initiated Update.	Delayed. In-house priority list drafted.	In house update initiated. Parking & Supplemental Standards.
Comprehensive Plan			
Annexation Plan	Initiated plan recommendation.	Continued with execution of plan recommendation.	Continued with execution of plan recommendation.
Other Plan:			
SH 128 Gateway Study		Participated. Amended Comprehensive Plan.	Initiated the creation of gateway rezoning.

**Notes:**

1. 2010 information is that available as of June 30, 2010.
2. Total Applications includes all applications submitted to the Planning Department that are entered into our database, including but not limited to: plats, zoning, annexation, conditional use, variance, appeals, encroachments, mergers, site plans, landscape plans, concept plans, service plans, plat corrections, etc. It does not include smaller projects such as fence height adjustments, zoning compliance letters and other similar projects.



# Planning Department CODE ENFORCEMENT

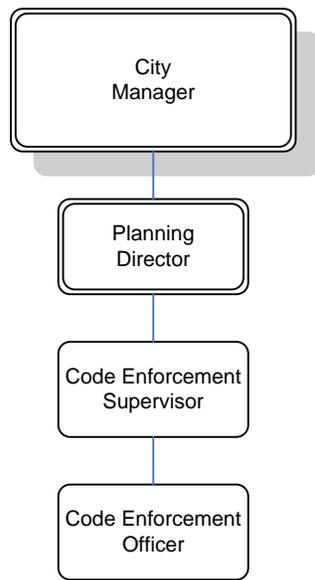
## DESCRIPTION

The Code Enforcement Division of the Planning Department is located in City Hall. The Division administrates, supervises, coordinates, and performs activities to ensure compliance with City ordinances. These activities include housing inspections, business license reviews, and addressing nuisances, storage of junk, illegal parking, inoperable vehicles, overgrown weeds, outdoor storage of refuse, property maintenance, and zoning violations. Code Officers are also highly instrumental in the development of new ordinances and the amendment of existing ones related to the health, safety and welfare of citizens. Other related activities include coordination and implementation of community projects with other City Departments, community organizations, and local agencies to enhance neighborhoods and other areas of the City. These projects also include educational and safety programs which enhance the public health, safety, and welfare.

## MISSION STATEMENT

The Mission of Code Enforcement is to preserve the attractive appearance of neighborhoods in the City of Fountain through fair and comprehensive enforcement of City Ordinances, thereby also increasing the health, safety, and welfare of Citizens.

## ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Supervisor	1	1	1	1
Enforcement Officer	1	1	1	1
<b>Total Full-Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



## Planning Department CODE ENFORCEMENT

### 2010 HIGHLIGHTS

- Respond to Citizen's concerns in a timely manner.
- Continue Community outreach programs for property maintenance and housing repair.
- Maintain CACEO certification of all officers through regular training and education.
- Continue Community outreach program of providing free Child Passenger Safety Checks and education.
- Provide Housing Inspection Services to the Fountain Housing Authority.

### 2011/2012 GOALS

- Respond to Citizen's concerns in a timely manner.
- Continue Community outreach programs for property maintenance and housing repair.
- Maintain CACEO certification of all officers through regular training and education.
- Continue Community outreach program of providing free Child Passenger Safety Checks and education.
- Continue to provide Housing Inspection Services to the Fountain Housing Authority.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$117,444	\$106,716	\$112,380	\$115,900	\$121,695
Materials and Supplies	\$ 1,898	\$3,467	\$10,820	\$8,920	\$9,050
Purchased Services	\$ 72,725	\$71,916	\$80,080	\$85,080	\$86,360
Fixed Charges			\$0	\$0	\$0
Grant Related Expenses			\$0	\$0	\$0
Capital			\$0	\$0	\$0
<b>Total</b>	<b>\$192,067</b>	<b>\$182,099</b>	<b>\$203,280</b>	<b>\$209,900</b>	<b>\$217,105</b>

### ACTIVITY MEASURES

	2008	2009	2010
Calls For Service Received	373		
NOVs served	1744		
Vehicles Towed	34		
Court Cases	18		
Abatements	101		
Liens Placed	101		
Population Served	23,000		
Number of Complaints per 1,000 population	16.2		



# Police Department OVERVIEW

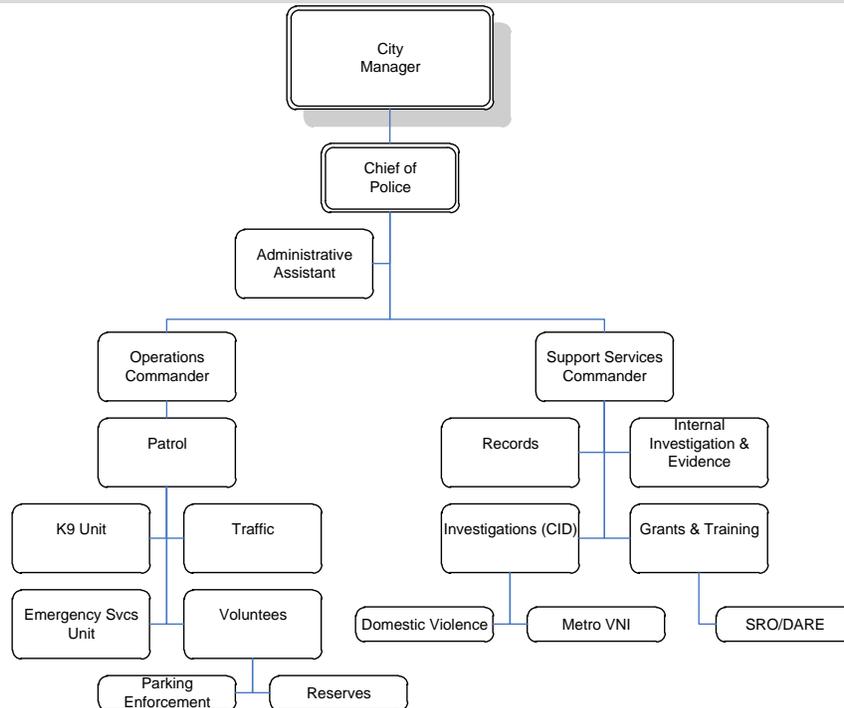
## DESCRIPTION

The Police Department provides law enforcement services within the boundaries of the City of Fountain, Colorado. The law enforcement services include enforcement of municipal ordinances and state statutes, criminal investigations, vice & narcotic enforcement, warrant execution, fugitive apprehension, municipal bailiff, and traffic enforcement. The Police Department supports community partnerships in support of crime prevention, Neighborhood Watch, Business Watch, DARE, and School Resource Officers. The Police Department supports public safety by providing traffic direction & control, disabled motorist assistance, parade and event security, disaster relief response, evacuation, crisis intervention response, motor vehicle escorts, contracted services, honor guard, and mutual aid.

## MISSION STATEMENT

The Fountain Police Department, in partnership with our community, is dedicated to improving the quality of life for all.

## ORGANIZATIONAL CHART



Personnel History					
Position	2008	2009	2010	2011	2012
Chief of Police	1	1	1	1	1
Deputy Chief of Police	1	0	0	0	0
Commanders	0	2	2	2	2
Lieutenant	1	0	0	0	0
Management Assistant	1	1	1	1	1
Executive Assistant	0	0	1	0	0
Police Officers	40	40	40	39	39
Record Technicians	3.5	3.5	3.5	3.5	3.5



## Police Department OVERVIEW

### 2010 HIGHLIGHTS

- Recycling Initiated
- Remodeled PD Offices
- Hosted Pikes Peak Quarterly Luncheon
- Hosted Glock Armorers Training Course
- Implemented a Middle School SRO program with District 8
- Purchased 2 Ballistic Protection Blankets
- Purchased 10 additional TASERS
- Installed new telephone system
- Medical Marijuana backgrounds and site inspections

### 2011/12 GOALS

- Implement a standardized regular training program.
- Subscribe to Lexipol Policy & Training.
- Identify funding for capital projects & needs.
- Strengthen Neighborhood & Business Watch Programs.
- Implement report narrative dictation.
- Adjust schedule to best shift relief factor.
- Upgrade patrol notebooks.
- Add mobile radios to entire fleet.
- Develop an Honor Guard.
- Increase selective traffic enforcement efforts.
- Revise Internal Affairs policy & procedures.
- Document imaging for RMS.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 4,050,395	\$ 4,122,348	\$ 4,118,900	\$3,761,540	\$3,949,620
Materials and Supplies	\$ 61,326	\$ 245,564	\$ 275,020	\$234,400	\$237,930
Purchased Services	\$ 186,706	\$ 198,195	\$ 220,290	\$237,980	\$241,550
Fixed Charges	\$ 51,436	\$ 50,012	\$ 52,240	\$ 51,950	\$52,720
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$0	\$0
Capital	\$ 157,301	\$ 30,156	\$ 0	\$25,000	\$45,000
<b>Total</b>	<b>\$ 4,507,163</b>	<b>\$ 4,646,275</b>	<b>\$ 4,666,450</b>	<b>\$4,310,870</b>	<b>\$4,526,820</b>

\*Part of budget to new Communication Cost Center

### ACTIVITY MEASURES

	2008	2009	6/2010
Calls for Service (CAD Incidents)	33,097	31,239	15,235
Uniform Crimes Reported	675	643	262
Sworn Officers	40	40	39
Civilian Personnel	4.5	4.5	5.5



# Police Department ADMINISTRATION

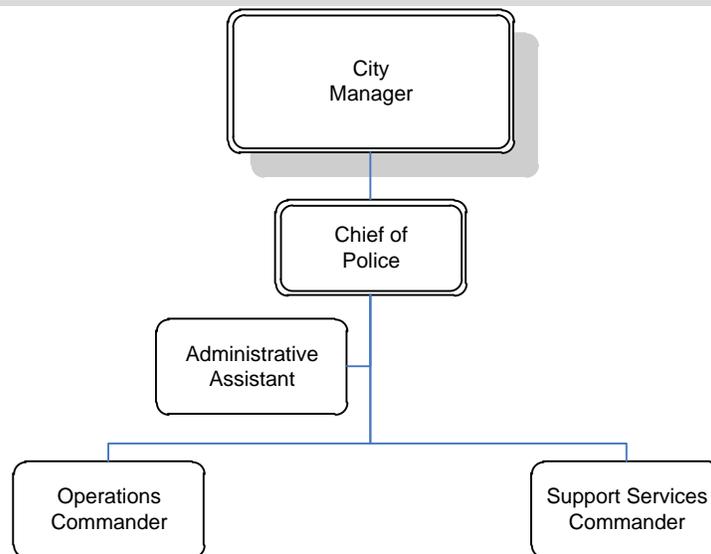
## DESCRIPTION

The Administration Division of the Police Department provides overall supervision, direction and accountability for the Police Department. The Chief of Police establishes the law enforcement philosophy for the department in concert with the needs and values of the community. The administrative division focuses on resources, legislation, and training to support all functions of law enforcement.

## MISSION STATEMENT

The Fountain Police Department, in partnership with our community, is dedicated to improving the quality of life for all.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Colorado Auto Theft Prevention Authority Grant (\$110k)
- Juvenile Diversion Workout Grant (\$114k)
- Cop-Link Grant (\$54k)
- DUI LEAF Grant (\$10k)
- Elder Abuse Training Grant (\$22k)
- DOJ Vest Grant (\$9k)
- Two-year Domestic Violence Grant (\$71k)
- Received approx \$7,000 in donations
- Peacekeeper & SWAT Armored Van made operationally ready

## 2011/12 GOALS

- Receive COPS Grant (\$332k, two officer positions)
- Enhance community relations
- Improve efficiencies in workloads
- Enhance partnerships with federal law enforcement agencies



## Police Department ADMINISTRATION

- Employee recognition through awards
- Create officer career enhancement opportunities
- Analyze law enforcement capabilities and functions to provide effective delivery of police services

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$	\$357,708	\$347,040	\$247,630	\$260,010
Materials and Supplies		\$84,215	\$25,080	\$23,740	\$24,100
Purchased Services		\$137,254	\$127,190	\$168,390	\$170,920
Fixed Charges		\$3,706	\$4,000	\$3,710	\$3,760
Grant Related Expenses		\$0	\$0	\$0	\$0
Capital		\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$</b>	<b>\$582,883</b>	<b>\$503,310</b>	<b>\$443,470</b>	<b>\$458,790</b>

### ACTIVITY MEASURES

	2008	2009	6/2010
Officers per thousand population (www.city-data.com)	1.8	1.66	1.59
Grants Awarded	\$17,855	\$153,926	\$288,6850
Seizures / Forfeitures	0	0	\$93,500
Volunteer Hours	4,300	1,990	669



# Police Department PATROL

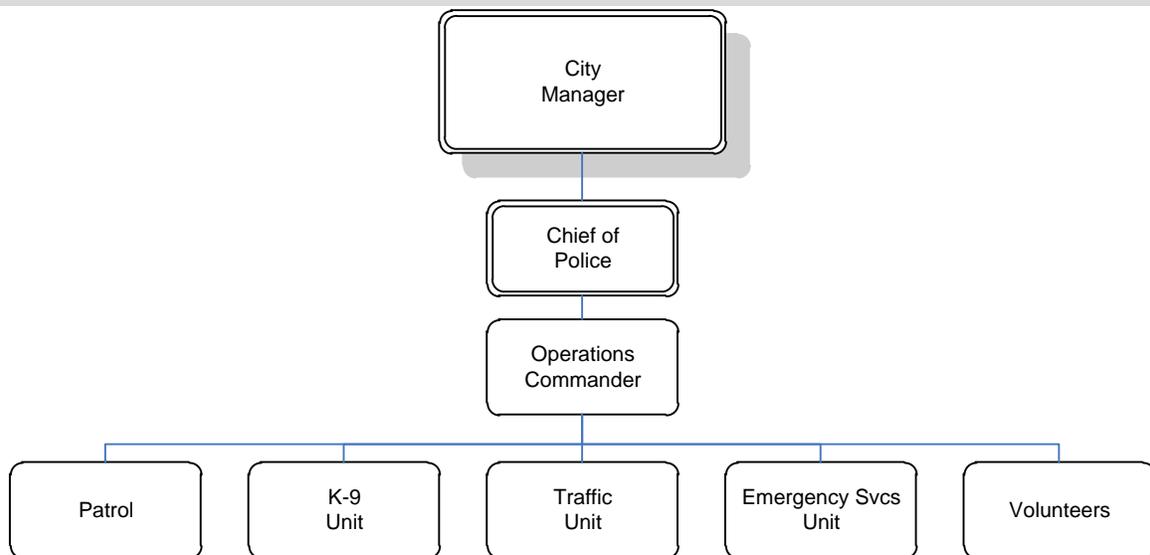
## DESCRIPTION

The Patrol Division makes up the largest section of the Police Department and is responsible for handling all citizen calls for service as well as Traffic Enforcement, Random and Directed Patrols, Uniform Services, Officer Initiated Activities, Facilities Maintenance, Vehicle Procurement and Maintenance. Officers from each team are assigned to one of four patrol districts and work with each of the other officers assigned to their district to solve problems.

## MISSION STATEMENT

The Fountain Police Department, in partnership with our community, is dedicated to improving the quality of life for all.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- ICE Forfeiture (\$94k)
- Acquired two used patrol vehicles (CSP).
- Implemented 10-hour shifts.
- Traffic control for Jimmy Camp Rd closure.
- Assisted with a felony out-of-state fugitive apprehension.
- K-9 demonstrations to community groups & schools.
- Reinstated Parking Enforcement activities.
- Fountain Police Athletic League participated in Rocky Mountain State Games (Gold Medalist).

## 2011/12 GOALS

- Implement dictation services
- Improve quality of reports.
- Officer direct filings.
- Telephone reporting.
- Create PAL wrestling program.



## Police Department PATROL

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits		\$2,224,391	\$2,355,740	\$2,620,120	\$2,751,130
Materials and Supplies		\$137,072	\$205,760	\$168,160	\$170,680
Purchased Services		\$31,938	\$42,120	\$40,990	\$41,600
Fixed Charges		\$24,533	\$25,330	\$25,330	\$25,710
Grant Related Expenses		\$0	\$0	\$0	\$0
Capital		\$30,156	\$0	\$25,000	\$45,000
<b>Total</b>		<b>\$2,448,090</b>	<b>\$2,628,950</b>	<b>\$2,879,600</b>	<b>\$3,034,120</b>

### ACTIVITY MEASURES

	2008	2009	6/2010
Calls for Service	33,097	31,239	15,235
Calls per 1,000 population	1,430	1,280	0
Calls per Officer	1,379	1,302	0
Criminal Offense Calls	6,692	5,695	2,239
Public Service Calls	26,405	25,544	12,996
Traffic Contacts	10,493	8,036	3,003
Traffic Accidents	572	513	111
Traffic Citations	5,024	2,781	926



# Police Department CRIMINAL INVESTIGATIONS

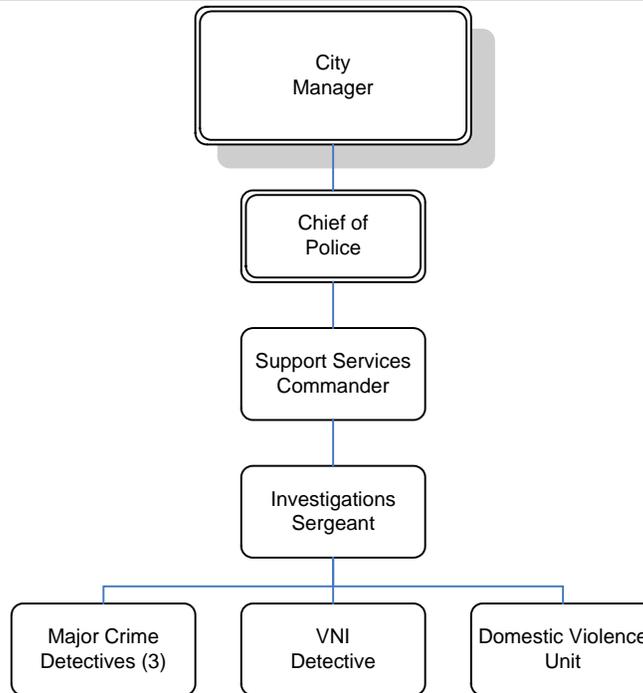
## DESCRIPTION

The Criminal Investigations Division is responsible for conducting investigations of major crimes, deaths, and other complex or long term investigations. A detective is also assigned to the El Paso-Teller Counties Metro-Vice Narcotics Investigation Task Force. VNI is made up of detectives from the various municipalities within the two county regions, as well as from the El Paso County and Teller County Sheriff Offices. Additionally, CID participates in the regional Internet Crimes Against Children program.

## MISSION STATEMENT

The Fountain Police Department, in partnership with our community, is dedicated to improving the quality of life for all.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Assisted outside agencies w/ CVSA's (truth verification).
- Specialized investigations through Domestic Violence Detective & Advocate.
- Supported HR function by conducting new hire backgrounds & truth verifications.
- Received Hostage Negotiation specialized training.

## 2011/12 GOALS

- Improve relations with District Attorney's Office.
- Case mentoring to Patrol Officers.
- Improve Sex Offender Registration process.
- Improve intelligence and crime analysis processes.



## Police Department CRIMINAL INVESTIGATIONS

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits		\$418,569	\$502,140	\$407,780	\$428,170
Materials and Supplies		\$12,304	\$20,390	\$19,620	\$19,910
Purchased Services		\$11,636	\$18,170	\$17,400	\$17,660
Fixed Charges		\$4,637	\$4,880	\$4,880	\$4,950
Grant Related Expenses			\$0	\$0	\$0
Capital			\$0	\$0	\$0
<b>Total</b>		\$447,146	\$545,580	\$449,680	\$470,690

### ACTIVITY MEASURES

	2008	2009	6/2010
Cases Assigned	4,901	4,351	1,584
Cases Cleared	2,972	2,560	1,003
Clearance Rate	61%	59%	63%
# Registered Sex Offenders	52	56	55



# Police Department SUPPORT SERVICES

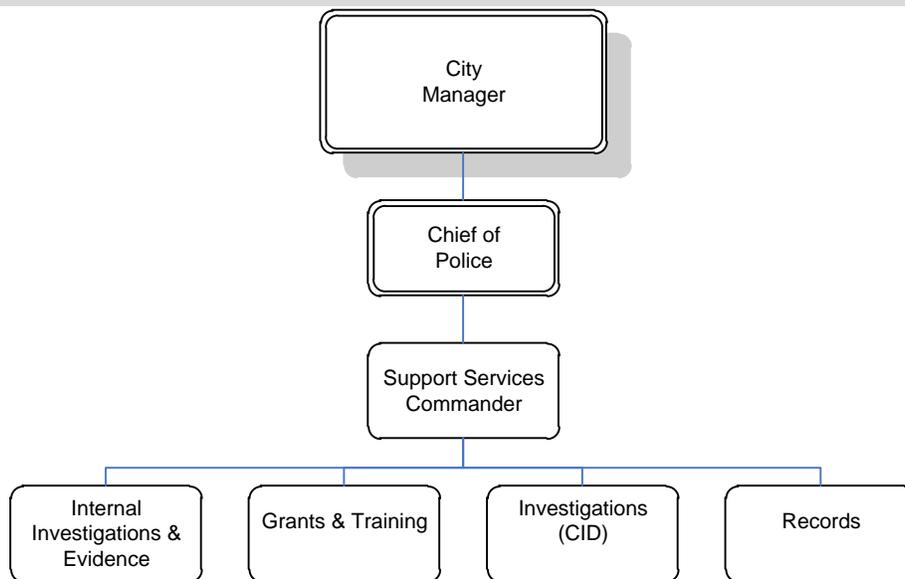
## DESCRIPTION

The Support Services Division is responsible for the following duties and functions: Budget, Public Information, Internal Affairs, Investigations, DARE and School Resource Officers, Records Division, Research & Development, Accreditation, Regional Homeland Security Liaison, Human Resources, and Business and Neighborhood Watch Programs.

## MISSION STATEMENT

The Fountain Police Department, in partnership with our community, is dedicated to improving the quality of life for all.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- CAD/RMS Integration Module Initiated.
- Applied for Colorado Association of Chiefs of Police Accreditation.
- Entered into a Court Liaison Intergovernmental Agreement with CSPD
- Evidence Unit partnered with PropertyRoom.com.
- Implemented Automated Fingerprint Identification System.
- Transferred Public Safety Communications to stand-alone department.
- Participated in Law Enforcement Special Olympics Torch Run.
- Colorado Peer Review Member for CIRSA/Lexipol state policy development.

## 2011/12 GOALS

- Implement new policy manual through Lexipol.
- Migrate to document imaging system.
- Obtain evidence dryer.
- CACP State Accreditation final audit.
- Revise internal affairs processes.



## Police Department SUPPORT SERVICES

- Train Sergeants/Corporals for Public Information Officer duties.
- Upgrade website.
- Electronic filing cabinets.
- Upgrade Records Management System.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits		\$1,121,680	\$913,980	\$486,010	\$510,310
Materials and Supplies		\$11,973	\$23,790	\$22,880	\$23,240
Purchased Services		\$17,367	\$32,810	\$11,200	\$11,370
Fixed Charges		\$17,136	\$18,030	\$18,030	\$18,300
Grant Related Expenses		0	\$0	\$0	\$0
Capital		0	\$0	\$0	\$0
<b>Total</b>		\$1,168,156	\$988,610	\$538,120	\$563,220

### ACTIVITY MEASURES

	2008	2009	6/2010
Fingerprints	558	367	200
Felony Filings	360	231	170
IA Investigations	21	17	17
Items of Evidence	2,506	2,119	899
Records Requests	296	488	334



# Fire Department OVERVIEW

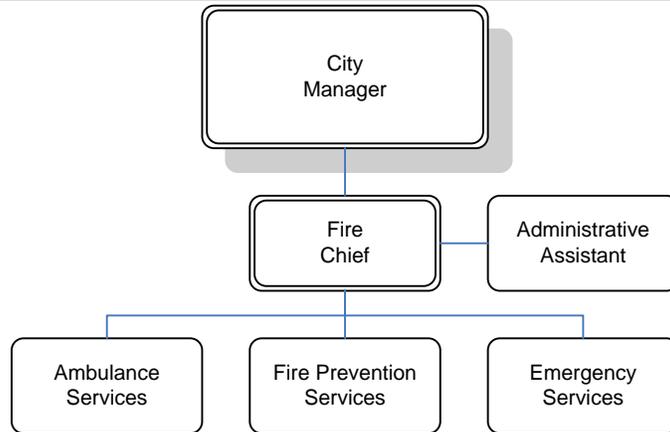
## DESCRIPTION

The City of Fountain Fire Department covers a city of 22 square miles with a population of 23,000 citizens. The Department also covers 16 miles of Interstate 25 from mile post 132 south to the Pueblo County line, mile post 116. The Department has 30 career Fire Fighters and 60 Volunteer Fire Fighters and support staff, which work out of three fire stations. The Fire Department provides; Fire Suppression, Fire Prevention and Education, Basic and Advanced Medical Life Support, Ambulance transport, Hazardous Materials Unit, Heavy Rescue Unit, Technical Rescue Team and Wildland Fire Team. Divisions include: Administration, Prevention Services, and Emergency Services.

## MISSION STATEMENT

Our mission is to minimize loss of life, suffering and damage due to fire, medical and environmental emergencies within the community of Fountain through public education, code management and incident response.

## ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>Fire Administration</b>				
Fire Chief	1	1	1	1
Administrative Assistant	1	1	1	1
<b>Total Full-Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Emergency Services</b>				
EMS Captain	1	1	1	1
Fire Captain	3	3	3	3
Paramedic/Firefighter	4	4	4	4
Firefighter	8	8	8	8
Part-Time Firefighter	3	3	3	3
<b>Total Full-Time Employees</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>Total Part-Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Prevention Services</b>				
Firefighter	1	1	1	1
<b>Total Full-Time Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total Department Employees (FT)</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>
<b>Total Department Employees (PT)</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>



# Fire Department OVERVIEW

## 2010 HIGHLIGHTS

*Shown in Division Program Budgets*

## 2011/12 GOALS

*Shown in Division Program Budgets*

## BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$1,575,009	\$1,663,650	\$1,653,000	\$1,883,800	\$1,978,000
Materials and Supplies	\$ 86,614	\$102,800	\$159,550	\$205,390	\$207,650
Purchased Services	\$ 134,856	\$126,955	\$134,750	\$134,750	\$134,750
Fixed Charges	\$ 25,117	\$25,951	\$27,030	\$27,030	\$27,030
Grant Related Expenses		\$8,160	\$10,000	\$10,000	\$10,000
Capital	\$ 357,530	\$138,053	\$0	\$8,000	\$0
<b>Total</b>	<b>\$2,179,126</b>	<b>\$2,065,569</b>	<b>\$1,984,330</b>	<b>\$2,268,970</b>	<b>\$2,357,430</b>

## ACTIVITY MEASURES

*Shown in Division Program Budgets*



# Fire Department ADMINISTRATION

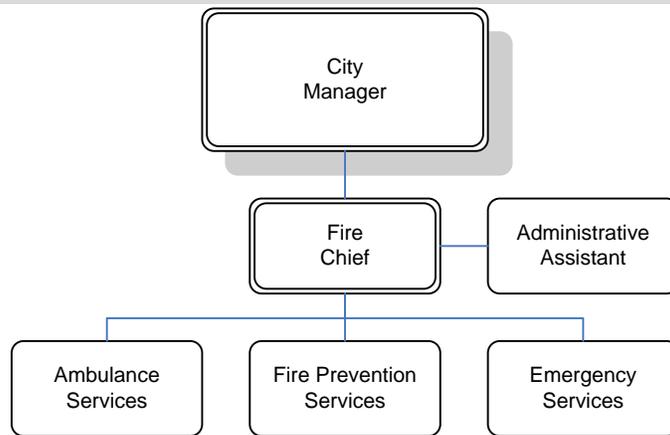
## DESCRIPTION

The Fire Department is administered by the Fire Chief, with administrative support provided through an Administrative Assistant. Fire administration is responsible for the management and leadership of the Department in its entirety. This includes planning, structuring, establishing direction, coordinating, conducting programs, staffing, evaluating, and financial management.

## MISSION STATEMENT

Our mission is to minimize loss of life, suffering and damage due to fire, medical and environmental emergencies within the community of Fountain through public education, code management and incident response.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Secured 2010 federal firefighters grant, \$36,000
- Secured ESA grant for medical training aids, \$2,500
- Submitted S.A.F.E.R. grant
- Secured Federal grant for in vehicle Mobile Data Terminals for \$54,000
- Received award for EMS agency of the year

## 2011/12 GOALS

- Secure 2011 Federal firefighters grant
- Secure S.A.F.E.R. grant for staffing
- Increase volunteer firefighters by 20
- Complete Firefighter pension to FPPA



## Fire Department ADMINISTRATION

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits		174,121	\$193,740	\$190,890	\$200,440
Materials and Supplies		7,206	\$10,870	\$12,130	\$12,130
Purchased Services		95,555	\$103,510	\$103,510	\$103,510
Fixed Charges		25,951	\$27,030	\$27,030	\$27,030
Grant Related Expenses			\$0	\$0	\$0
Capital			\$0	\$0	\$0
<b>Total</b>		302,834	\$335,150	\$333,560	\$343,110

### ACTIVITY MEASURES

	2008	2009	6/2010
Career fire staffing – On duty daily	Fountain: 7 Nat. stdrd: 18	Fountain: 7 Nat. stdrd: 18	Fountain: 7 Nat. stdrd: 18
Volunteer firefighter working hours. Annual financial savings	\$1,112,100	\$985,000	\$475,000
Operating expenditures	\$272,435	302,8340	141,7700
Capital expenditures	\$277,569	0	0



# Fire Department EMERGENCY SERVICES

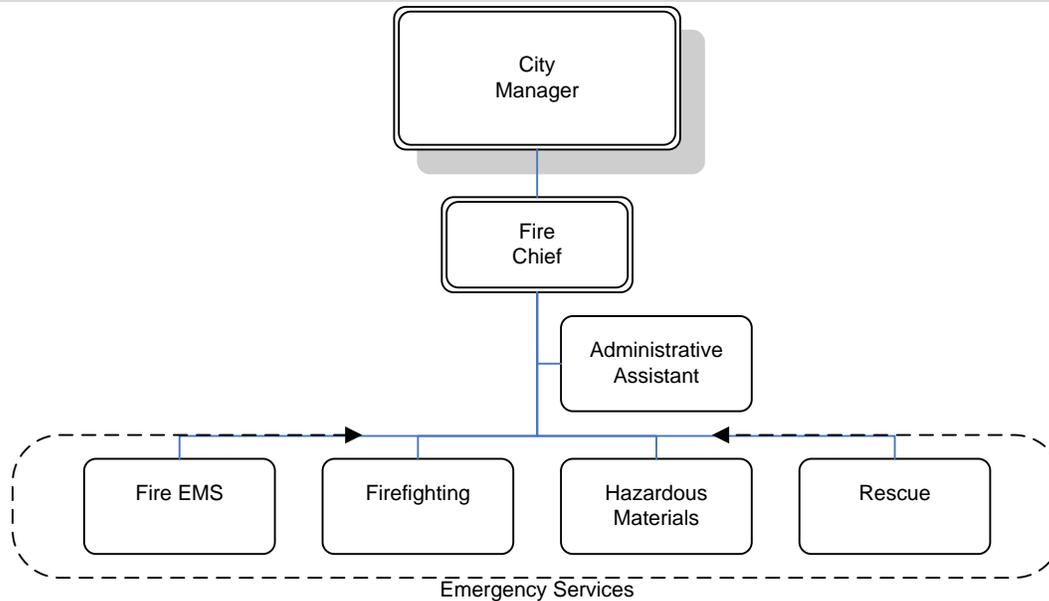
## DESCRIPTION

The Fire Department Emergency Services provides; Fire Suppression, Basic and Advanced Medical Life Support, Ambulance transport, Hazardous Materials mitigation, Rescue, and Technical Rescue.

## MISSION STATEMENT

Our mission is to minimize loss of life, suffering and damage due to fire, medical and environmental emergencies within the community of Fountain through public education, code management and incident response.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Mobile Data Terminals installed in fire engines and ambulances.
- Increased volunteer firefighters by 14.
- Increased internal EMS & Fire Training.

## 2011/12 GOALS

- Increase volunteer firefighters by 20.
- Replace 20 sets of Personal Protective Equipment.
- Add six SCBA bottles.

## BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits		\$1,415,460	\$1,402,950	\$1,632,770	\$1,714,410
Materials and Supplies		\$91,096	\$143,300	\$186,830	\$188,590
Purchased Services		\$30,367	\$29,840	\$29,840	\$29,840
Fixed Charges			\$0	\$	\$0
Grant Related Expenses		\$8,160	\$10,000	\$10,000	\$10,000
Capital		\$138,053	\$0	\$8,000	\$0
<b>Total</b>		<b>\$1,683,136</b>	<b>\$1,586,090</b>	<b>\$1,867,440</b>	<b>\$1,942,840</b>



## Fire Department EMERGENCY SERVICES

ACTIVITY MEASURES			
	2008	2009	6/2010
Alarms - Total calls for service	3,440	3,510	1,715
Land area protected. In square miles	13 + 12 miles of I-25	21 + 12 miles of I-25	21 + 12 miles of I-25
Wildland fires. Area burned, in city limits, by acres	14	17	28
Arson fires	35	15	22
# of calls arrived at in under 5 minutes	2,468	889	327
# of calls arrived at in over 5 minutes	972	992	401
Average response time - FIRE	5 min 15 sec	5 min 37 sec	5 min 22 sec
Average response time - EMS	4 min 49 sec	4 min 22 sec	4 min 18 sec
Property threat -Total value of property threatened by fire	\$20,468,153	\$31,751,250	\$2,988,000
Property lost- Total value of property burned	\$571,699	\$1,149,025	\$419,534
Property saved –Total value of property saved	\$19,896,484	\$30,602,252	\$2,568,466
False alarms	132	163	71
Total calls/1,000 pop.	149	146	74.5
Total Emergency Services FT Staff	18	18	18
Calls/Full Time Equivalent	191.1	195	95.2



# Fire Department PREVENTION SERVICES

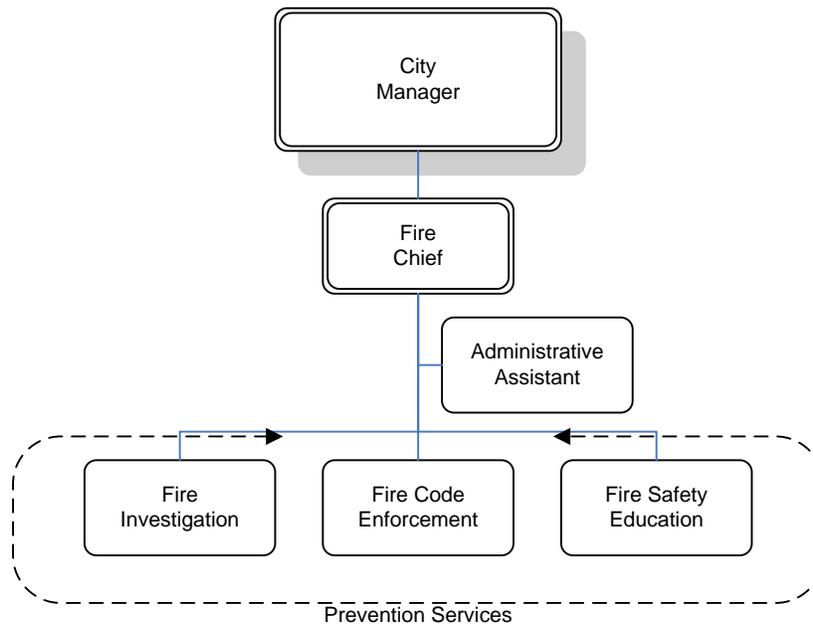
## DESCRIPTION

The Fire Prevention Division is responsible for the implementation, administration and enforcement of fire and life safety codes and the prevention of fires. The Fire Prevention Division includes Fire Inspection, Fire Code Enforcement, Fire Investigation, Public Education, Juvenile Firesetter Intervention Program, Plan Review, Hazardous Material Management Planning, Issue Permits, Fire Protection Engineering and Pre-Incident Planning.

