

***City of Fountain***  
***2017-2018***  
***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.”*



*“The strength of free nations resides in the local community. Local institutions are to liberty what primary schools are to science; they bring it within people’s reach, they teach people to use and enjoy it. Without local institutions, a nation may establish a free government, but it cannot have the spirit of liberty.”*

Alexis de Tocqueville



# City of Fountain 2017-18 Budget

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09.20.16



**BUDGET MESSAGE  
CITY OF FOUNTAIN  
FY2017-18**

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

I hereby respectfully submit the following budget document for 2017-18. The budget has been prepared using budgetary practices and techniques recommended by the Governmental Accounting Standards Board (GASB) 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 City Finance Director Don Yucuis and Finance Manager Shawna Dail for their work on coordinating budget activities and bringing this budget to fruition, and to Sharla Smith for helping to compile the budget into this document.

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 \$21,454,810 for Fiscal Year 2017 and \$20,426,035 for 2018. The overall City expenditure Budget for 2017 is \$70,034,738 and for 2018 is \$80,356,086.

The following represents an overview of the entire All Funds revenue stream for the 2014-18 years, by category:

ALL FUNDS REVENUE BY CATEGORY 2014 TO 2018						
Category	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Charges for Services	\$ 35,350,692	\$ 35,002,818	\$ 35,015,885	\$ 34,201,522	\$ 35,800,180	\$ 37,380,770
Sales Tax	\$ 7,825,975	\$ 8,934,912	\$ 11,970,800	\$ 10,915,700	\$ 11,364,650	\$ 11,835,650
Utilities Debt	\$ -	\$ -	\$ -	\$ -	\$ 5,200,000	\$ 14,400,000
Franchise Tax	\$ 1,993,770	\$ 1,996,795	\$ 1,885,790	\$ 2,005,240	\$ 2,051,040	\$ 2,091,900
Property Tax	\$ 1,705,481	\$ 1,792,376	\$ 1,912,000	\$ 1,912,000	\$ 1,987,000	\$ 2,064,960
Lease Proceeds	\$ 609,300	\$ 83,000	\$ 1,775,000	\$ 1,275,000	\$ 1,880,000	\$ 875,000
Miscellaneous	\$ 4,060,297	\$ 2,740,098	\$ 5,153,033	\$ 1,095,297	\$ 1,782,166	\$ 2,605,166
Use Tax	\$ 1,514,474	\$ 1,601,405	\$ 1,465,000	\$ 1,465,000	\$ 1,550,000	\$ 1,560,000
Development Fees	\$ 2,332,340	\$ 1,810,130	\$ 1,866,000	\$ 1,866,000	\$ 1,179,060	\$ 1,179,060
Intergovernmental Revenue	\$ 1,337,220	\$ 1,247,675	\$ 1,018,660	\$ 1,131,100	\$ 1,073,700	\$ 956,600
Transfer In	\$ 945,700	\$ 1,254,331	\$ 1,049,344	\$ 1,049,344	\$ 1,062,000	\$ 1,074,100
Grant	\$ 56,970	\$ 77,076	\$ 520,000	\$ 400,000	\$ 520,000	\$ 400,000
Transfers In	\$ 411,140	\$ 455,246	\$ 455,246	\$ 455,246	\$ 459,000	\$ 467,000
Fines	\$ 308,225	\$ 344,682	\$ 358,700	\$ 381,800	\$ 391,800	\$ 401,800
Lottery Proceeds	\$ 223,370	\$ 224,769	\$ 230,000	\$ 230,000	\$ 227,000	\$ 229,000
Specific Ownership Tax	\$ 186,499	\$ 207,874	\$ 168,100	\$ 168,100	\$ 203,100	\$ 208,100
Licenses and Permits	\$ 114,017	\$ 110,887	\$ 110,750	\$ 110,750	\$ 102,250	\$ 102,250
Property Tax	\$ 11,911	\$ 27,182	\$ 53,880	\$ 53,880	\$ 55,500	\$ 62,500
<b>Total</b>	<b>\$ 58,987,382</b>	<b>\$ 57,911,256</b>	<b>\$ 65,008,188</b>	<b>\$ 58,715,979</b>	<b>\$ 66,888,446</b>	<b>\$ 77,893,856</b>

The following represents an All Funds overview of expenditures by category for the 2014-18 years, by category:

ALL FUNDS EXPENDIURE BY CATEGORY 2014 TO 2018						
Category	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	\$ 17,674,210	\$ 18,060,328	\$ 20,699,937	\$ 20,253,719	\$ 22,002,180	\$ 22,512,310
Materials and Supplies	\$ 2,117,749	\$ 2,090,743	\$ 2,695,565	\$ 2,708,375	\$ 2,643,865	\$ 2,617,190
Purchased Services	\$ 26,756,635	\$ 25,975,914	\$ 29,128,533	\$ 28,954,190	\$ 29,795,665	\$ 30,626,735
Fixed Charges	\$ 1,384,618	\$ 2,954,201	\$ 471,730	\$ 473,430	\$ 467,020	\$ 485,160
Grant Related Expenses	\$ -	\$ 32,862	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,200
Leases	\$ 539,685	\$ 553,994	\$ 619,055	\$ 542,240	\$ 878,183	\$ 1,042,356
Transfer out	\$ 1,257,745	\$ 1,709,576	\$ 1,536,596	\$ 1,536,605	\$ 1,541,225	\$ 1,554,185
Capital Outlay	\$ 2,785,425	\$ 10,528,653	\$ 16,992,535	\$ 15,313,835	\$ 12,696,600	\$ 21,507,950
<b>Total</b>	<b>\$ 52,516,067</b>	<b>\$ 61,906,271</b>	<b>\$ 72,153,951</b>	<b>\$ 69,792,394</b>	<b>\$ 70,034,738</b>	<b>\$ 80,356,086</b>

## FINANCIAL ENVIRONMENT AND CONDITION

The economic environment for Fountain in 2015/2016 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" when 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. Fortunately, voters in Fountain have de-TABORed economic development projects, but other aspects of TABOR remain in effect for the community.

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

## SIGNIFICANT BUDGETARY ISSUES

Many significant budgetary issues are being addressed throughout this 2017--18 budget proposal. This portion of the budget message highlights those particular funding requests (new personnel, programs, projects, or policy issues) that have a significant impact on the City of Fountain's budget.

### **Organization-Wide Issues**

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

- *Salaries & Benefits.* A 2% COLA salary increase is included in the budget for both 2017 and 2018. The City Council has indicated that some of its top priorities are to add three new firefighter positions, maintain the new Battalion Chief Fire position, and to provide a pay raise for employees. These positions are included in the 2017-18 budget. In addition, the Compensation Study report will soon be presented to City Council to address job descriptions, pay grades, and employee compensation. This analysis will have a positive impact on all areas of City operations and address employee pay to attract and retain quality employees. Of course, as we have the past few years, we will continue to monitor the budget to see if revenues relative to expenditures begin to increase. The Employee Advisory Group has requested a 2% COLA salary increase in 2017 and 2018 respectively.
- *Health Insurance Increase of 3%.* Although average nationwide increases to health insurance plans are in the vicinity of 15-25%, and medical inflation is around 12%, the City started self-insuring for health insurance several years ago and has been able to keep increases to our medical costs at only 3% for this budget year. However, that still represents an increased cost of doing business.
- *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. In 2012 through 2015, the City was able to take advantage of

the full spending limit without a TABOR refund. The 2016 and 2017 projections are estimated to be close to the “fiscal year spending” limits.

### **General Fund**

The basic theme for the General Fund budget this cycle, as in most recent years, continues to be 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. The following are a few highlights within the budget for 2017-18:

- *Public Safety.* As in recent years, the largest share of General Fund monies are dedicated to public safety needs. The Fire Department is the only area of the General Fund that is budgeting for a net increase in personnel in order to meet fire service needs. The budget includes the recently approved increase for Public Safety sworn personnel due to consolidation. Police received approval to add two School Resource Officers with some offsetting revenue from SD8. Training has been emphasized within 2016 and continues into 2017-18.
- *Emergency/Risk Management.* The consolidation of 911 dispatch occurred in August 2016. The newly created Office of Emergency Management/Risk Management is being led by Luchia Tingley, and the El Paso County 911 consolidation contract of \$510,000 is included in this new department.
- *Neighborhood Services.* In early 2016, Neighborhood Services was established by adding two part-time compliance officers, which are included in the 2017-18 budget as proposed with oversight by Luchia Tingley. Neighborhood Services is in the process of moving to the second floor of the Police Department from City Hall.
- *Streets.* Limited funds are available for street maintenance.
- *Court.* A part-time Court Clerk was added in 2016 and included in 2017-18.
- *General Fund Balance (GFB).* The City’s approved policy is an unrestricted GFB of 17% with an additional 3% reserved per TABOR requirements. By the end of 2016, the unrestricted GFB is projected to be \$4,784,148, or 27.9%, which includes the \$2.7 million that the City Manager negotiated during the UTW Annexation process for the excess cost of Municipal Services for that development less \$770,000 used in 2016. By 2018, the GFB is projected to be \$2,222,635 (11.9%). By the end of 2019, the entire \$2.5 million will be used to offset Police Public Safety costs for personnel. New revenue (approximately \$650,000 per year) will need to be generated by 2019 to allow the City to maintain these Police service levels. Without the new revenue, future budgets may need to be decreased and service levels reduced to balance the budget.
- *Capital.* The majority of \$2,222,100 of Capital for General Fund is proposed to be funded from leases or from Park Reserves and includes \$468,400 for IT; \$527,000 for the Fire pumper and other equipment; \$440,000 for ten replacement Police vehicles; \$466,700 for replacement equipment for Streets; and \$320,000 for Parks Improvement projects funded from Park Reserve.

### **Water Fund**

- *Overall Budget.* The overall Water Fund expense budget, net of depreciation, is approximately \$13,456,970 for 2017 and approximately \$13,777,060 for 2018.
- *Personnel Changes.* There are no changes to the staffing levels for the Water Department for 2017 and 2018.
- *Southern Delivery System (SDS).* In 2016 and prior years, SDS has been a high priority. Now that it is operational (April 2016), capital expenses totaling \$792,000 over the next two years are still needed for SDS but significantly less than in prior years.
- *City Wells.* Addressing treatment at the City's wells is a high priority over the next two years at a total cost of \$3.4 million.
- *Water Rights.* \$725,000 has been included in each of the 2017 and 2018 budgets for the purchase of additional water rights.
- *Customer Information System (CIS).* A new CIS for utility billing (Water \$154,500 and Electric \$490,000) is planned for 2017 plus other computer equipment/software totals \$253,500 over the next two years.
- *Water Mains, meters and other system improvements.* The total over the next two years is \$2,575,000.
- *Bonds.* To fund some of these capital improvements the budget includes bond issues of \$3,200,000 million in 2017 and \$2,400,000 million in 2018.
- *Rate Increases.* Consequently, the budget also provides for rate increases in 2017 and 2018, which are tentatively planned at 3% to 8% and will be confirmed when the rate study is completed in early 2017 and presented to City Council for consideration.

### **Electric Fund**

- *Overall Budget.* The overall Electric Fund expense budget, net of depreciation, is approximately \$25,837,715 for 2017 and approximately \$37,056,705 for 2018.
- *Personnel Increases.* No personnel have been added to the 2017 or 2018 budgets, but the recently approved market increase for linemen, supervisors, superintendent (97% of market), and director (95% of market spread over three years) are reflected in both 2017 and 2018.
- *System Improvements.* The total over the next two years for system improvements is \$11,100,000 and includes a planned new substation totaling \$8,175,000 with the balance of \$2,925,000 for normal annual system improvements.
- *Buildings and Furniture.* The total over the next two years for buildings and furniture is \$3,385,000 with most of the expense in 2018.
- *Customer Information System (CIS).* A new CIS for utility billing totaling \$644,500- Water (\$154,500) and Electric (\$490,000) is planned for 2017.
- *Software.* To better analyze electric usage data, Electric is requesting a new Meter Management software system totaling \$550,000 in 2018 and other computer equipment/software totaling \$175,600 over the next two years.
- *Vehicles and Equipment.* The next two years includes \$728,000 for replacement vehicles and equipment.

- **Bonds.** The Electric Fund is tentatively anticipating the sale of bonds of \$2.0 million in 2017 and \$12 million in 2018.
- **Rates.** Because of 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. A rate study is planned for 2018 and may need to be pushed up to 2017, or push 2018 capital out to 2019.

**Transportation Funds – Transit, Street Resurfacing and Street Capital Funds**

- **Bond Repayment.** All of the .75% sales tax revenue from the South Academy Highlands is dedicated to go to bond repayment of the Transportation bonds through Fountain Urban Renewal.
- **Transit Capital.** Two new buses are included in 2017 to replace the old ones. New bus shelters are also included in 2017 and funded partially by a grant.

**Ambulance Fund**

- **New Ambulance.** Staff is recommending the purchase of a new Ambulance replacing an old in 2018. Staff will try to secure a grant to pay for all or a part of the ambulance.

**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 as applied to governmental entities. The Governmental Accounting Standards Board is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. This 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 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 in 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 2017-2018 is austere; however, it does work towards achieving the higher priority items that the Council has discussed, including an additional emphasis on Fire personnel.

Additional requested positions that are needed but not included in the 2017-2018 budgets include a Public Information Officer, two full-time street workers, making the two neighborhood services part-time staff full-time, making the part-time Court Clerk full-time, a new Police Officer, and a new Firefighter. A 2% COLA is included in both 2017 and 2018.

As we climb out of the “Great Recession” that impacted budgets around the Country, we have been fortunate to see increased growth in our population and in some of our revenue streams. However, along with that growth has been an increased demand for services. While this budget has been able to slightly expand services for Public Safety, it is not able to meet all the needs expressed by our citizenry. This budget does, however, reflect 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,

A handwritten signature in black ink that reads "Scott Trainor". The signature is written in a cursive style with a large initial "S" and a long, sweeping underline.

Scott Trainor  
City Manager



2017/18 Budget

# City of Fountain

January 1, 2017 – December 31, 2018

## CITY COUNCIL



**Gabriel Ortega, Mayor**

Ward: At Large  
Term Expires: 11/2017



**Richard Applegate, Council Member**

Ward: At Large  
Term Expires: 11/2019



**Jim Coke, Council Member**

Ward: At Large  
Term Expires: 11/2019



**Sam Gieck, Council Member**

Ward: #3  
Term Expires: 11/2017



**Greg Lauer, Council Member**

Ward: At Large  
Term Expires: 11/2017



**Phil Thomas, Mayor Pro-Tem**

Ward: #2  
Term Expires: 11/2019



**Sharon Thompson, Council Member**

Ward: #1  
Term Expires: 11/2017



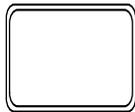
## 2017/18 BUDGET COMMUNITY INFORMATION

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The City of Fountain (herein, “the City”) is by charter a Home Rule City with a council-manager form of government. Essentially, this means that the City is governed by a mayor and six councilmembers who answer to and work for the citizens of Fountain. A city manager is appointed by the City Council to run the day-to-day operations of the City departments.

The term of office is four years for councilmembers and two years for 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





**2017/18 BUDGET  
COMMUNITY INFORMATION**

**CITY STAFF**

	<i>City Manager</i>	Scott Trainor	
City Clerk	Silvia Huffman	Human Resources Manager	Janette Arellano
Court Administrator	Sylvia Simpson	IT Director	Paul Lavelle
Deputy City Manager	Todd Evans	OEM/Risk Manager	Luchia Tingley
Economic Development Manager	Kimberly Bailey	Public Safety Director/ Police Chief	Chris Heberer
Finance Director	Donald Yucuis	Utilities Director	Curtis Mitchell
Fire Chief	Darin Anstine	City Attorney	Patrick McDivitt

**BUDGET CALENDAR**

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



## 2017/18 BUDGET COMMUNITY INFORMATION

### COMMUNITY PROFILE

<b>Year founded:</b>	1859 (Incorporation in 1903)
<b>Population:</b>	28,058 (2014)
<b>Area:</b>	22.08 square miles
<b>Elevation:</b>	5,546 feet
<b>Latitude:</b>	30 50 '50" north
<b>Longitude:</b>	104 50 '25" west

Fountain is located 10 miles south of Colorado Springs and 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 lifestyle steeped in frontier town and ranching roots.

#### Parks and Recreation

**Miles of trails and bike paths:** 50

**Parks:** Over 1000 acres of parks 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.

#### 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 \$205,067 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.

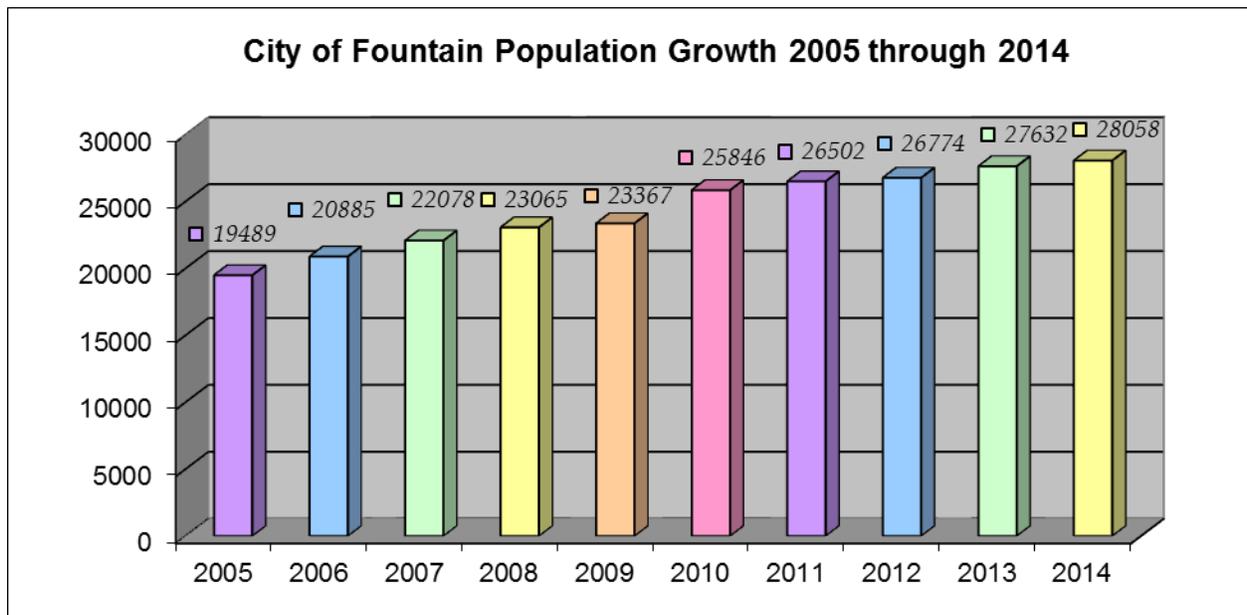
#### Background

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 and is one of the fastest growing communities in El Paso County with an



## 2017/18 BUDGET COMMUNITY INFORMATION

annual average growth rate from 2005-2014 of approximately 4%. 2010 was a big year for Fountain with the growth rate at 11%, its highest point in a decade. 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, and Water Resources Study. All these plans are online at [www.fountaincolorado.org](http://www.fountaincolorado.org).



*Historic Fountain.* Fountain can trace its roots to the Ute Indians choosing the confluence of Jimmy Camp Creek and Fountain Creek as wintering grounds. Rich with game, trappers followed and set 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, but every tale tells a different version of "who dun it!"

*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, and 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, and coaches ran day and night stopping only to switch horses or allow buffalo herds to pass...our first traffic jams! Eventually, stage coaches gave way to rail.

*Deep Roots in Ranching.* Settlers arrived in covered wagons, farms sprang 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 today.

*Historical Buildings.* The Fountain Trading Company was established in 1898 and still stands today at 117 South Main Street. This mercantile store provided supplies to miners, traders, ranchers, trappers, and farmers.



117 South Main Street in 1898



117 South Main Street in 2006

And the oldest church in El Paso County is just two blocks north.



Then



Now

*Founded 1859.* The town of Fountain was founded 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, and 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!



## 2017/18 BUDGET COMMUNITY INFORMATION

Today, Fountain's Annual "Main Street Blast" Dance is held in the heart of historical downtown. Fountain rebuilt itself and was incorporated as a town in 1903; it remains one of the oldest incorporated towns in the Pikes Peak region.

**New Neighbor.** Named after Kit Carson, Fort Carson was founded in 1942 and has played a major role in the community. Between 1942 and 1956, a common sight would be trains of up to 300 mules carrying 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 close to 75,000 soldiers and associated family members.

### **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
- City of Fountain
- Electro Energy
- Fort Carson (also the state's largest employer, after the state itself)
- Ingersoll Rand
- Lowe's Home Improvement
- Pavestone
- Peyton's Kroger Distribution Center
- RMB Products



- Safeway
- School District 3 (Widefield)
- School District 8 (Fountain-Fort Carson)
- Walmart

As well as the larger employers above, Fountain has a host of smaller shops that employ less than 100 people 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 approximately 60 acres off of I-25 Exit 135 known as the South Academy Highlands. This land is being developed as a commercial district, and retail giants Walmart and Sam's Club opened in 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; however, there are professional services available like financial, accounting, and tax services. There are several dental offices, as well as banks and credit unions.

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

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

Three hotels and a KOA for campers handle the tourist trade. Camping World specializes in all season RVS, and two 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.



**2017/18 BUDGET  
COMMUNITY INFORMATION**

<b>Community Character</b>
<i>Mission: "To promote a livable community that is appealing to residents and desirable for visitors.</i>
<b>Goal 1:</b> <i>A unique community with attractive characteristics for residents and visitors alike</i>
Objective A: 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.
<b>Healthy Community</b>
<i>Mission: "To promote and encourage a healthy lifestyle in the community by providing resources for preventive and remedial health choices."</i>
<b>Goal 2:</b> <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.
<b>Goal 3:</b> <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.
<b>Economic Development</b>
<i>Mission: "To encourage planned growth by supporting a diverse business community through policies and programs that attract, retain and expand quality businesses."</i>
<b>Goal 4:</b> <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.
<b>Environment</b>
<i>Mission: "To be responsible stewards of the natural resources impacted by current and future governmental operations."</i>
<b>Goal 5:</b> <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



**2017/18 BUDGET  
COMMUNITY INFORMATION**

<b>Infrastructure Development</b>
<i>Mission: “To maintain a functional and effective infrastructure that facilitates the needs of people and businesses in the City of Fountain, Colorado.”</i>
<b>Goal 6:</b> <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.
<b>Goal 7:</b> <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.
<b>Goal 8:</b> <i>Implement long range infrastructure development plans for high priority needs.</i>
Objective A: Conduct feasibility analyses to align infrastructure needs and funding.
<b>Goal 9:</b> <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.
<b>Public Safety</b>
<i>Mission: “To provide the resources necessary for high public safety standards and citizen perceptions in the City of Fountain.”</i>
<b>Goal 10:</b> <i>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.
<b>Goal 11:</b> <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.
<b>Customer Service</b>
<i>Mission: “To provide exemplary service to our customers – the citizens of Fountain, Colorado – as demonstrated through responsiveness, ethical processes, personal integrity and accountability.”</i>
<b>Goal 12:</b> <i>Enhance the City’s level of responsiveness to its citizens.</i>
Objective A: Improve Customer Access to needed services/work order processes.
<b>Goal 13:</b> <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 2017/18.

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



## 2017/18 BUDGET COMMUNITY INFORMATION

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Plan. These plans have been systematically developed to assess and implement the City of Fountain's short and long-term infrastructure needs. Where appropriate, the infrastructure or program recommendations provided within these other master plans have been incorporated into either the Department's operational budget or Section X of this Budget document, the Capital Improvements Plan.



# Financial Policies and Fund Overview

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## **BALANCED BUDGET**

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

## **FUND ORGANIZATION**

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

## **GOVERNMENTAL FUNDS**

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

### **General Fund**

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

### **Special Revenue Funds**

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

#### *Conservation Trust Fund*

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

#### *Heritage Maintenance District Fund*

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

#### *Volunteer Fund*

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



## Financial Policies and Fund Overview

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### *General Improvement District #1 Fund*

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

### *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*

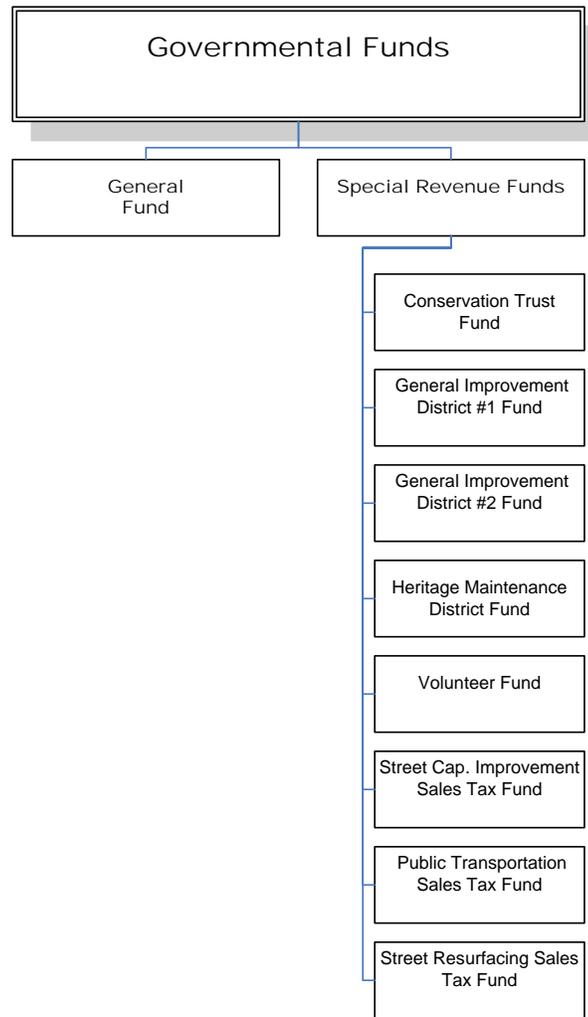
The Public Transportation Sales Tax Fund is used to account for the collection of .25% sales tax approved by the electorate on November 3, 2009 effective January 1, 2010. The tax shall be used for public transportation including transit services, transit improvements, and transit maintenance which may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

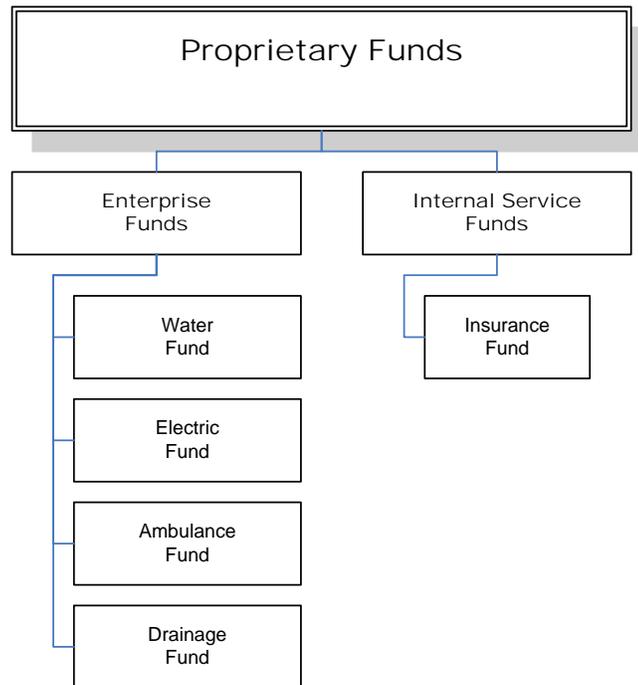
The Drainage Fund accounts for development fees that are collected to provide storm water improvements.

