

City of Fountain
2015-2016
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 manner.”



“Not everything that can be counted counts, and not everything that counts can be counted.”

Albert Einstein



City of Fountain 2015-16 Budget

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12.09.14



**BUDGET MESSAGE
CITY OF FOUNTAIN
FY2015-16**

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

I hereby respectfully submit the following budget document for 2015-16. 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. As usual, 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. Special thanks go to the City Finance Director, Don Yucuis, and the Finance Manager, Shawna Dail, for their work on coordinating budget activities and bringing this budget to fruition.

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 General Fund expenditure budget for the City of Fountain amounts to \$14,806,585 for Fiscal Year 2015 and \$15,871,605 for 2016. The overall City expenditure Budget for 2015 is \$71,755,243 and for 2016 is approximately \$65,891,625.

The following represents an overview of the entire All Funds revenue stream for the 2012-16 years, by category:

REVENUE BY CATEGORY FOR ALL FUNDS										
ALL FUNDS				2014	% Change			% Change		% Change
Revenue by Category	2012 ACTUAL	2013 ACTUAL	Change	Estimated to year end	2014 Est to 2013 Actual	2014 BUDGET	2015 BUDGET	to 2014 Budget	2016 BUDGET	to 2015 Budget
Charges for services	\$32,059,004	\$32,739,671	2.1%	\$34,806,752	6.3%	\$33,406,742	\$34,974,392	4.7%	\$35,830,426	2.4%
Other Financing Sources-Debt	\$0	\$11,165,000	100.0%	\$11,385,000	2.0%	\$14,510,000	\$13,500,000	-7.0%	\$9,000,000	-33.3%
Sales tax	\$7,041,376	\$7,311,156	3.8%	\$7,459,000	2.0%	\$7,237,255	\$7,561,000	4.5%	\$9,015,000	19.2%
Insurance premium	\$3,049,953	\$3,260,388	6.9%	\$3,260,000	0.0%	\$3,074,380	\$3,390,000	10.3%	\$3,526,000	4.0%
Franchise tax	\$1,780,553	\$1,861,009	4.5%	\$1,893,475	1.7%	\$1,823,700	\$1,909,700	4.7%	\$1,885,790	-1.3%
Property taxes	\$1,662,856	\$1,692,649	1.8%	\$1,705,285	0.7%	\$1,695,187	\$1,789,970	5.6%	\$1,922,470	7.4%

ALL FUNDS										
Revenue by Category	2012 ACTUAL	2013 ACTUAL	% Change	2014 Estimated to year end	% Change 2014 Est to 2013 Actual	2014 BUDGET	2015 BUDGET	% Change 2015 Budget to 2014 Budget	2016 BUDGET	% Change 2016 Budget to 2015 Budget
Transfers in	\$1,196,072	\$1,355,013	13.3%	\$1,286,410	-5.1%	\$1,053,860	\$1,704,590	61.7%	\$1,454,590	-14.7%
Miscellaneous	\$1,065,485	\$818,930	-23.1%	\$942,571	15.1%	\$764,200	\$1,529,090	100.1%	\$1,221,086	-20.1%
Use Tax	\$1,487,007	\$1,367,789	-8.0%	\$1,189,650	-13.0%	\$1,189,650	\$1,190,000	0.0%	\$1,190,000	0.0%
Development/Connection Fees	\$626,913	\$163,428	-73.9%	\$82,040	-49.8%	\$1,360,527	\$1,048,540	-22.9%	\$1,048,540	0.0%
Grant	\$186,699	\$1,984,054	962.7%	(\$175,794)	-108.9%	\$0	\$957,070	100.0%	\$760,000	-20.6%
Intergovernmental revenue	\$1,258,243	\$827,352	-34.2%	\$1,423,509	72.1%	\$915,340	\$943,200	3.0%	\$946,700	0.4%
Use of UTW Reserve	\$0	\$0	0.0%	\$80,730	100.0%	\$80,730	\$700,780	0.0%	\$589,500	100.0%
Fines and court costs	\$469,968	\$343,706	-26.9%	\$334,924	-2.6%	\$493,550	\$407,700	-17.4%	\$458,700	12.5%
Lottery proceeds	\$223,242	\$244,839	9.7%	\$200,730	-18.0%	\$116,236	\$230,000	97.9%	\$230,000	0.0%
Specific ownership tax	\$159,616	\$170,986	7.1%	\$170,520	-0.3%	\$161,099	\$168,100	4.3%	\$168,100	0.0%
Interest income	\$253,342	\$130,763	-48.4%	\$30,869	-76.4%	\$239,154	\$135,153	-43.5%	\$135,153	0.0%
Licenses and permits	\$87,815	\$127,894	45.6%	\$96,140	-24.8%	\$85,670	\$110,750	29.3%	\$110,750	0.0%
Lease proceeds	\$3,297,185	\$474,571	-85.6%	\$609,300	28.4%	\$609,300	\$84,930	-86.1%	\$645,000	659.4%
UTW proceeds	\$0	\$0	0.0%	\$2,500,000	100.0%	\$2,500,000	\$0	0.0%	\$0	100.0%
Grand Total Revenues	\$55,905,329	\$66,039,198	18.1%	\$69,281,111	4.9%	\$71,316,580	\$72,334,965	1.4%	\$70,137,804	-3.0%

The following represents an overview of expenditures for the 2012-16 years, by category:

EXPENDITURES BY CATEGORY FOR ALL FUNDS										
ALL FUNDS										
Expenditures by Category	2012 ACTUAL	2013 ACTUAL	% Change	2014 Estimated Actual	% Change 2014 Est to 2013 Actual	2014 BUDGET	2015 BUDGET	% Change 2015 Budget to 2014 Budget	2016 BUDGET	% Change 2016 Budget to 2015 Budget
Salaries and Benefits	\$16,475,007	\$17,025,021	3.3%	\$17,413,049	2.3%	\$17,847,678	\$19,404,940	8.7%	\$20,045,500	3.3%
Materials and Supplies	\$1,811,982	\$2,235,788	23.4%	\$2,336,606	4.5%	\$2,674,540	\$2,472,195	-7.6%	\$2,402,815	-2.8%
Purchased Services	\$24,202,011	\$25,243,161	4.3%	\$28,490,496	12.9%	\$29,492,719	\$28,547,558	-3.2%	\$27,836,570	-2.5%
Fixed Charges	\$433,285	\$491,506	13.4%	\$502,665	2.3%	\$500,795	\$514,360	2.7%	\$527,760	2.6%
Grant Related Expenses	\$0	\$0	0.0%	\$10,000	100.0%	\$10,000	\$10,000	0.0%	\$10,000	100.0%
Lease Payments	\$216,254	\$482,428	123.1%	\$532,860	10.5%	\$496,280	\$523,930	5.6%	\$590,340	12.7%
Sub-total Expenditures	\$43,138,539	\$45,477,904	5.4%	\$49,285,676	8.4%	\$51,022,012	\$51,472,983	0.9%	\$51,412,985	-0.1%
Capital	\$7,851,146	\$12,781,711	62.8%	\$16,519,671	29.2%	\$27,061,598	\$18,627,670	-31.2%	\$13,074,050	-29.8%
Operating Transfers	\$1,196,072	\$1,355,013	13.3%	\$1,286,407	-5.1%	\$1,108,987	\$1,654,590	49.2%	\$1,404,590	-15.1%
Grand Total Expenditures	\$52,185,757	\$59,614,628	14.2%	\$67,091,754	12.5%	\$79,192,597	\$71,755,243	-9.4%	\$65,891,625	-8.2%

FINANCIAL ENVIRONMENT AND CONDITION

The economic environment for Fountain in 2013/2014 was relatively flat from a growth perspective. Although Fountain was recently listed by one consumer advocacy website as Colorado's #1 "City on the Rise" using data related to income growth, population growth, and employment growth between 2009-12, there continues to be a great deal of uncertainty with the economic bounce-back and Fountain's ability to capture additional revenues to support General Fund operations. The ratchet-back effect of the Taxpayer's Bill of Rights may impact the City's ability to retain revenues as they increase with an improved economic climate.

The budget has been developed using very conservative housing and growth figures.

SIGNIFICANT BUDGETARY ISSUES

There are many significant budgetary issues that are being addressed through this 2015--16 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.** A 1% COLA salary increase is included in the budget for both 2015 and 2016. The City Council has indicated that one of its top priorities is to provide a pay raise for employees. This decision will have a positive impact on all areas of City operations but employee pay will continue to fall further behind our comparable entities and will find it more difficult to attract and retain quality employees. Of course, we will continue to monitor the budget as we have the past few years to see if revenues relative to expenditures begin to increase. The Employee Advisory Group has requested a 3% COLA in each of 2015 and 2016, respectively, with a total financial impact over those two years of \$1,354,000. Of this amount, approximately \$770,000 would be from the General Fund, \$162,000 from the Water Fund, \$406,000 from the Electric Fund, and \$16,000 from Transportation Funds.
- **Health Insurance increase of 4%.** Although average increases to health insurance plans nationwide are in the vicinity of 12-14% and medical inflation is around 8%, the City started self-insuring for health insurance several years ago and has been able to keep increases to our medical costs at only 4% for this budget year. However, that still represents an increased cost of doing business. The total cost increase to the City is approximately \$247,000 (\$138,000 in the General Fund, \$50,000 in the Electric Fund, and \$59,000 in the Water Fund).
- **TABOR.** The City had been in the "ratchet back effect" of TABOR for 6 years, which meant that the starting revenue base for the 2012 "fiscal year spending" limit was the 2011 actual "fiscal year spending" because it was lower than the TABOR "fiscal year spending" limit. The City, in 2012 and 2013, was able to take advantage of the full spending limit without a Tabor refund. The 2014 and 2015 projections are estimated to be close to the "fiscal year spending" limits.

General Fund

The basic theme for the General Fund budget this cycle is austerity. We have continued to provide a very basic budget that focuses on providing the basic level of services, with a few notable exceptions mentioned below. Following are a few highlights within the budget for 2015-16.

- **Public Safety.** As in recent past years, the largest share of general fund monies are dedicated to Public Safety needs. The only area of the General Fund that is budgeting for a net increase in personnel is the Police Department to meet the service needs of the newly annexed UTW annexation. The budget accounts for 5 new officers in 2015 and 2 new officers in 2016, along with their associated vehicles and equipment. These positions are being funded through revenues provided through the UTW annexation for municipal services.

- Parks. The Council has indicated a desire for a greater focus on maintenance of Parks & Trails. Although we are not budgeting for an increased revenue stream to pay for additional maintenance, we have re-allocated personnel costs that had been previously associated with a long-time employee who retired recently. This re-allocation is allowing the City to provide for one additional FT Parks Maintenance Worker, one additional PT position, and has doubled the seasonal hours available to Parks.
- Recreation. The Council has provided direction to begin the creation of a Recreation program for our citizens. Although in its infancy, the budget anticipates the cost of Recreation to be approximately \$150,000 for 2015, with fees to cover approximately half of that amount. This will need to be an area where the City will want to explore different funding ideas in the future as it grows, such as the creation of a Recreation District.
- General Fund Balance. A major issue that we are hoping to address with this budget is the General Fund Balance. In 2008, right before the Great Recession, the City adopted a policy to work towards an unrestricted Fund Balance of 17%, with an additional 3% reserved per TABOR requirements. By the end of 2014, the unrestricted General Fund Balance is projected to be \$3,833,000, or 29.0%, which includes the \$2.5 million that the City Manager negotiated during the UTW Annexation process for the excess cost of Municipal Services for that development. A large portion of that is anticipated to be paid out over several years to help fund the additional municipal services necessary in that area (primarily Police, with some limited Street costs). In 2015, the Budget projects the Fund Balance to be \$3,657,000 (26.6%), and by 2016, the budget projects the Fund Balance to be approximately \$3,711,000 (25.5%). Remember, this was programmed to decrease because of the services that we are purchasing with the UTW funds.

The UTW funds are considered unrestricted funds, relative to our Fund Balance. However, if you adjust them out of the calculation, the fund balance is projected to be \$1,414,000 at the end of 2014 (10.6%), \$2,039,000 at the end of 2015 (14.4%), and \$2,582,000 (17.8%) at the end of 2016.

- Legal. In 2014, the City made the decision to move away from purchases basic legal services on a contract basis and to hire a City Attorney in-house. Although there has been quite a bit of overlap through this transition year from the previous attorneys to the current one, this should level off in 2015-16.
- Error in salary worksheets. In development of the 2013-14 budgets, changes were made to salary worksheets that created errors in portions of the budget. Primarily, this error effected the Police Department by understating personnel costs, as shown in Section IV. The error was rectified and checks put in place to ensure that will not happen again.
- Capital. Capital funding for General Fund projects is severely limited, to include \$165,000 for IT and Fire equipment, and \$771,250 for the lease/purchase of 2 used Fire Pumps, 7 Police vehicles, and 1 Streets vehicle. Recall that the Police and Streets vehicle can be purchased using the funds provided from the UTW annexation.

Water Fund

- Overall Budget. The overall Water Fund expense budget, net of depreciation, for 2015 is approximately \$19,667,000 and for 2016 is approximately \$16,767,000.
- Personnel Changes. There are no changes to the staffing levels for the Water Department for 2015 and 2016.

- Southern Delivery System (SDS). The SDS project continues to be the largest project within the Water Fund, with Bonds estimated at \$9 million in 2015 and \$6 million in 2016. Consequently, the budget also provides for rate increases in 2015 and 2016. These are tentatively planned at 8% and 3%, respectively.
- Water Rights. \$325,000 has been included in each year for the 2015 and 2016 budget for the purchase of additional water rights.

Electric Fund

- Overall Budget. The overall Electric Fund expense budget, net of depreciation, for 2015 is approximately \$28,140,000 and for 2016 is approximately \$25,010,000.
- Personnel Increases. No personnel have been added to the 2015 or 2016 budgets.
- Replacement of street lamps. \$175,000 is budgeted in each 2015 and 2016 to replace a percentage of the 1,900 mercury vapor fixtures that are mandated by the federal government to be replaced.
- Bonds. The Electric Fund is tentatively anticipating the sale of bonds of \$4.5 million in 2015 and \$3 million in 2016.
- Rates. Due to significant decreases in the cost of purchased power due to the new contract with Twin Eagle, City residents will see a decrease in rates. 100% of the reduction in costs will be passed on to consumers. This decrease has been reflected in the budget document as a decrease in revenues.

Transportation Funds – Transit, Street Resurfacing and Street Capital Funds

- Personnel Increases. Due to increased sales tax revenues from the businesses opening in the UTW area, the transit portion of the budget is anticipating the addition of one part time driver in 2015, with the additional possibility of providing Saturday service. This will be evaluated through 2015 as stores come on-line in the UTW area.
- Increase Sales taxes. Increased Sales Taxes for transportation, generated from the UTW annexation, in 2016 will benefit the transit, capital, and street resurfacing portions of the budget. These funds are restricted and, as such, were not a part of the City's incentive agreement.

Ambulance Fund

- Additional Ambulance Service. Pursuant to Council direction, the City staff has been working to identify how an additional ambulance could be funded. The current (2014) subsidy to the Ambulance fund was approximately \$200,000. With increased revenues projected from UTW businesses and First Choice Emergency transports, the City can add the 2nd ambulance and decrease the subsidy to approximately \$150,000 in 2015 and \$100,000 in 2016. Although this has been included in the budget, it is still a policy call for the Council. This would be achieved by purchasing a new Ambulance, and hiring additional part-time EMT's to staff the 2nd ambulance crew.
- New Ambulance. The City received a Department of Homeland Security grant for a new Ambulance. The budget anticipates this Ambulance to be funded through both the grant, and a lease that is paid through additional revenues identified in the bullet point above.

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.

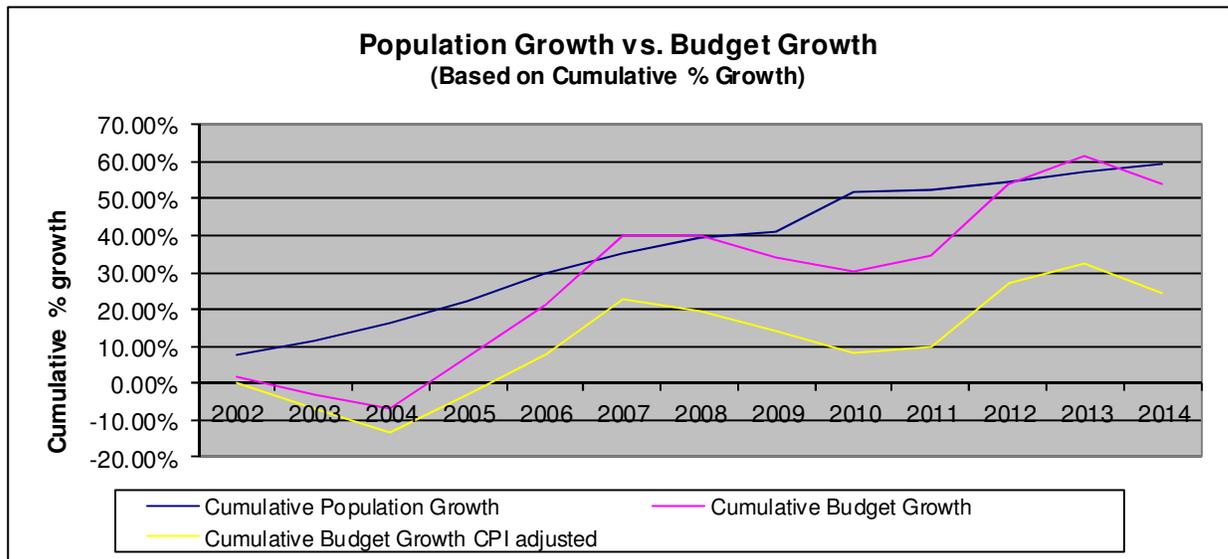
CONCLUSION

As indicated above, the budget for 2015-2016 is austere, however, it does work towards achieving the higher priority items that the Council has discussed, including an additional

emphasis on maintenance of Parks & ROW's; the creation of a Recreational Program; the restructuring of Economic Development and a greater focus on Urban Renewal; the addition of seven police patrolman and the staffing of a second ambulance crew.

A 1% COLA is included in both 2015 and 2016.

One important highlight is that as our population has continued to grow, our budget has not kept up with it. Over the time period of 2002-2014, our population has grown an overall annual average of 5.08%, while our budget has grown at only 3.17%. When adjusted for the Denver-CPI, the budget has grown at an average annual rate of only 0.79%. In fact, Fountain's actual budget/capita has shrunk at an average rate of 0.33% per capita/year over that time period.



It is difficult to continue to maintain the same quality of municipal services for our citizenry when the available dollars to spend per citizen are shrinking. That being said, this budget reflects our commitment to the City Council's direction and to responsible financial management within the limitations of the resources that 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. 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



2015/16 Budget

City of Fountain

January 1, 2015 – December 31, 2016

CITY COUNCIL



Gabriel Ortega, Mayor
Ward: At Large
Term Expires: 11/2017



Jim Coke, Mayor Pro-Tem
Ward: At Large
Term Expires: 11/2015



Sam Gieck, Council Member
Ward: #3
Term Expires: 11/2017



Greg Lauer, Council Member
Ward: At Large
Term Expires: 11/2017



Phil Thomas, Council Member
Ward: #2
Term Expires: 11/2015



Patricia St. Louis, Council Member
Ward: At Large
Term Expires: 11/2015



Sharon Thompson, Council Member
Ward: #1
Term Expires: 11/2017

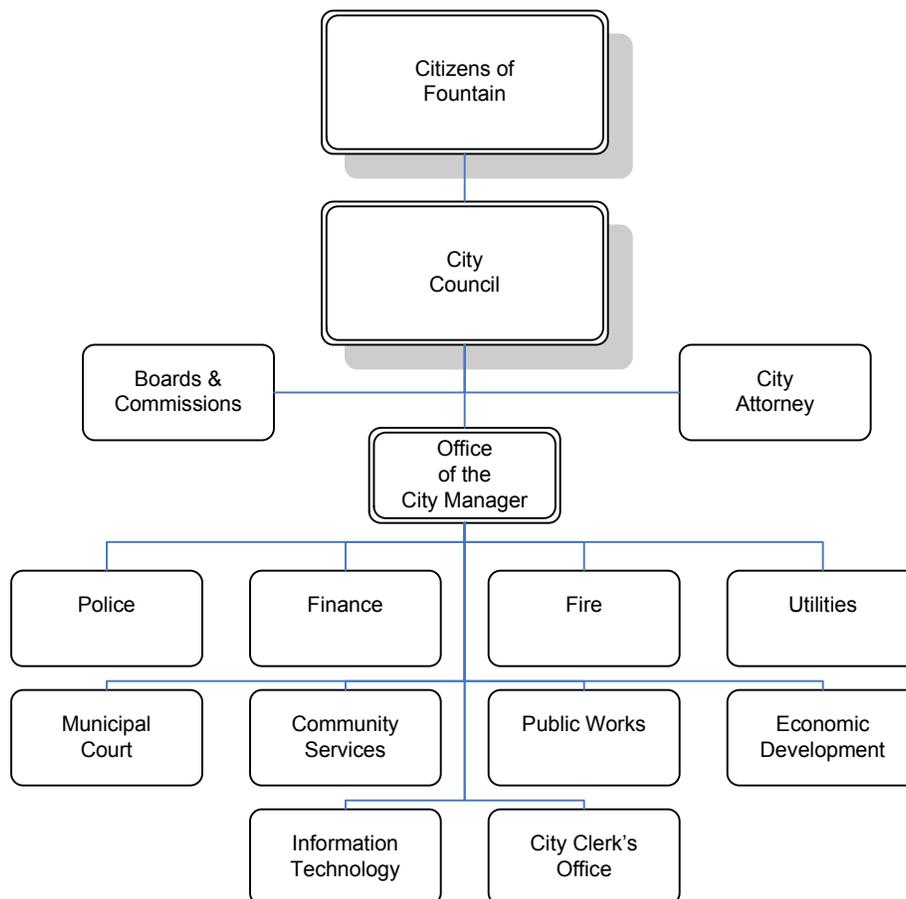


2015/16 BUDGET COMMUNITY INFORMATION

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 Council-members 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 Council-members 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





2015/16 BUDGET COMMUNITY INFORMATION

CITY STAFF

	<i>City Manager</i>	Scott Trainor	
<i>City Clerk</i>	Silvia Mascarenas	<i>Human Resources Manager</i>	Janette Arellano
<i>Court Administrator</i>	Teresa Frank	<i>IT Director</i>	Paul Lavelle
<i>Deputy City Manager</i>	Dave Smedsrud	<i>Community Svcs. Dir.</i>	Dave Smedsrud
<i>Economic Dev. Manager</i>	Kimberly Bailey	<i>Police Chief</i>	Todd Evans
<i>Finance Director</i>	Donald Yucuis	<i>Public Works Director</i>	Duane Greenwood
<i>Fire Chief</i>	Darin Anstine	<i>Utilities Director</i>	Curtis Mitchell
<i>Communications Mgr</i>	Luchia Tingley	<i>City Attorney</i>	Patrick McDivitt

2015 BUDGET CALENDAR

<i>April 22 to May 14</i>	Finance Director prepares revenue projections	<i>September 4</i>	Workers' Comp and Property Casualty quotes received
<i>May 22</i>	Budget Work Session with City Council	<i>September 5 to September 12</i>	Final revisions if changes necessary based on insurance information
<i>May 20 to June 20</i>	Salary and benefit budgets prepared	<i>September 29</i>	Draft delivered to City Council
<i>May 20 to June 20</i>	Departments develop budget request	<i>October 2</i>	Budget Work Session
<i>June 23 to August 5</i>	Finance review and meetings with each Department	<i>October 22</i>	Budget Work Session
<i>August 6 to August 15</i>	Internal review meetings	<i>October 30</i>	Budget Work Session (if needed)
<i>August 18 to August 22</i>	Refine department budgets	<i>November 18</i>	Public Hearing and First Reading of Budget Ordinance
<i>August 25 to September 26</i>	Budget document formatting and preparation	<i>December 9</i>	Second Reading of Budget Ordinance Public Hearing on GID#1 and #2 Resolution approving tax rates



2015/16 BUDGET COMMUNITY INFORMATION

COMMUNITY PROFILE

Year founded:	1859 (Incorporation in 1903)
Population:	June 2014- 28,108
Area:	Approx. 26.5 square miles
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, one dog park, and numerous other facilities. Fountain is 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): End of 2013 was 1% above the national average, however, Fountain was 4% below the 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).



The median home price in the Fountain 80817 zip code is averaging \$189,900 with an average of \$132 per sq ft according to local economists. New single family and patio home listings average \$215,900 for 2,000 sq ft (3 bed, 2 bath, 2 car garage) in September 2014. 2 to 3 bedroom townhomes rent for an average \$1,100/month.

Historic Background

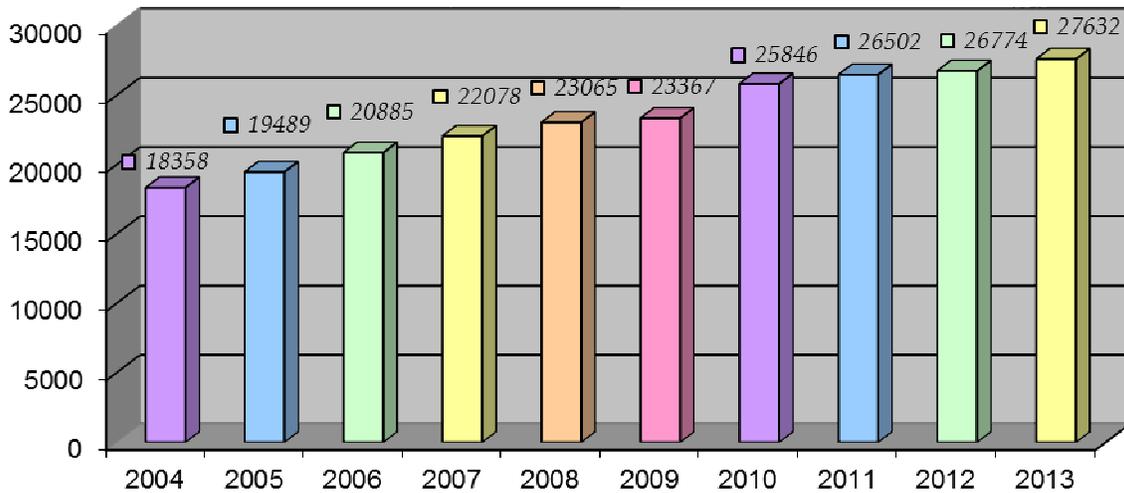
Incorporated in 1903, the City of Fountain is a full service municipality with its own electric and water utilities. The Mayor and a six-member City Council govern the city, with advisory boards and commissions such as the Planning Commission, Park and Recreation Board, and the Economic Development Committee. The City Manager administers all the departments. Fountain is a Home Rule City. Fountain is one of the fastest growing communities in the



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County, with an annual average growth rate from 2004-2013 of approximately 5%. 2010 was a big year for Fountain, with the growth rate at its highest point in a decade, 11%. 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.

City of Fountain Population Growth 2004 through 2013



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



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



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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 28,000 soldiers with over 43,000 family members and they expect to add a few thousand more by the end of 2013.

Climate

Coldest Month:	January
Average Low Temperature:	21 degrees
Warmest Month:	July
Average High Temperature:	85 degrees
Annual Avg. Days of Sunshine:	248
Annual Average Humidity:	38%-68%
Average Wind Speed:	20.89 m.p.h
Annual Average Snowfall:	20.8"
Annual Average Precipitation:	19.23"

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
- The Scotts Company (formerly Hyponex)- landscape materials
- Pavestone- decorative landscape manufacturer

Fountain's largest employers include:

- Adessa Auto Auction
- RMB Products
- Pavestone
- Peyton's Kroger Distribution center
- Walmart
- Safeway
- Lowe's Home Improvement
- 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.

In 2014, the City annexed in approx. 60 acres off of I-25 Exit 135 known as the South Academy Highlands. This land is being developed as a commercial district with retail giants Walmart and Sam's Club slated to open in late 2015.



To serve the commuter community, businesses include retailers like Lowe's, Safeway, Walmart Superstore, Walgreens, and AutoZone. While Applebee's was the first name brand casual restaurant in town, there were several other restaurants that opened in 2013-2014 including: Denny's, IHOP, Noodles & Company, and Jersey Mike's Subs. 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 in the central business district including the Achievement Gallery and Main Street Sisters Boutique.

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.



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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.



**2015/16 BUDGET
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Community Character
<i>Mission: "To promote a livable community that is appealing to residents and desirable for visitors.</i>
Goal 1: <i>A unique community with attractive characteristics for residents and visitors alike</i>
Objective A: Work with the Chamber of Commerce and Community to develop a brand and image for the City of Fountain.
Objective B: Continue to increase area and neighborhood signage that highlight unique aspects of the community.
Objective C: Support progressive code enforcement and neighborhood partnerships to encourage healthy and vital neighborhoods free of decline.
Objective D: Strengthen Efforts to improve quality of housing and commercial areas in the Exit 128 Royalty/Crest Neighborhoods.
Objective E: Rehabilitate the Appletree Golf Course to operational status

Healthy Community
<i>Mission: "To promote and encourage a healthy lifestyle in the community by providing resources for preventive and remedial health choices."</i>
Goal 2: <i>Support and promote a healthy community.</i>
Objective A: Support Fountain Valley Community Activity Nutrition (FV-CAN) organization to promote healthy lifestyles.
Objective B: Work with FV-CAN to investigate the feasibility of a community health day.
Objective C: Work with FV-CAN to evaluate citizen health related needs.
Goal 3: <i>Support and promote a healthy workplace.</i>
Objective A: Continue to demonstrate the City's commitment to a healthier community with support of workplace initiatives.
Objective B: Continue efforts to reduce employer cost of healthcare insurance.

Economic Development
<i>Mission: "To encourage planned growth by supporting a diverse business community through policies and programs that attract, retain and expand quality businesses."</i>
Goal 4: <i>A sustainable business community supported by policies and incentives required to grow and retain businesses.</i>
Objective A: Continued implementation of Council-approved Economic Development Plan.
Objective B: Support limited funding incentives that are focused on larger economic engines.
Objective C: Support Business Community and URA efforts to revitalize Olde Town Fountain.

Environment
<i>Mission: "To be responsible stewards of the natural resources impacted by current and future governmental operations."</i>
Goal 5: <i>Be environmentally conscious of the impact of governmental decisions and operations.</i>
Objective A: Develop a "Go Green" plan for the City.
Objective B: Work with solid waste providers to develop community-wide recycling program.
Objective C: Work with Partners to support ongoing restoration of Fountain Creek



**2015/16 BUDGET
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Infrastructure Development
<i>Mission: "To maintain a functional and effective infrastructure that facilitates the needs of people and businesses in the City of Fountain, Colorado."</i>
Goal 6: <i>Identify long range infrastructure needs.</i>
Objective A: Rank City of Fountain infrastructure needs on an annual basis.
Objective B: Provide for adequate Cemetery facility capacity.
Goal 7: <i>Develop long range infrastructure plans for high priority needs.</i>
Objective A: Develop implementation strategies for capital improvements, water system upgrades, storm water control, and utility upgrades.
Goal 8: <i>Implement long range infrastructure development plans for high priority needs.</i>
Objective A: Conduct feasibility analyses to align infrastructure needs and funding.
Goal 9: <i>Continue to Implement "Moving Fountain Forward" Transportation Initiatives</i>
Objective A: Continued support of Transit service.
Objective B: Implementation of Capital Projects funded through Moving Fountain Forward Initiative.

Public Safety
<i>Mission: "To provide the resources necessary for high public safety standards and citizen perceptions in the City of Fountain."</i>
Goal 10: <i>Improve the City's ability to respond to citizen public safety needs.</i>
Objective A: Address critical public safety staffing needs.
Objective B: Increase Public Education of Critical Public Safety Issues.
Goal 11: <i>Work to Ensure Quality Public Safety Facilities.</i>
Objective A: Implementation of Public Facility Master Plan for Fire, Police, and Communications Facilities.
Objective B: Develop Plan for new east Fountain Fire and Police substation facilities.

Customer Service
<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>
Goal 12: <i>Enhance the City's level of responsiveness to its citizens.</i>
Objective A: Improve Customer Access to needed services/work order processes.
Goal 13: <i>Improve the existing professionalism of City staff through increased training.</i>
Objective A: Enhance the annual professional development training program 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 2015/16.

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



2015/16 BUDGET COMMUNITY INFORMATION

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.

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Financial Policies and Fund Overview

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.

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.

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.



Financial Policies and Fund Overview

General Improvement District #2 Fund

The General Improvement District #2 Fund is used to account for the collection of a special mill levy within the District. GID #2 was created as a voluntary mechanism for developers to use to help fund a portion of development fees through the mill levy. Residential properties that are included pay a mill levy to pay these fees, as opposed to paying the fee at the time of the building permit. These are apportioned between Water and General Funds.

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

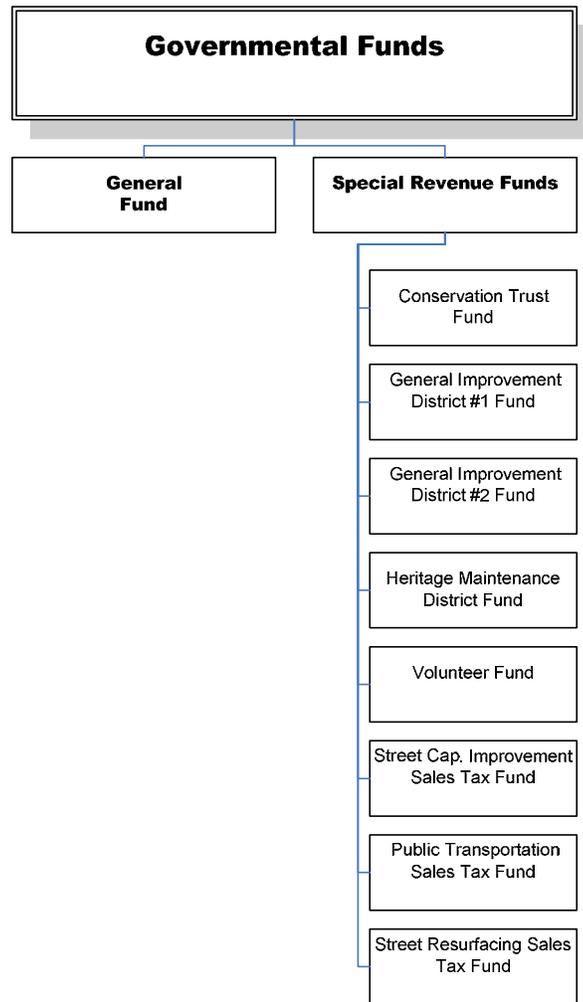
The Public Transportation Sales Tax Fund is used to account for the collection of .25% sales tax approved by the electorate on November 3, 2009 effective January 1, 2010. The tax shall be used for public transportation including transit services, transit improvements, and transit maintenance which may 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

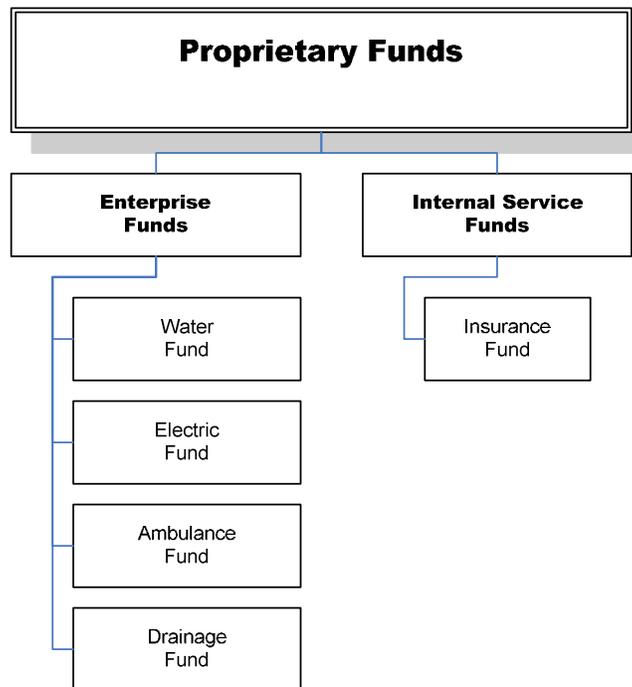
The Drainage Fund accounts for development fees that are collected to provide storm water improvements.

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.





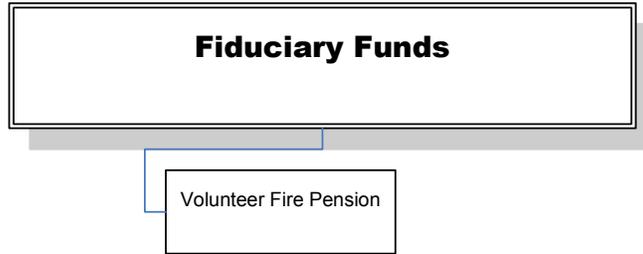
Financial Policies and Fund Overview

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
Community Services	Planning	General Fund
	Code Enforcement	General Fund
	Parks	General Fund
		Conservation Trust Fund
	Recreation	General Fund
Police	Administration	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
	Cemetery	General Fund
	Fleet Maintenance	Electric Fund
	Storm Drainage	Drainage Fund
		Heritage Maintenance District Fund
		Street Capital Improvements Sales Tax Fund
		Public Transportation Sales Tax Fund
		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 and procedures manual, adopted by the City Council in 2009 and most recently revised in May 2012.

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.



Financial Policies and Fund Overview

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 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 policies. The City, its



Financial Policies and Fund Overview

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)

- 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



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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 allowed in this policy as follows:
 - a. U.S. Treasury Obligations: Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips with maturities not exceeding five years from the date of purchase.
 - b. Obligations of Federal Instrumentality Securities and U.S. Government Agencies: Specifically mentioned in the law are securities issued by FNMA (federal national mortgage association) "Fannie Mae"; by GNMA (government national mortgage association) "Ginnie Mae"; by FHLMC (federal home loan mortgage corporation) "Freddie Mac"; by the FFCB (federal farm credit bank); and by the FHLB (federal home loan bank). Maturities shall not exceed five years from the date of purchase. Subordinated debt shall not be purchased.
 - c. Prime Commercial Paper issued by U.S. companies with maturities not exceeding 270 days from the date of purchase, which at the time of purchase is rated at least A-1 or the equivalent by at least two nationally recognized rating agencies.
 - d. The City's own securities including certificates of participation and lease obligations.
 - e. Local Government Investment Pools. Pursuant to CRS 24-75-701, et seq., local governments may pool moneys they do not immediately need in a "local government investment pool trust fund." The pooling of moneys permits local governments to take advantage of short-term investments for which they individually may not have sufficient minimum capital and to maximize net interest earnings. The pool trust funds may only invest in securities which all participating local governments may individually invest in. (CRS 24-75-704(1)) The investment pool trust fund is created by resolution, drafted and adopted by each participating government's governing body.
 - f. Time Certificates of Deposit or Savings Accounts in state or national banks which are state approved depositories per CRS 24-75-603, et seq. (as evidenced by a certificate issued by the State Banking Board) and are insured by the FDIC. Certificates of Deposit which exceed the FDIC insured amount shall be collateralized in accordance



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with the Colorado Public Deposit Protection Act. This collateral shall have a market value equal to or exceeding 102 percent of the difference between the insured amount and the County's total deposit of all funds with the institution. The City may deposit moneys only at financial institutions which are "eligible public depositories" pursuant to the Public Deposit Protection Act, CRS 11-10.5-101, et seq. Any official custodian of public moneys seeking to open a bank account in an eligible depository in Colorado must obtain public deposit account identification numbers from the Colorado Division of Banking. The Division of Banking designates and certifies a bank as an "eligible public depository." If the City is seeking to use an eligible public depository, a copy of the bank's "eligible public depository designation certificate" should be obtained.

- g. Repurchase agreements for any of the U.S. Government and agency securities listed in paragraphs one and two above, under certain conditions, including that the securities must be marketable; that the market value of such securities at all times must be at least equal to the funds invested by the investing public entity; and that the title must be transferred and the securities must actually be delivered.
- h. Certain money market funds. Statutes impose several conditions including registration of the fund under the federal "Investment Company Act of 1940"; that the fund seeks to maintain a constant share price; the fund charges no sale or load fees; the fund invests only in securities listed above, with a few specific exceptions; the securities have maximum maturity as specified in rule 2a-7 of the federal "Investment Company Act of 1940" with additional limitations; the fund has assets of a certain amount; or has the highest current rating from a nationally recognized rating agency; or consists of certain securities; and the dollar-weighted average portfolio maturity meets requirements of rule 2a-7 with additional limitations.
- i. Certain guaranteed investment contracts purchased only with debt, certificates of participation, or lease-purchase agreement proceeds, but no refunding proceeds.
- j. U.S. dollar denominated corporate or bank debt, issued by a corporation or bank organized and operating within the United States with a net worth in excess of \$250,000,000; the debt must carry a rating at the time of purchase of at least AA- or the equivalent by at least two nationally recognized rating agencies; and the book value of the local government's investment in this type of debt shall at no time exceed 30 % of the City's investment portfolio, or five percent of the book value if the debt is issued by a single corporation or bank.

- 1.5.9 Prohibited Investments. It shall be the policy of the City to refrain from investment in SBA's, banks or savings and loan associations who secure more than 5% of their deposits through brokers, or whose equity to asset ratio is less than 3%, or to invest in GNMA's or Eurodollar TD's, Eurodollar CD's, Equity Mutual Funds, Unit trusts, and government backed funds not allowed by C.R.S. 24-75-601 as amended.

Examples of securities the City shall not invest in include the following types of securities: equities—common or preferred stock of corporations; Certificates of Deposit (CDs) in out-of-state banks; real estate; commodity futures; collateralized mortgage obligations (CMOs), except those issued directly by government agencies; unit investment trusts (UIT); obligations of the Student Loan Marketing Association (SLMA); art and other collectibles.



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- 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 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.



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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 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.

Securities that have been downgraded below minimum ratings described herein may be sold or held at the City's discretion. The portfolio will be brought back into compliance with Investment Policy guidelines as soon as is practical.

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.



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- 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.

- 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.



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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.
- 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.



Financial Policies and Fund Overview

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.

- 3.1.1 Fund Accounting. Unlike most private enterprises, the City provides many services which, were they not provided by a government agency, would be considered monopolistic. Therefore, many of the free market economic controls, such as price, no longer ensure that services are provided in the most effective and efficient manner possible. Also, unlike most private enterprises, governments have the ability to raise revenues through taxes rather than through the exchange of goods or services. Taxes are not usually applied strictly on the basis of the services received in exchange.

These two basic differences between private enterprise and governments have led citizens (taxpayers) and other groups with particular interests in government to see “non-market-place” means of controlling the expenditures of government. Legal and political constraints have been instituted which require governments to expend monies in certain restricted ways. Certain resources, such as some Federal grants, are legally available only if they are used for specific programs, e.g., the Community Development Block Grant program. The City is required to refund these resources if they have not been used within the specific conditions established by law or the grant agreement.

In order to account for these resources and the related expenditures, an accounting theory based on a measurement unit called a fund was developed. Instead of putting all the City’s resources together in one set of accounts and then trying to figure out what was related to what, the City’s resources are accounted for in separate sub-entities called funds.

Each fund is a self-balancing set of accounts which records all the activity concerning the assets, liabilities, equity, revenues, and expenditures needed to carry on a specific activity. The separation of the City’s activities into funds allows the City to maintain the appropriate (required) controls over expenditures for each activity and to report on specific activities to interested citizens.

- 3.1.2 Fund Types. All funds are classified into six (6) fund types. These fund types, and the purpose of each:
- a. General Funds. To account for the administrative, police and fire protection, parks, recreation, community development and technology functions of the City. Principal sources of revenue consists of property taxes, franchise and occupancy taxes, sales and use taxes, licenses and permits, grants, charges for services, intergovernmental revenue, interest earnings, and operating transfers from other funds. Major expenditures are for personal services, materials and supplies, purchased services, capital outlay and transfers to other funds.
 - b. Special Revenue Funds. To account for the proceeds of specific revenue sources that are legally restricted to expenditures with specified purposes.



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- c. Capital Projects Fund. To account for resources designated to acquire and construct capital facilities primarily related to infrastructure, except for minor acquisitions financed from regular operating funds.
- d. Debt Service Fund. To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- e. Enterprise Funds (also called Business or Proprietary Funds). To account for operations (a) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
- f. Fiduciary Funds. To account for resources received and held by the City in a fiduciary capacity. Disbursements from these funds are made in accordance with the trust or other agreements or conditions of the trust for the particular source of funds.

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:

- a. Cash Basis – Transactions are recognized only when cash is received or disbursed.
- b. 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.
- c. 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 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



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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

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.



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- 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 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



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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





General Fund 2015-2016 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. The following is an overall forecast of the City of Fountain's Revenues & Expenditures, for the years covering 2015 and 2016 including historical 2012 and 2013 actuals (audited) and 2014 estimated.