## MISSION STATEMENT

The Mission of the City of Fountain Fire Department, Prevention Division is to reduce City of Fountain fire incident frequency, monetary loss, and resulting injuries and deaths, through fire inspections, fire investigations, public education and other fire prevention activities.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Attended monthly public education programs.
- Certified two firefighters as vehicle fire investigators.
- One firefighter certified as fire and explosive fire investigator.
- Target hazard list developed.

## 2011/12 GOALS

- Continue scanning business floor plans into database.
- Compile pre-incident plans and target hazard list into data base.
- Train a third firefighter to fire investigation certification level.



## Fire Department PREVENTION SERVICES

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits		\$74,069	\$56,3100	\$60,140	\$63,150
Materials and Supplies		\$4,498	\$5,380	\$6,430	\$6,930
Purchased Services		\$1,033	\$1,400	\$1,400	\$1,400
Fixed Charges			\$0	\$0	\$0
Grant Related Expenses			\$0	\$0	\$0
Capital			\$0	\$0	\$0
<b>Total</b>		\$79,599	\$63,090	\$67,970	\$71,480

### ACTIVITY MEASURES

	2008	2009	6/2010
# of children that received fire prevention education	5,014	6,990	978
# of adults that received fire prevention education	2,452	3,241	565
# of completed fire inspections	339	278	116
# of fire investigations	147	256	71
# of plan reviews completed	78	75	37



# Emergency Communications Center

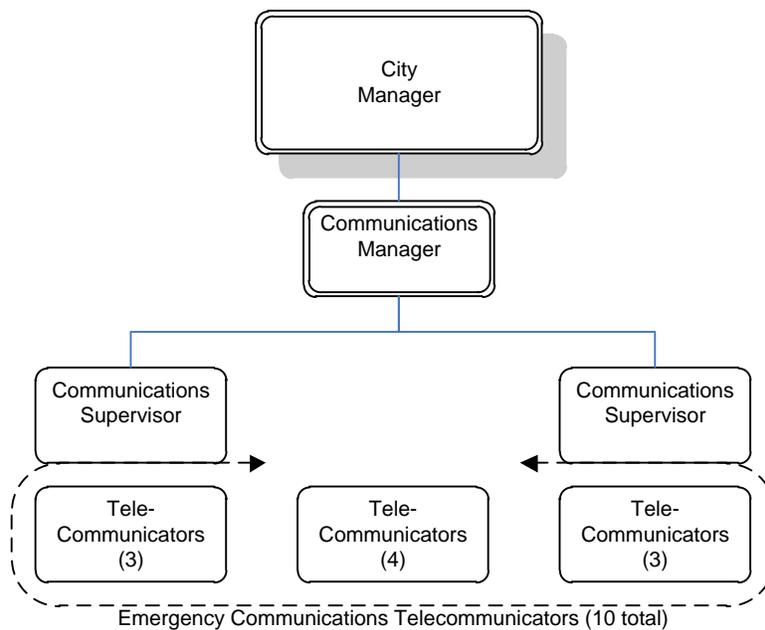
## DESCRIPTION

Fountain Emergency Communications Center operates 24 hours a day, seven days a week and is responsible for answering all 911 and non-emergency calls for the citizens of Fountain Colorado. The Communication Center personnel also dispatch Police, Fire, and Emergency Medical Services for the City of Fountain. The citizens of Fountain are provided quick access to emergency services by a team of 13 personnel.

## MISSION STATEMENT

The Communications Division is committed to the delivery of effective police, fire and medical services by utilizing teamwork, training, and technology, while remaining sensitive to the needs of the Community.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Telecommunicators handled 70,000 incoming and outgoing phone calls, including 31,250 Police calls for service and 3,834 Fire calls for service.
- Police Dispatch was re-organized to an Emergency Communications Center, underneath the City Manager and overseen by a new Communications Manager position.
- For operational oversight, an additional Supervisor was promoted.
- Personnel proposal to staff to a minimum of 2 Telecommunicators per shift was approved by Council and implemented.



## Emergency Communications Center

### 2011/2012 GOALS

- Update Emergency Operations Plan.
- Access County, State and Federal Court resources through Lexis-Nexis.
- Purchase of new CentraCom Radio equipment, funded through 911, to install in new console.
- Installation of new Xybix console equipment.
- Pre-planning for relocation of the Communication Center to City Hall.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$0	\$0	\$0	\$841,530	\$883,610
Materials and Supplies	\$0	\$0	\$0	\$2,240	\$2,270
Purchased Services	\$0	\$0	\$0	\$16,490	\$16,740
Fixed Charges	\$0	\$0	\$0	\$0	\$0
Grant Related Expenses	\$0	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$860,260</b>	<b>\$902,620</b>

### SIGNIFICANT CHANGES

- The Emergency Communications Center was developed in 2011. Prior to 2011, costs were housed within the Police Departments “Support Services” division.

### ACTIVITY MEASURES

	2008	2009	6/10
Population Served	23,000	23,000	23,750
Police Calls Dispatched	33,101	31,254	15,251
Fire/Medical Calls Dispatched	3,642	3,834	1,914
Total Staffing	10	10	10
Average calls per Telecommunicator	3,674	3,509	1,717



# Public Works Department OVERVIEW

## DESCRIPTION

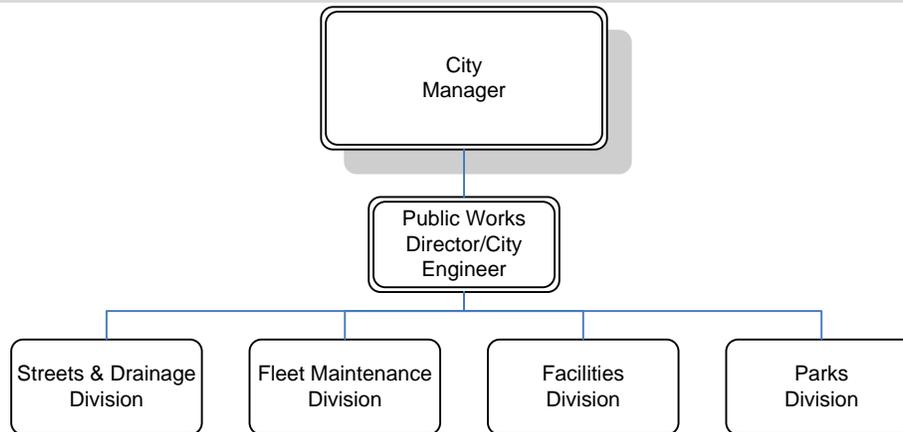
The Public Works Department is one of the primary operational departments of the City, consisting of 5 divisions:

- Administration/Engineering
- Streets & Drainage
- Parks
- Fleet Maintenance
- Facility Maintenance

## MISSION STATEMENT

The Department of Public Works, utilizing limited available resources and guided by common sense, accountability and compassion strives to plan, construct, maintain and support safe and efficient public facilities, infrastructure and services in order to meet the quality of life demands of our growing diverse community.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

*Shown in Division Program Budgets*

## 2011/12 GOALS

*Shown in Division Program Budgets*

## BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$1,052,524	\$1,051,860	\$1,186,120	\$1,189,180	\$1,248,650
Materials and Supplies	\$351,435	\$308,306	\$478,540	\$488,890	\$499,880
Purchased Services	\$534,212	\$201,081	\$246,910	\$297,190	\$301,660
Fixed Charges	\$37,840	\$37,872	\$39,450	\$39,450	\$40,040
Grant Related Expenses	\$0	\$0	\$0	\$80,000	\$0
Capital	\$122,822	\$650,633	\$35,800	\$33,500	\$33,620
<b>Total</b>	<b>\$2,098,893</b>	<b>\$2,249,752</b>	<b>\$1,986,820</b>	<b>\$2,173,355</b>	<b>\$2,123,850</b>

## ACTIVITY MEASURES

*Shown in Division Program Budgets*



## Public Works Department ENGINEERING/ADMINISTRATION

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### DESCRIPTION

The Public Works Department Engineering/Administration Division office is on the first floor of City Hall. The Division has one full-time Director/City Engineer, one full-time Administrative Assistant and one full-time Construction Inspector. The Construction Inspector position time is actually split 50% Public Works Department and 50% Water Department. The Engineering/Administration Division thus has a total of 2.5 full time equivalent staff to perform the following responsibilities:

- Board & Commission support for the City Council, Planning Commission, Parks & Recreation Advisory Board, and the Heritage Special Improvement District.
- Participation in regional boards and committee's, including the El Paso County Major Thoroughfare Task Force Advisory Board & Committee, Pikes Peak Area Council of Government (PPACG) Transportation Advisory Committee, and the PPACG Fountain Creek Watershed Technical Advisory Committee.
- Colorado Dept. of Transportation Permit Coordination
- Railroad/Public Utilities Commission Coordination
- Administration of the Public Works Department including budgetary development and oversight, personnel management, and development of policies and procedures.
- Facilities Management
- Storm Water Management, Erosion Control, and Drainage Basin Planning
- Development-related responsibilities, including Subdivision/Annexation Agreements Review, Subdivision/Development Improvements Review, Pre-Construction Utility Coordination, Public Improvements Construction Inspection, Grading & Drainage Permits, and Street & Drainage Construction Standards.
- Transportation/Traffic/Transit Engineering & Planning
- Contract Engineering Services Administration
- Parks & Open Space Acquisition & Planning
- Right-of-Way Management & Encroachment Permits
- Grant Administration & Project Management

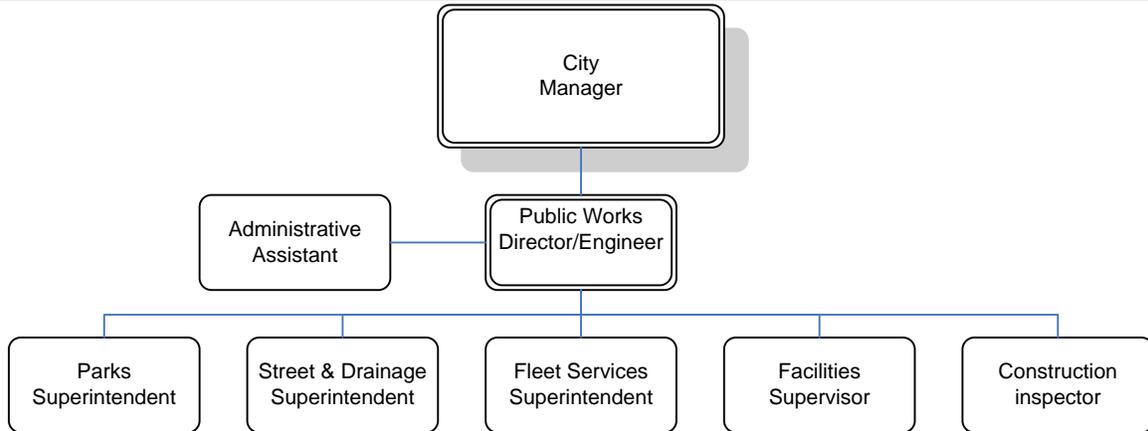
### MISSION STATEMENT

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## Public Works Department ENGINEERING/ADMINISTRATION

### ORGANIZATIONAL CHART



Personnel History				
Position	2009	2010	2011	2012
Public Works Director	1	1	1	1
Administration Assistant	1	1	1	1
Construction Inspector	0.5	0.5	0.5	0.5
<b>Total Full-Time Employees</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
<b>Total Part-Time Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 2010 HIGHLIGHTS

- Began Implementation of "Moving Fountain Forward" Transportation Sales Tax Projects.
- Finalize Duckwood RR Crossing Design & Acquire ROW for C&S Road Extension.
- Secured Railroad, CDOT & PUC Approval for Mesa Rd. Crossing Relocation to Duckwood Rd.
- Complete CDBG Downtown Sidewalks & ADA Ramp Project.
- Secured El Paso County CDBG Grant for Southmoor Area Sidewalks & ADA Ramps.
- Complete Transit Model Study.
- Maintain New State MS4 Permit.

### 2011/12 GOALS

- Continue Implementation of "Moving Fountain Forward" Transportation Sales Tax Projects.
- Begin Multi-Year Phased Construction of Duckwood RR Crossing/ C&S Ext. Improvements.
- Secure El Paso County CDBG Grant Funding for Rangeview Area Sidewalk & ADA Ramp Project.
- Complete CDBG Southmoor Area Sidewalks & ADA Ramp Project.
- Complete Relocation of Illinois Ave. RR Crossing to Indiana Avenue.
- Implement Public Works Management Software.
- Maintain State MS4 Permit Program.



## Public Works Department ENGINEERING/ADMINISTRATION

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	*	\$ 178,718	\$ 168,660	\$ 189,090	\$ 198,550
Materials and Supplies	\$ 6,530	\$ 3,974	\$ 5,300	\$ 4,610	\$ 4,680
Purchased Services	\$ 150,972	\$ 53,407	\$ 60,150	\$ 54,400	\$ 55,220
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	*	\$ 236,098	\$ 234,110	\$ 248,100	\$ 258,450

\* - Budget shared with City Administration & Planning Departments

### ACTIVITY MEASURES

Activity Item	2007	2008	2009	6/2010
Full - Time Employees	2	2	3	3
Part - Time Employees	1	1	0	0
Consultant Contracts	7	6	3	7
Construction Contracts	3	3	3	4
Construction Permits	373	166	117	--
Major Subdivisions Projects	25	23	24	--
Project Not In Warranty	17	13	19	--
Projects In Warranty	3	9	5	--
Projects Final Accepted	2	5	2	--
Plats & Plans Reviewed	61	42	47	--
Agreements Reviewed	38	42	5	--

-- Data not currently available.



## Public Works Department STREET & DRAINAGE

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### DESCRIPTION

Street & Drainage Division Office/Maintenance Facility is located at 415 West Alabama Avenue. The Division is currently staffed with one full-time Superintendent and six full-time Maintenance Workers and no part-time Seasonal Maintenance Workers. The Superintendent The Street & Drainage Division currently maintains a total of 99 miles of roads, six bridges, two traffic signals, two traffic calming speed limit signs, seven lighted school pedestrian crossings, +/- 420 storm drainage inlets, several drainage detention ponds and miles of storm drain pipes.

Over the last decade the Street & Drainage Division infrastructure maintenance responsibilities have greatly increased due to the very high suburban growth rate of the community. During this same time period construction and maintenance costs have escalated to very high inflationary levels. The City continues to accept new subdivision infrastructure without adequate long term infrastructure maintenance funding sources. The Street & Drainage Division continues to defer infrastructure maintenance, defer capital expenditures and limit staffing levels in order to balance the budget. This short-term band-aid budget approach will ultimately be detrimental to the City in the long-term especially for street pavements that generally have 20-year design life.

The Street Division operations and capital improvements are primarily funded by City General Funds, State/Federal Gas Tax Revenue and occasional grants. However, in 2009 the voters approved the "Moving Fountain Forward Transportation Sales Tax Ballot Measure allocating 0.15 cents per taxable dollar towards pavement resurfacing (1/5<sup>th</sup> of current annual needs) and 0.35 cents per taxable dollar towards some very critical 10-year Transportation Capital Improvement Projects.

The Street & Drainage Division performs the following major responsibilities:

- Snow Removal & Ice Control
- Street Sweeping – roads, walks, parking lots
- Pavement Management Systems
- Street Paving, Patching & Crack Sealing
- Streetscape, Shoulders & Sidewalks
- Traffic Signals, Striping & Signage
- Drainage Facilities – curbs, culverts, storm sewers, etc.
- Mowing & Weed Control
- Community Special Events including City Spring Cleanup, Thunder In The Valley, Blast Dance, Labor Day Parade, Harvest Moon Festival and Cowboy Christmas
- Support Other Departments with labor, materials and equipment.

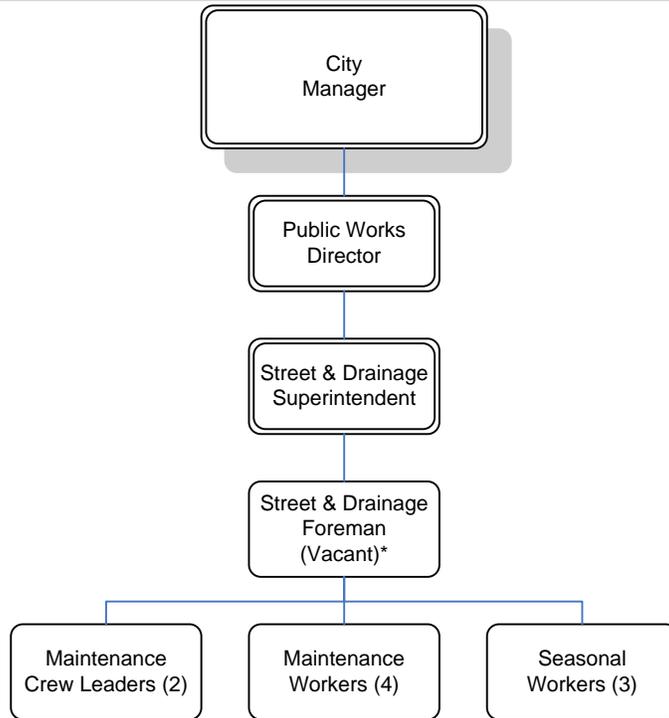
### MISSION STATEMENT

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## Public Works Department STREET & DRAINAGE

### ORGANIZATIONAL CHART



\*Foreman Assigned to City Manager's office as Neighborhood Response Specialist

Personnel History				
Position	2009	2010	2011	2012
Supervisor	1	1	1	1
Neighborhood Response Specialist	0	1	1	1
Street & Drainage Foreman	1	0	0	0
Street Maintenance Worker II	2	2	2	2
Street Maintenance Worker I	4	4	4	4
Seasonal Street Maintenance	0	1	0	0
<b>Total Full-Time Employees</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Total Seasonal Employees</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>

### 2010 HIGHLIGHTS

- Begin Implementation Work Order & Asset Management Software.
- Install Traffic Calming 25 MPH Limit Radar Warning Signs on Fountain Mesa Road.
- Pavement Resurfacing on Camden, Plaza, South Main, Progress and Jimmy Camp Rd.
- Installed School Crossing Warning Lights At Two Locations.
- 50/50 Sidewalk Replacement Program.
- Annual Spring Clean-up.
- Install Flashing School Zone Signs on Fountain Mesa Rd. at Janitell Jr. High School.
- Construct Downtown CDBG Sidewalk & ADA Ramp Project.
- Complete Storm Water Facilities GIS Mapping.



## Public Works Department STREET & DRAINAGE

### 2011-12 GOALS

- Fully Implement Work Order & Asset Management Software.
- Collect Baseline Data Needed for Activity Measure Evaluations.
- Continue Transportation Sales Tax Pavement Resurfacing & Capital Improvement Program.
- Install Thermoplastic Markings at School Crossings.
- Continue 50/50 Sidewalk Program.
- Continue Annual Spring Clean-up.
- Increased Capital Improvements Depending Upon Budgeted Funds.
- Construct Southmoor CDBG Sidewalk & ADA Ramp Project.
- Continue CDBG Sidewalk & Ramp Program.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 616,290	\$ 590,557	\$ 613,790	\$ 620,370	\$ 651,390
Materials and Supplies	\$ 229,009	\$ 220,109	\$ 338,890	\$ 332,560	\$ 337,550
Purchased Services	\$ 246,567	\$ 51,948	\$ 124,810	\$ 172,600	\$ 175,190
Fixed Charges	\$ 21,690	\$ 21,216	\$ 22,100	\$ 22,100	\$ 22,430
Grant Related Expenses	\$ 0	\$ 0	\$	\$ 80,000	\$ 0
Capital	\$ 122,882	\$ 40,477	\$ 27,800	\$ 25,500	\$ 25,500
<b>Total</b>	<b>\$ 1,236,438</b>	<b>\$ 924,307</b>	<b>\$ 1,127,390</b>	<b>\$1,253,130</b>	<b>\$ 1,212,060</b>

### ACTIVITY MEASURES

Activity Item	2007	2008	2009	2010
Full – Time Employees	7.5	7.5	6.5	6.5
Seasonal Employees	3	1 (Short Season)	0	1 (One Month)
Total Gravel Road Miles	3.4	3.4	3.4	--
Total Paved Road Miles	89.0	99.1	99.1	--
New Paved Road Miles	4.0	6.7	0	--
Pave Road < 5 Yrs Old	25.0	27.0	27.0	--
Paved Road Miles > Satisfactory Condition	72.4	86.4	86.2	--
Paved Road Miles in Poor Condition	12.8	12.7	12.9	--
Resurfacing (Sq. Yds)	18,561	9,094	0	0
Seal Coatings (Sq. Yds)	0	4,828	0	0
Crack Sealing (Tons)	1.5	1.5	3.5	3.5
50/50 Sidewalk Program # Locations / Sq. Ft.	18 / 3331	22 / 3956	0	14 / 3348
Traffic Signals	1	1	2	2
Pedestrian Cross Walks	77	79	75	75
School Crossing Signals	1	4	4	7
Drainage Facilities	--	--	--	Currently Being Inventoried

-- Final Street statistical report data is available In January each year.



# Public Works Department FACILITY MAINTENANCE

## DESCRIPTION

The Division has one full-time Facility Supervisor and one full-time Custodian. The Division maintains eight major City facilities and supports all City Departments. Some major building repair projects and services such as heating, ventilation and air conditioning (HVAC) repairs and maintenance are contracted out. Facility Division major responsibilities are as follows:

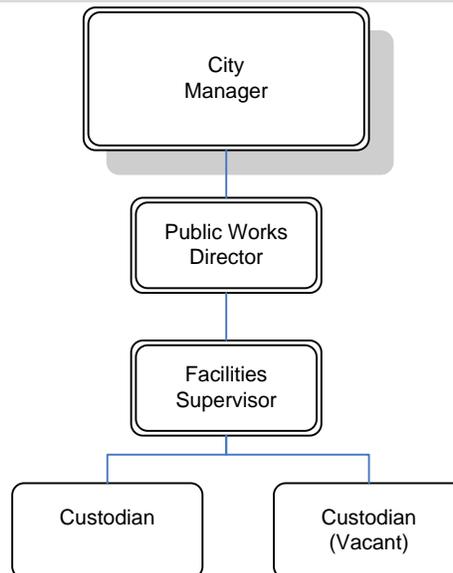
- Building Remodeling & Repairs
- Custodial Services
- HVAC Services

Major City Facility Buildings include: City Hall, Police/Fire Station #1, Fire Station #2, Fire Station #3, Chamber/Museum/Community Center, Water/Streets/Parks, Fleet/Electric and George Samure Building (aka: Walt Fortman Center).

## MISSION STATEMENT

The Department of Public Works, utilizing limited available resources and guided by common sense, accountability and compassion strives to plan, construct, maintain and support safe and efficient public facilities, infrastructure and services in order to meet the quality of life demands of our growing diverse community.

## ORGANIZATIONAL CHART



Personnel History				
Position	2009	2010	2011	2012
Facility Maintenance Worker	1	1	1	1
Custodian	2	1	1	1
<b>Total Full-Time Employees</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>



## Public Works Department FACILITY MAINTENANCE

### 2010 HIGHLIGHTS

- Samure Bldg. Furnace & Water Heater.
- Police Building Remodel.

### 2011/12 GOALS

- Fire Stations Remodel.
- Implement PW Management Work Order Software.
- City Hall Entry Column Painting & Bldg Water Seal.

### BUDGET- FACILITIES

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 147,560	\$ 116,957	\$ 96,320	\$117,540	\$123,420
Materials and Supplies	\$ 90,997	\$ 69,192	\$ 80,500	\$ 93,410	\$ 98,470
Purchased Services	\$ 834	\$ 5,481	\$ 8,600	\$ 8,100	\$ 8,220
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 239,391</b>	<b>\$ 191,630</b>	<b>\$ 185,420</b>	<b>\$219,050</b>	<b>\$230,110</b>

\* 2011 Materials & Supplies Includes Fire Stations Remodel/Building Repairs \$20,000 from Lowe's Sales Tax  
 Note: Heating, Ventilation & Air Conditioning (HVAC) Maintenance Contract is charged directly to respective City departments and is not included above.

### ACTIVITY MEASURES

Activity Item	2007	2008	2009	2010
Full – Time Employees	3	3	2	2
Part - Time Employees	0	0	0	0
Service Contracts	1	1	1	1
Custodial Service Requests	--	--	--	--
Custodial Expenditures Per Sq.Ft. Maintained	--	--	--	--
Bldg Repairs Expended Per Sq.Ft. Maintained	--	--	--	--

-- Data not currently available.



# Public Works Department PARKS & CEMETERY

## DESCRIPTION

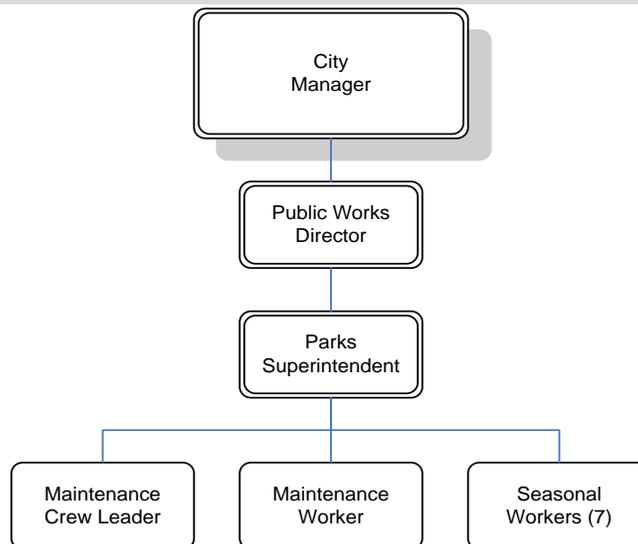
Parks Division Office/Maintenance Facility is located at 415 West Alabama Avenue. The Division has one full-time Superintendent, two full-time Maintenance Workers and up to four part-time Seasonal Maintenance Workers. The Parks Division currently maintains eight recreational parks, three open space parks, five recreation trails, one dancing fountain, one splash pad, one cemetery, three streetscape areas and one park & ride facility. The Parks Division operations and facility improvements are primarily funded by City General Funds, Colorado Lottery Conservation Trust Funds, City Development Park Impact Fees and various Public/Private Grants. The Parks Division performs the following major responsibilities:

- Parks include: Aga, Conley, Fountain Mesa, Hibbard, Lindamood, Mayors/Veterans & Metcalfe
- Recreation Facilities & Playgrounds, including Ball Fields, and Splash Pad
- Open Space Parks include: Adams, Jimmy Camp Confluence, Hibbard, Heritage & Cumberland Green
- Trails including Adams, Metcalfe, Hibbard, Cross Creek & Fountain Mesa
- Cemetery
- City Buildings/Facilities Turf & Landscape maintenance and Sidewalk Snow Removal
- Fountains including City Hall & Mayors Park
- Rights of Way landscaping such as Streetscape & Street Trees, Park & Ride Landscape, and City Gateway Signage & Landscape.
- Heritage Special Improvement Maintenance District
- Parks & Recreation Advisory Board Meetings
- Community Events Including Arbor Day

## MISSION STATEMENT

The Department of Public Works, utilizing limited available resources and guided by common sense, accountability and compassion strives to plan, construct, maintain and support safe and efficient public facilities, infrastructure and services in order to meet the quality of life demands of our growing diverse community.

## ORGANIZATIONAL CHART





## Public Works Department PARKS & CEMETERY

Personnel History				
<u>Position</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Parks Superintendent	1	1	1	1
Parks Foreperson	0	0	0	0
Parks Maintenance II	0	2	2	2
Parks Maintenance I	2	0	0	0
Seasonal	0	5	4	4
<b>Total Full-Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Total Seasonal Employees</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>4</b>

\*No seasonal hired during 2009 & subsequent cut backs due to budget constraints

### 2010 HIGHLIGHTS

- Veterans Memorial Expansion & Fountain Repairs at Mayors Park.
- Fountain Mesa Bathroom Remodel.
- Cumberland Green Disk Golf Course.
- Installed Metcalfe Park Batting Cage.
- Adams Open Space Tamarisk Control.
- Arbor Day Tree Planting at Dog Park.
- Supported Heritage Special Improvement Maintenance District.
- Parks, Open Space & Trail Improvements and Cleanup Efforts by Volunteer Groups.
- Revise Park Impact Fees & Dedication Standards.
- Limited Mosquito Control.
- Resolve Youth Baseball Contract Issues.

### 2011/12 GOALS

- Construct New Restroom & Concession Building at Metcalfe Park Baseball Fields.
- Parking Lot Improvements at Fountain Mesa Park.
- Heritage Park Trailhead Playground.
- Secure & Develop Blast Park Site from BNSF.
- Secure John Ceresa Park from County.
- Continue Arbor Day Tree Planting Program.
- Continue Support of the Heritage Special Improvement Maintenance District.
- Continue to Solicit and Support Community Volunteer Efforts.
- Continue Limited Mosquito Control.
- Development of Jimmy Camp Creek Confluence Open Space Management Plan.
- Acquire Wells Property for Ftn. Creek Trailhead.



## Public Works Department PARKS & CEMETERY

### BUDGET- PARKS

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 287,958	\$ 165,242	\$ 307,350	\$ 262,180	\$ 275,290
Materials and Supplies	\$ 24,900	\$ 15,031	\$ 53,850	\$ 58,310	\$ 59,180
Purchased Services	\$ 131,652	\$ 87,301	\$ 53,350	\$ 57,090	\$ 57,950
Fixed Charges	\$ 16,150	\$ 16,656	\$ 17,350	\$ 17,350	\$ 17,610
Grant Related Expenses	\$ ?	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 509,991	\$ 610,156	\$ 8,000	\$ 53,145	\$ 8,120
<b>Total</b>	<b>\$ 970,650</b>	<b>\$ 894,386</b>	<b>\$ 439,900</b>	<b>\$ 448,075</b>	<b>\$ 418,150</b>

? – Capital for 2008 Includes GOCO Grant for Open Space Acquisition - 2009 Splash Pad using Park Impact Fees – Do These Numbers also include Conservation Trust Project as Capital or Carryover?

### BUDGET- CEMETERY

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 716	\$ 386	\$ 0	\$ 0	\$ 0
Materials and Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$ 4,187	\$ 2,944	\$ 5,000	\$ 5,000	\$ 5,080
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 4,902</b>	<b>\$ 3,330</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,080</b>

\* Cemetery Budget Items except for items shown are included in General Parks Budget Table

### ACTIVITY MEASURES

Activity Item	2007	2008	2009	2010
Full – Time Employees	3.5	3.5	3.5	3.0
Seasonal Employees	12	6	0	5
City Facilities #	6	6	6	6
Facility Landscape Acres	2.0	2.0	2.0	2.0
Streetscape – Acres	7.8	8.6	8.6	11.6
Cemetery – Acres	3	3	3	3
Funerals - #	25	20		--
Sites Exhumed/ Closed	2	0		--
Open Space Parks - #	3	4	4	5
Open Space Acres	255	288.5	288.5	288.5
Trails – Miles	6	6	6	6.5
Developed Parks - #	7	7	7	7
Developed Park - Acres	79.8	80.6	80.6	80.6
Benches	36	44	49	49
Trash Cans	59	60	64	64
Picnic Tables	32	32	36	51
BBQ Grills	16	16	16	18
Pavilions & Gazebos	5P / 2G	5P / 2G	5P / 2G	6P / 2G
Park Reservation Permit	94		--	--
Restrooms #Men/Women	3M / 3W	3M / 3W	3M / 3W	3M / 3W



## Public Works Department PARKS & CEMETERY

Drinking Fountains	5	5	7	9
Irrigation Systems	23	25	25	25
Display Fountains	2	2	2	2
Splash Pad	0	0	1	1
Playgrounds - Equipped	6	6	6	6
Baseball Fields	4	4	4	4
Softball Field	1	1	1	1
Basketball Courts #F/H	2F / 4H	2F / 4H	2F / 4H	2F / 4H
Tennis Courts	2	2	2	2
Volleyball Sand Courts	1	1	2	2
Skate Park	1	1	1	1
BMX Course	1	1	1	1
Riding & Roping Arena	1	1	1	1
Tractor Pull Arena	1	1	1	1
Dog Park Arena	0	1	1	1
Disc Golf Course	0	0	0	1

-- Data not currently available.



## Community Outreach

### DESCRIPTION

The Community Programs cost center of the budget is where the City allocates funds for various community events and/or programs. Donations to the Senior Center, support for events such as the Cowboy Christmas, and partnership funding for such programs as the Lorraine Center are included within this portion of the budget

### 2010 Highlights

- Community Promotions - \$4,430
- Lorraine Community Center - \$61,870
- YMCA Funding - \$12,000
- Fountain Valley Senior Center - \$10,000

### 2011/12 GOALS

- Community Promotions - \$4,430
- Lorraine Community Center - \$61,870
- YMCA Funding - \$12,000
- Fountain Valley Senior Center - \$10,000

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits					
Materials and Supplies					
Purchased Services	\$277,746	\$363,243	\$88,300	\$88,300	\$88,300
Fixed Charges					
Grant Related Expenses					
Capital					
<b>Total</b>	<b>\$277,746</b>	<b>\$363,243</b>	<b>\$88,300</b>	<b>\$88,300</b>	<b>\$88,300</b>

Note: Bus transportation payments were included in this cost center budget for 2008 and 2009.

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## Water Fund 5-year Projections

### DESCRIPTION

The Water Fund is a Proprietary, or Business, Fund that accounts for the activity of the Water Utility. All Water charges for services, rate revenues, and expenditures are accounted for in this Fund.