## **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.





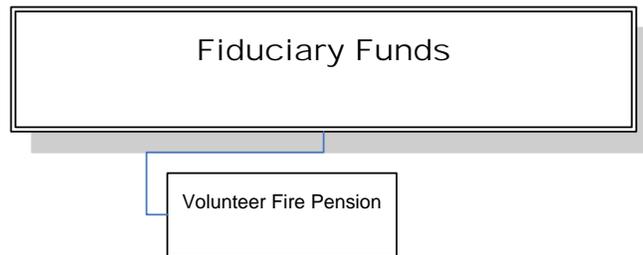
## Financial Policies and Fund Overview

### 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.



### 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
City Clerk	Neighborhood Services	General Fund
	Cemetery	General Fund
	Parks	General Fund
		Conservation Trust Fund
	Heritage Maintenance District	Heritage Maintenance District 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



## Financial Policies and Fund Overview

OEM/Risk Management		General Fund
		Water Fund
		Electric Fund
Community Development	Planning	General Fund
	Engineering and Administration	General Fund
	Streets	General Fund
	Storm Drainage	Drainage Fund
	Heritage Maintenance District	Heritage Maintenance District Fund
	Street Capital Improvements Sales Tax	Street Capital Improvements Sales Tax Fund
	Public Transportation Sales Tax	Public Transportation Sales Tax Fund
	Street Resurfacing Sales Tax	Street Resurfacing Sales Tax Fund
Utilities	Water Source of Supply	Water Fund
	Water Operations & Maintenance	Water Fund
	Facilities Maintenance	General Fund
	Electric Source of Supply	Electric Fund
	Engineering and Planning	Electric Fund
	Electric Operations & Maintenance	Electric Fund
	Fleet Maintenance	Electric Fund
	Customer Service	Water Fund
		Electric Fund

### 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.



## Financial Policies and Fund Overview

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

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

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

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

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

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

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

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



## Financial Policies and Fund Overview

- 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 to 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.



## Financial Policies and Fund Overview

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 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 do 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



## Financial Policies and Fund Overview

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 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).



## Financial Policies and Fund Overview

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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 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



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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.

- 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



## Financial Policies and Fund Overview

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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. 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



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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



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embezzlement and fraud. Written safekeeping procedures shall be established and reviewed annually by an *independent* auditor.

- 1.5.16 Local Preference. If determined feasible by the Director of Finance or the City Manager, preference to chartered commercial banks, savings and loan institutions, and industrial banks located within the City Limits of Fountain under section 3.3(d) of the City Charter.
- 1.5.17 Defense of Staff and Payment of Judgments or Settlements against Staff. Staff, as public employees of the City, shall be subject to the defense of public employees and payment of judgments or settlements against public employees from liability for losses that may occur in the administration of this investment policy to the extent provided for under the Colorado Governmental Immunity Act, CRS 24-10-101 et. seq.

### 1.6 **Debt**

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

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

- 1.6.2 Credit Worthiness. The City will seek to maintain, and as possible, improve its current credit rating so its borrowing costs are minimized and its access to credit is preserved and enhanced.

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

- 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.



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

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

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

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

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

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

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

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

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

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



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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, those policies should conform to the general financial policies adopted in this document. When those policies conflict, the policy contained within this Financial Policy Document shall govern.

### 3.1 **Fund Accounting Theory**

This section explains the basic concept of fund accounting. It also describes the six types of funds that exist in Fountain City government.

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.



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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.
  - 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.



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### 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 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.



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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
September	Two budget work sessions open to public
Oct 1	Draft budget to City Council not later than this date per City Charter
Oct-Nov	Public Hearing, First and Second 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



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update the request and then return the final document to the Finance Director.

- c. Appropriate revenue and expenditure projections that account for economic conditions, operating changes, community growth, etc. These will be developed in coordination with the Finance Department.
- d. Capital project planning and cost estimates.
- e. Communicating information appropriately to departments and attending budget meetings.
- f. Reviewing all budget materials for accuracy, content, and style.

3.3.3 Budget Adoption. Following internal development and review of the budget, the City Council will hold hearings on the budget, to provide public review of the document and to discuss further budget development. Following review at the Council level, the Council shall provide authority to expend funds through a Budget Ordinance adopted in open meeting.

- a. The Budget Ordinance shall authorize the budget at the Fund and Department level.
- b. The amount appropriated to a specific fund and/or department may change as a result of subsequent Council actions, as identified in 3.3.4 below.

3.3.4 Adjustments to Budget. From time to time, the budget may require adjustments due to unforeseen expenditures, to recognize unanticipated revenue, or to adjust operating transfers. Adjustments may be made as follows:

- a. Budget Resolution. During the year, adjustments that will change the budget at the Fund or Department level may be made by bringing a supplemental budget resolution to the Council for their approval.
- b. The City Manager has authority to authorize changes to specific line items within each Fund and Department, provided that the overall amounts budgeted by Council are not changed.
- c. At the end of each year, the Finance Department will prepare a Budget Amendment, by Ordinance, to formalize the budget adjustments that were made during the year.

### 3.4 **Financial Monitoring**

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

3.4.1 Financial Statement. After the month ends, a Financial Statement is generated which summarizes each revenue and expenditure account detailing budgeted amount, total collected or spent for the month and year-to-date, current year encumbrances and the percentage of total to budgeted dollars. Each department/division head receives a Financial Statement for that



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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 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.



## Financial Policies and Fund Overview

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## General Fund 2017-2018 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 and expenditures for the years covering 2017 and 2018, including historical 2014 and 2015 actuals (audited) and 2016 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						
SUMMARY OVERVIEW						
Category	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Net Operating Surplus/(Deficit) NO CAPITAL	\$4,145,875	\$1,858,736	\$1,008,305	\$982,495	\$706,930	(\$394,625)
Add: Beginning Fund Balance	\$2,108,603	\$5,150,580	\$6,565,987	\$6,565,987	\$5,665,412	\$4,150,242
Less: Reserve Requirement 20%	(\$2,656,522)	(\$2,806,929)	(\$3,630,354)	(\$3,423,058)	(\$3,678,771)	(\$3,723,622)
Equals: Available for Capital/Other	\$3,597,956	\$4,202,387	\$3,943,938	\$4,125,424	\$2,693,571	\$31,995
Unfunded Capital Needs	\$494,598	\$443,329	\$586,070	\$608,070	\$342,100	\$123,350
SOURCES OF FUNDS						
Beginning Fund Balance	\$2,108,603	\$5,150,580	\$6,565,987	\$6,565,987	\$5,665,412	\$4,150,242
<b>Operating Income</b>						
Prop Tax	\$1,647,144	\$1,733,965	\$1,850,000	\$1,850,000	\$1,924,000	\$2,000,960
Sp Own Tax	\$180,249	\$201,176	\$165,000	\$165,000	\$200,000	\$205,000
Sales/Use	\$7,775,254	\$8,754,294	\$11,079,800	\$10,086,000	\$10,602,050	\$11,064,650
Franchise Tax	\$1,993,770	\$1,996,795	\$1,885,790	\$2,005,240	\$2,051,040	\$2,091,900
Lic & Permits	\$114,017	\$110,887	\$110,750	\$110,750	\$102,250	\$102,250
Intergovernmental	\$1,337,220	\$1,247,676	\$1,018,660	\$1,131,100	\$1,073,700	\$956,600
Charges for Services	\$442,730	\$579,150	\$535,120	\$639,320	\$673,900	\$681,900
Fines & Forfeitures	\$308,225	\$344,682	\$358,700	\$381,800	\$391,800	\$401,800
Other Income	\$2,789,590	\$356,343	\$77,900	\$73,400	\$128,900	\$128,900
<b>Total Operating Income</b>	<b>\$16,588,200</b>	<b>\$15,324,967</b>	<b>\$17,081,720</b>	<b>\$16,442,610</b>	<b>\$17,147,640</b>	<b>\$17,633,960</b>
<b>Non-Operating Income</b>						
Transfer From Water Fund	\$328,350	\$331,954	\$331,954	\$331,954	\$340,000	\$346,000
Transfer From Impact Fund	\$72,335	\$0	\$0	\$0	\$0	\$0
Transfer From Ambulance Fund	\$2,290	\$1,955	\$1,955	\$1,955	\$2,000	\$2,100
Transfer From Electric Fund	\$344,630	\$515,435	\$515,435	\$515,435	\$520,000	\$526,000
Transfer From Sales Tax Fund	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Transfer From Insurance Fund	\$0	\$200,000	\$0	\$0	\$0	\$0
Other Financing Sources	\$609,300		\$1,775,000	\$1,275,000	\$1,880,000	\$675,000
<b>Total Non-Operating Income</b>	<b>\$1,356,905</b>	<b>\$1,099,344</b>	<b>\$2,674,344</b>	<b>\$2,174,344</b>	<b>\$2,792,000</b>	<b>\$1,599,100</b>
<b>Total Revenue</b>	<b>\$17,945,105</b>	<b>\$16,424,311</b>	<b>\$19,756,064</b>	<b>\$18,616,954</b>	<b>\$19,939,640</b>	<b>\$19,233,060</b>



## General Fund 2017-2018 Projections

USES OF FUNDS						
Category	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>Operating Expenditures:</b>						
Council	\$44,663	\$32,005	\$63,840	\$63,840	\$60,940	\$60,940
Judicial	\$250,405	\$200,372	\$187,090	\$187,090	\$240,290	\$245,570
Economic Development	\$276,736	\$651,081	\$3,045,630	\$2,053,130	\$2,137,220	\$2,225,480
Administration	\$829,055	\$694,562	\$625,780	\$631,860	\$656,260	\$669,160
Information Technology	\$682,506	\$770,157	\$1,043,150	\$1,043,150	\$1,060,900	\$1,071,355
Planning	\$239,834	\$194,721	\$248,010	\$248,010	\$301,570	\$344,280
Engineering	\$191,938	\$154,401	\$323,280	\$319,080	\$304,025	\$310,290
Police	\$4,900,667	\$5,264,873	\$5,997,640	\$6,085,080	\$6,719,800	\$6,796,620
Fire	\$2,263,059	\$2,307,779	\$2,531,430	\$2,524,880	\$2,887,340	\$2,944,820
Communications	\$868,379	\$799,951	\$947,445	\$777,845	\$571,040	\$571,850
Streets	\$1,092,325	\$1,023,569	\$1,134,280	\$1,173,480	\$1,273,650	\$1,159,350
Building Maintenance	\$237,651	\$263,640	\$277,740	\$277,740	\$347,870	\$354,890
Code Enforcement	\$255,822	\$253,860	\$299,660	\$301,710	\$390,280	\$398,160
Cemetery	\$40,570	\$22,802	\$37,500	\$37,500	\$40,000	\$40,800
Parks	\$529,766	\$691,149	\$571,820	\$571,820	\$593,950	\$605,930
Community Outreach	\$27,561	\$79,873	\$56,300	\$54,400	\$54,600	\$54,800
Recreation	\$24,328	\$111,130	\$244,299	\$247,799	\$232,325	\$237,020
GIS	\$0	\$3,353	\$6,495	\$6,495	\$6,795	\$6,795
Ambulance subsidy	\$329,250	\$360,380	\$360,380	\$360,380	\$365,000	\$370,000
Transfer to electric for fleet maint	\$198,095	\$154,987	\$150,000	\$150,000	\$150,000	\$150,000
<b>Total Operating Expenditures</b>	<b>\$13,282,609</b>	<b>\$14,034,645</b>	<b>\$18,151,769</b>	<b>\$17,115,289</b>	<b>\$18,393,855</b>	<b>\$18,618,110</b>
<b>Debt Service:</b>						
Bonds Principal & Interest						
Capital Lease Obligations	\$516,622	\$530,930	\$595,990	\$519,170	\$838,855	\$1,009,575
Note Principal & Interest						
<b>Total Debt Service</b>	<b>\$516,622</b>	<b>\$530,930</b>	<b>\$595,990</b>	<b>\$519,170</b>	<b>\$838,855</b>	<b>\$1,009,575</b>
<b>Capital Expenditures:</b>						
Administration	\$0	\$8,669	\$0	\$0	\$0	\$0
Information Technology	\$181,041	\$195,676	\$260,720	\$260,720	\$468,400	\$217,000
Police	\$550,522	\$13,000	\$275,000	\$275,000	\$440,000	\$0
Fire	\$0	\$21,842	\$563,750	\$63,750	\$527,000	\$94,000
Communications	\$0	\$0	\$0	\$22,000	\$0	\$0
Streets	\$255,864	\$204,142	\$40,000	\$40,000	\$466,700	\$397,350
Building Maintenance	\$0	\$0	\$1,009,600	\$1,009,600	\$0	\$0
Parks	\$116,471	\$0	\$212,000	\$212,000	\$320,000	\$90,000
Cemetery					\$0	\$0
<b>Total Capital</b>	<b>\$1,103,898</b>	<b>\$443,329</b>	<b>\$2,361,070</b>	<b>\$1,883,070</b>	<b>\$2,222,100</b>	<b>\$798,350</b>
<b>Total Expenditures</b>	<b>\$14,903,129</b>	<b>\$15,008,904</b>	<b>\$21,108,829</b>	<b>\$19,517,529</b>	<b>\$21,454,810</b>	<b>\$20,426,035</b>



## General Fund 2017-2018 Projections

FUND BALANCE						
Category	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Ending Fund Balance	\$5,150,580	\$6,565,987	\$5,213,222	\$5,665,412	\$4,150,242	\$2,957,267
Minimum Reserve 20%	\$2,656,522	\$2,806,929	\$3,630,354	\$3,423,058	\$3,678,771	\$3,723,622
Excess Reserve	\$2,494,058	\$3,759,058	\$1,582,868	\$2,242,354	\$471,471	(\$766,355)
NonSpendable Notes Receivable	\$0	\$0			\$0	\$0
<b>Restricted:</b>						
- Fire Station Construction/Police Station Remodel		\$0	\$0	\$0	\$0	\$0
- 3% Emergencies (of qualified revenue)	\$414,000	\$553,000	\$550,000	\$550,000	\$550,000	\$550,000
- Park Improvements	\$512,486	\$662,405	\$450,405	\$600,405	\$430,405	\$468,566
- School Zone	\$72,859	\$88,804	\$72,859	\$72,859	\$58,066	\$58,066
- Traffic Signal	\$208,000	\$208,000	\$208,000	\$208,000	\$208,000	\$208,000
- Public Safety Capital Improvements	\$259,430	\$382,505	\$0	\$0	\$0	\$0
- Public Safety/ Streets - UTW Proceeds	\$2,500,000	\$2,700,000	\$1,930,000	\$1,930,000	\$1,198,000	\$547,000
- Unrestricted	\$1,183,805	\$1,971,273	\$2,001,958	\$2,304,148	\$1,705,771	\$1,125,635
	\$5,150,580	\$6,565,987	\$5,213,222	\$5,665,412	\$4,150,242	\$2,957,267

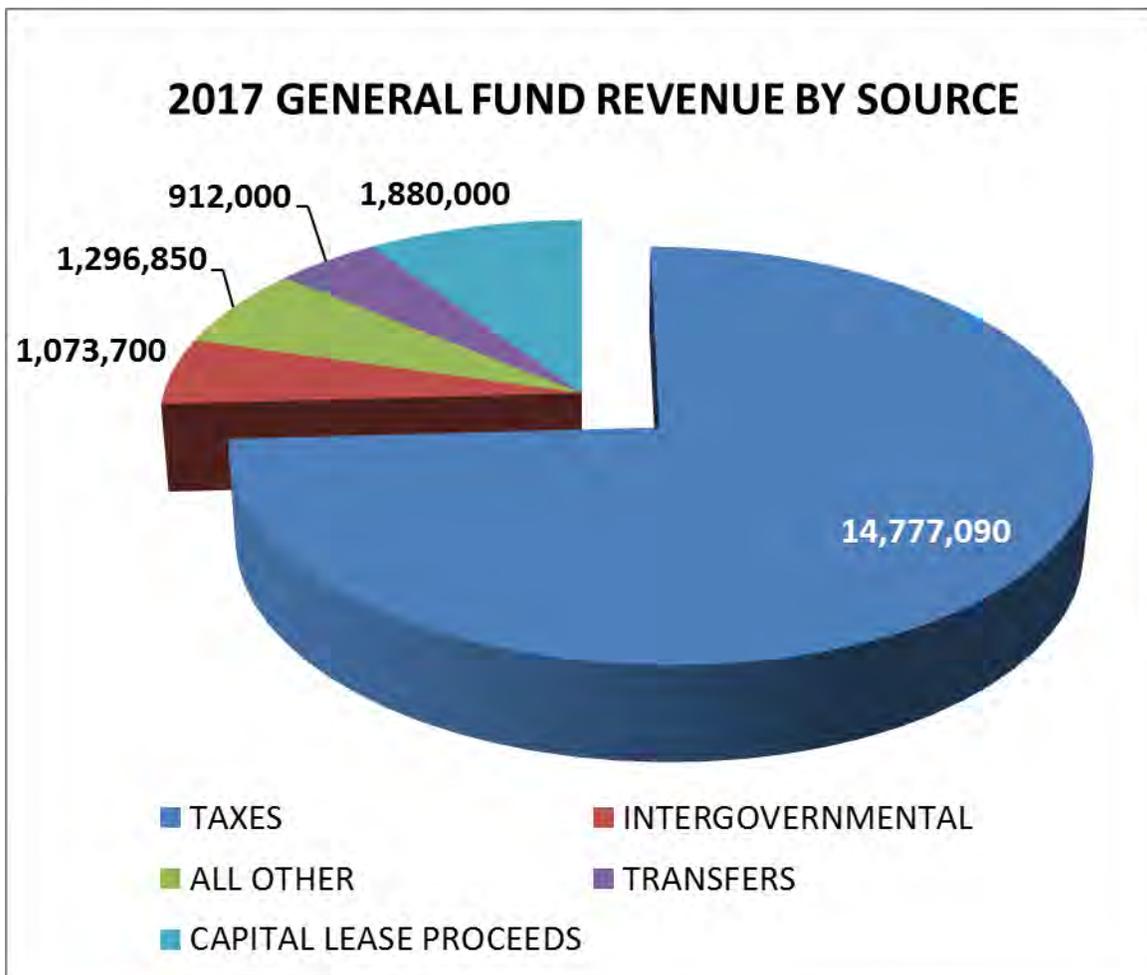
Pursuant to City financial policy, unreserved fund balance should not fall below 20% of current year operating expense budget. This includes approximately two months expenditures (17%) plus the 3% emergency reserve required under the TABOR amendment.

### DESCRIPTION

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

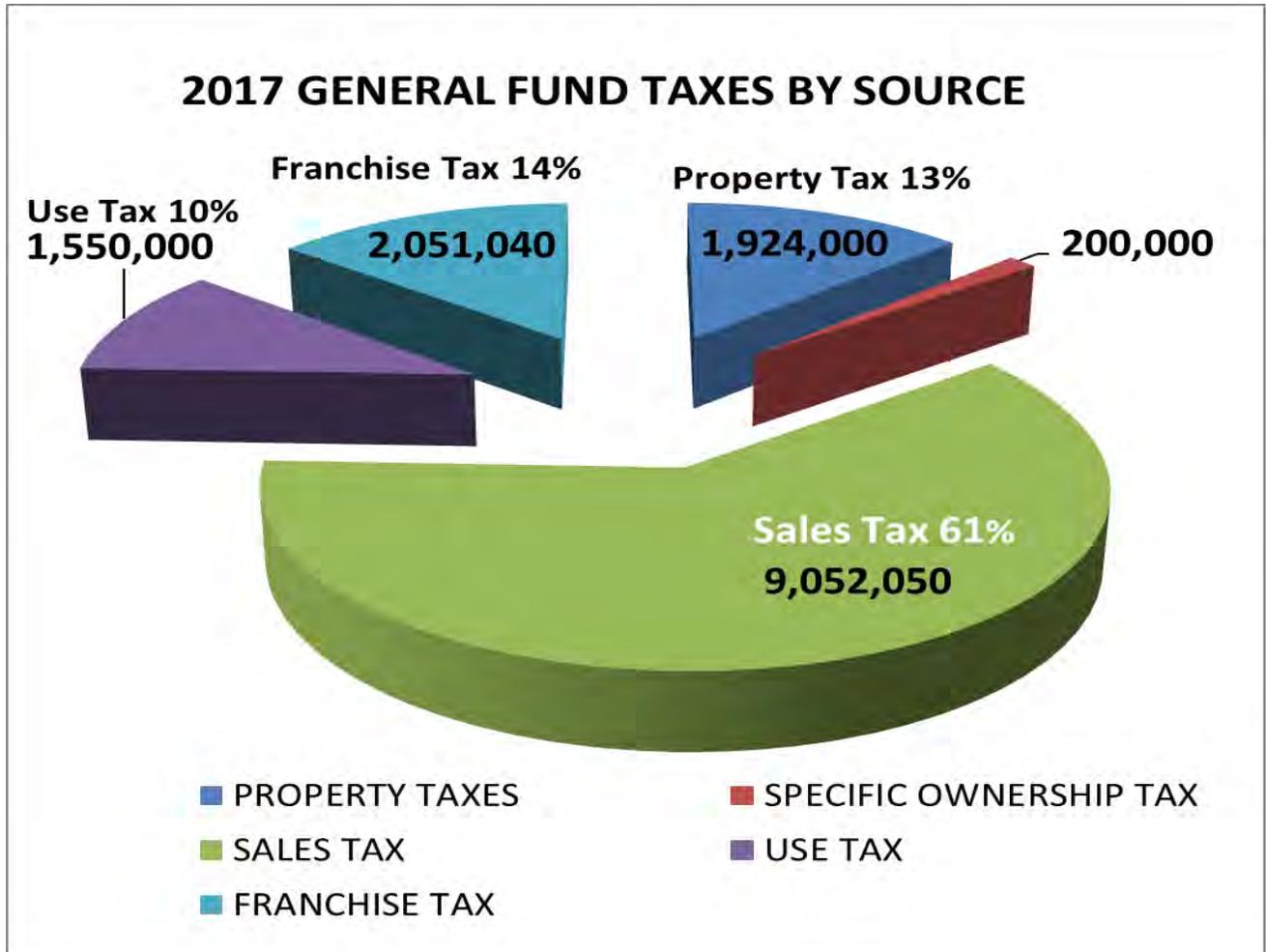
The pie chart below illustrates the sources of revenue for the General Fund.





## General Fund Revenues

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.



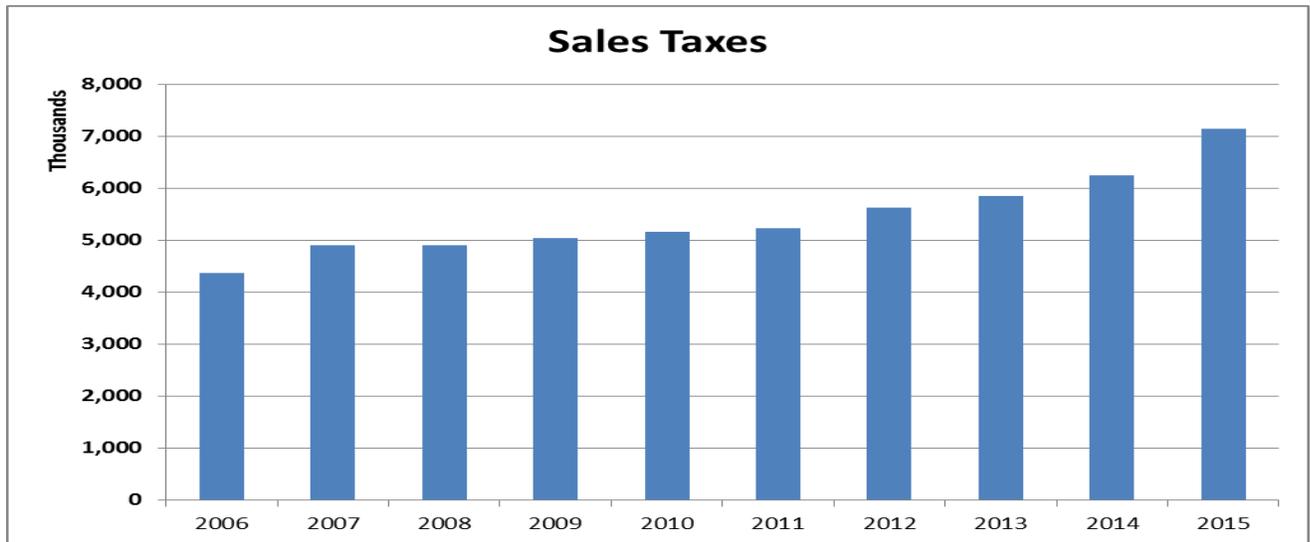
### Sales Tax

Sales Tax is by far the largest revenue source within the General Fund at 61% of total revenue. 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% except for South Academy Highlands (Sam's / Walmart site) which is comprised of City, State and County tax of 7.88% plus a 1% PPRTA tax (being contested) and a .5% Public Improvement Fee (PIF). The .5% PIF fee amount is added into taxable sales before the 8.88% tax is calculated to which generates an 8.924% rate. The City retains .5%, for the General Fund, and remits the remaining 3% and .5% PIF fee to Fountain Urban Renewal to pay off bonds issued for the project.



## General Fund Revenues

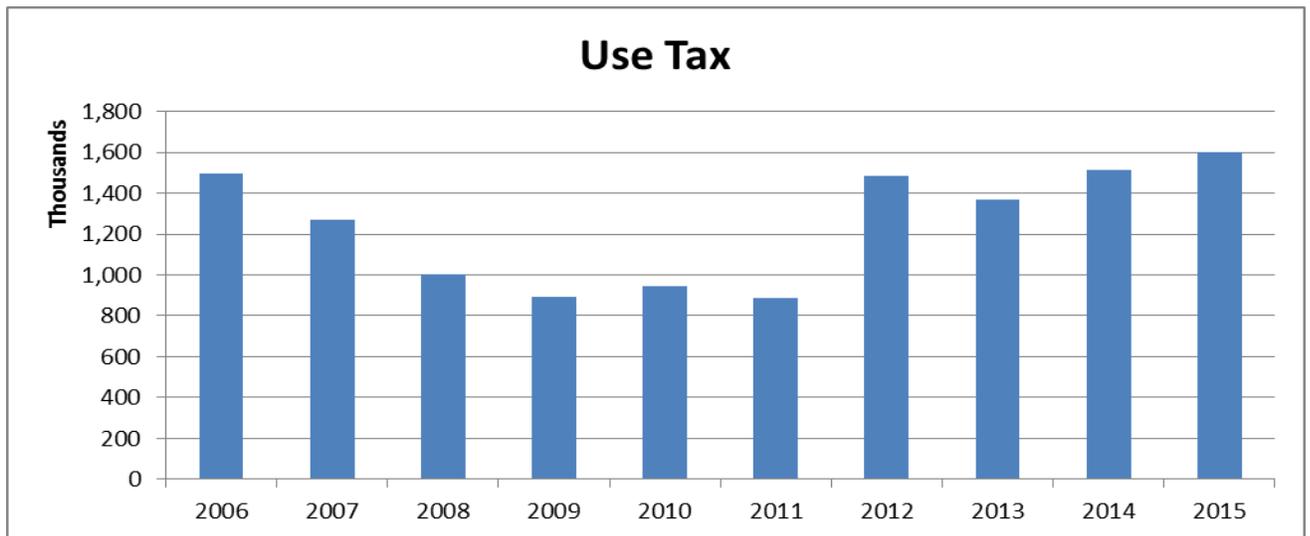
The State Colorado Department of Revenue collects sales tax for the City. Sales tax payments are due to the Department of Revenue by the 20<sup>th</sup> of the following month and the City receives the distribution from the Department of Revenue around the 12<sup>th</sup> of the following month. There is a two month lag in receiving the sales tax from the time the business collects the tax to when the City receives the tax. The Sales Tax chart below includes the entire 3.75% tax amount.