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

GENERAL FUND

2012 and 2013 ACTUALS, 2014 ESTIMATED AND BUDGET AND 2015-2016 BUDGET

SUMMARY OVERVIEW							
	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	2014 Actual to Budget	2015 BUDGET	2016 BUDGET
SOURCES OF FUNDS							
Beginning Fund Balance	\$2,154,967	\$4,250,313	\$2,108,603	\$2,108,603		\$4,507,885	\$4,519,474
Est. Tabor refund Previous year							
Sales Tax	\$5,633,146	\$5,848,928	\$6,000,000	\$5,789,790	\$210,210	\$6,100,000	\$6,684,000
Use Tax	\$1,487,007	\$1,367,789	\$1,189,650	\$1,189,650	\$0	\$1,190,000	\$1,190,000
Property Tax	\$1,594,662	\$1,624,450	\$1,640,950	\$1,628,400	\$0	\$1,720,000	\$1,850,000
Other Taxes	\$1,780,553	\$1,861,009	\$1,893,475	\$1,823,700	\$69,775	\$1,909,700	\$1,885,790
Licenses and Permits	\$87,815	\$127,894	\$96,140	\$85,670	\$10,470	\$110,750	\$110,750
Intergovernmental Revenue	\$1,258,243	\$827,352	\$1,423,509	\$915,340	\$508,169	\$943,200	\$946,700
Charges for Services	\$330,166	\$446,559	\$382,910	\$387,210	(\$4,300)	\$395,300	\$404,120
Fines and Court Costs	\$469,968	\$343,706	\$334,924	\$493,550	(\$158,626)	\$407,700	\$458,700
Other Income	\$510,213	\$277,668	\$2,885,200	\$2,830,130	\$55,070	\$216,400	\$216,400
Total Operating Revenue	\$13,151,773	\$12,725,355	\$15,846,758	\$15,143,440	\$690,768	\$12,993,050	\$13,746,460
Non-operating Revenue:							
Transfer from Impact							
Transfer from Water for IT/BLDG	\$291,649	\$328,350	\$328,350	\$328,350	\$0	\$331,954	\$331,954
Transfer from Ambulance for IT	\$3,080	\$2,290	\$2,290	\$2,290	\$0	\$1,955	\$1,955
Transfer from Electric for IT/BLDG	\$351,570	\$344,630	\$344,630	\$344,630	\$0	\$515,435	\$515,435
Transfer from UTW Proceeds	\$0	\$0	\$80,730	\$80,730	\$0	\$700,780	\$589,500
Transfer from Street Capital and Street Resurfacing	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
Transfer from Insurance Fund	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0
Investment Income	\$13,999	(\$7,882)	\$15,000	\$14,250	\$750	\$25,000	\$20,000
Proceeds from capital lease/bonds	\$3,188,485	\$474,571	\$609,300	\$609,300	\$0	\$0	\$645,000
Total Non-operating Revenue:	\$3,848,783	\$1,141,959	\$1,380,300	\$1,379,550	\$750	\$1,825,124	\$2,153,844
Total Revenue	\$17,000,556	\$13,867,314	\$17,227,058	\$16,522,990	\$691,518	\$14,818,174	\$15,900,304



General Fund 2015-2016 Projections

USES OF FUNDS							
Operating Expenditures:							
Council	\$39,932	\$34,462	\$35,440	\$38,840	(\$3,400)	\$38,840	\$38,840
Judicial	\$247,730	\$245,152	\$248,069	\$256,740	(\$8,671)	\$255,190	\$259,290
Economic Development	\$178,021	\$259,849	\$277,370	\$280,930	(\$3,560)	\$279,360	\$279,360
Elections	\$13,131	\$19,357	\$25,100	\$0	\$25,100	\$15,000	\$25,000
Administration	\$752,756	\$719,540	\$845,727	\$797,130	\$48,597	\$610,650	\$618,530
Information Technology	\$684,726	\$654,873	\$838,720	\$838,950	(\$230)	\$997,100	\$965,880
Planning	\$246,274	\$235,700	\$252,979	\$230,145	\$22,834	\$202,660	\$205,560
Engineering	\$226,689	\$210,049	\$206,343	\$244,940	(\$38,598)	\$222,370	\$225,810
Police	\$4,517,443	\$4,497,868	\$4,568,237	\$4,223,230	\$345,007	\$5,157,180	\$5,559,970
Fire	\$2,144,495	\$2,239,111	\$2,231,660	\$2,361,980	(\$130,320)	\$2,412,490	\$2,444,240
Communications	\$869,307	\$945,653	\$928,800	\$1,063,440	(\$134,640)	\$994,215	\$1,009,675
Streets	\$1,441,442	\$1,114,341	\$1,179,401	\$1,232,760	(\$53,359)	\$1,133,200	\$1,127,340
Building Maintenance	\$217,231	\$206,723	\$201,260	\$234,210	(\$32,950)	\$248,380	\$250,890
Code Enforcement	\$216,304	\$252,474	\$256,048	\$259,790	(\$3,742)	\$266,860	\$268,660
Cemetery	\$37,031	\$23,346	\$27,500	\$5,000	\$22,500	\$27,500	\$27,500
Parks	\$462,879	\$455,278	\$480,120	\$435,750	\$44,370	\$537,930	\$544,570
Community Outreach	\$75,817	\$68,475	\$66,300	\$78,300	(\$12,000)	\$66,300	\$66,300
Recreation	\$0	\$0	\$0	\$0	\$0	\$142,555	\$143,725
GIS	\$0	\$0	\$0	\$0	\$0	\$6,495	\$6,495
Ambulance subsidy	\$153,262	\$268,603	\$200,000	\$22,580	\$177,420	\$150,000	\$100,000
Transfer to electric for fleet maint	\$336,530	\$329,250	\$329,247	\$329,247	\$0	\$360,380	\$360,380
Total Operating Expenditures	\$12,861,000	\$12,780,104	\$13,198,321	\$12,933,962	\$264,359	\$14,124,655	\$14,528,015
Debt Service:							
Bonds Principal & Interest							
Capital Lease Obligations	\$225,158	\$482,429	\$532,860	\$496,280	\$36,580	\$514,930	\$572,340
Note Principal & Interest							
Total Debt Service	\$225,158	\$482,429	\$532,860	\$496,280	\$36,580	\$514,930	\$572,340
Capital Expenditures:							
Administration	\$0	\$0	\$0	\$4,000	(\$4,000)	\$0	\$0
Information Technology	\$8,427	\$26,988	\$249,795	\$249,795	\$0	\$100,000	\$22,500
Police	\$187,932	\$806,909	\$477,400	\$463,400	\$14,000	\$0	\$245,000
Fire	\$1,422,602	\$1,674,109	\$0	\$0	\$0	\$31,000	\$463,750
Communications	\$0	\$17,299	\$0	\$0	\$0	\$0	\$0
Streets	\$50,000	\$40,182	\$249,000	\$221,000	\$28,000	\$36,000	\$40,000
Code Enforcement							
Parks	\$150,091	\$181,004	\$120,400	\$0	\$120,400	\$0	\$0
Cemetery			\$0			\$0	\$0
Total Capital	\$1,819,052	\$2,746,491	\$1,096,595	\$938,195	\$158,400	\$167,000	\$771,250
Total Expenditures	\$14,905,210	\$16,009,024	\$14,827,776	\$14,368,437		\$14,806,585	\$15,871,605



General Fund 2015-2016 Projections

FUND BALANCE						
Ending Fund Balance	\$4,250,313	\$2,108,603	\$4,507,885	\$4,263,156	\$4,519,474	\$4,548,173
Minimum Reserve 20%	\$2,572,200	\$2,556,021	\$2,639,664	\$2,586,792	\$2,824,931	\$2,905,603
Excess Reserve	\$1,678,113	(\$447,418)	\$1,868,221	\$1,676,364	\$1,694,543	\$1,642,570

General Fund - Summary Fund Balance	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2015 BUDGET	2016 BUDGET
NonSpendable Notes Receivable	\$100,000	\$25,663	\$0	\$0	\$0
Restricted:					
- (1) Public Safety/ Streets - UTW Proceeds	\$0	\$0	\$2,419,297	\$1,718,517	\$1,129,017
- Fire Station Construction/Police Station Remodel	\$2,499,423	\$121,934	\$0	\$0	\$0
- (1) 3% Emergencies	\$393,000	\$378,000	\$396,000	\$424,000	\$436,000
- Park Improvements	\$311,804	\$283,566	\$408,566	\$483,566	\$558,566
- School Zone	\$50,725	\$58,066	\$58,066	\$58,066	\$58,066
- Traffic Signal	\$208,000	\$208,000	\$208,000	\$220,500	\$220,500
- Public Safety Capital Improvements	\$110,169	\$443,783	\$0	\$0	\$0
- (1) Unrestricted	\$577,192	\$589,591	\$1,017,956	\$1,614,825	\$2,146,024
	<u>\$4,250,313</u>	<u>\$2,108,603</u>	<u>\$4,507,885</u>	<u>\$4,519,474</u>	<u>\$4,548,173</u>
Total General Fund balance as a % of operating expenditures	33.0%	16.5%	34.2%	32.0%	31.3%
(1) -Total Unrestricted/ Emergency General Fund Balance as a % of operating expenditures	7.5%	7.6%	29.0%	26.6%	25.5%

Pursuant to City financial policy, unreserved fund balance should not fall below 20% of current year operating expense budget. This includes approximately two months expenditures (17%) plus the 3% emergency reserve required under the TABOR amendment.

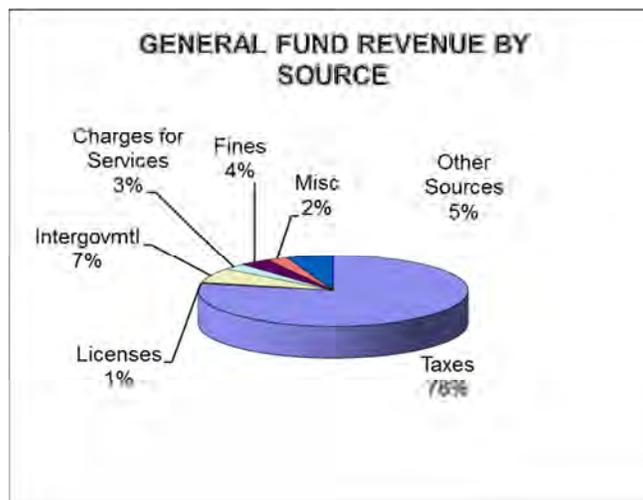


General Fund Revenues

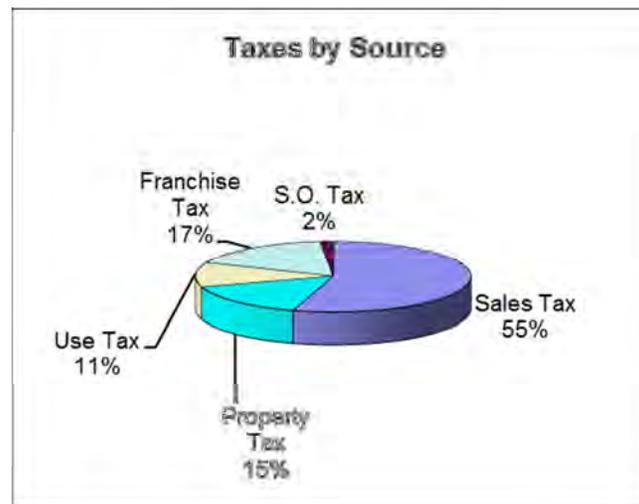
Realistic revenue forecasting is essential to sound financial planning. Revenue forecasting becomes more difficult in times of economic uncertainty and change. The Finance Department utilizes a number of techniques in projecting revenues, depending on the each revenue sources characteristics.

- 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 55% of total tax revenue in the General Fund.

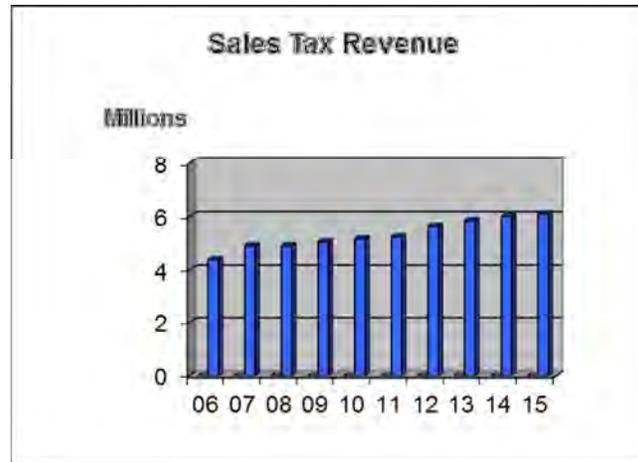




General Fund Revenues

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 1.23%, the businesses located in Fountain are collecting a total of 7.88%. The Colorado Department of Revenue collects sales tax for the City. Sales tax payments are due to the Department of Revenue by the 20th of the following month and the City receives the distribution from the Department of Revenue around the 12th of the following month. There is a two month lag in receiving the sales tax from the time the business collects the tax.



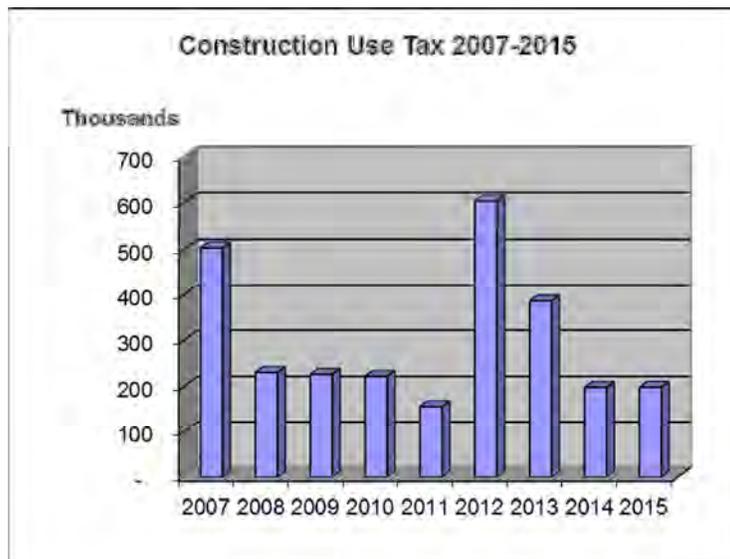
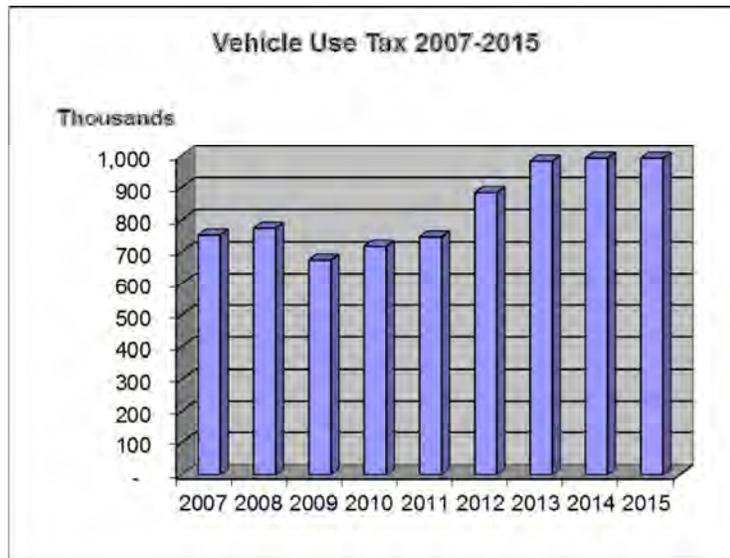
Recovery of this revenue source has continued since 2009. While 2011 only saw an increase of 1.5%, 2012 recorded the biggest recovery from the recession of 7.5%. Actual 2013 collections decreased again with an increase of 3.8%. The actual sales tax revenues collected through the 2nd quarter of 2014 reinforce the expected increase of approximately 3% at years' end with projected revenue of \$6,000,000. Projected collections for 2015 total \$6,100,000, which adds a 1.7% inflationary increase. The sales tax revenue from the new UTW annexation is expected to make an impact in 2016 with a 9.5% estimated increase over 2015 estimates. The UTW development will be funded from 2.5% of the 3.75% sales tax on the businesses in the annexed area. Currently, Wal-Mart and Lowe's continue to be 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. While 2010 and 2011 were low points for construction of new homes in the City, 2012 rebounded with an increase of 67.51% in use tax due to several residential development areas and the development of a 245 unit apartment complex near the Mesa Ridge and Sneffels intersection. The forecast for 2014 expected 95 new home starts, and, as of July, there have been 81 starts. The 2015 and 2016 projections indicate approximately 100-125 new home starts. Use tax from vehicle purchases continues to increase with an increase of 10.74% in June 2014 from the same period in 2013. Total use tax for 2015 and 2016 is projected at \$1,190,000 for each year. The column charts below provide a ten year history of use tax revenues' two major sources.



General Fund Revenues

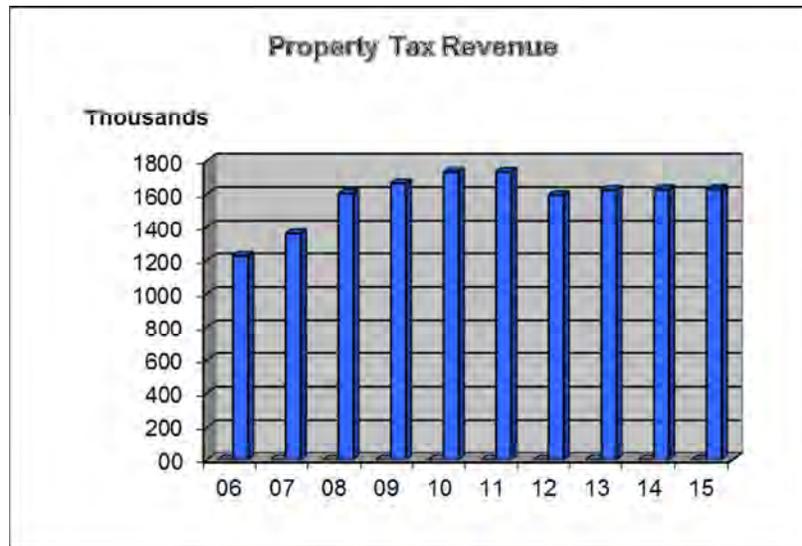


Property Tax

Based on valuations received from the El Paso County Assessor, revenue from property taxes is expected to be \$1,640,950 in 2014 which is \$16,500 more than actual collections for 2013. Preliminary assessed valuation information provided by the El Paso County Assessor's Office indicates property tax revenue for 2015 will be \$1,720,000 an increase of 4.8%. Based on the average annual increase in assessed valuation for the last 10 years, the forecast for 2016 includes a 3% increase in property tax, pending reassessments that will be completed in 2015 plus property tax from the UTW businesses. Real property is reassessed in odd numbered years in Colorado. The City's mill levy of 10.239 has not changed for twenty-five years. The following column chart provides a ten year history of property tax.



General Fund Revenues



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 \$1,100,000 for 2015. Total revenue from franchise fees is projected to be \$1,909,700 for 2015.

LICENSES AND PERMITS

Revenue derived from various types of licenses and permits is expected to be \$110,750 for 2015 and increase at a rate of 2% 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 2015 are expected to total \$647,500 and \$650,000 for 2016.

Revenue generated from the El Paso County Road and Bridge mill levy is estimated to total \$27,000 in 2015 and \$27,500 in 2016.

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 \$75,000 from park impact fees during 2015. Revenue from development fees is expected to total \$60,000 during 2015.



General Fund Revenues

FINES AND FORFEITURES

Revenue from traffic fines is expected to be \$407,700 and \$458,700 for 2015 and 2016, 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. \$28,000 is expected to be collected in School Zone Fees during both 2015 and 2016.

MISCELLANEOUS REVENUE

The City will earn an estimated \$25,000 and \$20,000 for interest on investments during 2015 and 2016, respectively. Rental of facilities and other miscellaneous sources will total \$51,400 for both 2015 and 2016.

TRANSFERS AND OTHER FINANCING SOURCES

It has been assumed, for budget purposes, that between 100 and 125 new residential units will be built in 2015 and 2016 and that the impact fee generated will average \$375 per residential dwelling unit. Based on these assumptions, \$47,000 is expected to be collected in impact fees during 2015 and 2016. This revenue will be transferred to the General Fund for reimbursement for planning, police and fire protection services pursuant to Ordinance No.718.

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. A new annual transfer of \$50,000 from Street Resurfacing and Street Capital Funds for Public Works related Engineering and Administrative expenses and a one-time transfer in 2015 of \$200,000 from the Insurance Fund. Proceeds from the UTW annexation for annual police related expenses are also included here.



General Fund Expenditures

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. A 1% pay increase is included in both 2015 and 2016.

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

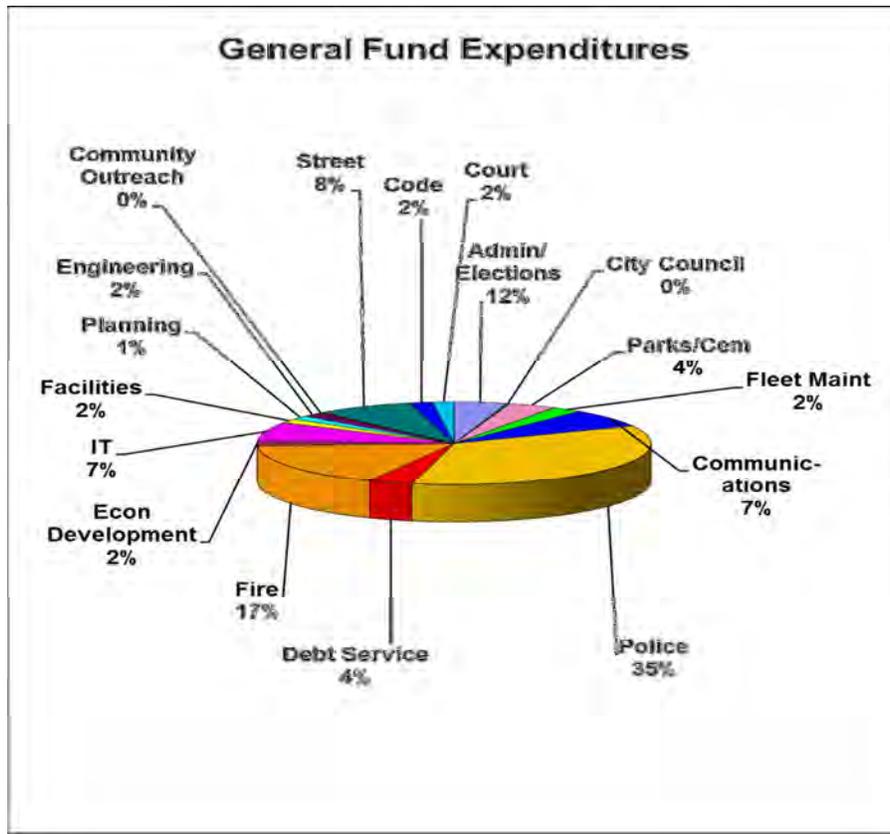
This category includes items that are fixed costs to the government and include items such as depreciation, rent, property/casualty insurance premium, bank charges/broker fees, and rental of equipment.

Capital

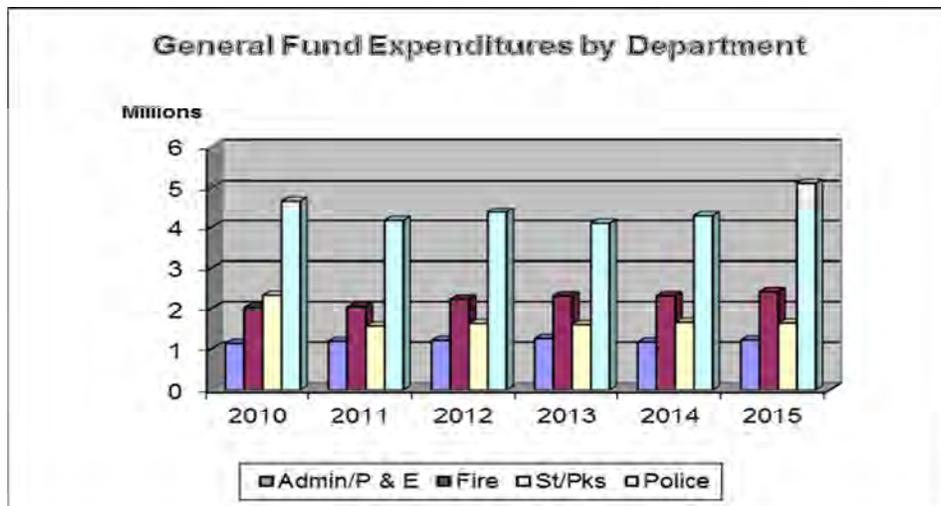
A capital expenditure is the purchase of an asset used in operations where the individual or per unit cost of the item is \$5,000 or more AND the expected useful life of the asset is more than one year. Examples are vehicles, equipment, water rights, land and buildings.

Total 2015 General Fund budgeted expenditures total \$14,806,585 and 2016 totals \$15,871,605. The following pie chart provides an overview of expenditures by department.

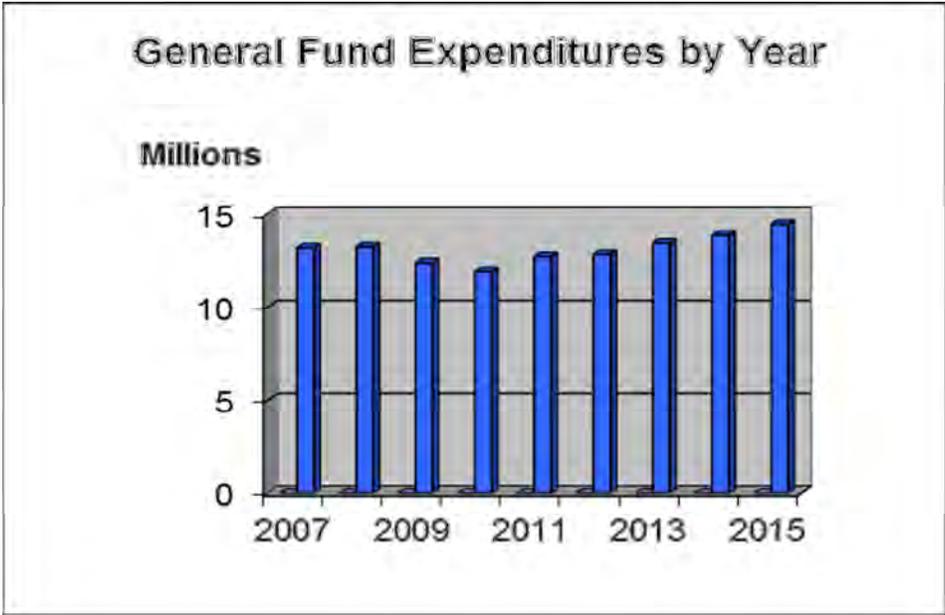
General Fund Expenditures



The following column chart provides a six 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 nine 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.

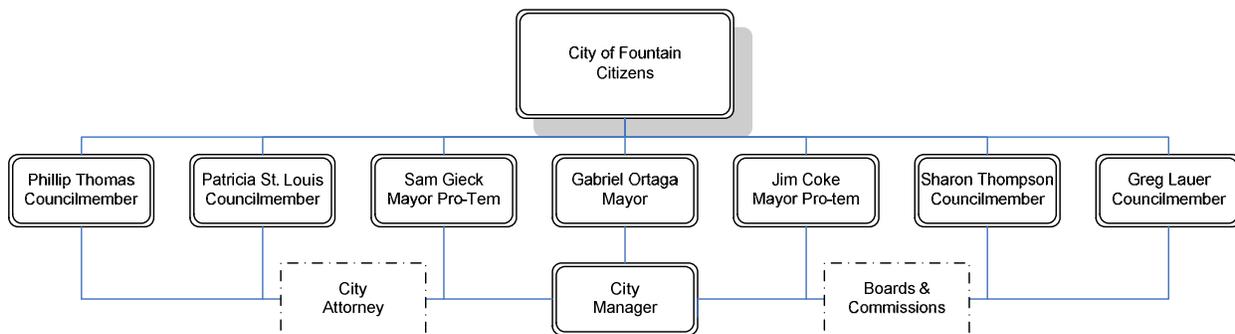
VISION AND VALUES

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



2013/14 HIGHLIGHTS

- Continued sponsorship of Lorraine Community Center, Fountain Valley Senior Center, and YMCA. Support of the FV-CAN (Fountain Valley Community Activity Nutrition) initiative.
- Implementation of MindMixer Citizen Engagement Software
- Complete FireHouse #1 and remodel of Police Station
- Implementation of initial Recreation Task Force and hiring of Recreation Coordinator.

2015/2016 GOALS

- Continued sponsorship of Lorraine Community Center and Fountain Valley Senior Center. Support of the FV-CAN (Fountain Valley Community Activity Nutrition) initiative.



City Council

- Complete Strategic Planning update process.
- Expansion of Recreation Programs.
- Completion of Parks & Recreation Master Plan

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$31,032	\$28,796	\$28,840	\$28,840	\$0	\$28,840	\$28,840
Purchased Services	\$8,900	\$5,666	\$6,600	\$10,000	(\$3,400)	\$10,000	\$10,000
Total	\$39,932	\$34,462	\$35,440	\$38,840	(\$3,400)	\$38,840	\$38,840



Municipal Court

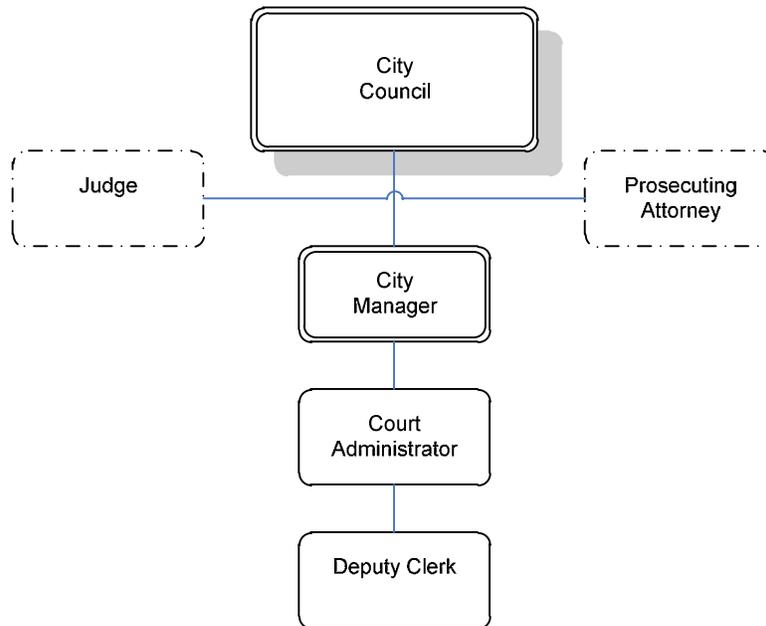
DESCRIPTION

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 Tuesday, where Defendants are offered plea agreements that the City Prosecutor has prepared ahead of time. Regular sessions of Court are on Thursday evenings beginning at 5 PM. 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	2013	2014	2015	2016
Court Administrator	1	1	1	1
Deputy Clerk	1	1	1	1
Total Full-Time Employees	2	2	2	2

2013-2014 HIGHLIGHTS

- Compliance with Record Retention Schedule.
- Worked with programmer to significantly improve Court Program for future needs until new program can be implemented.
- Improved and added payment options.
- Work with City Attorney to review City’s Codebook and assist with updating.



Municipal Court

- Worked with Police Dept, City Prosecutor and Fountain Middle School on creation of a Peer Panel (Teen Court) for juveniles.

2015/2016 GOALS

- Continue Professional Court Training.
- Access County, State and Federal Court resources through CCIC / NCIC.
- Expedite plea offers and payment of fines and costs through collaboration with City Prosecutor.
- Work with Police Department to reduce duplication of effort and increase accuracy of ticket entry.
- Continue to work with PD, prosecutor and Fountain Middle School to perfect / fine tune Peer Panel process.

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$176,844	\$181,993	\$179,789	\$183,810	\$4,021	\$187,400	\$190,600
Materials and Supplies	\$2,088	\$2,006	\$2,200	\$2,200	\$0	\$1,500	\$1,500
Purchased Services	\$66,335	\$58,719	\$63,580	\$67,730	\$4,150	\$63,690	\$64,190
Fixed Charges	\$2,463	\$2,434	\$2,500	\$3,000	\$500	\$2,600	\$3,000
Total	\$247,730	\$245,152	\$248,069	\$256,740	\$8,671	\$255,190	\$259,290

ACTIVITY MEASURES

	2012	2013	6/16/2014
Traffic Cases Filed	4427	2381	789
Non-Traffic Cases Filed	387	451	106
Code Enforcement Cases Filed	17	4	5
Animal Control Cases Filed	82	81	27
Parking Cases Filed	299	236	14
TOTAL CASES FILED	5212	3153	941
% of Cases Cleared	4332/83%	2639/83%	1006
Cases Filed per FTE	2606	1576	470



Economic Development

DESCRIPTION

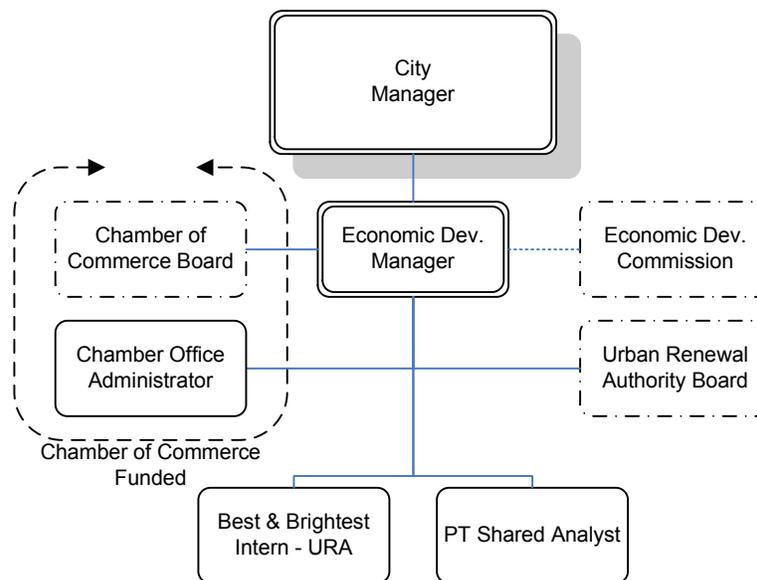
The Economic Development program of the City is housed within the City Manager’s office and oversees all commercial/industrial recruitment and retention activities, as well as oversight of urban renewal.

At the end of 2014, the City and Chamber of Commerce came together under a mutual operating agreement to have the Economic Development functions combined with the Chamber of Commerce functions, with oversight provided by the Economic Development Manager.

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	2012	2013	2014	2015*
Economic Development Manager *2014/2015 reclassified to Manager	1	1	1	1
Total Full-Time Employees	1	1	1	1

2013/2014 HIGHLIGHTS

- Director attended the Regional Development Corporation meeting, a small business loan fund.
- Director worked with the Chamber and other constituents on the Lodgers tax initiative.
- The Olde Town Revitalization Plan was a milestone project contracted with the consultant, Ensign. It included a comprehensive blight study, leakage study, Plan formulation, and a description map for regional visitors. In addition, a video of Olde Town and a feasibility study for a rail yard to develop employment centers for Olde Town were conducted.
- New funding mechanisms were pursued for an industrial development infrastructure.
- Meetings took place with the state historic society pertaining to a historic site in downtown Fountain.



Economic Development

- Worked with over 40 businesses on variety of needs to start or grow in Fountain.
- Several meetings took place over the past year which could afford broad access to multiple resources and contacts for Fountain, including: the Governor's Office of Economic Development, the Regional Development Corporation, the Regional Business Analysis, and the Southern Colorado Economic Form.
- Targeted research was amassed for the development of an attraction package to serve "food deserts" like Olde Town in gaining a Grocer entity.
- 2013 Business Resource Directory was updated for general distribution to local businesses.
- The efforts of FURA (Fountain Urban Renewal Authority) involved devising the statutory requirements for consultants, budget forecasts, demolition of blight, and the South Academy Highlands Urban Renewal Plan. The Plan involved bond issuance for funding long-term blight initiatives of the City.
- The Director collaborated with the Visitors Bureau about opportunities to bring more tourism and funding to the Pikes Peak International Racetrack.
- The Downtown Revitalization Taskforce was formed and a first draft of the downtown recruitment package was completed.
- The Sanmina SCI building's new ownership and tenant prospecting was a large project in the latter half of 2014, which involved the formation of a public-private partnership, and new development will continue into the new fiscal year.
- Partnering with the Front Range and Governor's Office of Economic Development to designate the SCI building as a federal EDA "Investing in Manufacturing communities Partnership" contender. The task involved the collection of extensive data and fill out an application with details about Fountain. This assures Fountain's inclusion in the Front Range partnership and greatly facilitates access to funding.
- Held meetings with the State Office of Economic Development and Regional Business Alliance in an effort to secure manufacturing development monies to full vacant manufacturing plant(s) with tenants or retool for new adaptive uses.
- Promoted Fountain businesses with the writing and layout of the Fountain Visitors Guide to attract new residents and promote the City's businesses and amenities. Created smaller renditions for cheaper, broader distribution, including "Things To Do in Fountain".
 - Created and updated all marketing materials for recruiting businesses to Fountain, including the web site and all its contents. Collected and maintained all the data businesses need to make decisions about Fountain sites, including land and buildings database and traffic counts.
 - Created sales packages to assist with the City processes.
 - Installed new signs on the interstate to promote local business districts. Completed a new series of historic way-finding signs for downtown to brand the area and promote tourism and shopping. (Strategic Plan Goal 1B)
- Supported Fountain businesses (Strategic Plan Goal 4B) by looking into a business development program or incubator and the EDC considered partnering with established programs to be more cost effective. The director served on the Pikes Peak Regional Development Corporation board and on the Small Business Development Center Advisory Board, providing business counseling and funding sources for businesses. Visits local businesses regularly to ascertain their needs, and hold at least five small businesses forums to receive input. This led to an overhaul of the sign and parking regulations, and the creation of several easy to read development guides, explaining government processes to small business owners.



Economic Development

- Recruited new businesses by attending trade shows and conventions to recruit new businesses, such as retailers, office buildings, racing facilities, medical facilities and hospitals, movie theaters, assisted living facilities, and hotels.
 - A Solar Farm prospect was connected with the various entities on renewal energy policy and engineering of design infrastructure requirements for land identified within Fountain.
 - The orchestration of grants and sub-lease terms for six manufacturers in Fountain.
 - Assisted Pikes Peak International Raceway with its expansion and attraction plans for driving schools, hotels, retailers, manufacturers, solar power, and race car specialty businesses.
 - Worked with Fort Carson to bring new Combat Aviation Brigade at I-25 Exit 128, and redesigned the road leading to the gate to assure the Fountain gate is the main gate for the new brigade, driving business development along the path.
 - Worked closely with all commercial brokers representing Fountain properties to secure tenants or buyers, then assisted them throughout the process to expedite their arrival.
 - Worked on access issues that make Fountain sites less desirable, especially access at Hwy 85 and Mesa Ridge Parkway, Mesa Road, Indiana Avenue and Hwy 85, Charter Oak Ranch Road, and CatTail Marsh.
 - Worked with Union Pacific, BNSF, land owners, CSEDC, CSU, and the Economic Development Administration to assess the viability of a rail served industrial park and sought grant for study.
- A CDBG grant was secured on behalf of Urban Renewal to rehab a blighted property. Worked with prospective developers and commercial brokers representing the I-25 Exit 128 Gateway area to find tenants for the blighted properties. Assisted businesses to find creative ways to meet current codes despite long term blight and vacancy. (Strategic Plan Goal 1C)
- Engaged in a branding initiative by working with Colorado Springs regional branding taskforce on a regional brand to assure Fountain's new brand and image will fit in, and stand out. (Strategic Plan Goal 1A)

2015/2016 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 and 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.
- 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.
- Continue 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 4B).
- 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.



Economic Development

- If funding allows, continue 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.
- Continued implementation of Olde Town Revitalization Plan, in coordination with other departments.

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Budget to Actual	2015 BUDGET	2016 BUDGET
Materials and Supplies	\$99	\$101	\$200	\$200	\$0	\$400	\$400
Purchased Services	\$177,922	\$259,748	\$277,170	\$280,730	(\$3,560)	\$278,960	\$278,960
Total	\$178,021	\$259,849	\$277,370	\$280,930	(\$3,560)	\$279,360	\$279,360

ACTIVITY MEASURES

	2012	2013	2014 thru June 30
Business Contacts - Commercial	Approximately 400 hours	Approximately 450 hours	Approximately 300 hours
Business Contacts - Industrial	Approximately 200 hours	Approximately 230 hours	Approximately 200 hours



Elections

DESCRIPTION

Coordinate with El Paso Election Department on Coordinated Elections and conduct all Special Elections.

2013/14 HIGHLIGHTS

- 2013 Election - Appointment of Mayor
- 2013 Election – Appointment of At-Large Member
- 2013 Election – Appointment of Ward 1 Member
- 2013 Election – Appointment of Ward 3 Member
- 2013 Election – De-TABOR State and Local Grant Funding (Passed)
- 2013 Election – Mil Levy Proposal for Public Safety (Failed)
- 2013 Election – Citizen Driven Charter Amendment (Failed)
- 2014 Election – Proposed Lodger’s Tax
- 2014 Election – Proposed Charter Amendment Distance Requirements
- 2014 Election – Proposed Charter Amendment Boards & Commissions
- 2014 Election – Proposed Charter Amendment to Amend the Charter

2015/2016 GOALS

- 2015 Election – 3 seats Two At- Large Positions and Ward 2
- Eliminate Participation in General Election

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Budget to Actual	2015 BUDGET	2016 BUDGET
Purchased Services	\$13,131	\$19,357	\$25,100	\$0	\$25,100	\$15,000	\$25,000
Total	\$13,131	\$19,357	\$25,100	\$0	\$25,100	\$15,000	\$25,000



Administration

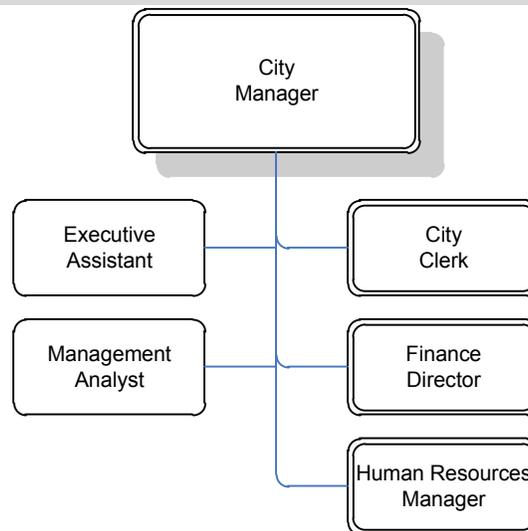
DESCRIPTION

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. Although the City Attorney works directly for the City Council, those funds are accounted for in Administration. 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				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
City Manager	1	1	1	1
Executive Assistant	1	1	1	1
Management Analyst	1	1	1	1
City Clerk	1	1	1	1
Finance Director/Administrative Services Director	1	1	1	1
Human Resources Manager	1	1	1	1
GIS Manager	0.2	0.2	0.1	0.1
Housing Authority Executive Director	0.6	0.6	0.6	0.6
Accountant/Finance Manager (reclassified in 2013)	1	1	1	1
Accounting Technician	1	1	1	1
Account Clerk	1	1	1	1
Human Resources Generalist	1	1	1	1
City Attorney	0	1	1	1
Management Assistant	1	1	1	1
Administration Assistant	1	1	1	1
Total Full-Time Employees	12.8	13.8	13.7	13.7



Administration

2013/2014 HIGHLIGHTS

- Prepared a Comprehensive Annual Financial Report (CAFR) for fiscal years 2012 and 2013 and received the Award for Excellence in Financial Reporting from the Government Finance Officers Association for the 2012 CAFR.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 2013/14 budget document.
- Expanded the purchasing card program capabilities.
- Restructured Finance Department positions to combine HR, Finance, and IT under the Finance Director position.
- Hired an in-house City Attorney.
- Changed Flex Spending-125 plan to allow for \$500 rollover each year.
- Conducted employee wellness fair, blood screenings, & flu shot clinic.
- Implemented Colorado Affirmation for I9's and conducted I9 audit.
- Completed Federal Equal Employment Opportunity 4 reporting.
- Established an online survey/questionnaire system to expand public input on critical issues.
- Implemented electronic City Council packets.
- Implemented Customer Engagement Software package, using MindMixer.
- Completed Incentive Agreement and Bonding for the South Academy Highlands project

2015/2016 GOALS

- Implement final stages of Document Management System.
- Implement online payment system for Business Licenses.
- Secure and complete codification of Municipal Code Book.
- Update employee handbook.
- Implement new financial software that includes online timecards.
- Establish an employee exit interview program.
- Expand purchasing card program to include VPN (Virtual Purchasing) transactions.
- Implement payroll debit cards to eliminate paper payroll checks.