Following is a 5-year overall forecast of the Water Utility's revenues and expenses:

OPERATING BUDGET PROJECTIONS					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Revenue:</b>					
Charges for Services	\$ 5,817,000	\$ 6,697,513	\$ 7,395,387	\$ 8,297,429	\$ 9,309,515
Other Operating Income	\$ 134,200	\$ 107,426	\$ 7,649	\$ 7,879	\$ 8,115
<b>Total Operating Revenue</b>	<b>\$ 5,951,200</b>	<b>\$ 6,804,940</b>	<b>\$ 7,403,036</b>	<b>\$ 8,305,308</b>	<b>\$ 9,317,630</b>
<b>Operating Expenses:</b>					
Source and Supply	\$ 2,095,220	\$ 2,220,933	\$ 2,288,189	\$ 2,425,481	\$ 2,571,009
Operations and Maintenance	\$ 1,758,570	\$ 1,832,250	\$ 1,909,186	\$ 1,989,528	\$ 2,073,434
Customer Accounts	\$ 522,880	\$ 544,684	\$ 567,448	\$ 591,215	\$ 616,034
Administration	\$ 1,263,010	\$ 1,313,949	\$ 1,367,068	\$ 1,422,467	\$ 1,480,246
Depreciation	\$ 950,000	\$ 1,016,500	\$ 1,087,655	\$ 1,163,791	\$ 1,245,256
<b>Total Operating Expenses</b>	<b>\$ 6,589,680</b>	<b>\$ 6,928,315</b>	<b>\$ 7,219,546</b>	<b>\$ 7,592,481</b>	<b>\$ 7,985,979</b>
<b>Operating Income (Loss)</b>	<b>\$ (638,480)</b>	<b>\$ (123,376)</b>	<b>\$ 183,491</b>	<b>\$ 712,827</b>	<b>\$ 1,331,650</b>
NON-OPERATING PROJECTIONS					
<b>Non-Operating Revenues (Expenses)</b>					
Investment Earnings	\$ 22,325	\$ 32,573	\$ 45,928	\$ 67,570	\$ 67,300
Interest Expense	\$ (1,229,528)	\$ (1,759,744)	\$ (2,367,507)	\$ (3,018,732)	\$ (3,631,609)
<b>Total Non-Operating Revenues (Expenses)</b>	<b>\$ (1,207,203)</b>	<b>\$ (1,727,171)</b>	<b>\$ (2,321,579)</b>	<b>\$ (2,951,162)</b>	<b>\$ (3,564,309)</b>
<b>Net Income Before Transfers and Capital Contributions</b>	<b>\$ (1,845,683)</b>	<b>\$ (1,850,547)</b>	<b>\$ (2,138,088)</b>	<b>\$ (2,238,335)</b>	<b>\$ (2,232,659)</b>
Transfers Out	\$ (328,380)	\$ (341,515)	\$ (355,176)	\$ (369,383)	\$ (384,158)
Contributed Capital (Development)	\$ 1,948,950	\$ 2,438,802	\$ 2,966,270	\$ 3,533,424	\$ 4,142,470
<b>Change in Net Assets</b>	<b>\$ (225,113)</b>	<b>\$ 246,740</b>	<b>\$ 473,006</b>	<b>\$ 925,706</b>	<b>\$ 1,525,653</b>
<b>Net Assets, Beginning</b>	<b>\$ 38,654,127</b>	<b>\$ 38,429,014</b>	<b>\$ 38,675,754</b>	<b>\$ 39,148,760</b>	<b>\$ 40,074,466</b>
<b>Net Assets, Ending</b>	<b>\$ 38,429,014</b>	<b>\$ 38,675,754</b>	<b>\$ 39,148,760</b>	<b>\$ 40,074,466</b>	<b>\$ 41,600,118</b>
CAPITAL					
<b>Capital Outlay:</b>					
Water Rights/Storage Acquisition	\$ 2,500,000	-	-	-	-
Buildings	-	\$ 1,600,000	\$ 75,000	\$ 850,000	-
System Improvements	\$ 5,441,607	\$ 8,633,469	\$ 12,368,234	\$ 13,300,057	\$ 12,393,688
Vehicles	\$ 31,500	\$ 95,000	\$ 105,000	\$ 32,000	-
Equipment	\$ 101,670	\$ 93,000	-	\$ 75,000	-
Computer Software/equipment	\$ 21,030	\$ 26,330	\$ 48,000	\$ 24,670	\$ 23,330
Furniture	\$ 30,000	-	-	-	-
<b>Total Capital Outlay</b>	<b>\$ 8,125,807</b>	<b>\$ 10,447,799</b>	<b>\$ 12,596,234</b>	<b>\$ 14,281,727</b>	<b>\$ 12,417,018</b>
<b>Total Expenses</b>	<b>\$ 15,945,015</b>	<b>\$ 19,135,859</b>	<b>\$ 22,183,287</b>	<b>\$ 24,892,940</b>	<b>\$ 24,034,606</b>



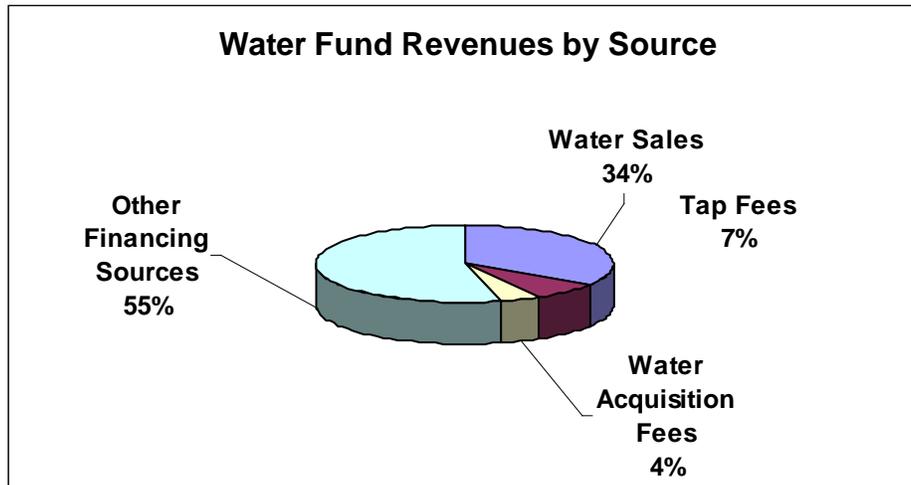
## Water Fund 5-year Projections

CASH BALANCE					
<b>Beginning Cash Balance</b>	\$ 777,500	\$ 1,480,304	\$ 2,290,482	\$ 2,085,404	\$ 1,996,743
<b>Sources:</b>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Operating Revenue	\$ 5,951,200	\$ 6,804,940	\$ 7,403,036	\$ 8,305,308	\$ 9,317,630
Investment Earnings	\$ 22,325	\$ 32,573	\$ 45,928	\$ 67,570	\$ 67,300
Development	\$ 1,948,950	\$ 2,438,802	\$ 2,966,270	\$ 3,533,424	\$ 4,142,470
Debt Proceeds	\$ 9,000,000	\$ 12,300,000	\$ 12,000,000	\$ 13,500,000	\$ 11,000,000
<b>Total Sources</b>	\$ 16,922,475	\$ 21,576,315	\$ 22,415,234	\$ 25,406,302	\$ 24,527,399
<b>Uses:</b>					
Operating Expense Less Depreciation	\$ 5,639,680	\$ 5,911,815	\$ 6,131,891	\$ 6,428,691	\$ 6,740,723
Transfers Out	\$ 328,380	\$ 341,515	\$ 355,176	\$ 369,383	\$ 384,158
Debt Service	\$ 2,125,804	\$ 4,065,007	\$ 3,537,012	\$ 4,415,163	\$ 5,248,729
Capital Outlay	\$ 8,125,807	\$ 10,447,799	\$ 12,596,234	\$ 14,281,727	\$ 12,417,018
<b>Total Uses</b>	\$ 16,219,671	\$ 20,766,136	\$ 22,620,313	\$ 25,494,963	\$ 24,790,628
<b>Excess (Deficiency)</b>	\$ 702,804	\$ 810,178	\$ (205,078)	\$ (88,661)	\$ (263,229)
<b>Ending Cash Balance</b>	\$ 1,480,304	\$ 2,290,482	\$ 2,085,404	\$ 1,996,743	\$ 1,733,514
25% of Operating Expenses less deprec	\$ 1,409,920	\$ 1,477,954	\$ 1,532,973	\$ 1,607,173	\$ 1,685,181

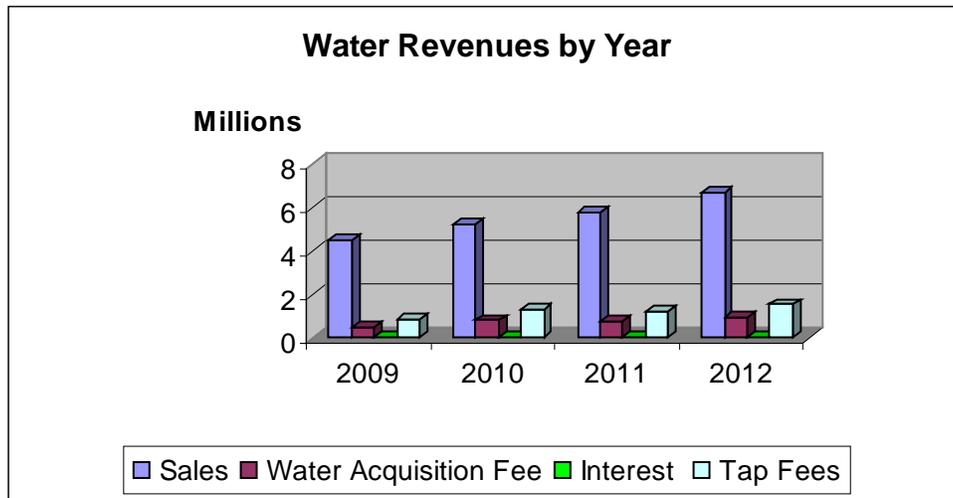


## Water Fund REVENUES

The following section identifies and explains the primary revenue streams for the Water Utility. Estimated total revenue and other financing sources for the Water Fund for 2011 are \$16,922,475 and \$21,476,315 for 2012. The pie chart shown below illustrates the sources of revenue.



The column chart below presents a four year history/projection of the major revenue sources.



### Water Sales

The City implemented an inclining block rate structure in June of 2001. Under an inclining block structure, which tends to encourage water conservation, the more water a customer uses, the more a customer pays.

The City has contracted with Harvey Economics to perform a water rate study which will analyze monthly user charges as well as the tap fee and water acquisition fee. May 1, 2011 is the target date to have new rates in place. 12% increases in monthly charges for 2011 and 2012 have been included in this budget. It is anticipated that the City will collect \$5,712,000 in metered sales during 2011 and \$6,589,363 during 2012. An additional \$105,000 will be received from various non-potable water contracts and bulk water sales for 2011 and \$108,150 for 2012.

### Water Acquisition Fees

During 2005, the City implemented a per dwelling unit water acquisition fee that is collected at the time of



## Water Fund REVENUES

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building permit issuance. This development related fee is intended to recover the cost of purchasing additional water rights and infrastructure for new growth. One acre foot of new water is needed to serve every two new homes. \$200 per year increases in the water acquisition fee has been included in this budget for 2011 and 2012. New housing and commercial starts in 2011 and 2012 are expected to generate \$731,250 and \$904,500 in water acquisition fees, respectively.

### [Tap Fees](#)

This budget includes 5% per year increases in the tap portion of the water development charge per standard ¾” residential tap for 2011 and 2012. New housing and commercial starts are expected to generate \$1,217,700 and \$1,534,302 in tap fee revenue for 2011 and 2012, respectively.

### [Miscellaneous Revenues](#)

It is estimated that the Water Fund will earn \$22,325 in interest income in 2011 and \$32,573 in 2012. Income from other miscellaneous sources is projected to be \$134,200 for 2011 and \$107,426 for 2012.

### [Other Financing Sources](#)

It is appropriate to finance, through the issuance of debt, capital improvements that are related to growth so that the future customers who will benefit from these improvements are in fact paying for the improvements. It is forecasted the water utility will need to borrow \$9 million in 2011 and \$12.2 million in 2012 to fund major capital projects. The utility plans to pursue a loan from the Colorado Water Resources and Power Development Authority Revenue Bond Program.



# Water Fund OPERATIONS

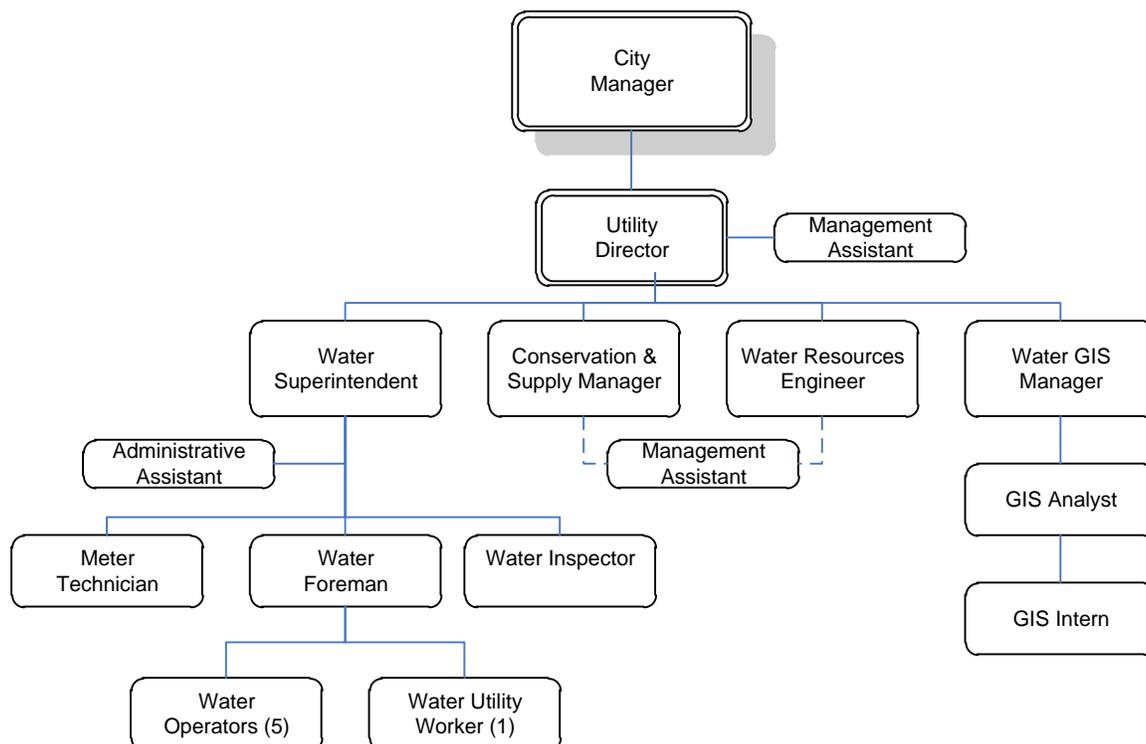
## DESCRIPTION

The City of Fountain's Water Department serves 7,196 water taps or approximately 20,868 people. This number is slightly less than the total City population of 23,207 as we do not serve the Southmoor area of Fountain. Fountain receives the majority of its water (77%) from the Frying Pan-Arkansas Project. This Frying Pan-Arkansas (Fry-Ark) water is treated and delivered to Fountain from facilities owned by the Fountain Valley Authority (FVA). Additional water is occasionally purchased during peak water demands from Security and Widefield Districts. Fountain's water supply is supplemented by five (5) groundwater wells that are owned by Fountain, which pump water (23%) from the Fountain Creek Alluvium. With the exception of the five groundwater wells used to supplement the water supply during peak summer demands, Fountain's water system is primarily gravity fed.

## MISSION STATEMENT

The Water Department's mission is to provide a safe and adequate water supply for our current and future residents. Our primary goals and objectives are to **"Provide Fountain residents with the highest quality of water at a reasonable price."** The Water Department's Operating Philosophy is three fold: (1) to provide the highest level of water service when responding to all water related issues; (2) to work regionally with other water providers in the Pikes Peak region; and, (3) to work cooperatively with our fellow co-workers by demonstrating our professionalism, integrity, and our commitment to each other and to our customers.

## ORGANIZATIONAL CHART





## Water Fund OPERATIONS

Personnel History				
<u>Position</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Utility Director	0.5	0.5	0.5	0.5
Management Assistant	0.5	1	1	1
Administrative Assistant	1	1	1	1
Conservation & Supply Manager	1	0.5	0.5	0.5
Water Resources Engineer	1	1	1	1
Water Superintendent	1	1	1	1
Water Foreman	1	1	1	1
Water Operator	6	0	0	0
Class 2 Water System Operator	0	4	4	4
Class 4 Water System Operator	0	1	1	1
Water Services Representative	1	1	1	1
Water Utility Worker	1	1	1	1
Water Inspector	0.5	0.5	0.5	0.5
GIS Manager	0.4	0.4	0.4	0.4
GIS Analyst	1	1	1	1
GIS Intern	1	1	1	1
Seasonal	1	0	0	0
<b>Total Full-Time Employees</b>	<b>16.9</b>	<b>15.9</b>	<b>15.9</b>	<b>15.9</b>
<b>Total Seasonal Employees</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 2010 ACCOMPLISHMENTS

- Collaborated with other water associations throughout the year to discuss water issues for the Fountain Valley area.
- Completed the Transit Loss Model while working with other water providers and the State of Colorado Division of Water Resources.
- Replacement of twelve (12) water valves, which went out to bid and on schedule for replacement/ completion on Progress Drive.
- Two (2) Water Operators completed and received their water certification license at a higher level of water operations.
- On schedule with purchasing an electronic work order system in the 4<sup>th</sup> quarter of 2010 for Customer Service, Water and Electric Department's usage.
- Completed Consumer Confidence Report.
- Bandley Drive/Security Interconnect for Venetucci Project is on schedule for 4<sup>th</sup> quarter completion.
- Engineering work completed on Marshall Well #2 Construction Water and scheduled for build-out in 4<sup>th</sup> quarter.
- Provided materials and education on water issues, water conservation and Xeriscaping.
- Venetucci Project is up and running with extra water being delivered to Fountain.

### 2011/12 GOALS

- Acquire additional water storage and water rights.
- Continue to participate in the Southern Delivery System.
- Continue to replace old water mains, fire hydrants, and service lines.
- Public education on water issues and water conservation.
- To complete South Santa Fe Water Main Replacement Project.
- To complete South Shumway Road Water Main Replacement Project.
- Overlay streets where tap saddle replacements have occurred.
- Continue training for upgrade of Water Operators licenses and certifications.
- Continue to add attributes and upgrade GIS Water Mapping.
- Continue to work on SmartGrid Project upgrades for meters and software for work orders.



## Water Fund OPERATIONS

### BUDGET – SOURCE OF SUPPLY

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	40	\$0
Purchased Services	\$1,767,758	\$1,577,330	\$2,007,080	\$2,095,220	\$2,220,930
Fixed Charges	\$0	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,767,758</b>	<b>\$1,577,330</b>	<b>\$2,007,080</b>	<b>\$2,095,220</b>	<b>\$2,220,930</b>

### BUDGET – OPERATION & MAINTENANCE

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 933,120	\$ 973,900	\$1,003,420	\$1,046,120	\$1,098,430
Materials and Supplies	\$ 258,709	\$ 217,807	\$ 435,500	\$388,310	\$399,960
Purchased Services	\$ 363,131	\$ 247,400	\$ 313,640	\$324,140	\$333,860
Fixed Charges	\$0	\$0	\$0	\$0	\$0
Capital	\$9,276,634	\$5,540,307	\$5,778,320	\$8,076,110	\$10,431,470
<b>Total</b>	<b>\$10,831,594</b>	<b>\$6,979,410</b>	<b>\$7,530,880</b>	<b>\$9,834,680</b>	<b>\$12,263,720</b>

### BUDGET -- ADMINISTRATION

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$507,427	\$569,750	\$567,640	\$652,430	\$674,550
Materials and Supplies	\$8,742	\$9,015	\$9,640	\$9,920	\$10,220
Purchased Services	\$337,982	\$383,856	\$484,520	\$550,960	\$618,676
Fixed Charges	\$778,493	\$859,353	\$51,200	\$49,700	\$51,190
Debt Service	\$478,222	\$942,994	\$1,134,920	\$1,229,530	\$1,756,994
Transfers to Other Funds	\$330,460	\$316,860	\$325,140	\$328,380	\$341,520
Capital	\$0	\$0	\$37,400	\$0	\$16,330
<b>Total</b>	<b>\$2,441,326</b>	<b>\$3,081,828</b>	<b>\$2,610,460</b>	<b>\$2,820,920</b>	<b>\$3,469,480</b>

**Significant Changes:** Salaries and Benefit expenditures are tracked on a budgetary basis throughout the year. At the end of the year, the portion related to capital projects is capitalized.

### ACTIVITY MEASURES

Annuals:	2008	2009	7/2010
Total Water Distribution (in 1,000's of gal.)	795,333	756,670	543,455
Total Yearly Water Taps	123	91	39
Water Purchases: Venetucci	\$ 196,875	\$ 196,875	\$ 196,875
Water Purchases: LaFarge Gravel Pit	\$ 64,998	\$ 64,559	\$ 27,430
Water Purchases: Frying Pan-Arkansas	\$ 1,171,423	\$ 1,111,953	\$ 369,602
Water Purchases: Extra Frying Pan-Ark	\$ 62,157	\$ 0	\$ 0

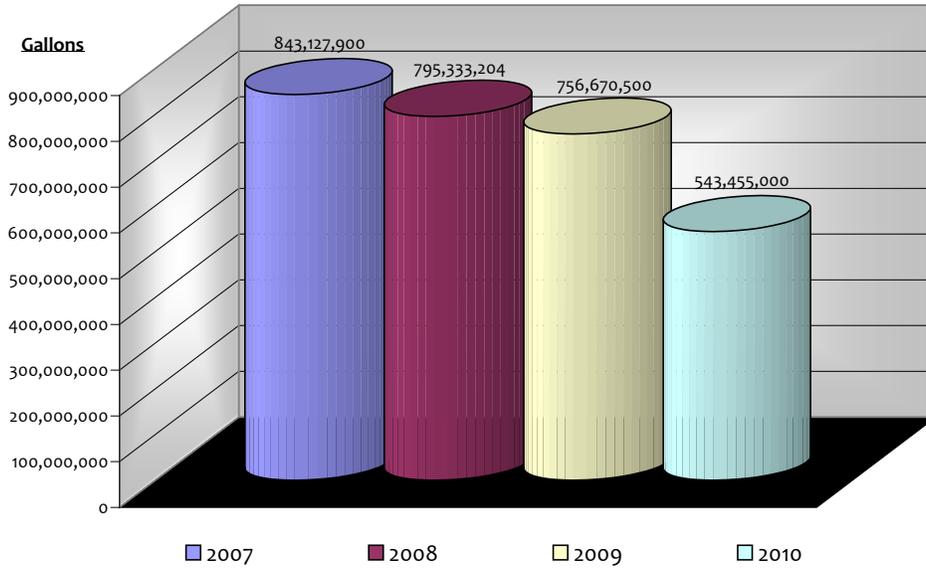
The Water Department's total water distributed from 2007 thru July of 2010 is listed below:



# Water Fund OPERATIONS

### TOTAL YEARLY WATER DISTRIBUTED 2007 thru 2010

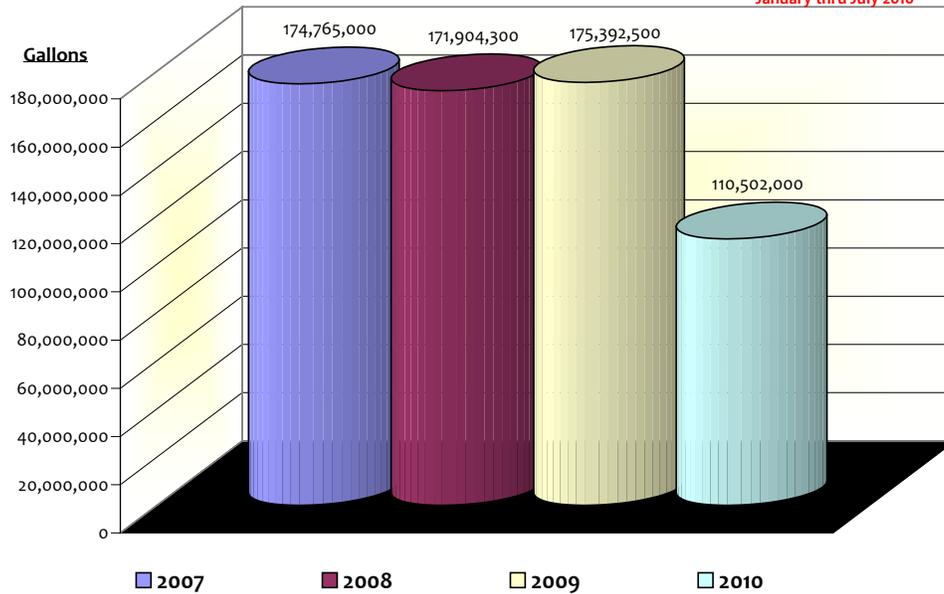
NOTE: 2010 reflects calculations only from January thru July 2010



The Water Department's total well production for 2007 thru July of 2010 is shown in the chart below:

### TOTAL YEARLY WELL PRODUCTION 2007 thru 2010

NOTE: 2010 reflects calculations only from January thru July 2010

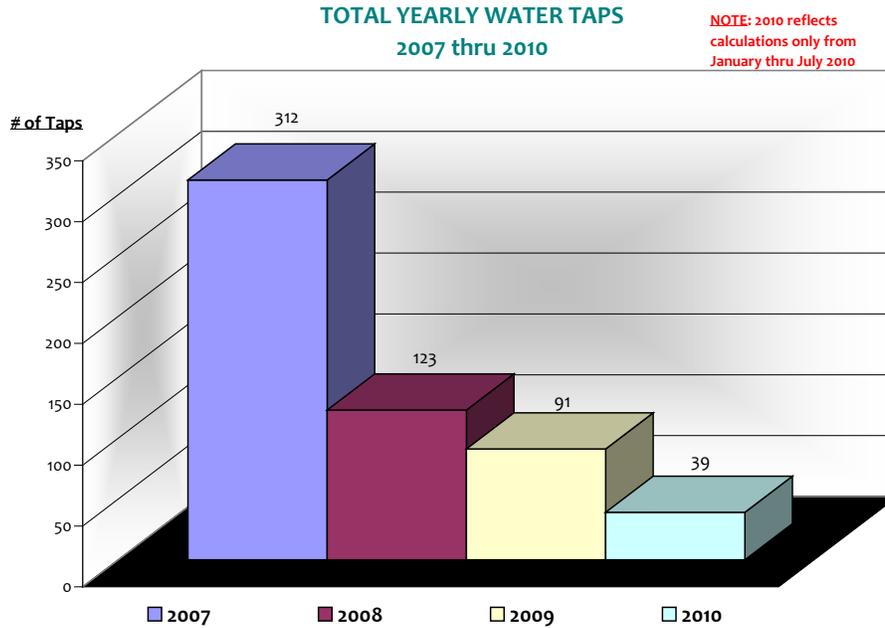




# Water Fund OPERATIONS

## WATER TAPS

The Water Department has recorded new water taps for the following years:



## WATER LEAKS/MAIN BREAKS

The Water Department receives the following calls related to water leaks and/or main breaks throughout the City as listed below:

2009 Water Main Breaks/Leaks		2010 Water Main Breaks/Leaks
529 N. El Paso Street	930 Ancestra	Fountain Street
596 Corte Hermosa	6751 Pine Drops Court	Rosewood Drive
965 Square Dance	590 Corte Amino	Shumway Road
109 Comanche Court	533 Calle Conejo	65 Diamond E Road
1010 Lords Hill	405 Crest	Square Dance
7020 Roaring Springs	7455 & 7463 Willow Pines	Progress & Square Dance
120 Comanche Court	706 Blossom Field	605 Blossom Field Road
963 Candle Star Loop	959 Candle Star Loop South	Fort Carson Aug. Line
628 Blossom Field Road	318 Race	Riverside Trailer Park
8144 Cedar Chase	109 Comanche Street	
Chancellors	221 Robin	
7423 Countryside Grove	804 Kiowa	
7369 Colonial	6766 Pine Drop	
Camino Del Rey	551 Blossomfield	
Link & Circle C. Road	10775 Shumway Road	
925 Desert Circle	11110 Charter Oak Ranch Road	
Swayback & Candle Star Loop N.	963 Candle Star Loop South	
1105 E. Ohio	238 Turf Trail	
7627 Bandore	7788 Sandy Springs	
962 Candle Star Loop South	400 Mount View	
Vine Street	533 Calle Conejo	
402 Hadley	978 Candle Star Loop South	
8364 Cedar Chase	Lindamood Park	
<b>2009 TOTAL = 46</b>		<b>2010 TOTAL = 9</b>



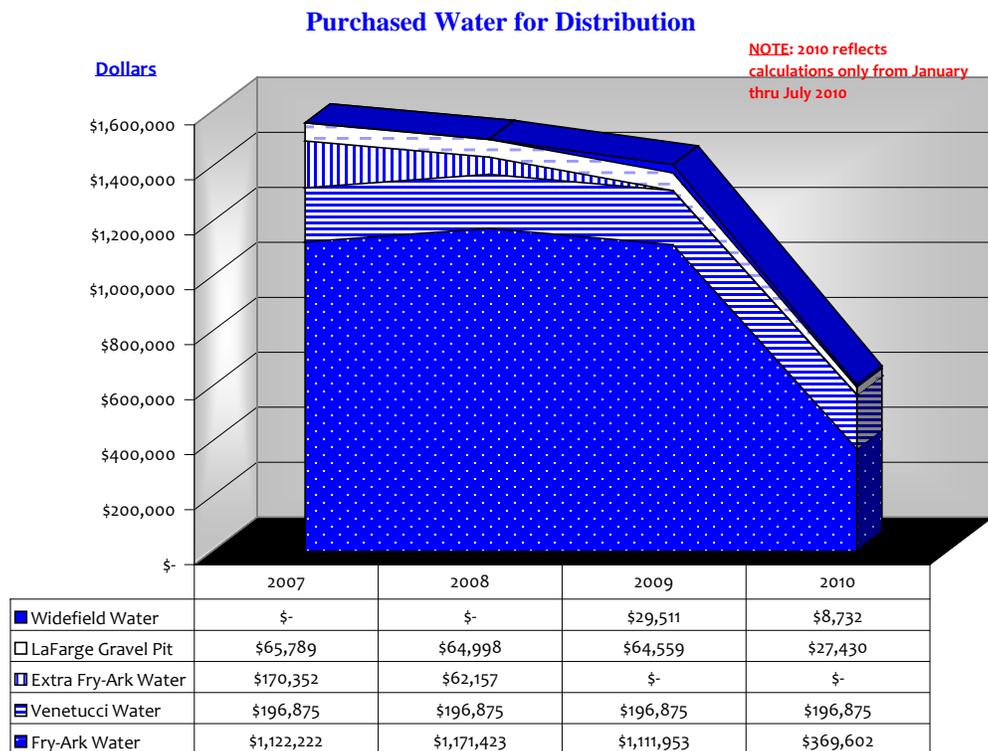
# Water Fund OPERATIONS

## WATER COMPLIANCE

The Water Department routinely monitors for contaminants in the drinking water to remain in compliance with all State, Federal, EPA, and the Safe Drinking Water Act. A Consumer Confidence Report is distributed yearly for the previous year showing all water testing and analysis, which is mandated by State, Federal and EPA rules and regulations to all water providers. This report is distributed to all commercial and residential customers, and submitted to the State of Colorado’s Health & Environmental Protection Agency. The 2009 Consumer Confidence Report will be published by June 15, 2010; a copy is currently listed on the City’s website at [www.fountaincolorado.org](http://www.fountaincolorado.org) under the Water Department’s Water Quality section. The City of Fountain received a minor violation for failure to monitor when it collected eighteen (18) water samples for microbiological testing of the required twenty (20) samples. Subsequently, the Chlorine Disinfectant Residual that was included in this water sampling was not fulfilled. The Water Department has taken the following actions: (1) Two Water Operators will review total water samples taken each month to verify requirements are being met; (2) An office calendar is displayed in a central location of the office to notify of the required water samples needed each month and, (3) Water Operators received water guidelines on collecting proper water samples along with the new instructions added for prevention of missed water samples collected. This will help ensure all future water sample requirements are met.