The trends are good but the City is heavily reliant on sales tax for operating expenses within General and the Transportation Sales Tax Funds.

### Use Tax

The use tax rate for the City is 2%. The two major sources of use tax are new construction and vehicle purchases. The column charts below provide a ten year history of use tax.

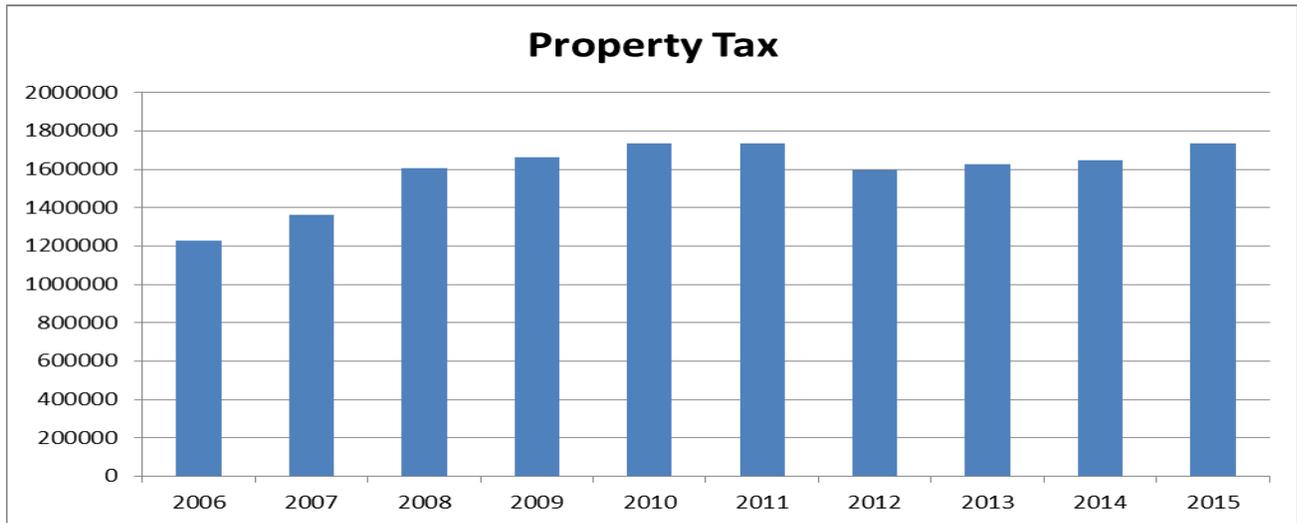




## General Fund Revenues

### Property Tax

Based on valuations received from the El Paso County Assessor, revenue from property taxes is expected to be \$1,924,000 in 2017. Real property is reassessed in odd numbered years in Colorado. The City's mill levy of 10.239 has not changed for over twenty-five years. The following column chart provides a ten year history of property tax.



### 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 \$1,150,000 2017. Total revenue from franchise fees is projected to be \$2,051,040 for 2017.

### Licenses and Permits

Revenue derived from various types of licenses and permits is historically flat and expected to be \$102,250 for 2017.

### Intergovernmental Revenue

This revenue source includes the Highway Users Tax Fund (HUTF), additional motor vehicle registration tax, cigarette tax, road and bridge and grants and \$1,073,700 is estimated for 2017 . HUTF is a 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 2017 are expected to total \$698,900.

### Charges for Services

This revenue source totaling \$673,900 includes Impact (\$47,000), Development (\$100,000), Park (\$150,000) and Recreation (\$57,600) fees plus the School Resource Officer agreement



## General Fund Revenues

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with School District 8 (\$307,000) and other miscellaneous fees (\$12,300). 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.

### Fines and Forfeitures

Revenue from court and traffic fines is expected to be \$391,800 in 2017.

### Miscellaneous Revenue

Miscellaneous revenue is minimal and estimated to be \$128,000 in 2017.

### Transfers and Other Financing Sources

Included in this revenue area totaling \$2,792,000 are transfers from the Water Fund, Electric Fund, and Ambulance Fund for costs of IT equipment and services, 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 proposed lease to purchase equipment and computer hardware.



## General Fund Expenditures

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

### **Salaries and Benefits**

This category includes payments to employees for regular wages and overtime wages as well as state and federal payroll taxes on those wages. This category also includes the cost of benefits paid by the City such as pension plan contributions and insurance premiums. A 2% pay increase is included in both 2017 and 2018. Once the compensation study is completed in October, a report and recommendation will be made to City Council.

### **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 premiums, bank charges/broker fees, and rental of equipment.

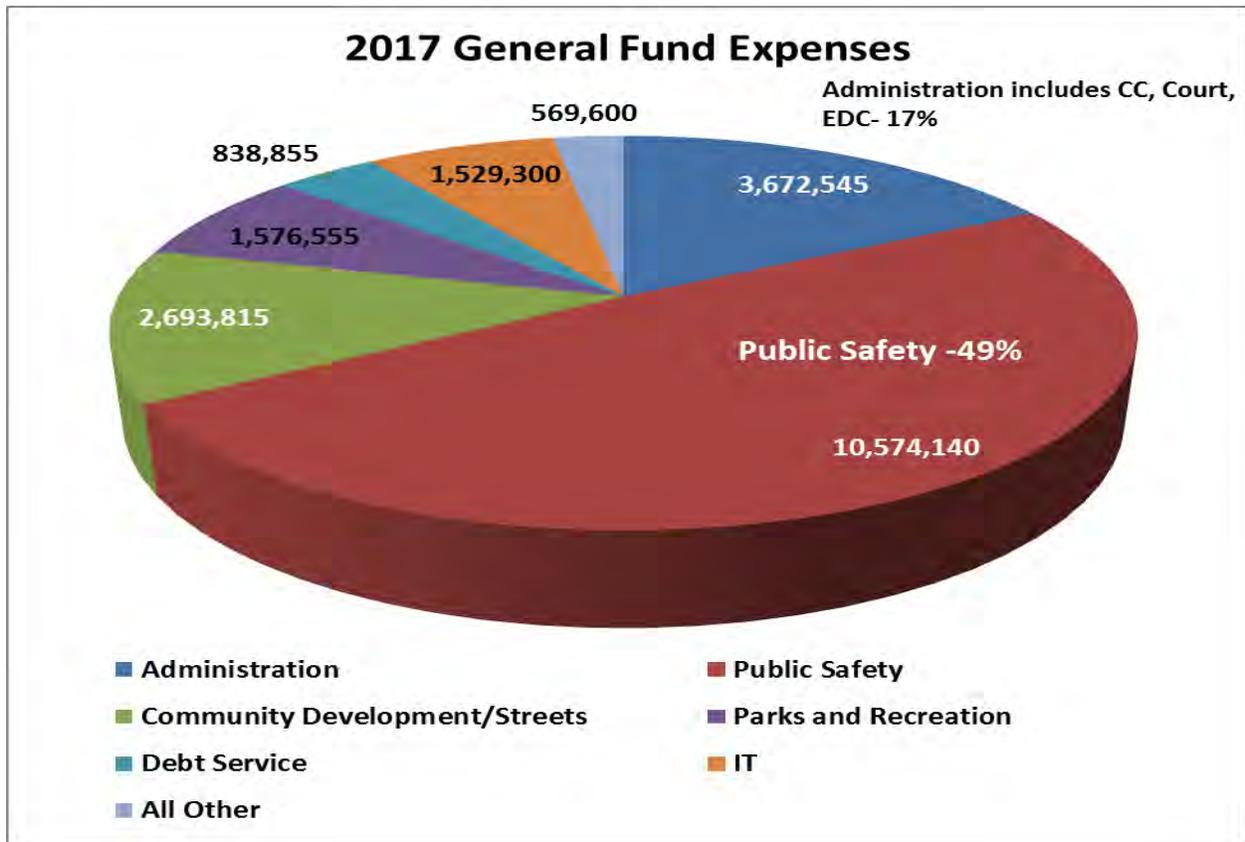
### **Capital**

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.

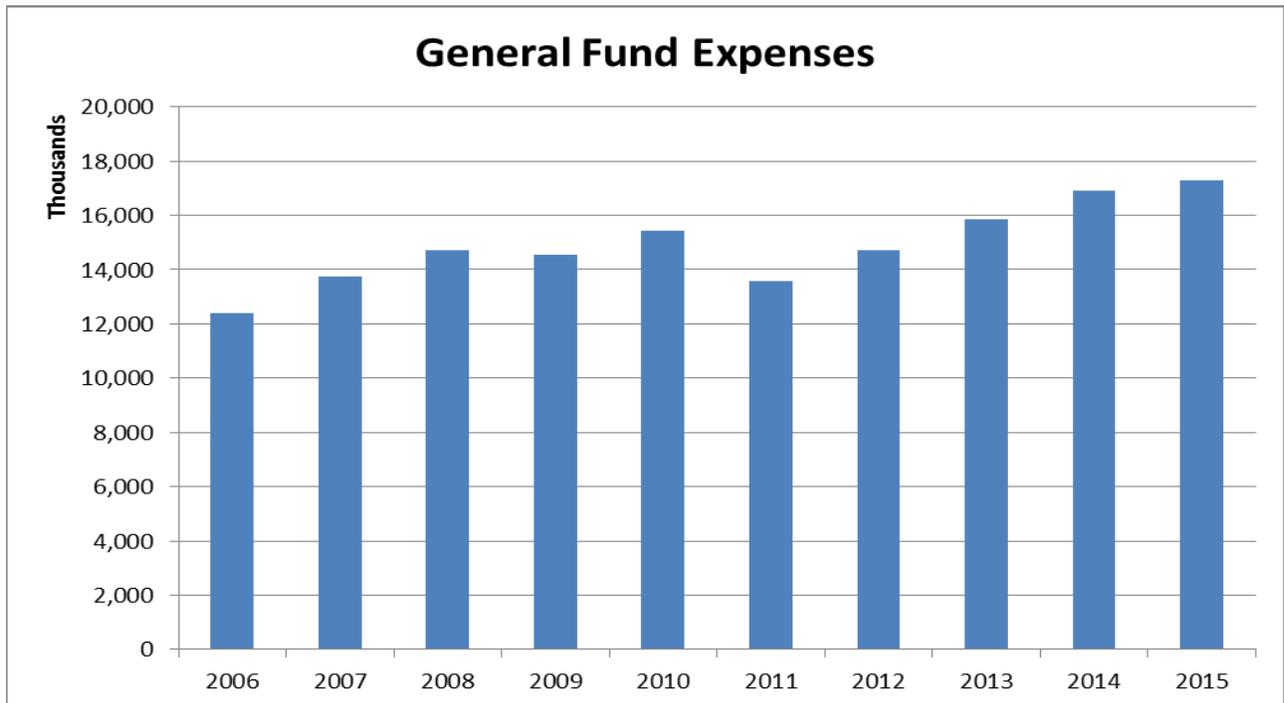
Total 2017 General Fund budgeted expenditures total \$19,939,640 and 2017 totals \$19,233,060. The following pie chart provides an overview of expenditures by department.



# General Fund Expenditures



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





# City Council

## DESCRIPTION

The City Council consists of seven members elected by the registered electors of Fountain. There are three “wards” within the City; one member is elected from each ward. The Mayor and three members are elected by the registered electors of the entire City. The term of office for the Mayor is two years, with a maximum of four terms; terms for Council Members are four years with a maximum of two 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.

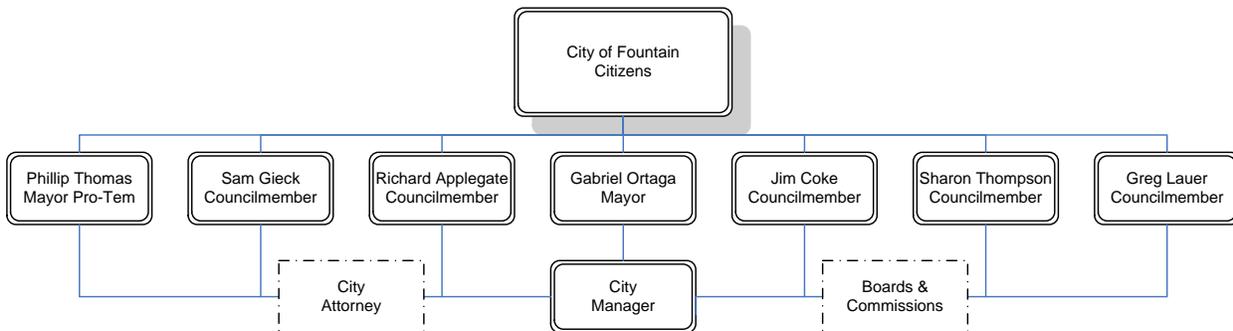
## VISION AND VALUES

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



## 2015/2016 HIGHLIGHTS

- Continued sponsorship of Fountain Community Services through support of Peak Vista, Fountain Valley Senior Center, and YMCA.
- Continued support of Agreement with Fountain Valley Senior Center for transit operations.



## City Council

- Authorization of funding for improvement of Lorraine Center for City’s Public Works needs.
- Authorized implementation of MyFountain Customer Relationship Management (CRM) program.
- Completed update of Parks & Recreation Master Plan.
- Entered into IGA with El Paso County for Consolidated Emergency Communications Services.
- 2015 Election – Appointment of two At-Large Council Members.
- 2015 Election – Appointment of Ward 2 Council Member.
- 2015 Election was cancelled. No more seats available than petitions submitted.
- Discussions regarding possible De-TABOR question for 2017.

### 2017/2018 GOALS

- Continued sponsorship of Fountain Community Services through support of Peak Vista, Fountain Valley Senior Center, and YMCA.
- Continued exploration of Recreation Center opportunities with D8, D3, YMCA, and Fountain Valley Senior Center.
- Update of the Strategic plan and ongoing support of Strategic initiatives.
- 2017 Election – Mayor, Ward 1, Ward 3, and At-Large positions available.
- Ballot Measure to De-Tabor.
- Council training.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	28,823	27,454	28,840	28,840	28,840	28,840
Purchased Services	6,078	4,317	10,000	10,000	7,100	7,100
<b>Total</b>	34,901	31,771	38,840	38,840	35,940	35,940



# Municipal Court

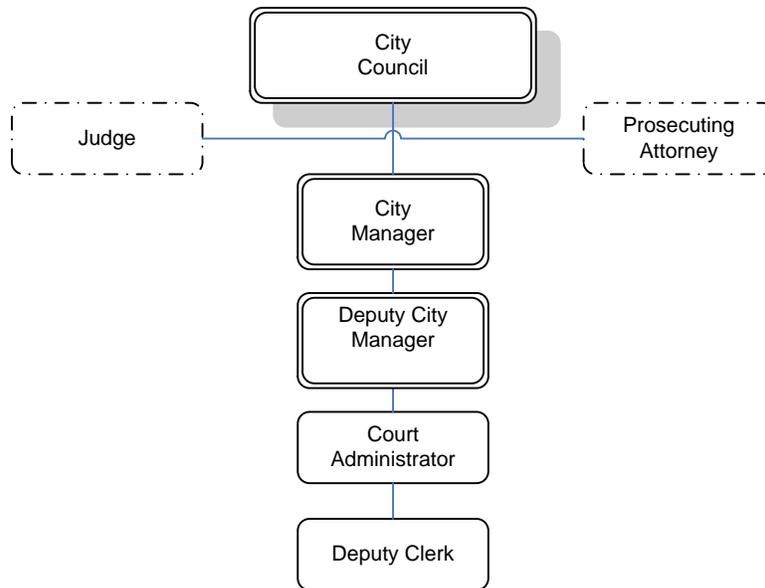
## DESCRIPTION

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 PT Deputy Court Clerk. The Court Office is opened daily from 8 AM to 5 PM. Traffic Court sessions are held 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 4 PM. Arraignments, Pre-trials, Trials, and Hearings are heard and scheduled on Thursdays.

## 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	2015	2016	2017	2018
Court Administrator	1	1	1	1
Deputy Clerk PT*	0	1	1	1
Total Full-Time Employees	1	1	1	1
Total Part-Time Employees	0	1	1	1

\*PT Deputy Clerk added in 2016



# Municipal Court

## 2015-2016 HIGHLIGHTS

- Ongoing Professional Court Training.
- Court Administrator, Prosecutor, and Judge began attending in-custody court hearings at CJC, rather than bring the inmates to the court, to enhance the safety of the courthouse, city hall, and police officers.
- Completed a remote video advisement system for the courtroom so the prosecutor and Judge can do advisements remotely and not go to the jail. This allows inmates to remain in the jail and not travel to our courtroom.
- Access County, State, and Federal Court resources through CCIC / NCIC.
- Computerized Courtroom to conduct Traffic Court.
- Researched other Municipalities for fine cost and e-tickets.
- Responded to ACLU questions regarding Court policies and procedures for legal compliance.
- 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.
- Began research of a new Court program that is compatible with PD's mobile data network.

## 2017-2018 GOALS

- Complying with new Mandate Legislation for Municipal Court.
- Continue Professional Court Training.
- Polish and improve Video Advisement System.
- Research and improve Court Security.
- Update any fees that are applicable.
- Work with Police Department to complete a new Court system that is integrated.
- Complete an e-ticketing system that is applicable for the PD and Court system to cut down on administrative responsibilities.

## BUDGET

BUDGET						
Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	183,416	133,670	118,400	118,400	156,910	160,090
Materials and Supplies	2,141	1,853	1,500	1,500	4,000	4,000
Purchased Services	63,008	62,523	64,190	64,190	76,880	78,980
Fixed Charges	1,840	2,326	3,000	3,000	2,500	2,500
<b>Total</b>	<b>250,405</b>	<b>200,372</b>	<b>187,090</b>	<b>187,090</b>	<b>240,290</b>	<b>245,570</b>



## Municipal Court

### ACTIVITY MEASURES

	<b>2014</b>	<b>2015</b>	<b>8/31/2016</b>
Traffic Cases Filed	1904	1854	1480
Non-Traffic Cases Filed	277	199	43
Code Enforcement Cases Filed	11	15	6
Animal Control Cases Filed	65	61	41
Parking Cases Filed	29	30	5
<b>TOTAL CASES FILED</b>	<b>2286</b>	<b>2160</b>	<b>1576</b>
# Cases Closed = % of Cases Closed	2198 = 96%	2214 = 102.5%	1693 = 1.06%
Cases Filed per FTE 2014 (2) / 2015 (1) FTE 2016 (1) FTE	1143	2160	1576



## Economic Development

### DESCRIPTION

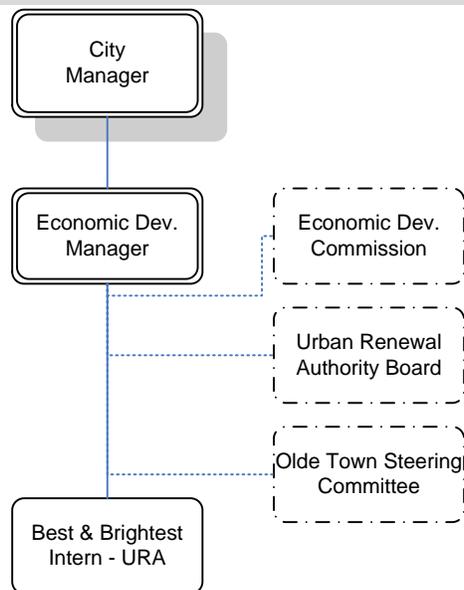
The Economic Development program of the City is housed within the City Manager’s office and oversees all commercial/industrial recruitment and retention activities, as well as oversight of the Economic Development Commission, Olde Town Steering Committee and Urban Renewal Authority, where it serves as the Executive Director.

2015 marked a renewal year of the Joint Operating Agreement (annual renewal mandate) between the City of Fountain and Fountain Valley Chamber of Commerce (FVCC). The renewal Agreement excludes Clause X, which consisted of management oversight by the (City) Economic Development Manager of the FVCC Office Administrator. Therefore, the 2016 Joint Operating Agreement consisted of the City as a provider of shared space to the FVCC with a collaborative relationship on bridging services provided to businesses and residents of the community.

### MISSION STATEMENT

To strive for planned growth through land ownership relations, enhanced development standards, and a revitalization of blight assets; destined to cultivate a diverse business community through policies and programs designed to attract, retain and expand business development toward the realization of quality job creation for community residents.

### ORGANIZATIONAL CHART



Personnel History				
Position	2015	2016	2017	2018
Economic Development Manager	1	1	1	1
Best & Brightest Intern	1	1	1	0
<b>Total Full-Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>



## Economic Development

### 2015/2016 HIGHLIGHTS

#### Economic Development (ED)

- Introduction of the Economic Development Work Plan as a holistic communication tool on the contributors and initiatives that feed into the overall mission
- Fountain Gateway Improvement Project, a \$96k CDBG funded project – RFP issuance, Vendor Selection, Construction, Close out
- Expanded Enterprise Zone district boundary to include Olde Town and Mesa Ridge areas through a re-districting process with the County and State; launched an awareness campaign for the business community impacted by January 1, 2016, effective date
- Top economic development projects: Windish RV southwestern sales and service center; Chic-fil-A; SCOTT's business retention; Secondary Grocer on Mesa; TransWest RV Service Center; Sam's Club and Walmart and outparcels (SAH)
- City of Fountain was awarded sponsorship for a nationwide Digital Economic Development Certification; City 1 of 20 communities to complete the inaugural program
- Event Participation: Small Business Week SBDC (Expo and Award Luncheon), 2015 was 1st year a Fountain Business was nominated for an award honor; Destination Ft. Carson; City of Fountain EPC Fair Day; Ft. Carson Visioning Session; ICSC Retail tradeshow; AIAI P3 conference
- Researched, prepared, and submitted for approximately \$369K in Grant Funding applications
- Coordinated field filming and content messaging for the renewal of five promotional video tools for City of Fountain; through CGI vendor and National League of Cities
- City Team Lead on a County spearhead proposed x128 rail yard project ; MOU and seed funding tags with regional stakeholders and City Council
- Interviewed and selected an intern through the DOLA/UC Best & Brightest program for a 2-year term (2015-2017)
- Co-hosted State Economic Development Council of Colorado (EDCC) inaugural Southern Colorado conference ; spotlight featured SDS and COTIPS projects in Fountain
- Began Retail Placement Strategy planning; Customized Olde Town Grocer Packet paired with partnering incentive offerings for attraction ; hired Retail Strategies consultant services for long-range planning and targeted attraction outreach fulfillment
- Implementation of SCI fulfillment mission; Public-Private development with property ownership ; onboard Business Recruitment consultant with strong relations in specialized manufacturing industry segments
- Blight strategy assessment to stem the bleeding of Great Recession era ; Assembled Blight Task Team (Codes, ED, Legal, Planning) to enhance measures within Ordinances 8.12 and 8.14 (policy and form reporting); fee assessment justification model and Council awareness
- Evaluating partner relations, benefits. and efforts with respect to the Colorado Spring Regional Business Alliance membership



## Economic Development

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### **Olde Town Steering Committee (OTSC)**

- Reformed/Restructured the Olde Town Steering Committee to work in conjunction with both City and FURA on project identification efforts for the district
- Coordinated the 1st business strengthening program ; Fountain Olde Town Holiday window décor contest
- Issued the Town Design Guidelines and Interstate Gateway RF ; an inception step toward planned commercial development standards for the district
- Working through a designation process with the State of CO recognized Main Street program

### **Economic Development Commission (EDC)**

- Created and introduced form letters for each of the city's heightened business corridors to nurture quality developments through the Planning Department's site plans submission process
- Developed and published a first edition of the Small Business Resource Guide and associated materials; distributed through FVCC
- Redirected budget funding into two new initiatives; UCCS Business Membership and Collateral Materials
- Working on a first-issued Community Map deliverable in tandem with an overhaul of City of Fountain collateral materials

### **Fountain Urban Renewal Authority (FURA)**

- [www.FURACO.org](http://www.FURACO.org) stand along website launched for transparency, project initiatives and inaugural annual report distribution
- Finalized land acquisition of BNSF Railway land, located between Missouri and Illinois Avenues, for a future designed "Blast Park" open space for Olde Town district; Spearheaded acquisition, community partners alignment, public engagements
- Coordinated the efforts to demolish three blight dwellings in the city; 700 N Santa Fe, 430 Royalty Place, 506 Windsor Lane
- Completed the refinancing of a \$54M bond issuance; generated \$10M in revenue fundraising for Venetucci Road; raised \$6.5M as retail incentive placement (SAH)
- Participated in State Legislative HB15-1348 roundtable constituent sessions; facilitated legal preparations and board structure policies to best position the board in relation to HB15-1348 impacts
- Supportive arm for City with respect to HB16-1303 ; legislative RTA tax bill in relation to SAH retail development in Fountain
- Established two new urban renewal districts for Fountain - Charter Oak (x128-PPIR) and Bandley (SCI building); process involved municipality, county, and public awareness coordination
- A documentation of blight properties in Fountain and assembled a Blight Catalog and site selector map (16 commercial sites identified)
- Land acquisition model for leverage financing on behalf of Olde Town revitalization mission; SAH PH II proposed quadplex revenue model for Jr. Anchor co-tenancies
- Fountain Chamber of Commerce (FVCC)



## Economic Development

- Facilitated the City/FVCC Joint Agreement and continual collaboration efforts
- Designed and paid for installation of a new Chamber sign at City Hall
- Education of three replacements of the Office Administrator position

### 2017/2018 GOALS

- Identify opportunities for annual retail trade show and other targeted industry conferences and recruitment trips, as funding allows
- To revitalize aged/empty commercial assets and spur new commercial construction for job creation
- Ongoing public outreach with stakeholders, business leaders and investors, to strengthen retention, expansion and attraction of business development for the community
- Work cohesively with Planning Division as Ombudsman for business development concerns and challenges ; Host inaugural Developer Open House in 2017
- Realize +/- 30% tenant occupancy under SCI fulfillment mission
- Serve Boards' and Committees' action items as identified in 2017 Work Plan
- Maintain contacts with partner affiliates, regional stakeholders and military installations to assure the city's inclusion in regional visioning and development initiatives
- Support a new hire position, Public Information Officer, for community branding and image campaign needs
- Continue Small Business Taskforce recommendations in partnership with Planning Department, Chamber of Commerce, SBA and PPWFC for small business friendly practices/processes and entrepreneurialism opportunities
- Launch a new [www.FountainColorado.org](http://www.FountainColorado.org) website to aid with messaging and attraction of new business development for the community
- Share the vision of Economic Development and listen to community needs through participation in the City's Citizen's Academy
- Complete professional CECD certification with IEDC
- Migration of Best & Brightest Intern onboard to ED employee
- Economic Development Strategic Plan revision

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Materials and Supplies	389	451	400	400	400	400
Purchased Services	276,347	650,630	3,045,230	2,052,730	2,136,820	2,225,080
<b>Total</b>	<b>276,736</b>	<b>651,081</b>	<b>3,045,630</b>	<b>2,053,130</b>	<b>2,137,220</b>	<b>2,225,480</b>



## Economic Development

### ACTIVITY MEASURES

	2014	2015	2016 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
Business Contacts - Residential	Approximately 100 hours	Approximately 150 hours	Approximately 100 hours



# 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, and financial functions including: cash management and investments, accounting, financial reporting, budget, debt management, payroll, accounts payable, and insurance. Additionally, the City Clerk maintains City records, issues business licenses, and provides Council support in addition to other duties.