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$491,448	\$480,071	\$533,172	\$484,450	(\$48,722)	\$434,670	\$440,800
Materials and Supplies	\$12,236	\$7,385	\$11,025	\$11,830	\$805	\$10,150	\$10,150
Purchased Services	\$203,221	\$186,486	\$252,220	\$255,200	\$2,980	\$116,520	\$118,270
Fixed Charges	\$45,851	\$45,598	\$49,310	\$45,650	(\$3,660)	\$49,310	\$49,310
Capital Outlay	\$0	\$0	\$0	\$4,000	\$4,000	\$0	\$0
Total	\$752,756	\$719,540	\$845,727	\$801,130	(\$44,597)	\$610,650	\$618,530



Administration

ACTIVITY MEASURES

	2012	2013	6/30/2014
# purchase orders processed	3,419	3,161	1,546
# Accounts payable invoices processed	9,037	7,733	3,899
# Payroll checks and notices of deposit processed	5,894	5,958	2,939
# Accounts payable checks processed	5,111	4,798	2,484
Ordinances/Resolutions passed	123	92	55
Business Licenses issued	1,057	1,127	874
Housing starts	281	165	65
Total Meetings Recorded	70	70	32



Information Technology

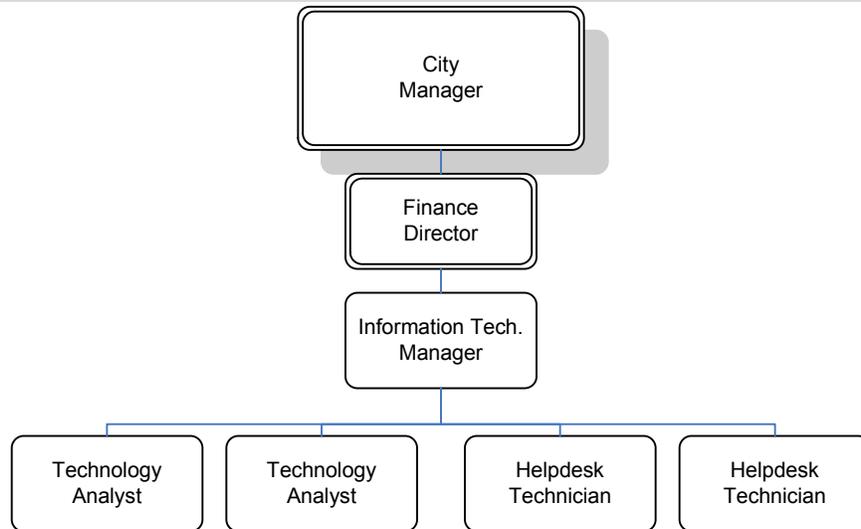
DESCRIPTION

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



<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Manager	1	1	1	1
Technology Analyst	2	2	2	2
Helpdesk Technicians	2	2	2	2
Personnel History	5	5	5	5
Total part time Employees	0	0	0	0



Information Technology

2013/2014 HIGHLIGHTS

- Provided support in completing move of Utilities Customer Service 101 North Main St.
- Provided technology support to Utilities for the Smart Grid Initiative.
- Worked to meet DoE information security requirements for the Utilities Department.
- Moved Fire Station 1 to new facility.
- Cooperated with Police Department on PD Headquarters renovation project.
- Installing new phone systems at City Hall and 101 North Main Street facilities.
- Initial phase of server virtualization to improve systems reliability and recoverability.
- Working on implementation of document management system.
- Implementation of two-factor user authentication in progress.
- Worked to bring Police Department into compliance with CJIS security standards.
- Migrated all users to latest version of Microsoft Office and Windows 7.
- Perform a management analysis of IT operations to plan for future growth requirements.
- Migrated Utilities Customer Service to new server hardware for utilities billing database.
- Implementation of citizen outreach and engagement features on the city's website.
- Updated and replaced technology for city departments as needed.

2015/2016 GOALS

- Perform an analysis on the state of the City Hall Data Center electrical and cooling systems to determine if expansion is warranted.
- Complete virtualization initiative for all city departments.
- Complete two-factor user authentication services.
- Replacement of Finance database application to accommodate enhanced data sharing with billing databases and further automate processes for Finance, HR and City Clerk's offices.
- Upgrade remainder of city websites to new phone system to match 2014 changes for City Hall and 101 North Main Street.
- Installation of fiber network extensions to Fire Stations 2 and 3 to accommodate increased needs for data and voice communication.
- Replacement of the Municipal Court's records management system.
- Move of the city's website to a more feature-rich content management system.
- Update and replace technology for city departments as needed.

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$289,008	\$352,257	\$352,020	\$352,020	\$0	\$362,420	\$367,900
Materials and Supplies	\$193,683	\$155,141	\$234,650	\$234,880	\$230	\$238,530	\$201,830
Purchased Services	\$198,956	\$147,475	\$252,050	\$252,050	\$0	\$396,150	\$396,150
Capital Outlay	\$8,427	\$26,988	\$249,795	\$249,795	\$0	\$100,000	\$22,500
Total	\$690,074	\$681,861	\$1,088,515	\$1,088,745	\$230	\$1,097,100	\$988,380

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.



Information Technology

ACTIVITY MEASURES			
	2012	2013	2014
Total number of users	306	293	295
Total helpdesk work orders	1801	1911	1077 YTD
Total workstations	202	217	238
User/workstation ratio	1.51	1.35	1.24
User/support tech ratio (<i>including</i> IT management)	76.50	58.60	59.00
User/support tech ratio (<i>excluding</i> IT management)	102.00	73.25	73.75
IT expenditures per user	\$2559	\$2327	\$3173
IT expenditures per workstation	\$3877	\$3142	\$3933

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



Community Services OVERVIEW

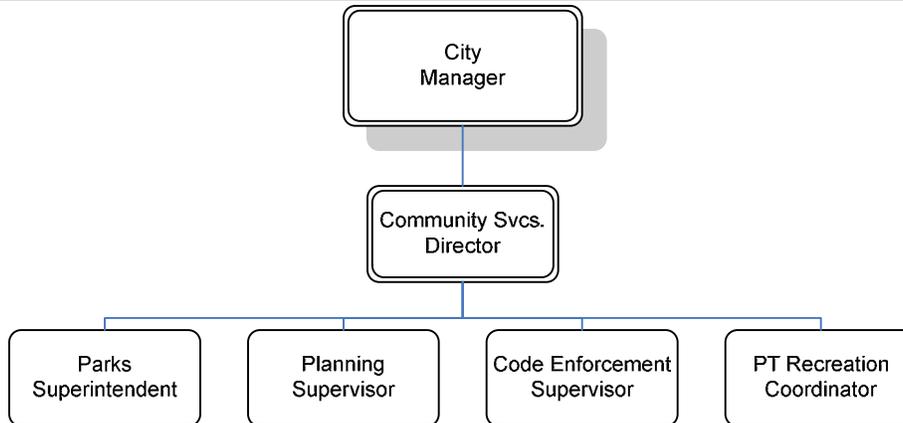
DESCRIPTION

The City of Fountain Community Services Department oversees such functions as Planning Services, Code Enforcement, Parks & Cemeteries, and Recreation Programs.

MISSION STATEMENT

To promote the health, welfare, safety and prosperity of all present and future residents of the City of Fountain through quality Community Services that enhance the quality of life.

ORGANIZATIONAL CHART



2013/14 HIGHLIGHTS

Shown in Division Program Budgets

2015/16 GOALS

Shown in Division Program Budgets

BUDGET- COMMUNITY SERVICES DEPARTMENT

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$633,385	\$638,423	\$672,702	\$609,790	(\$62,912)	\$795,390	\$807,900
Materials and Supplies	\$53,773	\$59,337	\$61,510	\$72,080	\$10,570	\$105,940	\$105,940
Purchased Services	\$256,052	\$245,457	\$255,935	\$226,135	(\$29,800)	\$249,675	\$249,675
Fixed Charges	\$19,278	\$23,581	\$26,500	\$22,680	(\$3,820)	\$26,500	\$26,500
Capital Outlay	\$150,091	\$181,004	\$120,400	\$0	(\$120,400)	\$0	\$0
Total	\$1,112,579	\$1,147,802	\$1,137,047	\$930,685	(\$206,362)	\$1,177,505	\$1,190,015

ACTIVITY MEASURES

Shown in Division Program Budgets



Community Services Department PLANNING DIVISION

DESCRIPTION

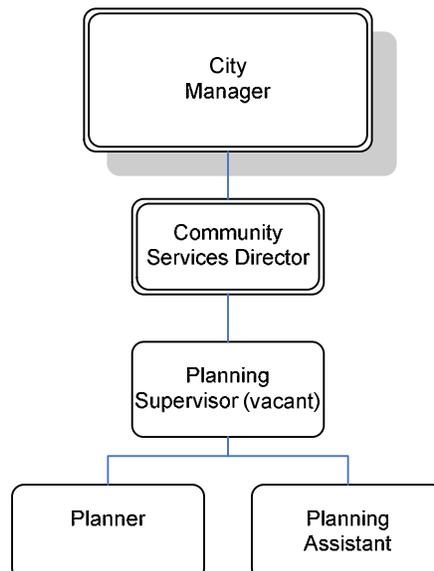
The Planning Division within the Community Services Department is responsible for administering the policies, programs and regulations that manage the physical development of the community. The Division ensures the sound management of Fountain’s growth and the protection of its quality of life and economic vitality through project review and long-range planning. The Planning Division guides public and private development through comprehensive planning, development policies and review standards in order to create and maintain a balanced community. The Division’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 informational 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 consistent enforcement of land development ordinances.

ORGANIZATIONAL CHART





Community Services Department PLANNING DIVISION

2013-2014 HIGHLIGHTS	2015-2016 GOALS
<ul style="list-style-type: none"> Effectively reviewed and processed land development applications, which improved the quality of life of residents. Successfully completed a \$200,000 GOCO grant to acquire easements/land for a connector trail from Fountain to the Clear Spring Ranch. Amended the subdivision regulations relating to dedication standards for parks and open space, which placed increased emphasis on neighborhood parks in new residential developments. Effectively managed the CDBG grant process, which resulting in the award of hundreds of thousands of dollars in grant funds for various community projects. Managed a due diligence program to explore funding strategies and partnerships to re-open the former Appletree Golf Course. Analyzed potential areas for amendments to zoning ordinance. Continued to implement the project database and tracking software program (LAMA). Monitored and reevaluated the Planning Division webpage to ease navigation by the public and development community. 	<ul style="list-style-type: none"> Continue to effectively review and process land development applications, which improve the quality of life of residents. Continue to update to the Zoning Ordinance. Complete a major update to the Parks, Recreation and Trails Master Plan. Continue to manage the CDBG program and other grant programs. Continue to scan plans and input data into the project database and tracking software (LAMA). Explore the creations of a General Improvement District (GID) that would provide a funding mechanism for maintaining subdivision improvements, such as parks, landscaping, and storm water detention facilities. Continue to monitor, evaluate and update the Planning Division webpage. Continue to inspect and organize the Planning Division archive files in the basement.

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$233,589	\$208,409	\$233,984	\$188,300	(\$45,684)	\$171,500	\$174,400
Materials and Supplies	\$5,803	\$5,044	\$5,500	\$9,840	\$4,340	\$6,620	\$6,620
Purchased Services	\$6,882	\$22,247	\$13,495	\$32,005	\$18,510	\$24,540	\$24,540
Total	\$246,274	\$235,700	\$252,979	\$230,145	(\$22,834)	\$202,660	\$205,560

Personnel History				
Position	2013	2014	2015	2016
Director/Deputy City Manager	1	1	1	1
Planner	1	1	1	1
Planning Assistant	1	1	1	1
Total Full-Time Employees	3	3	3	3
Total Part-Time Employees	0	0	0	0



Community Services Department PLANNING DIVISION

ACTIVITY MEASURES

	2012	2013	2014 ¹
Type of Application	No. of Submittals		
Final Plat/Replat	6	9	4
Site Plan/Landscape Plan	7	8	5
Annexation	0	1	1
Conditional Use	1	3	4
Variance	17	14	0
Initial Zoning/Rezoning	1	4	2
Development Agreement	3	5	2
Development Review Team	10	30	18
Sign Permit	10	35	21
Business License Review	327	371	342
Temporary Use Permit	14	9	10
Plot Plan ² (All)	199	261	179
Creation, Amendments and/or Updates to Regulatory and Advisory Documents	Action		
Amendments to Subdivision Regulations			Park Dedication Standards
Amendments to Zoning Ordinance	Sign Code		
Comprehensive Plan			
Annexation Plan			
Parks, Recreation & Trails Master Plan			Commenced Major Update
Other:	Assisted in update of 2010 MTC		

Notes:

1. 2014 figures are those available as of September 2014.
2. Plot Plans include all single-family and two-family residential plans, miscellaneous plans (e.g. decks, additions, sheds, etc.) and plot plans submitted for review based on changes made by the applicant after approval.



Community Services Department CODE ENFORCEMENT DIVISION

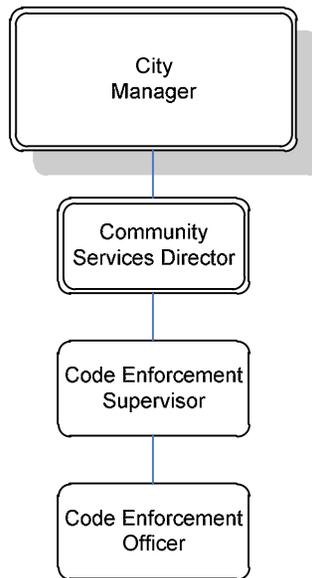
DESCRIPTION

The Code Enforcement Division of the Community Services Department is located in City Hall. The Division administrates, supervises, coordinates, and conducts activities to ensure compliance with City ordinances. These activities include performing housing inspections, business license reviews, and addressing citizens’ concerns regarding nuisances, storage of junk, storage of inoperable vehicles, overgrown weeds, outdoor storage of refuse, and other property maintenance, and zoning violations. Code Enforcement 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 the coordination, implementation, and supervision of community service projects with other City Departments, community organizations, and local agencies to enhance neighborhoods, parks, open spaces, and other areas of the City. These projects also include educational and safety programs that 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				
Position	2013	2014	2015	2016
Supervisor	1	1	1	1
Enforcement Officer	1	1	1	1
Total Full-Time Employees	2	2	2	2



Community Services Department CODE ENFORCEMENT DIVISION

2013 - 2014 HIGHLIGHTS

- Responded to citizen's concerns in a timely manner.
- Continued community outreach programs for property maintenance and neighborhood beautification.
- Maintained CACEO certification of all officers through regular training and education.
- Continued community outreach program of providing free Child Passenger Safety Checks and education.
- Continued to provide housing inspection services to the Fountain Housing Authority.
- Administered the 2013 Neighborhood Assistance Program through September 10, 2014.
- Implemented new code enforcement case management software.
- Opened a material recycling center providing a free material drop-off facility open to the public.

2015/2016 GOALS

- Respond to citizen's concerns in a timely manner.
- Continue existing community outreach programs for property maintenance and neighborhood beautification which include Neighborhood Clean-Up Day and Fountain Fort Carson High School's Senior Day of Service.
- Continue existing community outreach programs which include Child Car-Seat Checks, Court-Ordered Community Service, and the Fountain Recycling Center.
- Maintain officer certification through the Colorado Association of Code Enforcement Officials.
- Continue providing housing inspection services to the Fountain Housing Authority.
- Submit a CDBG Grant application in 2015 for a community beautification service program.

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	#VALUE!	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$109,102	\$111,647	\$112,758	\$116,920	\$4,162	\$121,800	\$123,600
Materials and Supplies	\$4,707	\$9,179	\$6,650	\$9,680	\$3,030	\$8,700	\$8,700
Purchased Services	\$102,495	\$131,648	\$136,640	\$133,190	(\$3,450)	\$136,360	\$136,360
Total	\$216,304	\$252,474	\$256,048	\$259,790	\$3,742	\$266,860	\$268,660

ACTIVITY MEASURES

	2010	2011	2012	2013	2014 Through 9/10/2014
Calls For Service opened	522	777	550	278	671
Vehicles Towed	7	4	1	3	2
Court Cases	3	2	4	10	8
Property Abatements/Liens	26	38	53	34	28
Population Served (estimated)	25,800	26,300	26,885	27,265	28,108
Number of Calls For Service per 1,000 population	21.7	29.5	20.5	10.2	23.9



Community Services Department PARKS & CEMETERY DIVISION

DESCRIPTION

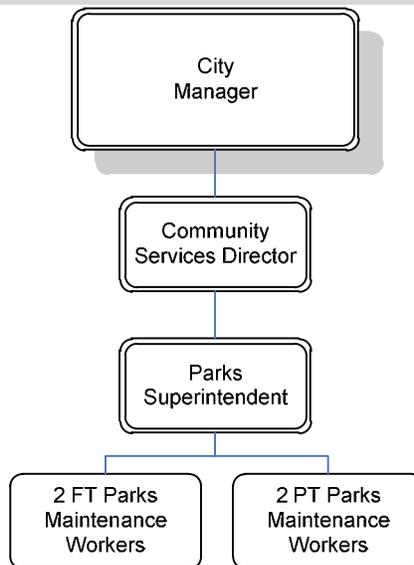
The Parks Division Office/Maintenance Facility is located at 415 West Alabama Avenue. The Division has one full-time Superintendent, two full-time Maintenance Workers and two part-time Maintenance Workers. The Parks Division currently maintains ten recreational parks, five open space parks, five recreation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

- Parks include: Aga, Conley, Fountain Mesa, Hibbard, Heritage, Lindamood, Mayors/Veterans, Metcalfe, Cumberland Green Disc, and Samantha Crutcher
- Recreation Facilities & Playgrounds, including Ball Fields, and Splash Pad
- Open Space Parks include: Adams, Jimmy Camp Confluence, Hibbard, Heritage and Cumberland Green
- Multi-use trails including Adams, Metcalfe, Hibbard, Cross Creek and Fountain Mesa.
- Fairview Cemetery
- City Buildings/Facilities Turf & Landscape Maintenance and Sidewalk Snow Removal
- Decorative fountains including City Hall & Mayors Park
- Rights-of-Way Landscaping such as Streetscape & Street Trees, Park & Ride Landscape, and City Gateway Signage & Landscape
- Coordination with Heritage Special Improvement Maintenance District
- Parks & Recreation Advisory Board Meetings
- Community Events Including Arbor Day, Community Night Out and Park Clean-up Days

MISSION STATEMENT

It is the mission of the Parks Division is to enhance the quality of life of citizens in our community by providing and maintaining quality parks, recreational facilities, trails, open spaces, fountains, streetscape and other amenities.

ORGANIZATIONAL CHART





Community Services Department PARKS & CEMETERY DIVISION

Personnel History - PARKS				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Parks Superintendent (Full time)	1	1	1	1
Parks Maintenance II (Full-time)	2	2	2	2
Parks Maintenance I (Part-time)	2	2	2	2
Total Full-Time Employees	3	3	3	3
Total Part-time Employees	2	2	2	2

2013/14 HIGHLIGHTS

- Samantha Crutcher Park Design and Construction
- Veterans Memorial Expansion
- City Hall Plaza Xerescape Project
- Metcalfe Park Gazebo Xerescape Project
- Trail Property/Easement Purchase with GOCO Grant
- Landscape Maintenance Equipment Purchases (Tractor and Riding Lawnmowers)
- Tamarisk Control in Open Space Areas
- Arbor Day Celebrations at Cheyenne Ridge and Hibbard Parks
- Heritage Special Improvement Maintenance District Support
- Fire and Flood Mitigation Youth Team Cleanup of Waterways, Detention Ponds and Parks
- Conversion of Metcalfe Park Ball fields for Multi-use Recreation Purposes
- Parks, Open Space & Trail Improvements
- Cleanup Efforts by Volunteer Groups
- Revisions to Park Impact Fees & Dedication Standards
- Mosquito Control Program

2015/16 GOALS

- Parks, Recreation and Trails Master Plan Update
- Mayor's Plaque at Mayor's Park
- Metcalfe Dog Park Expansion
- New Playground Equipment at Aga Park
- Replace Park Entrance Signs
- Outfield Fence Expansion at Metcalfe Ball Park
- Riding and Roping Facility Canopy/Awning
- Concept Plan for Jimmy Camp Creek Open Space Confluence Property
- Concession Stand at Aga Park
- Athletic Field Striping Equipment Purchase
- Arbor Day Tree Planting Programs
- Heritage Special Improvement Maintenance District Support
- Community Volunteer Clean-up Programs
- Mosquito Control Program
- Jimmy Camp Creek Confluence Open Space Management Plan



Community Services Department PARKS & CEMETERY DIVISION

BUDGET - PARKS

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$290,694	\$318,367	\$325,960	\$304,570	(\$21,390)	\$407,860	\$414,500
Materials and Supplies	\$43,263	\$45,114	\$49,360	\$52,560	\$3,200	\$50,570	\$50,570
Purchased Services	\$109,644	\$68,216	\$78,300	\$55,940	(\$22,360)	\$53,000	\$53,000
Fixed Charges	\$19,278	\$23,581	\$26,500	\$22,680	(\$3,820)	\$26,500	\$26,500
Capital Outlay	\$150,091	\$181,004	\$120,400	\$0	(\$120,400)	\$0	\$0
Total	\$612,970	\$636,282	\$600,520	\$435,750	(\$164,770)	\$537,930	\$544,570

BUDGET - CEMETERY

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Purchased Services	\$37,031	\$23,346	\$27,500	\$5,000	(\$22,500)	\$27,500	\$27,500
Total	\$37,031	\$23,346	\$27,500	\$5,000	(\$22,500)	\$27,500	\$27,500

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

ACTIVITY MEASURES

Activity Item	2013	2014	2015	2016
Full – Time Employees	3	3	4	4
Part-time Employees	2	2	3	3
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 - #	--	--	--	--
Sites Exhumed/ Closed	--	--	--	--
Open Space Areas - #	3	4	6	6
Open Space Acres	255	288	288	311
Trails – Miles	6	6	6	6.5
Developed Parks - #	7	7	8	8
Developed Park - Acres	79.8	80.6	81	81
Benches	36	44	51	51
Trash Cans	59	60	67	67
Picnic Tables	32	32	36	36
BBQ Grills	16	16	16	18
Pavilions & Gazebos	5P / 2G	5P / 2G	5P / 2G	6P / 2G
Park Reservation Permits	94	--	--	--
Restrooms #Men/Women	3M / 3W	3M / 3W	3M / 3W	3M / 3W
Drinking Fountains	5	5	7	9
Irrigation Systems	23	25	25	25
Display Fountains	2	2	2	2
Splash Pad	1	1	1	1
Playgrounds - Equipped	6	6	7	7



Community Services Department PARKS & CEMETERY DIVISION

Baseball/Softball Fields	5	5	5	5
Basketball Courts #F/H	2F / 4H	2F / 4H	3F / 4H	3F / 4H
Tennis Courts	2	2	2	2
Volleyball Sand Courts	1	1	2	2
Skate Park	1	1	1	1
BMX Course	1	0	0	0
Riding & Roping Arena	1	1	1	1
Tractor Pull Arena	1	1	1	1
Dog Park Arena	0	1	1	1
Disc Golf Course	1	1	1	1

-- Data not currently available.



Community Services Department RECREATION DIVISION

DESCRIPTION

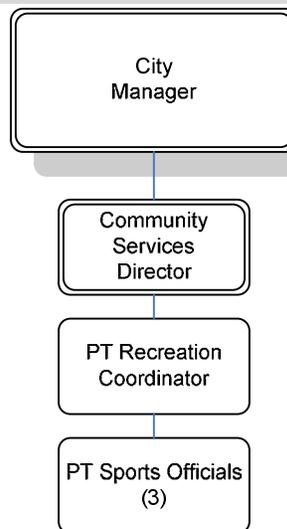
Recreation is a Division within the Department of Community Services that was created in 2014 to address a deficiency of recreation programs within the community. The Division has one part-time Recreation Coordinator position. The Recreation Division performs the following major responsibilities:

- Planning, organizing and implementing youth and adult recreation programs that meet the community’s needs.
- Working with the Recreation Task Force to develop recreational programs.

MISSION STATEMENT

It is the mission of the Recreation Division to serve the community by providing quality recreation programs and activities that enrich and improve the quality of life.

ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Recreation Coordinator (part-time)	0	1	1	1
Sports Officials (part-time)	0	3	3	3

2014 HIGHLIGHTS

- Council created and appointed citizens to a Recreation Task Force
- Hired a part-time Recreation Coordinator
- Organized a fall youth soccer program
- Updating the recreation element of the Parks, Recreation and Trail Master Plan
- Planning future recreation programs

2015/16 GOALS

- Create a City recreation program that is diverse, high-quality and family-oriented to enhance the enjoyment and well-being of our community.
- Complete update to Parks, Recreation and Trails Master Plan and commence steps to implement recommendations in the Plan relating to recreation.



Community Services Department RECREATION DIVISION

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Leases	\$216,254	\$482,428	\$532,860	\$496,280	(\$36,580)	\$514,930	\$572,340
Total	\$216,254	\$482,428	\$532,860	\$496,280	(\$36,580)	\$514,930	\$572,340

*includes salary for Recreation Coordinator, officials and scorekeepers

ACTIVITY MEASURES

Activity Item	2013	10/2014
Number of recreation program participants	0	215*
Number of recreation programs offered	0	1*
Recreation program revenue	0	Unknown

*Planning for dance program October 2014-December 2014 and Volleyball for 7th-8th grade girls from November 2014-December 2014. These will add to program participants and program numbers.



Police Department OVERVIEW

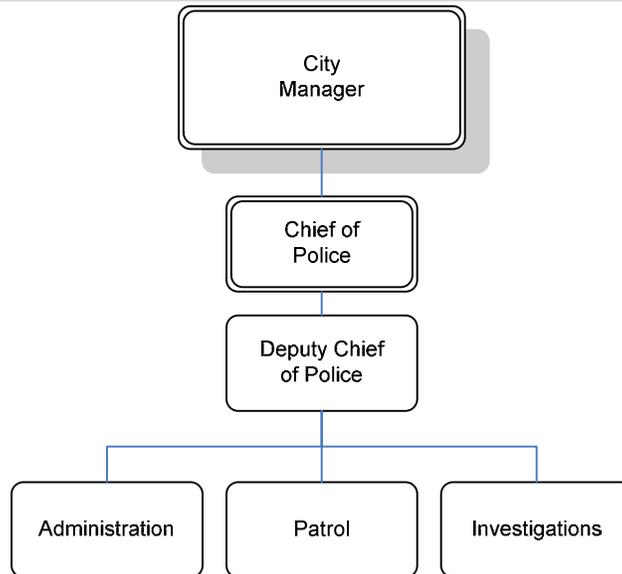
DESCRIPTION

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	2013	2014	2015	2016
Chief of Police	1	1	1	1
Deputy Chief of Police	1	1	1	1
Commanders	0	0	0	0
Lieutenant	2	2	2	2
Management Assistant	1	1	1	1
Administrator	1	1	1	1
Police Officers (FTE)	37	40	40	45
Police Officers (Part time)	2	3	2	2
Record Technicians	2	2	1	1
Police Service Representative (Front Lobby)	1	1	1	1
Record Technician (Part time)	1	0	0	0
Total Full-Time Employees	43	43	48	53
Total Part-Time Employees	3	3	2	2



Police Department OVERVIEW

2013/2014 HIGHLIGHTS

- Five police officers retired
- Reinstated the Police Chaplaincy corps
- Renovated the Police building
- Implemented new “Evidence on Q” management program
- Hosted the Central Mountain Training Foundation
- Chief traveled to Afghanistan supporting the U.S. Army’s efforts to collaborate with local Afghan police forces
- Collaborated with City Parks & New Jerusalem Church to build a park for local youth
- Became an El Paso County polling center for the County Clerk’s Office

2015/2016 GOALS

- Partner with law enforcement agencies to create a Regional Training facility
- Partner with the District Attorney to create a Regional Evidence Facility
- Upgrade the IT infrastructure to support a virtual environment
- Strengthen Neighborhood & Business Watch Programs
- Improve recruiting with a more competitive salary & benefits compensation package
- Department wide document imaging

BUDGET - POLICE DEPARTMENT

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$3,954,254	\$3,942,642	\$4,031,061	\$3,695,810	(\$335,251)	\$4,517,060	\$4,932,300
Materials and Supplies	\$228,907	\$211,103	\$222,036	\$208,410	(\$13,626)	\$246,760	\$229,760
Purchased Services	\$275,425	\$256,584	\$236,630	\$254,140	\$17,510	\$321,260	\$325,810
Fixed Charges	\$58,857	\$63,408	\$78,510	\$64,870	(\$13,640)	\$72,100	\$72,100
Capital Outlay	\$187,932	\$806,909	\$477,400	\$463,400	(\$14,000)	\$0	\$245,000
Total	\$4,705,375	\$5,280,646	\$5,045,637	\$4,686,630	(\$359,007)	\$5,157,180	\$5,804,970

ACTIVITY MEASURES

	2012	2013	6/2014
Calls for Service (CAD Incidents)	41,353	38,988	19,322
Uniform Crimes Reported	2959	6532	3516
Sworn Officers	40	41	41
Civilian Personnel	5	5	5



Police Department ADMINISTRATION

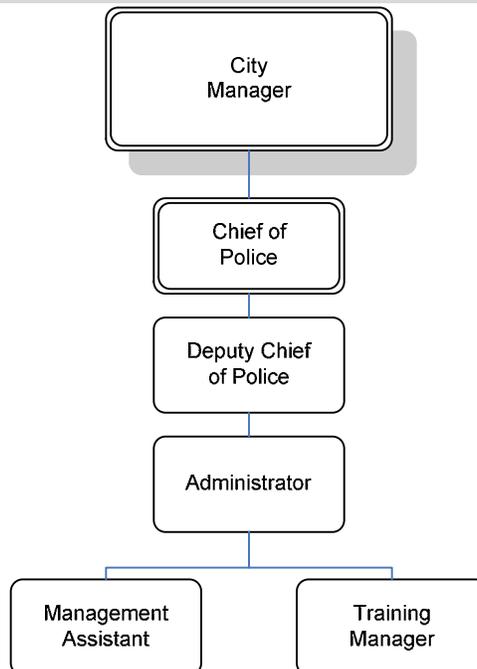
DESCRIPTION

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



2013/2014 HIGHLIGHTS

- Developed Crutcher Park in collaboration with New Jerusalem Church
- Collaborated with ICE & State Patrol on a human trafficking case resulting in a forfeiture with equity sharing
- Fire Station #1 renovation to Police Operations Center
- Regional host for Central Mountain Training Foundation
- Entered IGA with CSPD for records release to improve efficiency and service to Insurance companies
- Upgraded to New World Systems 10.2 Records Management System
- Implemented new evidence management software (EvidenceOnQ)
- Implementing department growth to service the South Academy Highlands annexation
- (7) early retirements
- Received a School Resource Officer Grant for an additional SRO position



Police Department ADMINISTRATION

2015/2016 GOALS

- Collaborate with community groups to improve the quality of life and maintain the public's trust in their police department
- Continue to create and enhance regional law enforcement partnerships within El Paso & Teller Counties
- Continue to partner with federal law enforcement agencies
- Create a more competitive salary structure for recruiting and retaining officers within the Pikes Peak Region

BUDGET - POLICE ADMINISTRATION

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$692,507	\$555,538	\$596,940	\$553,580	(\$43,360)	\$763,650	\$775,100
Materials and Supplies	\$31,509	\$28,499	\$31,670	\$36,230	\$4,560	\$45,890	\$28,890
Purchased Services	\$217,237	\$184,576	\$168,680	\$181,670	\$12,990	\$239,000	\$242,280
Fixed Charges	\$24,133	\$26,092	\$33,660	\$27,250	(\$6,410)	\$27,250	\$27,250
Capital Outlay	\$0	\$558,026	\$18,100	\$4,100	(\$14,000)	\$0	\$0
Total	\$965,386	\$1,352,731	\$849,050	\$802,830	(\$46,220)	\$1,075,790	\$1,073,520

Note: Beginning in 2015, the Support Services Division has been combined with the Administration Division which accounts for the increase in this budget between the 2014 and 2015 budgets.

ACTIVITY MEASURES

	2012	2013	06/20/2014
Officers per thousand population (www.city-data.com)	1.49	1.52	1.56
Seizures / Forfeitures	0	0	1



Police Department PATROL

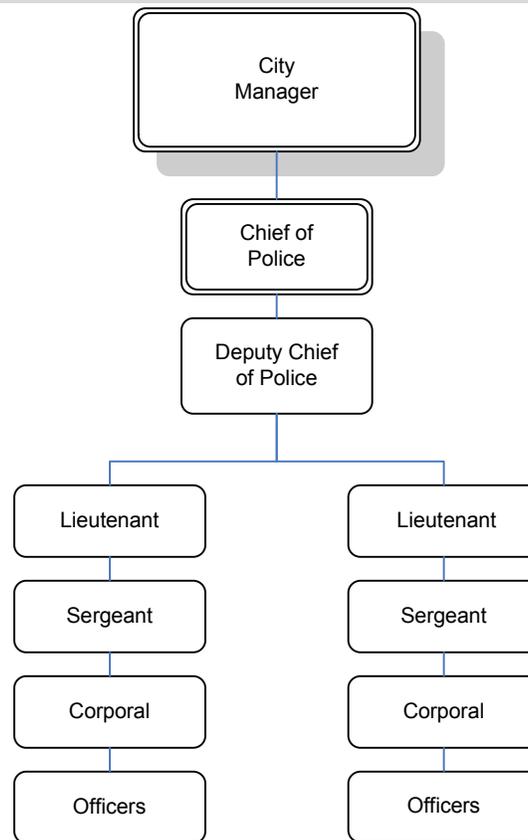
DESCRIPTION

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



2013/2014 HIGHLIGHTS

- Rendered mutual aid to Waldo Canyon Fire
- Rendered mutual aid to Black Forest Fire
- Acquired new patrol vehicles.
- Created a regional Emergency Services Unit (E.S.U.)
- Provided mutual aid to Woodland Park PD for the Ride the Rockies
- Supported the Labor Day Parade
- Hosting regional training



Police Department PATROL

2015/2016 GOALS

- Continue regional partnerships to reduce cost
- Improve the quality of investigations
- Improve the quality of reports
- Website/Kiosk Case Reporting
- Electronic ticketing

BUDGET - POLICE PATROL

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$2,904,320	\$2,893,732	\$3,018,279	\$2,592,930	(\$425,349)	\$3,293,500	\$3,690,200
Materials and Supplies	\$189,720	\$175,974	\$178,586	\$156,740	(\$21,846)	\$187,850	\$187,850
Purchased Services	\$47,942	\$69,477	\$63,170	\$58,100	(\$5,070)	\$72,920	\$72,920
Fixed Charges	\$29,173	\$31,498	\$37,750	\$31,530	(\$6,220)	\$37,750	\$37,750
Capital Outlay	\$187,932	\$248,883	\$459,300	\$459,300	\$0	\$0	\$245,000
Total	\$3,359,087	\$3,419,564	\$3,757,085	\$3,298,600	(\$458,485)	\$3,592,020	\$4,233,720

ACTIVITY MEASURES

	2012	2013	6/2014
Calls for Service	41,353	38,988	19,322
Calls per 1,000 population	1.54	1.44	1.44
Calls per Officer	1,034	951	943
Criminal Offense Calls	2,959	6,532	3,516
Public Service Calls	30,281	27,687	12,673
Traffic Contacts	7,766	4,356	2,900
Traffic Accidents	347	413	233
Traffic Citations	3,397	3,349	1,431



Police Department INVESTIGATIONS

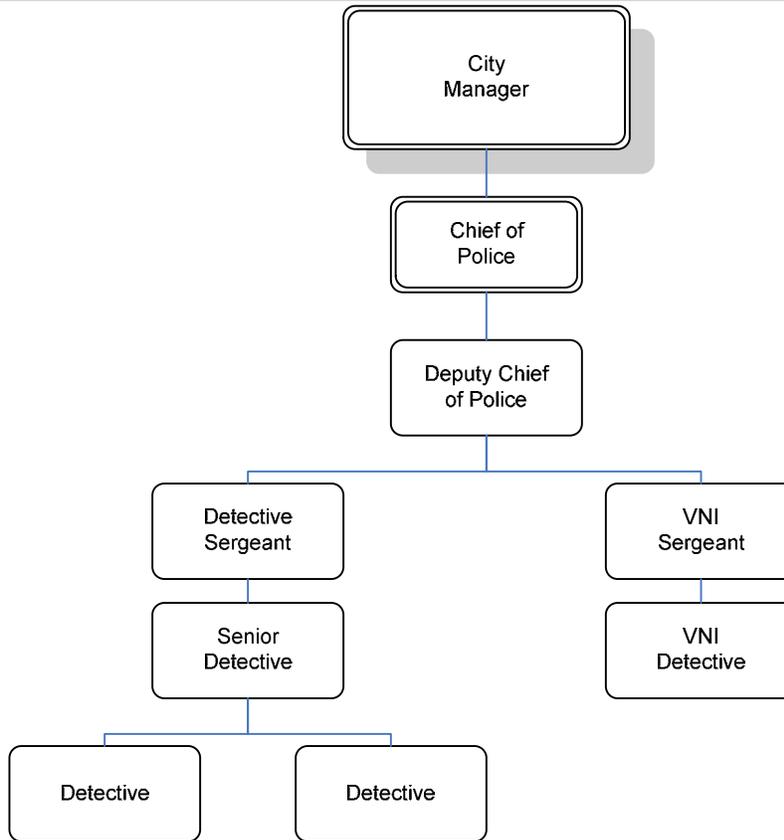
DESCRIPTION

The Investigations Division is responsible for investigating homicides, serious assaults, sexual crimes, crimes against children, internet crimes, robberies, frauds, property crimes, and other serious crimes. The unit consists of one sergeant and three detectives who work out of the police department. One detective is also assigned to the Metro Vice, Narcotics and Intelligence Unit. Metro VNI is made up of detectives from the various law enforcement agencies within El Paso and Teller counties.

MISSION STATEMENT

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

ORGANIZATIONAL CHART



2013 /2014 HIGHLIGHTS

- Investigated the suspicious death of an individual found in a Fountain Creek tributary (February, 2013).
- Investigated the attempted murder of two small children by their mother (March, 2013).
- Investigated the theft of numerous illegal firearms/equipment by a former soldier (September, 2013).
- Investigated a shooting incident in the Country Club Heights neighborhood (October, 2013).
- Investigated an officer involved shooting with the District Attorney's Office (November, 2013).
- Investigated a homicide of an adult female shot by her 5 year old son (January, 2014).
- Investigated a pattern of vehicle break in's and theft's (February, 2014).
- Investigated a counterfeiting/forgery ring (currency) (April, 2014).
- Investigated a pattern of burglaries (residential and F.F.C.H.S.) (June, 2014).
- Investigated the attempted murder of an adult male (August, 2014).



Police Department INVESTIGATIONS

2015/2016 GOALS

- Continue to develop and maintain relationships with regional law enforcement and civilian partners.
- Continue to mentor to the Patrol Division officers on their cases.
- Continue to participate in regional committees and meetings such as case reviews, tasks forces and abuse prevention groups.

BUDGET - POLICE INVESTIGATIONS

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$357,427	\$493,372	\$415,842	\$549,300	\$133,458	\$459,910	\$467,000
Materials and Supplies	\$7,678	\$6,630	\$11,780	\$15,440	\$3,660	\$13,020	\$13,020
Purchased Services	\$10,246	\$2,531	\$4,780	\$14,370	\$9,590	\$9,340	\$10,610
Fixed Charges	\$5,551	\$5,818	\$7,100	\$6,090	(\$1,010)	\$7,100	\$7,100
Total	\$380,902	\$508,351	\$439,502	\$585,200	\$145,698	\$489,370	\$497,730

ACTIVITY MEASURES

	2012	2013	8/2014
Cases Assigned	153	89	83
After Hours Call Outs	30	19	11
Arrest Warrants / Arrests	50	29	44
Search Warrants	64	20	28
Narratives/Reports Completed	800	244	175



Fire Department OVERVIEW

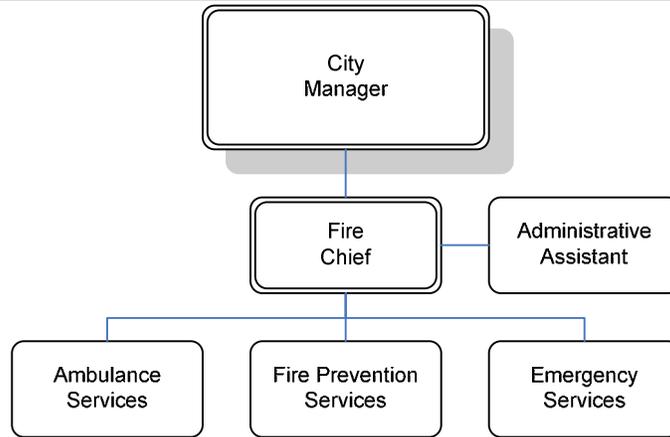
DESCRIPTION

The City of Fountain Fire Department covers a city of 22 square miles with a population of 28,000 citizens. The Department also covers 19 miles of Interstate 25 from mile post 135, Academy Boulevard exit south to the Pueblo County line, mile post 116. The Department has 24 full time and 6 part time career Fire Fighters and 40 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>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Fire Administration				
Fire Chief	1	1	1	1
Administrative Assistant	1	1	1	1
Total Full-Time Employees	2	2	2	2
Emergency Services				
EMS Captain	1	1	1	1
Fire Captain	3	3	3	3
EMS Lieutenant	1	1	1	1
Paramedic/Firefighter	4	4	4	4
Firefighter	8	8	8	8
Part-Time Firefighter	6	6	6	6
Total Full-Time Employees	17	17	17	17
Total Part-Time Employees	6	6	6	6
Prevention Services				
Firefighter	1	1	1	1
Total Full-Time Employees	1	1	1	1
Total Department Employees (FT)	20	20	20	20
Total Department Employees (PT)	6	6	6	6



Fire Department OVERVIEW

2013/14 HIGHLIGHTS

Shown in Division Program Budgets

2015/16 GOALS

Shown in Division Program Budgets

BUDGET - FIRE DEPARTMENT

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$1,852,144	\$1,914,805	\$1,854,220	\$1,983,140	\$128,920	\$2,043,450	\$2,075,200
Materials and Supplies	\$135,387	\$162,564	\$188,720	\$188,020	(\$700)	\$178,570	\$178,570
Purchased Services	\$124,864	\$126,246	\$137,720	\$145,680	\$7,960	\$139,470	\$139,470
Fixed Charges	\$32,100	\$35,496	\$41,000	\$35,140	(\$5,860)	\$41,000	\$41,000
Grant Related Expenses	\$0	\$0	\$10,000	\$10,000	\$0	\$10,000	\$10,000
Capital Outlay	\$1,422,602	\$1,674,109	\$0	\$0	\$0	\$31,000	\$463,750
Total	\$3,567,097	\$3,913,220	\$2,231,660	\$2,361,980	\$130,320	\$2,443,490	\$2,907,990

ACTIVITY MEASURES

Shown in Division Program Budgets



Fire Department ADMINISTRATION

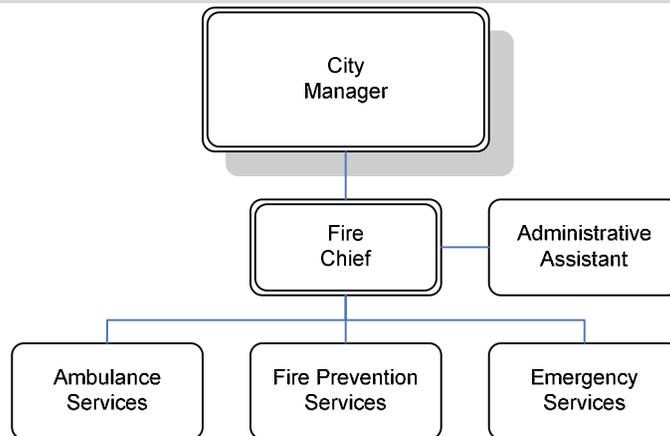
DESCRIPTION

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



2013/2014 HIGHLIGHTS

- Opened new Firehouse # 1.
- Fire department was featured in two national magazines; Firehouse featured the number of calls we responded to, and Fire Chief featured the new Firehouse # 1.
- Received \$14,124 in grants.

2015/16 GOALS

- Secure 2015/16 Federal firefighters grant.
- Increase volunteer firefighters by 20.
- Staff a second ambulance.
- Complete new east side fire station.