## WATER PURCHASES

The approximate dollar amount total for water purchased from Fountain Valley Authority (Fry-Ark), Widefield, and Venetucci is listed as follows:



## CONTINUED EDUCATION

The Water Department Superintendent encourages all Water Department Operators, the Water Inspector and staff to continue their education whenever possible. It is mandatory for all Water Operators to maintain their Commercial Drivers License (CDL), Water Operators License (Class D or above), and Water Distribution License (Distribution I or above). Safety Meetings are held on a weekly basis using the AWWA “Tailgate Safety Talks” training manual. Training units are earned by attending meeting/seminars or classes sanctioned by the State of CO, Federal or EPA related to water issues. These training units are used in



## Water Fund OPERATIONS

conjunction with maintaining Water Operator licenses. The Water Superintendent also supports additional education in CPR Training, computer software programs, water rights, water law, etc., as long as all seminars/classes or meetings are pre-approved. The Water Operators licenses and certification are as follows:

Name & Title	Class Water Plant Operator License	State Water Distribution Certification	Class Sanitation Plant License	State Sanitation Collection Certification	State Backflow Certification
Ron Woolsey, Water Supt., Class 4	B	4	No	2	No
Nick Zaiger, Water Foreman Class 4	A	4	D	No	Yes
Justin Moore, Water Operator Class 4	A	4	D	1	Yes
Keith Woodworth, Water Operator Class 2	D	2	No	2	No
Dwight Grusing, Water Operator Class 2	C	3	No	No	No
Craig Williams, Water Operator Class 2	C	2	No	No	Yes
John Baca, Water Operator Class 2	D	2	No	No	No
Jasson Palmer, Water Utility Worker	N/A	1	No	No	No



# Water Fund CUSTOMER SERVICE

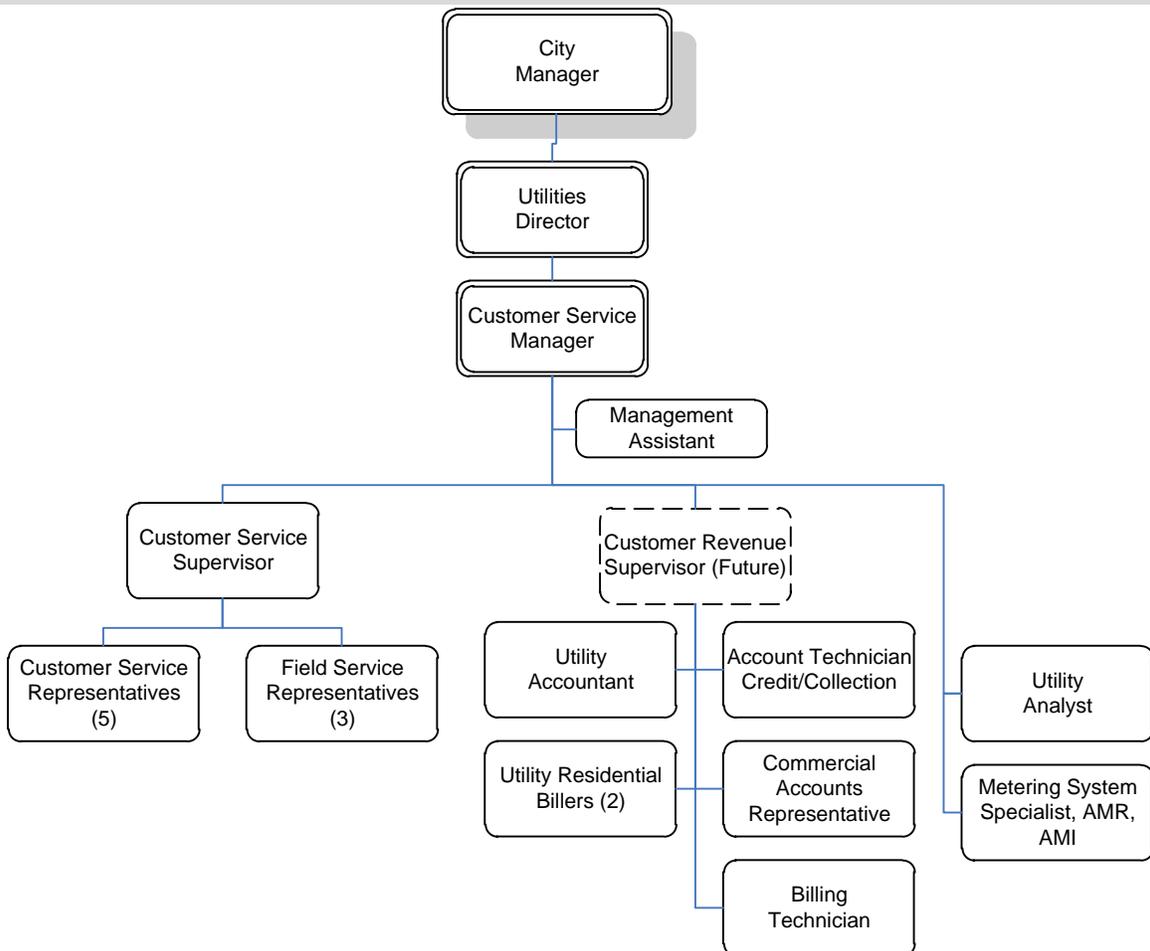
## DESCRIPTION

The Customer Service Department serves the Customer Service and Billing needs of approximately 16,000 customers. Customer Service also provides billing services for Fountain Sanitation District and Widefield Water and Sanitation District. We are responsible for all customer contacts regarding their accounts. This starts with initializing the account for the customer; account maintenance; billing (residential and commercial); key account management; meter reading; assisting with any account questions; negotiating payment arrangements; low-income energy assistance (Lighten the Load); utility file maintenance and analysis; cashiering; credit and collections; and financial accountability. Implement mobile Automated Meter Reading system. Provide field service to customers. Maintain Electric and Water Rates. Funding for the Customer Service Division of the Utilities Department comes from the Water Fund (30%) and the Electric Fund (70%).

## MISSION STATEMENT

The mission of the Customer Service Department of the City of Fountain Utilities is to fulfill the business needs of the Utilities by: providing the finest possible service for our customers (internal as well as external) regardless as to their station or status; listening to their concerns; fulfilling their valid needs; and anticipating their un-communicated needs. At the same time, we are to provide the most hospitable and rewarding work environment possible.

## ORGANIZATIONAL CHART





## Water Fund CUSTOMER SERVICE

Personnel History					
<u>Position</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	
Customer Service Manager	1	1	1	1	
Management Assistant	0	1	1	1	
Administrative Assistant	1	0	0	0	
Customer Service Supervisor	1	1	1	1	
Customer Service Representatives	6	6	5	5	
Field Service Representatives	2	2	3	3	
Utility Analyst	1	1	1	1	
Metering System Specialist	1	1	1	1	
Utility Accountant	1	1	1	1	
Account Technician	0	1	1	1	
Utility Residential Billers	2	2	2	2	
Commercial Accounts Representative	1	1	1	1	
Billing Technician	1	1	1	1	
Customer Revenue Supervisor (Future)	0	0	0	0	
<b>Total Full-Time Employees</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>	

### 2010 HIGHLIGHTS

- Continued application for \$25,000 grant from Energy Outreach Colorado for the Lighten the Load low income energy assistance program.
- Customer Services Division answered approximately 50,000 phone calls for the year.
- Billed approximately 280,000 meters.
- Billed approximately 3,632 final bills, which, represents an approximate 27% turn-over rate of our customer base.
- 1,392 non-pay field service orders produced for the first 6 months.
- Administer, Implement Water Rate Study
- Administer, Implement Electric Rate Study
- Implemented On Line Bill Presentment and Payment system.
- Will post approximately 100,000 cashier payments for the year.
- 1,392 non-pay field service orders produced for the first 6 months.
- Conducting meetings with key accounts and approximately 320 contacts with our small commercial customers.
- Instituted National Electric Safety Code, Customer Facilities Inspection Program. Completed 350 inspections in 2010.

### 2011/12 GOALS

- Specify, purchase, install Interactive Voice Response system.
- Complete update of Rules and Regulations Governing Utility Service.
- Continue Integrating of Smart Grid tools into Customer Service processes.
- Continue implementation of Cross Training program.
- Enhance Key Accounts Program.
- Continue National Electric Safety Code, Customer Facilities Inspection Program.

### BUDGET – (30% WATER FUND)

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$209,005	\$276,965	\$324,540	\$305,870	\$321,160
Materials and Supplies	\$5,872	\$7,327	\$8,800	\$9,180	\$9,460
Purchased Services	\$115,557	\$66,272	\$179,700	\$171,800	\$176,950
Fixed Charges	\$27,063	\$30,383	\$35,130	\$36,030	\$37,110
Grant Related Expenses	\$0	\$ 0	\$0	\$0	



## Water Fund CUSTOMER SERVICE

Capital	\$0	\$133,155	\$1,817,270	\$79,700	\$0
<b>Total</b>	<b>\$357,497</b>	<b>\$514,102</b>	<b>\$2,365,440</b>	<b>\$602,580</b>	<b>\$544,680</b>

### ACTIVITY MEASURES

	2008	2009	2010 (5/30)	2011/12
Utility Bills Mailed	180,843	183,651	77,133	0
Late Notices Mailed	27,345	27618	11,599	0
Final Bills	4,498	4542	1,907	0
Number of Phone Calls Answered	47,514	47989	20,155	0
Operating Cost per FTE	\$30,706	\$31,013	\$31,013	0
Operating Cost per Customer Mailing	\$2.10	\$2.12	\$2.12	0



## Electric Fund 5-Year Projections

### DESCRIPTION

The Electric Fund is a Proprietary, or Business, Fund that accounts for the activity of the Electric Utility. All Electric charges for services, rate revenues, and expenditures are accounted for in this Fund. Following is a 5-year overall forecast of the City of Fountain's Electric Revenues & Expenditures, for the years covering 2011 through 2015.

#### FIVE YEAR BUDGET PROJECTION

OPERATING BUDGET PROJECTIONS					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Revenue:</b>					
Charges for Services	\$ 20,267,501	\$ 21,819,097	\$ 23,421,404	\$ 25,048,017	\$ 26,749,121
Other Operating Income	\$ 418,000	\$ 429,175	\$ 440,685	\$ 452,541	\$ 464,752
<b>Total Operating Revenue</b>	<b>\$ 20,685,501</b>	<b>\$ 22,248,272</b>	<b>\$ 23,862,089</b>	<b>\$ 25,500,558</b>	<b>\$ 27,213,873</b>
<b>Operating Expenses:</b>					
Engineering and Planning	\$ 800,540	\$ 834,411	\$ 869,790	\$ 906,748	\$ 945,358
Source and Supply	\$ 12,531,519	\$ 13,122,057	\$ 13,759,436	\$ 14,580,095	\$ 15,427,154
Operations and Maintenance	\$ 2,469,027	\$ 2,577,646	\$ 2,691,250	\$ 2,524,409	\$ 2,634,421
Customer Accounts	\$ 1,531,200	\$ 1,595,804	\$ 1,663,279	\$ 1,733,759	\$ 1,807,382
Administration	\$ 2,050,460	\$ 2,122,906	\$ 2,198,071	\$ 2,276,066	\$ 2,357,002
Depreciation	\$ 1,000,000	\$ 1,060,000	\$ 1,123,600	\$ 1,191,016	\$ 1,262,477
Fleet Maintenance	\$ 554,030	\$ 580,608	\$ 608,481	\$ 637,714	\$ 668,372
<b>Total Operating Expenses</b>	<b>\$ 20,936,776</b>	<b>\$ 21,893,431</b>	<b>\$ 22,913,908</b>	<b>\$ 23,849,806</b>	<b>\$ 25,102,167</b>
<b>Operating Income (Loss)</b>	<b>\$ (251,275)</b>	<b>\$ 354,841</b>	<b>\$ 948,181</b>	<b>\$ 1,650,752</b>	<b>\$ 2,111,707</b>
NON-OPERATING PROJECTIONS					
<b>Non-Operating Revenues (Expenses)</b>					
Investment Earnings	\$ 319,875	\$ 253,862	\$ 211,380	\$ 241,359	\$ 295,080
Grant Revenue	\$ 743,790	\$ 726,110	\$ 641,110		
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Non-Operating Revenues (Expenses)</b>	<b>\$ 1,063,665</b>	<b>\$ 979,972</b>	<b>\$ 852,490</b>	<b>\$ 241,359</b>	<b>\$ 295,080</b>
<b>Net Income Before Transfers and Capital Contributions</b>	<b>\$ 812,390</b>	<b>\$ 1,334,813</b>	<b>\$ 1,800,671</b>	<b>\$ 1,892,111</b>	<b>\$ 2,406,787</b>
<b>Capital Contributions</b>					
Transfers In	\$ 406,720	\$ 422,989	\$ 439,908	\$ 457,505	\$ 475,805
Transfers Out	\$ (351,570)	\$ (365,633)	\$ (380,258)	\$ (395,468)	\$ (411,287)
Contributed Capital (Development)	\$ 1,208,469	\$ 1,293,909	\$ 1,384,872	\$ 1,795,931	\$ 1,914,687
<b>Change in Net Assets</b>	<b>\$ 2,076,009</b>	<b>\$ 2,686,078</b>	<b>\$ 3,245,193</b>	<b>\$ 3,750,078</b>	<b>\$ 4,385,991</b>
<b>Net Assets, Beginning</b>	<b>\$ 34,612,980</b>	<b>\$ 36,688,989</b>	<b>\$ 39,375,068</b>	<b>\$ 42,620,260</b>	<b>\$ 46,370,338</b>
<b>Net Assets, Ending</b>	<b>\$ 36,688,989</b>	<b>\$ 39,375,068</b>	<b>\$ 42,620,260</b>	<b>\$ 46,370,338</b>	<b>\$ 50,756,329</b>
CAPITAL					
<b>Capital Outlay:</b>					
Land	-	-	-	-	-
Buildings	\$ 35,000	\$ -	\$ 20,000	\$ -	\$ -
System Improvements	\$ 3,332,580	\$ 5,522,221	\$ 2,392,220	\$ 1,110,000	\$ 1,110,000
New Service Installation	\$ 990,313	\$ 1,039,829	\$ 1,091,820	\$ 1,432,079	\$ 1,503,683
Vehicles	\$ 134,000	\$ 263,000	\$ 495,000	\$ 434,000	\$ 318,000
Equipment	\$ 305,890	\$ 438,000	\$ 80,000	\$ 80,000	\$ 130,000
Computer Software/equipment	\$ 53,070	\$ 144,340	\$ 30,000	\$ 6,670	\$ 3,330
Furniture	\$ 70,000	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 4,920,853</b>	<b>\$ 7,407,390</b>	<b>\$ 4,109,040</b>	<b>\$ 3,062,749</b>	<b>\$ 3,065,013</b>
<b>Total Expenses</b>	<b>\$ 25,857,629</b>	<b>\$ 29,300,821</b>	<b>\$ 27,022,948</b>	<b>\$ 26,912,555</b>	<b>\$ 28,167,180</b>



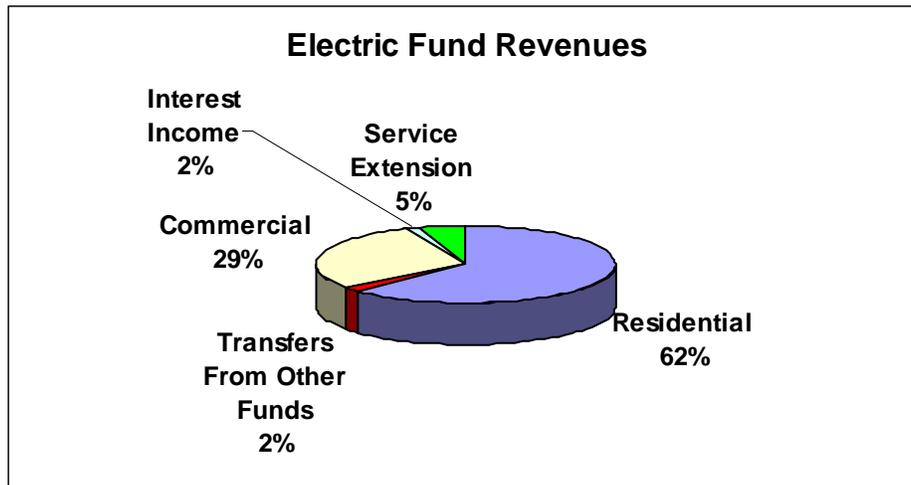
## Electric Fund 5-Year Projections

CASH BALANCE					
<b>Beginning Cash Balance</b>	\$ 10,500,000	\$ 8,817,914	\$ 5,326,684	\$ 5,764,172	\$ 7,828,251
<b>Sources:</b>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Operating Revenue	\$ 20,685,501	\$ 22,248,272	\$ 23,862,089	\$ 25,500,558	\$ 27,213,873
Investment Earnings	\$ 319,875	\$ 253,862	\$ 211,380	\$ 241,359	\$ 295,080
Grant Revenue	\$ 743,790	\$ 726,110	\$ 641,110		
Development	\$ 1,208,469	\$ 1,293,909	\$ 1,384,872	\$ 1,795,931	\$ 1,914,687
Interfund Loan Repayment Principal Portion	\$ 162,758	\$ 170,082	\$ 177,735	\$ 185,734	\$ 194,092
Transfers In	\$ 406,720	\$ 422,989	\$ 439,908	\$ 457,505	\$ 475,805
<b>Total Sources</b>	\$ 23,527,113	\$ 25,115,224	\$ 26,717,094	\$ 28,181,086	\$ 30,093,536
<b>Uses:</b>					
Operating Expense Less Depreciation	\$ 19,936,776	\$ 20,833,431	\$ 21,790,308	\$ 22,658,790	\$ 23,839,690
Transfers Out	\$ 351,570	\$ 365,633	\$ 380,258	\$ 395,468	\$ 411,287
Capital Outlay	\$ 4,920,853	\$ 7,407,390	\$ 4,109,040	\$ 3,062,749	\$ 3,065,013
<b>Total Uses</b>	\$ 25,209,199	\$ 28,606,453	\$ 26,279,606	\$ 26,117,008	\$ 27,315,990
<b>Excess (Deficiency)</b>	\$ (1,682,086)	\$ (3,491,230)	\$ 437,488	\$ 2,064,078	\$ 2,777,546
<b>Ending Cash Balance</b>	\$ 8,817,914	\$ 5,326,684	\$ 5,764,172	\$ 7,828,251	\$ 10,605,797
25% of Operating Expenses less deprec	\$ 4,984,194	\$ 5,208,358	\$ 5,447,577	\$ 5,664,698	\$ 5,959,922

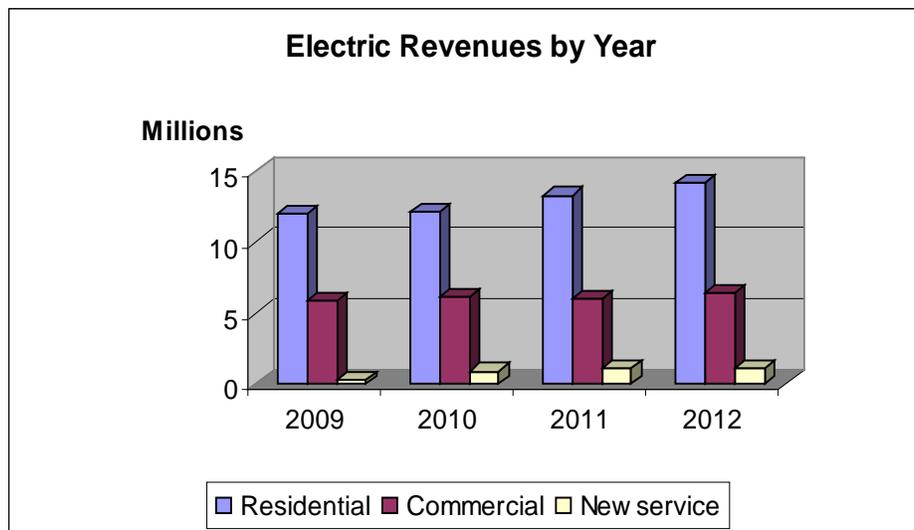


## Electric Fund REVENUES

Projected revenues for 2011 and 2012 for the Electric Fund total \$22,155,886 and \$23,488,554, respectively. The following pie chart illustrates the sources of revenue.



The following column chart displays a four year history/projection of electric revenues.



### Electric Sales

Residential sales continue to be the largest component of revenue with anticipated sales of \$13,254,151 while commercial sales are expected to total \$6,022,986 for 2011. For 2012 residential sales are forecast to be \$14,167,071 and commercial sales \$6,437,837.

### New Service

Developers pay the electric utility to extend distribution lines into new subdivisions and the home builder pays a fee to connect the service line to the distribution system. These new service installations are expected to generate \$1,074,927 in revenue for 2011 and \$1,128,673 for 2012.



## Electric Fund REVENUES

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### [System Development Charge](#)

The City collects a system development charge from new customers to fund growth related electric utility capital improvement projects. The City expects to collect \$119,125 in system development charges in 2011 and \$150,098 in 2012.

### [Miscellaneous Revenues](#)

It is estimated that the Electric Fund will earn \$319,875 in interest income and \$418,000 from miscellaneous revenues in 2011. Interest income for 2012 is projected to be \$253,862 while miscellaneous revenue is projected to be \$429,175

### [Grant Revenue](#)

The City of Fountain Electric Department was awarded a Smart Grid Investment Grant by the U.S. Department of Energy through the City of Fort Collins in the amount of \$2.1 million over a three year period. Revenue from this source is expected to be \$743,790 for 2011 and \$726,110 for 2012

### [Other Financing Sources](#)

Operating transfers from the General, Water, and Ambulance Funds totaling \$438,850 are included in this budget for estimated overhead costs of operating the City's fleet maintenance operation. The cost of fuel, oil and parts for vehicle maintenance is included in each individual cost center throughout the City budget.



## Electric Fund OPERATIONS

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### DESCRIPTION

The City of Fountain Electric Department serves approximately 16,000 customers (44,600 residents) in the Security, Widefield and Fountain areas south to Nixon Power Plant. Our wholesale purchased power is from MEAN (Municipal Energy Association of Nebraska). 14% of this power is from wind and hydro renewable sources, which brings Fountain Utilities to a 38% carbon free energy portfolio. We have opted to be Dark Sky compliant.

### MISSION STATEMENT

#### MISSION

To meet the current and future needs of our customers by providing reliable, cost effective energy and services, in a responsible, courteous and efficient manner.

#### VISION

To provide power through a modern, reliable system, by seeking competitive, environmentally friendly sources of power and providing friendly, timely service to our customers.

#### OPERATING PHILOSOPHY

- To ensure high quality, reliable electric power by identifying, encouraging, and supporting sustainable energy sources to supplement existing generation.
- To promote customer relations via good communications and service by remaining customer-focused. Always seeking to improve the way in which we deliver services.
- To ensure safe working conditions by encouraging and providing opportunities for professional and personal development through training and safety based policies and procedures.

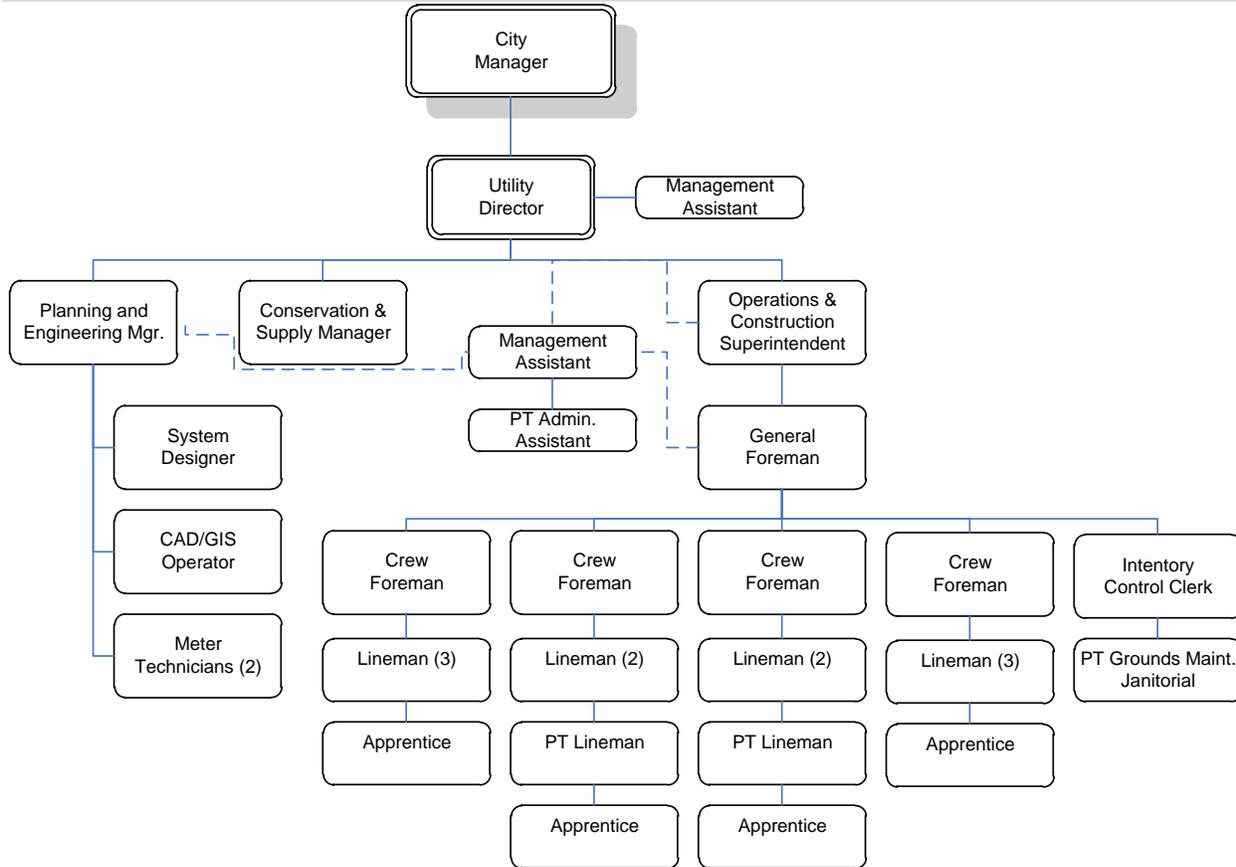
#### ISSUES/CHALLENGES

- To ensure reliability of the electric system by continuing to upgrade established areas of the electric system.
- Meet future electric load demands by purchasing power generated by sustainable energy sources.
- To maintain a well trained, dynamic work force.
- Meet and/or exceed industry standards by developing good safety practices and communication protocols.



# Electric Fund OPERATIONS

## ORGANIZATIONAL CHART



Personnel History				
Position	2009	2010	2011	2012
Utility Director	0.5	0.5	0.5	0.5
Management Assistant	0.5	0.5	0.5	0.5
GIS Manager	0.4	0.4	0.4	0.4
Conservation & Supply Manager	0	0.5	0.5	0.5
<b>Total Full-Time Employees</b>	<b>1.4</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>
<b>Electric Engineering</b>				
Engineering Planning Manager	1	1	1	1
System/Distribution Designer	1	1	1	1
CAD Operator	1	1	1	1
Meter Technician	2	2	2	2
Field Representative	3	0	0	0
<b>Total Full-Time Employees</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Electric Operations &amp; Construction</b>				
Operations & Construction Superintendent	1	1	1	1
Management Assistant	1	1	1	1
Inventory Control Clerk	1	1	1	1
General Foreman	1	1	1	1
Crew Foreman	4	4	4	4
Lineman	10	10	10	10



## Electric Fund OPERATIONS

Lineman Apprentice	4	4	4	4
Part-Time Lineman	2	2	2	2
Part-Time Grounds Maintenance/Janitorial	0	0	1	1
Part-Time Administrative Assistant	0	0	1	1
Seasonal	1	1	0	0
<b>Total Full-Time Employees</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>
<b>Total Part-Time Employees</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>
<b>Total Seasonal</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Total Department Employees (FT)</b>	<b>31.4</b>	<b>28.9</b>	<b>28.9</b>	<b>28.9</b>
<b>Total Department Employees (PT)</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>
<b>Total Department Seasonal Employees</b>	<b>1.0</b>	<b>1.0</b>	<b>0</b>	<b>0</b>

### 2010 HIGHLIGHTS

- Completed replacement and upgrades of 40 year old underground system to 200 amps per residence in the Widefield areas of Fay Dr, Eudora St and Bickley St.
- Completed circuit loops for shops located along Hwy 85, next to the Applebee's and shops located along Mesa Ridge Parkway behind the 7/11. This will improve electric reliability for these businesses.
- Obtained contract for after-hours communications and dispatch services.
- Tree Trimming operations were completed in the Northern Fountain & Widefield areas. Approximately 95,040 feet of line were cleared.
- Two Apprentice Lineman completed the apprenticeship program and were promoted to Journeyman Lineman status.
- New Electrical Engineer hired for the Manager position of Planning and Engineering Division.
- Electric Department received a 100% rating on the CIRSA Audit. Safety courses completed in 2010 included National Electric Safety Code training, safety Inspections completed and passed on all bucket & boom trucks and other electric equipment.
- PowerTown safety demonstrations have been performed throughout the 2010 year at several events, continuing to grow and be requested by surrounding businesses and schools providing the public with much needed safety information.
- During substation maintenance testing oil circuit breaker number 3 was found to be near failure. This breaker was changed out with a new SF6 gas circuit breaker.
- Replaced approximately 30 power poles in the Security/Widefield areas that have reached their end of life. These were found during our ongoing pole testing program.
- Electric Department Building remodel to accommodate staff needs is in progress with completion expected in late November.
- Installation of fiber optic line from City Hall, to the new Customer Service building, to Fire Station # 1 and Police Department, continuing to the Water Shop to be completed by end of year.
- Replaced 200 175W mercury vapor fixtures with 100 W high pressure sodium fixtures to adhere to federal mandate.
- Applied for Governors Energy Office LED Grant.
- Began linking engineering analysis programs to Electric GIS database.
- Distribution sectionalizing study completed.
- 20 year plan underway; 80% complete.
- Improved SCADA system abilities to include switching with existing monitoring of all circuits.

### 2011/12 GOALS

- 2011 Implement revised underground electric design for front lot line construction.



## Electric Fund OPERATIONS

- 2011 Implement a pilot program for LED lighting by installing a test section at City Hall in the decorative lighting fixtures.
- 2011 Continue upgrades of 40 year old underground system to 200 amps per residence in the Widefield areas of Jersey Ln, Quebec St, Raemar Dr and Rowe Ln.
- 2011 Procure equipment for revised front lot line underground design installation operations.
- 2011 Upgrade Fountain Creek 5 Circuit conductor which begins 500' north of Wal-Mart on Southmoor Dr, proceeding .85 miles to a point south of Albertacos on US Hwy 85.
- 2011 Construct alternate power source (loop) for East annexation to ensure service reliability.
- 2011 Replace conductor in the areas of Medicine Bow Ave and Fountain Mesa Rd. for future growth and reliability.
- 2011 Replace conductor to both crossings at Safeway and 7/11 for future growth and reliability.
- 2011 Install switch gear for substation bays 1&4 to create more switching flexibility at the North Fountain substation to ensure system reliability.
- 2011 Procure Radar Locator to locate underground faults on the electric system to expedite power restoration.
- 2011 Procure Trench Shoring equipment to adhere to CIRSA and OSHA regulations.
- 2011 Install concrete pads at the Electric Warehouse for major equipment storage. This will extend the life and reduce risk of damage to equipment.
- 2011 Install car wash awning to prevent storm water draining into the Widefield Water and Sanitation sewer system through the outdoor car wash located at 6745 Southmoor Drive.
- 2011 Procure and implement work order management system for Electric, Water and Customer Service. This system would be applicable to many General City operations as well.
- 2011 Procure ROW (right-of-way) for 115 kV transmission to East Fountain Substation.
- 2011 Replace infrared camera to measure electric equipment thermal performance which will improve overall system reliability.
- 2011 Fund Electric Department's portion of an IVR that will reduce call volume and expedite service to customers.
- 2011 & 2012 Continue five year rotation of pole testing program in our service territory.
- 2011& 2012 Continue tree trimming near overhead lines in our service territory that will cover approx. 200,000 feet.
- 2011 & 2012 Continue to utilize PowerTown for safety demonstrations to be completed throughout the 2011-2012 budget seasons at several events, continuing to grow and be requested by surrounding businesses and schools to provide the public with much needed safety information.
- 2011 & 2012 Replace 500 175W mercury vapor fixtures per budget year. New fixtures to be determined at a later date.
- 2011 & 2012 Fund 1/3 Server Upgrades/Replacements.
- 2011 & 2012 Install communication infrastructure and meters (residential and commercial) to permit two way communications between the customer and the utility which will allow automated meter reads, remote disconnect, remote programming, voluntary in home display, etc. (Smart Grid).
- 2012 Fund Electric Departments portion of a replacement Customer Information System (CIS) to enhance customer billing operations and ensure capability with other enterprise software systems.
- 2012 Continue upgrades of 40 year old underground system to 200 amps per residence in the Widefield areas Squire St, Metropolitan St and Kipling St.
- 2012 Construct a loop from Powers continuing West on Fontaine Blvd to Fountain Mesa Rd to ensure system reliability.
- 2012 Install a loop in Countryside for Fountain Fort Carson High School and Little Ranches subdivision to ensure system reliability.
- 2012 Procure an underground boring machine to install conduit and replace outdated conductors.
- 2012 Fountain Substation Addition – build additional substation to serve new load and back up existing substations through mainline ties.



## Electric Fund OPERATIONS

- 2012 Construct line from Fountain East substation to Mesa 3 Circuit to provide interconnection with existing system.
- 2012 Construct line from Fountain East substation to Mesa Ridge Pkwy to provide interconnection with existing system.

### BUDGET -- ENGINEERING AND PLANNING

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$451,916	\$454,130	\$ 454,130	\$ 492,720	\$ 517,360
Materials and Supplies	\$ 2,118	\$ 12,910	\$ 24,660	\$ 19,420	\$ 20,000
Purchased Services	\$ 26,594	\$205,049	\$ 218,170	\$ 288,400	\$ 297,050
Fixed Charges					
Capital	\$ 45,501	\$15,233	\$792,850	\$2,582,580	\$4,702,220
<b>Total</b>	<b>\$526,129</b>	<b>\$687,322</b>	<b>\$1,489,810</b>	<b>\$3,383,120</b>	<b>\$5,529,910</b>

### BUDGET -- SOURCE OF SUPPLY

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits					
Materials and Supplies					
Purchased Services	\$10,741,123	\$10,910,748	\$11,895,890	\$12,531,520	\$13,122,060
Fixed Charges					
Capital					
<b>Total</b>	<b>\$10,741,123</b>	<b>\$10,910,748</b>	<b>\$11,895,890</b>	<b>\$12,531,520</b>	<b>\$13,122,060</b>

### BUDGET -- OPERATIONS AND MAINTENANCE

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$1,838,630	\$1,838,504	\$2,332,630	\$2,467,710	\$2,591,100
Materials and Supplies	\$ 190,007	\$ 254,177	\$ 944,110	\$660,980	\$680,810
Purchased Services	\$ 271,612	\$ 283,376	\$ 339,150	\$330,650	\$340,570
Fixed Charges					
Capital	\$1,263,702	\$ 867,444	\$ 1,010,000	\$1,193,500	\$1,519,000
<b>Total</b>	<b>\$3,563,951</b>	<b>\$3,243,501</b>	<b>\$4,625,890</b>	<b>\$4,652,840</b>	<b>\$5,131,480</b>

**Significant Changes:** Salaries and Benefit expenditures are tracked on a budgetary basis throughout the year. At the end of the year, the portion related to capital projects is capitalized.

### BUDGET -- ADMINISTRATION

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 458,095	\$ 522,737	\$ 495,830	\$ 546,590	\$ 573,920
Materials and Supplies	\$ 8,742	\$ 8,998	\$ 9,600	\$ 9,880	\$ 10,180
Purchased Services	\$1,055,038	\$1,184,863	\$ 1,199,990	\$1,407,160	\$ 1,449,380
Fixed Charges	\$ 981,752	\$ 981,077	\$ 92,490	\$ 86,830	\$ 89,440
Operating Transfers	\$ 359,190	\$ 396,840	\$ 314,740	\$ 351,570	\$ 365,630
Capital	\$ 11,190	\$ 47,651	\$ 5,600	\$ 0	\$ 16,330
<b>Total</b>	<b>\$2,862,817</b>	<b>\$3,142,166</b>	<b>\$ 2,118,250</b>	<b>\$2,402,030</b>	<b>\$ 2,504,880</b>



## Electric Fund OPERATIONS

**Significant Changes:** The large difference in the fixed charges category between actual and budgeted numbers is due to the City not budgeting for depreciation.