## MISSION STATEMENT

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

## ORGANIZATIONAL CHART





## Administration

Personnel History				
<u>Position</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
City Manager	1	1	1	1
Executive Assistant	1	1	1	1
City Clerk	1	1	1	1
Finance Director	1	1	1	1
Human Resources Manager	1	1	1	1
GIS Manager	0.2	0.2	0.2	0.2
Housing Authority Executive Director	0.6	0.6	0.6	0.6
Finance Manager	1	1	1	1
Accounting Technician	1	1	1	1
Account Clerk	1	1	1	1
Temp Accountant	0.5	0.5	0.5	0.5
Human Resources Generalist	1	1	1	1
City Attorney	1	1	1	1
Management Assistant	1	1	1	1
Administration Assistant	1	1	1	1
<b>Total Full-Time Employees</b>	<b>13.3</b>	<b>13.3</b>	<b>13.3</b>	<b>13.3</b>

### 2015/16 HIGHLIGHTS

- Prepared a Comprehensive Annual Financial Report (CAFR) for fiscal years 2014 and 2015 and received the Award for Excellence in Financial Reporting from the Government Finance Officers Association for the 2014 and 2015 CAFRs.
- Implemented new Harris/Innoprise Financial Management System.
- Restructured Fire and Police into Public Safety Department; Restructured Public Works into separate Streets and Engineering Departments under Deputy City Manager; moved Parks & Recreation under City Clerk; moved Municipal Court under Deputy City Manager.
- Changed Flex Spending-125 plan to re-new with health insurance.
- Conducted employee wellness fair & flu shot clinic.
- Implemented new federally mandated DOT medical certification requirements.
- Completed Federal Equal Employment Opportunity 4 reporting.
- Updated employee handbook.
- Implemented new Diversity Team.
- Implemented new Purpose and Vision Team.
- Completion of property exchange with School District #8, exchanging Lorraine Center for City Shops at Alabama for new Public Works facility.
- Completion of IGA for Emergency Communication Services with El Paso County.

### 2017/2018 GOALS

- Implement final stages of Document Management System.
- Include new online timecard and HR elements into Innoprise system.



## Administration

- Implement new diversity and inclusion elements into onboarding and training for personnel.
- Complete implementation of new Website to include CRM and Public crowd-sourcing elements.
- Hire new Public Information Officer and develop a proactive communication strategy for the City.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	525,138	479,926	440,000	440,000	482,510	491,950
Materials and Supplies	10,298	7,676	8,650	8,000	8,100	8,250
Purchased Services	244,276	155,955	126,820	131,850	108,150	110,310
Fixed Charges	49,343	51,005	50,310	52,010	57,500	58,650
Capital Outlay	-	8,669	-	-	-	-
<b>Total</b>	<b>829,055</b>	<b>703,231</b>	<b>625,780</b>	<b>631,860</b>	<b>656,260</b>	<b>669,160</b>

### ACTIVITY MEASURES

	2014	2015	7/31/2016
# purchase orders processed	3,034	2,993	1,939
# Accounts payable invoices processed	14,112	13,624	7,078
# Payroll checks and notices of deposit processed	5,960	6,466	3,907
# Accounts payable checks processed	5,164	4,904	2,855
Business Licenses issued	1,002	972	902
Housing starts	281	165	65
Total Meetings Recorded	65	61	24



# Information Technology

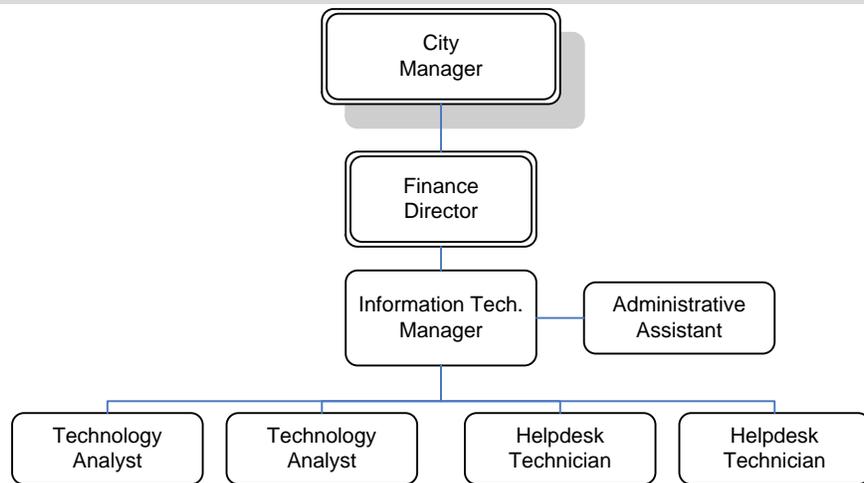
## DESCRIPTION

The City of Fountain’s Information Technology (IT) Department is located at City Hall, 116 South Main Street. The IT 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 IT 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



Personnel History				
Position	2015	2016	2017	2018
IT Manager	1	1	1	1
Technology Analyst	2	2	2	2
Help Desk Technician	2	2	2	2
Part-Time Administrative Assistant	0	1	1	1
Total Full-Time Employees	5	5	5	5
Total Part-Time Employees	0	1	1	1

## 2015/2016 HIGHLIGHTS

- Continued to improve information security policies and processes for city departments.
- Installed fiber network connectivity to Fire Stations 2 and 3.
- Installed new phone systems at Police Department and Fire Stations.



## Information Technology

- Maintaining virtual server infrastructure to improve systems reliability and recoverability.
- Continuing to make changes to ensure Police Department's compliance with CJIS security standards.
- Migrated historical data from the Police Department's Spillman RMS to a custom database.
- Continuing to support the Police Department's use of wearable camera technology for patrol officers.
- Selected a vendor for a replacement public website – implementation in progress.
- Selection and implementation of a document management system for city departments. Quote review and vendor selection currently in progress.
- Moved IT offices from the basement of City Hall to the west wing on the first floor, in the space previously occupied by Utilities Customer Service.
- 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. Financials module is currently in production, business licensing is currently in implementation, and payroll is scheduled to go live at the first of the year.
- Coordinated with departments for the move of facilities from 415 W. Alabama St. to the Lorraine Center at 301 E. Iowa Ave. Move included installation of fiber network connectivity to the Iowa Ave. site.
- Completed coordination of public safety communications consolidation to El Paso County.
- Implementing a video advisement system for the Municipal Court. This system allows for video telecommunications between City Hall and the Criminal Justice Center.
- Replaced Internet-facing firewall infrastructure. New firewall provides for improved security and enhanced intrusion detection capabilities.
- Implementing an online information security training program.
- Updated and replaced technology for city departments as needed.

### 2017/2018 GOALS

- Expand two-factor authentication capabilities to all city departments.
- Upgrade data network infrastructure within city facilities.
- Upgrade burglar alarm, access control and surveillance infrastructure at City Hall.
- Construction of an IT training room for use by all city departments at the Lorraine Center.
- Implementation of electronic ticketing for the Police Department.
- Implementation of a new records management system for the Municipal Court.
- Upgrade of mobile data terminals for the Police and Fire Departments.
- Resource upgrades for the city's virtual server infrastructure to accommodate anticipated departmental needs.
- Implementation of domestic cloud-based backup storage for critical applications to ensure more reliable disaster recovery.
- Coordination with Utilities to implement a work order and asset management system.



## Information Technology

- Coordination with Utilities Customer Service to implement a replacement customer information and billing database.
- Update and replace technology for city departments as needed.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits Total	349,784	376,883	418,070	418,070	440,770	449,620
Materials and Supplies Total	141,114	150,910	205,830	205,830	229,730	227,185
Purchased Services Total	191,608	242,364	419,250	419,250	390,400	394,550
Capital Outlay Total	181,041	195,676	260,720	260,720	468,400	217,000
Grand Total	863,547	965,832	1,303,870	1,303,870	1,529,300	1,288,355

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

### ACTIVITY MEASURES

	2014	2015	2016
Total number of users	295	268	269
Total helpdesk work orders	1885	2133	1412 YTD
Total workstations	238	182	188
User/workstation ratio	1.24	1.47	1.43
User/support tech ratio (including IT management)	59.00	53.60	53.90
User/support tech ratio (excluding IT management)	73.75	67.00	67.25
IT expenditures per user	\$2847	\$3457	\$3977

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



## Community Development Department ENGINEERING DIVISION

### DESCRIPTION

The City Engineering Division is on the first floor north wing of City Hall. The Engineering Division was part of the Public Works Department until July 2016 but now reports to the Deputy City Manager. The City Engineering Department was historically staffed with one full-time Director/City Engineer, one full-time Administrative Assistant and one Construction Inspector. The former Construction Inspector retired in 2014, and the Administrative Assistant now serves the entire Community Development Department. The Engineering Department hired two Engineering Technicians/Inspectors in January 2016; one of those new positions was a replacement for the retired inspector. Following are some of the primary responsibilities of the Division:

- 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 Engineering Department including budgetary development and oversight, personnel management, and development of policies and procedures
- Engineering Support Services for All Other City Departments
- 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

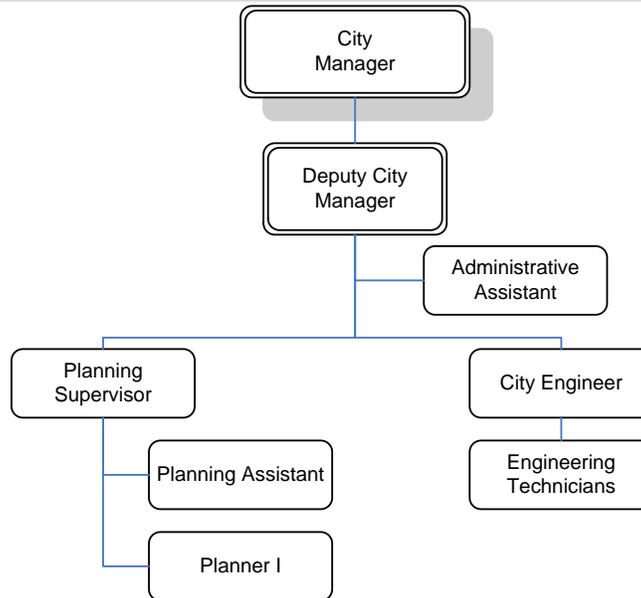
### MISSION STATEMENT

The Engineering Department utilizing available resources and guided by common sense, accountability and compassion strives to plan, design, 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.



## Community Development Department ENGINEERING DIVISION

### ORGANIZATIONAL CHART



Personnel History				
Position	2015	2016	2017	2018
City Engineer	1	1	1	1
Administration Assistant*	1	1	1	1
Engineering Technician/Inspector	.5	2	2	2
<b>Total Full-Time Employees</b>	<b>2.5</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Total Part-Time Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Position supports Engineering and Community Development Department.

### 2015-2016 HIGHLIGHTS

- Secured Railroad, CDOT, and PUC Final Approvals for Duckwood Road Crossing
- Completed West Ohio Avenue/BNSF and Link Road/UPRR Crossing Safety Improvements
- Completed CDBG South Race Street and Country Club Heights Sidewalk ADA Ramp Improvements.
- Secured Right of Way for the relocation of the Illinois Ave. RR Crossing to Indiana Avenue.
- Maintained State Municipal Storm Water (MS4) Permit Program.

### 2017-2018 GOALS

- Continue Implementation of “Moving Fountain Forward” Transportation Sales Tax Projects.
- Begin Multi-Year Phased Construction of Duckwood RR Crossing/ C&S Ext. Improvements.
- Complete South Academy Highlands Venetucci Boulevard Extension to “B” Street



## Community Development Department ENGINEERING DIVISION

- Secure NEPA Review and Complete Relocation of Illinois Ave. RR Crossing to Indiana Avenue.
- Complete the El Paso County CDBG Grant Improvements for Provincial & Comanche Village ADA Ramps.
- Complete the El Paso County CDBG Grant Improvements for Fontaine Boulevard Extension.
- Secure El Paso County CDBG Grant Funding for Additional Sidewalk & ADA Ramp Projects.
- Construct Peaceful Valley Road Jimmy Camp Creek Low Water Crossing Culvert Replacement
- Implement and Maintain New State Municipal (MS4) Storm Water Permit Program.
- Apply for Quiet Zone status through Federal Railroad Authority.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016	2017 BUDGET REQUEST	2018 BUDGET REQUEST
				ESTIMATED TO YEAR END		
Salaries and Benefits	174,451	149,288	294,770	294,770	284,300	290,020
Materials and Supplies	2,491	1,113	3,660	3,660	2,900	3,070
Purchased Services	14,996	4,001	24,850	20,650	16,825	17,200
<b>Total</b>	<b>191,938</b>	<b>154,401</b>	<b>323,280</b>	<b>319,080</b>	<b>304,025</b>	<b>310,290</b>

### ACTIVITY MEASURES

Activity Item	2013	2014	2015	8/2016
Full – Time Employees	2.5	2.5	2.5	4
Part - Time Employees	0	0	0	0
Consultant Contracts	3	3	3	4
Construction Contracts	4	5	4	5
Construction Permits	270	176	149	99
Major Subdivisions Projects	8	12	6	4
Project Not In Warranty	3	9	3	4
Projects In Warranty	4	2	2	3
Projects Final Accepted	1	1	3	1
Plats & Plans Reviewed	16	16	24	26
Agreements Reviewed	8	8	4	5



## Community Development Department PLANNING DIVISION

### DESCRIPTION

The Planning Division within the Community Development 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.

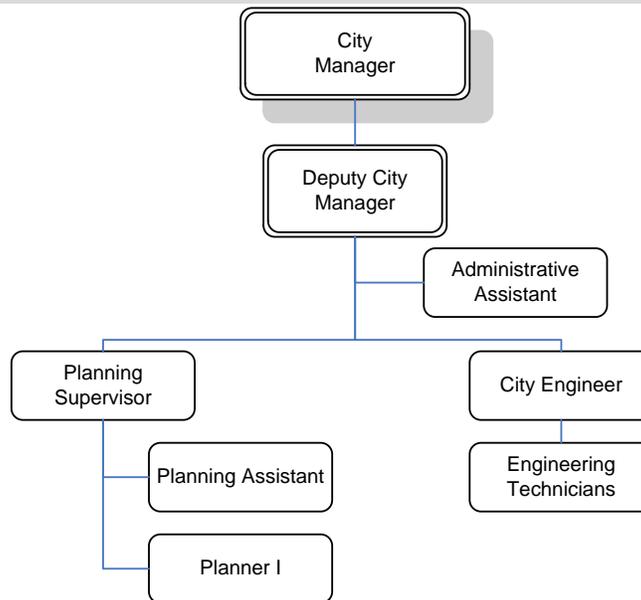
### MISSION STATEMENT

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.



## Community Development Department PLANNING DIVISION

### ORGANIZATIONAL CHART



Personnel History				
Position	2015	2016	2017	2018
Deputy City Manager	1	1	1	1
Planning Supervisor*	0	1	1	1
Planner	1	1	1	1
Planning Assistant	1	1	1	1
Total Full-Time Employees	3	4	4	4

\*Added 1 new planning supervisor position in 2016

### 2015/2016 HIGHLIGHTS

- Effectively reviewed and processed land development applications, which improved the quality of life of residents.
- Added an additional Planner position to keep up with increased activity.
- Created Operating Procedures for the Planning Division related to intake of development plans, pre-application meeting process, reports, referral, permits, etc.
- Created a Training Matrix for new employees.
- Creating a guidelines, policies, and turnaround times matrix to improve customer service expectations.
- Working through a list of areas of improvement that we received from input of the HBA.
- Assisting with the completion of the Front Range Trail Extension Project.
- Continue to review and process additions to South Academy Highlands, a large commercial development.



## Community Development Department PLANNING DIVISION

- Managed a GOCO grant to acquire easements/land for a connector trail from Fountain to the Clear Spring Ranch.
- Managed the review and submittal of land development applications, including inactive applications.
- Director was named to the Regional CDBG Board.
- Worked with citizen groups to research solutions on issues related to the former Appletree Golf Course.
- Analyzed potential areas for amendments to zoning ordinance.
- Updated the electronic map of existing Master Plans and ODP's to include new ODP's.
- Monitored and reevaluated the Planning Division webpage to ease navigation by the public and development community.

### 2017/2018 GOALS

- Continue to effectively review and process land development applications, which improve the quality of life of residents.
- Prepare for and select an outside consultant on a complete Zoning Ordinance update (2018) – last complete update was in 2002.
- Complete the annexation request of the entire PPIR property.
- Work with our customers on how we can improve our turnaround times and any other process areas.
- 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.
- Assist IT on the implementation of a new Planning Division webpage.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	231,487	183,335	216,850	216,850	273,780	244,440
Materials and Supplies	6,413	4,527	6,620	6,620	6,700	6,700
Purchased Services	1,934	6,859	24,540	24,540	21,090	93,140
<b>Total</b>	<b>239,834</b>	<b>194,721</b>	<b>248,010</b>	<b>248,010</b>	<b>301,570</b>	<b>344,280</b>



**Community Development Department  
PLANNING DIVISION**

**ACTIVITY MEASURES**

<b>Number of Applications</b>	<b>2014</b>	<b>2015</b>	<b>2016<sup>2</sup></b>
Current Number of Projects Being Managed <sup>1</sup>	No data	No Data	59
<b>Total New Applications Received<sup>3</sup></b>	<b>No. of Submittals</b>		
Final Plat/Replat	9	7	9
Site Plan/Landscape Plan	8	14	12
Annexations	1	0	1
Conditional Use	3	4	4
Variance	14	18	6
Zoning	4	2	3
Agreements	5	2	3
Development Review Team	30	19	24
Sign Permit	35	34	10
Business License Reviews	371	316	267
Temporary Use Permits	9	14	6
Plot Plans <sup>4</sup> (All)	261	178	119
<b>Number of Applications</b>	<b>Action</b>		
Amendments to Subdivision Regulations	Park Dedication Standards	Irrigation Ditches	
Amendments to Zoning Ordinance		Amendment to Animal Keeping	Amendment to Supplemental Standards to allow the retail sale of fireworks
Comprehensive Plan			
Annexation Plan			
Other:			

Notes:

1. Current number of projects being managed as of August 31, 2016.
2. 2016 figures are those available as of August 2016.
3. Total Applications includes all applications submitted to the Planning Division that are entered into our database, including but not limited to: plats, zoning, annexation, conditional use, variance, appeals, encroachments, mergers, site plans, landscape plans, concept plans, service plans, plat corrections, etc. It does not include smaller projects such as fence height adjustments, zoning compliance letters, sign permits and other similar projects.



## Community Development Department PLANNING DIVISION

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4. 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.



## Transportation Department STREET AND DRAINAGE DIVISION

### DESCRIPTION

The Street and Drainage Division is currently staffed with one full-time Superintendent, one Crew Foreman, four full-time Maintenance Workers, and two regular part-time Maintenance Workers. The Street and 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 and 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 have new developments with new subdivision infrastructure without adequate long-term infrastructure maintenance funding sources. The Street and Drainage Division continues to defer infrastructure maintenance, defer capital expenditures and limit staffing levels in order to balance the budget. During this budget cycle, the City will need to focus on long-term funding and staffing solutions for street pavements that generally have 20-year design life. Our current repair and maintenance line item equals \$45,000 a year. Our yearly resurfacing line item (does not include 10 year TCIP projects) equals \$265,000; these are funding areas that must be addressed to see any improvement in our street conditions.

The Street and Drainage 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 per taxable dollar towards pavement resurfacing (1/5<sup>th</sup> of current annual needs) and \$0.35 per taxable dollar towards some very critical 10-year Transportation Capital Improvement Projects.

The Street and 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.
- Mitigation - Mowing & Weed Control in Street/Drainage Right-of-Way
- Community Special Events including City Cleanup, Thunder in the Valley, Labor Day Parade
- Support Other Departments with labor, materials and equipment

Transit services are handled via contract with the Fountain Valley Senior Center and are budgeted for separately in the Transportation Sales Tax portion of the budget.

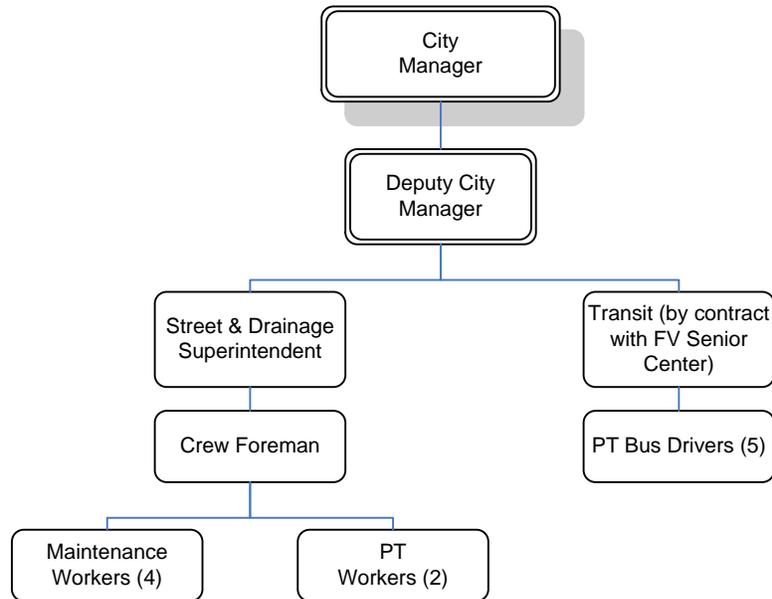


## Transportation Department STREET AND DRAINAGE DIVISION

### MISSION STATEMENT

The Streets Department, utilizing limited available resources, accountability and compassion strives to plan, construct, maintain and support safe, efficient public roadways and infrastructure in order to meet the quality of life demands of our growing diverse community.

### ORGANIZATIONAL CHART



Personnel History				
Position	2015	2016	2017	2018
Superintendent	1	1	1	1
Street & Drainage Crew Leader	1	1	1	1
Street Maintenance Worker II	3	4	4	4
Street Maintenance Worker I	1	0	0	0
<b>Total Full-Time Employees</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Regular Part-Time Street Maintenance Worker I	2	2	2	2
Seasonal Street Maintenance	2	3	3	3
Seasonal Neighborhood Response Specialist	1	0	0	0
<b>Total Part-Time &amp; Seasonal Employees</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

### 2015/2016 HIGHLIGHTS

- Resurfacing completed on portions of: Bandlely Drive – Clover Ditch Bridge to CSU Electric Substation Southern Property Line; South Santa Fe Avenue – Highway 85 Traffic Signal to Fountain Sanitation Treatment Plant Gate; West Ohio Ave. – Highway 85 to 130 Ft. Easterly of BNSF Railroad Crossing



## Transportation Department STREET AND DRAINAGE DIVISION

- Continue Transportation Sales Tax Pavement Resurfacing & Capital Improvement Program.
- Began restriping of all School Crossings.
- Continue 50/50 Sidewalk Program.
- Continue Annual Clean-up.
- Completed traffic calming improvements on Medicine Bow and Fortman.
- Constructed CDBG Sidewalk & ADA Ramp Projects.

### 2017-2018 GOALS

- Complete restriping of all School Crossings.
- Complete a comprehensive plan to address streets in residential neighborhoods.
- Continue 50/50 Sidewalk Program.
- Develop a Clean Up program that will not require shutting streets department down for multiple weeks.
- Develop a funding solution for street maintenance and repair.
- Apply for and Construct CDBG Sidewalk & ADA Ramp Projects.
- Continue Transportation Sales Tax Pavement Resurfacing & Capital Improvement Program.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	667,291	573,596	614,760	614,760	636,560	649,110
Materials and Supplies	268,002	296,051	329,690	334,690	317,190	317,940
Purchased Services	122,498	119,323	154,830	189,030	284,900	157,300
Fixed Charges	34,535	34,599	35,000	35,000	35,000	35,000
Capital Outlay	255,864	204,142	40,000	40,000	466,700	397,350
<b>Total</b>	<b>1,348,189</b>	<b>1,227,711</b>	<b>1,174,280</b>	<b>1,213,480</b>	<b>1,740,350</b>	<b>1,556,700</b>

### ACTIVITY MEASURES

Activity Item	2013	2014	2015	2016
Full – Time Employees	6	6	6	6
Regular Part-Time & Seasonal Employees	2	2	5	5
Total Gravel Road Miles	3.5	3.5	3.5	3.38
Total Paved Road Miles	99.68	100.63	100.63	102.68
New Paved Road Miles	1.39	.89	.89	1.91
Pave Road < 5 Yrs Old	7.81	2.5	2.5	5.3
Paved Road Miles > Satisfactory Condition	83.85	85.07	85.07	88.79
Paved Road Miles in Poor Condition	19.33	15.56	15.56	13.89



**Transportation Department  
STREET AND DRAINAGE DIVISION**

Resurfacing (Sq. Yds)	25036	26,264	35,998	35,998
Seal Coatings (Sq. Yds)	0	0	0	0
Crack Sealing (Tons)	4	4	4	4
50/50 Sidewalk Program # Locations / Sq. Ft.	6/1200	12/1591	6/2431	n/a
Traffic Signals	2	2	2	4
Pedestrian Cross Walks	75	78	78	78
School Crossing Signals	7	8	9	9
Drainage Inlets, Manholes, Culverts & Outfall Structures	1276	1282	1285	1285

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



## City Clerk's Office PARKS & CEMETERY DIVISION

### DESCRIPTION

The Division has one full-time Superintendent, three full-time Maintenance Workers and three 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, Thunder in the Valley, Labor Day and Park Clean-up Days

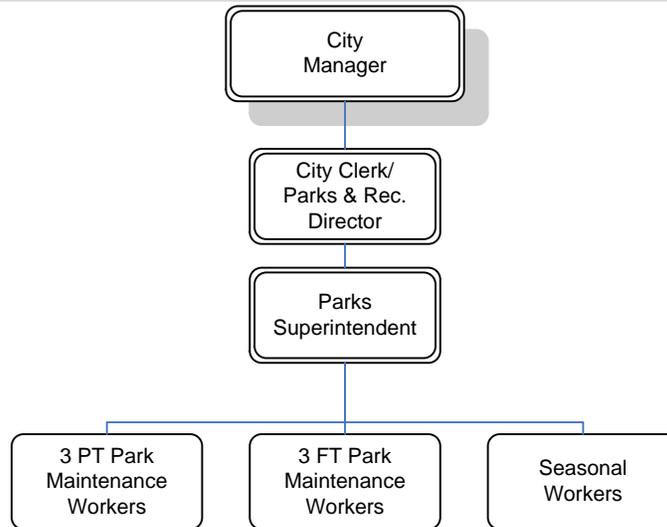
### MISSION STATEMENT

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.