BUDGET - FIRE ADMINISTRATION

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$194,798	\$191,502	\$184,580	\$189,840	\$5,260	\$204,170	\$207,100
Materials and Supplies	\$8,418	\$9,669	\$11,030	\$10,730	(\$300)	\$10,410	\$10,410
Purchased Services	\$102,449	\$103,024	\$107,700	\$115,440	\$7,740	\$108,730	\$108,730
Fixed Charges	\$32,100	\$35,496	\$41,000	\$35,140	(\$5,860)	\$41,000	\$41,000
Total	\$337,765	\$339,691	\$344,310	\$351,150	\$6,840	\$364,310	\$367,240



Fire Department ADMINISTRATION

ACTIVITY MEASURES			
	2012	2013	6/2014
Career fire staffing – On duty daily	Fountain: 7 FTE National standard: 18	Fountain: FTE = 7 PTE = 2 National standard: 18	Fountain: FTE=7 PTE = 2 National standard: 18
Volunteer firefighter working hours. Annual financial savings	\$885,275	\$879,060	\$427,000
Operating expenditures	\$142,967	\$148,188	\$15,896
Capital expenditures	\$1,422,602	\$1,674,109	\$0



Fire Department EMERGENCY SERVICES

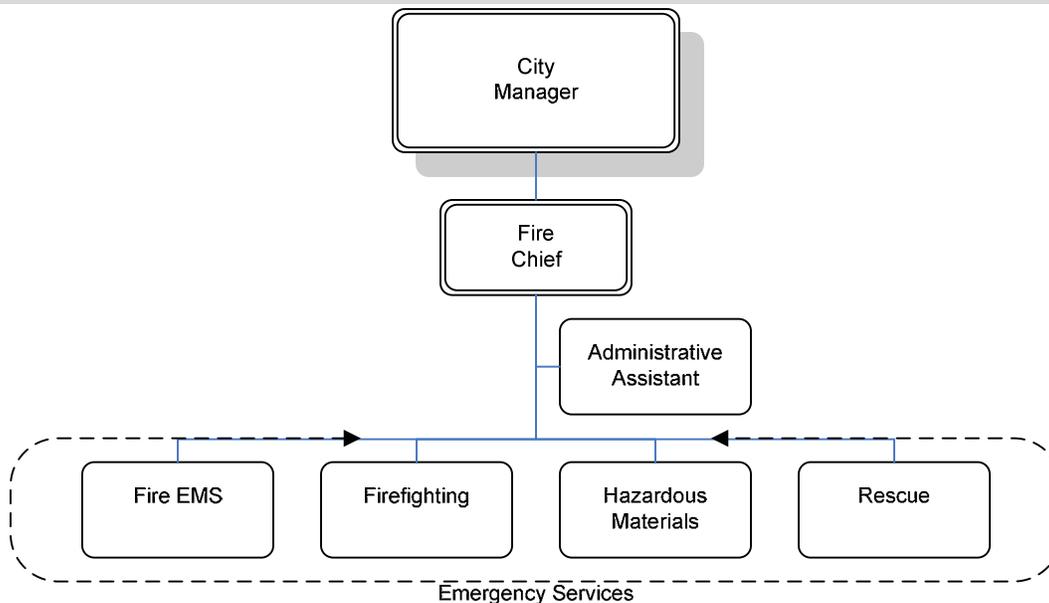
DESCRIPTION

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



2013/2014 HIGHLIGHTS

- Placed a new wildland firefighting truck in service.
- Increased volunteer firefighters by 25.
- Successfully rescued several victims of flooding in Manitou Springs, CO.

2015/2016 GOALS

- Increase volunteer firefighters by 20.
- Replace / Purchase 10 sets of Structural Firefighting Personal Protective Equipment.
- Complete mapping of wildland fire high hazard areas.

BUDGET - FIRE EMERGENCY SERVICES

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$1,593,377	\$1,656,229	\$1,603,810	\$1,705,670	\$101,860	\$1,748,760	\$1,775,600
Materials and Supplies	\$123,812	\$150,598	\$172,410	\$172,010	(\$400)	\$162,760	\$162,760
Purchased Services	\$22,305	\$22,056	\$28,620	\$28,840	\$220	\$29,340	\$29,340
Grant Related Expenses	\$0	\$0	\$10,000	\$10,000	\$0	\$10,000	\$10,000
Capital Outlay	\$1,422,602	\$1,674,109	\$0	\$0	\$0	\$31,000	\$463,750
Total	\$3,162,096	\$3,502,992	\$1,814,840	\$1,916,520	\$101,680	\$1,981,860	\$2,441,450

\$0



Fire Department EMERGENCY SERVICES

ACTIVITY MEASURES			
	2012	2013	6/2014
Alarms - Total calls for service	3,736	3,747	1,539
Land area protected. In square miles	13 + 12 miles of I-25	21 + 12 miles of I-25	21 + 19 miles of I-25
Wildland fires.	34	22	9
Area burned, in city limits, by acres	19	9	
Arson fires	20	39	2
# of calls arrived at in under 5 minutes	1,528	1,028	389
# of calls arrived at in over 5 minutes	1,637	1,435	679
Average response time - FIRE	6 min 17 sec	6 min 29 sec	6 min 27 sec
Average response time - EMS	4 min 56 sec	5 min 4 sec	5 min 55 sec
Property threat -Total value of property threatened by fire	\$50,961,503	\$18,438,548	\$
Property lost- Total value of property burned	\$938,881	\$792,143	\$
Property saved –Total value of property saved	\$50,022,622	\$17,646,405	\$
False alarms	180	206	93
Total calls/1,000 pop.	138	139	55
Total Emergency Services FT Staff	18	18	18
Calls/Full Time Equivalent	207	208	86



Fire Department PREVENTION SERVICES

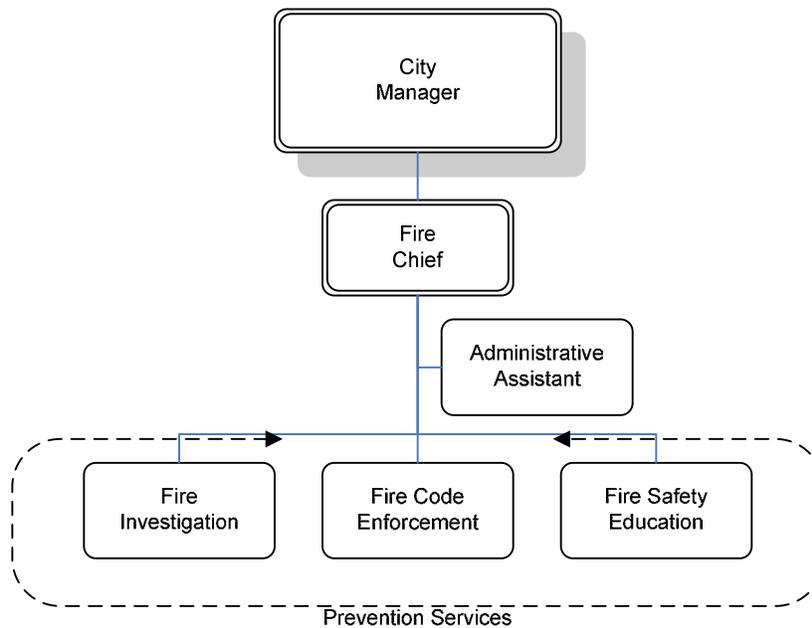
DESCRIPTION

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



2013/2014 HIGHLIGHTS

- Attended monthly public education programs.
- Began training of another firefighter for fire investigations.
- Adopted the 2012 International Fire Code.

2015/2016 GOALS

- Continue scanning business floor plans into database.
- Complete an additional 25% of the pre-incident plans and target hazard list into data base.
- Complete the partial adoption of the 2012 Wildland Fire Code



Fire Department PREVENTION SERVICES

BUDGET - FIRE PREVENTION SERVICES

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	#VALUE!	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$63,969	\$67,074	\$65,830	\$87,630	\$21,800	\$90,520	\$92,500
Materials and Supplies	\$3,157	\$2,297	\$5,280	\$5,280	\$0	\$5,400	\$5,400
Purchased Services	\$110	\$1,166	\$1,400	\$1,400	\$0	\$1,400	\$1,400
Total	\$67,236	\$70,537	\$72,510	\$94,310	\$21,800	\$97,320	\$99,300

\$0

ACTIVITY MEASURES

	2012	2013	6/2014
# of children that received fire prevention education	6,430	6,245	1,100
# of adults that received fire prevention education	3,331	2,890	894
# of completed fire inspections	469	490	119
# of fire investigations	229	219	69
# of plan reviews completed	116	61	37



Emergency Communications Center

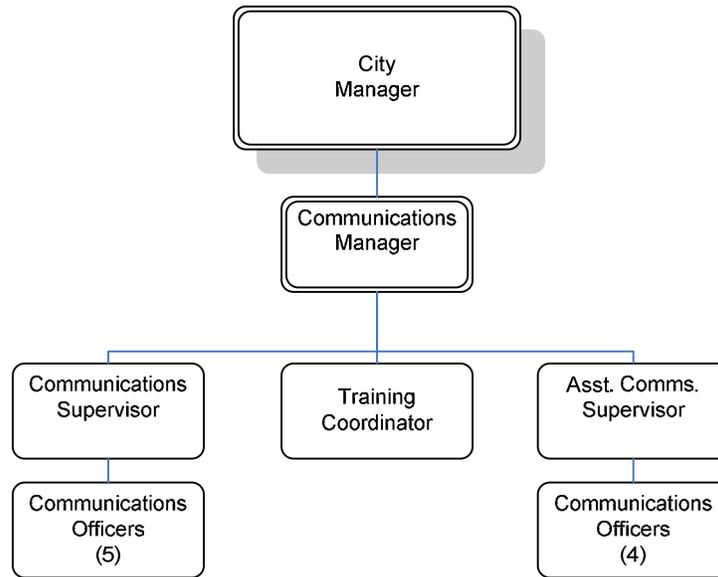
DESCRIPTION

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. Additionally, the Communications Manager is responsible for Emergency Management operations, planning, and training.

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



Personnel History				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Communications Manager	1	1	1	1
Communications Supervisor	1	1	1	1
Communications Officers	11	11	11	11
Total Full-Time Employees	13	13	13	13
Total part time Employees	0	0	0	0



Emergency Communications Center

2013/14 HIGHLIGHTS

- Telecommunicators handled 70,000 incoming and outgoing phone calls, including 38,987 Police calls for service and 4,943 Fire calls for service.
- Highest EMD scores within EL Paso/Teller County.
- Created the first Basic Telecommunicator Class.
- EOP was completed.
- Awarded Center of Distinction
- Lifetime Achievement Award (Luchia Tingley)
- Dispatcher of the Year (Natalie Sosa) 2013
- Dispatcher of the Year (Dave Langfels) 2014
- Telecommunicator of the 1st Quarter (Laurel Kallenbach)
- Telecommunicator of the 4th Quarter (Lisa Schneider)

2015/2016 GOALS

- Continue updating the Emergency Operations Plan.
- Consolidation

BUDGET - EMERGENCY COMMUNICATIONS

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	#VALUE!	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$849,241	\$920,315	\$909,420	\$1,043,970	\$134,550	\$970,140	\$985,600
Materials and Supplies	\$1,810	\$1,885	\$2,000	\$2,000	\$0	\$2,000	\$2,000
Purchased Services	\$18,256	\$13,453	\$17,380	\$17,470	\$90	\$22,075	\$22,075
Fixed Charges	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$17,299	\$0	\$0	\$0	\$0	\$0
Total	\$869,307	\$962,952	\$928,800	\$1,063,440	\$134,640	\$994,215	\$1,009,675

ACTIVITY MEASURES

	2012	2013	6/2014
Population Served	26,891	26,891	26,891
Police Calls Dispatched	41,321	40,786	19,911
Fire/Medical Calls Dispatched	4,888	4,490	2,286
Total Staffing (Communication Officers/Manager)	10	12/1	12/1
Average calls per Telecommunicator	3,851	3,773	3699



Public Works Department OVERVIEW

DESCRIPTION

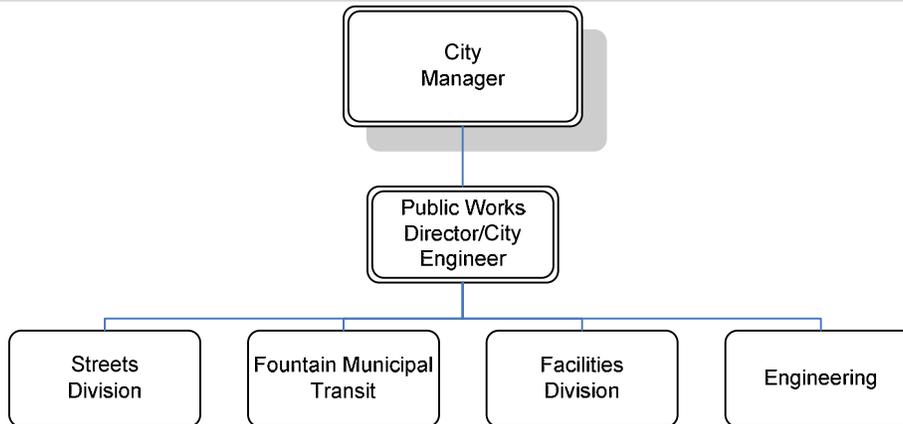
The Public Works Department is one of the primary operational departments of the City, consisting of 4 divisions:

- Administration/Engineering
- Streets & Drainage
- Facility Maintenance
- Fountain Municipal Transit (operated by contract with Fountain Valley Senior Services)

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



2013/14 HIGHLIGHTS

Shown in Division Program Budgets

2015/16 GOALS

Shown in Division Program Budgets

BUDGET - PUBLIC WORKS DEPARTMENT

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$922,481	\$941,176	\$935,919	\$1,016,160	\$80,241	\$949,380	\$965,200
Purchased Services	\$656,262	\$229,419	\$275,520	\$316,810	\$41,290	\$270,910	\$255,280
Materials and Supplies	\$357,886	\$401,127	\$406,865	\$429,730	\$22,865	\$414,960	\$414,860
Fixed Charges	\$24,550	\$27,866	\$35,000	\$27,510	(\$7,490)	\$35,000	\$35,000
Capital Outlay	\$50,000	\$40,182	\$249,000	\$221,000	(\$28,000)	\$36,000	\$40,000
Total	\$2,011,179	\$1,639,770	\$1,902,304	\$2,011,210	\$108,906	\$1,706,250	\$1,710,340



Public Works Department OVERVIEW

ACTIVITY MEASURES

Shown in Division Program Budgets



Public Works Department ENGINEERING/ADMINISTRATION

DESCRIPTION

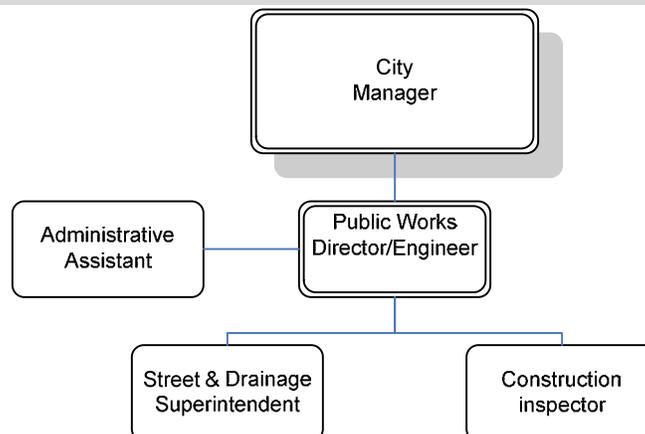
The Public Works Department Engineering/Administration Division office is on the first floor of City Hall. The Division has historically been staffed with one full-time Director/City Engineer, one full-time Administrative Assistant and one Construction Inspector. The Construction Inspector position has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

- Board & Commission support for the City Council and Planning Commission.
- Participation in regional boards and committees, including the 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.
- Right-of-Way Management & Encroachment Permits.
- Grant Administration & Project Management.

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 ENGINEERING/ADMINISTRATION

Personnel History				
Position	2013	2014	2015	2016
Public Works Director	1	1	1	1
Administration Assistant	1	1	1	1
Construction Inspector (50/50 Water/PW)	.5	.5	.5	.5
Total Full-Time Employees	2.5	2.5	2.5	2.5
Total Part-Time Employees	0	0	0	0

2013/14 HIGHLIGHTS

- Secured Railroad, CDOT & PUC Approval for Link Road UPRR Crossing and Ohio BNSF Crossing Safety Improvements.
- Complete CDBG South Downtown Area Sidewalk ADA Ramp Projects.
- Secured Right of Way for the relocation of the Illinois Ave. RR Crossing to Indiana Avenue.
- Maintained State MS4 Permit.
- Secured CDBG Disaster Recovery Grant for 700 Crest Drive Fountain Creek Embankment Stabilization.
- Secured a CDBG Grant for South Race Street Sidewalk ADA Ramp Improvements.

2015/16 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 Additional Sidewalk & ADA Ramp Projects.
- Complete Relocation of Illinois Ave. RR Crossing to Indiana Avenue.
- Complete CDBG Disaster Recovery Improvements for 700 Crest Drive Embankment Stabilization.
- Complete the El Paso County CDBG Grant Improvements for South Race Street.
- Maintain State MS4 Permit Program.

BUDGET - ENGINEERING/ ADMINISTRATION

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$190,838	\$194,906	\$178,718	\$192,970	\$14,253	\$193,860	\$197,300
Materials and Supplies	\$3,636	\$1,274	\$2,465	\$5,170	\$2,705	\$3,660	\$3,660
Purchased Services	\$32,215	\$13,869	\$25,160	\$46,800	\$21,640	\$24,850	\$24,850
Total	\$226,689	\$210,049	\$206,343	\$244,940	\$38,598	\$222,370	\$225,810



Public Works Department ENGINEERING/ADMINISTRATION

ACTIVITY MEASURES

Activity Item	2011	2012	2013	6/2014
Full – Time Employees	2.5	2.5	2.5	2.5
Part - Time Employees	0	0	0	0
Consultant Contracts	3	3	3	3
Construction Contracts	5	6	4	5
Construction Permits	98	282	270	--
Major Subdivisions Projects	12	15	8	12
Project Not In Warranty	1	2	3	9
Projects In Warranty	6	4	4	2
Projects Final Accepted	5	9	1	1
Plats & Plans Reviewed	9	13	16	16
Agreements Reviewed	0	3	8	8

-- Data not currently available.



Public Works Department STREET & DRAINAGE

DESCRIPTION

Street & Drainage Division Office/Maintenance Facility is located at 415 West Alabama Avenue. The Division is currently staffed with one full-time Superintendent, one Crew Leader, four full-time Maintenance Workers and two regular part-time Maintenance Workers. The Street & Drainage Division currently maintains a total of 103 miles of roads, six bridges, two traffic signals, two traffic calming speed limit signs, nine lighted school pedestrian crossings, 645 storm drainage inlets, 194 drainage culverts, 173 manholes, several drainage detention ponds, several miles of storm drain pipes and 273 drainage outfall structures.

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. Due to inadequate long-term transportation funding, the City's transportation infrastructure continues to degrade with much maintenance and capital investment necessarily deferred.

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 (1/5th 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 in Street/Drainage Right-of-Way
- Community Special Events including City Spring Cleanup, Thunder In The Valley, and Labor Day Parade.
- Support Other Departments with labor, materials and equipment.

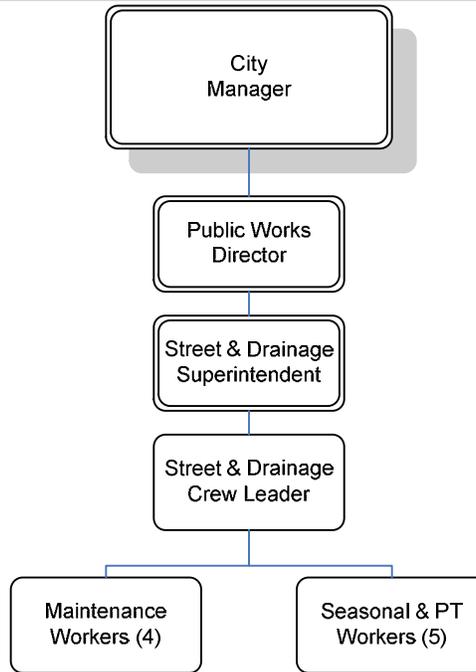
MISSION STATEMENT

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 STREET & DRAINAGE

ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Superintendent	1	1	1	1
Street & Drainage Crew Leader	1	1	1	1
Street Maintenance Worker II	4	4	4	4
Street Maintenance Worker I	0	0	0	0
Neighborhood Response Specialist	0	0	0	0
Total Full-Time Employees	6	6	6	6
Regular Part-Time Street Maintenance Worker I	2	2	2	2
Seasonal Street Maintenance	3	3	3	3
Seasonal Neighborhood Response Specialist	0	0	0	0
Total Part-Time & Seasonal Employees	5	5	5	5

2013-14 HIGHLIGHTS

- Pavement Resurfacing on portions of Royalty Place, Ridge Drive, Grinde Drive, Trapper Lane, Lyckman Drive, Lyckman Place, Fountain Mesa Road, Pond Terrace, Lake Avenue, Link Road, Flying F Road
- Installed School Crossing Warning Lights on Ohio Avenue and Race Street.
- 50/50 Sidewalk Replacement Program.
- Annual Spring Clean-up.
- Construct Downtown Area CDBG Sidewalk & ADA Ramp Projects.
- Construct Medicine Bow Bulb-Out ADA Ramp Projects.

2015-16 GOALS

- Continue Transportation Sales Tax Pavement Resurfacing & Capital Improvement Program.



Public Works Department STREET & DRAINAGE

- Install Thermoplastic Markings at School Crossings.
- Continue 50/50 Sidewalk Program.
- Continue Annual Spring Clean-up.
- Increased Capital Improvements Depending Upon Budgeted Funds.
- Apply for and Construct CDBG Sidewalk & ADA Ramp Projects.

BUDGET - STREETS AND DRAINAGE

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$615,877	\$649,629	\$662,201	\$709,060	\$46,859	\$624,930	\$634,800
Materials and Supplies	\$257,559	\$297,175	\$307,090	\$311,580	\$4,490	\$302,810	\$302,710
Purchased Services	\$543,456	\$139,671	\$175,110	\$184,610	\$9,500	\$170,460	\$154,830
Fixed Charges	\$24,550	\$27,866	\$35,000	\$27,510	(\$7,490)	\$35,000	\$35,000
Capital Outlay	\$50,000	\$40,182	\$249,000	\$221,000	(\$28,000)	\$36,000	\$40,000
Total	\$1,491,442	\$1,154,523	\$1,428,401	\$1,453,760	\$25,359	\$1,169,200	\$1,167,340

ACTIVITY MEASURES

Activity Item	2011	2012	2013	2014
Full – Time Employees	7	6	6	6
Regular Part-Time & Seasonal Employees	0	2	2	5
Total Gravel Road Miles	3.5	3.5	3.5	-
Total Paved Road Miles	98.98	99.68	100.63	-
New Paved Road Miles	1.10	1.39	.89	-
Pave Road < 5 Yrs Old	11.83	7.81	2.5	-
Paved Road Miles > Satisfactory Condition	83.15	83.85	85.07	-
Paved Road Miles in Poor Condition	19.33	19.33	15.56	-
Resurfacing (Sq. Yds)	14481	25036	26,264	35,998
Seal Coatings (Sq. Yds)	0	0	0	0
Crack Sealing (Tons)	4	4	4	4
50/50 Sidewalk Program # Locations / Sq. Ft.	6/879	6/1200	12/1591	6/2431
Traffic Signals	2	2	2	2
Pedestrian Cross Walks	75	75	78	78



Public Works Department STREET & DRAINAGE

School Crossing Signals	7	7	8	9
Drainage Inlets, Manholes, Culverts & Outfall Structures	1276	1276	1282	1285

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



Public Works Department FACILITY MAINTENANCE

DESCRIPTION

The Division has one full-time Facility Maintenance Coordinator and one full-time Facility Custodian starting in 2015 (prior to 2015, this was a contractual employee). The Division maintains ten 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:

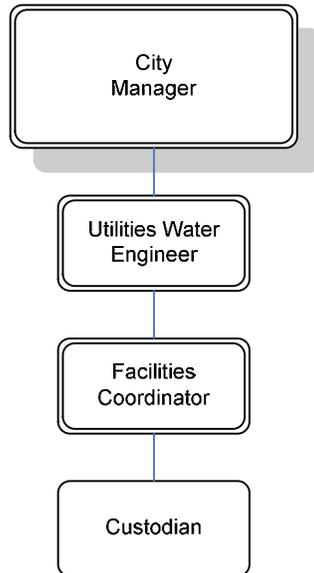
- Building Remodeling & Repairs
- HVAC Service Contract

Major City Facility Buildings include: City Hall, Police Station, Fire Stations #1 #2, & #3, Chamber/Museum/Community Center, Water/Streets/Parks, Electric/Fleet, George Samure Building (aka: Walt Fortman Center), and Utility Customer Service (Effective 2015).

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	2013	2014	2015	2016
Facility Maintenance Coordinator	1	1	1	1
Custodian	0	0	1	1
Custodian (Contract)	1	1	0	0
Total Full-Time Employees	2	2	2	2



Public Works Department FACILITY MAINTENANCE

2013/14 HIGHLIGHTS

- Completed New Fire Station No. 1 Construction.
- Completed Remodel of Police Station.
- Completed Utilities Customer Service Building
- Completed City Hall Window Sill Repairs

2015/16 GOALS

- Remodel City Hall Customer Service for Chamber of Commerce/Visitor Center and Information Systems.
- Revise HVAC Contract.

BUDGET - FACILITY MAINTENANCE

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Salaries and Benefits	\$115,766	\$96,641	\$95,000	\$114,130	\$19,130	\$130,590	\$133,100
Materials and Supplies	\$96,691	\$102,678	\$97,310	\$112,980	\$15,670	\$108,490	\$108,490
Purchased Services	\$4,774	\$7,404	\$8,950	\$7,100	(\$1,850)	\$9,300	\$9,300
Total	\$217,231	\$206,723	\$201,260	\$234,210	\$32,950	\$248,380	\$250,890

Note: Heating, Ventilation & Air Conditioning (HVAC) Maintenance Contract is charged directly to respective City departments and is not included above.

ACTIVITY MEASURES

Activity Item	2013	2014	2015	2016
Full – Time Employees	2	2	2	2
Part - Time Employees	0	0	1	1
Service Contracts	1	1	0	0
Custodial Service Requests	--	--	--	--
Custodial Expenditures Per Sq.Ft. Maintained	--	--	--	--
Bldg Repairs Expended Per Sq.Ft. Maintained	--	--	--	--

-- Data not currently available.



Community Outreach

DESCRIPTION

The Community Outreach 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.

2013/14 Highlights

- Community Promotions - \$4,611
- Lorraine Community Center - \$51,864. This funding was shifted to the new facility constructed by Peak Vista to support moving Lorraine Community Services to that facility.
- YMCA Funding - \$12,000. This funding was retained by the City to support Recreation services

2015/16 GOALS

- Community Promotions - \$4,430
- Support Lorraine Community Services through payment to Peak Vista - \$51,870
- Fountain Valley Senior Center - \$10,000

BUDGET - COMMUNITY OUTREACH

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Purchased Services	\$75,817	\$68,475	\$66,300	\$78,300	\$12,000	\$66,300	\$66,300
Total	\$75,817	\$68,475	\$66,300	\$78,300	\$12,000	\$66,300	\$66,300



GIS General Fund Section

DESCRIPTION

The City of Fountain GIS Department provides support to the electric utility, water utility, general city departments and the public. We provide information on assets, generate maps, collect GPS points, create and provide assistance on GIS applications, help with banner/poster creation, maintain the large format printers and scanners, and preform geographic analysis to visualize and interpret patterns and relationships in our data layers.

The GIS department uses software that combines geographic information, graphic interfaces and database management applications in desktop, server, mobile and web environments. The department manages asset information for the general city (streets, addresses, topography, parks, etc), water (water mains, laterals, valves, etc), and electric utilities (distribution lines, transformers, fuses, etc). The asset information contains tabular data for each feature, e.g. the water main feature class contains the attributes: diameter, year installed, material and pressure zone.

MISSION STATEMENT

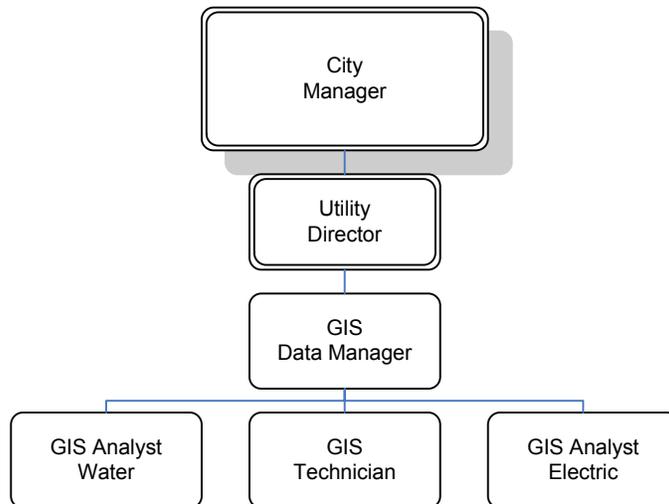
Mission Statement

We develop, manage and maintain geographic data and relevant information relating to the utilities and city. Additionally, we coordinate the use of spatial data to support the water and electric utility in day-to-day operations and decision making.

Vision Statement

The premier resource for all geographic information and services relating to the utilities and city.

ORGANIZATIONAL CHART





GIS General Fund Section

Personnel History <i>(Provided by Human Resource Department)</i>				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
GIS Manager	1	1	1	1
GIS Analyst	2	2	2	2
GIS Technician	1	1	1	1
Total Full-Time Employees	4	4	4	4
Total Seasonal Employees	0	0	0	0

2013/2014 HIGHLIGHTS

- GIS information are stored in enterprise databases and off local computers.
- 183 formal map requests have been completed from July 2013 to September 2014 (this does NOT include maps for field crews or general day-to-day operations).
- GIS department starting to work as a team.
- GIS took over GIS needs from planning (they were contracting the work out).
- Established relationships with CSU, FSD, e911, Widefield Water (JD Hydro), City of Colorado Springs, El Paso County and Fort Carson.
- Joined the PPGA (pikes peak geospatial alliance) as a participant (not a full member).
- We discontinued software the department no longer uses (the full suite of Integraph ERDAS) saving 20k per year.
- Successfully assisted TMD and the implementation team with phase II of the new AMI meter system.
- Found and corrected hundreds of topology errors in the street and water utility feature classes (This cleans up the data so we will be able to use it to model).
- Assisted the City of Fountain Fire department and other regional emergency services departments with mapping functions during the 2013 fires and floods.
- Upgraded our systems from ESRI 9.3 to 10.1 (software).
- Updated mapbooks for Water, Electric, Fire and Police.
- Updated the City Street Map.
- Created a google map animation project to show FEMA damage to the Keaton reservoir, road leading up to the reservoir and surrounding homes.
- Worked with Fort Carson to locate our Keaton water line.
- Located the missing city Charter, 1st book or ordinances and missing cemetery book from the 60's in the GIS shelves downstairs.

2015-2016 GOALS

- Integration of GIS (electric data) and other systems (MDM and SCADA) via an OMS (outage management system).
- Create a development / testing environment. This includes setting up a testing server/desktop for GIS. We will test: MS (Microsoft) updates, MS SQL server updates, and GIS updates prior to deploying them on the production database.
- Implement an asset management and work order management system. This is software designed to manage labor, material, equipment and assets to minimize the cost of owning, operating and maintaining the electric and water utilities.



GIS General Fund Section

- Complete documentation for all standards of procedures and policies.
- Reconciliation of the electric transformer database and the GIS database.
- Complete audit of electric features and electric database configuration.
- Continue to work with Fort Carson to GPS our Keaton water line.
- Start modeling electric and water utilities

MANAGED ELECTRIC ASSETS IN GIS

Feature Type	Number of Features
Light	2,930
Switch Bank	294
Fuse Bank	307
Surface Structure	285
Service Location	14,868
Service Point (meter or meter bank location)	11,243
Capacitor Bank	15
Dynamic Protective Device	56
Miscellaneous Features	707
Transformer Bank	2,187
Pole	5,097
Substation	2
Conduit System	2
Transmission Line	4
Primary OH Conductors	2,519
Primary UG Conductors	2,529
Secondary OH Conductors	3,888
Secondary UG Conductors	22,756
Vault	6
Electric installed meters (residential)	14,462
Electric Service Area	1
Electric gateways	44
Electric relays	19
Total Overhead Line	150
Total Underground Line	382

MANAGED WATER ASSETS IN GIS

Feature Type	Number of Features
Fittings	2,163
Curb stop	6,369
Hydrant	1,025
Meter Pit	931
Meter Vault	45
PRV (Pressure release valve)	8
Valve	3,359
Wells	21
Lateral Line	5,785
Keaton Butts Field Line	1
Main (Water Main)	6,445
Buildings	9
Tanks	12



GIS General Fund Section

MANAGED WATER ASSETS IN GIS	
Feature Class	Number of Features
Adams Open Space (polygons)	5
Address Points	18,334
Bank Protection	40
Bank Protection pts	147
Bike Lanes	22
Bridges	32
Building Footprints	16,332
Check Structures	53
Church	21
City Buildings	52
City Fiber network	10
City Hall	1
City Parcels	161
Customer Service Accounts	17,520
Culvert pts	351
Culverts	173
Cumberland Expansion	11
Damaged Stream Bank Toe	50
Damaged Stream Bank Top	56
Detention Pond Top pts	545
Detention Ponds	57
Ditch Centerlines	363
Ditch Chilcott	1
Ditch CL pts	938
Ditch FMIC	2
El Paso County	1
Fairview Blocks	22
Fairview Plots	2580
Fire ESA	6
Fire Grid	76
Fire Grid Quartered	304
Fire Response	7
Fire stations	4
Fort Carson	1
Fountain City Limits	1
Frisbee Golf	72
GIS Boundaries	3
Inlets	622
Insurance	55
Library	1
Manholes	163
Mile Points	29
Mowing AOs 2013	210
Mowing AOs 2013 polygon	1
Neighborhoods	77
Noxious Weeds	63
Open Space	6
Other	26
Outfalls	282
Parcels	22,884
Parcels 20130404	19,920



GIS General Fund Section

Parcels 20140404	22,919
Parking	3
Park Meters	36
Parks	24
Plat Filings	224
Police Districts	4
Police MapBook Grid	117
Police Response Area	1
Police Sectors	6
Pond Outlet Structures	36
Ponds	41
Post office	2
Railroad	23
Response Times	3
Roads Future 2012	244
School Area	18
School Districts	1
Schools (point)	18
Sec fire sta	3
Security	1
Signs Hwy 25	3
Signs Hwy 85	3
Soils	152
Stream Centerlines	27
Stream CL pts	757
Stream Reach	0
StreamCL	61
Streams polygon	12
Streets	2,511
Subdivisions	46
Top15 Damaging Fires	15
Trails	53
Turf	29
Water Bodies Non Detention	18
Water Body Top Non Detention	259
Water Quality Surface CPHE	8,058
Water Service Area	1
Water body	7,678
Zoning	125

BUDGET- GENERAL FUND PORTION

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 Budget to Actual	2015 BUDGET	2016 BUDGET
Materials and Supplies	\$0	\$0	\$0	\$0	\$0	\$6,195	\$6,195
Purchased Services	\$0	\$0	\$0	\$0	\$0	\$300	\$300
Total	\$0	\$0	\$0	\$0	\$0	\$6,495	\$6,495



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Water





Water Fund

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.

The following is a history of 2012 and 2013 actuals, 2014 estimated actual and 2015 and 2016 budget projections of the Water Utility's revenues and expenses:

WATER FUND							
2012 and 2013 ACTUALS, 2014 ESTIMATED, BUDGET AND DIFFERENCE AND 2015-2016 BUDGETS							
OPERATING BUDGET PROJECTIONS							
	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Revenue:							
Charges for Services	\$6,719,720	\$6,318,154	\$7,170,000	\$6,978,350	\$191,650	\$7,728,500	\$7,952,204
Other Operating Income	\$268,433	\$278,312	\$307,842	\$259,240	\$48,602	\$740,700	\$1,860,706
Total Operating Revenue	\$6,988,153	\$6,596,466	\$7,477,842	\$7,237,590	\$240,252	\$8,469,200	\$9,812,910
Operating Expenses:							
Source and Supply	\$1,651,428	\$1,714,985	\$1,830,530	\$2,204,975	(\$374,445)	\$1,968,978	\$1,973,978
Operations and Maintenance	\$1,388,510	\$1,781,849	\$1,615,132	\$1,946,700	(\$331,568)	\$1,785,590	\$1,803,380
Customer Accounts	\$435,883	\$549,779	\$519,947	\$537,810	(\$17,863)	\$599,840	\$559,460
Administration	\$1,250,843	\$1,304,885	\$1,457,010	\$1,474,960	(\$17,950)	\$1,612,120	\$1,616,652
GIS	\$0	\$0	\$0	\$0	\$0	\$21,300	\$21,300
Depreciation	\$784,892	\$941,305	\$963,000	\$963,000	\$0	\$1,030,500	\$1,103,000
Total Operating Expenses	\$5,511,556	\$6,292,803	\$6,385,618	\$7,127,445	(\$741,827)	\$7,018,328	\$7,077,770
Operating Income (Loss)	\$1,476,597	\$303,663	\$1,092,224	\$110,145	\$982,079	\$1,450,872	\$2,735,140
NON-OPERATING PROJECTIONS							
Non-Operating Revenues (Expenses)							
Investment Earnings	\$18,192	\$30,597	\$10,390	\$10,390	\$0	\$10,390	\$10,390
Interest Expense	(\$1,059,292)	(\$988,595)	(\$1,677,844)	(\$1,764,570)	(\$86,726)	(\$2,212,000)	(\$2,574,000)
Total Non-Operating Revenues (Expenses)	(\$1,041,100)	(\$957,998)	(\$1,667,454)	(\$1,754,180)	(\$86,726)	(\$2,201,610)	(\$2,563,610)
Net Income Before Transfers and	\$435,497	(\$654,335)	(\$575,230)	(\$1,644,035)	\$895,353	(\$750,738)	\$171,530
Capital Contributions							
Transfers Out	(\$328,380)	(\$383,480)	(\$383,480)	(\$383,480)	\$0	(\$397,714)	(\$397,714)
Contributed Capital (Development)	\$2,069,814	\$1,900,250	\$1,873,000	\$1,873,962	(\$962)	\$2,599,000	\$2,599,000
Change in Net Assets	\$2,176,931	\$862,435	\$914,290	(\$153,553)	\$894,391	\$1,450,548	\$2,372,816
Net Assets, Beginning	\$38,623,049	\$40,445,276	\$41,307,711	\$42,222,001		\$42,222,001	\$43,672,549
Restated Net Position	(\$354,704)						
Net Assets, Ending	\$40,445,276	\$41,307,711	\$42,222,001	\$42,068,448		\$43,672,549	\$46,045,365
CAPITAL							
Capital Outlay:							
Water Rights/Storage Acquisition	\$207,079	\$406,774	\$164,000	\$1,141,000	(\$977,000)	\$626,380	\$2,023,790
Buildings	\$113,924	\$1,187,225	\$2,460,000	\$2,470,920	(\$10,920)	\$240,000	\$0
System Improvements	\$4,044,894	\$6,975,548	\$8,853,658	\$17,132,282	(\$8,128,624)	\$8,514,630	\$4,087,890
Vehicles	\$27,957	\$39,084	\$40,000	\$41,400	(\$1,400)	\$96,000	\$0
Equipment	\$5,692	\$2,374	\$80,000	\$174,530	(\$94,530)	\$1,950	\$1,950
Computer Software/equipment	\$20,800	\$35,811	\$412,070	\$412,070	\$0	\$77,000	\$67,400
Furniture	\$633	\$0	\$49,675	\$49,675	\$0	\$0	\$0
Total Capital Outlay	\$4,420,979	\$8,646,816	\$12,059,403	\$21,421,877	(\$9,212,474)	\$9,555,960	\$6,181,030
Total Expenses	\$11,320,207	\$16,311,694	\$20,506,345	\$30,697,372	(\$9,867,575)	\$19,184,002	\$16,230,514



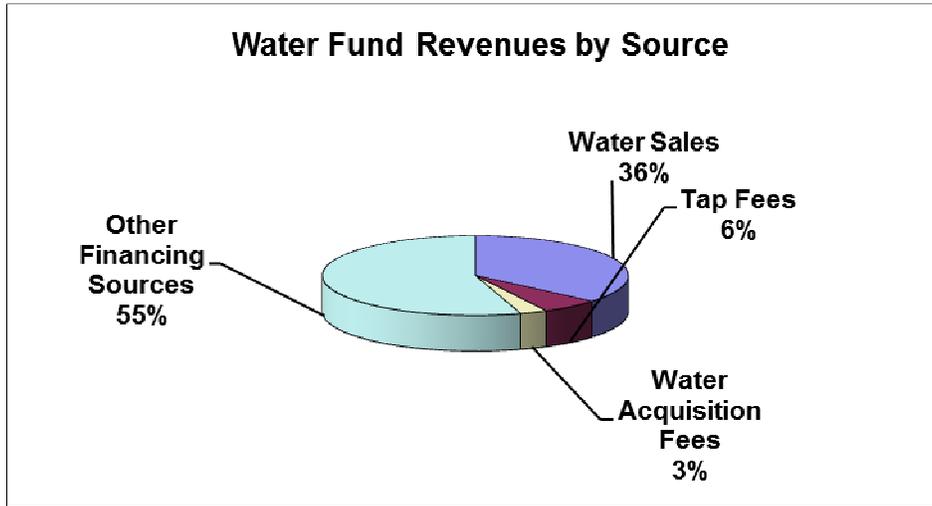
Water Fund

CASH BALANCE							
Beginning Cash Balance	\$6,323,330	\$3,912,826	\$5,608,599	\$5,608,599		\$5,421,409	\$5,832,417
Sources:	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 Actual to Budget	2015 BUDGET	2016 BUDGET
Operating Revenue	\$6,988,153	\$6,596,466	\$7,477,842	\$7,237,590	\$240,252	\$8,469,200	\$9,812,910
Investment Earnings	\$18,192	\$30,597	\$10,390	\$10,390	\$0	\$10,390	\$10,390
Development	\$2,069,814	\$1,900,250	\$1,873,000	\$1,873,962	(\$962)	\$2,599,000	\$2,599,000
Debt Proceeds	\$0	\$11,165,000	\$11,385,000	\$14,510,000	(\$3,125,000)	\$9,000,000	\$6,000,000
Total Sources	\$9,076,159	\$19,692,313	\$20,746,232	\$23,631,942	(\$2,885,710)	\$20,078,590	\$18,422,300
Uses:							
Operating Expense Less Depreciation	\$4,726,664	\$5,351,498	\$5,422,618	\$6,164,445	(\$741,827)	\$5,987,828	\$5,974,770
Transfers Out	\$328,380	\$383,480	\$383,480	\$383,480	\$0	\$397,714	\$397,714
Debt Service	2,010,640	3,614,746	3,067,921	3,560,990	(493,069)	3,726,080	4,213,080
Capital Outlay	\$4,420,979	\$8,646,816	\$12,059,403	\$21,421,877	(\$9,362,474)	\$9,555,960	\$6,181,030
Total Uses	\$11,486,663	\$17,996,540	\$20,933,422	\$31,530,792	(\$10,597,370)	\$19,667,582	\$16,766,594
Excess (Deficiency)	(\$2,410,504)	\$1,695,773	(\$187,190)	(\$7,898,850)		\$411,008	\$1,655,706
Ending Cash Balance	\$3,912,826	\$5,608,599	\$5,421,409	(\$2,290,251)		\$5,832,417	\$7,488,123
25% of Operating Expenses less deprec	\$1,181,666	\$1,337,875	\$1,355,655	\$1,541,111		\$1,496,957	\$1,493,693

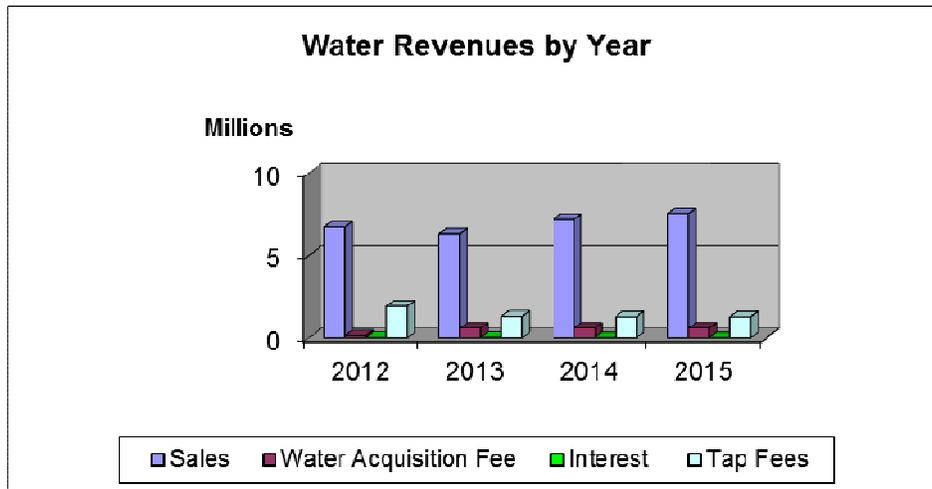


Water Fund REVENUES

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 2015 are \$20,078,590 and \$18,422,300 for 2016. 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 contracted with Harvey Economics to perform a water rate study analyzing monthly user charges as well as the tap fee and water acquisition fee. It is anticipated that the City will collect \$7,728,500 in metered sales during 2015 and \$7,952,204 during 2016.

Water Acquisition Fees

During 2005, the City implemented a per dwelling unit water acquisition fee that is collected at the time of 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 three new homes. No increase in the water acquisition fee has been included in the budget for 2015 and 2016 but \$975,000 is estimated in each year from 150 new homes.



Water Fund REVENUES

[Tap Fees](#)

In an effort to continue encouragement for the slow but steady recovery of the home building industry, this budget includes no increases in the tap portion of the water development charge per standard ¾” residential tap. Revenue of \$1,624,000 is estimated in both 2015 and 2016 from 150 new homes.