<b>ACTIVITY MEASURES</b>			
	2008	2009	6/2010
Residents Served	44,600	44,600	44,600
Customers Served	16,000	16,000	16,000
Energy Delivered (Mwh)	209,657	192,264	102,501
Meters Installed – Residential	108	171	47
Meters Installed – Commercial	12	24	14

Due to the growth in the area, the following table outlines the electrical apparatus installed to accommodate the new residential and commercial customers moving to our area over the past 3 years:

<b>Overhead Line Miles (3 year total)</b>						
Phases	336 MCM	4/0 AWG	1/0 AWG	#2 AWG	Total Line Miles	
3 Phase	30.693	13.849	2.46	3.0	47.584	
1 Phase				171.416	171.416	
Overhead Secondary					Total Line	
1/0 AWG					47.50	
#2 Triplex					47.50	
<b>Underground Line Miles (3 year total)</b>						
Phases	750 MCM	500 MCM	1000 MCM	4/0	#2	Total
3 Phase	2.05	6.06	.8	1.34	12.15	22.40
1 Phase					288.11	288.11
Secondary Underground					Total	
2/0 Hunter Secondary					76.998	



# Electric Fund CUSTOMER SERVICE

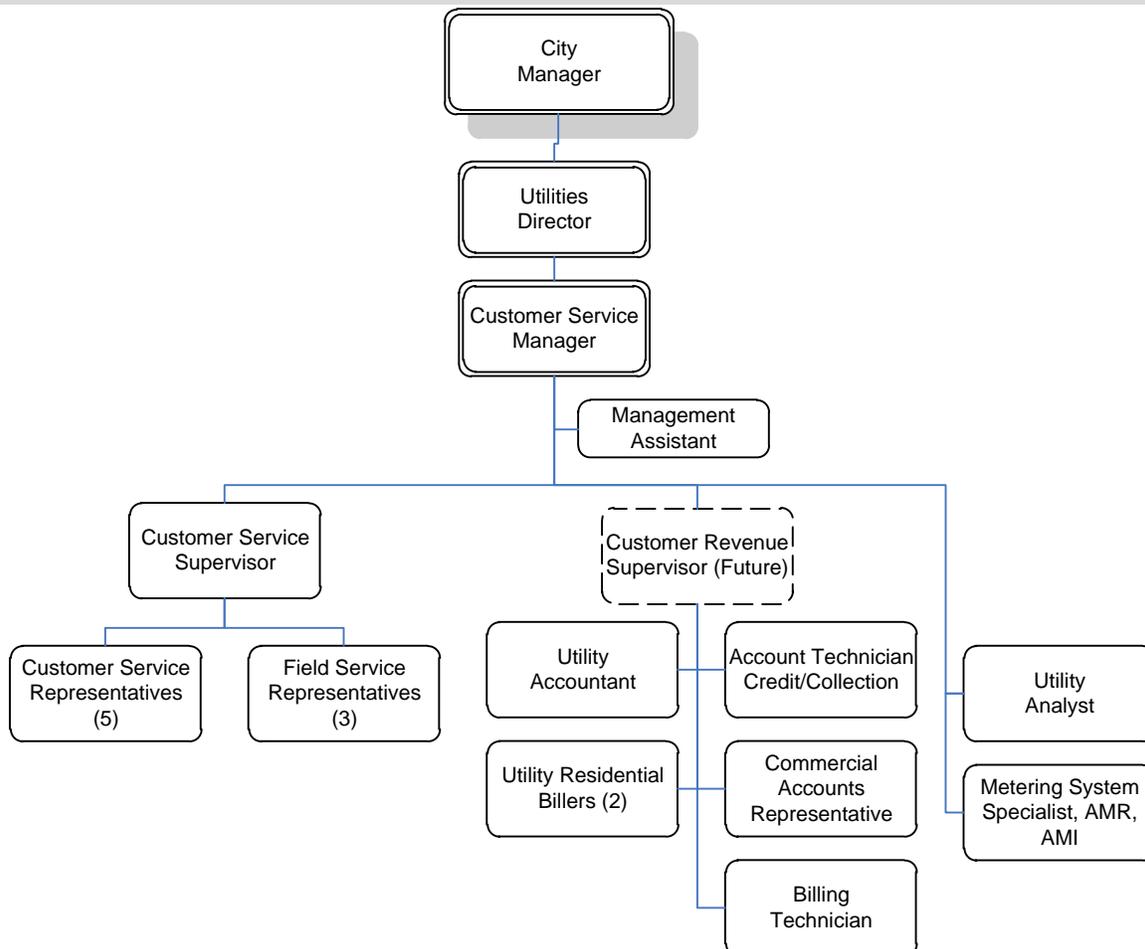
## DESCRIPTION

The Customer Service Department serves the Customer Service and Billing needs of approximately 16,000 customers. Customer Service also provides billing services for Fountain Sanitation District and Widefield Water and Sanitation District. We are responsible for all customer contacts regarding their accounts. This starts with initializing the account for the customer; account maintenance; billing (residential and commercial); key account management; meter reading; assisting with any account questions; negotiating payment arrangements; low-income energy assistance (Lighten the Load); utility file maintenance and analysis; cashiering; credit and collections; and financial accountability. Implement mobile Automated Meter Reading system. Provide field service to customers. Maintain Electric and Water Rates. Funding for the Customer Service Division of the Utilities Department comes from the Water Fund (30%) and the Electric Fund (70%).

## MISSION STATEMENT

The mission of the Customer Service Department of the City of Fountain Utilities is to fulfill the business needs of the Utilities by: providing the finest possible service for our customers (internal as well as external) regardless as to their station or status; listening to their concerns; fulfilling their valid needs; and anticipating their un-communicated needs. At the same time, we are to provide the most hospitable and rewarding work environment possible.

## ORGANIZATIONAL CHART





## Electric Fund CUSTOMER SERVICE

Personnel History					
<u>Position</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	
Customer Service Manager	1	1	1	1	
Management Assistant	0	1	1	1	
Administrative Assistant	1	0	0	0	
Customer Service Supervisor	1	1	1	1	
Customer Service Representatives	6	6	5	5	
Field Service Representatives	2	2	3	3	
Utility Analyst	1	1	1	1	
Metering System Specialist	1	1	1	1	
Utility Accountant	1	1	1	1	
Account Technician	0	1	1	1	
Utility Residential Billers	2	2	2	2	
Commercial Accounts Representative	1	1	1	1	
Billing Technician	1	1	1	1	
Customer Revenue Supervisor (Future)	0	0	0	0	
<b>Total Full-Time Employees</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>	

### 2010 HIGHLIGHTS

- Continued application for \$25,000 grant from Energy Outreach Colorado for the Lighten the Load low income energy assistance program.
- Customer Services Division answered approximately 50,000 phone calls for the year.
- Billed approximately 280,000 meters.
- Billed approximately 3,632 final bills, which, represents an approximate 27% turn-over rate of our customer base.
- 1,392 non-pay field service orders produced for the first 6 months.
- Administer, Implement Water Rate Study
- Administer, Implement Electric Rate Study
- Implemented On Line Bill Presentment and Payment system.
- Will post approximately 100,000 cashier payments for the year.
- 1,392 non-pay field service orders produced for the first 6 months.
- Conducting meetings with key accounts and approximately 320 contacts with our small commercial customers.
- Instituted National Electric Safety Code, Customer Facilities Inspection Program. Completed 350 inspections in 2010.

### 2011/12 GOALS

- Specify, purchase, install Interactive Voice Response system.
- Complete update of Rules and Regulations Governing Utility Service.
- Continue Integrating of Smart Grid tools into Customer Service processes.
- Continue implementation of Cross Training program.
- Enhance Key Accounts Program.
- Continue National Electric Safety Code, Customer Facilities Inspection Program.

### BUDGET – (70% ELECTRIC FUND)

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$483,192	\$595,061	\$975,160	\$933,390	\$980,060
Materials and Supplies	\$13,208	\$16,140	\$20,540	\$29,220	\$30,100



## Electric Fund CUSTOMER SERVICE

Purchased Services	\$402,314	\$223,908	\$478,320	\$484,520	\$499,050
Fixed Charges	\$63,214	\$70,892	\$81,970	\$84,070	\$86,590
Grant Related Expenses	\$0.00	\$ 0	\$0	\$0	\$0
Capital	\$0.00	\$29,822	\$273,230	\$118,990	\$130,000
<b>Total</b>	<b>\$961,929</b>	<b>\$935,833</b>	<b>\$1,829,620</b>	<b>\$1,650,190</b>	<b>\$1,725,800</b>

### ACTIVITY MEASURES

	2008	2009	6/2010
Utility Bills Mailed	180,843	183,651	77,133
Late Notices Mailed	27,345	27618	11,599
Final Bills	4,498	4542	1,907
Number of Phone Calls Answered	47,514	47989	20,155
Operating Cost per FTE	\$30,706	\$31,013	\$31,013
Operating Cost per Customer Mailing	\$2.10	\$2.12	\$2.12



## Public Works Department FLEET MAINTENANCE

### DESCRIPTION

Fleet Division is located with the Electric Utility Department at 6745 Southmoor Drive. The Division has one full-time Fleet Services Superintendent and four full-time Fleet Mechanics. The Division services all City Departments. The Division maintains approximately 286 vehicles and major equipment units plus numerous small engine equipment units. Fleet Division major responsibilities are as follows:

- City Vehicle & Equipment Purchases & Outfitting
- City Vehicle & Equipment Maintenance & Repairs
- City Vehicle & Equipment Fuel, Oil & Misc. Fluids
- City Vehicle & Equipment Salvage & Disposal
- Small Engine Equipment Maintenance & Repairs
- Emergency Roadside Assistance
- Welding Services

Vehicles & Equipment include: Police Cruisers, Fire Engines, Ladder Truck, Ambulances, Cars, Vans, SUV's, Pick-ups, Motorcycles, Dump Trucks, Aerial Trucks, Street Sanders, Snow Plows, Snow Blowers, Street Sweepers, Tractors, Trailers, Loaders, Trenchers, Backhoes, Attachments, Motor Graders, Fork Lifts, ATVs, Pumps, Compressors, Generators, Hydro-Vacs, Crack Sealers, Grinders, Mowers, Chippers, Tillers, Chain Saws and Leaf Blowers.

2010 Distribution of Major Vehicles & Equipment is as follows:

Electric Department:	55
Water Department:	38
Utility Customer Services:	8
Public Works Streets:	35
Public Works Parks:	42
Fire Department:	27
Police Department:	59
City Administration:	5
Code Enforcement:	4
Fleet Services	4
Housing Department:	9
Total:	286

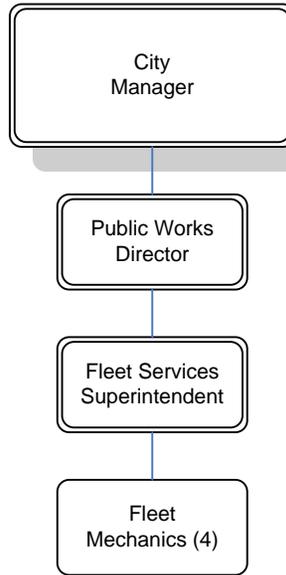
### MISSION STATEMENT

The Department of Public Works, utilizing limited available resources and guided by common sense, accountability and compassion strives to plan, construct, maintain and support safe and efficient public facilities, infrastructure and services in order to meet the quality of life demands of our growing diverse community.



## Public Works Department FLEET MAINTENANCE

### ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Fleet Manager	1	1	1	1
Mechanic II	4	4	4	4
<b>Total Full-Time Employees</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

### 2010 HIGHLIGHTS

- Debug Fleet Management Software.
- Acquired Metal Worker Machine.
- Upgraded Vehicle Scan Tools.
- Police Peace-Keeper Vehicle Setup

### 2011/12 GOALS

- Improve Utilization of Fleet Software.
- Improve Staff Cross-Training.
- Continue Meeting Fleet Service Needs.

### BUDGET - FLEET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 489,973	\$ 486,903	\$ 479,880	\$ 497,860	\$ 522,750
Materials and Supplies	\$ 537,989	\$ 14,793	\$ 48,700	\$ 37,220	\$ 38,340
Purchased Services	\$ 16,037	\$ 14,166	\$ 19,350	\$ 18,950	\$ 19,520
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 21,018	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 1,065,017</b>	<b>\$ 515,862</b>	<b>\$ 547,930</b>	<b>\$ 554,030</b>	<b>\$ 580,610</b>

\* 2011 Capital Improvement \$12,000 shown for Wash Bay Awning will be moved to Electric Fund Expenditure



## Public Works Department FLEET MAINTENANCE

Note: In 2009 Fuel, Oil & Vehicle Maintenance Material & Supplies line items were included in each respective City Department.

<b>ACTIVITY MEASURES</b>				
Activity Item	2007	2008	2009	2010
Full – Time Employees	5	5	5	5
Work Orders	296	329	426	--
Works Orders Per FTE	59	65	85	--
Maintenance Cost Per Vehicle by Department	--	--	--	--

-- Data not currently available.

\* Work Order numbers are estimates due to data entry problem with work order software program.

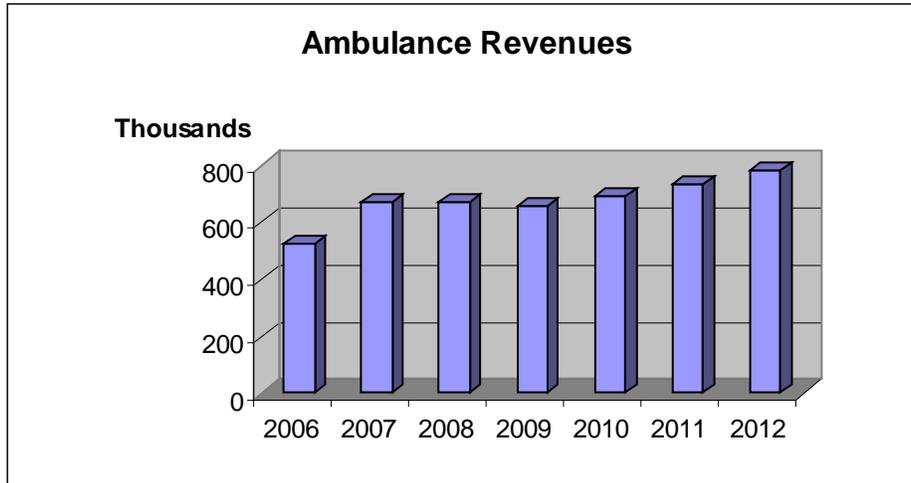


## AMBULANCE FUND Revenues

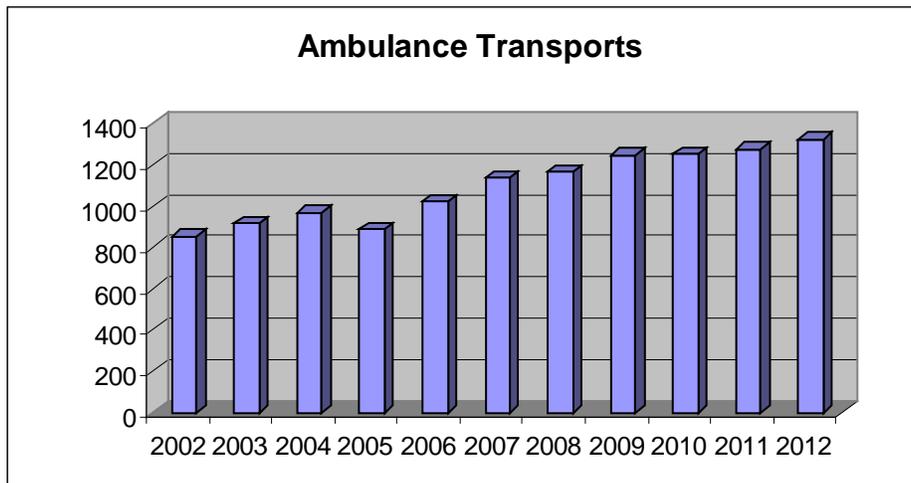
### DESCRIPTION

The Ambulance Fund is a Proprietary, or Business, Fund that accounts for the activity of the Ambulance Transport run by the City's Fire Department. All charges for services and expenditures are accounted for in this fund.

Estimated total revenue from ambulance transports in 2011 is projected to be \$732,000 based on 1,275 transports. 1325 projected transports in 2012 are expected to generate \$783,460 in revenue. The column chart below illustrates a seven year history/projection of revenues from ambulance transports.



The following column chart provides a history of transports by year since the inception of the ambulance transport.





# Ambulance Fund OPERATIONS

## DESCRIPTION

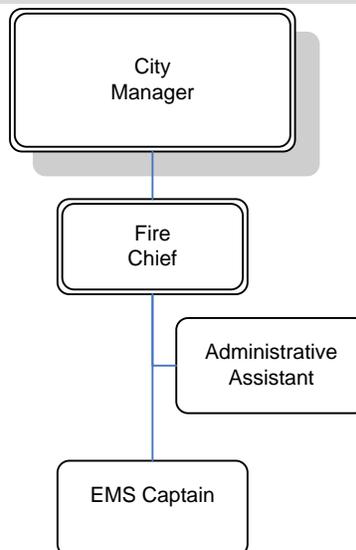
The City of Fountain Fire Department began an improved level of Emergency Medical Services when the present paramedic ambulance transport was placed on-line in January 2002. The paramedic level of service allows the fire department to offer a wide variety of services to its citizens including Advanced Cardiac Life Support (ACLS), IV therapy, external cardiac pacing, synchronized cardioversion, endotracheal intubation, and specific drug therapies. Certifications held by the paramedics include Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), Neo-natal Advanced Life Support (NALS), and Advanced Trauma Life Support (ATLS). The ambulance has reduced citizens' arrival time to the hospital by 20 minutes.

The ambulance has certainly saved countless lives by providing quick deliveries of its citizens to hospitals in the area. The paramedics and EMT's assigned to ambulance are also certified firefighters.

## MISSION STATEMENT

Our mission is to minimize loss of life, suffering and damage due to fire, medical and environmental emergencies within the community of Fountain through public education, code management and incident response.

## ORGANIZATIONAL CHART



Personnel History				
Position	2009	2010	2011	2012
Paramedic/Firefighter	3	3	3	3
Firefighter/EMT	5	5	5	5
<b>Total Full-Time Employees</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

## 2010 HIGHLIGHTS

- Received re-chassised ambulance.
- 7 % cardiac arrest survival rate.



## Ambulance Fund OPERATIONS

### 2011/12 GOALS

- Increase transports.
- Upgrades to life pack heart monitors.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$612,794	\$577,267	\$604,650	\$653,060	\$685,710
Materials and Supplies	\$42,802	\$43,924	\$56,180	\$52,570	\$62,240
Purchased Services	\$52,741	\$56,128	\$78,260	\$72,520	\$73,570
Fixed Charges	\$14,371	\$2,004	\$	\$0	\$0
Grant Related Expenses			\$0	\$0	\$0
Transfer to Other Funds	\$53,660	\$28,092	\$30,910	\$26,330	\$26,330
Capital			\$0	\$0	\$0
<b>Total</b>	<b>\$776,368</b>	<b>\$707,414</b>	<b>\$770,000</b>	<b>\$804,480</b>	<b>\$847,850</b>

### ACTIVITY MEASURES

	2008	2009	6/2010
Calls for service	2,106	2,216	1,168
# of transports	1,164	1,255	638
# of transports AMR – private Ambulance	125	144	82
Average delivery time to Hospitals– Emergency	17 Minutes	17 Minutes	18 Minutes
Average turn around time from Hospitals	20 Minutes	20 Minutes	23 Minutes



# DRAINAGE FUND

## DESCRIPTION

The Public Works Department Engineering/Administration Division office currently administers the Storm Water Drainage Utility Division that is located on the first floor of City Hall. The Division has one full-time Director/City Engineer, one full-time Administrative Assistant and one full-time Construction Inspector. The Public Works Street & Drainage Division currently performs ongoing maintenance of the City Storm Water Drainage Systems. In addition many drainage facilities are privately owned and operated for which the City conducts regular inspections to ensure such facilities are being properly constructed and maintained. This Division also administers the City’s Municipal Storm Water Discharge (MS4) Permit as issued by the State of Colorado.

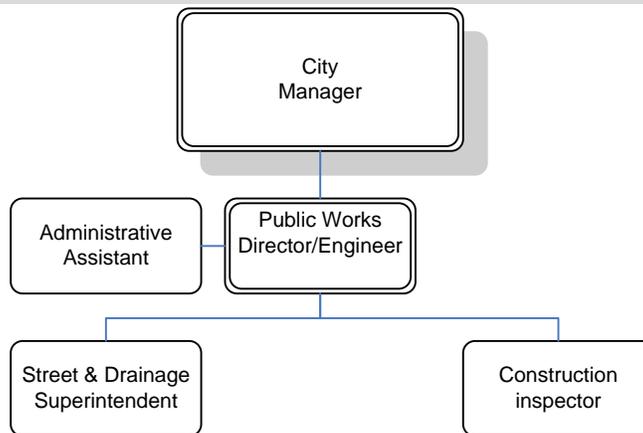
The City established a Storm Water Enterprise Fund by Ordinance 1158 on October 23, 2001. The City established a Jimmy Camp Drainage Basin Fee by Ordinance 1199 on September 9, 2003. The City established an Exemption to the Jimmy Camp Drainage Basin Fee by Ordinance 1419 on April 8<sup>th</sup> 2008 for all development implementing Full-Spectrum Detention and other Erosion Control & Storm Water Quality Management Code Standards as established by City Ordinances 1384 (August 14, 2007).

The City completed a preliminary Storm Water Utility Needs Assessment and City-wide Storm Water Utility Enterprise Fee Study. If and when a City-wide Storm Water Utility fee is ever established, then this Division can be properly organized; begin working on numerous pending improvement projects; and better monitor/maintain the City Storm Water Drainage System.

## MISSION STATEMENT

The Department of Public Works, utilizing limited available resources and guided by common sense, accountability and compassion strives to plan, construct, maintain and support safe and efficient public facilities, infrastructure and services in order to meet the quality of life demands of our growing diverse community.

## ORGANIZATIONAL CHART



## 2010 HIGHLIGHTS

- Maintain State MS4 Permit.
- Design Jimmy Camp Creek Stabilization Improvements and Link Road Bridge.
- Completed Preliminary StormWater Utility Needs Report.
- Completed City Good-House Keeping BMP Training.



## DRAINAGE FUND

- Implemented Annual Radio StormWater Advertisement.
- Completed Annual Inspection & Monitoring of StormWater Facilities.
- Complete Ongoing Inspection of Construction Sites.

### 2011/12 GOALS

- Maintain State MS4 Permit Program.
- Construct Jimmy Camp Creek Stabilization Improvements and Link Road Bridge.
- Develop Plan for Establishing a City Storm Water Utility.
- Continue Annual City Employee BMP Training.
- Continue StormWater Quality Public Education Program.
- Continue Annual Inspection & Monitoring of StormWater Facilities.
- Continue Ongoing Inspection of Construction Sites.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Materials and Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$ 0	\$ 256,284	\$ 50,000	\$ 50,000	\$ 50,000
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 18,603	\$ 75,290	\$ 0	\$ 150,000	\$ 200,000
<b>Total</b>	<b>\$ 18,603</b>	<b>\$ 331,574</b>	<b>\$ 50,000</b>	<b>\$ 200,000</b>	<b>\$ 250,000</b>

### ACTIVITY MEASURES

Activity Measures have not yet been established or tracked due to funding limitations and lack of available staff.



## Miscellaneous Funds SUMMARY

### DESCRIPTION

Section IX of the budget document contains the various other miscellaneous funds that are not the primary operating funds of the City. These funds are as follows:

- Conservation Trust Fund
- Impact Fund
- Heritage Maintenance District Fund
- Volunteer Fund
- General Improvement District #1
- Insurance Fund
- Fire Pension
- Sales Tax – Street Capital Improvement
- Sales Tax – Public Transportation
- Sales Tax – Street Resurfacing

A summary of these funds are as follows:

Miscellaneous Fund Summary 2011				
	Beginning Fund Balance	Add: 2011 Revenues	Less: 2011 Expenditures	Ending 2011 Fund Balance
Conservation Trust Fund	\$ 103,370	\$ 176,660	\$ 239,570	\$ 40,460
Impact Fund	\$ -	\$ 78,500	\$ 78,500	\$ -
Heritage Maintenance District Fund	\$ 225,940	\$ 75,520	\$ 113,500	\$ 187,960
Volunteer Fund	\$ 24,002	\$ 30,000	\$ 28,700	\$ 22,802
General Improvement District #1	\$ 17,623	\$ 9,680	\$ -	\$ 27,303
Insurance Fund	\$ (325,322)	\$ 2,482,700	\$ 2,397,030	\$ (239,652)
Fire Pension	\$ 724,270	\$ 17,010	\$ 5,100	\$ 736,180
Street Capital Improvement	\$ 457,310	\$ 631,000	\$ 631,000	\$ 457,310
Public Transportation	\$ 58,772	\$ 450,000	\$ 450,000	\$ 58,772
Street Resurfacing	\$ 32,710	\$ 270,000	\$ 270,000	\$ 32,710

Miscellaneous Fund Summary 2012				
	Beginning Fund Balance	Add: 2012 Revenues	Less: 2012 Expenditures	Ending 2012 Fund Balance
Conservation Trust Fund	\$ 40,460	\$ 181,910	\$ 208,070	\$ 14,300
Impact Fund	\$ -	\$ 94,200	\$ 94,200	\$ -
Heritage Maintenance District Fund	\$ 187,960	\$ 61,920	\$ 113,500	\$ 136,380
Volunteer Fund	\$ 22,802	\$ 30,000	\$ 28,700	\$ 21,602
General Improvement District #1	\$ 27,303	\$ 8,720	\$ -	\$ 36,023
Insurance Fund	\$ (239,652)	\$ 2,662,972	\$ 2,560,550	\$ (137,230)
Fire Pension	\$ 736,180	\$ 14,600	\$ 10,110	\$ 740,670
Street Capital Improvement	\$ 457,310	\$ 650,000	\$ 650,000	\$ 457,310
Public Transportation	\$ 58,772	\$ 464,000	\$ 464,000	\$ 58,772
Street Resurfacing	\$ 32,710	\$ 278,000	\$ 278,000	\$ 32,710

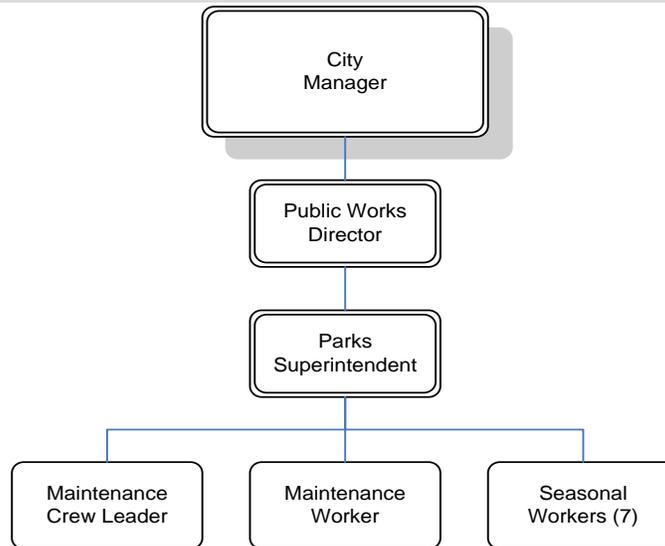


## Miscellaneous Funds CONSERVATION TRUST FUND

### DESCRIPTION

The Colorado Constitution, as amended 1992, states that the net proceeds of the Colorado Lottery are to be used for state and local parks, recreation facilities, open space, environmental education, and wildlife habitats. The Conservation Trust Fund (CTF) is one of three funds established to accomplish these goals. The CTF receives 40% of all net lottery proceeds. The Department of Local Affairs distributes CTF dollars from net Lottery proceeds to over 460 eligible local governments; counties, cities, towns, and Title 32 special districts that provide park and recreation services in their service plans. The CTF is distributed quarterly on a per capita basis. The Public Works Department Parks Division utilizes these funds for maintenance of City parks, the acquisition of additional park land /open space, and capital improvements in the City's park system.

### ORGANIZATIONAL CHART



### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 0	\$ 68,052	\$ 0	\$ 30,000	\$ 31,500
Materials and Supplies	\$ 39,997	\$ 28,093	\$ 65,500	\$ 65,500	\$ 66,480
Purchased Services	\$ 0	\$ 25,000	\$ 52,000	\$ 39,500	\$ 40,090
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 85,790	\$ 135,758	\$ 224,000	\$ 100,000	\$ 101,500
<b>Total</b>	<b>\$ 125,787</b>	<b>\$ 256,902</b>	<b>\$ 329,000</b>	<b>\$ 235,000</b>	<b>\$ 239,570</b>

CONSERVATION TRUST FUND 2011-2012 BUDGET SUMMARY	
2011 BEGINNING FUND BALANCE	\$103,370
+ 2011 REVENUES	\$176,660
- 2011 EXPENSES	\$239,570
<b>FUND BALANCE 12/31/11</b>	<b>\$40,460</b>
+2012 REVENUES	\$181,910
- 2012 EXPENSES	\$208,070
<b>FUND BALANCE 12/31/12</b>	<b>\$14,300</b>



## Miscellaneous Funds IMPACT FUND

### DESCRIPTION

The Impact Fund is a special revenue fund which was established by the Fountain City Council to collect an impact fee for new residential construction to assist in payment for police, fire and planning services necessitated by increased residential development.

It is estimated that 125 new housing starts will occur in 2011 which will generate \$78,500 in impact fees. These funds will be transferred to the General Fund during the year.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Materials and Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Transfers	\$ 137,501	\$ 65,431	\$ 110,250	\$ 78,500	\$ 94,200
Capital	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 137,501</b>	<b>\$ 65,431</b>	<b>\$ 110,250</b>	<b>\$ 78,500</b>	<b>\$ 94,200</b>

<b>IMPACT FUND 2011-2012 BUDGET SUMMARY</b>	
2011 BEGINNING FUND BALANCE	<b>\$0</b>
+ 2011 REVENUES	<b>\$78,500</b>
- 2011 EXPENSES	<b>\$78,500</b>
<b>FUND BALANCE 12/31/11</b>	<b>\$0</b>
+2012 REVENUES	<b>\$94,200</b>
- 2012 EXPENSES	<b>\$94,200</b>
<b>FUND BALANCE 12/31/12</b>	<b>\$0</b>



## Miscellaneous Funds HERITAGE SPECIAL IMPROVEMENT DISTRICT

### DESCRIPTION

The Heritage Special Improvement Maintenance District was created by the Fountain City Council in order to provide for the repair and maintenance of certain special improvements including landscape, sidewalk, trails, fencing, drainage and open space improvements within the Heritage Subdivision District. The maintenance of these special improvements is paid for through a property tax assessment, or mill levy, for properties within the District. The current assessment is set at 4.94 mills with a maximum cap of 5.0 mills. The Heritage Subdivision is very close to full build out. The Heritage Special Improvement Maintenance District is administered by a City Council appointed District Advisory Committee with staffing assistance by the Public Works Parks Division and City Clerk's Office.

### 2010 HIGHLIGHTS

- Re-landscaping of Ftn. Mesa Frontage
- Arbor Day Tree Planting

### 2011/12 GOALS

- Continued maintenance.
- Host Arbor Day celebration

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Materials and Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$ 58,578	\$ 65,169	\$ 73,700	\$ 113,500	\$ 113,500
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 58,578</b>	<b>\$ 65,169</b>	<b>\$ 73,700</b>	<b>\$ 113,500</b>	<b>\$ 113,500</b>

<b>HERITAGE MAINTENANCE DISTRICT 2011-2012 BUDGET SUMMARY</b>	
2011 BEGINNING FUND BALANCE	<b>\$225,940</b>
+ 2011 REVENUES	<b>\$75,520</b>
- 2011 EXPENSES	<b>\$113,500</b>
<b>FUND BALANCE 12/31/11</b>	<b>\$187,960</b>
+ 2012 REVENUES	<b>\$61,920</b>
- 2012 EXPENSES	<b>\$113,500</b>
<b>FUND BALANCE 12/31/12</b>	<b>\$136,380</b>



## Miscellaneous Funds VOLUNTEER FIRE FUND

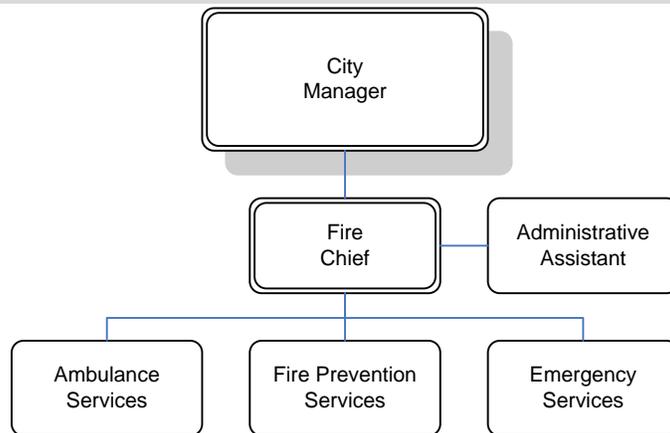
### DESCRIPTION

The Department's 60 Volunteer Fire Fighters are covered through this Fund. The volunteer firefighters maintain the same fire and EMS certifications and have the same responsibilities as the career fire fighters. Volunteer fire fighters, on average, save taxpayers \$500,000 a year in personnel cost. An internal fire academy is held each year to train incoming volunteers in firefighting and EMS. Volunteer firefighters receive a stipend of \$25.00 per 12 hours they work at a fire station. The volunteers have their own fund to help off set the cost of their uniforms, training and other needed equipment. All funds that go into the volunteer fund are through donations, not tax dollars.

### MISSION STATEMENT

Our mission is to minimize loss of life, suffering and damage due to fire, medical and environmental emergencies within the community of Fountain through public education, code management and incident response.

### ORGANIZATIONAL CHART



### 2010 HIGHLIGHTS

- Increased volunteer firefighters by 14.