## City Clerk's Office PARKS & CEMETERY DIVISION

### ORGANIZATIONAL CHART



Personnel History				
Position	2015	2016	2017	2018
Parks Superintendent (Full time)	1	1	1	1
Parks Maintenance II (Full-time)	2	3	3	3
Parks Maintenance I (Part-time)	2	3	3	3
Total Full-Time Employees	3	4	4	4
Total Part-time Employees	2	3	3	3

### 2015/16 HIGHLIGHTS

- Maintenance Equipment Purchases (Tractor & Sweeper)
- Arbor Day Celebrations at Fountain Mesa Park
- Heritage Special Improvement Maintenance District Support
- Cleanup Efforts by Volunteer Groups
- Mosquito Control Program
- Installed safety chain at Hibbard Park
- Installed security lighting at Hibbard Park
- Installed Weather Trak Smart Meters at the Cemetery
- Mayor's Plaque at Mayor's Park
- Fence and gate at Metcalfe Park Ball Fields
- Replacing broken picnic tables in all parks
- Upgrades to Lindamood park through volunteers/sponsors
- Pave & stripe ADA parking area in Metcalfe Park
- Move operations to Lorraine
- Metcalfe Dog Park Expansion



## City Clerk's Office PARKS & CEMETERY DIVISION

### 2017/18 GOALS

- Install Weather Trak meters at all parks
- Install shade canopy near splash park
- New Playground Equipment at Fountain Mesa Park
- New Inclusive Equipment at Aga Park
- Pave and stripe Fountain Mesa Park parking area
- Pave and stripe Aga Park
- Replace Fencing at Metcalfe Ball Park
- Riding and Roping Facility Canopy/Awning
- Support Friends of the Fountain Fairview Cemetery in Fundraising Efforts
- Arbor Day Tree Planting Programs
- Heritage Special Improvement Maintenance District Support
- Community Volunteer Clean-up Programs

### BUDGET - PARKS

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	317,174	373,757	387,750	387,750	411,250	419,510
Materials and Supplies	48,031	61,815	67,670	67,670	61,900	63,170
Purchased Services	137,020	248,972	89,900	89,900	92,300	94,180
Fixed Charges	27,541	6,605	26,500	26,500	28,500	29,070
Capital Outlay	116,471	-	212,000	212,000	320,000	90,000
Total	646,237	691,149	783,820	783,820	913,950	695,930

### BUDGET - CEMETERY

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Purchased Services	40,570	22,802	37,500	37,500	40,000	40,800
Total	40,570	22,802	37,500	37,500	40,000	40,800

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



## City Clerk's Office PARKS & CEMETERY DIVISION

### 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
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.



## City Clerk's Office RECREATION DIVISION

### DESCRIPTION

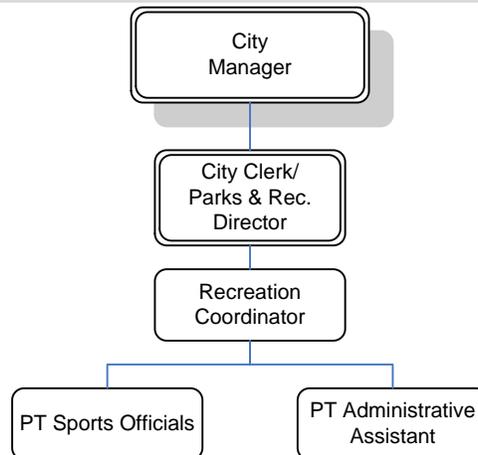
Recreation is a Division within the Department of the City Clerk that was created in 2014 to address a deficiency of recreation programs within the community. The Division has one full-time Recreation Coordinator and one part-time Administrative position. The Recreation Division performs the following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

- Planning, organizing and implementing youth and adult recreation programs that meet the community's needs.

### 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>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Recreation Coordinator (part-time)	1	0	0	0
Recreation Coordinator (full-time)	0	1	1	1
Recreation Administrative (part-time)	0	1	1	1
Sports Officials (part-time)	3	8	8	9
Total Full-Time Employees	0	1	1	1
Total Part-Time Employees	4	9	9	10

### 2015/2016 HIGHLIGHTS

- Hired a part-time Admin Assistant
- Planning future recreation programs
- Negotiated with School District 8 to waive rental fees
- Substantially increased number of participants
- Implemented a scholarship program



## City Clerk's Office RECREATION DIVISION

### 2017/2018 GOALS

- Grow a City recreation program that is diverse, high-quality, and family-oriented to enhance the enjoyment and well-being of our community
- Continue to add sports programs for adults
- Work with stakeholders to acquire a recreational facility

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	16,963	74,948	194,474	194,474	188,500	192,300
Materials and Supplies	4,761	28,982	41,550	41,550	37,550	38,310
Purchased Services	2,604	7,200	8,275	11,775	6,275	6,410
<b>Total</b>	<b>24,328</b>	<b>111,130</b>	<b>244,299</b>	<b>247,799</b>	<b>232,325</b>	<b>237,020</b>

\*Includes salary for Recreation Coordinator, officials and scorekeepers

### ACTIVITY MEASURES

Activity Item	2015	2016
Number of recreation program participants	1355	1259 YTD
Number of recreation programs offered	7	8
Recreation program revenue	0	Unknown



# Police Department OVERVIEW

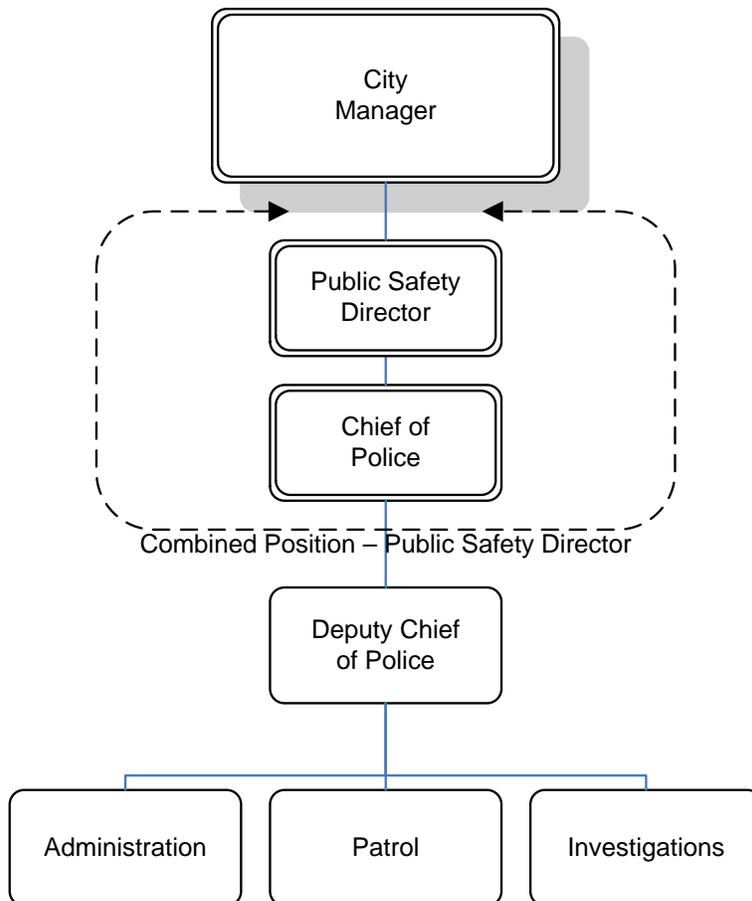
## DESCRIPTION

The Police Department (PD) 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 and narcotic enforcement, warrant execution, fugitive apprehension, municipal bailiff, and traffic enforcement. PD supports community partnerships in support of crime prevention, Neighborhood Watch, Business Watch, DARE, and School Resource Officers. PD supports public safety by providing traffic direction and 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





## Police Department OVERVIEW

Personnel History				
<u>Position</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Chief of Police	1	1	1	1
Deputy Chief of Police	1	1	1	1
Crime Analyst	0	1	1	1
Evidence Tech	1	1	1	1
Lieutenant	2	2	3	3
Police Administrator	1	1	1	1
Police Services Administrator	1	1	1	1
Police Officers (FTE)	42	45	44	44
Dare Officer	1	1	1	1
Police Officers (Part time)	2	2	2	2
Record Technicians	1	2	2	2
Police Service Representative (Front Lobby)	1	1	1	1
Training Manager	1	1	1	1
Training Coordinator (Part time)	0	1	1	1
Total Full-Time Employees	53	58	58	58
Total Part-Time Employees	2	3	3	3

### 2015/2016 HIGHLIGHTS

- Implemented a body worn camera program
- Implemented sworn physical fitness standards
- Added EPSO to the Regional Records Management System
- Host agency supporting the Central Mountain Training Foundation
- Equipped first responders with enhanced armor for active shooter threats

### 2017/2018 GOALS

- Collaborate with other agencies to support regionalization
- Implement a Regional Evidence Facility
- Submit outdated inventory to Investment Recovery for greater return on investment
- Strengthen Neighborhood & Business Watch Programs
- Update firearms



## Police Department OVERVIEW

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	4,230,340	4,550,402	5,270,390	5,270,390	5,918,420	6,035,240
Materials and Supplies	267,301	302,113	318,760	342,180	363,970	318,120
Purchased Services	321,558	335,185	336,390	400,410	362,560	367,660
Fixed Charges	81,467	77,174	72,100	72,100	74,850	75,600
Capital Outlay	550,522	13,000	275,000	275,000	440,000	-
<b>Total</b>	<b>5,451,189</b>	<b>5,277,873</b>	<b>6,272,640</b>	<b>6,360,080</b>	<b>7,159,800</b>	<b>6,796,620</b>

### ACTIVITY MEASURES

	2014	2015	6/2016
Calls for Service (CAD Incidents)	42938	40672	22652
Uniform Crimes Reported	3702	3804	2106
Sworn Officers	41	46	50
Civilian Personnel	5	7	8



# Police Department ADMINISTRATION

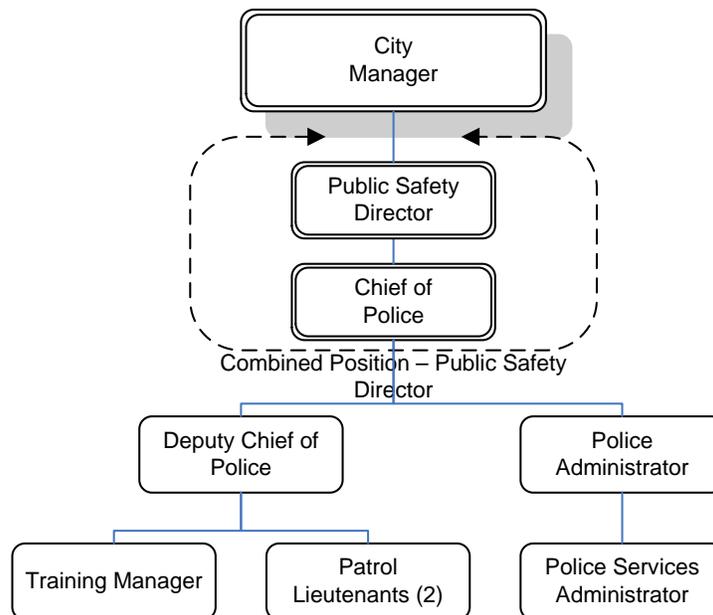
## DESCRIPTION

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



## 2015/2016 HIGHLIGHTS

- Increased personnel with the South Academy Highlands Opening
- Implemented sworn physical fitness standards
- Implemented a crime analyst
- Increased School Resource Officer Staffing
- Represented FPD at funerals for the slain Dallas PD Officers
- Consolidation of 911 Emergency Communications with El Paso County Sheriff's office



## Police Department ADMINISTRATION

### 2017/2018 GOALS

- Continue sworn physical fitness standards
- Demonstrate positive community relationships with diverse groups within our community
- Seek additional regionalization of functions to improve efficiencies
- Position agency for additional growth, creating officer career enhancement opportunities
- Analyze law enforcement capabilities and functions to provide effective delivery of police services
- Support regional training programs such as COTIPS & CMTF
- Purchase a command vehicle
- Have one member attend the National FBI Academy

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	673,849	926,518	947,040	947,040	1,191,310	1,214,710
Materials and Supplies	28,168	52,740	32,890	30,890	28,970	29,310
Purchased Services	227,761	227,430	247,860	249,760	238,760	243,560
Fixed Charges	36,660	32,928	27,250	27,250	30,000	30,600
Capital Outlay	18,100	-	-	-	-	-
<b>Total</b>	<b>984,537</b>	<b>1,239,616</b>	<b>1,255,040</b>	<b>1,254,940</b>	<b>1,489,040</b>	<b>1,518,180</b>

### ACTIVITY MEASURES

	2014	2015	06/30/2016
Cases	3702	3804	2106
Cases Cleared	1989	1571	870
Clearance rate %	54%	41%	41%
Seizures / Forfeitures	0	0	0



# Police Department PATROL

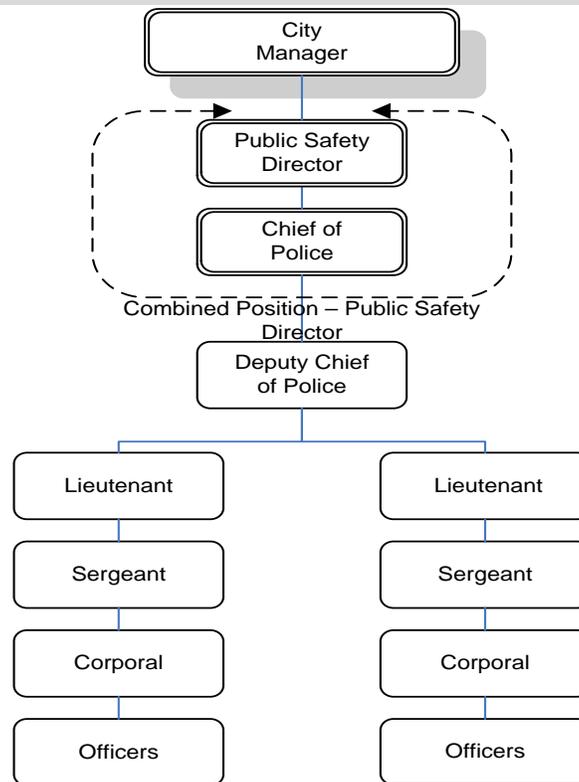
## DESCRIPTION

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



## 2015/2016 HIGHLIGHTS

- Provided Mutual Aid to Salida PD, Cripple Creek PD, EPSO, CSPD, & State Patrol
- Acquired new traffic enforcement vehicles – Can-Am Spyders
- Acquired new patrol vehicles
- Implemented new schedule reducing overtime accruals
- Reallocated an officer to support EPSO Crime Reduction Unit
- Reallocated a sergeant to support ATF
- Supported the Labor Day Parade
- Hosted a regional active shooter training



## Police Department PATROL

### 2017/2018 GOALS

- Improve the quality of investigations
- Improve the quality of reports
- Implement CopLogic web based case reporting
- Implement electronic ticketing

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	3,138,307	3,213,385	3,843,060	3,843,060	4,247,550	4,331,340
Materials and Supplies	227,745	238,898	272,850	296,670	319,500	273,000
Purchased Services	87,425	94,787	77,920	140,580	110,000	110,000
Fixed Charges	37,716	37,241	37,750	37,750	37,750	37,750
Capital Outlay	532,422	13,000	275,000	275,000	440,000	-
<b>Total</b>	<b>4,023,614</b>	<b>3,597,312</b>	<b>4,506,580</b>	<b>4,593,060</b>	<b>5,154,800</b>	<b>4,752,090</b>

### ACTIVITY MEASURES

	2014	2015	6/2016
Calls for Service	42938	40672	22652
Calls per Officer	1160	968	492
Criminal Offenses	3702	3804	2106
Traffic Contacts	7013	5984	3070
Traffic Accidents	540	552	250
Traffic Citations	2530	2541	1404



# Police Department INVESTIGATIONS

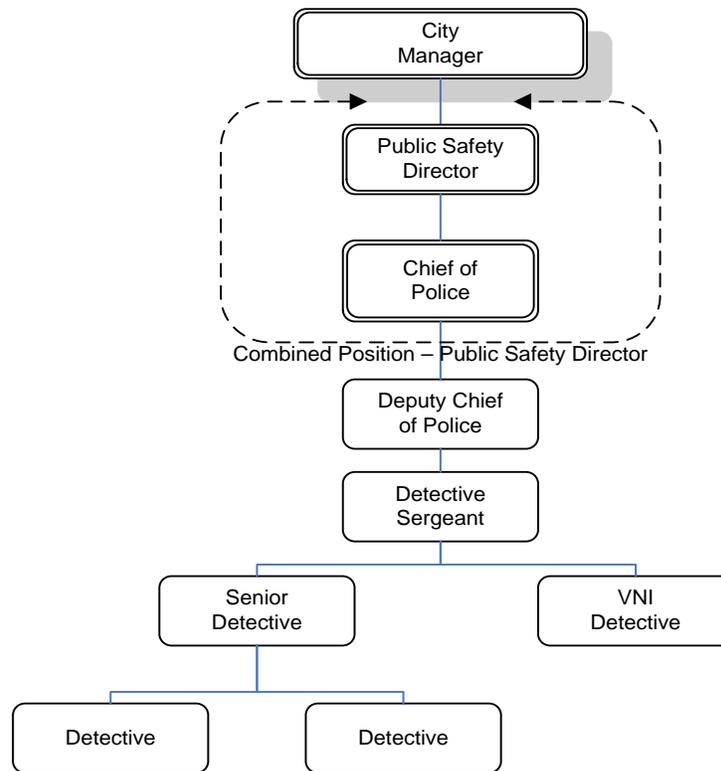
## DESCRIPTION

The Investigations Division is responsible for conducting investigations of major crimes, deaths, and other complex or long term investigations. A sergeant & detective are assigned to the El Paso-Teller Metro Vice, Narcotics, Intelligence Task Force. VNI is made up of detectives from the various law enforcement agencies within the two county regions.

## MISSION STATEMENT

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

## ORGANIZATIONAL CHART



## 2015 /2016 HIGHLIGHTS

- Successful investigation and arrest of two homicide suspects regarding victim Larissa Schiess.
- Successful investigation and arrest of homicide suspect regarding four month old baby. Arrested within 2 days of the crime and charged with 1<sup>st</sup> degree murder.
- Entire unit investigated 45+ CTA's in a two month period, resulting in at least four arrests.
- Countless man hours spent on numerous Sexual Assault investigations. All eight arrests involving child victims.



## Police Department INVESTIGATIONS

### 2017/2018 GOALS

- Continue to develop the new relationship with Patrol by moving the Investigations Unit downstairs, to better effectively communicate cases with each other.
- Enhance our involvement and participation with the DFIT and ADFIT teams in Colorado Springs and EPSO.
- Strengthen the collaborative efforts between Investigations and CID Ft. Carson on cases involving military personnel.
- Strengthen community relationships by requiring Detectives to update victim's weekly on the case progress.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	418,185	410,498	480,290	480,290	479,560	489,190
Materials and Supplies	11,389	10,474	13,020	14,620	15,500	15,810
Purchased Services	5,572	12,968	10,610	10,070	13,800	14,100
Fixed Charges	7,092	7,004	7,100	7,100	7,100	7,250
<b>Total</b>	<b>442,238</b>	<b>440,945</b>	<b>511,020</b>	<b>512,080</b>	<b>515,960</b>	<b>526,350</b>

### ACTIVITY MEASURES

	2014	2015	6/2016
Cases Assigned	102	187	79
Arrests	21	18	12
Unfounded	7	3	8
Cleared Exceptional	10	3	1
Transferred to other agency	8	3	1
Avg. # Registered Sex Offenders	70	70	71



# Fire Department OVERVIEW

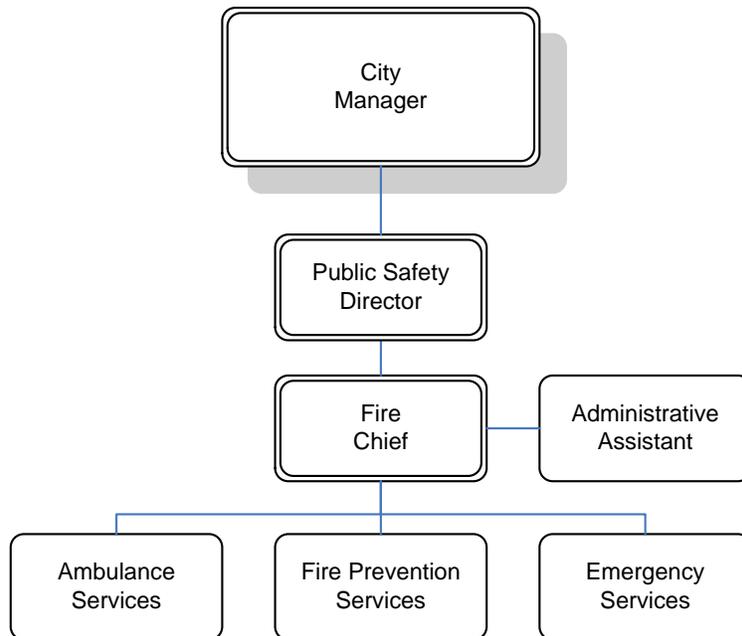
## DESCRIPTION

The City of Fountain Fire Department (FD) covers a city of 25 square miles with a population of 29,500 citizens. The FD also covers 19 miles of Interstate 25 from mile post 135, Academy Boulevard exit south to the Pueblo County line, mile post 116. The FD has 24 full time and 18 part time career Fire Fighters and 30 Volunteer Fire Fighters and support staff, who work out of three fire stations. The FD 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





## Fire Department OVERVIEW

Personnel History				
<u>Position</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b>Fire Administration</b>				
Fire Chief	1	1	1	1
Battalion Chief	0	1	1	1
Administrative Assistant	1	1	1	1
Total Full-Time Employees	2	3	3	3
<b>Emergency Services</b>				
EMS Captain	1	1	1	1
Fire Captain	3	3	3	3
EMS Lieutenant	1	0	0	0
Fire Lieutenant	0	1	1	1
Training Lieutenant	0	1	1	1
Paramedic/Firefighter	4	3	6	6
Firefighter	8	7	7	7
Part-Time Firefighter	3	3	3	3
Per Diem Firefighter	3	3	3	3
Total Full-Time Employees	17	16	19	19
Total Part-Time Employees	6	6	6	6
<b>Prevention Services</b>				
Firefighter	1	1	1	1
Total Full-Time Employees	1	1	1	1
Total Department Employees (FT)	20	20	23	23
Total Department Employees (PT)	6	6	6	6

\*Moved EMS LT into Ambulance in 2016

### 2015/16 HIGHLIGHTS

*Shown in Division Program Budgets*

### 2017/18 GOALS

*Shown in Division Program Budgets*



## Fire Department OVERVIEW

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	1,903,797	1,935,534	2,142,390	2,147,390	2,482,110	2,531,390
Materials and Supplies	174,425	128,234	191,870	180,320	184,340	188,060
Purchased Services	143,917	167,839	146,170	146,170	169,890	173,350
Fixed Charges	40,920	43,310	41,000	41,000	41,000	41,820
Grant Related Expenses	-	32,862	10,000	10,000	10,000	10,200
Capital Outlay	-	21,842	563,750	63,750	527,000	94,000
Total	2,263,059	2,329,621	3,095,180	2,588,630	3,414,340	3,038,820

### ACTIVITY MEASURES

*Shown in Division Program Budgets*



# Fire Department ADMINISTRATION

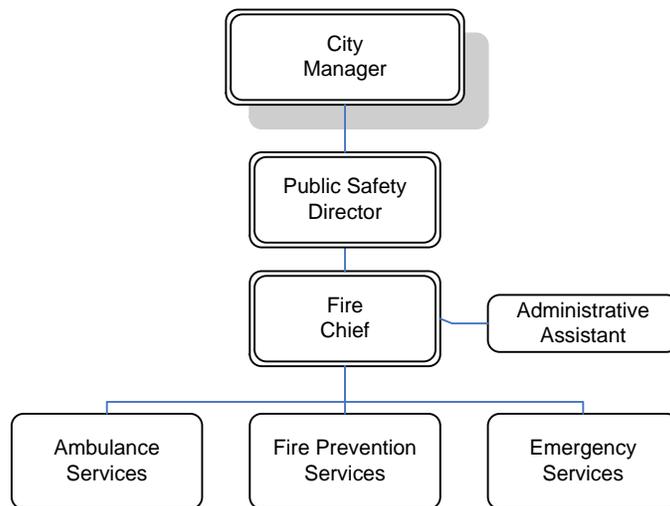
## DESCRIPTION

The Fire Department is administered by the Fire Chief, with administrative support provided through an Administrative Assistant. A Battalion Chief Contract position was added in 2016 to assist with the operations management of the department. 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



## 2015/2016 HIGHLIGHTS

- Added a contract Battalion Chief Position to assist with operations management.
- Created Per Diem firefighting positions to assist with staffing when FTE's are off work.
- Created helicopter landed zones throughout the city to assist with quicker helicopter landings for critical patients.
- Received a grant of \$27,000 to purchase firefighting personal protective equipment.
- Consolidation into Public Safety Department with Police.

## 2017/2018 GOALS

- Secure 2016/2017 Federal firefighters grant.
- Increase volunteer firefighters by 20.