[Miscellaneous Revenues](#)

It is estimated that the Water Fund will earn \$10,390 in interest income in both 2015 and 2016. Income from other miscellaneous sources is projected to be \$117,280 for both 2015 and 2016.

[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 2015 and \$6 million in 2016 to fund the Southern Delivery System and other 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

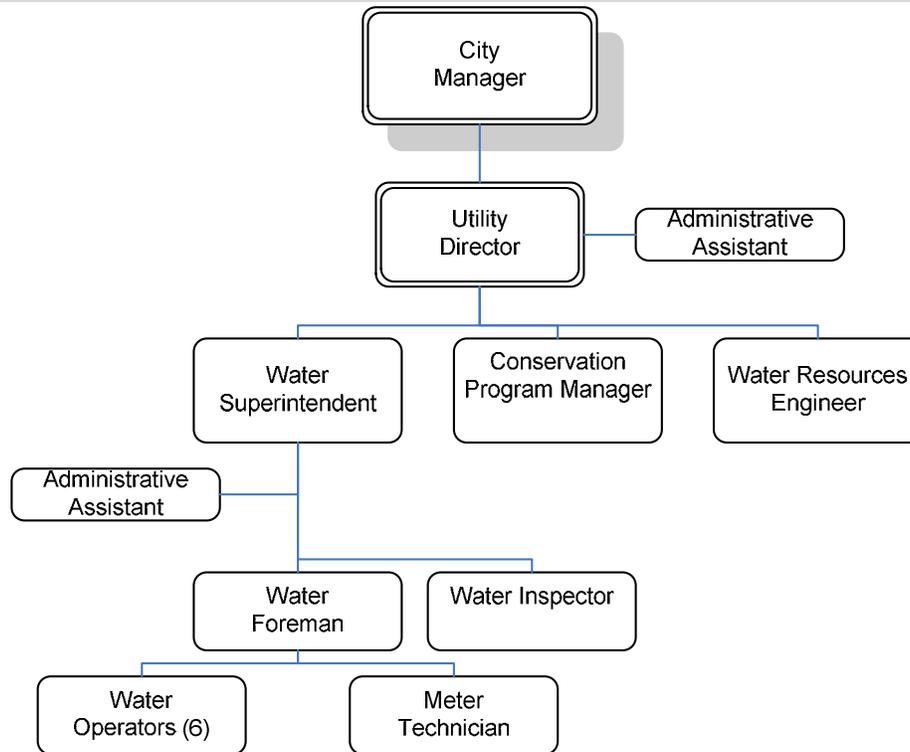
DESCRIPTION

The City of Fountain’s Water Department serves 7,820 water taps or approximately 24,000 people. This number is slightly less than the total City population of 28,058 (as of March 31, 2014); we do not serve the Southmoor area or the Mesa Ridge Townhomes located on Sneffels Drive in Fountain. Fountain receives the majority of its water (70%) 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, which includes the Venetucci water. Fountain's water supply is supplemented by four (4) groundwater wells that are owned by Fountain, which pump water (30%) from the Fountain Creek Alluvium. With the exception of the four 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 <i>(Provided by Human Resource Department)</i>				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Utility Director	0.5	0.5	0.5	0.5
Management Assistant	0.5	0.5	0.5	0.5
Administrative Assistant	1	1	1	1
Administrative Assistant	0.5	0.5	0.5	0.5
Conservation & Supply Manager	0	0	0	0
Water Resources Engineer	1	1	1	1
Water Superintendent	1	1	1	1
Water Foreman	1	1	1	1
Water Operator	1	0	0	0
Class 1 Water System Operator	0	0	0	0
Class 2 Water System Operator	1	2	2	2
Class 3 Water System Operator	3	3	3	3
Class 4 Water System Operator	1	1	1	1
Water Services Representative	0	0	0	0
Water Meter Technician	1	1	1	1
Water Inspector	0.5	0.5	0.5	0.5
GIS Manager	0.4	0.4	0.45	0.45
GIS Analyst	1	1	1	1
GIS Technician	1	1	.5	.5
Seasonal	0	0	2	2
Total Full-Time Employees	15.4	15.9	14.95	14.95
Total Seasonal Employees	0	0	2	2

2013 ACCOMPLISHMENTS

- Participated with Transit Loss Model on upgrades for cost allocation and new memberships;
- Startup Implementation and installation of SmartGrid compatible water meters;
- Chlorination Upgrades at City Wells;
- 100% completion of Commercial Backflow Prevention Program and established new database;
- Implemented Leak Detection Program;
- Purchase of extra 250 hp motor and pump for Rice Lane Booster Station;
- SCADA System upgrade at High Gate Booster Station;
- Approval of FMIC Board of Directors to move forward Fountain's 4 & 17 Water Rights;
- Managing Keeton Reservoir Flood Event of September 2013 receiving FEMA funding;
- Approving of Race Track Wells for Southern Delivery System (SDS) Construction;
- Acquisition for Pump, Piping, and Control System of Marshall Well #2 as a non-potable water source;
- Completed 2013 Water Quality Water Report/Consumer Confidence Report to meet Federal and State regulations without any violations;
- Participated in several events for promotion of water conservation, providing materials and education on water related issues, and motion of Xeriscaping;
- Worked on projects and collaborated with other water associations and providers throughout the year to discuss water related issues for the Fountain Valley area and to fulfill Fountain's water needs;
- Water Department received 100% compliance on training and safety audit with CIRSA and received the 2013 Safety Championship Award at the annual CIRSA Membership meeting in Breckenridge, CO;



Water Fund OPERATIONS

- The Water Department 2013 Street Paving Program resurfaced 10 blocks of residential streets after several years of Saddle Tap Replacement Projects had been accomplished;
- The 2013 Water Valve Project replaced 6 line valves that were broken or leaked excessively and inserted two valves in areas requiring new isolation valves;
- The Water Resources Engineering retained Brandy Williams, P.E., in 2013 to assist on some of the professional tasks. These included:
 - Brandy managed the 2013 Qualifications Based Selection (QBS) for Professional Services, including Design Engineers, Geotechnical Engineers and Land Surveyors;
 - Brandy represented Fountain Utilities at the QBS-Colorado 2013 Forum in Denver;
 - Brandy initiated a comprehensive review and revision for the City of Fountain's Water Construction & Design Specification Manual;
 - Brandy reviewed planning submittal for technical conformance to the City Water Standards;
- The Janitell Junior High School Water Main Project was designed, bid and constructed in 2013;
- The South Shumway Water Project was bid and constructed in 2013;
- The South Santa Fe Avenue Water Project was designed, bid and will be completed in 2013-14; and,
- The 101 North Main Street Project was redesigned.

2013/2014 HIGHLIGHTS

- Promote public education on water issues and water conservation.
- Work with the SmartGrid Project on upgrading water meters.
- Acquire additional water storage and water rights.
- Continue to add attributes and upgrades to the GIS Water Mapping.
- Upgrade the Supervisory Control and Data Acquisition (SCADA) System and complete Engineering Study.
- Continue to participate in the Southern Delivery System (SDS).
- Continue to replace old water mains, fire hydrants, and service lines.
- Continue training for upgrade of Water Operators licenses and certifications.
- Implement Fire Hydrant Electronic Maintenance Program.
- Complete the Keeton Reservoir rehab work.

2015/2016 GOALS

- Promote public education on water issues and water conservation.
- Acquire additional water storage and water rights.
- Continue to participate in the Southern Delivery System (SDS).
- Continue to replace old water mains, fire hydrants, and service lines.
- Continue training for upgrade of Water Operators licenses and certifications.

BUDGET- SOURCE OF SUPPLY

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 ACTUAL and BUDGET	2015 BUDGET	2016 BUDGET
PURCHASED SERVICES	\$1,651,428	\$1,714,986	\$1,830,530	\$2,204,975	(\$374,445)	\$1,968,978	\$1,973,978
Total	\$1,651,428	\$1,714,986	\$1,830,530	\$2,204,975	(\$374,445)	\$1,968,978	\$1,973,978



Water Fund OPERATIONS

BUDGET- OPERATIONS AND MAINTENANCE

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 ACTUAL and BUDGET	2015 BUDGET	2016 BUDGET
SALARIES AND BENEFITS	\$993,112	\$1,057,260	\$996,622	\$1,032,310	(\$35,688)	\$1,131,410	\$1,149,200
MATERIALS AND SUPPLIES	\$189,920	\$462,747	\$287,000	\$381,340	(\$94,340)	\$288,000	\$288,000
PURCHASED SERVICES	\$199,117	\$261,845	\$331,510	\$533,050	(\$201,540)	\$366,180	\$366,180
CAPITAL	\$4,297,548	\$8,292,076	\$10,072,408	\$19,308,032	(\$9,235,624)	\$9,302,010	\$6,176,680
Total	\$5,679,697	\$10,073,928	\$11,687,540	\$21,254,732	(\$9,567,192)	\$11,087,600	\$7,980,060

BUDGET- ADMINISTRATION

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 ACTUAL and BUDGET	2015 BUDGET	2016 BUDGET
SALARIES AND BENEFITS	\$638,001	\$645,287	\$654,940	\$634,310	\$20,630	\$849,520	\$862,570
MATERIALS AND SUPPLIES	\$8,130	\$10,230	\$11,780	\$11,780	\$0	\$8,000	\$11,780
PURCHASED SERVICES	\$1,611,169	\$1,531,124	\$2,410,264	\$2,515,470	(\$105,206)	\$2,903,600	\$3,253,302
FIXED CHARGES	\$52,833	\$55,897	\$57,870	\$57,870	\$0	\$63,000	\$63,000
TRANSFERS	\$328,380	\$383,480	\$383,480	\$383,480	\$0	\$397,714	\$397,714
CAPITAL	\$3,822	\$862	\$55,320	\$55,320	\$0	\$0	\$0
Total	\$2,642,335	\$2,626,880	\$3,573,654	\$3,658,230	(\$84,576)	\$4,221,834	\$4,588,366

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

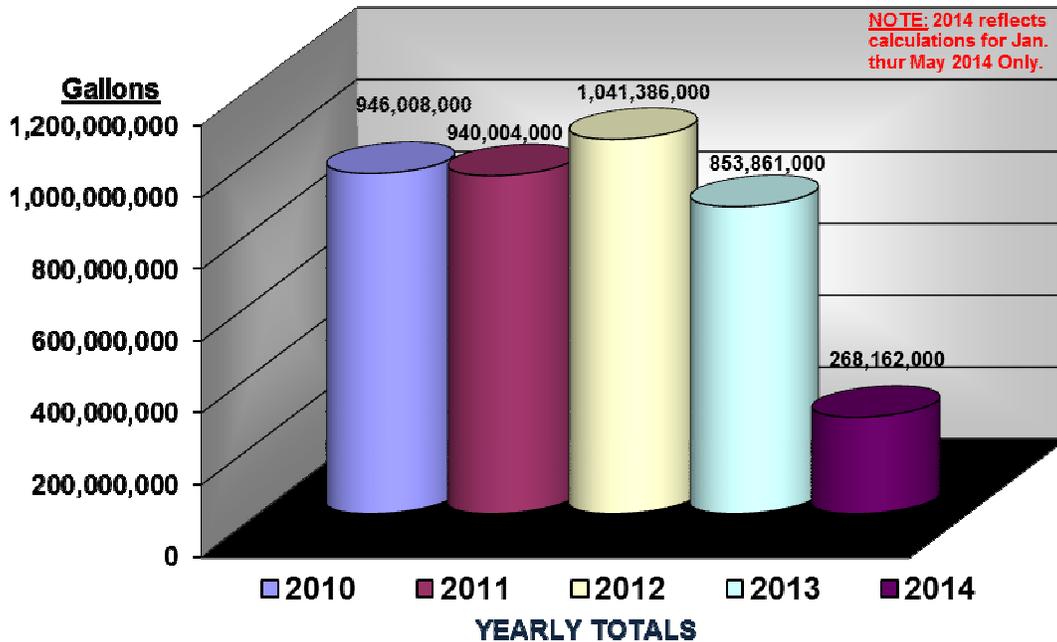
Annuals:	2012	2013	As of May of 2014
Total Water Distribution (in 1,000's of gal.)	1,041,386	853,861	268,162
Total Yearly Water Taps	89	129	49
Water Purchases: Venetucci	\$196,875	\$200,418	-
Water Purchases: Fountain Gravel Pit	\$ 66,630	\$62,220	-
Water Purchases: Frying Pan-Arkansas	\$1,187,739	\$1,242,148	-
Water Purchases: Extra Frying Pan-Ark	\$18,560	-	-



Water Fund OPERATIONS

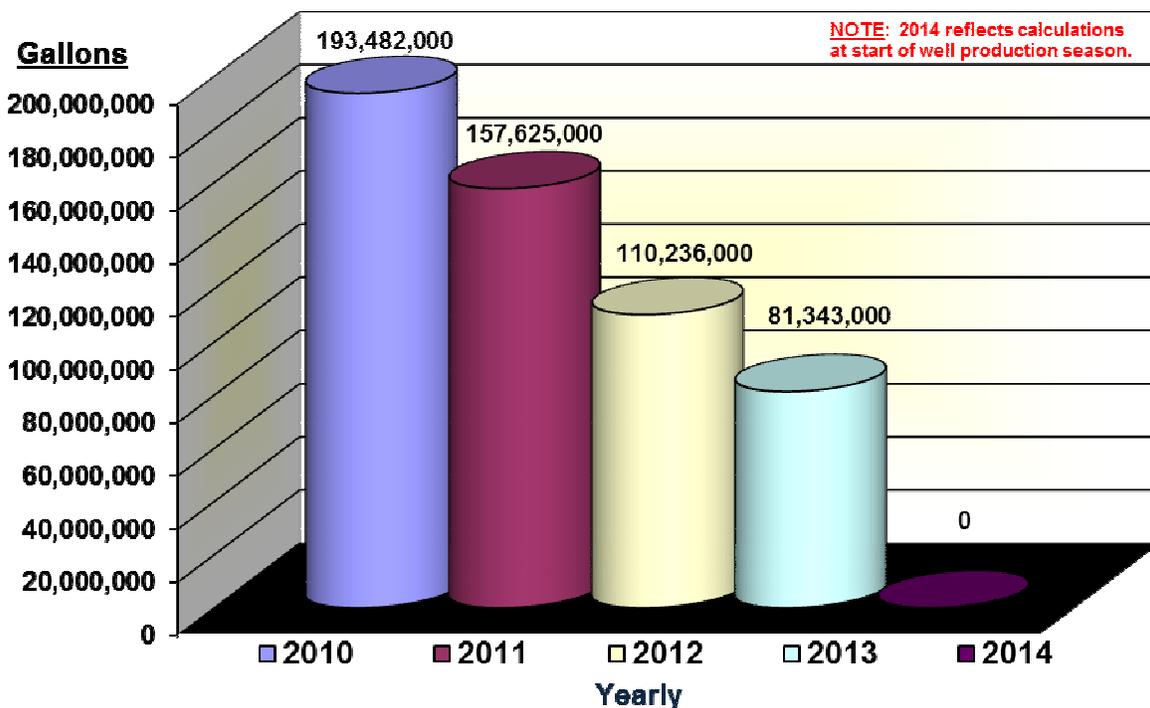
The Water Department's total water distributed from 2010 thru May of 2014 is listed below:

TOTAL YEARLY WATER DISTRIBUTED January 2010 thru May 2014



The Water Department's total well production for 2010 thru May of 2014 is shown in the chart below:

TOTAL YEARLY WELL PRODUCTION 2010 thru 2014

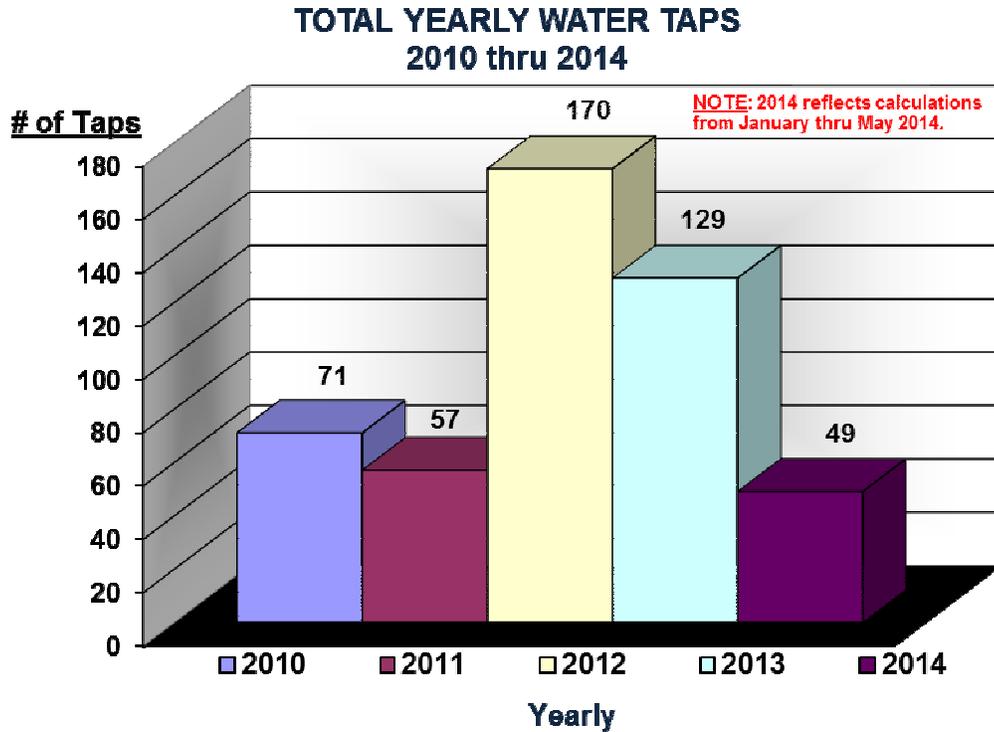




Water Fund OPERATIONS

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 for 2013 as listed below:

2013 Water Main Breaks/Leaks	
605 Stubblefield	593 Blossom Field Road
990 Ancestra	7300 Old Pioneer Trail
304 Comanche Village	599 Crest Drive
7983 Enclave Lane	941 Candlestar Loop N.
1004 Rustique Drive	7342 Willowdale
308 Comanche Village Drive	950 Candlestar Loop
Willow Pines & Elmhurst	10765 Falling Star Loop
N. Ohio Street	403 Arms Lane
Shumway	Crest St. Behind 7-11
1541 Monterey Way	510 Fountain Mesa
9359 Bandle Drive	Rancher Hydrant
Butts Airfield Base	7301 Old Pioneer Trail
719 Bailing Wire	109-111 S. Main Street
Ft. Carson Butts Airfield	497 Camino Del Rey
6842 Ancestra Drive	902 Rancher Drive



Water Fund OPERATIONS

2013 Water Main Breaks/Leaks	
725 Fountain Mesa Road	970 Candlestar Loop South
6965 Roaring Springs Lane	413 Windsor
10605 Charter Oak Road	S. Santa FE/85-87 Hyw.
7301 Old Pioneer Trail	
TOTAL 2013 WATER MAIN BREAKS/LEAKS = 37	
Total Residents Affected = 104	

The Water Department receives the following calls related to water leaks and/or main breaks throughout the City from January 2014 thru May 2014 as listed below:

2014 Water Main Breaks/Leaks	
6900 Millbrook	9367 Bar B Road
7463 Willow Pine	203 Comanche Village Drive
9350 Bar B Road	7192 Killington Street
TOTAL 2014 WATER MAIN BREAKS/LEAKS = 6	
Total Residents Affected = 69	

WATER VIOLATIONS

The City of Fountain did not have any water violations in 2013. Fountain Valley Authority, Widefield and Security also did not have any water violations in 2013.

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 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 and/or meetings are pre-approved.



Water Fund OPERATIONS

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	No
Justin Moore, Water Operator Class 4	A	4	D	1	No
Keith Woodworth, Water Operator Class 2	D	2	No	No	No
Dwight Grusing, Water Operator Class 3	C	3	No	No	No
Craig Williams, Water Operator Class 3	C	3	No	No	Yes
Jasson Palmer, Water Operator Class 2	D	3	No	No	No
Jeff Allen Water Operator Class 3	C	3	No	No	Yes



Water Fund CUSTOMER SERVICE

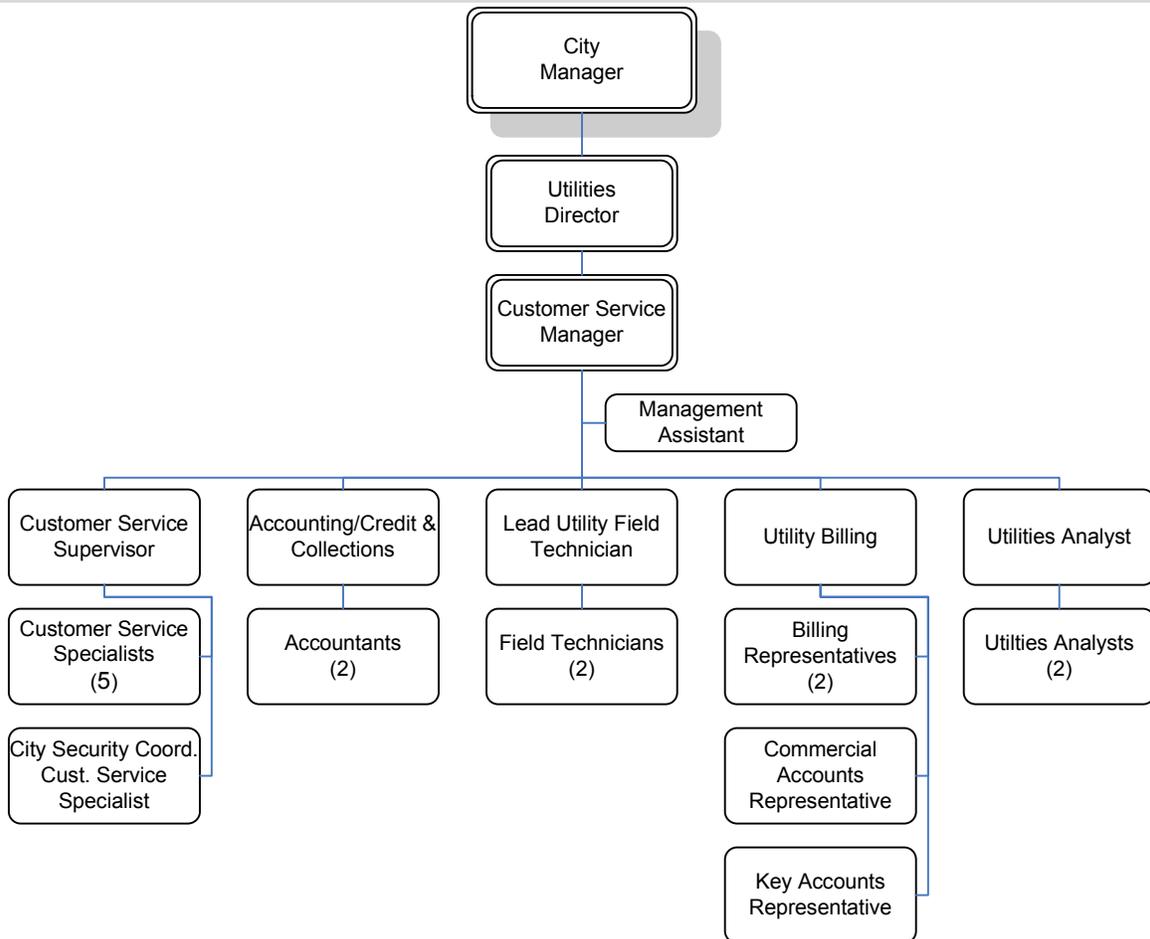
DESCRIPTION

The Customer Service Department serves the Customer Service and Billing needs of approximately 16,500 water and electric utility 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; field service support; 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. The department is also responsible for conducting Electric and Water Rate Studies. 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>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Customer Service Manager	1	1	1	1
Management Assistant	1	1	1	1
Customer Service Supervisor	1	1	1	1
Accountant Billing	1	1	1	1
Utility Analyst	1	1	1	2
Accountant Credit Collections	1	1	1	1
Commercial Accounts Representative	2	2	2	1
Key Account Representative (VACANT)	1	1	1	1
Residential Billing Representative	2	2	2	2
Customer Service Representative	6	6	6	6
Field Service Representative	3	3	3	3
Total Full-Time Employees	20	20	20	20
Total Part-Time Employees	0	0	0	0

2013/14 HIGHLIGHTS

- Assisted 70,012 customers in the lobby or by phone in 2013. On track to assist 70,567 in 2014.
- Completed cross-training in all front office, accountant and analyst duties.
- Implemented a shift rotation schedule that has alleviated customer wait time in the lobby.
- Revised High Water Complaint process.
- Developed quarterly and annual score cards
- Developed (pilot) Auto Revert Program.
- Revised the Lighten the Load Program and added an additional partner.
- Secured funding from Energy Outreach Colorado for the Lighten the Load Program.
- Identified Initiatives for the Department
- Billed approximately 5,231 final bills in 2013, and anticipate no change for 2014. This represents a 2.7% turn-over rate of our customer base.
- Due to growth and demands, a Commercial Billing Representative position was created in 2013. Since January 2014, 16 new commercial accounts have been added to the system.
- Decreased write-offs, bad debt and accounts receivable.
- Implemented training program which focuses on the Customer Experience.
- Revised and implemented the Water Lien Process to ensure customers are aware of the lien prior the end of the year.
- Initiated the re-write of the Customer Service Policies and Procedures. Will present to City Council in 2015.
- Successfully launched an online process manual with the table of contents hyper-linked to the actual documents.

2015/16 GOALS

- Conduct annual external customer satisfaction survey with a score of 3.5 or higher on a 4.0 scale.
- Complete policy review and revisions for approval and implementation by July 2015.
- Continue to review/revise internal process documentation.
- Meet with Lighten the Load partner agencies quarterly.



Water Fund CUSTOMER SERVICE

- Ensure all employees are trained and quarterly emails are sent out regarding the Identity Theft Policy.
- Maintain bad debt ratio in alliance with Chatwell's national standards.
- Conduct quarterly department-wide training covering safety, violence at work, change management, and various other applications.
- Complete 2,000 National Electric Safety Code (NESC) yard inspections per year.
- Implement measurements in the areas of Bad Debt, Collections, Write-offs, and Accounts Receivable.
- Implement a balanced scorecard to evaluate the four areas of the business – financial, customer, business and learning and growth.
- Rate Study 2015-2016

BUDGET- CUSTOMER SERVICE (WATER 30%)

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 ACTUAL and BUDGET	2015 BUDGET	2016 BUDGET
SALARIES AND BENEFITS	\$310,278	\$340,524	\$368,237	\$359,030	\$9,207	\$389,860	\$396,000
MATERIALS AND SUPPLIES	\$4,700	\$3,869	\$7,290	\$8,150	(\$860)	\$8,210	\$6,690
PURCHASED SERVICES	\$93,616	\$124,204	\$118,420	\$134,600	(\$16,180)	\$175,630	\$130,630
FIXED CHARGES	\$26,523	\$9,181	\$26,000	\$36,030	(\$10,030)	\$26,140	\$26,140
CAPITAL	\$119,609	\$353,878	\$1,931,675	\$2,058,525	(\$126,850)	\$241,950	\$1,950
Total	\$554,726	\$831,656	\$2,451,622	\$2,596,335	(\$144,713)	\$841,790	\$561,410

ACTIVITY MEASURES

	2012	2013	2014 (8/30)
Utility Bills Mailed		194,765	131,391
Late Notices Mailed	36,487	38,388	24,093
Final Bills		5,231	3,429
Number of Customer Service Phone Calls Answered	54,135	36,256	25,326
Number of Customer Service Walk-Ins	28,528	30,127	23,451
Field Service Calls		12,722	8,331
NESC Yard Inspections		952	1,230
Lighten the Load Number of Customers Assisted			74
Lighten the Load Amount of Assistance Granted			\$23,175
Number of escalated Customer Complaints	1,016	604	118
Amount Sent to Collections			\$140,583
Amount of Write-Offs			\$152,644



Water Fund GIS

DESCRIPTION

The City of Fountain GIS Department provides support to the electric utility, water utility, general city departments and the public. We provide information on assets, generate maps, collect GPS points, create and provide assistance on GIS applications, help with banner/poster creation, maintain the large format printers and scanners, and preform geographic analysis to visualize and interpret patterns and relationships in our data layers.

The GIS department uses software that combines geographic information, graphic interfaces and database management applications in desktop, server, mobile and web environments. The department manages asset information for the general city (streets, addresses, topography, parks, etc), water (water mains, laterals, valves, etc), and electric utilities (distribution lines, transformers, fuses, etc). The asset information contains tabular data for each feature, e.g. the water main feature class contains the attributes: diameter, year installed, material and pressure zone.

MISSION STATEMENT

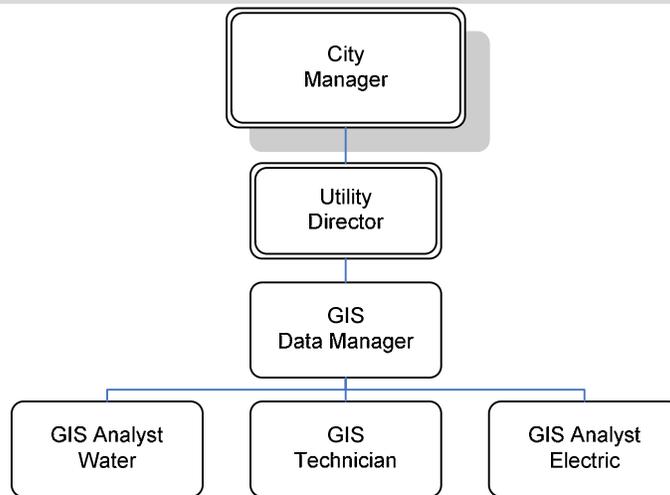
Mission Statement

We develop, manage and maintain geographic data and relevant information relating to the utilities and city. Additionally, we coordinate the use of spatial data to support the water and electric utility in day-to- day operations and decision making.

Vision Statement

The premier resource for all geographic information and services relating to the utilities and city.

ORGANIZATIONAL CHART



Personnel History <i>(Provided by Human Resource Department)</i>				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
GIS Manager	1	1	1	1
GIS Analyst	2	2	2	2
GIS Technician	1	1	1	1
Total Full-Time Employees	4	4	4	4
Total Seasonal Employees	0	0	0	0



Water Fund GIS

2013/2014 HIGHLIGHTS

- GIS information are stored in enterprise databases and off local computers.
- 183 formal map requests have been completed from July 2013 to September 2014 (this does NOT include maps for field crews or general day-to-day operations).
- GIS department starting to work as a team.
- GIS took over GIS needs from planning (they were contracting the work out).
- Established relationships with CSU, FSD, e911, Widefield Water (JD Hydro), City of Colorado Springs, El Paso County and Fort Carson.
- Joined the PPGA (pikes peak geospatial alliance) as a participant (not a full member).
- We discontinued software the department no longer uses (the full suite of Integraph ERDAS) saving 20k per year.
- Successfully assisted TMD and the implementation team with phase II of the new AMI meter system.
- Found and corrected hundreds of topology errors in the street and water utility feature classes (This cleans up the data so we will be able to use it to model).
- Assisted the City of Fountain Fire department and other regional emergency services departments with mapping functions during the 2013 fires and floods.
- Upgraded our systems from ESRI 9.3 to 10.1 (software).
- Updated mapbooks for Water, Electric, Fire and Police.
- Updated the City Street Map.
- Created a google map animation project to show FEMA damage to the Keaton reservoir, road leading up to the reservoir and surrounding homes.
- Worked with Fort Carson to locate our Keaton water line.
- Located the missing city Charter, 1st book or ordinances and missing cemetery book from the 60's in the GIS shelves downstairs.

2015-2016 GOALS

- Integration of GIS (electric data) and other systems (MDM and SCADA) via an OMS (outage management system).
- Create a development / testing environment. This includes setting up a testing server/desktop for GIS. We will test: MS (Microsoft) updates, MS SQL server updates, and GIS updates prior to deploying them on the production database.
- Implement an asset management and work order management system. This is software designed to manage labor, material, equipment and assets to minimize the cost of owning, operating and maintaining the electric and water utilities.
- Complete documentation for all standards of procedures and policies.
- Reconciliation of the electric transformer database and the GIS database.
- Complete audit of electric features and electric database configuration.
- Continue to work with Fort Carson to GPS our Keaton water line.
- Start modeling electric and water utilities

MANAGED ELECTRIC ASSETS IN GIS

Feature Type	Number of Features
Light	2,930
Switch Bank	294



Water Fund GIS

Fuse Bank	307
Surface Structure	285
Service Location	14,868
Service Point (meter or meter bank location)	11,243
Capacitor Bank	15
Dynamic Protective Device	56
Miscellaneous Features	707
Transformer Bank	2,187
Pole	5,097
Substation	2
Conduit System	2
Transmission Line	4
Primary OH Conductors	2,519
Primary UG Conductors	2,529
Secondary OH Conductors	3,888
Secondary UG Conductors	22,756
Vault	6
Electric installed meters (residential)	14,462
Electric Service Area	1
Electric gateways	44
Electric relays	19
Total Overhead Line	150
Total Underground Line	382

MANAGED WATER ASSETS IN GIS

Feature Type	Number of Features
Fittings	2,163
Curb stop	6,369
Hydrant	1,025
Meter Pit	931
Meter Vault	45
PRV (Pressure release valve)	8
Valve	3,359
Wells	21
Lateral Line	5,785
Keeton Butts Field Line	1
Main (Water Main)	6,445
Buildings	9
Tanks	12

MANAGED WATER ASSETS IN GIS

Feature Class	Number of Features
Adams Open Space (polygons)	5
Address Points	18,334
Bank Protection	40
Bank Protection pts	147
Bike Lanes	22
Bridges	32
Building Footprints	16,332
Check Structures	53
Church	21



Water Fund GIS

City Buildings	52
City Fiber network	10
City Hall	1
City Parcels	161
Customer Service Accounts	17,520
Culvert pts	351
Culverts	173
Cumberland Expansion	11
Damaged Stream Bank Toe	50
Damaged Stream Bank Top	56
Detention Pond Top pts	545
Detention Ponds	57
Ditch Centerlines	363
Ditch Chilcott	1
Ditch CL pts	938
Ditch FMIC	2
El Paso County	1
Fairview Blocks	22
Fairview Plots	2580
Fire ESA	6
Fire Grid	76
Fire Grid Quartered	304
Fire Response	7
Fire stations	4
Fort Carson	1
Fountain City Limits	1
Frisbee Golf	72
GIS Boundaries	3
Inlets	622
Insurance	55
Library	1
Manholes	163
Mile Points	29
Mowing AOIs 2013	210
Mowing AOIs 2013 polygon	1
Neighborhoods	77
Noxious Weeds	63
Open Space	6
Other	26
Outfalls	282
Parcels	22,884
Parcels 20130404	19,920
Parcels 20140404	22,919
Parking	3
Park Meters	36
Parks	24
Plat Filings	224
Police Districts	4
Police MapBook Grid	117
Police Response Area	1
Police Sectors	6
Pond Outlet Structures	36
Ponds	41
Post office	2



Water Fund GIS

Railroad	23
Response Times	3
Roads Future 2012	244
School Area	18
School Districts	1
Schools (point)	18
Sec fire sta	3
Security	1
Signs Hwy 25	3
Signs Hwy 85	3
Soils	152
Stream Centerlines	27
Stream CL pts	757
Stream Reach	0
StreamCL	61
Streams polygon	12
Streets	2,511
Subdivisions	46
Top15 Damaging Fires	15
Trails	53
Turf	29
Water Bodies Non Detention	18
Water Body Top Non Detention	259
Water Quality Surface CPHE	8,058
Water Service Area	1
Water body	7,678
Zoning	125

BUDGET- GIS

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 BUDGET	Difference of 2014 ACTUAL and BUDGET	2015 BUDGET	2016 BUDGET
MATERIALS AND SUPPLIES	\$0	\$0	\$0	\$0	\$0	\$4,380	\$4,380
PURCHASED SERVICES	\$0	\$0	\$0	\$0	\$0	\$16,920	\$16,920
CAPITAL	\$0	\$0	\$0	\$0	\$0	\$12,000	\$2,400
Total	\$0	\$0	\$0	\$0	\$0	\$33,300	\$23,700

Electric





Electric Fund 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. The following is a history of 2012 and 2013 actuals, 2014 estimated actual and 2015 and 2016 budget projections of the Electric Utility's revenues and expenses:

**ELECTRIC FUND
2012 AND 2013 ACTUALS, 2014 ESTIMATED, BUDGET AND DIFFERENCE AND 2015-2016 BUDGET**

OPERATING BUDGET PROJECTIONS							
			2014 Estimated to year end		Difference 2014 Estimated Actual to 2014 Budget		
	2012 ACTUAL	2013 ACTUAL		2014 BUDGET		2015 BUDGET	2016 BUDGET
Revenue:							
Charges for Services	\$ 21,983,823	\$ 23,243,314	\$ 24,515,057	\$ 23,078,480	\$ 1,436,577	\$ 23,196,626	\$ 22,315,626
Other Operating Income	\$ 485,572	\$ 513,927	\$ 480,209	\$ 415,050	\$ 65,159	\$ 494,377	\$ 494,377
Total Operating Revenue	\$ 22,469,395	\$ 23,757,241	\$ 24,995,266	\$ 23,493,530	\$ 1,501,736	\$ 23,691,003	\$ 22,810,003
Operating Expenses:							
Engineering and Planning	\$ 663,706	\$ 551,953	\$ 777,779	\$ 766,440	\$ 11,339	\$ 641,200	\$ 647,550
Source and Supply	\$ 13,431,911	\$ 14,342,259	\$ 15,745,479	\$ 15,745,479	-	\$ 13,500,000	\$ 12,100,000
Operations and Maintenance	\$ 2,614,329	\$ 2,956,085	\$ 3,150,008	\$ 3,938,795	\$ (788,787)	\$ 3,862,620	\$ 3,897,800
Customer Accounts	\$ 1,300,301	\$ 1,483,062	\$ 1,580,490	\$ 1,623,540	\$ (43,050)	\$ 1,618,180	\$ 1,631,340
Administration	\$ 2,104,557	\$ 2,310,897	\$ 2,328,980	\$ 2,350,670	\$ (33,700)	\$ 2,363,440	\$ 2,389,130
Depreciation	\$ 1,002,519	\$ 1,015,896	\$ 1,056,532	\$ 590,717	\$ 465,815	\$ 1,098,800	\$ 1,142,800
Fleet Maintenance	\$ 546,363	\$ 559,361	\$ 560,935	\$ 562,930	\$ (1,996)	\$ 619,190	\$ 627,590
GIS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,760	\$ 12,760
Total Operating Expenses	\$ 21,663,686	\$ 23,219,513	\$ 25,200,203	\$ 25,578,571	\$ (390,378)	\$ 23,716,190	\$ 22,448,970
Operating Income (Loss)	\$ 805,709	\$ 537,728	\$ (204,937)	\$ (2,085,041)	\$ 1,892,114	\$ (25,187)	\$ 361,033
NON-OPERATING PROJECTIONS							
Non-Operating Revenues (Expenses)							
Investment Earnings	\$ 209,225	\$ 118,468	\$ 2,721	\$ 206,090	\$ (203,369)	\$ 110,000	\$ 110,000
Grant Revenue	\$ 178,217	\$ 1,687,605	\$ (175,794)	\$ -	\$ (175,794)	\$ -	\$ -
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Non-Operating Revenues (Expenses)	\$ 387,442	\$ 1,806,073	\$ (173,073)	\$ 206,090	\$ (379,163)	\$ 110,000	\$ 110,000
Net Income Before Transfers and Capital Contributions	\$ 1,193,151	\$ 2,343,801	\$ (378,010)	\$ (1,878,951)	\$ 1,512,951	\$ 84,813	\$ 471,033
Capital Contributions							
Transfers In	\$ 406,720	\$ 411,140	\$ 411,140	\$ 356,010	\$ 55,130	\$ 455,246	\$ 455,246
Transfers Out	\$ (351,570)	\$ (344,630)	\$ (344,630)	\$ (344,630)	\$ -	\$ (515,435)	\$ (515,435)
Contributed Capital (Development)	\$ 626,913	\$ 163,428	\$ 82,040	\$ 1,360,527	\$ (1,278,487)	\$ 1,048,540	\$ 1,048,540
Change in Net Assets	\$ 1,875,214	\$ 2,573,739	\$ (229,460)	\$ (507,044)	\$ 289,594	\$ 1,073,164	\$ 1,459,384
Net Assets, Beginning	\$ 35,714,295	\$ 37,589,509	\$ 40,163,248	\$ 40,163,248	\$ -	\$ 39,933,788	\$ 41,006,952
Net Assets, Ending	\$ 37,589,509	\$ 40,163,248	\$ 39,933,788	\$ 39,656,204	\$ -	\$ 41,006,952	\$ 42,466,336
CAPITAL							
Capital Outlay:							
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 455,670	\$ 455,670
Buildings	\$ 3,933	\$ 5,200	\$ -	\$ -	\$ -	\$ 100,000	\$ -
System Improvements	\$ 283,749	\$ 800,065	\$ 1,429,496	\$ 1,776,900	\$ (347,404)	\$ 3,950,000	\$ 2,337,500
Vehicles	\$ 132,288	\$ 179,503	\$ 301,500	\$ 301,500	\$ -	\$ 40,000	\$ 40,000
Equipment	\$ 396,867	\$ 231,730	\$ 616,648	\$ 616,648	\$ -	\$ 68,550	\$ 100,000
Computer Software/equipment	\$ 47,055	\$ 33,174	\$ 238,700	\$ 238,700	\$ -	\$ 393,000	\$ 255,600
Furniture	\$ -	\$ -	\$ 313,320	\$ 313,320	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 863,892	\$ 1,249,672	\$ 2,899,664	\$ 3,247,068	\$ (347,404)	\$ 5,007,220	\$ 3,188,770
Total Expenses	\$ 22,527,578	\$ 24,469,185	\$ 28,099,867	\$ 28,825,639	\$ (737,782)	\$ 28,723,410	\$ 25,637,740



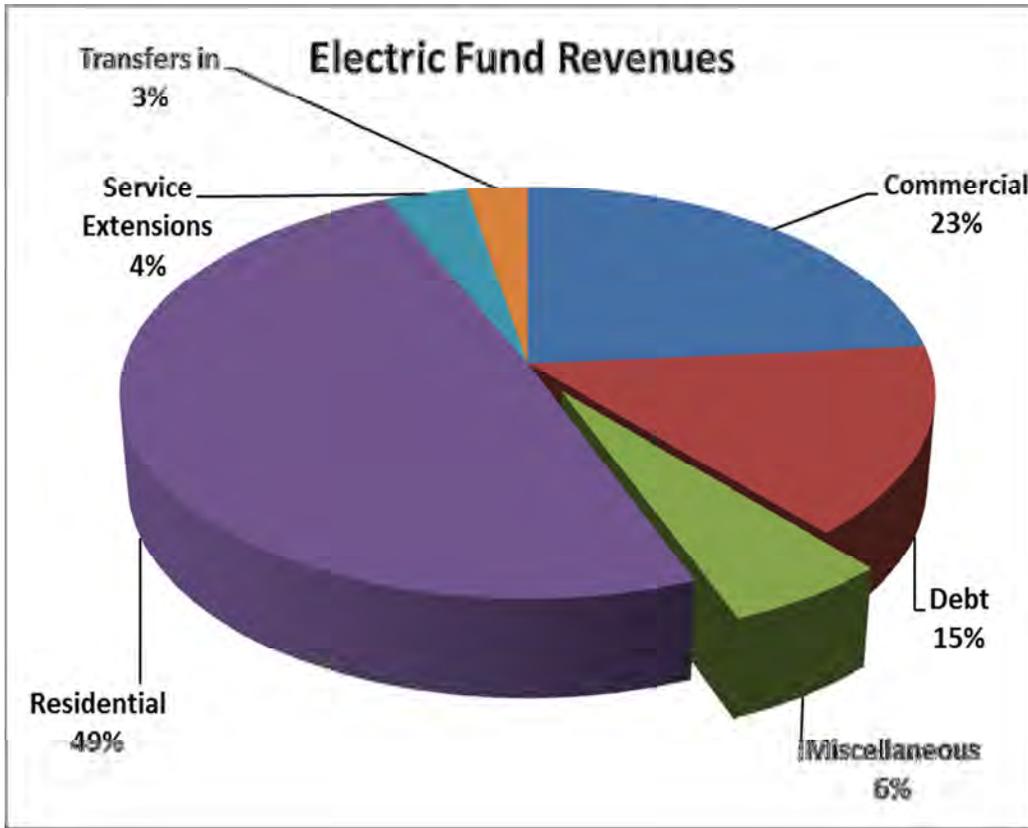
Electric Fund PROJECTIONS

Beginning Cash Balance	\$ 9,000,606	\$ 10,353,733	\$ 7,940,946	\$ 7,940,946	\$ 6,229,854	\$ 8,272,365	
SOURCES	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference 2014 Estimated Actual to 2014 Budget	2015 BUDGET	2016 BUDGET
Operating Revenue	\$ 22,469,395	\$ 23,757,241	\$ 24,995,266	\$ 23,493,530	\$ 1,501,736	\$ 23,691,003	\$ 22,810,003
Investment Earnings	\$ 209,225	\$ 118,468	\$ 2,721	\$ 206,090	\$ (203,369)	\$ 110,000	\$ 110,000
Grant Revenue	\$ 178,217	\$ 1,687,605	\$ (175,794)				
Development	\$ 626,913	\$ 163,428	\$ 82,040	\$ 1,360,527	\$ (1,278,487)	\$ 1,048,540	\$ 1,048,540
Interfund Loan Repayment	\$ 342,433	\$ 357,899	\$ 361,500	\$ 361,500	\$ -	\$ 377,767	\$ 394,766
Transfers In	\$ 406,720	\$ 411,140	\$ 411,140	\$ 356,010	\$ 55,130	\$ 455,246	\$ 455,246
Debt Proceeds						\$ 4,500,000	\$ 3,000,000
Total Sources	\$ 24,232,903	\$ 26,495,781	\$ 25,676,873	\$ 25,777,657	\$ 75,010	\$ 30,182,556	\$ 27,818,555
Uses:							
Operating Expense Less Depreciation	\$ 20,661,167	\$ 22,203,617	\$ 24,143,671	\$ 24,987,854	\$ (856,193)	\$ 22,617,390	\$ 21,306,170
Transfers Out	\$ 351,570	\$ 344,630	\$ 344,630	\$ 344,630	\$ -	\$ 515,435	\$ 515,435
Capital Outlay	\$ 863,892	\$ 1,249,672	\$ 2,899,664	\$ 3,247,068	\$ (347,404)	\$ 5,007,220	\$ 3,188,770
Capital Outlay-Audit	\$ 1,003,147	\$ 5,110,649					
Total Uses	\$ 22,879,776	\$ 28,908,568	\$ 27,387,965	\$ 28,579,552	\$ (1,203,597)	\$ 28,140,045	\$ 25,010,375
Excess (Deficiency)	\$ 1,353,127	\$ (2,412,787)	\$ (1,711,092)	\$ (2,801,895)	\$ 1,278,607	\$ 2,042,511	\$ 2,808,180
Ending Cash Balance	\$ 10,353,733	\$ 7,940,946	\$ 6,229,854	\$ 5,139,051	\$ 1,278,607	\$ 8,272,365	\$ 11,080,545
25% of Operating Expenses less deprec	\$ 5,165,292	\$ 5,550,904	\$ 6,035,918	\$ 6,246,964	\$ (214,048)	\$ 5,654,348	\$ 5,326,543

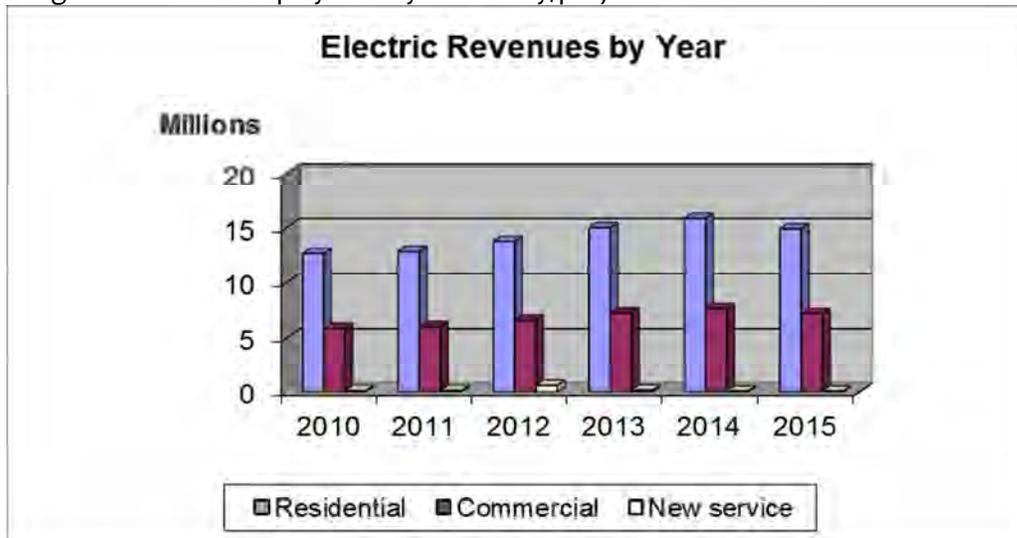


Electric Fund REVENUES

Projected revenues for 2015 and 2016 for the Electric Fund total \$30,182,556 and \$27,818,555 respectively. The following pie chart illustrates the sources of revenue.