### 2011/12 GOALS

- Increased volunteer firefighters by 20.
- Replace volunteer firefighters personal protective equipment.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Materials and Supplies	\$1,146	\$651	\$2,000	\$12,900	\$12,900
Purchased Services	\$10,961	\$9,854	\$16,000	\$15,800	\$15,800
Total	\$12,107	\$10,505	\$18,000	\$28,700	\$28,700

### ACTIVITY MEASURES

*(Measures found in the Fire Department Division Budgets)*



## Miscellaneous Funds VOLUNTEER FIRE FUND

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<b>VOLUNTEER FIRE FUND 2011-2012 BUDGET SUMMARY</b>	
2011 BEGINNING FUND BALANCE	<b>\$24,002</b>
+ 2011 REVENUES	<b>\$30,000</b>
- 2011 EXPENSES	<b>\$28,700</b>
<b>FUND BALANCE 12/31/11</b>	<b>\$22,802</b>
+ 2012 REVENUES	<b>\$30,000</b>
- 2012 EXPENSES	<b>\$28,700</b>
<b>FUND BALANCE 12/31/12</b>	<b>\$21,602</b>



## Miscellaneous Funds GENERAL IMPROVEMENT DISTRICT #1

### DESCRIPTION

On September 25, 2007, City Council approved second reading of Ordinance No. 1386, which organized Fountain General Improvement District No. 1. A special election of eligible electors within the District was held on November 6, 2007 and the imposition of the District's Limited Mill Levy was authorized by these electors including a removal of revenue from TABOR limitations. The primary purpose of the District is to fund, operate and maintain certain regional improvements benefiting properties within the District, including but not limited to life safety, park and recreation, streets, civic and cultural, transportation and drainage facilities. The maximum mill levy is 12 mills for capital funding of which no more than 5% of revenues can be used for administration, operation and maintenance expenses. The Board of Directors of the District is the City Council. An Advisory Committee consisting of representatives of property owners within the District appointed by the Board of Directors is responsible for advising the Board concerning the conduct and management of the affairs of the District. Bonds and other forms of debt can be issued by the District. The first \$1.7 million in tax revenues is allocated to Life Safety Improvements. Thereafter, a minimum of 15% of revenues is allocated to parks and recreation improvements and 15% to civic and cultural improvements with the remaining 70% to be used to fund other regional improvements. No expenditures have been made thus far.

The levy of 12 mills is expected to generate \$9,680 in revenue during 2011 \$8,720 in revenue during 2012.

### BUDGET

GENERAL IMPROVEMENT DIST #1 2011-2012 BUDGET SUMMARY	
2011 BEGINNING FUND BALANCE	\$17,623
+ 2011 REVENUES	\$9,680
- 2011 EXPENSES	\$0
<b>FUND BALANCE 12/31/11</b>	<b>\$27,303</b>
+ 2012 REVENUES	\$8,720
- 2012 EXPENSES	\$0
<b>FUND BALANCE 12/31/12</b>	<b>\$36,023</b>



## Miscellaneous Funds INSURANCE FUND

### DESCRIPTION

The Insurance Fund is an internal service fund which accounts for insurance program costs of the City, which include premium payments, claims processing, and the wellness program.

Beginning October 1, 2009, the City began utilizing a partially self-funded insurance plan. In the past the City has been fully insured.

### BUDGET

<b>INSURANCE FUND 2011-2012 BUDGET SUMMARY</b>	
2011 BEGINNING FUND BALANCE	<b>-\$325,322</b>
+ 2011 REVENUES	<b>\$2,482,700</b>
- 2011 EXPENSES	<b>\$2,397,030</b>
<b>FUND BALANCE 12/31/11</b>	<b>-\$239,652</b>
+ 2012 REVENUES	<b>\$2,662,972</b>
- 2012 EXPENSES	<b>\$2,560,550</b>
<b>FUND BALANCE 12/31/12</b>	<b>-\$137,230</b>



## Miscellaneous Funds VOLUNTEER FIRE PENSION FUND

### DESCRIPTION

The Volunteer Fire Pension Fund is a fiduciary fund use to account for pension payments to retired volunteer firefighters. The fund was established to provide limited pensions to firefighters who retire after twenty years of volunteer service. One retiree and three beneficiaries are currently receiving benefit payments from the fund. An actuarial valuation has determined that the fund is actuarially sound. No contributions are currently being made into the fund.

### BUDGET

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 6,500	\$ 5,700	\$ 6000	\$ 4,800	\$ 4,800
Materials and Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$ 0	\$ 5,000	\$ 0	\$ 0	\$ 5,000
Fixed Charges	\$ 152	\$ 203	\$ 160	\$ 300	\$ 310
Capital	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 6,652</b>	<b>\$ 10,903</b>	<b>\$ 6,160</b>	<b>\$ 5,100</b>	<b>\$ 10,110</b>

<b>VOLUNTEER FIRE PENSION FUND 2011-2012 BUDGET SUMMARY</b>	
2011 BEGINNING FUND BALANCE	<b>\$724,270</b>
+ 2011 REVENUES	<b>\$17,010</b>
- 2011 EXPENSES	<b>\$5,100</b>
<b>FUND BALANCE 12/31/11</b>	<b>\$736,180</b>
+2012 REVENUES	<b>\$14,600</b>
- 2012 EXPENSES	<b>\$10,110</b>
<b>FUND BALANCE 12/31/12</b>	<b>\$740,670</b>



# Public Works Department TRANSPORTATION SALES TAX

## DESCRIPTION

The Public Works Department Engineering/Administration and Streets Maintenance Divisions jointly administer the Transportation Sales Tax Funded Services and Projects. The Fountain City voters approved the “Moving Fountain Forward” Transportation Sales Tax Ballot Measure in November 2009. The approved 0.75 % Sales Tax is designated for Public Transportation Services (0.25%), Street Resurfacing (0.15%) and for ten specific Street Capital Improvement Projects (0.35%). The Ballot Language did not include authorization for bonding and as such these sales tax funded capital projects and services are set up on a “pay as you go” program schedule.

The portion of the Transportation Sales Tax designated for Street Capital Improvement Projects sunsets after a 10-year period. The ten specific Street Capital Improvement Projects include:

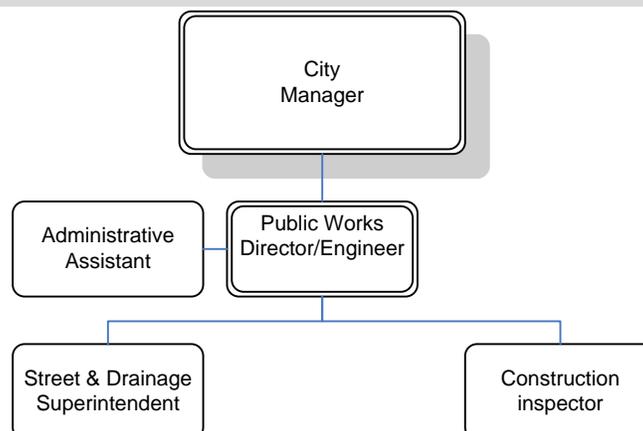
- Duckwood/US 85 Intersection & Railroad Crossing
- C&S Road to Duckwood/Mesa Road Connection
- Railroad Crossing Horn Quiet Zone & Safety Improvements
- Comanche Village/US 85 Intersection
- Fountain Mesa/C&S Intersection
- Ohio/Jimmy Camp Creek Intersection
- Carson Boulevard/US 85 Traffic Signal
- Monterey Way Roadway Improvements
- ADA Sidewalk Curb Ramps
- Traffic Calming Improvements

Some of the capital projects are rather complicated and costly. As such these projects must be phased over multiple years and thus require funding carryovers from year to year until project completion. The Railroad Crossing Horn Quiet Zone Project requires completion of safety improvements at all public roadway crossings within the City limits before any application can be submitted to the Federal Railway Administration. As such the Train Horn Quiet Zone designation cannot be completed for several years.

## MISSION STATEMENT

The Department of Public Works, utilizing limited available resources and guided by common sense, accountability and compassion strives to plan, construct, maintain and support safe and efficient public facilities, infrastructure and services in order to meet the quality of life demands of our growing diverse community.

## ORGANIZATIONAL CHART





## Public Works Department TRANSPORTATION SALES TAX

### 2010 HIGHLIGHTS

- Finalized Design of Duckwood/Hwy 85/RR Crossing Improvements.
- Began Process of Obtaining Duckwood Road Project PUC, CDOT & Other Regulatory Agency Approvals.
- Began Duckwood Road, C&S Road And Monterey Road Projects Right-of-way Acquisition.
- Began Design of Link Road & Ohio Avenue Railroad Crossings Improvements.
- Continued Mountain Metro Transit Route 31 Services.
- Completed a Transit Model Planning Study.
- Installed Traffic Calming Along Fountain Mesa Road Southerly of Lake Avenue.
- Utilized ADA Curb Ramp Funds As Matching Funds For Larger Community Development Block Grant Projects.
- Resurfaced Portions Of Camden Boulevard, Plaza Boulevard, South Main Street And Progress Drive.

### 2011/12 GOALS

- Begin Duckwood Railroad Crossing Improvements and Partial Closure of Mesa Road Railroad Crossing.
- Finalize Duckwood Road Project Regulatory Approvals and Necessary Railroad Agreements.
- Continue Right-of-Way Acquisitions For All Transportation Sales Tax Funded Projects.
- Finalize Design of Link Road & Ohio Avenue Railroad Crossing Improvements & Begin Regulatory Approvals.
- Continue Mountain Metro Transit Route 31 Services.
- Complete Bus Stop Improvements & Implement Other Feasible Transit Model Study Recommendations.
- Prioritize and Install Traffic Calming Along Other High Priority Residential Streets.
- Complete CDBG Grant Funded ADA Curb Ramp Projects in The Southmoor & Rangeview Subdivisions. Fund high priority ADA curb ramps in Country Club Heights neighborhood as well as others that are not CDBG eligible.
- Continue the Annual Roadway Pavement Resurfacing Program On High Priority Roadways.

### BUDGET- TRANSPORTATION SALES TAX – PUBLIC TRANSPORTATION

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Materials and Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$ 0	\$ 0	\$ 391,190	\$ 410,000	\$ 440,000
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 0	\$ 0	\$ 30,000	\$ 40,000	\$ 24,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 421,190</b>	<b>\$ 450,000</b>	<b>\$ 464,000</b>

### BUDGET- TRANSPORTATION SALES TAX – STREET RESURFACING

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Materials and Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$ 0	\$ 0	\$ 252,710	\$ 270,000	\$ 278,000
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 252,710</b>	<b>\$ 270,000</b>	<b>\$ 278,000</b>



## Public Works Department TRANSPORTATION SALES TAX

### BUDGET- TRANSPORTATION SALES TAX – STREET CAPITAL IMPROVEMENTS

Budget Item	2008 Actual	2009 Actual	2010 Original Budget	2011 Budget	2012 Budget
Salaries and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Materials and Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	\$ 0	\$ 0	\$ 154,660	\$ 36,000	\$ 35,000
Fixed Charges	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Grant Related Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Capital	\$ 0	\$ 0	\$ 435,000	\$ 595,000	\$ 615,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 589,660</b>	<b>\$ 631,000</b>	<b>\$ 650,000</b>

### BUDGET SUMMARIES

<b>STREET CAPITAL IMPROVEMENTS SALES TAX FUND 2011-2012 BUDGET SUMMARY</b>	
2011 BEGINNING FUND BALANCE	<b>\$457,310</b>
+ 2011 REVENUES	<b>\$631,000</b>
- 2011 EXPENSES	<b>\$631,000</b>
<b>FUND BALANCE 12/31/11</b>	<b>\$457,310</b>
+ 2012 REVENUES	<b>\$650,000</b>
- 2012 EXPENSES	<b>\$650,000</b>
<b>FUND BALANCE 12/31/12</b>	<b>\$457,310</b>

<b>PUBLIC TRANSPORTATION SALES TAX FUND 2011-2012 BUDGET SUMMARY</b>	
2011 BEGINNING FUND BALANCE	<b>\$58,772</b>
+ 2011 REVENUES	<b>\$450,000</b>
- 2011 EXPENSES	<b>\$450,000</b>
<b>FUND BALANCE 12/31/11</b>	<b>\$58,772</b>
+ 2012 REVENUES	<b>\$464,000</b>
- 2012 EXPENSES	<b>\$464,000</b>
<b>FUND BALANCE 12/31/12</b>	<b>\$58,772</b>

<b>STREET RESURFACING SALES TAX FUND 2011-2012 BUDGET SUMMARY</b>	
2011 BEGINNING FUND BALANCE	<b>\$32,710</b>
+ 2011 REVENUES	<b>\$270,000</b>
- 2011 EXPENSES	<b>\$270,000</b>
<b>FUND BALANCE 12/31/11</b>	<b>\$32,710</b>
+ 2012 REVENUES	<b>\$278,000</b>
- 2012 EXPENSES	<b>\$278,000</b>
<b>FUND BALANCE 12/31/12</b>	<b>\$32,710</b>



# Capital Improvements Plan Overview

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## DESCRIPTION

This Capital Improvements Plan section of the Budget Document identifies the current and future capital needs of the City of Fountain. It is divided into the following two primary sections:

**2011-12 Capital Budget:** the Capital Budget portion of the Capital Improvements Plan provides detailed information and cost estimates for those capital items that are included in the 2010 Budget. These items include Projects, Buildings, Land, Computer Equipment & Software, Furniture, Vehicles, and Equipment. In order to meet the definition of “Capital Expenditure”, the project or purchase must cost \$5,000 or more and must have a useful life of more than one year.

**2013-2015 Capital Improvement Plan (CIP):** the CIP portion of the Capital Improvements Plan consists of summary information on future capital projects or purchases that are projected in the 2011-2014 time frame. These are the same types of capital items identified in the Capital Budget, with the same definition. However, they are projected projects for future years. These Capital items are typically identified in master planning documents adopted by the City, or have been identified by the City as necessary acquisitions in future years.

For ease of use, each of the above sections has been divided into subsections identifying capital purchases for the General Fund, the Water Fund, the Electric Fund, and the Conservation Trust Fund.

The criteria used by the City for capitalization of assets is: 1) the item must have a unit cost of \$5,000 or more; 2) the item must have a useful life of more than one year; 3) the item must be used in operations.

## IMPACT OF CAPITAL ITEMS ON FUTURE OPERATING BUDGETS

The City uses a system for rating the impact of capital projects on the operating budget once the project is completed. Costs related to a capital project that might have an impact on current and/or future operating budgets include additional staff, maintenance, and daily operations. The amount of impact is referred to in the following terms.

**Positive** The project will either generate some revenue to offset expenses or actually reduce operating costs.

**Negligible** The Impact will be very small. It will generate less than \$5,000 annually in increased operating expenditures. Ongoing operating expenditures can be managed with seasonal employees and existing or upgraded equipment.

**Slight** The impact will be between \$5,001 and \$20,000 annually in increased operating expenditures, which may require more seasonal staffing and larger equipment upgrades or purchases.

**Moderate** The impact will be between \$20,001 and \$50,000 annually in increased operating expenditures, requiring one full-time employee and/or larger equipment upgrades or purchases.

**High** The impact will exceed \$50,000 annually in increased operating expenditures, requiring more than one full time employee and /or larger equipment upgrades or purchases.



# Capital Improvements Plan 2011/12 CAPITAL BUDGETS

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## 2011/12 Capital Budgets



## Capital Improvements Plan 2011/12 CAPITAL BUDGET SUMMARY

### DESCRIPTION

The 2011/12 Capital Budget identifies and summarizes all capital projects or purchases that will impact any of the Funds within the City for the current budget year. The Capital Improvements Plan, provided later, indicates capital projects or purchases that will occur or are planned to occur in the years 2013 through 2015. The funds that include capital projects and/or purchases include the General Fund, the Water Fund, the Electric Fund, and the Conservation Trust Fund.

### SUMMARY

2011/12 Capital Budget Summary								
	Projects	Land	Buildings	Computer Equip./Software	Furniture	Vehicles	Equipment	Totals
General Fund	\$0	\$0	\$0	\$58,330	\$0	\$70,000	\$75,170	\$203,500
Water Fund	\$16,575,076	\$0	\$1,600,000	\$47,360	\$30,000	\$126,500	\$194,670	\$18,573,606
Electric Fund	\$8,854,801	\$0	\$35,000	\$197,410	\$70,000	\$273,000	\$743,890	\$10,174,101
Conservation Trust Fund	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
<b>Totals</b>	<b>\$25,529,877</b>	<b>\$0</b>	<b>\$1,635,000</b>	<b>\$303,100</b>	<b>\$100,000</b>	<b>\$469,500</b>	<b>\$1,013,730</b>	<b>\$29,051,207</b>

**Capital Improvements Plan  
2011/12 CAPITAL BUDGETS – GENERAL FUND**

**GENERAL FUND**

General Fund Summary		
	<u>2011</u>	<u>2012</u>
Projects	\$ -	\$ -
Land	\$ -	\$ -
Buildings	\$ -	\$ -
Computer		
Equipment/Software	\$ -	\$58,330
Furniture	\$ -	\$ -
Vehicles	\$25,000	\$45,000
Equipment	\$33,550	\$41,620
<b>Total</b>	<b>\$58,550</b>	<b>\$144,950</b>

**PROJECTS**

None

**LAND**

None

**BUILDINGS**

None

**COMPUTER EQUIPMENT & SOFTWARE**

**Title:** Data Center UPS Upgrade

G/L Account: 100-116-9430  
510-774-9430  
520-774-9430

Cost: \$25,000

Year Constructed: 2012

Impact on O&M Budget: Slight – anticipate increased costs for annual support contracts

Funding Sources: 33 1/3% General Fund  
33 1/3% Electric Revenue  
33 1/3% Water Revenue

Description of project/need:

Upgrade/replacement of existing uninterruptible power supply to accommodate added load from new servers in City Hall data center.





## Capital Improvements Plan 2011/12 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>PD Mobile Data Terminal Replacement – Phase I</b>
---------------	--

G/L Account: 100-116-9434

Cost: \$50,000

Year Constructed: 2012

Impact on O&M Budget: Slight – anticipate increased costs for annual support contracts

Funding Sources: General Fund

Description of project/need:

Begin phased replacement of aging inventory of mobile data terminals used by the Police Department for computer-aided dispatching and mapping.



<b>Title:</b>	<b>Copy Machine Replacement Admin 1N</b>
---------------	--

G/L Account: 100-115-9420

510-774-9420

520-774-9420

Cost: \$12,000

Year Constructed: 2012

Impact on O&M Budget: Negligible

Funding Sources: 1/3 General Fund

1/3 Water Fund

1/3 Electric Fund

Description of project/need:

Replace 2005 copy machine.





## Capital Improvements Plan 2011/12 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>Copy Machine Replacement Admin 2N</b>
---------------	--

G/L Account: 100-115-9420  
510-774-9420  
520-774-9420

Cost: \$12,000

Year Constructed: 2012

Impact on O&M Budget: Negligible

Funding Sources: 1/3 General Fund  
1/3 Water Fund  
1/3 Electric Fund

Description of project/need:  
Replace 2007 copy machine.



<b>Title:</b>	<b>Upgrade Life Pack Monitor</b>
---------------	----------------------------------

G/L Account: 100-222-9420

Cost: \$8,000

Year Constructed: 2011

Impact on O&M Budget: Negligible

Funding Sources: General Fund

Description of project/need:  
Upgrade Life Pak that is on the primary ambulance





# Capital Improvements Plan

## 2011/12 CAPITAL BUDGETS – GENERAL FUND

### FURNITURE

None

### VEHICLES

<b>Title:</b>	<b>Patrol Vehicles</b>
---------------	------------------------

G/L Account: 100-221-213-9410  
 Cost: \$25,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive  
 Funding Sources: General Fund Revenue (Loves)  
 Description of project/need: Replace existing fleet

<b>Title:</b>	<b>Patrol Vehicles</b>
---------------	------------------------

G/L Account: 100-221-213-9410  
 Cost: \$45,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive  
 Funding Sources: General Fund Revenue (Loves)  
 Description of project/need: Replace existing fleet

### EQUIPMENT

<b>Title:</b>	<b>Bed Sander</b>
---------------	-------------------

G/L Account: 100-331-9420  
 Cost: \$17,500  
 Year: 2011  
 Impact on O&M Budget: Positive—This more efficient sander will reduce the amount of sand used.  
 Funding Sources: General Fund  
 Description of project/need:  
 BED SANDER TO REPLACE OLDER TAIL GATE SANDER





# Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

## WATER FUND

### PROJECTS

**Title:** System Improvements (Unforeseen Emergency Project Situations)

G/L Account: 510-772-9310

Cost: \$50,000

Year Constructed: 2011

Impact on O&M Budget: < \$5,000 - Negligible

Funding Sources: Water Fund

Description of project/need:

System Improvements for Construction Projects (unforeseen emergency project situations) as a back-up funding on unforeseen emergency issues occurring from construction projects (i.e., Fountain Creek Washout: Weather conditions produce massive erosion; Chilcott Station; water tap saddle replacement, etc.).





## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Widefield Aquifer Recharge Association (WARA)</b>
---------------	--

G/L Account: 510-772-9310-2018  
Cost: \$35,000  
Year Constructed: 2011  
Impact on O&M Budget: < \$5,000 - Negligible  
Funding Sources: Water Fund

**Description of project/need:**

Widefield Aquifer Recharge Association (WARA) is an organization to which the City of Fountain is a member and works with other water entities on investigating projects to Recharge the aquifer.



<b>Title:</b>	<b>New/Replacement Water Meters</b>
---------------	-------------------------------------

G/L Account: 510-772-9310-2023  
Cost: \$155,000  
Year Constructed: 2011  
Impact on O&M Budget: > \$50,000 – High initial cost of installation. Positive revenue impact from increased meter accuracy.  
Funding Sources: Water Fund

**Description of project/need:**

New/Replacements Water Meter (approximately 516): New Homes (approximately 425) and Commercial replacements (approximately 91). Meter cost is approximately \$300 for each ¾” meter.





## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Southern Delivery System (SDS) Payment</b>
---------------	---

G/L Account: 510-772-9310-2192  
 Cost: \$2,703,081  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 – Negligible until project is operational  
 Funding Sources: Water Fund  
 Description of project/need:  
 Construction costs for participating in the Southern Delivery Pipeline System.



<b>Title:</b>	<b>Upsizing Transmission Mains</b>
---------------	------------------------------------

G/L Account: 510-772-9310-2133  
 Cost: \$300,000  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Upsize transmission mains on unscheduled construction projects.



## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Tap Saddle Replacements</b>
---------------	--------------------------------

G/L Account: 510-772-9310-2053

Cost: \$60,000

Year Constructed: 2011

Impact on O&M Budget: Positive – Reduce Costs in Maintenance

Funding Sources: Water Fund

Description of project/need:

Replace tap saddles due to corrosion and hot soil conditions. (Approximately 30 tap saddles at \$2,000 each.)



<b>Title:</b>	<b>Water Rights and Storage Acquisitions</b>
---------------	--

G/L Account: 510-772-9330

Cost: \$2,500,000

Year Constructed: 2011

Impact on O&M Budget: < \$5,000 - Negligible

Funding Sources: Water Fund

Description of project/need:

Purchase additional water rights and acquire storage for Fountain's future water demands.

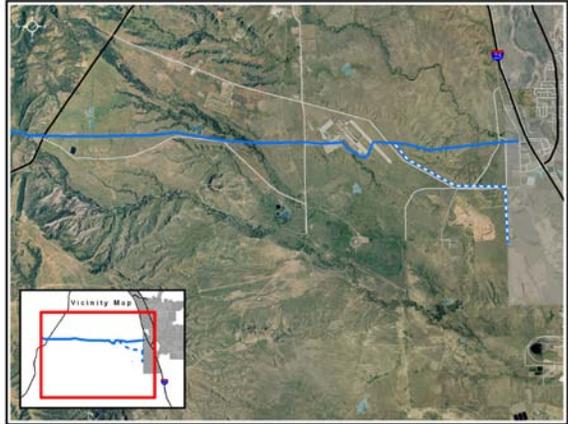




## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

**Title: Upgrade Keeton Fort Carson Water Main**

G/L Account: 510-772-9330  
 Cost: \$200,000  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Upgrade Keeton water main that goes through Fort Carson due to corrosion and age of water line.



**Title: Water Main Replacement at Double D Road**

G/L Account: 510-772-9310  
 Cost: \$90,000  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Replace water main on Double D Road.





## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>South Shumway Road Water Main Construction</b>
---------------	---

G/L Account: 510-772-9310-2108  
 Cost: \$160,526  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive-Savings on water main repairs  
 Funding Sources: Water Fund

Description of project/need:  
 Replace 2” PE water main on South Shumway Road with an 8” PVC main, new service lines, meter pits and fire hydrants. This project was deferred from 2010.



<b>Title:</b>	<b>Wilson Road Section #18</b>
---------------	--------------------------------

G/L Account: 510-772-9310-?  
 Cost: \$350,000  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund

Description of project/need:  
 Wilson Road Section #18 – Connection between Old Pueblo Road and South Santa Fe. This connection is part of the City’s Master Plan and will connect the Countryside area in with the dead-end on South Santa Fe. This project was deferred in 2010.





## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

**Title: Purchase One (1) New Well**

G/L Account: 510-772-9310-?  
 Cost: \$55,000  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Purchase one (1) new well to meet future water demands for the City of Fountain residents.



**Title: South Santa Fe Water Construction**

G/L Account: 510-772-9310  
 Cost: \$245,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive-Savings on water main repairs  
 Funding Sources: Water Fund  
 Description of project/need:  
 This project was deferred from 2009, which will upsize the 6” cast iron water main to an 8” PVC water main as per the City’s Water Master Distribution Plan. This project was deferred from 2010.





## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Conservation Tools</b>
---------------	---------------------------

G/L Account: 510-772-9310-2064  
 Cost: \$15,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive-Less water use results in lower long-term costs  
 Funding Sources: Water Fund  
 Description of project/need:  
 Provide Xeriscape gardening techniques and guidelines for public demonstration as per the City’s Water Conservation Plan required by the State.



<b>Title:</b>	<b>Ohio Avenue Water Main Upgrade</b>
---------------	---------------------------------------

G/L Account: 510-772-9310  
 Cost: \$240,000  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Upgrade the cast iron 6” water main with a 12” PVC main. This upgrade will help increase fire protection and water flows in the central area of the City. This project was deferred in 2010.





## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Replace 4” Main on Iowa</b>
---------------	--------------------------------

G/L Account: 510-772-9310  
 Cost: \$130,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – Reduce Maintenance Costs  
 Funding Sources: Water Fund  
 Description of project/need:  
 Replace 4” Water Main located on Iowa. Part of 5-Year Plan for 2011.



<b>Title:</b>	<b>Replace 4” Main on Wellington</b>
---------------	--------------------------------------

G/L Account: 510-772-9310  
 Cost: \$86,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – Reduce Maintenance Costs  
 Funding Sources: Water Fund  
 Description of project/need:  
 Replace 4” Water Main located on Wellington. Part of 5-Year Plan for 2011.

<b>Title:</b>	<b>Rocky Mountain Coors Water Main</b>
---------------	--

G/L Account: 510-772-9310  
 Cost: \$400,000  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Install Rocky Mountain Coors Water Main. Part of 5-Year Plan for 2011.

# Capital Improvements Plan

## 2011 CAPITAL BUDGETS – WATER FUND



<b>Title:</b>	<b>Crews Gulch Augmentation Station</b>
---------------	---

G/L Account: 510-772-9310  
 Cost: \$20,000  
 Year Constructed: 2011  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Make necessary repairs to Crews Gulch Augmentation Station due to metal corrugated pipe corrosion.





## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

**Title:** **Three Wells Interconnect Design**

G/L Account: 510-772-9310  
 Cost: \$85,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – Reduce Maintenance & Operation Costs and Improved Water Quality  
 Funding Sources: Water Fund  
 Description of project/need:  
 Have a design completed on the three wells interconnecting.



**Title:** **Customer Service Electronic Work Order Maintenance**

G/L Account: 510-772-9430  
 Cost: \$30,000  
 Year Constructed: 2011  
 Impact on O&M Budget: \$5,001 - \$20,000 – Slight  
 Funding Sources: Water Fund (33% or \$10,000) - Electric Department to pay for the rest of the amount of 66% or \$20,000.

Description of project/need:  
 This will provide maintenance for electronic work orders to become more efficient on work orders being generated for the Water and Electric Departments. Water Department will pay 33% (\$10,000) and Electric Department to pay 66% (\$20,000).



## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

### LAND

None

### BUILDINGS

None

### COMPUTER EQUIPMENT & SOFTWARE

None

### FURNITURE

None

### VEHICLES

<b>Title:</b>	<b>Replace ¾ Ton Truck</b>
---------------	----------------------------

G/L Account: 510-772-9410

Cost: \$31,500

Year Constructed: 2011

Impact on O&M Budget: Positive – Reduce Costs in Maintenance

Funding Sources: Water Fund

Description of project/need:

Deferred from 2009 – this ¾ ton truck would replace the 1989 truck #58 (mileage: 138,590). Truck #58 will be used as a back-up for summer help or by the Water Worker 1 for transportation. This replacement was deferred again in 2010.



## Capital Improvements Plan 2011 CAPITAL BUDGETS – WATER FUND

### EQUIPMENT

<b>Title:</b>	<b>Vibratory Compactor</b>
---------------	----------------------------

G/L Account: 510-772-9420  
 Cost: \$45,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – Reduction in Cost for Maintenance and Labor Costs  
 Funding Sources: Water Fund  
 Description of project/need:  
 Purchase vibratory compactor for providing soil compaction on main breaks and/or digs. Deferred from 2010 Budget.



<b>Title:</b>	<b>Mobile Trencher</b>
---------------	------------------------

G/L Account: 510-772-9420  
 Cost: \$40,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – Reduce Costs in Manpower  
 Funding Sources: Water Fund  
 Description of project/need:  
 Purchase mobile trencher to assist with creating trenches when laying water main pipe. Deferred from 2010 Budget.





## Capital Improvements Plan 2012 CAPITAL BUDGETS – WATER FUND

### PROJECTS

<b>Title:</b>	<b>System Improvements (Unforeseen Emergency Project Situations)</b>
---------------	--

G/L Account: 510-772-9310  
 Cost: \$50,000  
 Year Constructed: 2012  
 Impact on O&M Budget: \$5,000 - Negligible  
 Funding Sources: Water Fund

**Description of project/need:**

System Improvements for Construction Projects (unforeseen emergency project situations) as a back-up funding on unforeseen emergency issues occurring from construction projects (i.e., Fountain Creek Washout: Weather conditions produce massive erosion; Chilcott Station; water tap saddle replacement, etc.).



<b>Title:</b>	<b>Widefield Aquifer Recharge Association (WARA)</b>
---------------	--

G/L Account: 510-772-9310-2018  
 Cost: \$35,000  
 Year Constructed: 2012  
 Impact on O&M Budget: \$5,000 - Negligible  
 Funding Sources: Water Fund

**Description of project/need:**

Widefield Aquifer Recharge Association (WARA) is an organization to which the City of Fountain is a member and works with other water entities on investigating projects to Recharge the aquifer.

<b>Title:</b>	<b>New/Replacement Water Meters</b>
---------------	-------------------------------------

G/L Account: 510-772-9310-2023  
 Cost: \$40,000  
 Year Constructed: 2012  
 Impact on O&M Budget: >\$50,000 – High installation cost. Positive impact on revenues with increased meter accuracy  
 Funding Sources: Water Fund



## Capital Improvements Plan 2012 CAPITAL BUDGETS – WATER FUND

**Description of project/need:**

New/Replacements Water Meter (approximately 95); new homes (approximately 28); and Commercial replacements (approximately 10). Meter cost is approximately \$300 for each ¾” meter.



<b>Title:</b>	<b>Pikes Peak Regional Water Authority (PPRWA)</b>
---------------	--

G/L Account: 510-772-9310-2028  
 Cost: \$33,000  
 Year Constructed: 2012  
 Impact on O&M Budget: \$5,000 - Negligible  
 Funding Sources: Water Fund

**Description of project/need:**

Fountain is a participant of the Pikes Peak Regional Water Authority where membership is \$33,000.00. This Authority works heavily with water right exchanges and non-native water sources.

<b>Title:</b>	<b>Valve Insertion or Fire Hydrant Replacement</b>
---------------	--

G/L Account: 510-772-9310-2063  
 Cost: \$65,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – Reduce Maintenance Costs  
 Funding Sources: Water Fund

**Description of project/need:**

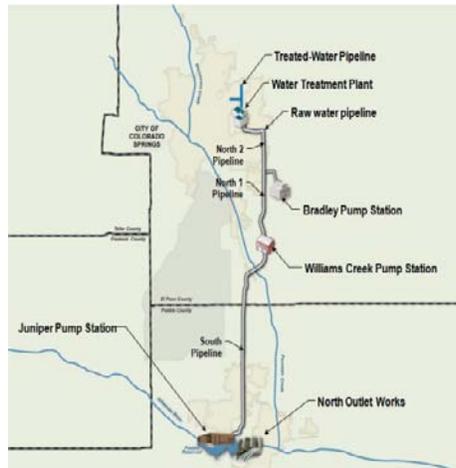
To replace old corroded/leaking valves throughout the water infrastructure system in order to minimize outages and improve water flow for customer service or replace fire hydrants malfunctioning.



## Capital Improvements Plan 2012 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Southern Delivery System (SDS) Payment</b>
---------------	---

G/L Account: 510-772-9310-2192  
 Cost: \$5,313,460  
 Year Constructed: 2012  
 Impact on O&M Budget: < \$5,000 – Negligible until project is operational  
 Funding Sources: Water Fund  
 Description of project/need:  
 Construction costs for participating in the Southern Delivery Pipeline System.



<b>Title:</b>	<b>Upsizing Transmission Mains</b>
---------------	------------------------------------

G/L Account: 510-772-9310-2133  
 Cost: \$300,000  
 Year Constructed: 2012  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Upsize transmission mains on unscheduled construction projects.

<b>Title:</b>	<b>Tap Saddle Replacement</b>
---------------	-------------------------------

G/L Account: 510-772-9310-2053  
 Cost: \$70,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – Reduce Costs in Maintenance & Labor  
 Funding Sources: Water Fund  
 Description of project/need:



## Capital Improvements Plan 2012 CAPITAL BUDGETS – WATER FUND

Replace tap saddles due to corrosion and hot soil conditions. (Approximately 35 tap saddles at \$2,000 each.)



<b>Title:</b>	<b>Fountain Mesa Road Main Replacement</b>
---------------	--

G/L Account: 510-772-9310

Cost: \$800,000

Year Constructed: 2012

Impact on O&M Budget: < \$5,000 - Negligible

Funding Sources: Water Fund

Description of project/need:

Replace 12" A/C water main on Fountain Mesa Road with new 12" PVC water main.





## Capital Improvements Plan 2012 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Santa Fe Village Water Main Replacement</b>
---------------	--

G/L Account: 510-772-9310  
 Cost: \$110,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive-Savings on water main repairs  
 Funding Sources: Water Fund  
 Description of project/need:  
 Replace 6” cast iron water main at Santa Fe Village with 8” PVC water main.



<b>Title:</b>	<b>Purchase One (1) New Well</b>
---------------	----------------------------------

G/L Account: 510-772-9310  
 Cost: \$55,000  
 Year Constructed: 2012  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Purchase one (1) new well to meet future water demands for the City of Fountain residents.

<b>Title:</b>	<b>Conservation Tools</b>
---------------	---------------------------

G/L Account: 510-772-9310-2064  
 Cost: \$17,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive-reduced water use reduces overall infrastructure costs  
 Funding Sources: Water Fund  
 Description of project/need:  
 Provide Xeriscape gardening techniques and guidelines for public demonstration as per the City’s Water Conservation Plan required by the State.