## Fire Department ADMINISTRATION

- Secure fire station alerting system.
- Complete new east side fire station, in combination with Water Utility Facility.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016	2017 BUDGET REQUEST	2018 BUDGET REQUEST
				ESTIMATED TO YEAR END		
Salaries and Benefits	196,978	198,550	288,120	288,120	297,230	303,220
Materials and Supplies	4,750	5,754	10,760	10,760	13,760	14,040
Purchased Services	113,243	132,208	115,430	115,430	137,750	140,540
Fixed Charges	40,920	43,310	41,000	41,000	41,000	41,820
Total	355,891	379,821	455,310	455,310	489,740	499,620

### ACTIVITY MEASURES

	2013	2015	6/2016
Career fire staffing – On duty daily	Fountain: 7 FTE Nat. stdrd: 18	Fountain: FTE = 7 PTE = 2 Nat. stdrd: 18	Fountain: FTE=7 PTE = 2 Nat. stdrd: 18
Volunteer firefighter working hours. Annual financial savings	\$652,040	\$879,060	\$227,000
Operating expenditures	\$148,188	\$	\$
Capital expenditures	\$	\$1,674,109	\$0



# Fire Department EMERGENCY SERVICES

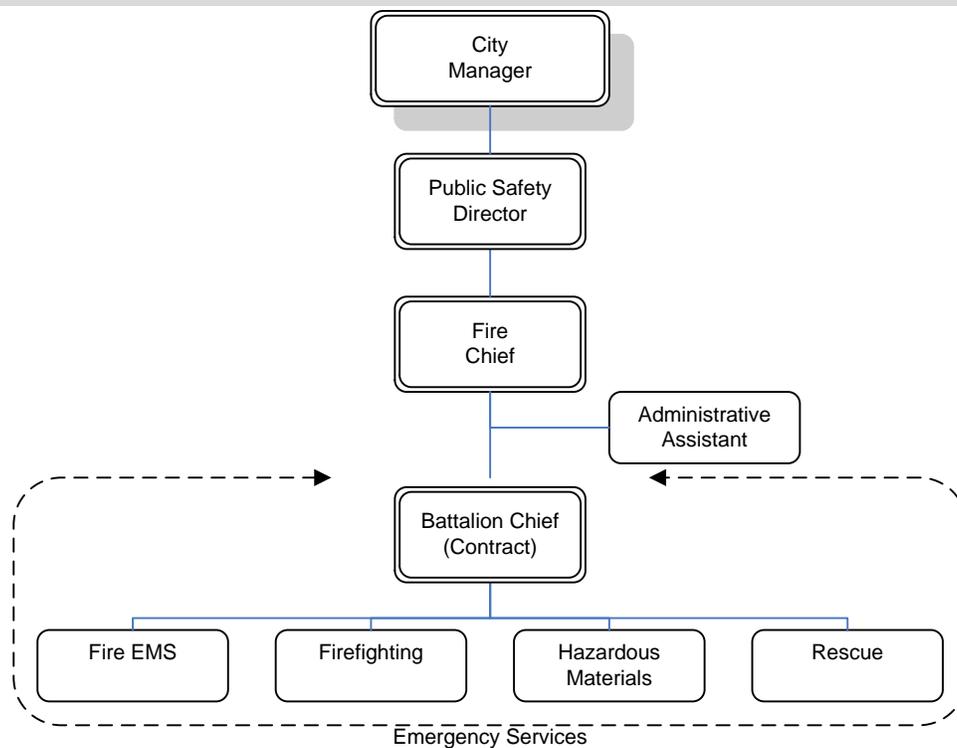
## DESCRIPTION

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



## 2015/2016 HIGHLIGHTS

- Ordered a new fire engine.
- Increased volunteer firefighters by 20.
- Increased staffing with the addition of six PTE's and six Per Diem employees.

## 2017/2018 GOALS

- Take delivery of a new fire engine.
- Order a second new fire engine.
- Hire 3 FTE's.



## Fire Department EMERGENCY SERVICES

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016	2017 BUDGET REQUEST	2018 BUDGET REQUEST
				ESTIMATED TO YEAR END		
Salaries and Benefits	1,639,599	1,666,136	1,762,570	1,767,570	2,087,360	2,128,660
Materials and Supplies	166,254	120,088	175,710	163,660	165,880	169,210
Purchased Services	30,524	35,631	29,340	29,340	31,540	32,190
Grant Related Expenses	-	32,862	10,000	10,000	10,000	10,200
Capital Outlay	-	21,842	563,750	63,750	527,000	94,000
Total	1,836,376	1,876,560	2,541,370	2,034,320	2,821,780	2,434,260

### ACTIVITY MEASURES

	2014	2015	6/2016
Alarms - Total calls for service	3,747	3,989	2,096
Land area protected. In square miles	21 + 12 miles of l-25	24 + 19 miles of l-25	24 + 19 miles of l-25
Wildland fires.	22	29	17
Area burned, in city limits, by acres	9	5	3
Arson fires	39	19	7
# of calls arrived at in under 5 minutes	1,028	1,127	402
# of calls arrived at in over 5 minutes	1,435	1,862	852
Average response time - FIRE	6 min 29 sec	6 min 30 sec	6 min 30 sec
Average response time - EMS	5 min 4 sec	5 min 14 sec	5 min 24 sec
Property threat -Total value of property threatened by fire	\$18,438,548	\$19,744,207	\$
Property lost- Total value of property burned	\$792,143	\$897,229	\$
Property saved -Total value of property saved	\$17,646,405	\$18,846,978	\$
False alarms	206	222	3
Total calls/1,000 pop.	139	135	71
Total Emergency Services FT Staff	18	18	18
Calls/Full Time Equivalent	208	221	116



# Fire Department PREVENTION SERVICES

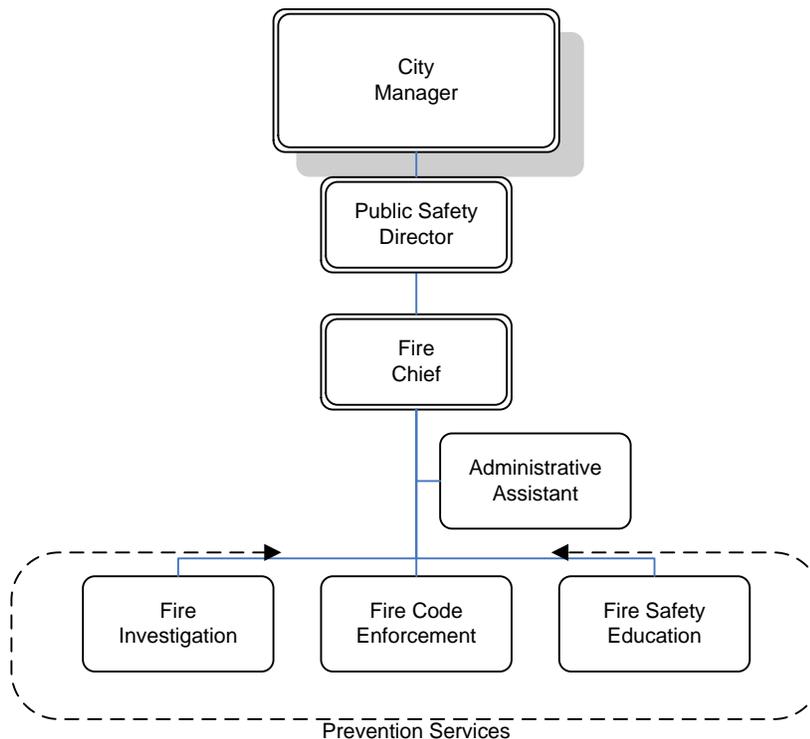
## DESCRIPTION

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



## 2015/2016 HIGHLIGHTS

- Completed on-line business fire inspection program.
- Completed the basic training for two firefighters for fire investigations.
- Fire Inspector attended week long course, by the NFA, for plan review.



## Fire Department PREVENTION SERVICES

### 2017/2018 GOALS

- Have 80% of businesses compliant of the on-line fire inspection program.
- 100% of businesses inputted into the fire inspection program.
- Work with Stratmoor Hills and Security FD's to have same fire code.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016	2017 BUDGET REQUEST	2018 BUDGET REQUEST
				ESTIMATED TO YEAR END		
Salaries and Benefits	67,221	70,848	91,700	91,700	97,520	99,510
Materials and Supplies	3,421	2,392	5,400	5,900	4,700	4,810
Purchased Services	150	-	1,400	1,400	600	620
Total	70,792	73,240	98,500	99,000	102,820	104,940

### ACTIVITY MEASURES

	2013	2014	6/2015
# of children that received fire prevention education	6,245	6,327	827
# of adults that received fire prevention education	2,890	2,396	452
# of completed fire inspections	490	531	156
# of fire investigations	219	132	29
# of plan reviews completed	61	103	52



# Office of Emergency & Risk Management

## OEM/RISK MANAGEMENT

### DESCRIPTION

On August 8, 2016, the Fountain Communication Center consolidated with the El Paso County Sheriff’s Office to turn over dispatching police, medical, and fire and answering all 911 and routine calls for service to the Sheriff’s Office. With the consolidation, the Office of Emergency & Risk Management was created to oversee the role of contract manager and liaison for 911 services, in addition to overseeing Emergency Operations, Risk Management, Radio Manager for Public Works, and Neighborhood Services for the City of Fountain.

The Emergency Management role entails planning, organizing, and directing the activities of the City response to disasters and emergencies. The Department assists in planning, formulating, updating, and maintaining the City of Fountain Emergency Plan and coordinates and manages emergency operations of the City of Fountain during an emergency. The Department is also responsible for performance of a variety of activities in the areas of mitigation, safety, training, and planning.

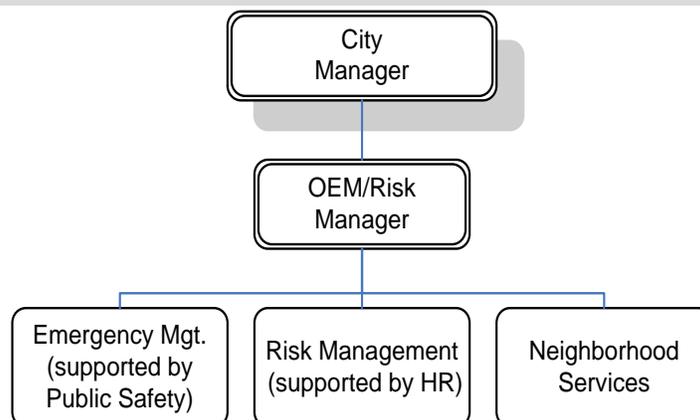
From a risk management perspective, the Department is responsible for identifying, evaluating, and analyzing risks to the City of Fountain. The Department will also formulate, implement, administer, and evaluate risk management strategies to efficiently and cost-effectively manage those risks. Other responsibilities include educating, advising, and counseling staff and employees to reduce risks.

Neighborhood Services is identified separately in the budget document.

### MISSION STATEMENT

To provide for the health, safety, and general welfare of the public by: ensuring effective 911 services of high quality; providing a comprehensive and integrated emergency management system to protect lives, property, and the environment; and to mitigate risks to the City through a comprehensive risk management strategy to protect the physical and financial well-being of the City organization.

### ORGANIZATIONAL CHART





## Office of Emergency & Risk Management OEM/RISK MANAGEMENT

Personnel History				
Position	2015	2016	2017	2018
OEM/Risk Management Manager*	1	1	1	1
Communications Supervisor	2	2	0	0
Communications Officers	11	7	0	0
<b>Total Full-Time Employees</b>	<b>14</b>	<b>10</b>	<b>1</b>	<b>1</b>

\*Communications Manager changed to OEM/Risk Management Manager in 2016

### 2015/16 HIGHLIGHTS

Consolidation was an on-going project during past two years. Working through technical issues, policy differences, employee placement, benefits, and training were just a few of the projects that were completed during 2016.

### 2017/2018 GOALS

- Continue ongoing OEM training & establish Risk Management training plan.
- Ensure all required staff have applicable ICS certifications and City is FEMA compliant.
- Risk Management: Develop Safety Committee and loss control programs.
- Continue addressing mitigation projects.
- Develop and implement safety drills
- Select core and recovery teams for OEM.
- New radio disbursement and training for field employees
- Explore online CIRSA training for employees.
- Complete safety policy and guidelines and responsibilities for Staff, Managers and employees.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO	2017 BUDGET REQUEST	2018 BUDGET REQUEST
				YEAR END		
Salaries and Benefits	853,578	785,961	923,370	548,045	51,040	51,850
Materials and Supplies	1,274	1,594	2,000	2,000	1,000	1,000
Purchased Services	13,528	12,396	22,075	227,800	519,000	519,000
Fixed Charges	-	-	-	-	-	-
Capital Outlay	-	-	-	22,000	-	-
<b>Total</b>	<b>868,379</b>	<b>799,951</b>	<b>947,445</b>	<b>799,845</b>	<b>571,040</b>	<b>571,850</b>



## Office of Emergency & Risk Management OEM/RISK MANAGEMENT

### ACTIVITY MEASURES

As a new department, there is no data to show relative to Activity Measures, however, following are measures that will be tracked and reported on for the following budget cycle:

- # of OEM and Risk training sessions provided.
- # of employees trained through sessions.
- Annual CIRSA score.



## Office of Emergency & Risk Management NEIGHBORHOOD SERVICES

### DESCRIPTION

The Neighborhood Services Department is located in City Hall. The Department 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 Compliance Officers are highly involved 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 Neighborhood Services 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	2015	2016	2017	2018
Supervisor	1	1	1	1
Full-Time Compliance Officer	1	1	1	1
Part-Time Compliance Officer (Share 29 hours/wk)	-	2	2	2
Total Full-Time Employees	2	2	2	2
Total Part-Time Employees	0	2	2	2



## Office of Emergency & Risk Management NEIGHBORHOOD SERVICES

### 2015 - 2016 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.
- Continued operation of the Recycling Center providing a free material drop-off facility open to the public.
- Assisted Planning Department with zoning enforcement.
- Assisted Economic Development on Blight Committee and new ordinance revision proposals.

### 2017/2018 GOALS

- Establish routine neighborhood patrols with increase in outreach, education, and citizen interaction.
- Respond to citizen’s concerns/calls for service 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, Welte Education Center Service Day, and Eagleside Elementary Community Service Day.
- Continue existing community outreach programs which include Child Car-Seat Checks, Community Service Projects, and the Fountain Recycling Center.
- Manage Court-Ordered Community Service Program.
- 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 2018 for a community beautification service program.
- Implement Volunteer Initiative Program.

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits Total	117,674	115,222	123,220	123,220	176,480	180,040
Materials and Supplies Total	6,822	7,879	8,700	8,700	7,350	7,520
Purchased Services Total	131,326	130,759	167,740	169,790	206,450	210,600
<b>Total</b>	<b>255,822</b>	<b>253,860</b>	<b>299,660</b>	<b>301,710</b>	<b>390,280</b>	<b>398,160</b>



**Office of Emergency & Risk Management  
NEIGHBORHOOD SERVICES**

**ACTIVITY MEASURES**

	2012	2013	2014	2015	2016 (through 8/1/16)
Calls For Service	550	278	671	551	312
Vehicles Towed	1	3	2	2	4
Court Cases	4	10	8	14	8
Property Abatements/Liens	53	34	28	48	22
Population Served (estimated)	26,885	27,265	28,108	29,112	29,254
Number of Calls For Service per 1,000 population	20.5	10.2	23.9	19	10.7



## FACILITY MAINTENANCE

### DESCRIPTION

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

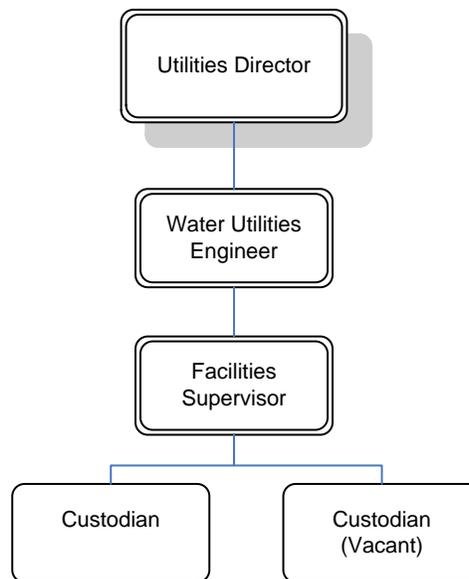
- Building Remodeling & Repairs
- Custodial Services Contract
- HVAC Service Contract

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				
<u>Position</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Facility Maintenance Coordinator	1	1	1	1
Custodian	1	1	1	1
<b>Total Full-Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



## FACILITY MAINTENANCE

### 2015/16 HIGHLIGHTS

- Energy audit with Black Hills Energy
- Replaced 3 overhead doors, insulated three buildings and replaced one AC / heating unit.
- Took possession of 301 E. Iowa. Remodeled interior and added exterior buildings.

### 2017/18 GOALS

- Replace RTU at 116 S. Main
- Repair roof tops at 301 East Iowa, 221 N. Santa Fe Ave and 116 S. Main.
- Replace boiler unit at 301 East Iowa
- New asphalt at 301 East Iowa

### BUDGET- FACILITIES

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	99,380	114,959	134,650	134,650	199,370	203,400
Materials and Supplies	128,070	139,685	131,990	131,990	137,300	140,050
Purchased Services	10,202	8,997	11,100	11,100	11,200	11,440
Capital Outlay	-	-	1,009,600	1,009,600	-	-
<b>Total</b>	<b>237,651</b>	<b>263,640</b>	<b>1,287,340</b>	<b>1,287,340</b>	<b>347,870</b>	<b>354,890</b>

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

### ACTIVITY MEASURES

Activity Item	2015	2016	2017	2018
Full – Time Employees	2	2	1	1
Part - Time Employees	0	0	0	0
Service Contracts	1	2	3	3
Square Feet Maintained	--	--	--	--
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 community events, and partnership funding for such programs as Fountain Community Services through Peak Vista are included within this portion of the budget.

### 2015/16 Highlights

- Community Promotions - \$4,430
- Support Fountain Community Services through payments to Peak Vista - \$51,870

### 2017/18 GOALS

- Community Promotions - \$4,430
- Support Lorraine Community Services through payments to Peak Vista - \$51,870

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Purchased Services	27,561	79,873	56,300	54,400	54,600	54,800
Total	27,561	79,873	56,300	54,400	54,600	54,800



# 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 perform geographic analysis to visualize and interpret patterns and relationships in our data layers.

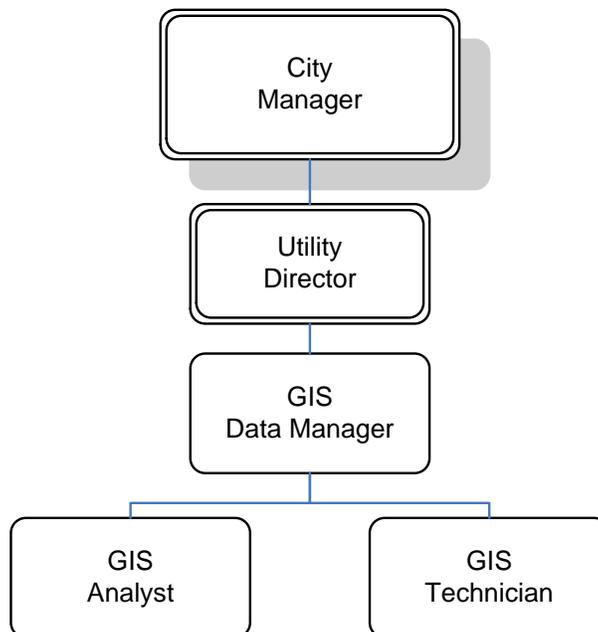
The GIS department uses software that combines geographic information, graphic interfaces and database management applications in desktop, server, mobile and web environments. The department manages asset information for the general city (streets, addresses, topography, parks, etc.), water (water mains, 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 AND VISION STATEMENTS

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

## ORGANIZATIONAL CHART





# GIS

<b>Personnel History</b> <i>(Provided by Human Resource Department)</i>				
<b>Position</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
GIS Manager	1	1	1	1
GIS Analyst	1	1	1	1
GIS Technician	1	1	1	1
Total Full-Time Employees	3	3	3	3
Total Seasonal Employees	0	0	0	0

## 2015/2016 HIGHLIGHTS

### Department Organization:

- Reorganized the GIS department to include a manager, one analyst and one technician. This reorganization eliminated one position and I think we have become more streamlined and efficient.
  - Promoted our GIS technician (David Woolley) to an Analyst
  - Hired and trained a GIS technician (Nicole Burns [Bradbury])
- Completed 448 formal map requests

### Primary Departments:

- Water (daily or general operation maps are not included in this count)
- Electric (daily or general operation maps are not included in this count)
- Economic Development
- Fire
- Police
- Planning
- City Clerk
- IT/GIS background
- We moved GIS data to virtual server and upgraded to ESRI ArcGIS 10.2.2, ArcFM 10.2.2, MS Server 2012 and MS SQL Server 2012.
- We started to utilize ArcGIS Online to use mobile web maps (outside of the IT firewall) in the water and fire departments. Users can sign into two different maps on their apple or android phone in the field.
- Assisted IT with program installations, software contract maintenance and communication.
- Created a development / testing environment. This includes setting up a testing server/desktop for GIS. We test: MS (Microsoft) updates, MS SQL server updates, and GIS updates prior to deploying them on the production database.
- Started to 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

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- Electric
  - Eliminated accumulated backlog of updates and edits, set up systems for ongoing corrections and future construction.
  - Worked with the Electric Designer to get the CAD map and the GIS map in a much better agreement.
  - We have started to get the ArcFM modelling software functioning correctly and are working through the circuits to ensure connectivity and accuracy.
  - We eliminated duplicate feature classes (example: risers in miscellaneous features and as their own feature class)
  - We worked on the Osmose Pole Inspection project. This included data exchange & QC with Osmose staff over several months to provide data, identify & correct significant issues in returned product.
- Water
  - We utilized ESRI ArcGIS online to create mobile maps for the department to access out in the field
  - We worked with Fire to create online mobile hydrant maps for inspections (Fire will start in '16)
- City
  - Police
    - Assisted with designating new district areas
    - Assisted with bad vehicle wreck data collection
  - Fire
    - Assisted with designating new district areas
    - Created ArcGIS online maps for hydrant inspections
    - Provided classes for Fire to learn how to use the app and map for fire hydrants
  - Planning
    - Updated Zoning, annexation and planning files for planning
    - City Clerk
    - Provided maps and addresses (normally same day) for alcohol permits
- Fountain Creek Groups
  - Fountain Creek Citizens Advisory Group
  - Represented Fountain at the Fountain Creek Citizens Advisory Group and the Fountain Creek CAG Outreach group
  - Volunteer at a 'Scoop the Poo' and 'Creek Week' events
  - Assisted in the organization of the 2015 Creek Week event
    - Over 1,500 people in 55 groups collect nearly 19,000 pounds (9.5 tons) of litter/debris from the Fountain Creek watershed
- Transit Loss
  - Assisted with proposal discussions regarding upgrades to the transit loss model (coding and model equations)
- Asset Management
  - Organized a team and helped write a RFP and requirements for the project.



# GIS

- Regional
  - Continued our involvement with the PPGA imagery project. Aerial imagery will be flown in 2016.

## 2017-2018 GOALS

- Integration of GIS (electric data) and other systems (MDM and SCADA) via an OMS (outage management system).
- 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.
- 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	3,038
Switch Bank	401
Fuse Bank	353
Surface Structure	351
Service Location	15,398
Service Point (meter or meter bank location)	11,314
Capacitor Bank	15
Dynamic Protective Device	57
Miscellaneous Features	839
Transformer Bank	2,217
Pole	6,080
Substation	2
Conduit System	2
Transmission Line	21
Primary OH Conductors	2,610
Primary UG Conductors	3,082
Secondary OH Conductors	4,764
Secondary UG Conductors	23,428
Vault	6
Electric installed meters (residential)	14,462
Electric Service Area	1
Electric gateways	44
Electric relays	19
Total Overhead Line	166 miles
Total Underground Line	438 miles



# GIS

## MANAGED WATER ASSETS IN GIS

Feature Type	Number of Features
Fittings	2,363
Curb stop	6,864
Hydrant	1,055
Meter Pit	945
Meter Vault	47
PRV (Pressure release valve)	8
Valve	3,532
Wells	21
Lateral Line	7,265
Keeton Butts Field Line	1
Main (Water Main)	6,923
Buildings	10
Tanks	12

## MANAGED WATER ASSETS IN GIS

Feature Class	Number of Features
Adams Open Space (polygons)	5
Address Points	19,081
Bank Protection	40
Bank Protection pts	147
Bike Lanes	22
Bridges	32
Building Footprints	16,956
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



## GIS

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	25,394
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
Railroad	23
Response Times	3



# GIS

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

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Materials and Supplies	-	3,099	6,195	6,195	6,195	6,195
Purchased Services	-	254	300	300	600	600
<b>Total</b>	-	<b>3,353</b>	<b>6,495</b>	<b>6,495</b>	<b>6,795</b>	<b>6,795</b>



## 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 2014 and 2015 actuals, 2016 amended budget, 2016 estimated actual, and 2017 and 2018 budget requests of the Water Utility's revenue and expense:

WATER FUND						
2014 AND 2015 ACTUALS, 2016 AMENDED BUDGET AND ESTIMATED TO YEAR END AND 2017-2018 BUDGET REQUESTS						
OPERATING BUDGET PROJECTIONS						
	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>Revenue:</b>						
Charges for Services	\$7,242,996	\$7,264,802	\$7,952,204	\$7,952,200	\$8,239,000	\$8,444,980
Other Operating Income	\$303,938	\$1,376,359	\$4,303,206	\$570,000	\$818,780	\$1,636,780
<b>Total Operating Revenue</b>	<b>\$7,546,934</b>	<b>\$8,641,161</b>	<b>\$12,255,410</b>	<b>\$8,522,200</b>	<b>\$9,057,780</b>	<b>\$10,081,760</b>
<b>Operating Expenses:</b>						
Source and Supply	\$1,797,377	\$1,916,597	\$1,973,978	\$2,493,820	\$2,418,700	\$2,418,700
Operations and Maintenance	\$1,263,312	\$1,353,918	\$1,732,540	\$1,653,030	\$1,751,670	\$1,778,820
Customer Accounts	\$529,771	\$537,913	\$623,568	\$594,680	\$604,830	\$608,630
Administration	\$1,536,882	\$1,606,315	\$1,647,852	\$1,647,850	\$1,610,200	\$1,645,140
GIS	\$0	\$4,635	\$21,300	\$21,300	\$14,400	\$14,400
Depreciation	\$968,885	\$1,215,755	\$1,220,000	\$1,220,000	\$1,320,000	\$1,346,400
<b>Total Operating Expenses</b>	<b>\$6,096,226</b>	<b>\$6,635,132</b>	<b>\$7,219,238</b>	<b>\$7,630,680</b>	<b>\$7,719,800</b>	<b>\$7,812,090</b>
<b>Operating Income (Loss)</b>	<b>\$1,450,707</b>	<b>\$2,006,029</b>	<b>\$5,036,173</b>	<b>\$891,520</b>	<b>\$1,337,980</b>	<b>\$2,269,670</b>
<b>NON-OPERATING PROJECTIONS</b>						
<b>Non-Operating Revenues (Expenses)</b>						
Investment Earnings	\$8,454	\$14,204	\$10,390	\$10,390	\$10,000	\$10,000
Interest Expense	(\$846,625)	(\$573,465)	(\$2,082,813)	(\$2,082,820)	(\$1,955,850)	(\$2,087,850)
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(\$838,172)</b>	<b>(\$559,261)</b>	<b>(\$2,072,423)</b>	<b>(\$2,072,430)</b>	<b>(\$1,945,850)</b>	<b>(\$2,077,850)</b>
<b>Net Income Before Transfers and Capital Contributions</b>						
Transfers Out	(\$383,480)	(\$369,716)	(\$397,720)	(\$397,720)	(\$397,720)	(\$405,680)
Contributed Capital (Development)	\$2,223,953	\$1,457,058	\$1,324,000	\$1,324,000	\$1,090,000	\$1,090,000
<b>Change in Net Assets</b>	<b>\$2,453,008</b>	<b>\$2,534,111</b>	<b>\$3,890,030</b>	<b>(\$254,630)</b>	<b>\$84,410</b>	<b>\$876,140</b>
<b>Net Assets, Beginning</b>	<b>\$41,307,711</b>	<b>\$43,760,719</b>	<b>\$46,294,830</b>	<b>\$50,184,859</b>	<b>\$49,930,229</b>	<b>\$50,014,639</b>
<b>Net Assets, Ending</b>	<b>\$43,760,719</b>	<b>\$46,294,830</b>	<b>\$50,184,859</b>	<b>\$49,930,229</b>	<b>\$50,014,639</b>	<b>\$50,890,779</b>
<b>CAPITAL</b>						
<b>Capital Outlay:</b>						
Water Rights/Storage Acquisition	\$0	\$565,597	\$787,040	\$137,040	\$725,000	\$725,000
Buildings	\$3,441,399	\$60,981	\$500,000	\$500,000	\$115,000	\$0
System Improvements	\$6,474,649	\$5,881,670	\$4,530,700	\$4,130,000	\$3,376,000	\$3,816,000
Vehicles	\$318,726	\$42,444	\$95,000	\$95,000	\$38,000	\$38,000
Equipment	\$411,844	\$5,226	\$1,950	\$1,950	\$0	\$0
Computer Software/equipment	\$460,261	\$55,643	\$259,405	\$259,405	\$342,900	\$130,000
Furniture	\$0	\$11,955	\$0	\$0	\$0	\$0
<b>Total Capital Outlay</b>	<b>\$11,106,879</b>	<b>\$6,623,516</b>	<b>\$6,174,095</b>	<b>\$5,123,395</b>	<b>\$4,596,900</b>	<b>\$4,709,000</b>
<b>Total Expenses</b>	<b>\$18,049,731</b>	<b>\$13,832,113</b>	<b>\$15,476,146</b>	<b>\$14,836,895</b>	<b>\$14,272,550</b>	<b>\$14,608,940</b>