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



[Electric Sales](#)



Electric Fund REVENUES

Residential sales continue to be the largest component of revenue with anticipated sales of \$14,876,000 while commercial sales are expected to total \$7,132,000 for 2015. For 2016 residential sales are forecast to be \$14,281,000 and commercial sales \$6,846,000.

[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. \$1,048,540 is estimated in both 2015 and 2016 from new subdivisions.

[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 \$142,000 in system development charges in both 2015 and 2016.

[Miscellaneous Revenues](#)

It is estimated that the Electric Fund will earn \$110,000 in interest income and \$494,378 from miscellaneous revenues in both 2015 and 2016.

[Other Financing Sources](#)

Operating transfers from the General, Water, and Ambulance Funds totaling \$455,246 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. New debt of \$4.5 million and \$3 million is estimated in 2015 and 2016 respectively. The Water Fund is paying back a loan of \$377,767 and \$394,766 in 2015 and 2016 respectively.



Electric Fund OPERATIONS

DESCRIPTION

The City of Fountain Electric Department serves approximately 16,500 customers (44,900 residents) in the Security, Widefield and Fountain areas south to Nixon Power Plant.

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, affordable, 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.

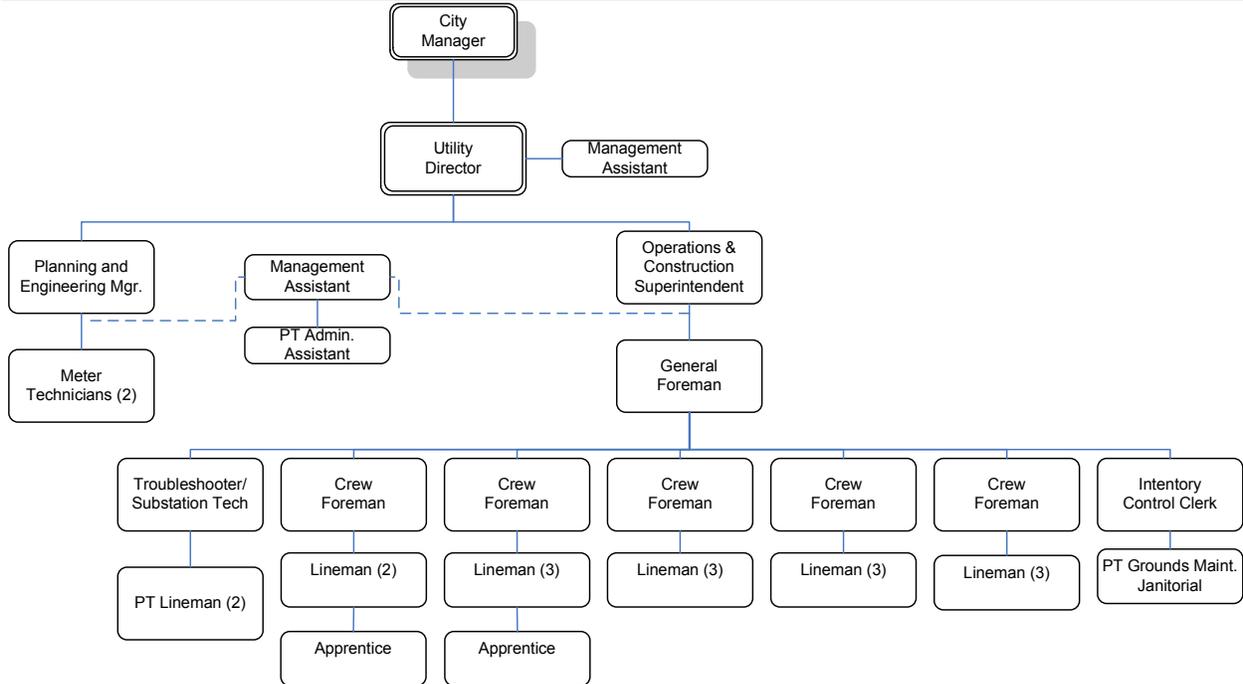
ISSUES/CHALLENGES

- 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	2013	2014	2015	2016	
Utility Director	0.5	0.5	0.5	0.5	
Administrative Technician	0.5	0.5	0.5	0.5	
GIS Manager	0.4	0.4	0.45	0.45	
Program Manager	0	0.5	0.5	0.5	
Total Full-Time Employees	1.4	1.9	1.95	1.95	
Electric Engineering					
Engineering Planning Manager	1	1	1	1	
Administrative Assistant	0	0	1	1	
System/Distribution Designer	1	1	1	1	
CAD Operator	1	1	0	0	
GIS Technician	0	0	0.5	0.5	
Meter Technician	2	2	2	2	
Field Representative	3	0	0	0	
Total Full-Time Employees	8	5	5.5	5.5	
Electric Operations & Construction					
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	5	4	4	4	
Substation Tech. / Trouble Shooter	0	1	1	1	
Lineman	11	11	11	11	



Electric Fund OPERATIONS

<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Lineman Apprentice	4	3	3	3
Part-Time Lineman	2	2	1	1
Part-Time Grounds Maintenance/Janitorial	1	1	1	1
Part-Time Administrative Assistant	1	1	0	0
Seasonal	1	1	1	1
Total Full-Time Employees	24	23	23	23
Total Part-Time Employees	4	4	4	4
Total Seasonal	1	1	1	1
Total Department Employees (FT)	33.4	29.9	30.45	30.45
Total Department Employees (PT)	4	4	2	2
Total Department Seasonal Employees	1	1	1	1

2013/2014 HIGHLIGHTS

- Completed replacement and upgrades of 40 year old underground system to 200 amps per residence in the Widefield areas east of Widefield Park, south of Fontaine Blvd., West of Metropolitan St. and north of Drew Dr.
- Tree Trimming operations were completed throughout the Electric Service Territory in Security, Widefield and Fountain Proper. Approximately 32,000 feet of overhead line miles were cleared in 2013 and 36,000 feet of overhead line miles were cleared in 2014; for a total of 68,000 feet of overhead line miles cleared.
- An emergency change out replacement of Oil Circuit Breaker #1 was completed at the North Fountain Substation.
- One Apprentice Lineman completed the apprenticeship program and was promoted to Journeyman Lineman status.
- Electric Department received a 100% rating on the CIRSA Audit. Safety courses completed in 2013 & 2014 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 2013 & 2014 at several events, continuing to grow and be requested by surrounding businesses and schools providing the public with much needed safety information.
- Installed a loop in Countryside for Fountain Fort Carson High School and Little Ranches subdivision and east annexation area to ensure system reliability.
- Converted three phase overhead to underground main line from Lyckman Dr. south to Iris Dr.
- Upgraded existing electric supervisory control and data acquisition (SCADA) system.
- Completed emergency system upgrade and pole change outs of 1,800' of overhead line, converting it from single phase to three phase lines from 1485 Prado Dr. ending at the northern property line, to increase the ability to serve the northern portion of the Electric Service Territory that was experiencing low voltage issues. Voltage was increased by 3% resolving the low voltage issues and ensuring reliability.
- Installed concrete pads on the southern side of the eastern storage warehouse building for an outdoor storage area for major equipment to extend the life and reduce risk of damage to the equipment.
- Procured a one man bucket truck for afterhours call outs, street light change outs to comply with the federally mandated Mercury Vapor Fixture Street Light Replacement Program implemented January 1, 2008 and troubleshooting operations.
- Procured a replacement backhoe to replace the 1986 backhoe that reached its life expectancy for the requirements of the Electric Department. The replaced backhoe was re-allocated to the Parks Department to extend its life in a new and less demanding role for the City.
- Installed communication infrastructure and meters (residential and commercial) to permit two way communications between the customer and the utility which allows automated meter reads, remote disconnects, remote programming, voluntary in home display, etc. (Smart Grid).



Electric Fund OPERATIONS

- Replaced trencher that had reached its life expectancy.
- Replaced a bucket truck that had reached its life expectancy.
- Procured Knuckle Boom

2015/16 GOALS

- Continue upgrades of 40 year old underground system to 200 amps per residence west of the Heritage subdivisions.
- Install switch gear for the North Fountain Substation to easily tie any and all circuits together to create more switching flexibility to ensure system reliability.
- 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.
- Extend the life expectancy of the overhead poles on the system by approx. 20 years by completing a pole treatment program.
- Continue 5 year pole maintenance program.
- Continue tree trimming near overhead lines in our service territory that will cover approx. 200,000 feet.
- Acquire land to facilitate a new Electric Department Warehouse and Offices site as we have outgrown our current facility.
- Acquire land to facilitate transmission line easements for redundant feed to our substations.
- Procure a dedicated equipment trailer for the boring machine to increase project efficiency.
- Procure replacement chipper machine as current machine has reached its life expectancy.
- Continue to utilize PowerTown for safety demonstrations to be completed at several events, continuing to grow and be requested by surrounding businesses and schools to provide the public with much needed safety information.
- Replace 1,000 175W mercury vapor fixtures
- Install security measures at Substations and Warehouse to reduce property damage and theft of copper wire & other tools/equipment.
- Replace aging infrastructure at N Ftn Substation to increase capacity and reliability of our system.

BUDGET - ENGINEERING AND PLANNING

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 ACTUAL TO BUDGET	2015 BUDGET	2016 BUDGET
Salaries and Benefits Total	\$497,728	\$399,598	\$429,791	\$512,890	(\$83,099)	\$400,150	\$406,500
Materials and Supplies Total	\$18,395	\$12,433	\$89,855	\$20,070	\$69,785	\$23,570	\$23,570
Purchased Services Total	\$147,583	\$139,922	\$258,133	\$233,480	\$24,653	\$217,480	\$217,480
Capital Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay Total	\$208,247	\$232,080	\$853,749	\$854,113	(\$364)	\$3,480,000	\$1,817,500
Grand Total	\$871,953	\$784,033	\$1,631,528	\$1,620,553	\$10,975	\$4,121,200	\$2,465,050

BUDGET - SOURCE OF SUPPLY

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 ACTUAL TO BUDGET	2015 BUDGET	2016 BUDGET
Purchased Services Total	\$13,431,911	\$14,342,259	\$15,745,479	\$15,745,479	\$0	\$13,500,000	\$12,100,000
Grand Total	\$13,431,911	\$14,342,259	\$15,745,479	\$15,745,479	\$0	\$13,500,000	\$12,100,000



Electric Fund OPERATIONS

BUDGET - OPERATIONS AND MAINTENANCE

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 ACTUAL TO BUDGET	2015 BUDGET	2016 BUDGET
Salaries and Benefits Total	\$1,968,272	\$2,181,321	\$2,294,348	\$2,779,550	(\$485,202)	\$2,837,670	\$2,880,100
Materials and Supplies Total	\$372,212	\$501,922	\$560,465	\$849,215	(\$288,750)	\$724,950	\$706,950
Purchased Services Total	\$273,845	\$272,842	\$295,195	\$310,030	(\$14,835)	\$300,000	\$310,750
Capital Outlay Total	\$629,300	\$987,776	\$1,411,860	\$1,758,900	(\$347,040)	\$1,434,670	\$1,365,670
Grand Total	\$3,243,629	\$3,943,861	\$4,561,868	\$5,697,695	(\$1,135,827)	\$5,297,290	\$5,263,470

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	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 ACTUAL TO BUDGET	2015 BUDGET	2016 BUDGET
Salaries and Benefits Total	\$607,338	\$610,531	\$654,610	\$654,610	\$0	\$779,920	\$791,570
Materials and Supplies Total	\$7,719	\$7,973	\$11,780	\$11,780	\$0	\$8,000	\$8,000
Purchased Services Total	\$1,400,540	\$1,521,027	\$1,549,970	\$1,583,670	(\$33,700)	\$1,462,900	\$1,476,940
Fixed Charges Total	\$88,960	\$171,366	\$112,620	\$100,610	\$12,010	\$112,620	\$112,620
Transfers Out Total	\$351,570	\$344,630	\$344,630	\$344,630	\$0	\$515,435	\$515,435
Capital Outlay Total	\$5,177	\$862	\$36,400	\$36,400	\$0	\$40,000	\$0
Grand Total	\$2,461,304	\$2,656,389	\$2,710,010	\$2,731,700	(\$21,690)	\$2,918,875	\$2,904,565

ACTIVITY MEASURES

	2012	2013	4/2014
Population Served-Residential	46,606	48,304	48,704
Commercial Meters Served	1103	998	992
Energy Delivered (Mwh)	220,117	224,146	69,821
Meters Installed – Residential	329	296	35
Meters Installed – Commercial	29	22	4

Total Overhead Line Miles	150
Total Underground Line Miles	417



Electric Fund CUSTOMER SERVICE

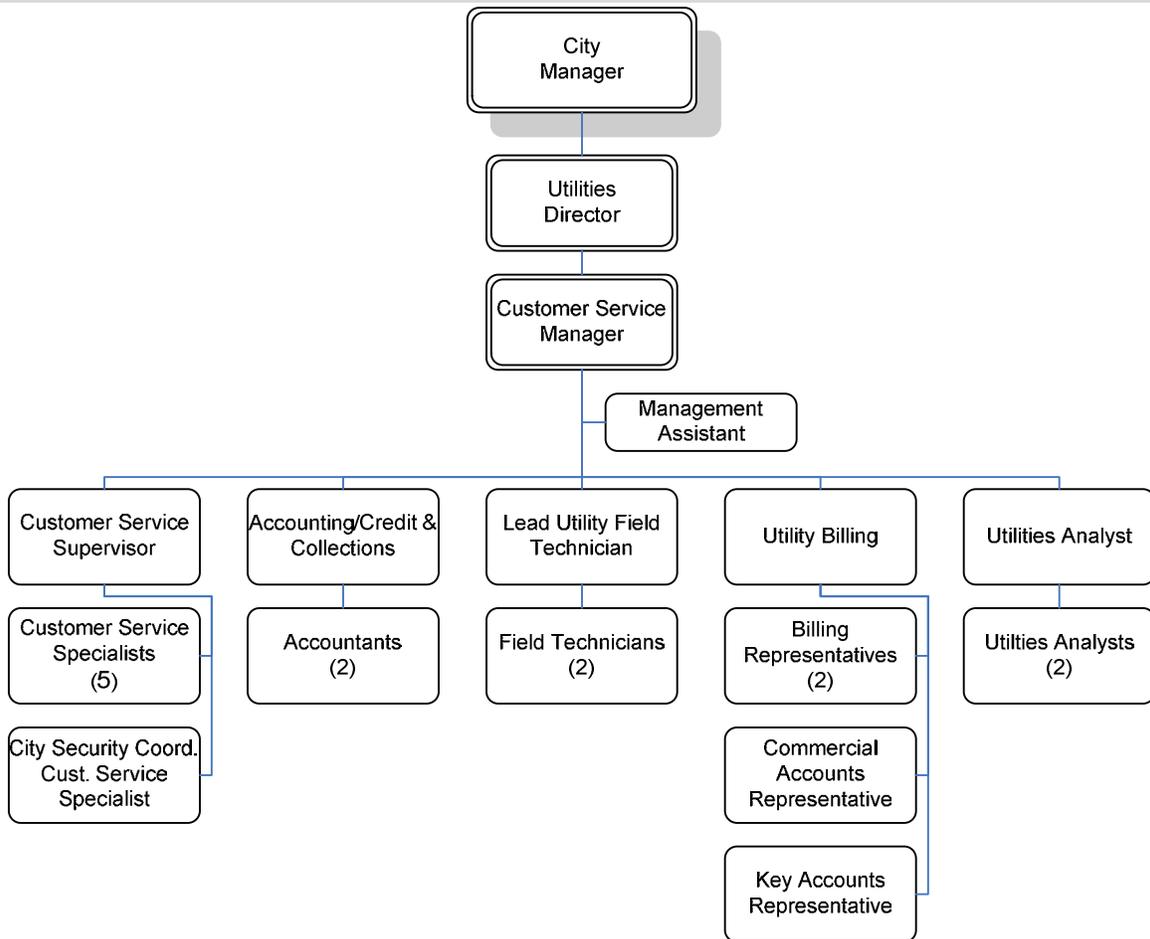
DESCRIPTION

The Customer Service Department serves the Customer Service and Billing needs of approximately 16,500 water and electric utility 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; field service support; 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. The department is also responsible for conducting Electric and Water Rate Studies. 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>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Customer Service Manager	1	1	1	1
Management Assistant	1	1	1	1
Customer Service Supervisor	1	1	1	1
Accountant Billing	1	1	1	1
Utility Analyst	1	2	2	2
Accountant Credit Collections	1	1	1	1
Commercial Accounts Representative	2	1	1	1
Key Account Representative (VACANT)	1	1	1	1
Residential Billing Representative	2	2	2	2
Customer Service Representative	6	6	6	6
Field Service Representative	3	3	3	3
Total Full-Time Employees	20	20	20	20
Total Part-Time Employees	0	0	0	0

2013/14 HIGHLIGHTS

- Assisted 70,012 customers in the lobby or by phone in 2013. On track to assist 70,567 in 2014.
- Completed cross-training in all front office, accountant and analyst duties.
- Implemented a shift rotation schedule that has alleviated customer wait time in the lobby.
- Revised High Water Complaint process.
- Developed quarterly and annual score cards
- Developed (pilot) Auto Revert Program.
- Revised the Lighten the Load Program and added an additional partner.
- Secured funding from Energy Outreach Colorado for the Lighten the Load Program.
- Identified Initiatives for the Department
- Billed approximately 5,231 final bills in 2013, and anticipate no change for 2014. This represents a 2.7% turnover rate of our customer base.
- Due to growth and demands, a Commercial Billing Representative position was created in 2013. Since January 2014, 16 new commercial accounts have been added to the system.
- Decreased write-offs, bad debt and accounts receivable.
- Implemented training program which focuses on the Customer Experience.
- Revised and implemented the Water Lien Process to ensure customers are aware of the lien prior the end of the year.
- Initiated the re-write of the Customer Service Policies and Procedures. Will present to City Council in 2015.
- Successfully launched an online process manual with the table of contents hyper-linked to the actual documents.

2015/16 GOALS

- Conduct annual external customer satisfaction survey with a score of 3.5 or higher on a 4.0 scale.
- Complete policy review and revisions for approval and implementation by July 2015.
- Continue to review/revise internal process documentation.
- Meet with Lighten the Load partner agencies quarterly.
- Ensure all employees are trained and quarterly emails are sent out regarding the Identity Theft Policy.



Electric Fund CUSTOMER SERVICE

- Maintain bad debt ratio in alliance with Chatwell's national standards.
- Conduct quarterly department-wide training covering safety, violence at work, change management, and various other applications.
- Complete 2,000 National Electric Safety Code (NESC) yard inspections per year.
- Implement measurements in the areas of Bad Debt, Collections, Write-offs, and Accounts Receivable.
- Implement a balanced scorecard to evaluate the four areas of the business – financial, customer, business and learning and growth.

BUDGET - CUSTOMER SERVICE

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 ACTUAL TO BUDGET	2015 BUDGET	2016 BUDGET
Salaries and Benefits Total	\$903,738	\$934,928	\$1,086,140	\$1,069,340	\$16,800	\$1,095,160	\$1,111,900
Materials and Supplies Total	\$18,113	\$17,616	\$29,760	\$34,140	(\$4,380)	\$27,090	\$23,650
Purchased Services Total	\$316,323	\$509,094	\$402,590	\$435,990	(\$33,400)	\$433,260	\$433,120
Fixed Charges Total	\$62,127	\$21,424	\$62,000	\$84,070	(\$22,070)	\$62,670	\$62,670
Capital Outlay Total	\$11,751	\$28,954	\$593,655	\$593,655	\$0	\$4,550	\$0
Grand Total	\$1,312,052	\$1,512,016	\$2,174,145	\$2,217,195	(\$43,050)	\$1,622,730	\$1,631,340

ACTIVITY MEASURES

	2012	2013	2014 (8/30)
Utility Bills Mailed		194,765	131,391
Late Notices Mailed	36,487	38,388	24,093
Final Bills		5,231	3,529
Number of Customer Service Phone Calls Answered	54,135	36,256	25,326
Number of Customer Service Walk-Ins	28,528	30,127	23,451
Field Service Calls		12,722	8,331
NESC Yard Inspections		952	1,230
Lighten the Load Number of Customers Assisted			74
Lighten the Load Amount of Assistance Granted			\$23,175
Number of escalated Customer Complaints	1,016	604	118
Amount Sent to Collections			\$140,583
Amount of Write-Offs			\$152,644



Electric Fund FLEET OPERATIONS

DESCRIPTION

The City of Fountain Fleet Department provides support for 375 vehicles, trailers and equipment owned by the City of Fountain.

MISSION STATEMENT

MISSION

It is the intention of the Fleet Department to accommodate all vehicles, shop equipment and tools in safe, reliable and operational condition. It requires management, operators, and related staff to be well trained and accountable for specific roles. Preventative maintenance is our goal and will come about as a result of working together as a team.

VISION

In its continuous development and concern for the safety of its staff and community members, the Fleet Department is dedicated to providing the highest quality service to each department by ensuring proper training and certification of Fleet Department employees.

OPERATING PHILOSOPHY

- Maintaining flexibility for new technology and other impacts;
- Maintaining chassis, body and component manufacturers' recommended maintenance practices;
- Systematic inspections, services, and repairs;
- Defect reporting;
- Maintaining the proper level of fiscal control; and,
- The proper management of parts, equipment, facilities and personnel.

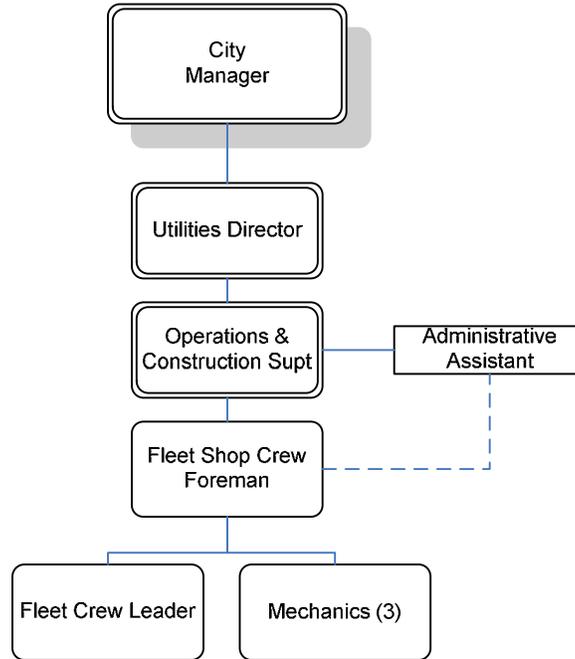
ISSUES/CHALLENGES

- To maintain a well trained, dynamic work force.
- Meet and/or exceed industry standards by developing good safety practices and communication protocols.
- Maintain certifications for emergency response vehicles.



Electric Fund FLEET OPERATIONS

ORGANIZATIONAL CHART



Personnel History				
Position	2013	2014	2015	2016
Operations & Construction Superintendent	0	.5	.5	.5
Management Assistant	0	.5	.5	.5
Shop Crew Foreman	1	1	1	1
Lead Crew Leader	1	1	1	1
Mechanic II	3	3	3	3
Total Full-Time Employees	5	6	6	6
Total Department Employees (FT)	5	6	6	6
Total Department Employees (PT)	0	0	0	0

2013/2014 HIGHLIGHTS

- Received 100% on Annual CIRSA Audit in both 2013 & 2014
- Completed routine maintenance & repairs on 428 vehicles in 2013.
- Completed Building Teamwork Workshop in December 2013
- Completed routine maintenance & repairs on 193 vehicles in 2014.
- Workshops, Training & Certifications completed in 2014: Power Stroke Diesel Fundamentals Workshop; Advanced Scan Tool Applications Workshop; Obtained certifications required to work on emergency vehicles
- 2014 Implemented work order submittal process for the City to follow
- 2014 Created Mission Statement, Vision, updated Operating Philosophy and recognized Issues and Challenges faced by the Fleet Department.

2015/16 GOALS

- Add a Mechanic I position that will focus on general vehicle maintenance needs to address the challenges faced by the 39% increase in city vehicles since 1999.



Electric Fund FLEET OPERATIONS

- Replace one lift as repair parts are obsolete. Safety of our employees and ensuring the City's investments is our top priority.
- Complete a wage survey to evaluate current pay rates and adjust accordingly to maintain an educated, skilled workforce.
- Procure specialized tools that will increase efficiency maintaining equipment and vehicles.
- Obtain maintenance service contracts.
- Procure updated welder as the current equipment has reached its life expectancy and plasma cutter to assist in fabrication projects.
- Replace the current A/C recycler/charger as it has reached its life expectancy
- Increase Travel / Training funds to guarantee an educated, skilled workforce that is familiar with all of the latest technology to ensure the most efficient protocols for equipment and City vehicles.
- Procure an AED machine for the Fleet Maintenance portion of the building. Currently there is only one AED on site located near the Electric Department breakroom. An AED located in the Fleet Shop would significantly reduce response time needed in an emergency situation.
- Replace the battery charger that has reached its life expectancy
- Replace the 1" impact that has reached its life expectancy

BUDGET - FLEET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 ACTUAL TO BUDGET	2015 BUDGET	2016 BUDGET
Salaries and Benefits Total	\$522,783	\$527,416	\$525,935	\$532,080	(\$6,146)	\$576,750	\$586,300
Materials and Supplies Total	\$12,304	\$17,703	\$21,050	\$18,550	\$2,500	\$23,140	\$21,990
Purchased Services Total	\$11,276	\$14,242	\$13,950	\$12,300	\$1,650	\$19,300	\$19,300
Capital Outlay Total	\$9,417	\$0	\$4,000	\$4,000	\$0	\$20,000	\$0
Grand Total	\$555,780	\$559,361	\$564,935	\$566,930	(\$1,996)	\$639,190	\$627,590

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

	2012	2013	5/2014
Administration Maintenance/Repairs	14	10	6
Administration Fabrication Work	31	12	2
Code Enforcement Maintenance/Repairs			
Code Enforcement Fabrication Work			
Electric Maintenance/Repairs	51	42	22
Electric Fabrication Work	37	36	20
Fire Department Maintenance/Repairs	77	88	37
Fire Department Fabrication Work	27	28	10
Housing Maintenance/Repairs	9	8	1
Housing Fabrication Work			
Parks Maintenance / Repairs	25	24	15
Parks Fabrication Work	28	27	12
Police Department Maintenance/Repairs	144	115	63
Police Department Fabrication Work	23	26	6
Street Maintenance/Repairs	24	28	24
Street Fabrication Work	47	48	18
Transit Maintenance/Repairs	29	52	3



Electric Fund FLEET OPERATIONS

	2012	2013	5/2014
Transit Fabrication Work	4	8	3
Utilities Maintenance/Repairs	22	22	9
Utilities Fabrication Work			
Water Maintenance/Repairs	36	37	13
Water Fabrication Work	14	12	4



Electric Fund GIS

DESCRIPTION

The City of Fountain GIS Department provides support to the electric utility, water utility, general city departments and the public. We provide information on assets, generate maps, collect GPS points, create and provide assistance on GIS applications, help with banner/poster creation, maintain the large format printers and scanners, and preform geographic analysis to visualize and interpret patterns and relationships in our data layers.

The GIS department uses software that combines geographic information, graphic interfaces and database management applications in desktop, server, mobile and web environments. The department manages asset information for the general city (streets, addresses, topography, parks, etc), water (water mains, laterals, valves, etc), and electric utilities (distribution lines, transformers, fuses, etc). The asset information contains tabular data for each feature, e.g. the water main feature class contains the attributes: diameter, year installed, material and pressure zone.

MISSION STATEMENT

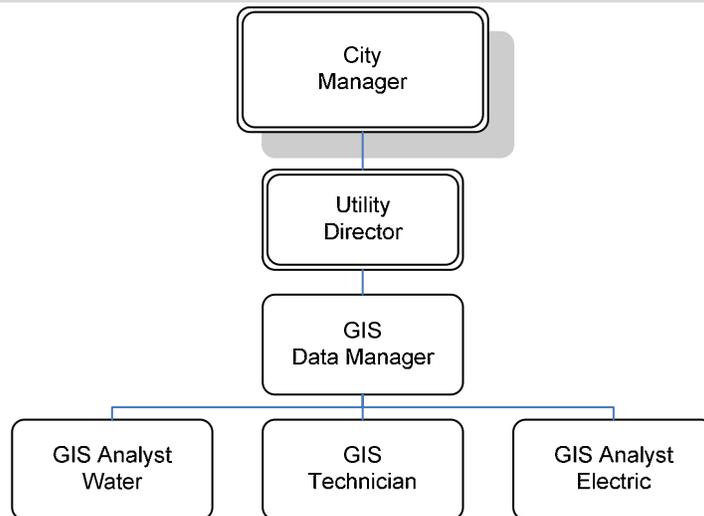
Mission Statement

We develop, manage and maintain geographic data and relevant information relating to the utilities and city. Additionally, we coordinate the use of spatial data to support the water and electric utility in day-to- day operations and decision making.

Vision Statement

The premier resource for all geographic information and services relating to the utilities and city.

ORGANIZATIONAL CHART





Electric Fund GIS

Personnel History <i>(Provided by Human Resource Department)</i>				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
GIS Manager	1	1	1	1
GIS Analyst	2	2	2	2
GIS Technician	1	1	1	1
Total Full-Time Employees	4	4	4	4
Total Seasonal Employees	0	0	0	0

2013/2014 HIGHLIGHTS

- GIS information are stored in enterprise databases and off local computers.
- 183 formal map requests have been completed from July 2013 to September 2014 (this does NOT include maps for field crews or general day-to-day operations).
- GIS department starting to work as a team.
- GIS took over GIS needs from planning (they were contracting the work out).
- Established relationships with CSU, FSD, e911, Widefield Water (JD Hydro), City of Colorado Springs, El Paso County and Fort Carson.
- Joined the PPGA (pikes peak geospatial alliance) as a participant (not a full member).
- We discontinued software the department no longer uses (the full suite of Integrgraph ERDAS) saving 20k per year.
- Successfully assisted TMD and the implementation team with phase II of the new AMI meter system.
- Found and corrected hundreds of topology errors in the street and water utility feature classes (This cleans up the data so we will be able to use it to model).
- Assisted the City of Fountain Fire department and other regional emergency services departments with mapping functions during the 2013 fires and floods.
- Upgraded our systems from ESRI 9.3 to 10.1 (software).
- Updated mapbooks for Water, Electric, Fire and Police.
- Updated the City Street Map.
- Created a google map animation project to show FEMA damage to the Keaton reservoir, road leading up to the reservoir and surrounding homes.
- Worked with Fort Carson to locate our Keaton water line.
- Located the missing city Charter, 1st book or ordinances and missing cemetery book from the 60's in the GIS shelves downstairs.

2015-2016 GOALS

- Integration of GIS (electric data) and other systems (MDM and SCADA) via an OMS (outage management system).
- Create a development / testing environment. This includes setting up a testing server/desktop for GIS. We will test: MS (Microsoft) updates, MS SQL server updates, and GIS updates prior to deploying them on the production database.
- Implement an asset management and work order management system. This is software designed to manage labor, material, equipment and assets to minimize the cost of owning, operating and maintaining the electric and water utilities.



Electric Fund GIS

- Complete documentation for all standards of procedures and policies.
- Reconciliation of the electric transformer database and the GIS database.
- Complete audit of electric features and electric database configuration.
- Continue to work with Fort Carson to GPS our Keeton water line.
- Start modeling electric and water utilities

MANAGED ELECTRIC ASSETS IN GIS

Feature Type	Number of Features
Light	2,930
Switch Bank	294
Fuse Bank	307
Surface Structure	285
Service Location	14,868
Service Point (meter or meter bank location)	11,243
Capacitor Bank	15
Dynamic Protective Device	56
Miscellaneous Features	707
Transformer Bank	2,187
Pole	5,097
Substation	2
Conduit System	2
Transmission Line	4
Primary OH Conductors	2,519
Primary UG Conductors	2,529
Secondary OH Conductors	3,888
Secondary UG Conductors	22,756
Vault	6
Electric installed meters (residential)	14,462
Electric Service Area	1
Electric gateways	44
Electric relays	19
Total Overhead Line	150
Total Underground Line	382

MANAGED WATER ASSETS IN GIS

Feature Type	Number of Features
Fittings	2,163
Curb stop	6,369
Hydrant	1,025
Meter Pit	931
Meter Vault	45
PRV (Pressure release valve)	8
Valve	3,359
Wells	21
Lateral Line	5,785
Keeton Butts Field Line	1
Main (Water Main)	6,445
Buildings	9
Tanks	12



Electric Fund GIS

MANAGED WATER ASSETS IN GIS	
Feature Class	Number of Features
Adams Open Space (polygons)	5
Address Points	18,334
Bank Protection	40
Bank Protection pts	147
Bike Lanes	22
Bridges	32
Building Footprints	16,332
Check Structures	53
Church	21
City Buildings	52
City Fiber network	10
City Hall	1
City Parcels	161
Customer Service Accounts	17,520
Culvert pts	351
Culverts	173
Cumberland Expansion	11
Damaged Stream Bank Toe	50
Damaged Stream Bank Top	56
Detention Pond Top pts	545
Detention Ponds	57
Ditch Centerlines	363
Ditch Chilcott	1
Ditch CL pts	938
Ditch FMIC	2
El Paso County	1
Fairview Blocks	22
Fairview Plots	2580
Fire ESA	6
Fire Grid	76
Fire Grid Quartered	304
Fire Response	7
Fire stations	4
Fort Carson	1
Fountain City Limits	1
Frisbee Golf	72
GIS Boundaries	3
Inlets	622
Insurance	55
Library	1
Manholes	163
Mile Points	29
Mowing AOs 2013	210
Mowing AOs 2013 polygon	1
Neighborhoods	77
Noxious Weeds	63
Open Space	6
Other	26
Outfalls	282
Parcels	22,884
Parcels 20130404	19,920



Electric Fund GIS

Parcels 20140404	22,919
Parking	3
Park Meters	36
Parks	24
Plat Filings	224
Police Districts	4
Police MapBook Grid	117
Police Response Area	1
Police Sectors	6
Pond Outlet Structures	36
Ponds	41
Post office	2
Railroad	23
Response Times	3
Roads Future 2012	244
School Area	18
School Districts	1
Schools (point)	18
Sec fire sta	3
Security	1
Signs Hwy 25	3
Signs Hwy 85	3
Soils	152
Stream Centerlines	27
Stream CL pts	757
Stream Reach	0
StreamCL	61
Streams polygon	12
Streets	2,511
Subdivisions	46
Top15 Damaging Fires	15
Trails	53
Turf	29
Water Bodies Non Detention	18
Water Body Top Non Detention	259
Water Quality Surface CPHE	8,058
Water Service Area	1
Water body	7,678
Zoning	125

BUDGET - GIS

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated to year end	2014 BUDGET	Difference of 2014 ACTUAL TO BUDGET	2015 BUDGET	2016 BUDGET
Materials and Supplies Total	\$0	\$0	\$0	\$0	\$0	\$5,080	\$5,080
Purchased Services Total	\$0	\$0	\$0	\$0	\$0	\$7,680	\$7,680
Capital Outlay Total	\$0	\$0	\$0	\$0	\$0	\$28,000	\$5,600
Grand Total	\$0	\$0	\$0	\$0	\$0	\$40,760	\$18,360

Ambulance



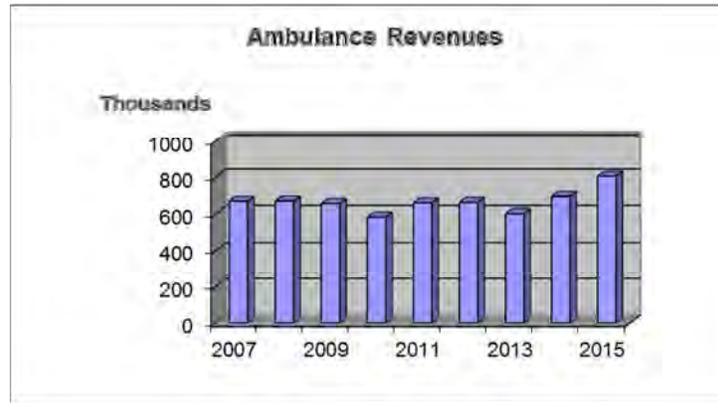


Fire Department AMBULANCE

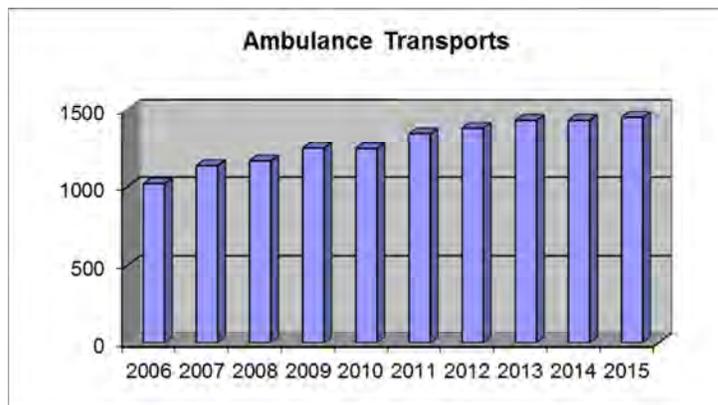
DESCRIPTION

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 2015 is projected to be \$811,361 based on 1,450 transports. 1500 projected transports in 2016 are expected to generate \$875,861 in revenue. Transports are projected to rise due to the opening of the new First Choice ER on Fountain Mesa in 2014 and the placement of a dedicated second ambulance crew in 2015. The column chart below illustrates a nine year history/projection of revenues from ambulance transports.



The following column chart provides a ten year history of ambulance transports by year.





Fire Department AMBULANCE

DESCRIPTION

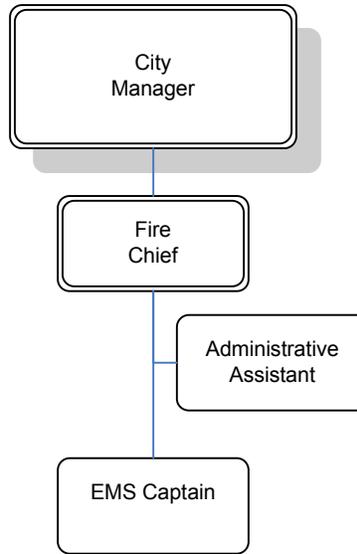
The City of Fountain Fire Department began an improved level of Emergency Medical Services when the present paramedic ambulance transport was placed on-line in January 2002. The paramedic level of service allows the fire department to offer a wide variety of services to its citizens including Advanced 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 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	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Paramedic/Firefighter	3	3	3	3
Firefighter/EMT	5	5	5	5
Part Time EMT's	0	3	6	6
Total Full-Time Employees	8	8	8	8
Total part time Employees	0	0	6	6

2013/2014 HIGHLIGHTS

- Received "STEP UP" award from Plains to Peaks EMS and Trauma Service region.
- Received grant for stair chair for medic 2.
- Received grants totally \$14,124 for EMS equipment.



Fire Department AMBULANCE

2015/16 GOALS

- Increase transports.
- Improve billing system
- Increase % 2nd ambulance is in service
- Add a second Ambulance crew consisting of part-time staff
- Add new Ambulance partially funded by grant.

BUDGET

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
FEES	\$662,377	\$603,636	\$695,154	\$866,300	\$811,361	\$875,861
GRANT	\$0	\$0	\$0	\$0	\$77,070	\$0
LEASE PROCEEDS	\$0	\$0	\$0	\$0	\$84,930	\$0
MISCELLANEOUS	\$18,980	\$0	\$0	\$0	\$0	\$0
TRANSFER FROM GENERAL FUND	\$153,262	\$268,603	\$200,000	\$22,580	\$150,000	\$100,000
Total Revenues	\$834,619	\$872,239	\$895,154	\$888,880	\$1,123,361	\$975,861
EXPENSES						
SALARIES AND BENEFITS Total	\$708,326	\$712,828	\$695,268	\$687,620	\$799,860	\$807,860
MATERIALS AND SUPPLIES	\$83,461	\$59,094	\$58,570	\$58,570	\$57,920	\$57,920
PURCHASED SERVICES	\$65,675	\$59,824	\$72,520	\$72,520	\$66,020	\$66,020
FIXED CHARGES	\$2,004	\$1,836	\$0	\$0	\$6,500	\$13,000
TRANSFERS	\$26,330	\$29,050	\$29,050	\$29,050	\$31,061	\$31,061
CAPITAL	\$0	\$0	\$0	\$0	\$162,000	\$0
Total Expenses	\$885,796	\$862,632	\$855,408	\$847,760	\$1,123,361	\$975,861
Revenues less (-)Expenses	(\$51,177)	\$9,607	\$39,745	\$41,120	\$0	\$0
Beginning Fund Balance	\$1,825	(\$49,352)	(\$39,745)	(\$39,745)	\$0	\$0
Ending Fund Balance	(\$49,352)	(\$39,745)	\$0	\$1,375	\$0	\$0

ACTIVITY MEASURES

	2012	2013	2014
Calls for service	2,396	2,464	1,056
# of transports	1,412	1,441	595
# of transports AMR – private Ambulance	112	133	52
Average delivery time to Hospitals– Emergency	17 Minutes	17 Minutes	18 Minutes
Average turn around time from Hospitals	20 Minutes	20 Minutes	24 Minutes

Drainage





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 (Inspector is shared 50% with Water Utility Department). Public Works Department coordinates with City Code Enforcement Division and Municipal Court for enforcement of violations. 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.