## Capital Improvements Plan 2012 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Water Main #36 (I-25 to Santa Fe)</b>
---------------	--

G/L Account: 510-772-9310  
 Cost: \$850,000  
 Year Constructed: 2012  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Part of the 40 Year City’s Master Water Plan that will connect Wilson Road wells to the City’s Southwest Tank site off of Charter Oak Ranch Road.



<b>Title:</b>	<b>Water Main #38 (Wilson Road)</b>
---------------	-------------------------------------

G/L Account: 510-772-9310  
 Cost: \$500,000  
 Year Constructed: 2012  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Part of the 40 year City’s Water Master Plan that will deliver water from the Southwest tank site to the City’s Water distribution/infrastructure system.

<b>Title:</b>	<b>Simmons Well</b>
---------------	---------------------

G/L Account: 510-772-9310-2167  
 Cost: \$395,000  
 Year Constructed: 2012  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Design and build the Simmon’s Well located in the area of Clearview and Columbine that would pump directly into the City of Fountain’s water infrastructure system at the low zone. This project was deferred from 2010.



# Capital Improvements Plan

## 2012 CAPITAL BUDGETS – WATER FUND

### LAND

None

### BUILDINGS

None

### COMPUTER EQUIPMENT & SOFTWARE

<b>Title:</b>	<b>Customer Service Electronic Work Orders Maintenance</b>
---------------	--

G/L Account: 510-772-9430  
 Cost: \$30,000 – (Water Depts. Cost is \$10,000)  
 Year Constructed: 2012  
 Impact on O&M Budget: Moderate \$20,001 - \$50,000  
 Funding Sources: Water Fund (30% or \$10,000) - Electric Department to pay for the rest of the amount of 70% or \$20,000.00.

Description of project/need:  
 This will provide maintenance for electronic work orders to become more efficient on work orders being generated for the Water and Electric Departments. Water Department will pay 30% (\$10,000) and Electric Department to pay 70% (\$20,000).

### FURNITURE

### VEHICLES

<b>Title:</b>	<b>Tandem Truck</b>
---------------	---------------------

G/L Account: 510-772-9410  
 Cost: \$95,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – Reduce Costs in Maintenance  
 Funding Sources: Water Fund

Description of project/need:  
 Purchase Tandem Dump truck for assisting with water main repairs and hauling gravel and asphalt.



## Capital Improvements Plan 2012 CAPITAL BUDGETS – WATER FUND

### EQUIPMENT

<b>Title:</b>	<b>Large Equipment6 Trailer</b>
---------------	---------------------------------

G/L Account: 510-772-9420

Cost: \$35,000

Year Constructed: 2012

Impact on O&M Budget: Positive – Reduce Costs in Rental Fees for Equipment Use

Funding Sources: Water Fund

Description of project/need:

Purchase a large equipment trailer to transport equipment (i.e., trencher, backhoe, front-end loader, pumps, generators, etc.).



<b>Title:</b>	<b>Shaker Head for Compaction</b>
---------------	-----------------------------------

G/L Account: 510-772-9420

Cost: \$50,000

Year Constructed: 2012

Impact on O&M Budget: Positive – Reduce Costs in Maintenance

Funding Sources: Water Fund

Description of project/need:

Purchase shaker head for compaction of soil during water leaks and water main installations.



## ELECTRIC FUND

### PROJECTS

<b>Title:</b>	<b>Major Equipment Storage Improvements</b>
---------------	---

G/L Account: 520-772-9220  
 Cost: \$20,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – will extend life and reduce risk of damage to equipment stored outdoors  
 Funding Sources: Buildings  
 Description of project/need:  
 Install concrete pads on the eastern side of the Electric Warehouse outdoor storage area for major equipment



<b>Title:</b>	<b>Car Wash Awning</b>
---------------	------------------------

G/L Account: 520-772-9220  
 Cost: \$15,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – will reduce risk of environmental hazards and possible claim fees that could be incurred from Widefield Water and Sanitation  
 Funding Sources: Buildings  
 Description of project/need:  
 Due to concerns of storm water draining into the Widefield Water sewer system through the outdoor carwash located at 6745 Southmoor Drive an Awning is to be installed

## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND



<b>Title:</b>	<b>As Needed System Improvements</b>
---------------	--------------------------------------

G/L Account: 520-772-9310  
 Cost: \$100,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – will reduce overtime and improve system reliability  
 Funding Sources: System Improvements  
 Description of project/need:  
 As needed; obligation to serve. Throughout the year projects arise that need to be implemented to serve new developments/customers. This gives the Electric Department flexibility required to build these projects.



<b>Title:</b>	<b>Underground System Upgrades</b>
---------------	------------------------------------

G/L Account: 520-772-9310-5014  
 Cost: \$250,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – has the ability to reduce labor hours, man power, equipment replacement and reduce outage durations  
 Funding Sources: Distribution Line Imps  
 Description of project/need:



## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND

Replacement of underground secondary & primary electric conductor and related equipment in Widefield areas of Jersey Lane, Quebec Street, Raemar Dr, and Rowe Lane. This portion of the electric system is 40 years old and needs to be replaced with equipment capable of 200 amps to each residence in the area below to accommodate residential demand.



**Title: Overhead Upgrades**

G/L Account: 520-772-9310-5163  
 Cost: \$235,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – has the ability to reduce labor hours, man power, equipment purchases and reduce outage durations  
 Funding Sources: Overhead Upgrades

**Description of project/need:**

Upgrade Circuits S4-FC5. Fountain Creek 5 Circuit conductor upgrade to accommodate future growth and demand in the surrounding area. Begin 500’ N of Wal-Mart on Southmoor Dr, proceed .85 miles to a point S of Albertacos on Hwy 85. Also, construct loop feed for East annexation to ensure service reliability.

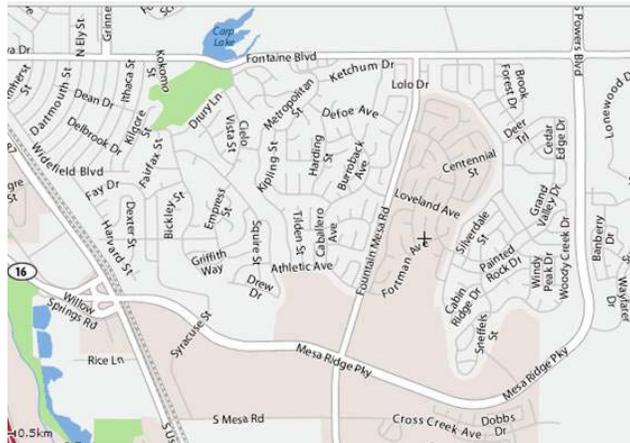


**Title: Underground Upgrades**



## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND

G/L Account: 520-772-9310-5173  
 Cost: \$300,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive - has the ability to reduce labor hours, man power, equipment purchases and reduce outage durations  
 Funding Sources: Underground Upgrades  
 Description of project/need:  
 Replace 4/0 conductor in the areas of Medicine Bow Avenue and Fountain Mesa Rd; crossings to Safeway and 7/11; install OCRs and switch gear out of substation bays 1 & 4 to for future growth and reliability



<b>Title:</b>	<b>Cable Pulling Machine and associated required equipment</b>
---------------	--

G/L Account: 520-772-9420  
 Cost: \$52,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – will reduce labor hours and man power to complete projects  
 Funding Sources: Equipment  
 Description of project/need:  
 Cable puller and associated required equipment for installing underground lines with ATTC Air Adapter to replace existing equipment that has reached its end of life.



## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Air Compressor</b>
---------------	-----------------------

G/L Account: 520-772-9420

Cost: \$20,000

Year Constructed: 2011

Impact on O&M Budget: Positive – will reduce labor hours and man power to complete projects

Funding Sources: Equipment

Description of project/need:

Air compressor needed to attach to ATTC Air Adapter to blow winch cable through conduit. This is tied to previous request for new cable pulling equipment.



<b>Title:</b>	<b>Radar Locator</b>
---------------	----------------------

G/L Account: 520-772-9420

Cost: \$50,000

Year Constructed: 2011

Impact on O&M Budget: Positive - will reduce labor hours, man power and reduce time of outages on the system

Funding Sources: Equipment

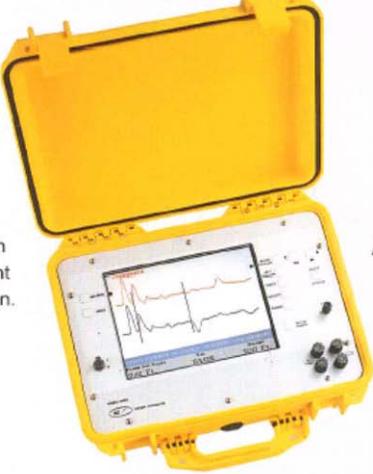
Description of project/need:

Radar Locator locates underground cable faults on the electric system and determines the exact location of the fault to expedite power restoration.

## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND

**TDR/Radar**

All HVI Thumpers offer both the arc reflection and current impulse method of fault location.



All HVI Thumpers offer both a signal and remote trigger TDR connection to accommodate all types of TDR designs.

CDS Series Cable Fault Locators / Thumpers - Surao Generators 

<b>Title:</b>	<b>Shoring Equipment</b>
---------------	--------------------------

G/L Account: 520-772-9420  
 Cost: \$10,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive - to protect employees  
 Funding Sources: Equipment  
 Description of project/need:  
 Shoring equipment to adhere to CIRSA and OSHA regulations.



<b>Title:</b>	<b>IVR</b>
---------------	------------

G/L Account: 520-773-9420  
 Cost: \$38,500



## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND

Year Constructed: 2011  
 Impact on O&M Budget: Positive – will reduce labor hours and expedite customer assistance  
 Funding Sources: Equipment  
 Description of project/need:  
 This is the Electric Departments portion for Customer Service to implement an IVR (Interactive Voice Response) system that will assist in reducing call volume and expedite customer assistance.



<b>Title:</b>	<b>Replace one ¾ ton 4x4 truck</b>
---------------	------------------------------------

G/L Account: 520-772-9410  
 Cost: \$34,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – reduces yearly maintenance costs  
 Funding Sources: Vehicles  
 Description of project/need:  
 Replace one ¾ ton 4X4 truck due to high mileage, age and need





## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Rebuild Bucket Truck</b>
---------------	-----------------------------

G/L Account: 520-772-9410  
 Cost: \$100,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive - reduces yearly maintenance costs  
 Funding Sources: Vehicles  
 Description of project/need:  
 Replace one Bucket Truck due to age and need



<b>Title:</b>	<b>Land (115 kV Transmission Right-Of-Way)</b>
---------------	--

G/L Account: 520-117-9310  
 Cost: \$500,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Moderate - Acquisition of necessary ROW will increase labor hours, man power and future material purchases to build transmission lines to East Fountain Substation  
 Funding Sources: System Improvements  
 Description of project/need:  
 115 kV ROW for East Fountain Substation



<b>Title:</b>	<b>SCADA Operations</b>
---------------	-------------------------

G/L Account: 520-117-9310  
 Cost: \$250,000  
 Year Constructed: 2011



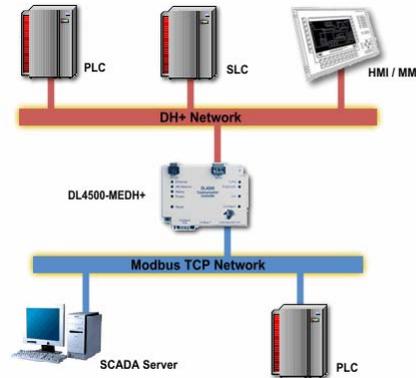
## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND

Impact on O&M Budget: Positive – will reduce restoration, switching and response times during outages. Will reduce labor hours and associated costs with routine system maintenance and will reduce the number of truck rolls for emergency response and routine maintenance.

Funding Sources: System Improvements

Description of project/need:

Smart Grid Distribution System Enhancements



<b>Title:</b>	<b>Smart Grid Investment Grant System Improvements</b>
---------------	--

G/L Account: 520- 117-9310-5016

Cost: \$1,487,581

Year Constructed: 2011

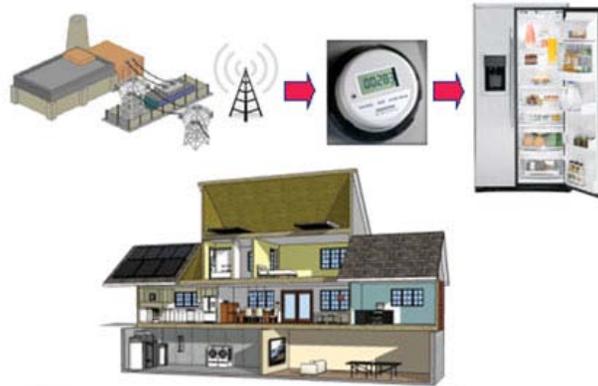
Impact on O&M Budget: Moderate – initial O&M will be influenced by cost of implementation but over time this investment will provide a positive O&M benefit through increased efficiencies, higher reliability and improved customer satisfaction.

Funding Sources: Smart Grid Grant 50% / System Improvements

Description of project/need:

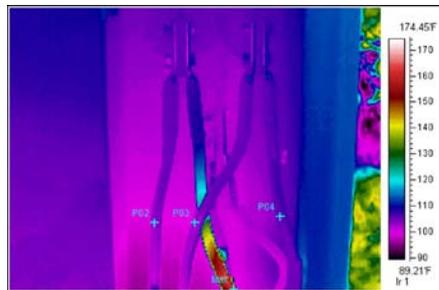
Smart Grid is the integration of our communication infrastructure and customer focused business processes with our electric distribution system. Smart Grid will enable the City of Fountain, Electric Department, to optimize the integration of renewable energy, increase system efficiency and improve the overall operational performance of its distribution assets.

## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND



<b>Title:</b>	<b>Infrared Camera</b>
---------------	------------------------

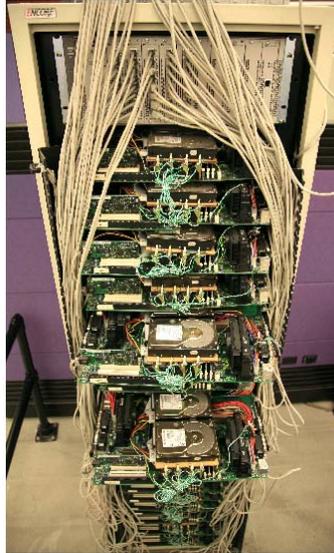
G/L Account: 520-117-9420  
 Cost: \$55,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – Reduces labor hours, equipment failure costs, and man power to identify compromised equipment  
 Funding Sources: Equipment  
 Description of project/need:  
 Replace infrared camera to measure electric equipment thermal performance which will improve overall system reliability.



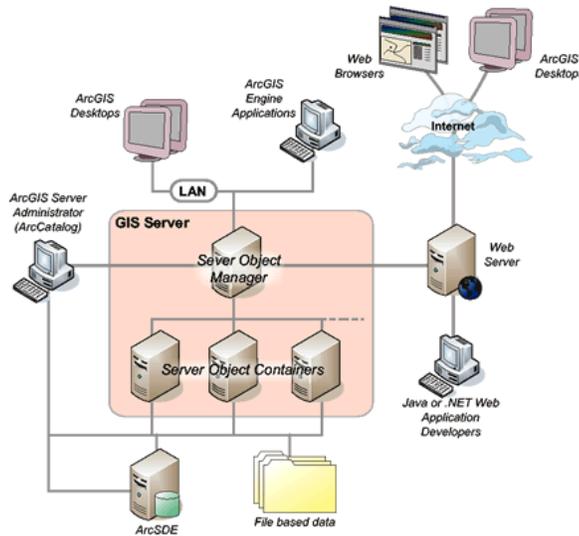
<b>Title:</b>	<b>Computer Equipment &amp; Software</b>
---------------	--

G/L Account: 520-117-9420  
 Cost: \$20,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Slight – will increase operating expenditures annually to maintain, upgrade and purchase necessary equipment / network systems  
 Funding Sources: Equipment  
 Description of project/need:  
 Fund 1/3 Server Upgrades/Replacements

## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND



<b>Title:</b>	<b>GIS Server</b>
G/L Account:	520-772-9430
Cost:	\$7,500
Year Constructed:	2011
Impact on O&M Budget:	Slight – will increase operating expenditures annually to maintain, upgrade and purchase necessary equipment / network systems
Funding Sources:	Computer Equipment and Software
Description of project/need:	Fund 1/3 GIS Server Upgrades/Replacements



<b>Title:</b>	<b>Street Light Replacement Program</b>
G/L Account:	520-117-9310



## Capital Improvements Plan 2011 CAPITAL BUDGETS – ELECTRIC FUND

Cost: \$210,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – will replace outdated and unavailable lighting materials with more environmentally friendly lighting systems.  
 Funding Sources: Equipment  
 Description of project/need:  
 A federally mandated Street Light Replacement Program was implemented January 1, 2008 to replace mercury vapor fixtures. Currently, we have 1,900 lights on our system that will need to be replaced. The 2011 budget request covers the cost of replacing a percentage of these fixtures based on technology utilized.



<b>Title:</b>	<b>Work Order Management System</b>
---------------	-------------------------------------

G/L Account: 520-117-9420  
 Cost: \$60,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Positive – benefits will be derived from more efficient workforce utilization and reduction in operating expenses.  
 Funding Sources: Equipment  
 Description of project/need:  
 Work order management system will track work orders, man hours used, length of time used to perform tasks and track costs of materials utilized on jobs. This system will also work in conjunction with other Fountain legacy systems.





## Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND

### PROJECTS

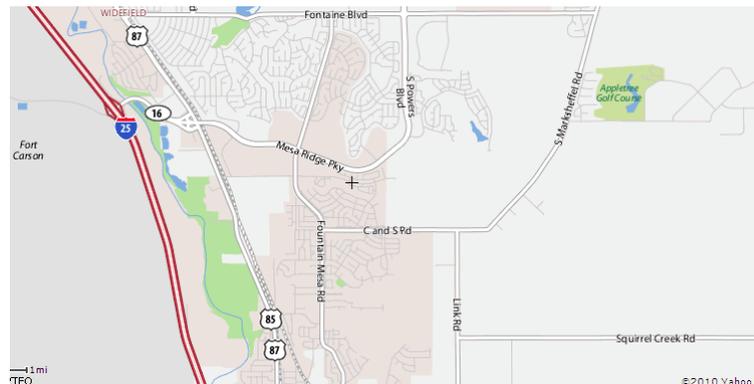
<b>Title:</b>	<b>Fountain Substation Addition</b>
---------------	-------------------------------------

G/L Account: 520-117-9310  
 Cost: \$2,000,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Moderate - will require monthly maintenance checks and annual equipment maintenance as required by the manufacturer and NESC (National Electric Safety Code).  
 Funding Sources: System Improvements  
 Description of project/need:  
 Build third Fountain Substation. Additional substation will serve new load and back up existing substations through mainline ties.



<b>Title:</b>	<b>Fountain East to Mesa 3 Circuit</b>
---------------	--

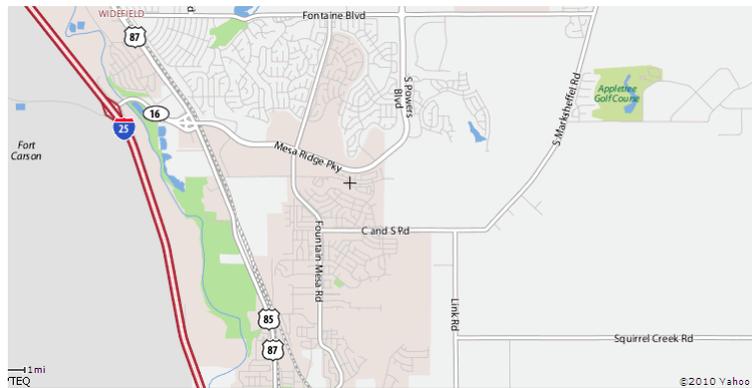
G/L Account: 520-117-9310  
 Cost: \$480,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Slight - may increase labor hours, man power and equipment purchases to maintain a reliable electric system  
 Funding Sources: System Improvements  
 Description of project/need:  
 Construct line from East Fountain Substation to Mesa 3 Circuit for system reliability



## Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND

**Title:** **Fountain East to Mesa Ridge Parkway**

G/L Account: 520-117-9310  
 Cost: \$480,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Slight - may increase labor hours, man power and equipment purchases to maintain a reliable electric system  
 Funding Sources: System Improvements  
 Description of project/need:  
 Construct line from East Fountain Substation to Mesa Ridge Parkway for reliability



**Title:** **Smart Grid Investment Grant System Improvements**

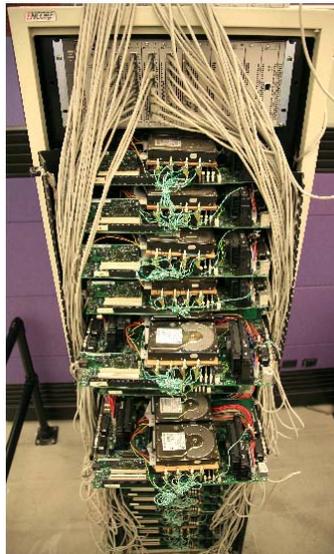
G/L Account: 520-117-9310-5016  
 Cost: \$1,452,221  
 Year Constructed: 2012  
 Impact on O&M Budget: Moderate – initial O&M will be influenced by cost of implementation but over time this investment will provide a positive O&M benefit through increased efficiencies, higher reliability and improved customer satisfaction.  
 Funding Sources: Smart Grid Grant 50% / System Improvements  
 Description of project/need:  
 Smart Grid is the integration of our communication infrastructure and customer focused business processes with our electric distribution system. Smart Grid will enable the City of Fountain, Electric Department, to optimize the integration of renewable energy, increase system efficiency and improve the overall operational performance of its distribution assets.

## Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND



<b>Title:</b>	<b>Computer Equipment &amp; Software</b>
---------------	--

G/L Account: 520-117-9420  
 Cost: \$20,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Slight – will increase operating expenditures annually to maintain, upgrade and purchase necessary equipment / network systems  
 Funding Sources: Equipment  
 Description of project/need:  
 Fund 1/3 Server Upgrades/Replacements



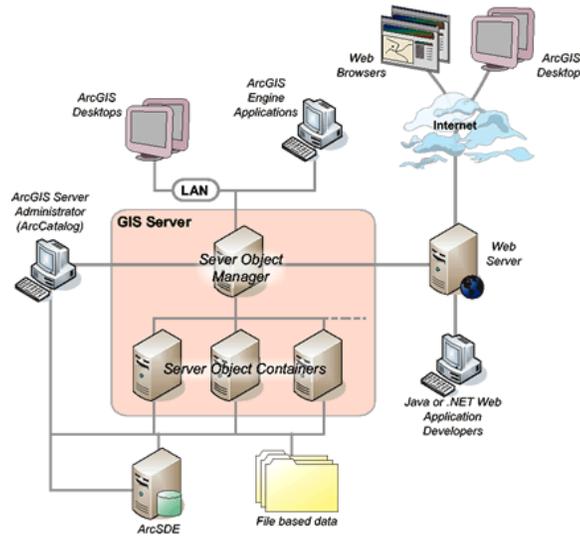
<b>Title:</b>	<b>GIS Server</b>
---------------	-------------------

G/L Account: 520-772-9430  
 Cost: \$6,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Slight – will increase operating expenditures annually to maintain, upgrade and purchase necessary equipment / network systems  
 Funding Sources: Computer Equipment and Software  
 Description of project/need:



# Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND

## Fund 1/3 GIS Server Upgrades/Replacements



<b>Title:</b>	<b>Street Light Replacement Program</b>
---------------	---

G/L Account: 520-117-9420  
 Cost: \$210,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – will replace outdated and unavailable lighting materials with more environmentally friendly lighting systems.  
 Funding Sources: Equipment  
 Description of project/need:  
 A federally mandated Street Light Replacement Program was implemented January 1, 2008 to replace mercury vapor fixtures. The 2012 budget request covers the cost of replacing a percentage of these fixtures based on technology utilized.



<b>Title:</b>	<b>As Needed System Improvements</b>
---------------	--------------------------------------

G/L Account: 520-772-9310  
 Cost: \$100,000



## Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND

Year Constructed: 2012  
 Impact on O&M Budget: Moderate – has the ability to increase labor hours, man power and equipment purchases to maintain a reliable electric system.  
 Funding Sources: System Improvements  
 Description of project/need:  
 As needed; obligation to serve. Throughout the year projects arise that need to be implemented to serve new developments/customers. This gives the Electric Department flexibility required to build these projects.



<b>Title:</b>	<b>Underground System Upgrades</b>
---------------	------------------------------------

G/L Account:	520-772-9310-5014
Cost:	\$250,000
Year Constructed:	2012
Impact on O&M Budget:	Positive – has the ability to reduce labor hours, man power, equipment replacement and reduce outage durations
Funding Sources:	Distribution Line Imps
Description of project/need:	Replacement of underground secondary & primary electric conductor and related equipment in Widefield areas of Squire Street, Metropolitan Street and Kipling Street. This portion of the electric system is 40 years old and needs to be replaced with equipment capable of 200 amps to each residence in the outlined area above to accommodate residential demand.

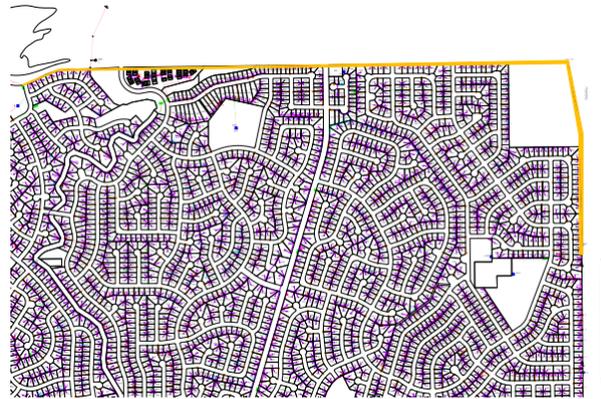


## Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND



<b>Title:</b>	<b>Overhead Upgrades</b>
---------------	--------------------------

G/L Account: 520-772-9310-5163  
 Cost: \$250,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – has the ability to reduce labor hours, man power, equipment replacement and reduce outage durations  
 Funding Sources: Overhead Upgrades  
 Description of project/need:  
 From Powers west on Fontaine to Fountain Mesa Rd to construct a loop to ensure reliability.



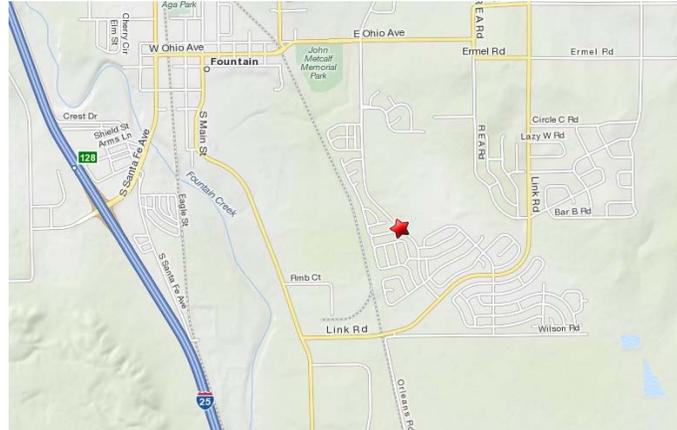
<b>Title:</b>	<b>Underground Upgrades</b>
---------------	-----------------------------

G/L Account: 520-772-9310-5173  
 Cost: \$300,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – has the ability to reduce labor hours, man power, equipment replacement and reduce outage durations  
 Funding Sources: Underground Upgrades  
 Description of project/need:



## Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND

Install loop in Countryside for Fountain Fort Carson High School and Little Ranches subdivision to ensure system reliability.



<b>Title:</b>	<b>Wire Trailer</b>
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G/L Account: 520-772-9420  
 Cost: \$20,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – will reduce labor hours and possible rental fees  
 Funding Sources: Equipment  
 Description of project/need:  
 Three phase wire trailer to transport necessary conductor to job sites



<b>Title:</b>	<b>Underground Boring Machine</b>
---------------	-----------------------------------

G/L Account: 520-772-9420  
 Cost: \$200,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – will reduce contracting costs  
 Funding Sources: Equipment  
 Description of project/need:  
 Underground directional boring machine to complete underground conduit installation and replacement of outdated conductors

## Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND



<b>Title:</b>	<b>Replace two ¾ ton 4x4 trucks</b>
---------------	-------------------------------------

G/L Account: 520-772-9410  
 Cost: \$68,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive – reduces yearly maintenance costs  
 Funding Sources: Vehicles  
 Description of project/need:  
 Replace two ¾ ton 4X4 trucks due to high mileage, age and need



<b>Title:</b>	<b>Rebuild Bucket Truck</b>
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G/L Account: 520-772-9410  
 Cost: \$100,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive - reduces yearly maintenance costs  
 Funding Sources: Vehicles  
 Description of project/need:  
 Replace one Bucket Truck due to age and need

## Capital Improvements Plan 2012 CAPITAL BUDGETS – ELECTRIC FUND



<b>Title:</b>	<b>Replace 860 Trencher</b>
---------------	-----------------------------

G/L Account: 520-772-9410

Cost: \$95,000

Year Constructed: 2012

Impact on O&M Budget: Positive – reduces yearly maintenance costs and prevents rental fees

Funding Sources: Vehicles

Description of project/need:

Replace one 860 trencher due to age and need



## CONSERVATION TRUST FUND

### PROJECTS

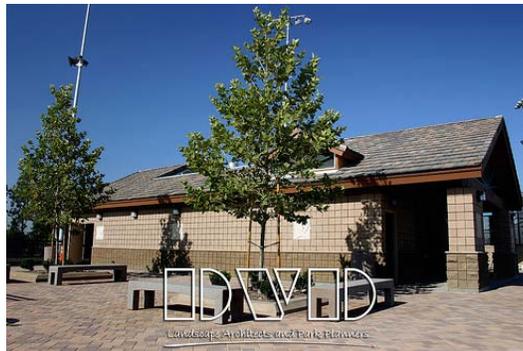
**Title: HERITAGE PARK - PLAYGROUND**

G/L Account: 210-551-9320-1020  
 Cost: \$35,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Negligible. Some additional labor for maintenance  
 Funding Sources: Conservation Trust  
 Description of project/need:  
 Playground structure near the Livewell fitness course and trailhead parking area.



**Title: METCALFE PARK – RESTROOMS & CONCESSION BUILDING**

G/L Account: 100-551-9220-1161  
 210-551-9320-1028  
 Cost: \$78,125  
 Year Constructed: 2011  
 Impact on O&M Budget: Negligible. Maintained by youth baseball organization  
 Funding Sources: Funded by Tabor Refunds & Conservation Trust.  
 Description of project/need:  
 Construct restrooms/concession building at baseball fields.  
 Tabor Refund = \$53,125    Conservation Trust = \$25,000





## Capital Improvements Plan 2011 CAPITAL BUDGETS – CONSERVATION TRUST FUND

<b>Title:</b>	<b>FOUNTAIN MESA PARK – PARKING LOT</b>
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G/L Account: 210-551-9320-1048  
 Cost: \$25,000  
 Year Constructed: 2011  
 Impact on O&M Budget: Negligible  
 Funding Sources: Conservation Trust  
 Description of project/need:  
 To increase parking spaces in existing parking lot.



<b>Title:</b>	<b>Railroad Blast Park Water Service Irrigation</b>
---------------	---

G/L Account: 210-551-9320-????  
 Cost: \$30,000  
 Year Constructed: 2012  
 Impact on O&M Budget: Negligible. Sprinkle head replacements and winterization.  
 Funding Sources: Conservation Trust  
 Description of project/need:  
 Install water service irrigation system for new park



<b>Title:</b>	<b>Heritage Park – Water Service Irrigation System</b>
---------------	--

G/L Account: 210-551-9320-1020  
 Cost: \$30,000  
 Year Constructed: 2012



## Capital Improvements Plan 2011 CAPITAL BUDGETS – CONSERVATION TRUST FUND

Impact on O&M Budget: Negligible. Sprinkler head replacement and winterization  
 Funding Sources: Conservation Trust  
 Description of project/need:  
 Install water service irrigation system for landscaping around playground.



<b>Title:</b>	<b>JOHN CERESA PARK – RESTROOM REMODEL</b>
---------------	--

G/L Account: 210-551-9320-1038  
 Cost: \$21,500  
 Year Constructed: 2012  
 Impact on O&M Budget: Positive. Reduction in vandalism repairs  
 Funding Sources: Conservation Trust  
 Description of project/need:  
 Replace porcelain bathroom fixtures w/stainless steel fixtures.





# Capital Improvements Plan 2013-2015 CIP

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## 2013-2015 Capital Improvements Plan (CIP)



## Capital Improvements Plan 2013-2015 CIP – GENERAL FUND

### DESCRIPTION

The 2013-2015 CIP includes those projects for the General Fund, Water Fund, Electric Fund, and Conservation Trust Fund that have been planned for the future years of 2013-2015. These are typically taken from various planning documents that have been adopted by the City or are projects that have otherwise been identified by the City as an important future project.