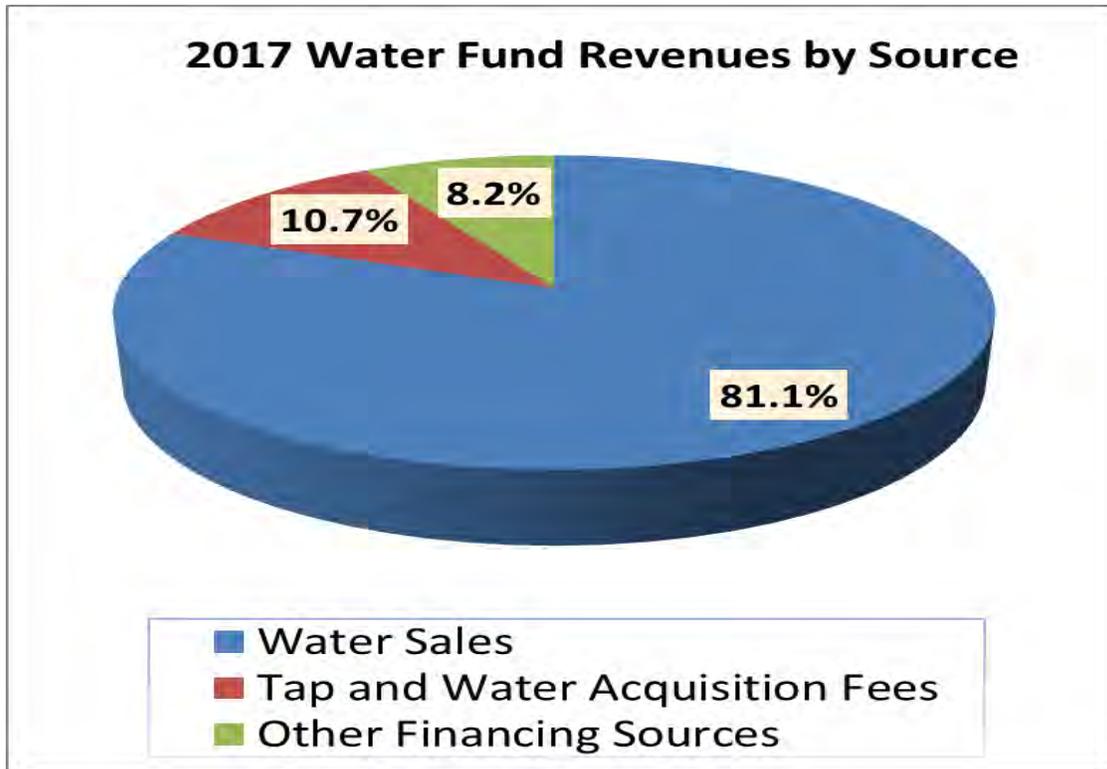


## Water Fund

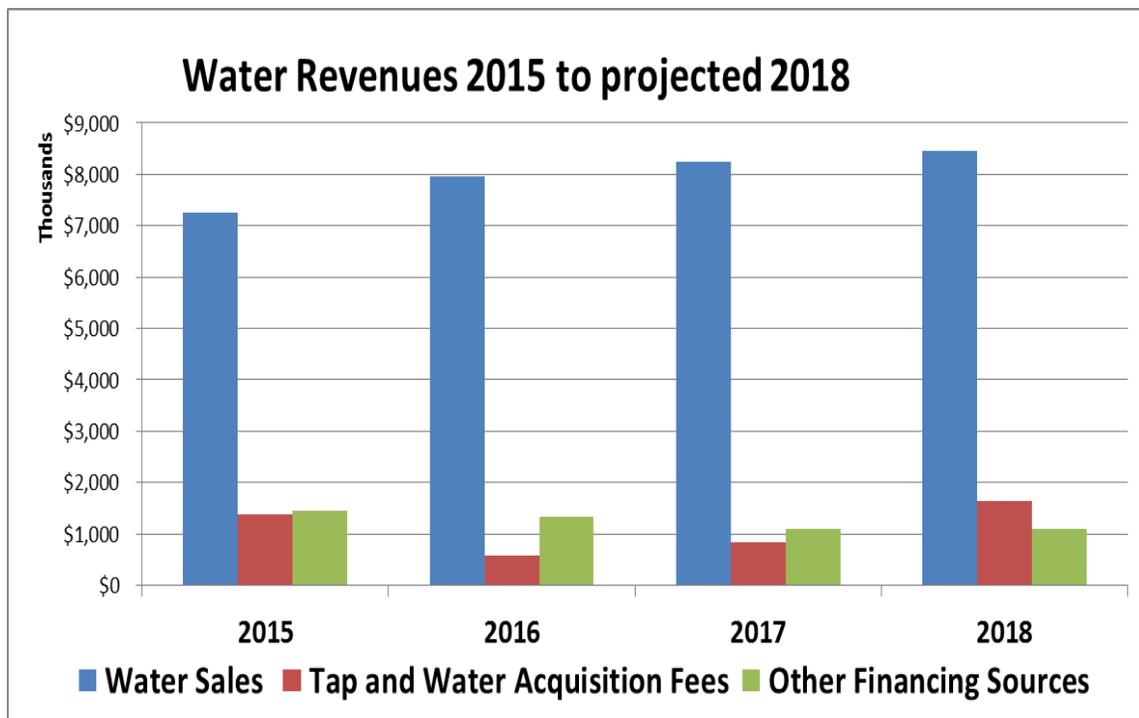
CASH BALANCE						
<b>Beginning Cash Balance</b>	\$9,613,961	\$9,613,961	\$9,286,235	\$9,286,235	\$3,738,133	\$2,128,316
	<b>2014</b>		<b>2016</b>	<b>2016</b>		<b>2018</b>
<b>Sources:</b>	<b>ACTUAL</b>	<b>2015 ACTUAL</b>	<b>AMENDED BUDGET</b>	<b>ESTIMATED ACTUAL</b>	<b>2017 BUDGET REQUEST</b>	<b>BUDGET REQUEST</b>
Operating Revenue	\$7,546,934	\$8,641,161	\$12,255,410	\$8,522,200	\$9,057,780	\$10,081,760
Investment Earnings	\$8,454	\$14,204	\$10,390	\$10,390	\$10,000	\$10,000
Development	\$2,223,953	\$1,457,058	\$1,324,000	\$1,324,000	\$1,090,000	\$1,090,000
Debt Proceeds	\$9,019,062	\$3,965,000	\$11,385,000	\$0	\$3,200,000	\$2,400,000
<b>Total Sources</b>	<b>\$18,798,402</b>	<b>\$14,077,424</b>	<b>\$24,974,800</b>	<b>\$9,856,590</b>	<b>\$13,357,780</b>	<b>\$13,581,760</b>
<b>Uses:</b>						
Operating Expense Less Depreciation	\$5,127,341	\$5,419,377	\$5,999,238	\$6,410,680	\$6,399,800	\$6,465,690
Transfers Out	\$383,480	\$369,716	\$397,720	\$397,720	\$397,720	\$405,680
Debt Service	2,180,701	1,992,541	3,472,890	3,472,897	3,573,177	3,575,106
Capital Outlay	\$11,106,879	\$6,623,516	\$6,174,095	\$5,123,395	\$4,596,900	\$4,709,000
<b>Total Uses</b>	<b>\$18,798,402</b>	<b>\$14,405,151</b>	<b>\$16,043,943</b>	<b>\$15,404,692</b>	<b>\$14,967,597</b>	<b>\$15,155,476</b>
<b>Excess (Deficiency)</b>	<b>\$0</b>	<b>(\$327,727)</b>	<b>\$8,930,858</b>	<b>(\$5,548,102)</b>	<b>(\$1,609,817)</b>	<b>(\$1,573,716)</b>
<b>Ending Cash Balance</b>	<b>\$9,613,961</b>	<b>\$9,286,235</b>	<b>\$18,217,092</b>	<b>\$3,738,133</b>	<b>\$2,128,316</b>	<b>\$554,600</b>
25% of Operating Expenses less deprec	\$1,281,835	\$1,354,844	\$1,499,809	\$1,602,670	\$1,599,950	\$1,616,423

## DESCRIPTION

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 are \$10,157,780 for 2017 and \$11,181,760 for 2018. 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 Fund REVENUES

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### Water Sales

The City plans on performing another rate study in late 2016 and early 2017 and recommend another two year rate increase in May 2017. The study will analyze monthly user charges as well as the tap fee and water acquisition fee. It is anticipated that the City will collect approximately \$8.38 and \$8.47 million in metered sales during 2017 and 2018 respectively.

### 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 2017-2018 budgets but \$250,000 is estimated in each year.

### 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 \$850,000 is estimated.

### 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 \$3.2 million in 2017 and \$2.4 million in 2018 to fund major capital projects.



## Water Fund OPERATIONS

### DESCRIPTION

The City of Fountain's Water Department serves 8,313 water taps or approximately 26,000 people. This number is slightly less than the total City population of 29,254 (*as of June 31, 2016*); 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 from the Frying Pan-Arkansas Project (Fry-Ark) and Southern Delivery System (SDS). The Fry-Ark and SDS water is treated and delivered to Fountain from facilities owned by the Fountain Valley Authority (FVA). On May 19, 2016, the Environmental Protection Agency (EPA) announced new lower health advisory levels of 70 parts per trillion for the combined levels of the PFC chemicals, PFOS, and PFOA in the Widefield Aquifer that has affected the City's four groundwater wells. The Colorado Department of Public Health and Environment (CDPHE) included PFHpA into the 70 parts per trillion combined level. Therefore, we are providing 100% surface water to our customers. We are continuing to work with the EPA, State Health Department, and Air Force to install treatment filtration on our wells to supplement our surface water for future peak water demands.

### 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.



# Water Fund OPERATIONS

## ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b>Utility Director</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
Management Assistant	0.5	0.5	0.5	0.5
Administrative Assistant	1	1	1	1
Conservation & Sustainability Mgr.	1	1	1	1
Water Resources Engineer	1	1	1	1
Water Superintendent	1	1	1	1
Water Foreman	1	1	1	1
Water Operator	0	0	0	0
Class 1 Water System Operator	0	0	0	0
Class 2 Water System Operator	0	0	0	0
Class 3 Water System Operator	3	3	3	3
Class 4 Water System Operator	1	1	1	1
Water Utility Worker	2	2	2	2
Water Meter Technician	1	1	1	1
Water Inspector	1	1	1	1
GIS Manager	0.4	0.4	0.4	0.4
GIS Analyst	.5	.5	.5	.5
GIS Technician	.5	.5	.5	.5
<b>Seasonal</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Total Full-Time Employees	14.9	14.9	14.9	14.9
Total Seasonal Employees	2	2	2	2



## Water Fund OPERATIONS

### 2015/2016 HIGHLIGHTS

- Continued participation with Transit Loss Model on upgrades for cost allocation and new memberships
- Completed water meter upgrades with changing out the old Cooper/Badger meters with new Neptune Metering System
- 100% completion of Commercial Backflow Prevention Program and established a new database
- Continued improvements to the Water's Leak Detection Program
- Installation of new 20 hp motor and pump at Goldfield Drive Booster Station
- Relocated SCADA System Control from previous Water, Street & Parks Building located on 415 West Alabama to the new building located on 301 East Iowa (a.k.a., Lorraine Center)
- Continued to work with Fountain Mutual Irrigation Company (FMIC) Board on upgrades to the outlet valve structure at Big Johnson Reservoir and have hired an engineering firm to assist with upgrades and dredging
- Completed Keeton Reservoir Reconstruction Flood Events of September 2013 and May 2015 and continue to work with both FEMA and the State of Colorado on reimbursement of expenses to Fountain through state and federal disaster recovery funding
- Completed 2015 Water Quality Water Report/Consumer Confidence Report and met all Federal and State regulations without any violations
- Participated with several City events promoting water conservation, providing materials and education on water related issues, and providing information on Xeriscaping demonstration garden
- Continued working with water entities and other water associations and providers throughout the year (i.e., Venetucci, Goldfield Joint Tank Authority, Fountain Creek Transit Loss Model, etc.) to discuss water related issues for the Fountain Valley area and to fulfill Fountains water needs
- Water Department received 100% compliance on training and safety audit with CIRSA
- Improved and implemented new City Utility Code, Water Construction Specification Manual and Water Regulations and posted information on City's website
- The Janitell Junior High School Water Main Interconnect Project located on Fountain Mesa Road was completed with connecting to the high water pressure zone
- The 101 North Main Street Project was redesigned to accommodate Customer Service needs for O&M;
- Continued working with all the different entities involved with the Southern Delivery System (SDS) Construction and Distribution System
- Upgrades continued on the GIS Mapping Project with adding locations for all fire hydrants, water lines, service lines, and valves
- Installed lighting system for conservation efforts to reduce overhead O&M costs at the Water Department/Water Shop and continuing to provide conservation efforts at the Lorraine Center where the Water, Street, and Parks Departments have moved into located at 301 East Iowa Street



## Water Fund OPERATIONS

- Retained the Design Engineer, obtained the requisite Easements and Permits, managed the procurement process for a General Contractor awarded the Construction Contract and inspected the Construction for the South Santa Fe Avenue Water Project
- Purchased additional water rights (i.e., Dr. Rogers Water Rights, FMIC Shares, etc.) to plan for future growth

### 2017/2018 GOALS

- Continue to work with EPA and State Health, and other Fountain Valley water providers to address PFCs in the Widefield Aquifer with testing and development of new design and treatment of wells
- Promote public education on water issues and water conservation
- Continue working with upgrades for water meters
- Acquire additional water storage and water rights
- Continue to add attributes and upgrades to the GIS Water Mapping System
- Upgrade the Supervisory Control and Data Acquisition (SCADA) System and complete Engineering Study
- 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
- Continue working with the Federal and State of Colorado on reimbursement for work completed at Keeton Reservoir due to previous flooding conditions
- Continue working to select interested contractors for construction of a new Water Department facility located at Orleans Road
- Re-drilling of Well #1 located on the north end of Aga Park
- Construction of water filtration to address PFCs in the groundwater
- Construction of 30” pipeline between Link Road and South Santa Fe Avenue
- Promote public education on water issues and water conservation
- Continue water meter upgrades
- Design construction of manifold to connect City’s wells into one treatment facility located at Aga Park
- Review and approve acquisition and implementation for the City’s work orders and asset management program

### BUDGET – SOURCE OF SUPPLY

	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>PURCHASED SERVICES</b>	1,797,377	1,916,597	1,973,978	2,493,820	2,418,700	2,418,700
<b>Total</b>	1,797,377	1,916,597	1,973,978	2,493,820	2,418,700	2,418,700



## Water Fund OPERATIONS

### BUDGET – OPERATIONS AND MAINTENANCE

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
SALARIES AND BENEFITS	1,020,785	969,183	1,168,360	1,112,850	1,204,990	1,229,140
MATERIALS AND SUPPLIES	103,156	273,353	338,000	313,000	299,000	302,000
PURCHASED SERVICES	139,371	111,381	226,180	227,180	247,680	247,680
CAPITAL	(220)	6,513,119	5,792,740	4,742,040	4,304,000	4,644,000
<b>Total</b>	<b>1,263,092</b>	<b>7,867,037</b>	<b>7,525,280</b>	<b>6,395,070</b>	<b>6,055,670</b>	<b>6,422,820</b>

### BUDGET – ADMINISTRATION

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
SALARIES AND BENEFITS	700,072	763,327	889,970	889,970	947,460	966,470
MATERIALS AND SUPPLIES	10,256	4,152	11,780	11,780	7,000	7,140
PURCHASED SERVICES	1,610,831	1,350,364	2,765,915	2,765,920	2,656,290	2,804,980
FIXED CHARGES	62,348	1,277,692	63,000	63,000	62,000	63,240
TRANSFERS	383,480	397,714	397,720	397,720	397,720	405,680
CAPITAL	-	40,764	109,005	109,005	103,400	42,000
<b>Total</b>	<b>2,766,987</b>	<b>3,834,013</b>	<b>4,237,390</b>	<b>4,237,395</b>	<b>4,173,870</b>	<b>4,289,510</b>

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

### ACTIVITY MEASURES

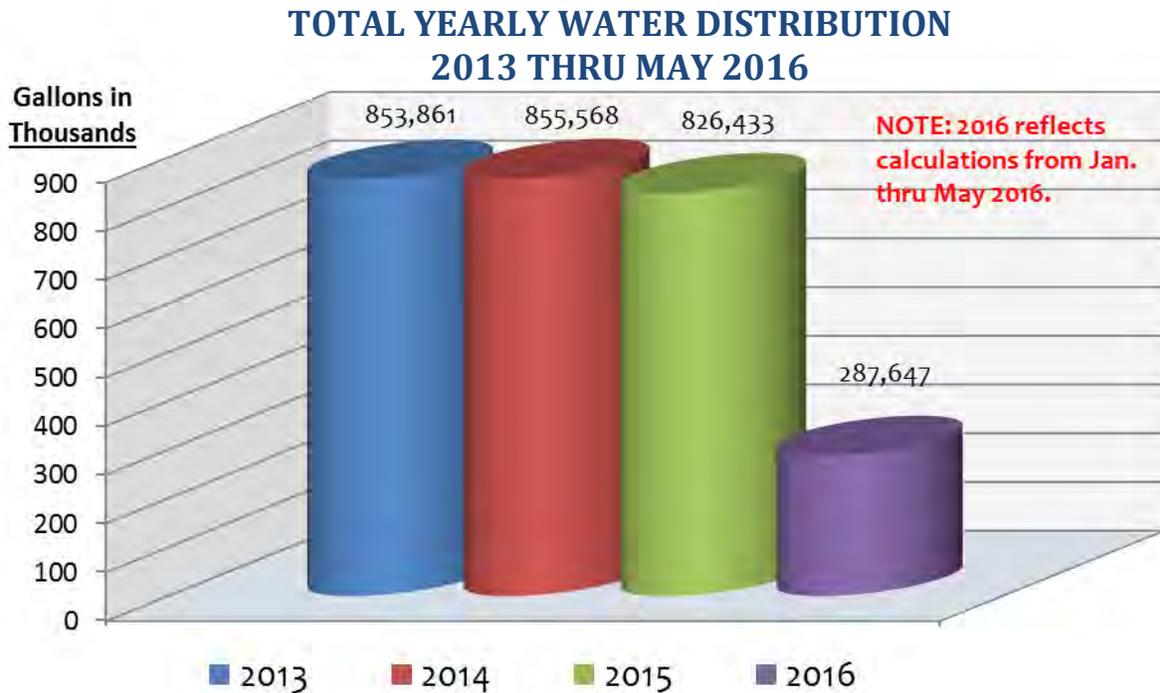
Annuals:	2013	2014	2015	Jan. thru May 2016
Total Water Distribution (Numbers provided in 1,000's of gallons)	853,861	855,568	826,433	287,647
Total Yearly Water Taps	89	127	121	27
Water Purchases: Venetucci	\$ 196,875	\$ 200,418	\$ 212,006.25	\$ 214,121.25
Water Purchases: Fountain Gravel Pit	\$ 66,630	\$ 62,220	\$ 61,102.34	\$ 26,266.93
Water Purchases: Frying Pan-Arkansas (Fry-Ark)	\$ 1,187,739	\$ 1,242,148	\$ 1,395,116.57	\$ 526,615.96
Water Purchases: Extra Frying Pan-Ark (Fry-Ark)	\$ 18,560	\$ 0	\$ 0	\$ 0
Southern Delivery System (SDS)	\$ N/A	\$ N/A	\$ N/A	\$ 84,293.43



# Water Fund OPERATIONS

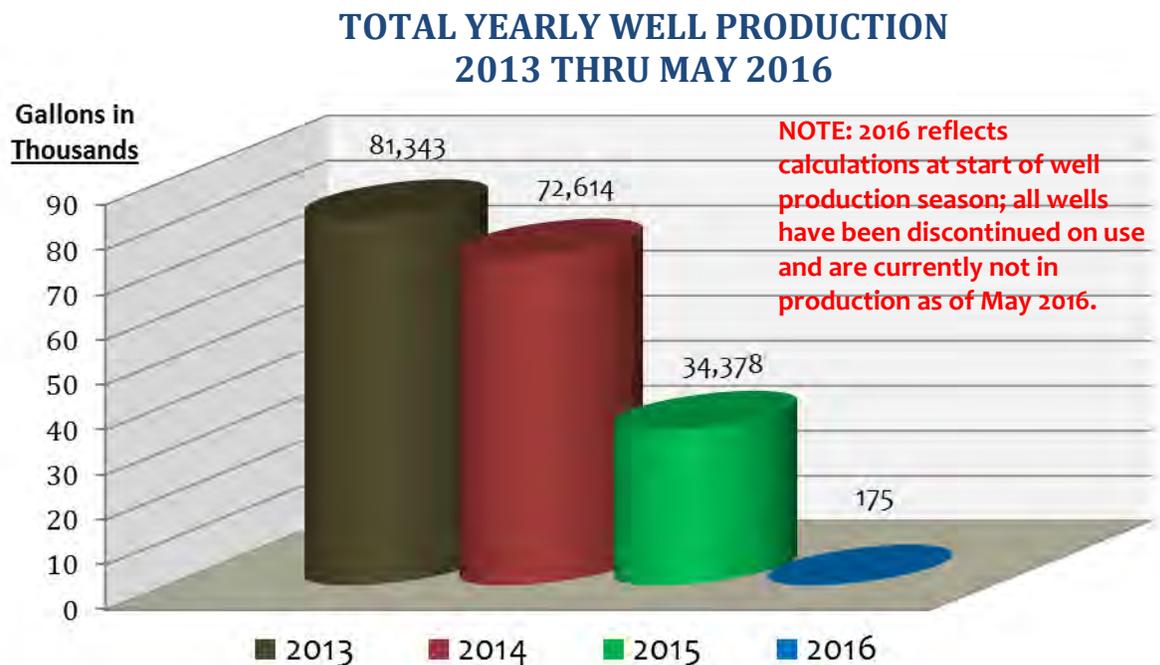
## **WATER DISTRIBUTION**

The Water Department's total water distributed chart from 2013 thru May 2016 is shown below:



## **WELL PRODUCTION**

The Water Department's total well production chart from 2013 thru May 2016 is shown below:



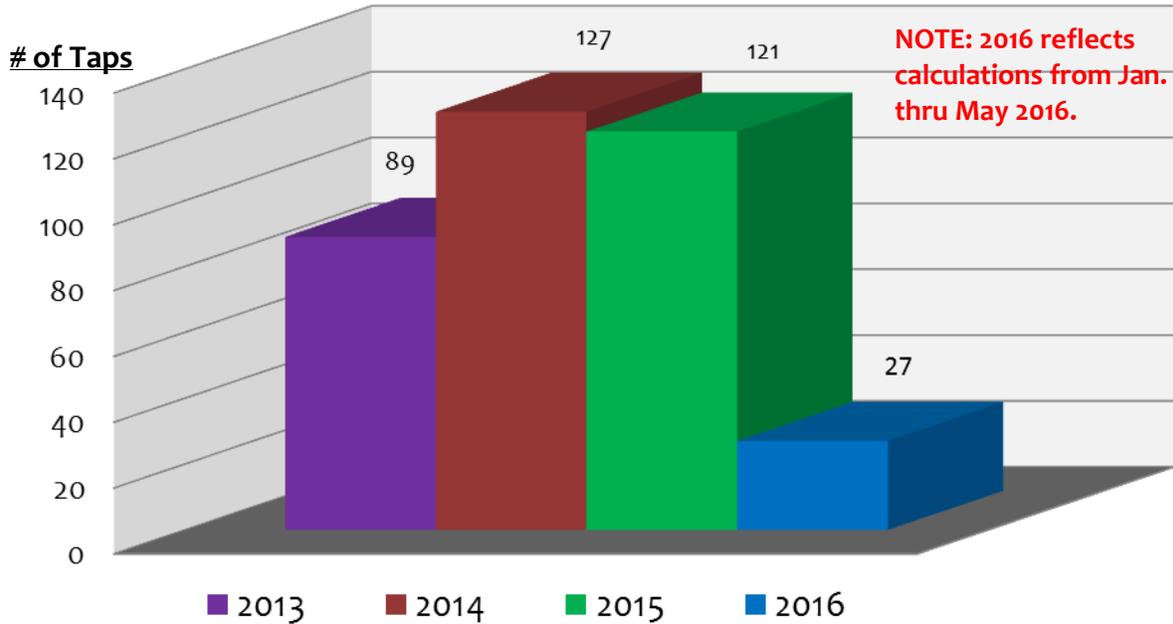


## Water Fund OPERATIONS

### WATER TAPS

The Water Department has recorded new water taps from 2013 thru May 2016 as shown below:

### TOTAL YEARLY WATER TAPS 2013 Thru May 2016



### WATER LEAKS/MAIN BREAKS

The Water Department receives the following calls related to water leaks and/or main breaks throughout the City for 2015 as listed below:

2015 Water Main Breaks/Leaks	
715 Dale Street	205 S. Race Street
24 Sunnyland Loop	501 Comanche Village
6140 Champlin Drive	945 Bromefield Drive
Ridge Drive & Crest Street	536 Corte Hermosa
629 Fountain Mesa Road	7976 Firecracker Trail
567 Camino Del Rey	653 Autumn Place
731 Bailing Wire Way	609 Fountain Mesa Road
679 Camino Del Rey	511 Fountain Mesa Road
605 Fountain Mesa Road	6602 Camino Del Rey
7020 Loveland Terrace	912 Bromefield Drive
1004 Rustique Drive	567 Blossomfield Road
8850 Ermel Road	713 Fountain Mesa Road
6952 Ancestra Drive	966 Candlestar Loop, South



## Water Fund OPERATIONS

<b>2015 Water Main Breaks/Leaks</b>	
612 Stubble Field Drive	Shopping Strip Mall on Dale Street
417 Windsor Lane	609 Blossomfield Road
506 Kansas Avenue	8194 Campground Drive
311 Main Street	599 Corte Amino
8385 Cedar Chase Drive	526 Clearview Drive
555 Blossomfield Road	6674 Camino Del Rey
<b>TOTAL 2015 WATER MAIN BREAKS/LEAKS = 38</b>	
<b>Total Residents Affected = 299</b>	

The Water Department receives the following calls related to water leaks and/or main breaks throughout the City from January 2016 thru May 2016 as listed below:

<b>2016 Water Main Breaks/Leaks</b>	
500 N. Santa Fe Avenue	7015 Loveland Terrace
825 Fountain Mesa Road	9760 Wineglass Road
8012 Lodi Lane	9419 Riverton Path
882 Daffodil Street	8727 Langford Drive
109 Yearling Court	511 N. El Paso Street
520 Fountain Mesa Road	
<b>TOTAL 2016 WATER MAIN BREAKS/LEAKS = 11</b>	
<b>Total Residents Affected = 85</b>	

### **WATER VIOLATIONS**

The City of Fountain did not have any water violations in 2015. Fountain Valley Authority (FVA), Widefield, and Security also did not have any water violations in 2015.