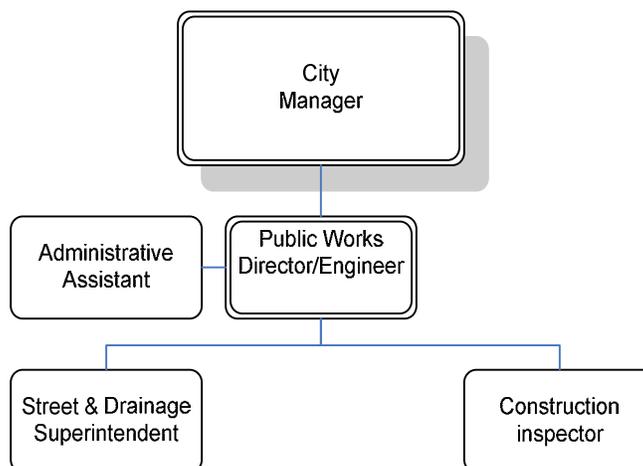
The City established a Storm Water Enterprise Fund by Ordinance 1158 on October 23, 2001. The City established a Jimmy Camp Drainage Basin Fee by Ordinance 1199 on September 9, 2003. The City established an Exemption to the Jimmy Camp Drainage Basin Fee by Ordinance 1419 on April 8th 2008 for all development 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





DRAINAGE FUND

2013/14 HIGHLIGHTS

- Maintain State MS4 Permit.
- Continued Annual Radio Storm Water Advertisement.
- Completed Annual Inspection & Monitoring of Storm Water Facilities.
- Complete Ongoing Inspection of Construction Sites.
- Continued Representation on the Fountain Creek Watershed & Greenway District
- Participated in Pikes Peak Regional Stormwater Management Coalition & Voter Approval Initiative Efforts

2015/16 GOALS

- Implement & Maintain New State MS4 Permit Program.
- Review & Adopt Applicable Section of New Colorado Springs Drainage Criteria Manual
- Continue Ongoing Inspection of Construction Sites
- Participate in Regional Stormwater Authority Development Contingent Upon Voter Approval.
- Develop Plan for Establishing a City Storm Water Utility.
- Continue Participation on the Fountain Creek Watershed & Greenway District
- Continue City Employee BMP Training.
- Continue Storm Water Quality Public Education Program.
- Continue Annual Inspection & Monitoring of Storm Water Facilities.
- Reimburse Cross Creek District for Completion of Hale Reservoir Full Spectrum Detention Improvements
- Secure Grant and Complete 700 Crest Drive Cliff Bank Stabilization Improvements
- Obtain Easements and Construct Jimmy Camp Creek Stabilization Improvements at Link Road Bridge

BUDGET

BUDGET ITEM	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
REVENUE	\$135,325	\$74,695	\$31,294	\$81,250	\$391,294	\$391,294
EXPENSES						
PURCHASED SERVICES	\$2,601	\$179	\$50,000	\$50,000	\$50,000	\$50,000
CAPITAL OUTLAY						
CROSS CREEK PARK IGA DRAINAGE FEE PAYMENT					\$560,000	
CDBG-DR GRANT - 700 CREST DRIVE IMPROVEMENT					\$480,000	\$480,000
SYSTEM IMPROVEMENTS	\$128,271			\$150,000	\$150,000	\$150,000
CAPITAL	\$128,271	\$0	\$0	\$150,000	\$1,190,000	\$630,000
Total Expenses	\$130,872	\$179	\$50,000	\$200,000	\$1,240,000	\$680,000
REVENUES LESS (-)EXPENSES	\$4,453	\$74,515	(\$18,706)	(\$118,750)	(\$848,706)	(\$288,706)
BEGINNING FUND BALANCE	\$1,525,474	\$1,529,927	\$1,604,442	\$1,604,442	\$1,585,736	\$737,030
ENDING FUND BALANCE	\$1,529,927	\$1,604,442	\$1,585,736	\$1,485,692	\$737,030	\$448,324

Miscellaneous





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
- Heritage Maintenance District Fund
- Volunteer Fund
- General Improvement District #1
- General Improvement District #2
- Insurance Fund
- Fire Pension
- Sales Tax – Street Capital Improvement
- Sales Tax – Public Transportation
- Sales Tax – Street Resurfacing

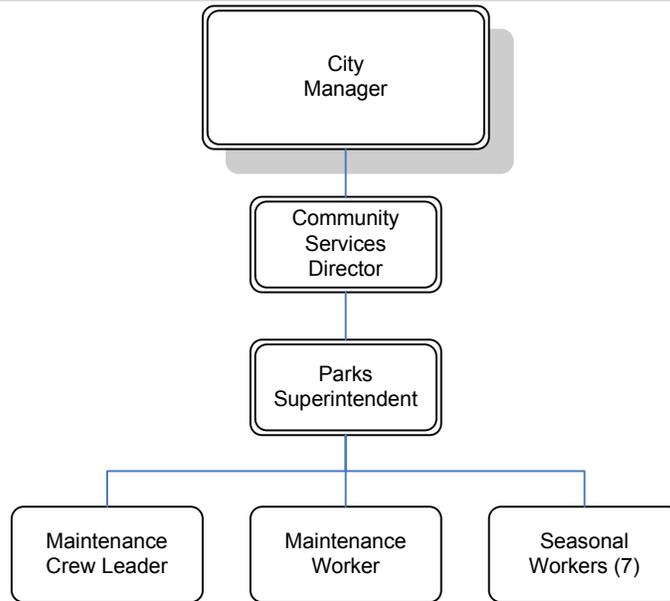


Miscellaneous Funds CONSERVATION TRUST

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- PARKS CONSERVATION TRUST

CONSERVATION TRUST FUND						
Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
INTEREST INCOME Total	\$1,062	(\$593)	\$720	\$713	\$700	\$700
LOTTERY PROCEEDS Total	\$223,242	\$244,839	\$200,730	\$116,236	\$230,000	\$230,000
Grand Total	\$224,304	\$244,246	\$201,450	\$116,949	\$230,700	\$230,700
EXPENSES						
SALARIES AND BENEFITS Total	\$30,001	\$30,000	\$30,000	\$5,628	\$30,000	\$30,000
MATERIALS AND SUPPLIES Total	\$47,116	\$58,842	\$71,700	\$39,745	\$0	\$0
PURCHASED SERVICES Total	\$44,300	\$45,167	\$45,500	\$44,670	\$0	\$0
CAPITAL Total	\$111,492	\$60,879	\$84,009	\$4,358	\$103,500	\$93,000
TOTAL EXPENSES	\$232,909	\$194,888	\$231,209	\$94,401	\$133,500	\$123,000
Revenues less (-)Expenses	(\$8,605)	\$49,358	(\$29,759)	\$22,548	\$97,200	\$107,700
Beginning Fund Balance	\$159,446	\$150,841	\$200,199	\$200,199	\$170,440	\$267,640
Ending Fund Balance	\$150,841	\$200,199	\$170,440	\$222,747	\$267,640	\$375,340



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.

2013/14 HIGHLIGHTS

- Arbor Day Tree Planting

2015/16 GOALS

- Continued maintenance.

BUDGET – HERITAGE SPECIAL IMPROVEMENT DISTRICT

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
REVENUE	-	-	-	-	-	-
PROPERTY TAX Total	\$59,524	\$59,538	\$54,440	\$57,651	\$59,500	\$62,000
SPECIFIC OWNERSHIP TAX Total	\$5,213	\$5,554	\$5,520	\$3,069	\$3,100	\$3,100
INTEREST INCOME Total	\$1,998	(\$880)	\$1,380	\$789	\$800	\$800
TOTAL REVENUE	\$66,735	\$64,212	\$61,340	\$61,509	\$63,400	\$65,900
EXPENSES						
MATERIALS AND SUPPLIES Total	\$0	\$45	\$0	\$0	\$0	\$0
PURCHASED SERVICES Total	\$35,720	\$37,826	\$64,000	\$11,050	\$64,000	\$64,000
TOTAL EXPENSES	\$35,720	\$37,871	\$64,000	\$11,050	\$64,000	\$64,000
Revenues less (-)Expenses	\$31,015	\$26,341	(\$2,660)	\$50,459	(\$600)	\$1,900
Beginning Fund Balance	\$231,769	\$262,784	\$289,125	\$289,125	\$286,465	\$285,865
Ending Fund Balance	\$262,784	\$289,125	\$286,465	\$339,584	\$285,865	\$287,765



Miscellaneous Funds VOLUNTEER FIRE FUND

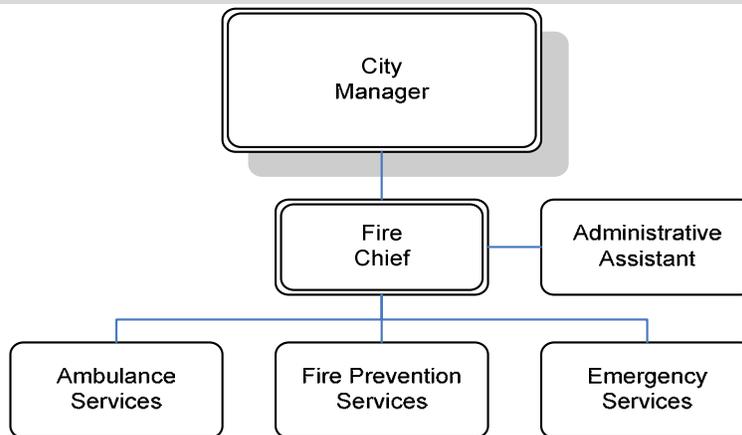
DESCRIPTION

The Department's 50 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 \$20.00 per 12 hours they work at a fire station. The volunteers have their own fund to help offset the cost of their uniforms, training and other needed equipment. All funds that go into the volunteer fund are through donations, fund raisers and disaster response, 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



2013/14 HIGHLIGHTS

- Increased volunteer firefighters by 25.

2015/16 GOALS

- Increased volunteer firefighters by 30.
- Replace / Add volunteer firefighters Wildland and structural personal protective equipment.
- Create a volunteer EMS only volunteer program.

BUDGET – VOLUNTEER FIRE FUND

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
REVENUE	\$77,659	\$94,415	\$62,500	\$56,000	\$56,000	\$56,000
EXPENSES	\$28,511	\$81,662	\$52,395	\$54,700	\$54,700	\$54,700
Revenues less (-)Expenses	\$49,148	\$12,753	\$10,105	\$1,300	\$1,300	\$1,300
Beginning Fund Balance	\$42,980	\$92,128	\$104,881	\$104,881	\$114,986	\$116,286
Ending Fund Balance	\$92,128	\$104,881	\$114,986	\$106,181	\$116,286	\$117,586



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 \$8,300 in revenue during 2013 \$9,014 in revenue during 2014.

BUDGET – GID # 1

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
REVENUE	\$8,934	\$8,515	\$8,300	\$9,258	\$8,720	\$8,720
EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0
Revenues less (-)Expenses	\$8,934	\$8,515	\$8,300	\$9,258	\$8,720	\$8,720
Beginning Fund Balance	\$28,628	\$37,562	\$46,077	\$46,077	\$54,377	\$63,097
Ending Fund Balance	\$37,562	\$46,077	\$54,377	\$55,335	\$63,097	\$71,817



Miscellaneous Funds GENERAL IMPROVEMENT DISTRICT #2

DESCRIPTION

In August 2012 Council approved an ordinance establishing the Fountain General Improvement District No. 2. The purpose of the District is to transfer some of the costs of developing property to the District. To achieve this purpose, Council approved an ordinance that would exempt property in the District from: (1) the City’s service expansion fee, (2) twenty percent of the water tap fee, (3) the plot plan review fee, and (4) the Residential Construction Evaluation Study Surcharge. The establishing ordinance authorized a levy of up to ten mills on property and ratified a TABOR election. When the District was established, it was too late to levy a tax for collection in 2012 or 2013. Under the enabling GID statute, Council sits as the *ex officio* Board of Directors of the District.

BUDGET – GID # 2

Budget Item	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
REVENUE-Property Tax	\$0	\$1,870	\$0	\$1,870	\$1,870
TOTAL	\$0	\$1,870	\$0	\$1,870	\$1,870
EXPENSES	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0
Revenues less (-)Expenses	\$0	\$1,870	\$0	\$1,870	\$1,870
Beginning Fund Balance	\$0	\$0	\$0	\$1,870	\$3,740
Ending Fund Balance	\$0	\$1,870	\$0	\$3,740	\$5,610



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 – INSURANCE FUND

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
INSURANCE FUND						
REVENUE	\$3,051,164	\$3,262,649	\$3,262,240	\$3,074,380	\$3,390,000	\$3,526,000
EXPENSES						
TRANSFER TO GENERAL FUND					\$200,000	\$0
WELLNESS PROGRAM			\$0	\$0	\$10,000	\$10,000
ADMIN AND CLAIMS	\$2,387,154	\$2,642,302	\$2,979,130	\$3,231,840	\$3,120,500	\$3,269,000
TOTAL EXPENSES	\$2,387,154	\$2,642,302	\$2,979,130	\$3,231,840	\$3,330,500	\$3,279,000
Revenues less (-)Expenses	\$664,010	\$620,347	\$283,110	(\$157,460)	\$59,500	\$247,000
Beginning Fund Balance	(\$747,623)	(\$83,613)	\$536,734	\$536,734	\$819,844	\$879,344
Ending Fund Balance	(\$83,613)	\$536,734	\$819,844	\$379,274	\$879,344	\$1,126,344



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 two 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 - VOLUNTEER FIRE PENSION FUND

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
FIRE PENSION						
REVENUE	11,062	1,075	1,500	5,000	1,500	1,500
EXPENSE	10,741	5,155	5,100	5,100	5,155	5,155
Revenues less (-)Expenses	321	(4,080)	(3,600)	(100)	(3,655)	(3,655)
Beginning Fund Balance	744,614	744,935	740,855	740,855	737,255	733,600
Ending Fund Balance	744,935	740,855	737,255	740,755	733,600	729,945



Public Works Department TRANSPORTATION SALES TAX

DESCRIPTION

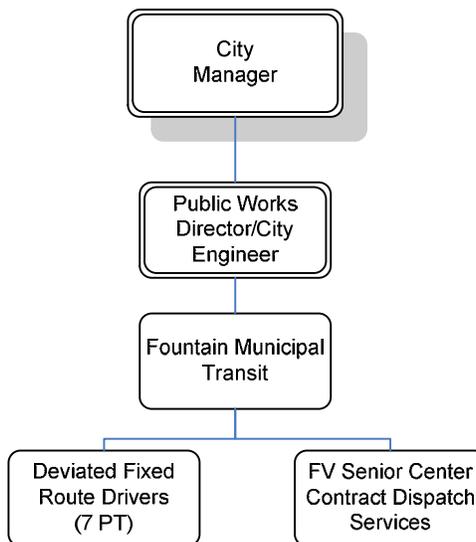
The Public Works Department Engineering/Administration and Streets Maintenance Divisions jointly administer the Transportation Sales Tax Funded Services and Projects. The Fountain City voters approved the “Moving Fountain Forward” Transportation Sales Tax Ballot Measure in November 2009. The approved 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.

ORGANIZATIONAL CHART





Public Works Department TRANSPORTATION SALES TAX

Transit Personnel History				
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Mountain Metro Transit Full Service Contract	0	0	0	0
Fountain Valley Senior Center Dispatch & Para Transit Service Contract	1	1	1	1
Regular Part-Time Transit Operators	6	6	7	7

2013/14 HIGHLIGHTS

- Finalize Duckwood Railroad Crossing Project Regulatory Permits and Necessary Railroad Agreements.
- Finalize Federal Funding and Right-of-Way Acquisition for Relocation of the Illinois Railroad Crossing to Indiana Avenue.
- Completed East Ohio/UPRR and Link Road/UPRR Crossing Safety Improvements
- Continue Right-of-Way Acquisitions For Other Transportation Sales Tax Funded Projects.
- Finalize Federal Funding for Bus Stop Improvements.
- Installed Traffic Calming Improvements Along Medicine Bow.
- Secure Additional CDBG Grant Funds for ADA Sidewalk Curb Ramp Improvement Projects.
- Continued the Annual Roadway Pavement Resurfacing Program On High Priority Roadways.

2015/16 GOALS

- Complete Duckwood Railroad Crossing Improvements and Partial Closure of Mesa Road Railroad Crossing.
- Complete Relocation of the Illinois Railroad Crossing to Indiana Avenue.
- Complete West Ohio/BNSF Crossing Safety Improvements
- Continue Right-of-Way Acquisitions For Other Transportation Sales Tax Funded Projects.
- Complete Bus Stop Improvements & Implement Other Feasible Transit Model Study Recommendations.
- Prioritize and Install Traffic Calming Along Other High Priority Residential Streets.
- Secure Additional CDBG Grant Funds for ADA Sidewalk Curb Ramp Improvement Projects.
- Continue the Annual Roadway Pavement Resurfacing Program On High Priority Roadways.
- Hire Additional Operator & Increase Fountain Municipal Transit Daily Service Hours (Monday thru Friday)



Public Works Department TRANSPORTATION SALES TAX

BUDGET- TRANSPORTATION SALES TAX – PUBLIC TRANSPORTATION

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
SALES TAX	\$469,410	\$487,409	\$487,000	\$482,488	\$487,000	\$777,000
GRANT	\$0	\$264,000	\$0	\$0	\$120,000	\$0
INTEREST INCOME	\$151	(\$1,479)	\$800	\$0	\$800	\$800
MISCELLANEOUS	\$0	\$3,400	\$0	\$0	\$0	\$0
LEASE PROCEEDS	\$108,700	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$578,261	\$753,330	\$487,800	\$482,488	\$607,800	\$777,800
EXPENSES						
SALARIES AND BENEFITS	\$90,793	\$151,339	\$151,520	\$151,520	\$195,090	\$204,860
MATERIALS AND SUPPLIES	\$45,376	\$44,046	\$45,250	\$78,950	\$60,250	\$65,000
PURCHASED SERVICES	\$194,558	\$115,316	\$149,600	\$148,150	\$146,410	\$148,410
FIXED CHARGES	\$17,298	\$23,064	\$23,065	\$23,065	\$23,065	\$23,065
CAPITAL	\$486,536	\$0	\$0	\$0	\$165,000	\$15,000
TOTAL	\$834,561	\$333,765	\$369,435	\$401,685	\$589,815	\$456,335
Revenues less (-)Expenses	(\$256,300)	\$419,565	\$118,365	\$80,803	\$17,985	\$321,465
Beginning Fund Balance	\$160,658	(\$95,642)	\$323,923	\$323,923	\$442,288	\$460,273
Ending Fund Balance	(\$95,642)	\$323,923	\$442,288	\$404,726	\$460,273	\$781,738
Detail of Ending Fund Balance						
Restricted Fund Balance for Transit	(\$134,142)	\$246,923	\$326,788	\$289,226	\$306,273	\$589,238
Restricted for Vehicle Replacement	\$28,500	\$57,000	\$85,500	\$85,500	\$114,000	\$142,500
Restricted for Capital and Facilities	\$10,000	\$20,000	\$30,000	\$30,000	\$40,000	\$50,000
Ending Fund Balance	(\$95,642)	\$323,923	\$442,288	\$404,726	\$460,273	\$781,738



Public Works Department TRANSPORTATION SALES TAX

BUDGET- TRANSPORTATION SALES TAX – STREET RESURFACING

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
SALES TAX	\$281,646	\$292,446	\$292,000	\$289,497	\$294,000	\$469,000
INTEREST INCOME	\$1,020	(\$471)	\$1,000	\$1,140	\$1,000	\$1,000
TOTAL	\$282,666	\$291,975	\$293,000	\$290,637	\$295,000	\$470,000
EXPENSES						
PURCHASED SERVICES	\$279,626	\$185,444	\$340,000	\$323,700	\$208,000	\$295,000
TRANSFER TO GENERAL FUND					\$15,000	\$15,000
CAPITAL	\$0	\$41,324	\$0	\$0	\$82,000	\$0
TOTAL	\$279,626	\$226,768	\$340,000	\$323,700	\$305,000	\$310,000
Revenues less (-)Expenses	\$3,040	\$65,207	(\$47,000)	(\$33,063)	(\$10,000)	\$160,000
Beginning Fund Balance	\$46,277	\$49,317	\$114,524	\$114,524	\$67,524	\$57,524
Ending Fund Balance	\$49,317	\$114,524	\$67,524	\$81,461	\$57,524	\$217,524

BUDGET- TRANSPORTATION SALES TAX – STREET CAPITAL IMPROVEMENTS

Budget Item	2012 ACTUAL	2013 ACTUAL	2014 Estimated Actual	2014 Budget	2015 BUDGET	2016 BUDGET
GRANT REVENUE	\$0	\$0	\$0	\$0	\$400,000	\$400,000
SALES TAX	\$657,174	\$682,373	\$680,000	\$675,480	\$680,000	\$1,085,000
INTEREST INCOME	\$10,241	(\$8,037)	\$6,000	\$3,660	\$6,000	\$6,000
TOTAL REVENUE	\$667,415	\$674,336	\$686,000	\$679,140	\$1,086,000	\$1,491,000
EXPENSES						
PURCHASED SERVICES	\$21,789	\$15,546	\$18,000	\$60,000	\$65,000	\$65,000
FIXED CHARGES	\$0	\$0	\$0	\$0	\$35,000	\$35,000
RIGHT-OF-WAY ACQUISITION	\$600			\$50,000	\$50,000	\$50,000
RR CROSSING HORN QUEIT ZONE		\$21,532	\$230,000			
MONTEREYWAY		\$53				
DUCKWOOD/SH 85 RAILROAD CROSSING		\$10,575		\$1,000,000	\$1,500,000	\$1,500,000
RR CROSSING HORN QUIET ZONES	\$1,899	\$4,369		\$185,000	\$600,000	\$600,000
ADA SIDEWALK & CORNER RAMPS	\$18,425			\$20,000	\$20,000	\$20,000
TRAFFIC CALMING				\$25,000	\$25,000	\$25,000
CAPITAL OUTLAY	\$20,924	\$36,529	\$230,000	\$1,280,000	\$2,195,000	\$2,195,000
TOTAL	\$42,713	\$52,075	\$248,000	\$1,340,000	\$2,295,000	\$2,295,000
Revenues less (-)Expenses	\$624,702	\$622,261	\$438,000	(\$660,860)	(\$1,209,000)	(\$804,000)
Beginning Fund Balance	\$1,026,814	\$1,651,516	\$2,273,777	\$2,273,777	\$2,711,777	\$1,502,777
Ending Fund Balance	\$1,651,516	\$2,273,777	\$2,711,777	\$1,612,917	\$1,502,777	\$698,777

Capital Improvements





Capital Improvements Plan Overview

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:

2015-16 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 2013 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.

2017-2019 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 2017-2019 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 2015/16 CAPITAL BUDGETS

2015/16 Capital Budgets



Capital Improvements Plan 2015-2016 CAPITAL BUDGETS SUMMARY

DESCRIPTION

The 2015/16 Capital Budget identifies and summarizes all capital projects or purchases that will impact any of the Funds within the City for the current budget years. The Capital Improvements Plan, provided later, indicates capital projects or purchases that will occur or are planned to occur in the years 2017 through 2019. The funds that include capital projects and/or purchases include the General Fund, the Water Fund, the Electric Fund, Ambulance Fund, Transportation Sales Tax, and the Conservation Trust Fund.

SUMMARY

2015/2016 Capital Budget Summary								
	<i>Projects or Improvements</i>	<i>Land</i>	<i>Buildings</i>	<i>Computer Equip & Software</i>	<i>Furniture</i>	<i>Vehicles</i>	<i>Equipment</i>	<i>Totals</i>
General Fund	\$ -	\$ -	\$ -	\$ 122,500	\$ -	\$ 721,000	\$ 94,750	\$ 938,250
Water Fund	\$ 15,252,690	\$ -	\$ 240,000	\$ 144,400	\$ -	\$ 96,000	\$ 3,900	\$ 15,736,990
Electric Fund	\$ 6,287,500	\$ 911,340	\$ 100,000	\$ 648,600	\$ -	\$ 80,000	\$ 168,550	\$ 8,195,990
Conservation Trust Fund	\$ 196,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 196,500
Transportation Sales Tax-Transit, Street Resurfacing, and Street Capital	\$ 4,570,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,000	\$ 4,652,000
Ambulance Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 162,000	\$ -	\$ 162,000
Drainage Fund	\$ 1,820,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,820,000
Totals	\$ 28,126,690	\$ 911,340	\$ 340,000	\$ 915,500	\$ -	\$ 1,059,000	\$ 349,200	\$ 31,701,730



**2015 Capital Budget
GENERAL FUND**

GENERAL FUND

General Fund Summary		
	2015	2016
Improvements	\$ -	\$ -
Land	\$ -	\$ -
Buildings	\$ -	\$ -
Computer Equipment/Software	\$ 100,000	\$ 22,500
Furniture	\$ -	\$ -
Vehicles	\$ 36,000	\$ 685,000
Equipment	\$ 31,000	\$ 63,750
Total	\$ 167,000	\$ 771,250

PROJECTS

Title: Stop signal for fire station #2

G/L Account: 100-222-222-9420
 Cost: \$23,000
 Year Constructed: 2016
 Impact on O&M Budget: Negligible

Funding Sources: General Fund

Increase response times and provide a safer response for fire dept and citizens.



Title: Fire Department-Opticom Phase II



2015 Capital Budget GENERAL FUND

G/L Account: 100-222-222-9420
 Cost: \$15,250
 Year Constructed: 2016
 Impact on O&M Budget: Negligible

Funding Sources: General Fund

Turns traffic signals green for approaching fire engines and ambulances. Reduces response times and creates a safer response.



LAND

None

BUILDINGS

None

COMPUTER EQUIPMENT AND SOFTWARE

Title: Municipal Court Database Replacement

G/L Account: 100-116-9430
 Cost: \$30,000
 Year Constructed: 2015
 Impact on O&M Budget: Slight – anticipate increased costs for annual support contracts
 Funding Sources: General Fund

Description of project/need:

Replacement of existing database is necessary to address operational needs, information security requirements as well as to allow the implementation of online fine payment capabilities.



Title: Council Chamber/Court Recorder Replacement



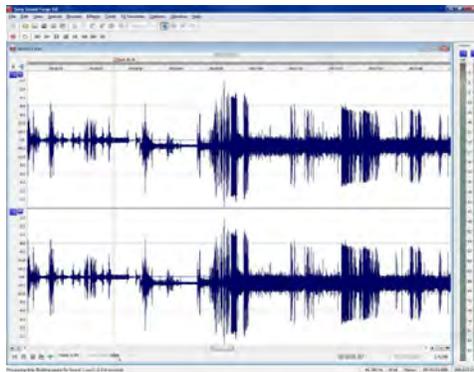
2015 Capital Budget GENERAL FUND

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

Cost: \$5,000 in General Fund (\$15,000 total)
Year Constructed: 2015
Impact on O&M Budget: Slight – anticipate increased costs for annual support contracts
Funding Sources: 1/3 General Fund (\$5,000)
1/3 Electric Fund (\$5,000)
1/3 Water Fund (\$5,000)

Description of project/need:

Replacement of existing recording equipment with a solution more suited to the needs of those holding public meetings in the Council Chambers. Current system operates on Windows XP and is at end-of life status.



Title: IT - Replace Web Content Management System

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

Cost: \$16,666 in General Fund (total cost \$50,000)
Year Constructed: 2015
Impact on O&M Budget: Negligible
Funding Sources: 1/3 General Fund (\$16,666)
1/3 Electric Fund (\$16,667)
1/3 Water Fund (\$16,667)

Description of project/need:

Replace the existing eGov Strategies content management system running the city’s website with a solution that better meets the needs of the citizens of the city.



Title: IT - Upgrade Internet Content Filtering System

G/L Account: 100-116-9430



2015 Capital Budget GENERAL FUND

510-774-9430
520-774-9430

Cost: \$8,334 in General Fund (\$25,000 total)
Year Constructed: 2015
Impact on O&M Budget: Negligible
Funding Sources: 1/3 General Fund (\$8,334)
1/3 Electric Fund (\$8,333)
1/3 Water Fund (\$8,333)

Description of project/need:

Current content filtering system utilized as part of the city’s cyber security initiative is no longer sufficient to accommodate recent growth and is beginning to cause performance degradation of the network. New system will allow for expanded capacity and enhanced reporting of network activity.



Title:	Document Management System – Phase II
---------------	--

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

Cost: \$10,000 in General Fund (total cost is \$30,000)
Year Constructed: 2015
Impact on O&M Budget: Slight – anticipate increased costs for annual support contracts
Funding Sources: General Fund (\$10,000)
Electric Fund (\$10,000)
Water Fund (\$10,000)

Description of project/need:

Complete implementation of an imaging and document management solution to support critical data management needs of city departments. Initial implementation began in 2014 – this funding will accommodate the additional licensing costs to make the system available for all city departments.





2015 Capital Budget GENERAL FUND

FURNITURE

None

VEHICLES

Title: Replace 99 Dodge 1/4ton 4 wheel drive

G/L Account: 100-331-9410 CAPITAL
Vehicles

Cost: \$36,000

Year Budgeted : 2015

Impact on O&M Budget: Positive impact on O&M Budget.

Funding Sources: STREET GENERAL FUND

Description of project/need:

Replace 1999 Dodge has 185,000 miles on it.



Title: Patrol Vehicles

G/L Account: 100-221-213-9410

Cost: \$ 245,000

Year Constructed: 2016

Impact on O&M Budget: Positive

Funding Sources: Lease and repay over five years from General Fund

Description of project/need: Replace existing fleet





2015 Capital Budget GENERAL FUND

Title:	Fire Engine replacement
---------------	-------------------------

G/L Account: 100-222-222-9410
 Cost: \$400,000- Two used
 Year Constructed: 2016
 Impact on O&M Budget: Negligible

Funding Sources: Lease and repay over 10 years from General Fund

The fire engines are aging; engine 4 is 17 years old and needs to be replaced.



Title:	Replace 98 Chevy 2 wheel drive
---------------	--------------------------------

G/L Account: 100-331-9410 CAPITAL Vehicles
 Cost: \$40,000
 Year Budgeted : 2016
 Impact on O&M Budget: Positive impact on O&M Budget.
 Funding Sources: STREET GENERAL FUND
 Description of project/need:
 Replace 1998 Chevy Utility Truck has 145,000 miles on it as of 2014.





2015 Capital Budget GENERAL FUND

EQUIPMENT

Title: TNT rescue package “Jaws of Life”

G/L Account: 100-222-222-9420
Cost: \$17,000
Year Constructed: 2015
Impact on O&M Budget: Negligible

Funding Sources: General Fund

The current TNT Rescue Extrication package is 25 years old and needs replacement. The TNT rescue equipment is the “jaws of life”, used to extricate people trapped in vehicles following a traffic crash.



Title: SCBA

G/L Account: 100-222-222-9420
Cost: \$14,000
Year Constructed: 2015
Impact on O&M Budget: Negligible

Funding Sources: General Fund

These are the air packs firefighters use when working in a fire or other hazardous environment. Two SCBA are budgeted at \$7,000 each.





2015 Capital Budget GENERAL FUND

Title: Radio

G/L Account: 100-222-222-9420
Cost: \$25,500
Year Constructed: 2016
Impact on O&M Budget: Negligible

Funding Sources: General Fund

The current hand held 800 MHz radios are being phased out and replacement parts will not be available. The intent is to purchase 5 radios per year until all the units have been replaced, a five year plan. The radios are \$5,100 each.

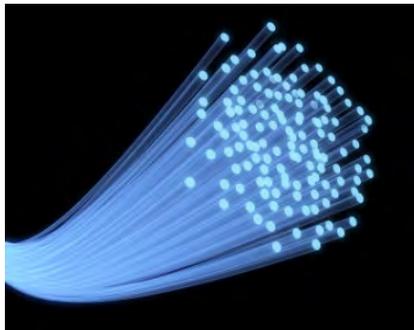


Title: Fiber Optic Networking – Fire Station 3

G/L Account: 100-116-9437
Cost: \$30,000
Year Constructed: 2015
Impact on O&M Budget: Slight – anticipate increased costs for annual support contracts
Funding Sources: General Fund

Description of project/need:

Extend the city’s fiber optic network to connect to Fire Station 3. Existing leased line connectivity is no longer sufficient to provide for increased data utilization at each site – this project is necessary to accommodate additional load for phone system upgrades needed at this site.





2015 Capital Budget GENERAL FUND

Title:	Large Format Copier/Scanner
---------------	------------------------------------

G/L Account: 100-116-9430

Cost: \$10,000

Year Constructed: 2015

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

Funding Sources: General Fund

Description of project/need:

Purchase and install a scanner/copier suitable for large format maps, plans and documents to address needs for the city’s Planning Division.



Title:	Phone System Replacement – Fire Stations
---------------	---

G/L Account: 100-116-9437

Cost: \$12,500

Year Constructed: 2016

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

Funding Sources: General Fund

Description of project/need:

Replace existing phone system at Fire Stations 1, 2 and 3 that is currently at and end-of-life status.

System to be installed will integrate with equipment being installed in 2014 at City Hall and 101 N. Main.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

WATER FUND

Water Fund Summary		
	<u>2015</u>	<u>2016</u>
Water Rights Acquisition	\$ 626,380	\$ 2,023,790
System Improvements	8,514,630	4,087,890
Land	-	-
Buildings	240,000	-
Computer Equipment/Software	77,000	67,400
Furniture	-	-
Vehicles	96,000	-
Equipment	1,950	1,950
Total	\$ 9,555,960	\$ 6,181,030

PROJECTS

Title:	Water Dept. Computer Software Upgrades
---------------	---

G/L Account: 510-772-9430
 Cost: \$20,000
 Year Constructed: 2015
 Impact on O&M Budget: Positive – \$5,000 Negligible
 Funding Sources: Water Fund

Description of project/need:

Upgrades for computer equipment and software for Water Department personnel (i.e., Hardware: laptops, monitor, computer replacements, etc.) and software (Software: licenses, Programs, etc.)





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Electronic Work Order & Asset Management System
G/L Account:	510-772-9430
Cost:	\$45,000
Year Constructed:	2015
Impact on O&M Budget:	Positive-Increase efficiency for asset management
Funding Sources:	Water Fund - Water Department

Description of project/need:

This will provide maintenance for electronic work orders to become more efficient on work orders being generated for the Water Department.



Title:	System Improvements
G/L Account:	510-772-9310
Cost:	\$150,000
Year Constructed:	2015
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; water tap saddle replacement, etc.).



Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Keeton Reservoir Repairs
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G/L Account: 510-772-9310-2094
Cost: \$600,000
Year Constructed: 2015
Impact on O&M Budget: <\$5,000 - Negligible
Funding Sources: Water Fund

Description of project/need:

Repair of the Keeton Reservoir Spillway, Sedimentation Removal and Upper Flume that was damaged during the 2013 September flooding event. FEMA will be reimbursing at 70% and the State of Colorado will reimburse costs at 12-1/2%.



Title:	Pueblo Reservoir Excess Capacity
---------------	---

G/L Account: 510-772-9330-2172
Cost: \$10,000
Year Constructed: 2015
Impact on O&M Budget: <\$5,000 - Negligible
Funding Sources: Water Fund

Description of project/need:

Extra water storage capacity at Pueblo Reservoir for Fountain Valley Authority Water & Southern Delivery System.





**Capital Improvements Plan
2015/16 CAPITAL BUDGETS – WATER FUND**

Title:	Dr. Rogers Irrigation Ditch (Priority No. 25)
---------------	--

G/L Account: 510-772-9330-2197
 Cost: \$50,000
 Year Constructed: 2015
 Impact on O&M Budget: <\$5,000 - Negligible
 Funding Sources: Water Fund

Description of project/need:
 Purchase the Dr. Roger’s water right (Water Right Priority No. 25) on Fountain Creek for meeting future water demands with growth from the City of Fountain.



Title:	Chilcott/Ermel Water Right
---------------	-----------------------------------

G/L Account: 510-772-9330-2047
 Cost: \$111,750
 Year Constructed: 2015
 Impact on O&M Budget: <\$5,000 - Negligible
 Funding Sources: Water Fund

Description of project/need:
 Purchase the Chilcott/Ermel water rights for meeting Fountain’s water demands and for future growth of City of Fountain.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Janitell Conversion
G/L Account:	510-772-9330-2147
Cost:	\$27,040
Year Constructed:	2015
Impact on O&M Budget:	<\$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	To enhance Fountain’s water service for future water demands and growth of City of Fountain. This is the No. 4 & 17 Water Rights (senior water rights) in Fountain Creek.



Title:	Custer County Water Rights
G/L Account:	510-772-9330-2177
Cost:	\$52,590
Year Constructed:	2015
Impact on O&M Budget:	<\$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Purchase and conversion of the H2O Ranch located in Custer County that will provide additional water in the Pueblo Reservoir for Fountain’s use through the Fountain Valley Authority and Southern Delivery systems.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Widefield Aquifer Recharge Association (WARA)
---------------	--

G/L Account: 510-772-9310-2018
 Cost: \$5,000
 Year Constructed: 2015
 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. The cost increase is due to easement acquisitions for piping projects at Big Johnson Reservoir, Security area, and Crews Gulch.



Title:	New/Replacement Water Meters
---------------	-------------------------------------

G/L Account: 510-772-9310-2023
 Cost: \$210,000
 Year Constructed: 2015
 Impact on O&M Budget: Positive
 Funding Sources: Water Fund

Description of project/need:

New/Replacements Water Meter (approximately 533) homes and businesses
 Meter cost is approximately \$300 for each ¾” meter.
 Water Department replacements will be compatible with the SMART Grid system also
 Batteries of existing radio read meters in need of replacement including labor costs.





**Capital Improvements Plan
2015/16 CAPITAL BUDGETS – WATER FUND**

Title:	Pikes Peak Regional Water Authority (PPRWA)
G/L Account:	510-772-9310-2028
Cost:	\$35,000
Year Constructed:	2015
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 \$35,000.00. This Authority works heavily with water right exchanges and non-native water Sources and water legislation.



Title:	Valve Insertion or Fire Hydrant Replacement
G/L Account:	510-772-9310-2063
Cost:	\$65,000
Year Constructed:	2015
Impact on O&M Budget:	Positive – Reduce Maintenance Costs & Labor
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 quality and fire flow for customer service or replace fire hydrants malfunctioning.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Southern Delivery System (SDS) Payment
---------------	---

G/L Account: 510-772-9310-2192
Cost: \$7,066,630
Year Constructed: 2015
Impact on O&M Budget: < \$5,000 - Negligible
Funding Sources: Water Fund
Description of project/need:
Construction costs for participating in the Southern Delivery Pipeline System to Supply water for Fountain’s future.



Title:	Upsizing Transmission Mains
---------------	------------------------------------

G/L Account: 510-772-9310-2133
Cost: \$280,000
Year Constructed: 2015
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 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Tap Saddle Replacements
---------------	--------------------------------

G/L Account: 510-772-9310-2053
Cost: \$15,000
Year Constructed: 2015
Impact on O&M Budget: Positive – Reduce Costs and Maintenance & Labor
Funding Sources: Water Fund
Description of project/need:
Replace tap saddles due to corrosion and hot soil conditions. (Approximately 7 tap saddles at \$2,000 each.)



Title:	Pave Alley between Race & Main Street
---------------	--

G/L Account: 510-773-9220
Cost: \$240,000
Year Constructed: 2015
Impact on O&M Budget: Neutral – No impact on O&M
Funding Sources: Water Fund
Description of project/need:
Provide paved drive-up access to Customer Service Billing at 101 North Main Street.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Water Rights & Storage Acquisition
---------------	---

G/L Account: 510-772-9330
Cost: \$325,000
Year Constructed: 2015
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 to include Dr. Rogers No. 25 Water Rights.



Title:	Marshall Well No. 2 Improvements
---------------	---

G/L Account: 510-772-9330-2167
Cost: \$50,000
Year Constructed: 2015
Impact on O&M Budget: Positive – Reduce Costs for Treating Water
Funding Sources: Water Fund
Description of project/need:
Purchase improvements for Marshall Well No. 2 (non-potable water) to save treated water usage for City Residents.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	SCADA System – Installation #1
---------------	---------------------------------------

G/L Account:	510-772-9310
Cost:	\$65,000
Year Constructed:	2015
Impact on O&M Budget:	Positive – Reduce Maintenance Costs & Increase Reliability
Funding Sources:	Water Fund

Description of project/need:
Provide update to Supervisory Control And Data Acquisition (SCADA) System for monitoring and operating City’s water system for improved efficiency, reliability, security, recordkeeping, and reduction in maintenance costs



Title:	Conservation Tools
---------------	---------------------------

G/L Account:	510-772-9310-2064
Cost:	\$23,000
Year Constructed:	2015
Impact on O&M Budget:	< \$5,000 - Negligible
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. The increase is due to cost of materials rising.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	New Tandem Dump Truck
G/L Account:	510-772-9410
Cost:	\$96,000
Year Constructed:	2015
Impact on O&M Budget:	Positive – Reduce Costs in Maintenance & Labor
Funding Sources:	Water Fund
Description of project/need:	Purchase new tandem dump truck to reduce road time and waiting time for water crews at water leaks.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title: GIS High Resolution GPS Units

G/L Account: 520-776-9430 Electric 70% \$28,000
510-776-9430 Water 30% \$12,000

Cost: \$40,000
Year Needed: 2015
Impact on O&M Budget:
Funding Sources: Electric Fund & Water Fund

Description of project/need:

Replace existing high resolution GPS Units at Electric and Water Shops that are currently at and end-of-life status. These units are used to capture the locations of underground and surface features (valves, pipes, etc).





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

2016 PROJECTS

Title: Water Dept. Computer Software Upgrades

G/L Account: 510-772-9430
 Cost: \$20,000
 Year Constructed: 2016
 Impact on O&M Budget: Positive – \$5,000 Negligible
 Funding Sources: Water Fund

Description of project/need:

Upgrades for computer equipment and software for Water Department personnel (i.e., Hardware: laptops, monitor, computer replacements, etc.) and software (Software: licenses, Programs, etc.)



Title: Electronic Work Order & Asset Management System

G/L Account: 510-772-9430
 Cost: \$45,000
 Year Constructed: 2016
 Impact on O&M Budget: Positive-Increase efficiency for asset management
 Funding Sources: Water Fund - Water Department

Description of project/need:

This will provide maintenance for electronic work orders to become more efficient on work orders being generated for the Water Department.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	System Improvements
G/L Account:	510-772-9310
Cost:	\$150,000
Year Constructed:	2016
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; water tap saddle replacement, etc.).



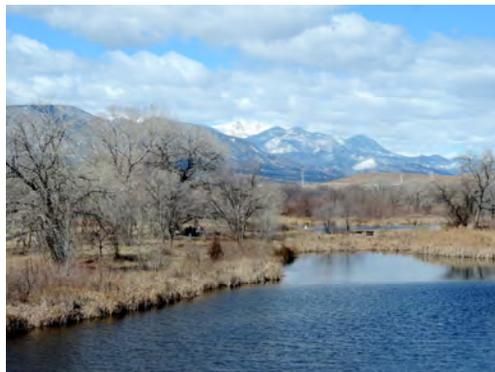


**Capital Improvements Plan
2015/16 CAPITAL BUDGETS – WATER FUND**

Title:	Pueblo Reservoir Excess Capacity
G/L Account:	510-772-9330-2172
Cost:	\$10,000
Year Constructed:	2016
Impact on O&M Budget:	<\$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Extra water storage capacity at Pueblo Reservoir for Fountain Valley Authority Water & Southern Delivery System.



Title:	Dr. Rogers Irrigation Ditch (Priority No. 25)
G/L Account:	510-772-9330-2197
Cost:	\$50,000
Year Constructed:	2016
Impact on O&M Budget:	<\$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Purchase the Dr. Roger’s water right (Water Right Priority No. 25) on Fountain Creek for meeting future water demands with growth from the City of Fountain.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Chilcott/Ernel Water Right
---------------	-----------------------------------

G/L Account: 510-772-9330-2047
Cost: \$111,750
Year Constructed: 2016
Impact on O&M Budget: <\$5,000 - Negligible
Funding Sources: Water Fund

Description of project/need:
Purchase the Chilcott/Ernel water rights for meeting Fountain’s water demands and for future growth of City of Fountain.



Title:	Janitell Conversion
---------------	----------------------------

G/L Account: 510-772-9330-2147
Cost: \$27,040
Year Constructed: 2016
Impact on O&M Budget: <\$5,000 - Negligible
Funding Sources: Water Fund

Description of project/need:
To enhance Fountain’s water service for future water demands and growth of City of Fountain. This is the No. 4 & 17 Water Rights (senior water rights) in Fountain Creek.