### SUMMARY

General Fund CIP Summary					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Administration/Information Technology	\$ -	\$ 66,330	\$ 40,000	\$ 6,670	\$ 3,330
Planning	\$ -		\$ 30,000	\$ -	\$ -
Police	\$ 25,000	\$ 45,000	\$ 1,414,000	\$ 917,000	\$ 10,610,000
Fire	\$ 8,000	\$ -	\$ 2,209,500	\$ 547,000	\$ 1,094,000
Communications	\$ -				
Streets	\$ 25,500	\$ 25,500	\$ 341,000	\$ 308,000	\$ 1,735,000
Code Enforcement	\$ -	\$ -			
Parks	\$ -	\$ 8,120	\$ 125,000	\$ 240,000	\$ 160,000
Cemetery	\$ -	\$ -			
<b>Total Capital</b>	<b>\$ 58,500</b>	<b>\$ 144,950</b>	<b>\$ 4,159,500</b>	<b>\$ 2,018,670</b>	<b>\$ 13,602,330</b>

Water Fund CIP Summary					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Capital Outlay:</b>					
Water Rights/Storage					
Acquisition	\$ 2,500,000	-	-	-	-
Buildings	\$ -	\$ 1,600,000	\$ 75,000	\$ 850,000	\$ -
System Improvements	\$ 5,441,607	\$ 8,633,469	\$ 12,368,234	\$ 13,300,057	\$ 12,393,688
Vehicles	\$ 31,500	\$ 95,000	\$ 105,000	\$ 32,000	\$ -
Equipment	\$ 101,670	\$ 93,000	\$ -	\$ 75,000	\$ -
Computer					
Software/equipment	\$ 21,030	\$ 26,330	\$ 48,000	\$ 24,670	\$ 23,330
Furniture	\$ 30,000	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 8,125,807</b>	<b>\$ 10,447,799</b>	<b>\$ 12,596,234</b>	<b>\$ 14,281,727</b>	<b>\$ 12,417,018</b>
<b>Total Expenses</b>	<b>\$ 15,909,075</b>	<b>\$ 19,095,372</b>	<b>\$ 22,138,163</b>	<b>\$ 24,845,911</b>	<b>\$ 23,982,827</b>

Electric Fund CIP Summary					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Capital Outlay:</b>					
Land	-	-	-	-	-
Buildings	\$ 35,000	\$ -	\$ 20,000	\$ -	\$ -
System Improvements	\$ 3,332,580	\$ 5,522,221	\$ 2,392,220	\$ 1,110,000	\$ 1,110,000
New Service Installation	\$ 977,206	\$ 1,026,066	\$ 1,077,370	\$ 1,411,849	\$ 1,482,441
Vehicles	\$ -	\$ 263,000	\$ 495,000	\$ 434,000	\$ 318,000
Equipment	\$ 305,890	\$ 438,000	\$ 80,000	\$ 80,000	\$ 130,000
Computer Software/equipment	\$ 53,070	\$ 144,340	\$ 30,000	\$ 6,670	\$ 3,330
Furniture	\$ 70,000	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 4,773,746</b>	<b>\$ 7,393,627</b>	<b>\$ 4,094,590</b>	<b>\$ 3,042,519</b>	<b>\$ 3,043,771</b>



**Capital Improvements Plan  
2013-2015 CIP – GENERAL FUND**

**GENERAL FUND**

**ADMINISTRATION DEPARTMENT**

<b>Capital Improvements Program</b>			
<b>Administration and IT Department</b>			
	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
No Building Improvements in Planning Horizon			
<b>Computer Equipment &amp; Software</b>			
Document Management System	\$ 20,000		
Data Center A/C upgrade			\$ 3,330
Phone System upgrade	\$ 10,000		
Server upgrade/replacements		\$ 6,670	
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Replace 2002 Durango	\$ 10,000		
<b>Equipment</b>			
No Equipment in Planning Horizon			
<b>Total</b>	<b>\$ 40,000</b>	<b>\$ 6,670</b>	<b>\$ 3,330</b>

**FIRE DEPARTMENT**

<b>Capital Improvements Program</b>			
<b>Fire Department</b>			
	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Projects</b>			
Opticom Phase II	\$ 15,250		
Opticom Phase III		\$ 17,000	
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
East Side Fire Station #4	\$ 1,700,000		
Training Plaza			\$ 350,000
Fire Station #3 Bay Addition		\$ 175,000	
Station #2 Remodel/Addition			\$ 450,000
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Engine Replacement	\$		



## Capital Improvements Plan 2013-2015 CIP – GENERAL FUND

	400,000		
Brush Truck Replacement		\$ 55,000	
Rescue Replacement			\$ 225,000
Medic2 Replacement		\$ 165,000	
<b>Equipment</b>			
TNT Package- "Jaws of Life"	\$ 17,000		
5 800 Mhz Radios	\$ 25,000		
Life Pak Monitors -3 One in Each Engine		\$ 84,000	
6 SCBA	\$ 42,000	\$ 42,000	\$ 42,000
5 Radio Replacement	\$ 25,500	\$ 26,000	\$ 27,000
	\$		
<b>Total</b>	<b>2,209,500</b>	<b>\$ 547,000</b>	<b>\$ 1,094,000</b>

### POLICE DEPARTMENT

Capital Improvements Program			
Police Department			
	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
Police Operations Center (if not funded in prior year)			\$ 10,000,000
Firearms Range			\$ 300,000
<b>Computer Equipment &amp; Software</b>			
Replace Mobile Data Terminals	\$ 100,000	\$ 100,000	\$ 100,000
Accident Reconstruction System	\$ 15,000		
	\$		
Master Technology Plan	400,000		
Replace RMS Server	\$ 30,000		
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Vehicle Replacement Program	\$ 400,000	\$ 200,000	\$ 200,000
K-9 Vehicles (2)	\$ 80,000		
Traffic Unit Motorcycle Replacement	\$ 15,000	\$ 15,000	
Mobile Command Post		\$ 300,000	
<b>Equipment</b>			
Handheld Radio Replacement	\$ 150,000	\$ 150,000	
	\$		
Mobile Radio Replacement	100,000	\$ 100,000	
Interview Recording System (City Compliant)	\$ 22,000		
Axon Body Mounted Camera System	\$ 42,000	\$ 42,000	
ESU Tactical Equipment	\$ 10,000	\$ 10,000	\$ 10,000
Document Imager/Scanner/Printer	\$ 50,000		
Communications Position1 radio			



## Capital Improvements Plan 2013-2015 CIP – GENERAL FUND

	<b>\$</b>			
<b>Total</b>	<b>1,414,000</b>	<b>\$</b>	<b>917,000</b>	<b>\$ 10,610,000</b>

### PLANNING & CODE ENFORCEMENT DEPARTMENTS

<b>Capital Improvements Program</b>			
Planning & Code Enforcement Department			
	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
No Building Improvements in Planning Horizon			
<b>Computer Equipment &amp; Software</b>			
Planning Database Software	\$ 30,000		
Large format Scanner/Plotter			
<b>Furniture</b>			
Replace 3 office chairs			
<b>Vehicles</b>			
Replace Code Enforcement Truck			
Replace Planning vehicle			
<b>Equipment</b>			
No Equipment in Planning Horizon			
<b>Total</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>

### STREETS DEPARTMENT

<b>Capital Improvements Program</b>			
Streets Department			
	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Projects</b>			
50/50 Sidwalk	\$ 10,000	\$ 10,000	\$ 10,000
ADA Ramps	\$ 20,000	\$ 20,000	\$ 20,000
	\$		
Paving Projects	252,000	\$ 252,000	\$ 252,000
CDBG	\$ 50,000	\$ 50,000	\$ 50,000
	\$		
Sales Tax	605,000	\$ 625,000	\$ 645,000
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
Equipment Storage Building			\$ 80,000
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Replace '98 Dump/Snow Plow	\$		



## Capital Improvements Plan 2013-2015 CIP – GENERAL FUND

	150,000		
Replace '85 3/4 ton	\$ 28,000		
Replace '94 3/4 ton Chevy		\$ 30,000	
Replace '98 3/4 ton Chvy			\$ 34,000
Replace Wittke Sweeper		\$ 225,000	
Acquire Water Truck			\$ 80,000
<b>Equipment</b>			
10' Flex Wing Mower Deck	\$ 8,500		
Bed Sander - Truck 74	\$ 19,000		
Bed Sander - Truck 78		\$ 20,000	
Replace '78 John Deere Grader			\$ 125,000
<b>Total</b>	<b>\$ 1,142,500</b>	<b>\$ 1,232,000</b>	<b>\$ 1,296,000</b>

### PARKS DEPARTMENT

Capital Improvements Program			
Parks Department - General Fund			
-	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Projects</b>			
Replace Playground @ Fountain Mesa Park		\$ 95,000	
Replace Playground @ Aga Park			\$ 95,000
<b>Land</b>			
No Land Improvements in Planning Horizon			
<b>Buildings</b>			
Equipment Storage facility	\$ 60,000		
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
No Vehicles in Planning Horizon			
<b>Equipment</b>			
Equipment Trailer	\$ 25,000		
Riding Mower		\$ 65,000	
Tractor		\$ 80,000	
Riding Mower			\$ 65,000
<b>Total</b>	<b>\$ 85,000</b>	<b>\$ 240,000</b>	<b>\$ 160,000</b>



## Capital Improvements Plan 2013-2015 CIP - WATER FUND

# WATER FUND

### WATER DEPARTMENT

Capital Improvements Program Water Department			
	2013	2014	2015
<b>Projects</b>			
Widefield Aquifer Recharge Association (WARA)	\$ 100,000	\$ 200,000	\$ 200,000
Southern Delivery System	\$ 11,449,665	\$ 12,269,160	\$ 6,000,000
Meter Replacement program	\$ 40,000	\$ 40,000	\$ 40,000
PPRWA	\$ 34,000	\$ 35,000	\$ 35,000
Valve/FH replacement program	\$ 65,000	\$ 65,000	\$ 65,000
Unidentified Main replacements	\$ 100,000	\$ 100,000	\$ 150,000
Upsizing transmission mains	\$ 300,000	\$ 300,000	\$ 300,000
Tap saddle replacements	\$ 75,000	\$ 85,000	\$ 15,000
Well Acquisition	\$ 100,000	\$ -	\$ -
Conservation Tools	\$ 19,000	\$ 21,000	\$ 23,000
Wilson Road Pump Station	\$ -	\$ -	\$ 600,000
<b>Water Rights/Storage Acquisition</b>			
No Water Rights in Planning Horizon			
<b>Land</b>			
No Land Improvements in Planning Horizon			
<b>Buildings</b>			
Design New Water Building	\$ 75,000	\$ -	\$ -
Construct New Water Building	\$ -	\$ 850,000	\$ -
<b>Computer Equipment &amp; Software</b>			
Document Management System	\$ 20,000		
Computer Software upgrades	\$ 18,000	\$ 18,000	\$ 20,000
Data Center A/C upgrade			\$ 23,333
Phone System upgrade	\$ 10,000		
Server upgrade/replacement		\$ 6,670	
GIS system upgrade	\$ 6,000		
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Replace 3/4 ton	\$ 32,000	\$ -	\$ -
Replace CM Vehicle	\$ 10,000	\$ -	\$ -
<b>Equipment</b>			
No Equipment in Planning Horizon	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 12,453,665</b>	<b>\$ 13,989,830</b>	<b>\$ 7,471,333</b>



**Capital Improvements Plan  
2013-2015 CIP - ELECTRIC FUND**

**ELECTRIC FUND**

**ELECTRIC DEPARTMENT**

<b>Capital Improvements Program</b>			
<b>Electric Department</b>			
	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Projects</b>			
Overhead Line upgrades	\$ 250,000	\$ 250,000	\$ 250,000
Underground Line upgrades	\$ 300,000	\$ 300,000	\$ 300,000
Minor Distribution line imp.	\$ 250,000	\$ 250,000	\$ 250,000
System Imps (As Needed)	\$ 100,000	\$ 100,000	\$ 100,000
Street Light Replacement Program	\$ 210,000	\$ 210,000	\$ 210,000
Smart Grid	\$ 1,282,221		
<b>Land</b>			
No Land Acquisition in Planning Horizon			
<b>Buildings</b>			
ARRA Project (Water Filtration/Recycling)	\$ 20,000		
<b>Computer Equipment &amp; Software</b>			
Server upgrade/replacement	\$ 20,000	\$ 20,000	\$ 20,000
Work Order Management System	\$ 60,000	\$ 60,000	\$ 60,000
Document Management System	\$ 20,000		
Data Center A/C upgrade			\$ 3,330
Phone System upgrades	\$ 10,000		
Server upgrade/replacement		\$ 6,667	
GIS system upgrade	\$ 14,000		
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Replace 3/4 ton 4X4	\$ 34,000		
Replace meter tech trucks(2)	\$ 68,000		
Replace 4X4		\$ 34,000	\$ 34,000
Replace CM Vehicle			
Replace Bucket	\$ 250,000	\$ 150,000	\$ 250,000
Replace Digger Derrick(E4)		\$ 250,000	
Replace Ford Explorer			\$ 34,000
Replace Dodge Durango	\$ 10,000		
<b>Equipment</b>			
Replace 1986 Backhoe	\$ 133,000		
Replace 760 trencher			\$ 50,000
<b>Total</b>	<b>\$ 3,031,221</b>	<b>\$ 1,630,667</b>	<b>\$ 1,561,330</b>



**Capital Improvements Plan  
2013-2015 CIP – CONSERVATION TRUST FUND**

**CONSERVATION TRUST FUND**

**PARKS DEPARTMENT**

<b>Capital Improvements Program</b> Parks Department - Conservation Trust Fund			
-	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Improvements in Planning Horizon			
<b>Buildings</b>			
No new buildings			
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
No Vehicles in Planning Horizon			
<b>Equipment</b>			
Herbicide Sprayer	\$ 45,000		
Replace Riding Mowers	\$ 25,000		
Broadcast spreader-fertilizer	\$ 36,000		
Mini trackhoe		\$ 40,000	
Field sweeper		\$ 36,000	
Equipment trailer			\$ 25,000
<b>Total</b>	<b>\$ 106,000</b>	<b>\$ 76,000</b>	<b>\$ 25,000</b>



## All Funds PERSONNEL SUMMARY

### DESCRIPTION

The following chart identifies the total number of personnel working for the City for the year 2009 through 2012. Specific positions for each department are identified within each department's budget data.

Personnel Summary									
<b>Administration</b>					<b>Parks</b>				
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Full-time	11.8	12.8	13.8	13.8	Full-time	3	3	3	3
Part-time					Part-time				
Seasonal					Seasonal	8	8	8	8
<b>Municipal Court</b>					<b>Facilities</b>				
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Full-time	2	2	2	2	Full-time	3	2	2	2
Part-time	1	1	1	1	Part-time				
Seasonal					Seasonal				
<b>Information Technology</b>					<b>Code Enforcement</b>				
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Full-time	4	4	4	4	Full-time	2	2	2	2
Part-time					Part-time				
Seasonal					Seasonal				
<b>Planning</b>					<b>Water</b>				
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Full-time	2	2	2	2	Full-time	17.9	15.4	15.4	15.4
Part-time	2	2	2	2	Part-time				
Seasonal					Seasonal	1	1	1	1
<b>Engineering</b>					<b>Electric</b>				
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Full-time	2.5	2.5	2.5	2.5	Full-time	31.4	28.9	28.9	28.9
Part-time					Part-time	2	2	3	3
Seasonal					Seasonal	1	1		
<b>Police</b>					<b>Customer Service</b>				
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Full-time	53	57	44	44	Full-time	15	20	19	19
Part-time	1	1	2	2	Part-time	2	0		
Seasonal					Seasonal				

(Continued on next page)



## All Funds PERSONNEL SUMMARY

Fire					Fleet				
	2009	2010	2011	2012		2009	2010	2011	2012
Full-time	19	19	19	19	Full-time	5	5	5	5
Part-time	3	3	3	3	Part-time				
Seasonal					Seasonal				
<b>Communications</b>					<b>Ambulance</b>				
	2009	2010	2011	2012		2009	2010	2011	2012
Full-time			13	13	Full-time	8	8	8	8
Part-time					Part-time				
Seasonal					Seasonal				
<b>Street &amp; Drainage</b>									
	2009	2010	2011	2012					
Full-time	8	8	8	8					
Part-time									
Seasonal	3	4	0	0					
<b>Summary of All Departments</b>									
	2009	2010	2011	2012					
Full-time	187.6	191.6	191.6	191.6					
Part-time	11	9	11	11					
Seasonal	13	14	9	9					



## Debt Service DEBT POLICIES

### DEBT POLICY

The following Debt Policy excerpt is taken from Section 1.6 of the City's Financial Policy Manual:

The purpose of this policy is to establish debt issuance guidelines. This policy is applicable to all debt issuance for the City of Fountain including obligations which are not legally debt but which are obligations of the City of Fountain that are subject to annual appropriation of funds for their payment by the City Council of the City of Fountain.

1.6.1 The City will seek to maintain, and if possible, improve its current bond rating so its borrowing costs are minimized and its access to credit is preserved. Sound financial practices, debt management and capacity, and competent management support the maintenance of the City's current bond rating. In its relations with rating agencies and the investment community, the City will follow a policy of full disclosure, as required by legal and professional practices.

1.6.2 Credit Worthiness. The City will seek to maintain, and as possible, improve its current credit rating so its borrowing costs are minimized and its access to credit is preserved and enhanced.

The City will maintain good communications about its financial condition with bond and credit rating institutions.

1.6.3 Borrowing Purposes. The City will not fund current operations from the proceeds of borrowed funds, except for short-term cash flow borrowing such as Tax Anticipation Notes. The City will confine long-term borrowing to capital improvements, projects, or equipment, which cannot be funded from current revenues.

1.6.4 Debt Repayment. When the City uses long-term debt financing, it will repay the debt within a period not to exceed the useful life of the improvements or equipment.

Whenever possible, debt shall be self-supporting, and will be revenue debt, or revenue-backed with a general obligation pledge.

The general obligation pledge will be used only for projects, which have a general benefit to City residents, which cannot be self-supporting.

Pursuant to Section 10.5 of the City Charter, revenue bonds, payable from any or source or sources other than ad valorem taxes of the City, may be issued without an election by Council action.

Local or Special Improvement District Bonds may be issued and debt repayments scheduled pursuant to the requirements set forth in Section 10.8 of the City Charter.

Advance refunding will generally be undertaken only when the net present value savings exceeds 4% of the net interest cost or when the restructuring of debt is in the City's financial interest in accordance with the provisions set forth in Section 10.6 of the City Charter.



## Debt Service DEBT POLICIES

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Lease purchase debt, including certificates of participation, will be considered as an alternative to long-term vendor leases when cost effective. Such debt will be subject to annual appropriation and administered by the Finance Department.

Long-term lease purchases for buildings and facilities will be used when the cost of a lease purchase is lower than other options or if deemed appropriate because of time constraints, etc. pursuant to the requirements set forth in section 10.7 of the City Charter.

- 1.6.5 Direct Bonded Debt. Pursuant to Section 10.4 of the City Charter, the Net Direct Bonded Debt as a percentage of Assessed Value shall not exceed 10%.
- 1.6.6 Conduit Financing. Recognizing that the City is able to issue debt for broad purposes, it may be appropriate to issue on behalf of another party when the City Council, after a complete review process, determines that the proposed project will provide a general benefit to City residents. The City will consider issuing conduit financing which will not impair the City's credit rating. Any financing issued through the City shall qualify for an investment grade rating by one or both of the two top rating agencies. All expenses related to conduit financing will be borne by the applicants. The City shall establish review procedures for projects, including public contracting and financial fees.
- 1.6.7 Loans/Installment Purchases. Because all loans and installment purchases are considered the City's debt, it is very important that Finance complete those transactions on behalf of the City. Finance will maintain a copy of the agreement, payment schedule, and contact name. Finance is also available to review terms of any loan or lease purchase agreement. All payments will be processed through Finance.
- 1.6.8 Other Financing. The City may issue debt on behalf of its enterprises subject to the same criteria listed above. Debt issued for City enterprises shall be approved by the City Council.



## Debt Service

### DEBT SCHEDULE – GENERAL FUND

#### GENERAL FUND DEBT DESCRIPTIONS

During 2005, the City entered into a lease agreement to purchase various equipment and vehicles, and construct a salt and sand storage building. Monthly payments ranging from \$7,618 to \$1,077 are due through June, 2012. Interest accrues at the rate of 3.89%.

Fiscal Year	Principal	Interest	Total
2011	\$12,415	\$512	\$12,926
2012	\$6,390	\$74	\$6,463

During 2006, the City entered into a lease agreement to purchase police vehicles, an ambulance and a dump truck. Monthly payments ranging from \$7,582 to \$4,761 are due through January, 2011. Interest accrues on the outstanding balance at the rate of 3.897%.

Fiscal Year	Principal	Interest	Total
2011	\$4,745	\$15	\$4,770
2012	\$0	\$0	\$0

During 2007, the City entered into a lease agreement for \$685,000 to purchase police vehicles, a street sweeper, dispatch consoles, and a pumper truck. Monthly payments ranging from \$12,183 to \$4,764 are due through May, 2014. Interest accrues on the outstanding balance at the rate of 3.975%.

Fiscal Year	Principal	Interest	Total
2011	\$97,458	\$8,128	\$105,586
2012	\$72,874	\$4,470	\$77,344

During 2007, the City paid cash of \$500,000 and entered into a lease agreement for \$315,000 to purchase a ladder truck. Annual payments of \$53,104 are due under the lease agreement through July, 2014. Interest accrues on the outstanding balance at the rate of 4.32%.

Fiscal Year	Principal	Interest	Total
2011	\$44,839	\$8,265	\$53,104
2012	\$46,776	\$6,328	\$53,104

During 2008, the City entered into a lease agreement for \$49,020 to purchase a backhoe. Monthly payments of \$906 are due under the lease agreement through April, 2013. Interest accrues on the outstanding balance at the rate of 4.31%.

Fiscal Year	Principal	Interest	Total
2011	\$10,034	\$842	\$10,876
2012	\$10,475	\$401	\$10,876



## Debt Service DEBT SCHEDULE – GENERAL FUND

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Total General Fund Debt Service			
Fiscal Year	Principal	Interest	Total
2011	\$169,491	\$17,762	\$187,253
2012	\$136,515	\$11,273	\$147,788

The City's direct bonded indebtedness limit, based on 10% of the Assessed Valuation, is \$17,102,701. Since the General Fund has no bonded indebtedness, the entire debt limit is currently available.



## Debt Service DEBT SCHEDULE – WATER FUND

### WATER FUND DEBT DESCRIPTIONS

During 2005, the City entered into a loan agreement with the Colorado Water Resources and Power Development Authority (CWRPDA). Authorized uses of the loan proceeds include land acquisition for future water storage, purchase of water rights and various other water projects. Payments of interest and principal are due semi-annually on May 1 and November 1, through November, 2035. Interest accrues at the rate of 4.56%.

Fiscal Year	Principal	Interest	Total
2011	\$175,000	\$338,710	\$513,710
2012	\$180,000	\$332,585	\$512,585

During 2009, the City entered into a loan agreement with the Colorado Water Resources and Power Development Authority (CWRPDA). Authorized uses of the loan proceeds include the purchase of a facility to house the utility customer service operations and the purchase of land for a future raw water storage reservoir. Payments of interest and principal are due semi-annually on May 1 and November 1, through November, 2038. Interest accrues at the rate of 5.44%.

Fiscal Year	Principal	Interest	Total
2011	\$160,000	\$412,732	\$572,732
2012	\$165,000	\$407,531	\$572,531

During 2003, the City obtained a loan from a private individual for the purchase of water rights. Annual principal payments of \$72,700 are due through 2016. Interest accrues at 5% per annum and is paid semi-annually.

Fiscal Year	Principal	Interest	Total
2011	\$72,700	\$20,598	\$93,298
2012	\$72,700	\$16,963	\$89,663

During 2007, the City obtained a loan from a private individual for the purchase of water rights. Annual principal payments of \$39,050 are due through 2016. Interest accrues at 5% per annum and is paid semi-annually.

Fiscal Year	Principal	Interest	Total
2011	\$39,050	\$11,064	\$50,114
2012	\$39,050	\$9,112	\$48,162

During 2008, the City entered into an agreement with a private individual for the purchase of water rights. The agreement requires monthly payments of \$12,000, with a final balloon payment of \$1,321,337 expected to be due in 2012. Interest accrues at 7% per annum and is paid monthly.

Fiscal Year	Principal	Interest	Total
2011	\$95,253	\$48,747	\$144,000
2012	\$1,321,337	\$23,273	\$1,344,610



## Debt Service

### DEBT SCHEDULE – WATER FUND

During 2009, an inter-fund loan in the amount of \$2 million was made from the Electric Fund to the Water Fund in order to close pending water rights transactions. The loan is secured by a Promissory Note with interest accruing at 4.5% per annum with annual payments through 2019.

Fiscal Year	Principal	Interest	Total
2011	\$170,082	\$82,676	\$252,758
2012	\$177,735	\$75,022	\$252,758

During 2010, an inter-fund loan in the amount of \$1.5 million was made from the Electric Fund to the Water Fund in order to close pending water rights transactions. The loan is secured by a Promissory Note with interest accruing at 4.5% per annum with annual payments through 2020.

Fiscal Year	Principal	Interest	Total
2011	\$122,068	\$67,500	\$189,568
2012	\$127,561	\$62,007	\$189,568

The Water Utility anticipates borrowing \$9 million in 2011 to fund capital projects. It is assumed that the interest rate will be 5.5% with a debt repayment of 30 years.

Fiscal Year	Principal	Interest	Total
2011	\$62,124	\$247,500	\$309,624
2012	\$124,249	\$495,000	\$619,249

The Water Utility anticipates borrowing \$12.3 million in 2012 to fund capital projects. It is assumed that the interest rate will be 5.5% with a debt repayment of 30 years.

Fiscal Year	Principal	Interest	Total
2011	\$0	\$0	\$0
2012	\$54,903	\$338,250	\$393,153

Total Water Fund Debt Service			
Fiscal Year	Principal	Interest	Total
2011	\$896,277	\$1,228,986	\$2,125,803
2012	\$2,262,535	\$1,759,743	\$4,022,278

These loans are payable solely from revenues of the City's utility system, which includes the Water and Electric Funds, after deduction of operating and maintenance costs. During the year ended December 31, 2009, net revenues of \$3,382,586 were available to pay annual debt service of \$1,147,562.



## Glossary

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**Accrual Accounting:** A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue, which was earned in December, but not collected until January, is recorded as revenue of December rather than January.

**ADA:** Americans with Disabilities Act signed into law July 26, 1990, intending to make businesses more accessible to people with disabilities.

**AMR:** Automated Meter Reading.

**Appropriation:** An authorization of a specific amount of money made by the City Council which permits the City to incur obligations and to make expenditures of resources.

**Appropriation Ordinance:** The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Assessed Valuation:** The value that is established for real or personal property by the County Assessor for the purpose of levying property taxes.

**AWWA:** American Water Works Association.

**Budget:** A fiscal plan for a specified period of time (fiscal year) that balances projected revenues and fund balance appropriations to estimated expenditures and operating transfer obligations.

**Capital Improvement Plan:** An annually updated plan of capital expenditures for public facilities, infrastructure and major fixed assets with estimated costs, sources of funding and timing of projects.

**Capital Improvement Project:** A permanent addition to the City's assets and includes design, construction and purchase of land, buildings and facilities.

**Capital Expenditure:** Represents expenditures which result in the acquisition or addition to fixed assets including: land; buildings; streets and street improvements; recreation facilities; electric and water lines; and machinery or equipment with an expected life of more than one year, a per unit cost of \$5,000 or more, and is used in operations.

**Cash Accounting:** A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

**CDBG:** Community Development Block Grant. The CDBG program is a U.S. Department of Housing and Urban Development program that provides local governments and states with resources to address a wide range of unique community development needs.

**Contingency:** An appropriation of funds to cover unforeseen events that occur during the fiscal year.

**CIRSA:** Colorado Intergovernmental Risk Sharing Agency. CIRSA provides Property/Casualty Insurance and Workers' Compensation Insurance for the City of Fountain.



## Glossary

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**CML:** Colorado Municipal League. The CML is an organization representing Colorado's cities and towns collectively in matters before the state and federal government. CML also provides information services to assist municipal officials in managing their governments.

**CTF:** Conservation Trust Fund. The Conservation Trust Fund is used to account for monies received from the Colorado Lottery for the purposes of purchasing park/open space land, making improvements in the City's park system, and maintaining the park system.

**Debt Limit:** The maximum amount of outstanding gross or net debt legally permitted. The City of Fountain's legal debt limit is 10% of the assessed property values in the city limits.

**Debt Service:** The payment of principal, interest and bond reserve requirements on borrowed funds such as notes and bonds.

**Department:** A department is the highest level organizational unit of municipal government operations. The City's departments include City Clerk's Office, Economic Development, Finance, Fire, Information Technology, Municipal Court, Office of the City Manager, Planning & Code Enforcement, Police, Public Works, and Utilities. The City's structure at the Department level is presented in the organizational chart.

**Depreciation:** Expiration in the service life of fixed assets because of wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

**Division:** A group which is comprised of a specific operation within a functional area. City Departments may contain one or more divisions.

**Encumbrance:** An administrative control under which a commitment of purchase an item or service is recorded; thus, the money is not available for new expenditure commitments. The use of encumbrances prevents overspending and permits officials to be certain of how much money is available for new commitments.

**Enterprise Funds:** Enterprise Funds are used to account for operations that are financed and operated similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. Enterprise Funds in the City of Fountain include the Water Fund and Electric Fund.

**EPA:** Environmental Protection Agency. A part of the US federal government that enforces environmental laws and provides information and guidance to policy makers.

**ESA:** Emergency Services Agency.

**Expenditure:** Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, capital outlays, intergovernmental grants, entitlements, and shared revenues. Note that an encumbrance is not an expenditure, but reserves funds to be expended.



## Glossary

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**Fiscal Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. For the City of Fountain, the fiscal year is the calendar year, January 1, through December 31.

**FTE:** Full-time equivalent. The hourly equivalent of a full-time employee. An FTE can be made up of either one full-time employee or two or more part-time employees whose total hours equal 40 per week.

**Fund:** An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions. Funds can be categorized into one of eleven fund types: general fund; special revenue funds; debt service funds; capital project funds; permanent funds; enterprise funds; internal service funds; investment trust funds; pension trust funds; private-purpose trust funds; investment trust funds; and agency funds.

**Fund Balance:** It is the difference between assets and liabilities of a government fund. Because assets may include non-cash items, fund balances may not represent liquid assets.

**GASB:** Governmental Accounting Standards Board. GASB is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports.

**General Fund:** The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds. General Fund revenues include: sales and use taxes; property taxes; licenses and permits; intergovernmental; and other types of revenue. This fund includes most of the basic operating services including Police, Fire, Finance, Public Works, Parks, Municipal Court and General Administration.

**GFOA:** Governmental Finance Officers Association. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit. The GFOA accomplishes this by identifying and developing financial policies and practices and promoting them through education, training, and leadership. The City of Fountain will be submitting the 2010 Budget document for consideration in the GFOA Distinguished Budget Presentation Award Program.

**GID:** General Improvement District.

**GIS:** Geographic Information System. GIS is a specialized information system for capturing, storing, querying, analyzing, and displaying geographic data. Geographic data describes both the location and characteristics of features or objects on the earth's surface.

**Governmental Funds:** All governmental funds are accounted for on a spending or "financial flow" measurement focus. Only current assets and current liabilities are generally reported on their respective balance sheets. Their reported fund balance (net current assets) is considered a measure of "available spendable resources." Governmental fund operating statements report increases and decreases in net current assets and, accordingly, present a summary of sources and uses of "available spendable resources" during the period. The City of Fountain's governmental funds are the General Fund, Conservation Trust Fund, Community Development Block Grant Revolving Fund,



## Glossary

Impact Fund, Heritage Maintenance District Fund, Contingency Fund, Volunteer Fund, and General Improvement District #1 Fund.

Grant: A contribution made from either the private sector to the City or by one governmental unit to another. The contribution is usually made to support a specified program, function, or project.

Impact Fees: Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (i.e. parks, storm drainage)

Infrastructure: Facilities on which the continuance and growth of a community depend such as roads, waterlines, sewers, public buildings, and parks.

Interfund Transfers: Amounts transferred from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the funds receiving the transfer.

Intergovernmental Revenue: Money received from federal, state, and other governmental bodies. Examples are Highway User Tax Fund and Cigarette Tax.

Internal Service Fund: Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost reimbursement basis.

IT: Information Technology.

LED: Light Emitting Diode. LED is a light that uses from one-third to one-fifth of the energy of a conventional incandescent light bulb.

Levy: To impose taxes, special assessments, or service charges for the support of City activities.

Liability: Amounts owed for items received, services rendered, expenses incurred, assets acquired, construction performed, and amounts received but not yet earned. Liabilities are financial obligations or debts.

Major Fund: Any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10 percent of the revenues or expenditures of the appropriated budget should be considered as major funds. The City of Fountain's major funds are the General Fund, Water Fund, and Electric Fund.

MEAN: Municipal Energy Agency of Nebraska. The City of Fountain purchases its wholesale power from MEAN

Modified Accrual: Under Modified Accrual Accounting, revenues are recognized in the accounting period when they become both measurable and available as net current assets.

Mill Levy: Rate by which assessed valuation is multiplied to determine property tax. A mill is 1/10 of one cent or 1 mill equals \$1 per \$1,000 of assessed value.

MVEA: Mountain View Electric Association.



## Glossary

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MWh: Megawatt Hour. A unit for measuring energy.

NESC: National Energy Safety Council.

Non-major fund: Any fund whose revenues or expenditures, excluding other financing sources and uses, constitute less than 10 percent of the revenues or expenditures of the appropriated budget.

O & M: Operations and Maintenance.

Operating Budget: The portion of the budget that pertains to continuing every-day expenditures such as personal services, utilities, contractual services, debt service, and commodities.

Parks Advisory Board: The Board consists of five members. The duties of the Board are to make recommendations to the City Council concerning the purchase or disposition of park and open space lands and the annual budget for the Conservation Trust Fund.

Personal Services: Salaries, wages, federal and state withholding and fringe benefits such as pensions and insurance.

Projection: Estimation of future revenues and expenditures based on past trends, current economic conditions and financial forecasts.

Property Tax: A tax which is levied on both real and personal property according to that property's valuation, assessment rate and mill levy.

Proprietary Funds: Proprietary Funds account for the acquisition, operation and maintenance of governmental facilities and services, which are self-supported by user charges. The City of Fountain has two proprietary fund types: Enterprise funds which are the Water, Electric, Ambulance, and Drainage Funds and the Internal Service fund is the Insurance Fund.

PUC: Public Utilities Commission regulates electric, natural gas and telephone service. The Commission ensures that utilities provide safe, adequate, reliable service at fair, reasonable rates.

Reserve Fund Balance: The portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

RETAC: Region Emergency Medical Trauma Advisory Council.

Revenue: The taxes, fees, charges, special assessments, grants, and other funds collected and received by the City in order to support the services provided.

Risk Management: An organized attempt to protect an entity's assets against accidental loss in the most economical manner, and programs to minimize worker injury and supervisory actions to limit City liability.

R-O-W: Right of Way.



## Glossary

**SCADA:** Supervisory Controlled and Data Acquisition System, is a computer system for gathering and analyzing real time data. SCADA systems are used to monitor and control a plant or equipment. The City of Fountain uses SCADA in the water and electric utilities.

**Special Assessment:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund:** Special Revenue funds are used to account for resources and expenditures which are designated by law or contractual agreement for specified functions or activities and are legally required to be accounted for in a separate fund.

**TABOR:** Tax Payer's Bill of Rights. TABOR refers to an amendment to the State constitution which put in place several restrictions to state and local government. The most significant limits are the requirements for all tax rate increases to be by voter approval, and creating revenue limits a government must abide by, refunding all revenue over the limit unless given voter approval. The City of Fountain is not De-Tabored.

**Tap Fee:** The fee paid by new development to hook up to the City's water system to contribute to financing water facilities to meet the needs of increased population.

**Transfers:** Amounts distributed from one fund to finance activities in another fund. Transfers are shown as expenditures in the originating fund and as revenues in the receiving fund.

**Unreserved Fund Balance:** The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**Water Acquisition Fee:** A per dwelling unit fee collected at the time of building permit issuance. This new development related fee is intended to recover the cost of purchasing additional water rights and infrastructure for new growth.