**Capital Improvements Plan
2015/16 CAPITAL BUDGETS – WATER FUND**

Title:	Custer County Water Rights
---------------	-----------------------------------

G/L Account: 510-772-9330-2177
 Cost: \$1,500,000
 Year Constructed: 2016
 Impact on O&M Budget: <\$5,000 - Negligible
 Funding Sources: Water Fund

Description of project/need:

Purchase and conversion of the H2O Ranch located in Custer County that will provide additional water in the Pueblo Reservoir for Fountain’s use through the Fountain Valley Authority and Southern Delivery systems.



Title:	Widefield Aquifer Recharge Association (WARA)
---------------	--

G/L Account: 510-772-9310-2018
 Cost: \$5,000
 Year Constructed: 2016
 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. The cost increase is due to easement acquisitions for piping projects at Big Johnson Reservoir, Security area, and Crews Gulch.





**Capital Improvements Plan
2015/16 CAPITAL BUDGETS – WATER FUND**

Title:	New/Replacement Water Meters
---------------	-------------------------------------

G/L Account: 510-772-9310-2023
 Cost: \$210,000
 Year Constructed: 2016
 Impact on O&M Budget: Positive
 Funding Sources: Water Fund

Description of project/need:
 New/Replacements Water Meter (approximately 533) homes and businesses
 Meter cost is approximately \$300 for each ¾” meter.
 Water Department replacements will be compatible with the SMART Grid system also
 Batteries of existing radio read meters in need of replacement including labor costs.



Title:	Pikes Peak Regional Water Authority (PPRWA)
---------------	--

G/L Account: 510-772-9310-2028
 Cost: \$35,000
 Year Constructed: 2016
 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 \$35,000.00. This Authority works heavily with water right exchanges and non-native water Sources and water legislation.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Valve Insertion or Fire Hydrant Replacement
---------------	--

G/L Account: 510-772-9310-2063
Cost: \$65,000
Year Constructed: 2016
Impact on O&M Budget: Positive – Reduce Maintenance Costs & Labor
Funding Sources: Water Fund

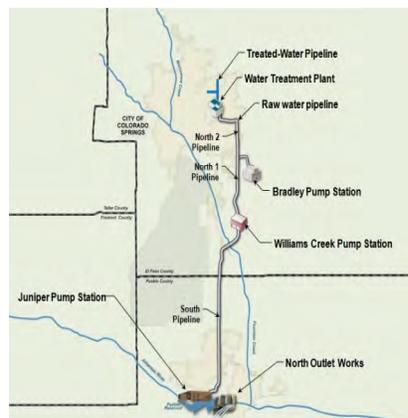
Description of project/need:
To replace old corroded/leaking valves throughout the water infrastructure system in order to minimize outages and improve water quality and fire flow for customer service or replace fire hydrants malfunctioning.



Title:	Southern Delivery System (SDS) Payment
---------------	---

G/L Account: 510-772-9310-2192
Cost: \$2,901,890
Year Constructed: 2016
Impact on O&M Budget: < \$5,000 - Negligible
Funding Sources: Water Fund

Description of project/need:
Construction costs for participating in the Southern Delivery Pipeline System to Supply water for Fountain’s future.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Upsizing Transmission Mains
G/L Account:	510-772-9310-2133
Cost:	\$300,000
Year Constructed:	2016
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Upsize transmission mains on unscheduled construction projects.



Title:	Tap Saddle Replacements
G/L Account:	510-772-9310-2053
Cost:	\$16,000
Year Constructed:	2016
Impact on O&M Budget:	Positive – Reduce Costs and Maintenance & Labor
Funding Sources:	Water Fund
Description of project/need:	Replace tap saddles due to corrosion and hot soil conditions. (Approximately 7 tap saddles at \$2,000 each.)





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	Water Rights & Storage Acquisition
---------------	---

G/L Account:	510-772-9330
Cost:	\$325,000
Year Constructed:	2016
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 to include Dr. Rogers No. 25 Water Rights.



Title:	SCADA System – Installation #2
---------------	---------------------------------------

G/L Account:	510-772-9310
Cost:	\$65,000
Year Constructed:	2016
Impact on O&M Budget:	Positive – Reduce Maintenance Costs & Increase Reliability
Funding Sources:	Water Fund
Description of project/need:	





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	C&S Road Transmission Main
G/L Account:	510-772-9310
Cost:	\$340,000
Year Constructed:	2016
Impact on O&M Budget:	< \$5,000 – Negligible
Funding Sources:	Water Fund
Description of project/need:	To install a transmission main on C&S Road to improve water delivery to the east side of Fountain’s residential community (Link & Marksheffel).



Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

Title:	2016 Orthoimagery
---------------	--------------------------

G/L Account:	520-776-9430 Electric	70%	\$5,600
	510-776-9430 Water	30%	\$2,400

Cost: \$8,000

Year Needed: 2016

Impact on O&M Budget:

Funding Sources: Electric Fund & Water Fund

Description of project/need:

Partner with the PPGA (Pikes Peak Geospatial Alliance) in their imagery acquisition and orthoimagery purchase for the 2016 flight. The imagery is used in day to day operations and in some situations be substituted for a field check. The GIS department can derive information from the data to utilize in the general city, electric and water departments. The PPGA will charge Fountain a percentage of the total cost (it was 5% of the project cost in 2014).





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – WATER FUND

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Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

ELECTRIC FUND

Electric Fund Summary		
	2015	2016
System Improvements	\$ 3,950,000	\$ 2,337,500
Land	455,670	455,670
Buildings	100,000	-
Computer Equipment/Software	393,000	255,600
Furniture	-	-
Vehicles	40,000	40,000
Equipment	68,550	100,000
Total	\$ 5,007,220	\$ 3,188,770

PROJECTS

Title:	Land Acquisition for New Electric Warehouse Location
---------------	---

G/L Account: 520-772-9110

Cost: \$455,670

Year Constructed: 2015

Impact on O&M Budget: Positive – New location would enable more efficiency for response times, address security issues and accommodate the future load growth of the fountain Service Territory.

Funding Sources: SE Generation Facility

Description of project/need:

Due to restricted inventory space, warehouse space, office space and parking availability at the Electric Department, relocating our facilities to a larger building with additional outside storage space has become necessary. In addition to the restricted space, the electric service territory has grown significantly to the south east of our current location. To accommodate the growing needs of the Electric Department and the Electric Service Territory a relocation area off of Kane Rd would be optimal. Cost divided over a 3 year period of time.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Security Improvements
---------------	------------------------------

G/L Account: 520-772-9220
 Cost: \$100,000
 Year Constructed: 2015
 Impact on O&M Budget: Positive – will reduce wire theft, improve security measures, comply with National Electric Reliability Council (NERC) guidelines
 Funding Sources: Buildings
 Description of project/need:
 Security measures required by National Electric Reliability Council (NERC) for both the Electric Warehouse and Substations



Title:	As Needed System Improvements
---------------	--------------------------------------

G/L Account: 520-772-9310
 Cost: \$100,000
 Year Constructed: 2015
 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 to include building a new fiber backbone for a Tropos System the General City can utilize.



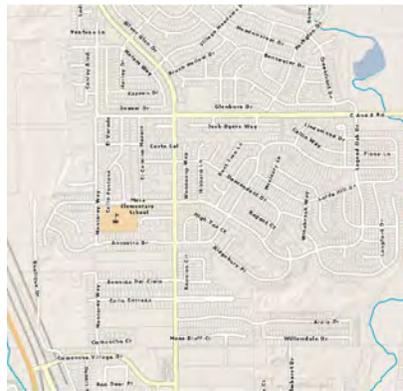


Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Underground System Upgrades
---------------	------------------------------------

G/L Account: 520-772-9310-5014
 Cost: \$300,000
 Year Constructed: 2015
 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 the Fountain area west of the Heritage Subdivisions. This portion of the electric system was installed approximately 40 years ago and must be replaced with equipment capable of 200 amps to each residence in the area below to accommodate residential demand. This has shown to have been very effective since its inception in 2004.



Title:	Overhead Upgrades - Poles
---------------	----------------------------------

G/L Account: 520-772-9310-5163
 Cost: \$42,000
 Year Constructed: 2015
 Impact on O&M Budget: Positive – Increases Pole Life Expectancy, Increases reliability and reduces labor and man hours on pole maintenance
 Funding Sources: Overhead Upgrades

Description of project/need:
 Pole testing, treatment, wrapping and mapping operations must be completed in the following areas:

- 2112 poles in the Security area bordered on the west by Hwy 85, on the east by Powers Blvd, on the north by Main St and on the south by Mesa Ridge Parkway.
- 1166 poles in the lower Fountain proper area bordered on the north by Mesa Ridge Parkway, on the east by Hwy 85, on the west by Bandley Dr / Fort Carson and on the south by Midway Ranch.

These operations must be completed to increase reliability and system infrastructure support in the areas. Increases useful life span of poles by 20 years.



Security Area



Lower Fountain Proper



Pole rotten inside out



Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Overhead Upgrades
---------------	--------------------------

G/L Account: 520-772-9310-5163

Cost: \$58,000

Year Constructed: 2015

Impact on O&M Budget: Positive – Increases reliability on Overhead portions of the system

Funding Sources: Overhead Upgrades

Description of project/need:

Complete overhead maintenance operations to increase reliability and system infrastructure.



Title:	Substation Yard Switch Station
---------------	---------------------------------------

G/L Account: 520-772-9310-5173

Cost: \$100,000

Year Constructed: 2015

Impact on O&M Budget: Positive – ensures system reliability

Funding Sources: Underground Upgrades

Description of project/need:

Enables the ability to tie all capacity at the N Fountain Substation together.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Underground Upgrades
---------------	-----------------------------

G/L Account: 520-772-9310-5173
 Cost: \$200,000
 Year Constructed: 2015
 Impact on O&M Budget: Positive – ensures system reliability
 Funding Sources: Underground Upgrades
 Description of project/need:
 Converting overhead lines to underground lines connecting High Gate to Little Ranches.



Title:	Computer Software & Equipment Upgrades / Licensing
---------------	---

G/L Account: 520-117-9430
 Cost: \$50,000
 Year Constructed: 2015
 Impact on O&M Budget: Slight – will increase operating expenditures annually to maintain, upgrade and purchase necessary licensing and upgrades network systems
 Funding Sources: Equipment
 Description of project/need:
 Fund 1/3 Server Upgrades/Replacements, upgrades, support and licensing for Tropos, SCADA, ElectSolve, Yukon and Outage Management System.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title: AMI Server Upgrades – Engineering Portion

G/L Account: 520-117-9430

Cost: \$30,000

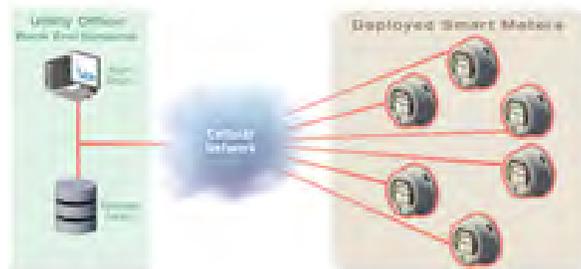
Year Constructed: 2015

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 AMI Server Upgrades



Title: Work Order Management System

G/L Account: 520-117-9430

Cost: \$250,000

Year Constructed: 2015

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 & Work Order System





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	GIS High Resolution GPS Units
---------------	--------------------------------------

G/L Account: 520-776-9430 Electric 70% \$28,000
 510-776-9430 Water 30% \$12,000

Cost: \$40,000
 Year Needed: 2015
 Impact on O&M Budget:
 Funding Sources: Electric Fund & Water Fund

Description of project/need:

Replace existing high resolution GPS Units at Electric and Water Shops that are currently at and end-of-life status. These units are used to capture the locations of underground and surface features (valves, pipes, etc).



Title:	Phone System Replacement – Electric Shop
---------------	---

G/L Account: 520-772-9430

Cost: \$25,000
 Year Constructed: 2015
 Impact on O&M Budget: Slight – anticipate increased costs for annual support contracts
 Funding Sources: Electric Fund

Description of project/need:

Replace existing phone system at Electric Shop that is currently at and end-of-life status. System to be installed will integrate with equipment being installed in 2014 at City Hall and 101 N. Main St.





Capital Improvements Plan

2015/16 CAPITAL BUDGETS – ELECTRIC FUND

PROJECTS -2016

Title:	Land Acquisition for New Electric Warehouse Location
---------------	---

G/L Account: 520-772-9110
 Cost: \$455,670
 Year Constructed: 2016
 Impact on O&M Budget: Positive – New location would enable more efficiency for response times, address security issues and accommodate the future load growth of the fountain Service Territory.
 Funding Sources: SE Generation Facility

Description of project/need:
 Due to restricted inventory space, warehouse space, office space and parking availability at the Electric Department, relocating our facilities to a larger building with additional outside storage space has become necessary. In addition to the restricted space, the electric service territory has grown significantly to the south east of our current location. To accommodate the growing needs of the Electric Department and the Electric Service Territory a relocation area off of Kane Rd would be optimal. Cost divided over a 3 year period of time.



Title:	As Needed System Improvements
---------------	--------------------------------------

G/L Account: 520-772-9310
 Cost: \$100,000
 Year Constructed: 2016
 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.



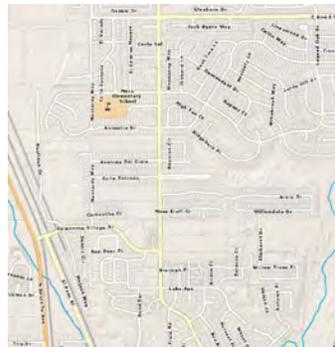


Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Underground System Upgrades
---------------	------------------------------------

G/L Account: 520-772-9310-5014
 Cost: \$300,000
 Year Constructed: 2016
 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 the Fountain areas west of Fountain Mesa Rd south to Comanche Village Dr. This portion of the electric system is almost 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. This has shown to have been very effective since its inception in 2004.



Title:	Overhead Upgrades
---------------	--------------------------

G/L Account: 520-772-9310-5163
 Cost: \$100,000
 Year Constructed: 2016
 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:
 Complete upgrades for the following area:
 Pole testing, treatment, wrapping and mapping operations must be completed in the following areas:

- 1412 poles in the Widefield / Fountain areas bordered by Mesa Ridge Parkway on the north, Hwy 85/ 125 on the west, Link Road on the east and Well Field Rd on the south.

These operations must be completed to increase reliability and system infrastructure support in the areas.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Underground Upgrades
---------------	-----------------------------

G/L Account: 520-772-9310-5173

Cost: \$300,000

Year Constructed: 2015

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:

Complete upgrades for Country Club Heights 200 Amp source feed. These upgrades are necessary to improve operational capabilities and reliability.



Title:	Replace Chipper
---------------	------------------------

G/L Account: 520-772-9420

Cost: \$20,000

Year Constructed: 2016

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

Funding Sources: Equipment

Description of project/need:

Replacing existing 1999 equipment that has reached its life expectancy, replacement parts are hard to acquire and have very long lead times.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Replace Small Trencher
---------------	-------------------------------

G/L Account: 520-772-9420
 Cost: \$50,000
 Year Constructed: 2016
 Impact on O&M Budget: Positive – will reduce labor hours and man power to complete projects
 Funding Sources: Equipment

Description of project/need:
 This equipment warrants replacement as it has reached its life expectancy and the high costs of repairs needed to maintain the existing machine.



Title:	115 Kv Mainline Easement into N Fountain Substation– Land Acquisition
---------------	--

G/L Account: 520-117-9310
 Cost: TBD
 Year Constructed: 2015
 Impact on O&M Budget: Moderate - Acquisition of necessary ROW will increase labor hours, man power and future material purchases for Mainline Easements
 Funding Sources: System Improvements

Description of project/need:
 Land Acquisition for necessary 115Kv Mainline Easements to accommodate our electric infrastructure into the North Fountain Substation.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	North Fountain Substation Transformer
---------------	--

G/L Account: 520-117-9310
 Cost: \$1,200,000
 Year Constructed: 2015
 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: System Improvements
 Description of project/need:
 This equipment must be replaced as it has reached its life expectancy, as well as ensure system reliability and increase load capability.



Title:	Street Light Replacement Program
---------------	---

G/L Account: 520-117-9310
 Cost: \$37,500
 Year Constructed: 2016
 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 2014 budget request covers the cost of replacing a percentage of these fixtures based on technology utilized.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Computer Software & Equipment Upgrades / Licensing
---------------	---

G/L Account: 520-117-9430

Cost: \$280,000

Year Constructed: 2016

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, upgrades, support and licensing for Tropos, SCADA, ElectSolve, Yukon and Outage Management System.



Title:	Replace SF6 Breaker #4 Transformer Control
---------------	---

G/L Account: 520-117-9310

Cost: \$300,000

Year Constructed: 2015

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: System Improvements

Description of project/need:

This equipment must be upgraded due to load growth and the current protection is not adequate to handle fault current.





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – ELECTRIC FUND

Title:	Replace 2003 Dodge Durango
---------------	-----------------------------------

G/L Account: 520-117-9410
 Cost: \$40,000
 Year Constructed: 2016
 Impact on O&M Budget: Positive – reduces yearly maintenance costs
 Funding Sources: Vehicles
 Description of project/need:
 Replace one Dodge Durango due to high mileage, age and need.



Title:	2016 Orthoimagery
---------------	--------------------------

G/L Account: 520-776-9430 Electric 70% \$5,600
 510-776-9430 Water 30% \$2,400

Cost: \$8,000
 Year Needed: 2016
 Impact on O&M Budget:
 Funding Sources: Electric Fund & Water Fund

Description of project/need:
 Partner with the PPGA (Pikes Peak Geospatial Alliance) in their imagery acquisition and orthoimagery purchase for the 2016 flight. The imagery is used in day to day operations and in some situations be substituted for a field check. The GIS department can derive information from the data to utilize in the general city, electric and water departments. The PPGA will charge Fountain a percentage of the total cost (it was 5% of the project cost in 2014).





**Capital Improvements Plan
2015/16 CAPITAL BUDGETS – CONSERVATION TRUST FUND**

CONSERVATION TRUST FUND

PROJECTS AND CAPITAL EQUIPMENT- 2015

Title: General Multi-use Trail Improvements

G/L Account: 210-551-9320-1059
 Cost: \$6,000
 Years to be Completed: 2015 & 2016
 Impact on O&M Budget: Negligible.
 Funding Sources: Conservation Trust Fund
 Description of Project/Need: General Multi-use Trail Improvements



Title: Arbor Day Celebration

G/L Account: 210-551-9320-1016
 Cost: \$6,000
 Years to be Completed: 2015 & 2016
 Impact on O&M Budget: Negligible.
 Funding Sources: Conservation Trust Fund
 Description of Project/Need: Arbor Day Celebration - Planting Trees





Capital Improvements Plan 2015/16 CAPITAL BUDGETS – CONSERVATION TRUST FUND

Title:	NEW PARK IDENTIFICATION SIGNS
---------------	--------------------------------------

G/L Account: 210-551-9320
 Cost: \$9,000
 Year to be Purchased: 2015
 Impact on O&M Budget: Positive - Less repair and maintenance will be required for new signs
 Funding Sources: Conservation Trust Fund
 Description of Project/Need: Purchase new park identification signs will improve the visibility and visual appearance of parks

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 Design: February 27, 2015 10:28 AM
 Computer: Desktop



Title:	RELOCATION OF FENCE AT METCALF PARK BALL FIELD #2
---------------	--

G/L Account: 210-551-9320-1028
 Cost: \$5,000
 Year to be Purchased: 2015
 Impact on O&M Budget: Negligible
 Funding Sources: Conservation Trust Fund
 Description of Project/Need: Expansion of outfield fence at Metcalfe Ball Field #2 is designed to accommodate a greater range and number of recreation users.





Capital Improvements Plan

2015/16 CAPITAL BUDGETS – CONSERVATION TRUST FUND

Title: CONCESSION STAND AT AGA PARK

G/L Account: 210-551-9320-1018
Cost: \$9,000
Year to be Purchased: 2015
Impact on O&M Budget: Negligible - Building and new equipment will require minimal maintenance
Funding Sources: Conservation Trust Fund
Description of Project/Need: Concession stand purchased in 2014 will be moved to Aga Park to provide Refreshments to Aga Park users





**Capital Improvements Plan
2015/16 CAPITAL BUDGETS – OTHER FUNDS**

TRANSPORTATION SALES TAX RESURFACING FUND

VEHICLES/EQUIPMENT

Title:	Asphalt Patch Trailer w/accessories
---------------	-------------------------------------

G/L Account: 295-331-9420 CAPITAL
Equipment

Cost: \$70,000

Year Budgeted: 2015

Impact on O&M Budget: Positive Impact to O&M Budget.

Funding Sources: STREET RESURFACING FUND

Description of project/need:

To keep asphalt hot while patching pot holes throughout the City.



Title:	12inch Skidster Cold Planer attachment
---------------	--

G/L Account: 295-331-9420 CAPITAL
Equipment

Cost: \$12,000

Year Budgeted : 2015

Impact on O&M Budget: Positive Impact on O&M Budget.

Funding Sources: STREET RESURFACING FUND

Description of project/need:

For milling asphalt to patch large pavement cracks and milling around manholes and valve boxes in preparation for pavement resurfacing





**Capital Improvements Plan
2015/16 CAPITAL BUDGETS – OTHER FUNDS**

DRAINAGE, CONSERVATION TRUST, TRANSIT AND STREET CAPITAL FUNDS

	2015 BUDGET	2016 BUDGET
DRAINAGE FUND		
CROSS CREEK PARK IGA DRAINAGE FEE PAYMENT	\$560,000	
CDBG-DR GRANT - 700 CREST DRIVE IMPROVEMENT	\$480,000	\$480,000
SYSTEM IMPROVEMENTS	\$150,000	\$150,000
TOTAL DRAINAGE FUND	\$1,190,000	\$630,000
CONSERVATION TRUST FUND	2015	2016
IMPROVEMENTS-RELOCATION OF FENCE AT METCALFE PARK BALL FIELD #2	\$ 5,000	
IMPROVEMENTS-TRAIL CONSTRUCTION	\$ 6,000	\$ 6,000
IMPROVEMENTS-ARBOR DAY	\$ 6,000	\$ 6,000
PARK EQUIPMENT-HUSTLER MOWERS	\$ 16,500	\$ 35,000
IMPROVEMENTS-CONCESSION STAND AT AGA PARK	\$ 9,000	
SIGNS	\$ 9,000	
IMPROVEMENTS-METCALFE PARK RIDING & ROPING ARENA PICNIC TABLE AWNINGS	\$ 20,000	
PARK EQUIPMENT-SAND PRO SPRING RACK	\$ 32,000	
IMPROVEMENTS-CONCEPT PLAN FOR CONFLUENCE OPEN SPACE		\$ 6,000
PARK EQUIPMENT-FIELD SWEEPER		\$ 40,000
	\$ 103,500	\$ 93,000
TRANSIT FUND		
IMPROVEMENTS	\$165,000	\$15,000
STREET CAPITAL IMPROVEMENT FUND		
RIGHT-OF-WAY ACQUISITION	\$50,000	\$50,000
DUCKWOOD/SH 85 RAILROAD CROSSING	\$1,500,000	\$1,500,000
RR CROSSING HORN QUIET ZONES	\$600,000	\$600,000
ADA SIDEWALK & CORNER RAMPS	\$20,000	\$20,000
TRAFFIC CALMING	\$25,000	\$25,000
TOTAL STREET CAPITAL	\$2,195,000	\$2,195,000



Capital Improvements Plan 2015/16 CAPITAL BUDGETS – AMBULANCE FUND

AMBULANCE FUND

VEHICLES/EQUIPMENT

Title: Ambulance
Replacement
G/L Account: 530-222-9410
Cost: \$162,000
Year Constructed: 2015
Impact on O&M Budget: Negligible
Funding Sources: General Fund / Ambulance Billing

One of the ambulances, Medic 2, is 11 years old and the other ambulance, Medic 3, is 15 years old and they both need to be replaced. The current mileage on Medic 2 is 117,750.





Capital Improvements Plan 2017-2019 CIP

2017-2019 Capital Improvements Plan (CIP)



Capital Improvements Plan 2017-2019 CIP SUMMARY

DESCRIPTION

The 2017-2019 CIP includes those projects for the General Fund, Water Fund, Electric Fund, Conservation Trust Fund, and Street Capital Fund that have been planned for the future years of 2017-2019. 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 Summary - by Department					
	2015	2016	2017	2018	2019
Administration/Information Technology	\$100,000	\$22,500	\$145,000	\$0	\$0
Planning	\$0	\$0	\$30,000	\$0	\$0
Police	\$0	\$285,000	\$4,665,000	\$985,000	\$70,000
Fire	\$31,000	\$463,750	\$477,000	\$69,000	\$5,327,000
Communications	\$0	\$0	\$0	\$0	\$0
Streets	\$36,000	\$0	\$113,500	\$435,000	\$185,000
Code Enforcement	\$0	\$0	\$0	\$45,000	\$0
Parks	\$0	\$0	\$0	\$0	\$0
Cemetery	\$0	\$0	\$0	\$0	\$0
Total Capital	\$167,000	\$771,250	\$5,430,500	\$1,534,000	\$5,582,000

General Fund Summary					
	2015	2016	2017	2018	2019
Improvements	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 60,000
Land	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings	\$ -	\$ -	\$ 4,450,000	\$ -	\$ 4,850,000
Computer Equipment/Software	\$ 100,000	\$ 22,500	\$ 380,000	\$ 60,000	\$ 60,000
Furniture	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Vehicles	\$ 36,000	\$ 685,000	\$ 183,500	\$ 985,000	\$ 450,000
Equipment	\$ 31,000	\$ 63,750	\$ 357,000	\$ 379,000	\$ 162,000
Total	\$ 167,000	\$ 771,250	\$ 5,430,500	\$ 1,534,000	\$ 5,582,000

Water Fund Summary					
	2015	2016	2017	2018	2019
Water Rights Acquisition	\$ 626,380	\$ 2,023,790	\$ 700,000	\$ 700,000	\$ 700,000
System Improvements	\$ 8,514,630	\$ 4,087,890	\$ 4,042,403	\$ 5,035,958	\$ 1,085,958
Land	-	-	\$ -	-	-
Buildings	\$ 240,000	-	\$ 75,000	\$ 850,000	-
Computer Equipment/Software	\$ 77,000	\$ 67,400	\$ 95,000	\$ -	\$ -
Furniture	-	-	\$ -	-	-
Vehicles	\$ 96,000	-	\$ 38,000	-	-
Equipment	\$ 1,950	\$ 1,950	\$ -	\$ -	\$ -
Total	\$ 9,555,960	\$ 6,181,030	\$ 4,950,403	\$ 6,585,958	\$ 1,785,958



Capital Improvements Plan 2017-2019 CIP SUMMARY

Electric Fund Summary					
	2015	2016	2017	2018	2019
System Improvements	\$ 3,950,000	\$ 2,337,500	\$ 1,095,000	\$ 975,000	\$ 975,000
Land	\$ 455,670	\$ 455,670	\$ 455,670	\$ -	\$ -
Buildings	\$ 100,000	-	-	\$ 250,000	\$ 1,000,000
Computer Equipment/Software	\$ 393,000	\$ 255,600	\$ 100,000	\$ 25,000	\$ 25,000
Furniture	-	-	-	-	-
Vehicles	\$ 40,000	\$ 40,000	\$ 250,000	\$ -	\$ -
Equipment	\$ 68,550	\$ 100,000	\$ -	\$ -	\$ -
Total	\$ 5,007,220	\$ 3,188,770	\$ 1,900,670	\$ 1,250,000	\$ 2,000,000

GENERAL FUND

Administration Department

Capital Improvements Program Administration & IT Department			
	2017	2018	2019
Projects			
No Projects in Planning Horizon			
Land			
No Land Projects in Planning Horizon			
Buildings			
No Building Improvements in Planning Horizon			
Computer Equipment & Software			
New City Software (1/3 pf \$225,000)	\$75,000		\$0
Server virtualization & SAN storage	\$50,000		\$0
Furniture			
No Furniture in Planning Horizon			
Vehicles			
Replacement Vehicle	\$20,000		\$0
Equipment			
No Equipment in Planning Horizon			
Total	\$145,000	\$0	\$0



Capital Improvements Plan 2017-2019 CIP SUMMARY

Fire Department

Capital Improvements Program			
Fire Department			
	<u>2017</u>	<u>2018</u>	<u>2019</u>
Projects			
No Projects in Planning Horizon			
Land			
No Land Projects in Planning Horizon			
Buildings			
East Side Fire Station #4			\$4,500,000
Training Plaza			\$350,000
Station #2 Remodel/Addition	\$450,000		
Computer Equipment & Software			
No Computer Equipment in Planning horizon			
Furniture			
No Furniture in Planning Horizon			
Vehicles			
Replace Pumper			\$450,000
Equipment			
6 SCBA		\$42,000	
5 Radio Replacement 800mhz	\$27,000	\$27,000	\$27,000
Total	\$477,000	\$69,000	\$5,327,000

Police Department

Capital Improvements Program			
Police Department			
	<u>2017</u>	<u>2018</u>	<u>2019</u>
Projects			
No Projects in Planning Horizon			
Land			
No Land Projects in Planning Horizon			
Buildings			
Police Operations Center (if not funded in prior year)	\$4,000,000		
Computer Equipment & Software			
Replace Mobile Data Terminals	\$60,000	\$60,000	\$60,000
Accident Reconstruction System	\$15,000		
Mstr Tech Plan CAD & Eticketing	\$0		
Replace RMS Server	\$30,000		
AFIS (Fingerprints)	\$50,000		
Veripic Photo evidence	\$50,000		
Document Imager/Scanner/Printer	\$50,000		
Furniture			
Ergonomic Workstations		\$50,000	
Vehicles			
Vehicle Replacement Program	\$0	\$265,000	\$0
Traffic Motorcycle Replacement	\$30,000		
Mobile Command Post		\$300,000	
Crime Scene/Evidence van	\$50,000		
Equipment			
Handheld Radio Replacement	\$150,000	\$150,000	
Mobile Radio Replacement	\$100,000	\$100,000	
Body Mounted Camera System	\$0		
ESU Tactical / Riot Gear	\$50,000	\$10,000	\$10,000
Tasers	\$0	\$50,000	
Interior surveillance cameras	\$30,000		
Total	\$4,665,000	\$985,000	\$70,000



Capital Improvements Plan 2017-2019 CIP SUMMARY

Planning & Code Enforcement Departments

Capital Improvements Program			
Community Services Department Planning Division			
	2017	2018	2019
Projects			
No Projects in Planning Horizon			
Land			
No Land Projects in Planning Horizon			
Buildings			
No Building Improvements in Planning Horizon			
Computer Equipment & Software			
No Computer Equipment in Planning horizon			
Furniture			
No Furniture Projects in Planning Horizon			
Vehicles			
Replace Planning vehicle (Director's vehicle)	\$30,000		
Equipment			
No Equipment in Planning Horizon			
Total	\$30,000	\$0	\$0

Capital Improvements Program			
Community Services Department Code Enforcement Division			
	2017	2018	2019
Projects			
No Projects in Planning Horizon			
Land			
No Land Projects in Planning Horizon			
Buildings			
No Building Improvements in Planning Horizon			
Computer Equipment & Software			
None in Planning Horizong			
Furniture			
No Furniture in Planning Horizon			
Vehicles			
Replace 1/2 Ton Pick-up Truck		\$45,000	
Equipment			
No Equipment in Planning Horizon			
Total	\$0	\$45,000	\$0

Streets Department

Capital Improvements Program			
Streets Department			
	2017	2018	2019
Projects			
50/50 Sidewalk	\$10,000	\$10,000	\$10,000
CDBG	\$50,000	\$50,000	\$50,000
Land			
No Land Projects in Planning Horizon			
Buildings			
No Buildings in Planning Horizon			
Computer Equipment & Software			
No Computer Equipment in Planning Horizon			
Furniture			
No Furniture in Planning Horizon			
Vehicles			
Replace '94 3/4 ton Chew	\$28,000		
Replace '85 3/4 ton	\$25,500		
Replace '98 Dump/Snow Plow		\$150,000	
Replace Wittke Sweeper		\$225,000	
Equipment			
Replace '78 John Deere Grader			\$125,000
Total	\$113,500	\$435,000	\$185,000



Capital Improvements Plan 2017-2019 CIP SUMMARY

WATER FUND

Water Department

Capital Improvements Program			
Water Department			
	<u>2017</u>	<u>2018</u>	<u>2019</u>
Projects			
Widefield Aquifer Recharge Association (WARA)	\$40,000	\$40,000	\$40,000
Southern Delivery System	\$386,403	\$395,958	\$395,958
Meter Replacement program	\$210,000	\$60,000	\$60,000
PPRWA	\$35,000	\$35,000	\$35,000
Valve/FH replacement program	\$65,000	\$65,000	\$65,000
Unidentified Main replacements	\$150,000	\$150,000	\$150,000
Upsizing transmission mains	\$300,000	\$300,000	\$300,000
Tap saddle replacements	\$15,000	\$15,000	\$15,000
Conservation Tools	\$25,000	\$25,000	\$25,000
Replace 4" Water Main on Wellington	\$86,000		
Replace 4" Water Main on Iowa	\$130,000		
Replace Water Main at Sante Fe Village		\$110,000	
Three Well Interconnection Design	\$100,000		
Replace Water Main-Fountain Mesa	\$800,000		
Design 3.0 MG Water Tank	\$150,000		
Construct 3.0 MG Water Tank		\$2,000,000	
Replace Water Main #36 -I25 to Sante Fe	\$850,000		
Replace Ohio Avenue Main		\$240,000	
North Santa Fe Avenue Water Main	\$700,000		
South Santa Fe Avenue Water Main		\$1,000,000	
Wilson Road Pump Station		\$600,000	
Water Rights/Storage Acquisition			
Water Rights and Storage Acquisition	\$700,000	\$700,000	\$700,000
Land			
No Land Improvements in Planning Horizon			
Buildings			
New Water Building	75,000	\$850,000	
Computer Equipment & Software			
New City Software (1/3 pf \$225,000)	\$75,000		\$0
Computer Software upgrades	\$20,000		
Furniture			
No Furniture in Planning Horizon			
Vehicles			
Replace 3/4 Ton Pickup	\$38,000		
Equipment			
No Equipment in Planning Horizon	0		
Total			
	\$4,950,403	\$6,585,958	\$1,785,958



Capital Improvements Plan 2017-2019 CIP SUMMARY

ELECTRIC FUND

Electric Department

Capital Improvements Program			
Electric Department			
	<u>2017</u>	<u>2018</u>	<u>2019</u>
Projects			
Overhead Line upgrades	\$250,000	\$250,000	\$250,000
Underground Line upgrades	\$300,000	\$300,000	\$300,000
Minor Distribution line imp.	\$300,000	\$300,000	\$300,000
System Imps (As Needed)	\$100,000	\$100,000	\$100,000
Street Light Replacement Program	\$25,000	\$25,000	\$25,000
SF Breaker #4 XFMR Control	\$120,000		
Land			
New Substation Land	\$455,670		
Buildings			
New Electrical Warehouse		\$250,000	\$1,000,000
Computer Equipment & Software			
New City Software (1/3 pf \$225,000)	\$75,000		\$0
Server upgrade/replacement	\$25,000	\$25,000	\$25,000
Furniture			
No Furniture in Planning Horizon			
Vehicles			
Replace Bucket	\$250,000		
Equipment			
No Equipment in Planning Horizon	\$0		
Total	\$1,900,670	\$1,250,000	\$2,000,000

CONSERVATION TRUST FUND

Parks Department

Capital Improvements Program			
Community Services Department, Parks Department - Conservation Trust Fund			
	<u>2017</u>	<u>2018</u>	<u>2019</u>
Projects			
No Projects in Planning Horizon			
Land			
No Land Improvements in Planning Horizon			
Buildings			
No new buildings			
Computer Equipment & Software			
No Computer Equipment in Planning Horizon			
Furniture			
No Furniture in Planning Horizon			
Vehicles			
No Vehicles in Planning Horizon			
Equipment			
Herbicide Sprayer			\$ 50,000
Riding & Roping Picnic Awning	\$32,500		
Broadcast spreader-fertilizer	\$36,000		
Mini trackhoe		\$40,000	
Field sweeper		\$36,000	
Equipment trailer			\$25,000
Total	\$68,500	\$76,000	\$75,000



Capital Improvements Plan 2017-2019 CIP SUMMARY

STREET CAPITAL

Capital Improvements Program			
Streets Department			
	<u>2017</u>	<u>2018</u>	<u>2019</u>
Projects			
Paving Projects	\$290,000	\$290,000	\$290,000
Street Capital	\$645,000	\$645,000	\$645,000
Land			
No Land Projects in Planning Horizon			
Buildings			
No Buildings in Planning Horizon			
Computer Equipment & Software			
No Computer Equipment in Planning Horizon			
Furniture			
No Furniture in Planning Horizon			
Vehicles			
No Vehicles in Planning Horizon			
Equipment			
No Equipment in Planning Horizon			\$0
Total	\$935,000	\$935,000	\$935,000

Personnel





All Funds PERSONNEL SUMMARY

DESCRIPTION

The following chart identifies the total number of personnel working for the City for the year 2013 through 2016. Specific positions for each department are identified within each department's budget data.

Personnel Summary									
Administration					Parks				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	12.8	13.8	13.65	13.65	Full-time	3	3	4	4
Part-time					Part-time	2	2	3	3
Seasonal					Seasonal				
Municipal Court					Facilities				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	2	2	2	2	Full-time	2	2	2	2
Part-time					Part-time				
Seasonal					Seasonal				
Information Technology					Code Enforcement				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	5	5	5	5	Full-time	2	2	2	2
Part-time					Part-time				
Seasonal					Seasonal				
Planning					Water				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	2	2	2	2	Full-time	15.4	15.4	14.95	14.95
Part-time	1	1	1	1	Part-time				
Seasonal					Seasonal			2	2
Engineering					Electric				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	2.5	2.5	2.5	2.5	Full-time	33.4	29.9	30.45	30.45
Part-time					Part-time	4	4	4	4
Seasonal					Seasonal	1	1	1	1



All Funds PERSONNEL SUMMARY

Police					Customer Service				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	46	46	51	53	Full-time	19	20	20	20
Part-time	2	2	2	2	Part-time				
Seasonal					Seasonal				
Fire					Fleet				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	20	20	20	20	Full-time	5	5	5	5
Part-time	6	6	6	6	Part-time				
Seasonal					Seasonal				
Communications					Ambulance				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	13	14	14	14	Full-time	7	7	7	7
Part-time					Part-time			6	6
Seasonal					Seasonal				
Street & Drainage					Economic Development				
	2013	2014	2015	2016		2013	2014	2015	2016
Full-time	7	6	6	6	Full-time	1	1	1	1
Part-time	2	2	2	2	Part-time				
Seasonal	2	2	3	3	Seasonal				
Transportation									
	2013	2014	2015	2016					
Full-time	0	0	0	0					
Part-time	6	6	7	7					
Seasonal									
Summary of All Departments									
	2013	2014	2015	2016					
Full-time	198.1	196.6	202.55	204.55					
Part-time	23	23	31	31					
Seasonal	3	3	6	6					

Debt Service





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

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 2011, the City entered into a lease agreement for \$271,250 to purchase police vehicles. Monthly payments of \$4,781 are due under the lease agreement through June 2016. Interest accrues on the outstanding balance at the rate of 2.225%.

Fiscal Year	Annual Payment
2015	\$57,380
2016	\$28,690

During 2012, the City entered into a lease agreement for \$188,485 to purchase police vehicles. Monthly payments of \$3,333 are due under the lease agreement through June 2017. Interest accrues on the outstanding balance at the rate of 2.35%.

Fiscal Year	Annual Payment
2015	\$40,000
2016	\$40,000

During 2012, the City entered into a lease purchase agreement for \$3 million for the construction of a replacement fire station #1 and the remodel of the existing combined police/fire station #1, into a solely police facility. Interest is paid semi annually and annual interest payments are due under the lease agreement through September 2032. Interest accrues on the outstanding balance at the rate of 3.95%.

Fiscal Year	Annual Payment
2015	\$237,011
2016	\$239,833

During 2013, the City entered into a lease agreement for \$256,471 to purchase replacement police vehicles and computer hardware/software for the fire department. Monthly payments of \$4,452.36 are due under the lease agreement through July 2018. Interest accrues on the outstanding balance at the rate of 1.60%.

Fiscal Year	Annual Payment
2015	\$53,450
2016	\$53,450

During 2014, the City entered into a lease agreement for \$609,300 to purchase 7 replacement and 6 new police vehicles plus equipment and computer equipment for the department. Monthly payments of \$10,561.36 are due under the lease agreement through September 2019. Interest accrues on the outstanding balance at the rate of 1.61%.

Fiscal Year	Annual Payment
2015	\$126,750
2016	\$126,750



Debt Service

DEBT SCHEDULE – GENERAL FUND

The City's General Fund anticipates entering into a lease agreement in 2016 for \$500,000 to purchase two used replacement fire pumpers. It is assumed that the interest rate will be under 3% with a debt repayment of 8 to 10 years depending on the age of the equipment and the borrowing will occur in early 2016.

Fiscal Year	Total
2015	0
2016	\$55,000

Total General Fund Debt Service	
Fiscal Year	Annual Payment
2015	\$514,930
2016	\$572,340

The City's direct bonded indebtedness limit, based on 10% of the Assessed Valuation, is \$16,161,803. 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
2015	\$200,000	\$311,475	\$511,475
2016	\$205,000	\$303,725	\$508,725

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 rates ranging from 3% to 5.25 per annum.

Fiscal Year	Principal	Interest	Total
2015	\$185,000	\$390,344	\$575,344
2016	\$190,000	\$383,869	\$573,869

During 2011 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 construction of the Southern Delivery System and Phase I of the remodel of the future Utility Customer Service Center, located across the street from City Hall. Payments of interest and principal are due semi-annually on February 1 and August 1, through November, 2041. Interest accrues at rates ranging from 2% to 5.4% per annum.

Fiscal Year	Principal	Interest	Total
2015	\$185,000	\$424,705	\$609,705
2016	\$190,000	\$419,155	\$609,155

During 2013 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 construction of the Southern Delivery System, remodel of the future Utility Customer Service Center, located across the street from City Hall. Payments of interest and principal are due semi-annually on March 1 and September 1, through September 1, 2043. Interest accrues at rates ranging from 2% to 4% per annum.

Fiscal Year	Principal	Interest	Total
2015	\$230,000	\$449,493	\$679,493
2016	\$235,000	\$444,893	\$679,893



Debt Service

DEBT SCHEDULE – WATER FUND

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
2015	\$72,700	\$6,058	\$78,758
2016	\$72,700	\$1,818	\$74,518

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
2015	\$39,050	\$3,254	\$42,304
2016	\$39,050	\$ 976	\$40,026

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 no later than 45 days following entry of a final, non-appealable decree by the Division 2 Water Court. The balloon payment of \$1,032,089 is expected to be due in the first part of 2017. Interest accrues at 7% per annum and is paid monthly. This debt is subordinate to the other Water Fund debt.

Fiscal Year	Principal	Interest	Total
2015	\$64,447	\$79,553	\$144,000
2016	\$69,106	\$74,894	\$144,000

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
2015	\$202,826	\$49,932	\$252,758
2016	\$211,953	\$40,805	\$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
2015	\$145,569	\$44,000	\$189,568
2016	\$152,119	\$34,449	\$189,568



Debt Service DEBT SCHEDULE – WATER FUND

The Water Utility is in progress to borrow \$11.385 million in 2014 to fund capital projects. It is assumed that the interest rate will be 5.0% with a debt repayment of 30 years.

Fiscal Year	Principal	Interest	Total
2015	\$0	\$604,317	\$792,196
2016	\$187,879	\$604,317	\$792,196

The Water Utility anticipates borrowing \$9.0 million in 2015 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
2015	\$0	\$0	\$0
2016	\$100,158	\$399,025	\$499,183

Total Water Fund Debt Service			
Fiscal Year	Principal	Interest	Total
2015	\$1,324,592	\$2,363,131	\$3,875,601
2016	\$1,652,965	\$2,707,926	\$4,363,891

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.



Debt Service

DEBT SCHEDULE – PUBLIC TRANSPORTATION FUND

During 2012, the City entered into a lease agreement for \$108,700 to purchase two used buses for Fountain Public Transportation. Monthly payments of \$1,922 are due under the lease agreement through March 2017. Interest accrues on the outstanding balance at the rate of 2.35%.

Fiscal Year	Total
2015	\$23,065
2016	\$23,065

DEBT SERVICE

DEBT SCHEDULE – AMBULANCE FUND

The City's Ambulance Fund anticipates entering into a lease agreement in 2016 for \$85,000 to purchase a new replacement ambulance. A grant is expected to cover \$77,000 of the estimated \$160,000 cost. It is assumed that the interest rate will be under 3% with a debt repayment of 7 to 9 years. The borrowing will occur mid-year in 2015.

Fiscal Year	Total
2015	\$9,000
2016	\$18,000



Glossary

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

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.

CTE: 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

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

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.

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.

MWh: Megawatt Hour. A unit for measuring energy.

NESC: National Energy Safety Council.



Glossary

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.

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.



Glossary

SMART Grid: 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.

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.