### **WATER PURCHASES**

The approximate dollar amount total for water yearly purchases are listed below:

<b>TOTAL YEARLY WATER PURCHASES</b>			
<b>Water Entities</b>	<b>2014</b>	<b>2015</b>	<b>2016*</b>
Fountain Valley Authority (Fry-Ark)	\$ 1,329,851	\$ 1,395,117	\$ 526,616
Martin-Marietta Gravel Pit	\$ 67,500	\$ 67,500	\$ 26,267
School District 8	\$ 0	\$ 5,972	\$ 6,111
Security (Venetucci)	\$ 206,030	\$ 212,006	\$ 214,121



## Water Fund OPERATIONS

<b>TOTAL YEARLY WATER PURCHASES</b>			
<b>Water Entities</b>	<b>2014</b>	<b>2015</b>	<b>2016*</b>
Southern Delivery System (SDS)	\$ 0	\$ 0	\$ 84,294
Super Ditch – Lease Water	\$ 0	\$ 77,150	\$ 0
<b>TOTALS</b>	<b>\$ 1,603,381</b>	<b>\$ 1,666,514</b>	<b>\$ 857,409</b>
<i>*Data from Jan. thru May 2016</i>			

### **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.

The Water Operators licenses and certification are as follows:

<b>Name, Title &amp; Operator Classification</b>	<b>Class Water Plant Operator License</b>	<b>State Water Distribution Certification</b>	<b>Class Sanitation Plant License</b>	<b>State Sanitation Collection Certification</b>	<b>State Backflow Certification</b>
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
Dwight Grusing Water Operator Class 3	C	3	No	No	No



## Water Fund OPERATIONS

Name, Title & Operator Classification	Class Water Plant Operator License	State Water Distribution Certification	Class Sanitation Plant License	State Sanitation Collection Certification	State Backflow Certification
Jasson Palmer Water Operator Class 2	D	3	No	No	No
Jeff Allen Water Operator Class 3	C	3	No	No	Yes
Shea Bogardus Water Operator Class 1	N/A	1	No	No	No
Justin McIntyre Water Worker	N/A	N/A	No	No	No



## Water Fund CUSTOMER SERVICE

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### 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.



## Water Fund CUSTOMER SERVICE

### ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Customer Service Manager	1	1	1	1
Management Assistant	1	1	1	1
Customer Service Supervisor	1	1	1	1
Accountant	1	1	1	1
Utility Analyst	1	1	1	1
AMI Systems Analyst	1	1	1	1
Credit/Collections Analyst	0	1	1	1
Commercial Accounts Representative	2	0	0	0
Key Account Representative	0	2	2	2
Residential Billing Representative	2	2	2	2
Customer Service Representative	5	5	5	5
Customer Service Representative/Admin Asst.	0	0	1	1
Customer Service Security Coordinator	1	1	1	1
Field Service Technician	3	3	2	2
Total Full-Time Employees	19	20	20	20
Total Part-Time Employees	0	0	0	0

\*Changed 1 Field Service Technician into Cust. Service Rep/Admin Asst for 2017



## Water Fund CUSTOMER SERVICE

### 2015/2016 HIGHLIGHTS

- Over the last two years, Customer Service focused on the re-write of the Utility Code and the Rules and Regulations. Due to the dedication of the team, we have decreased write-offs while improving the financial health of the Utility.
- Oversaw and implemented the re-write of Utility Code and Rules and Regulations for Customer Service, Water and Electric Departments.
- Improved the Bad Debt Ratio from .66% in 2014, to .596% in 2015, and to .453% in 2016. The Chatwell National Standard is .4%.
- Managed the first bi-annual water rate case for the Utility.
- January 2015 - July 2016, processed 317,003 bills; expecting to process an additional 84,000 by the end of 2016.
- Billed 3,467 final bills in 2015, compared to 5,231 in 2014. We are seeing a decrease in final bills and expect this trend to continue.
- In 2016, we averaged a slight decrease in the number of bills being e-mailed compared to 2015. As we implement a new Customer Information System, we are hoping to see this number increase.
- The Lighten the Load Program increased the assistance provided to members of the community. In 2015, 157 households received utility bill payment assistance, and through July 2016, we have provided assistance to 117 families. It is anticipated that the Lighten the Load Program will assist over 175 individuals/families in need by the end of 2016.
- Provided first contact resolution to 126,575 customer contacts via the phone or lobby. By the end of 2016, we will have assisted over 200,000 customers in the last two years.
- On track to process over 3,500 payment arrangements for 2015 and 2016, with a little less than 10% default rate.
- Decreased the number of liens assessed on properties due to unpaid water bills.
- In 2016, we have experienced an increase in the amount of funds being redeemed through the collection process.
- Completed 3,843 National Electric Safety Inspections to date.
- Launched a new eBill program and enhanced the online payment portal, providing customers with access to their utility bill electronically.
- Implemented a new payment option for customers, allowing them to pay their utility bill at any 7-Eleven or Family Dollar nationwide.
- Developed an internal Training Committee to identify and implement training for department staff.

### 2017/2018 GOALS

- The primary goal for the upcoming two years will be the implementation of a new Customer Information System. This process will include various methods of communication, to include meetings with customers and stakeholders. This will be a 24 month undertaking minimum.



## Water Fund CUSTOMER SERVICE

- Review and evaluate every process as we look implement a new Customer Information System.
- Oversee a water and electric cost of service study.
- Continue to maintain the bad debt ratio in alliance with Chatwell’s National Standards.
- Provide external training opportunities for Customer Service Staff.
- Complete the American Public Power Association (APPA) Customer Service Benchmarking Survey.
- Implement three focus groups with community members to listen to their needs and wants as they relate to Utility Customer Service.
- Provide extended hours of operation to enhance the level of service provided to customers.

### BUDGET – WATER 30%

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
SALARIES AND BENEFITS	385,421	364,616	439,318	442,930	417,060	425,360
MATERIALS AND SUPPLIES	7,783	5,173	10,690	9,190	8,200	8,200
PURCHASED SERVICES	126,490	164,283	157,420	126,420	164,570	154,570
FIXED CHARGES	10,078	3,840	16,140	16,140	15,000	20,500
CAPITAL	-	69,633	257,950	257,950	189,500	20,000
<b>Total</b>	<b>529,771</b>	<b>607,546</b>	<b>881,518</b>	<b>852,630</b>	<b>794,330</b>	<b>628,630</b>

### ACTIVITY MEASURES

	2014	2015	2016 (7/30)
Bad Debt Ratio	.66%	.596%	.453%
Utility Bills Mailed	197,465	199,454	117,546
Utility Bills E-Mailed	0	14,058	13,757
Late Notices Mailed	36,188	34,776	19,210
Final Bills	5,231	3,467	2,868
Number of Customer Service Phone Calls Answered	39,634	46,610	28,024
Number of Customer Service Walk-Ins	35,117	33,432	18,509
Number of Truck Rolls	3,036	3,050	2,487
NESC Yard Inspections	1,993	3,390	453
Lighten the Load Number of Customers Assisted	120	157	117
Lighten the Load Amount of Assistance Granted	20,224	32,308.33	22,635.66
Number of escalated Customer Complaints	165	154	57
Amount Sent to Collections	222,100	113,806	103,297*
Amount Redeemed Through Collections	24,708	44,987	27,201
Amount of Write-Offs	246,880	236,513	92,278

\*This is amount eligible for collections. The collection process changed due to Federal Guidelines.



## GIS (Electric Fund, Water Fund and General Fund)

**SEE GENERAL FUND: DESCRIPTION, MISSION STATEMENT, ORGANIZATIONAL CHART,  
HIGHLIGHTS, GOALS, AND MANAGED ASSETS**

### BUDGET – GIS

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
MATERIALS AND SUPPLIES	-	1,775	4,380	4,380	4,380	4,380
PURCHASED SERVICES	-	2,860	16,920	16,920	10,020	10,020
CAPITAL	-	-	14,400	14,400	-	3,000
<b>Total</b>	-	4,635	35,700	35,700	14,400	17,400



## Water Fund

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## 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 2014 and 2015 actuals, 2016 amended budget and estimated actual, and 2017 and 2018 budget projections of the Electric Utility's revenues and expenses:

ELECTRIC FUND						
2014 AND 2015 ACTUALS, 2016 ESTIMATED AND AMENDED BUDGET AND 2017-2018 BUDGET REQUESTS						
OPERATING BUDGET PROJECTIONS						
	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>Revenue:</b>						
Charges for Services	\$ 23,693,805	\$ 23,068,492	\$ 22,193,626	\$ 21,288,301	\$ 22,464,476	\$ 23,697,086
Other Operating Income	\$ 610,343	\$ 605,104	\$ 490,878	\$ 608,288	\$ 515,960	\$ 520,960
<b>Total Operating Revenue</b>	<b>\$ 24,304,148</b>	<b>\$ 23,673,596</b>	<b>\$ 22,684,504</b>	<b>\$ 21,896,589</b>	<b>\$ 22,980,436</b>	<b>\$ 24,218,046</b>
<b>Operating Expenses:</b>						
Engineering and Planning	\$ 648,835	\$ 345,898	\$ 665,210	\$ 665,210	\$ 663,970	\$ 685,410
Source and Supply	\$ 15,458,718	\$ 13,886,612	\$ 12,100,000	\$ 12,100,000	\$ 12,463,000	\$ 12,836,690
Operations and Maintenance	\$ 2,834,755	\$ 2,630,377	\$ 3,875,980	\$ 3,875,980	\$ 4,251,790	\$ 4,426,460
Customer Accounts	\$ 1,462,229	\$ 1,288,194	\$ 1,627,490	\$ 1,618,090	\$ 1,545,770	\$ 1,647,880
Administration	\$ 2,296,347	\$ 2,400,130	\$ 2,406,800	\$ 2,525,800	\$ 2,726,560	\$ 2,755,860
Depreciation	\$ 1,100,472	\$ 1,312,286	\$ 1,350,000	\$ 1,350,000	\$ 1,400,000	\$ 1,450,000
Fleet Maintenance	\$ 582,664	\$ 583,472	\$ 698,320	\$ 698,320	\$ 693,990	\$ 707,170
<b>Total Operating Expenses</b>	<b>\$ 24,384,020</b>	<b>\$ 22,446,969</b>	<b>\$ 22,723,800</b>	<b>\$ 22,833,400</b>	<b>\$ 23,745,080</b>	<b>\$ 24,509,470</b>
<b>Operating Income (Loss)</b>	<b>\$ (79,872)</b>	<b>\$ 1,226,627</b>	<b>\$ (39,296)</b>	<b>\$ (936,811)</b>	<b>\$ (764,644)</b>	<b>\$ (291,424)</b>
NON-OPERATING PROJECTIONS						
<b>Non-Operating Revenues (Expenses)</b>						
Investment Earnings	\$ 143,013	\$ 154,942	\$ 110,000	\$ 110,000	\$ 150,000	\$ 150,000
Grant Revenue	\$ 56,970	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Non-Operating Revenues (Expenses)</b>	<b>\$ 199,983</b>	<b>\$ 154,942</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
<b>Net Income Before Transfers and</b>	<b>\$ 120,111</b>	<b>\$ 1,381,569</b>	<b>\$ 70,704</b>	<b>\$ (826,811)</b>	<b>\$ (614,644)</b>	<b>\$ (141,424)</b>
<b>Capital Contributions</b>						
Transfers In	\$ 411,140	\$ -	\$ 455,246	\$ 455,246	\$ 459,000	\$ 467,000
Transfers Out	\$ (344,630)	\$ -	\$ (545,435)	\$ (545,435)	\$ (545,435)	\$ (545,435)
Contributed Capital (Development)	\$ 108,398	\$ 353,072	\$ 548,540	\$ 128,540	\$ 106,500	\$ 106,500
<b>Change in Net Assets</b>	<b>\$ 295,019</b>	<b>\$ 1,734,641</b>	<b>\$ 529,055</b>	<b>\$ (788,460)</b>	<b>\$ (594,579)</b>	<b>\$ (113,359)</b>
<b>Net Assets, Beginning</b>	<b>\$ 40,163,248</b>	<b>\$ 40,458,267</b>	<b>\$ 42,192,908</b>	<b>\$ 42,192,908</b>	<b>\$ 41,404,448</b>	<b>\$ 40,809,869</b>
<b>Net Assets, Ending</b>	<b>\$ 40,458,267</b>	<b>\$ 42,192,908</b>	<b>\$ 42,721,963</b>	<b>\$ 41,404,448</b>	<b>\$ 40,809,869</b>	<b>\$ 40,696,510</b>
CAPITAL						
<b>Capital Outlay:</b>						
Land	-	9,274	901,670	907,670	-	-
Buildings	-	201,797	36,300	36,300	135,000	3,000,000
System Improvements	817,661	2,371,442	4,033,700	4,033,700	1,125,200	9,975,000
Vehicles	122,555	122,773	40,000	40,000	480,000	50,000
Equipment	328,087	77,084	110,000	110,000	112,000	86,000
Computer Software/equipment	90,362	92,245	716,200	716,200	1,125,000	90,600
Furniture	111,126	770				250,000
<b>Total Capital Outlay</b>	<b>\$ 1,469,791</b>	<b>\$ 2,875,385</b>	<b>\$ 5,837,870</b>	<b>\$ 5,843,870</b>	<b>\$ 2,977,200</b>	<b>\$ 13,451,600</b>
<b>Total Expenses</b>	<b>\$ 25,853,811</b>	<b>\$ 25,322,354</b>	<b>\$ 28,561,670</b>	<b>\$ 28,677,270</b>	<b>\$ 26,722,280</b>	<b>\$ 37,961,070</b>



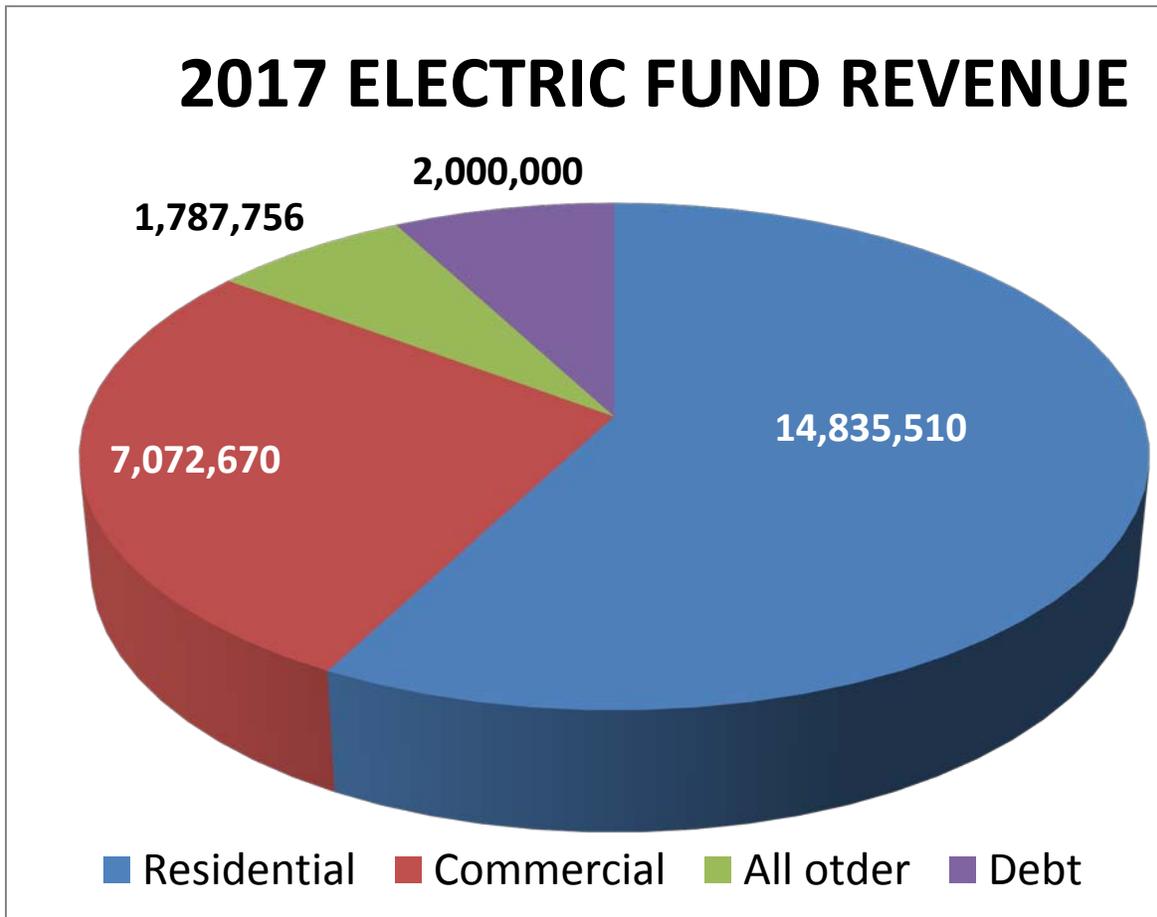
## Electric Fund PROJECTIONS

CASH BALANCE						
Beginning Cash Balance	\$ 7,953,013	\$ 8,910,406	\$ 9,439,847	\$ 9,439,847	\$ 6,933,402	\$ 8,230,260
SOURCES	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Operating Revenue	\$ 24,304,148	\$ 23,673,596	\$ 22,684,504	\$ 21,896,589	\$ 22,980,436	\$ 24,218,046
Investment Earnings	\$ 143,013	\$ 154,942	\$ 110,000	\$ 110,000	\$ 150,000	\$ 150,000
Grant Revenue	\$ 56,970	\$ -	\$ -			
Development	\$ 108,398	\$ 353,072	\$ 548,540	\$ 128,540	\$ 106,500	\$ 106,500
Interfund Loan Repayment Principal Portion	\$ 342,433	\$ 357,899	\$ 361,500	\$ 361,500	\$ 377,767	\$ 394,766
Transfers In	\$ 411,140	\$ -	\$ 455,246	\$ 455,246	\$ 459,000	\$ 467,000
Bond Proceeds					\$ 2,000,000	\$ 12,000,000
<b>Total Sources</b>	<b>\$ 25,366,102</b>	<b>\$ 24,539,509</b>	<b>\$ 24,159,790</b>	<b>\$ 22,951,875</b>	<b>\$ 26,073,703</b>	<b>\$ 37,336,312</b>
<b>Uses:</b>						
Operating Expense Less Depreciation	\$ 23,283,548	\$ 21,134,683	\$ 21,373,800	\$ 21,483,400	\$ 22,345,080	\$ 23,059,470
Transfers Out	\$ (344,630)	\$ -	\$ (545,435)	\$ (545,435)	\$ (545,435)	\$ (545,435)
Capital Outlay	\$ 1,469,791	\$ 2,875,385	\$ 5,837,870	\$ 5,843,870	\$ 2,977,200	\$ 13,451,600
Capital Outlay-Audit						
<b>Total Uses</b>	<b>\$ 24,408,709</b>	<b>\$ 24,010,068</b>	<b>\$ 26,666,235</b>	<b>\$ 26,781,835</b>	<b>\$ 24,776,845</b>	<b>\$ 35,965,635</b>
<b>Excess (Deficiency)</b>	<b>\$ 957,393</b>	<b>\$ 529,441</b>	<b>\$ (2,506,445)</b>	<b>\$ (3,829,960)</b>	<b>\$ 1,296,858</b>	<b>\$ 1,370,677</b>
<b>Ending Cash Balance</b>	<b>\$ 8,910,406</b>	<b>\$ 9,439,847</b>	<b>\$ 6,933,402</b>	<b>\$ 5,609,887</b>	<b>\$ 8,230,260</b>	<b>\$ 9,600,937</b>
25% of Operating Expenses less deprec	\$ 5,820,887	\$ 5,283,671	\$ 5,343,450	\$ 5,370,850	\$ 5,586,270	\$ 5,764,868



## Electric Fund REVENUES

Projected revenues for 2017 and 2018 for the Electric Fund total \$25,695,936 and \$36,941,546 respectively. The following pie chart illustrates the sources of revenue for 2017.



### [Electric Sales](#)

Residential sales continue to be the largest component of revenue with anticipated sales of \$14,835,510 while commercial sales are expected to total \$7,072,670 for 2017. For 2018, residential sales are forecasted to be \$15,663,610 and commercial sales \$7,467,490.

### [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. The estimated in both 2017 and 2018 from new subdivisions is minimal.

### [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 \$106,500 in system development charges in both 2017 and 2018.



## Electric Fund REVENUES

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### [Miscellaneous Revenues](#)

It is estimated that the Electric Fund miscellaneous revenue will be approximately \$516,000 in 2017 and 2018.

### [Other Financing Sources](#)

Operating transfers from the General, Water, and Ambulance Funds totaling \$459,000 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 \$2.0 million and \$12 million is estimated in 2017 and 2018 respectively and the Water Fund is paying back a loan of \$377,767 and \$394,766 in 2017 and 2018 respectively.



## Electric Fund OPERATIONS

### DESCRIPTION

The City of Fountain Electric Department serves approximately 16,500 customers (46,000 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.

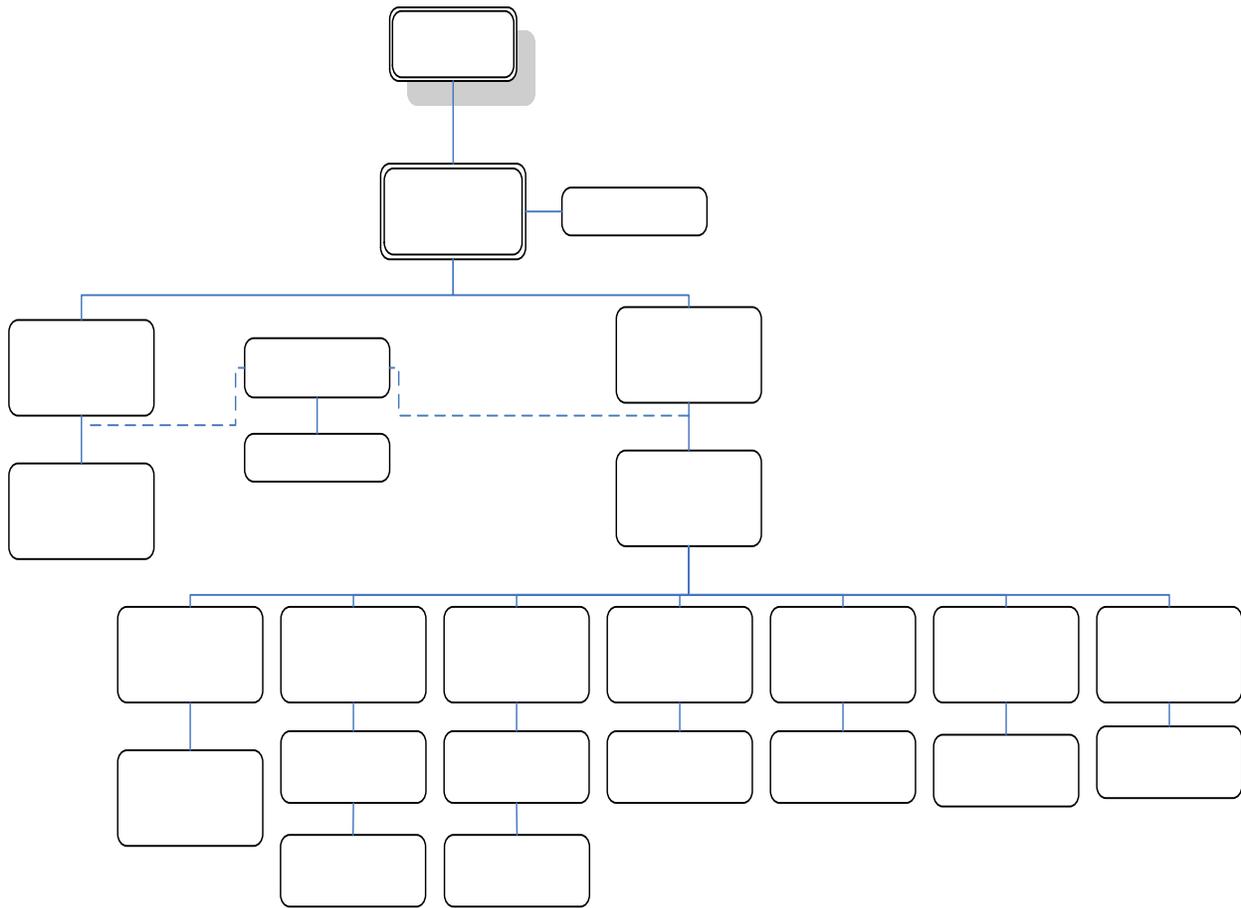
#### ISSUES/CHALLENGES

- 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	2015	2016	2017	2018
Utility Director	0.5	0.5	0.5	0.5
Management Assistant	0.5	0.5	0.5	0.5
GIS Manager	0.4	0.4	0.4	0.4
Total Full-Time Employees	1.4	1.4	1.4	1.4
<b>Electric Engineering</b>				
Engineer	1	1	1	1
System/Distribution Designer	1	1	1	1
CAD Operator	1	1	1	1
GIS Analyst	.5	.5	.5	.5
GIS Technician	.5	.5	.5	.5
Meter Technician	2	2	2	2
Total Full-Time Employees	6	6	6	6



## Electric Fund OPERATIONS

<b>Electric Operations &amp; Construction</b>				
Electric Operations Superintendent	1	1	1	1
Management Assistant	1	1	1	1
Asset & Planning Designer	1	1	1	1
Inventory Control Clerk	1	1	1	1
General Foreman	1	2	2	2
Crew Foreman	4	4	4	4
Substation Tech. / Trouble Shooter	1	1	1	1
Lineman	10	10	10	10
Lineman Apprentice	4	4	4	4
Part-Time Lineman	2	2	2	2
Part-Time Grounds Maintenance/Janitorial	1	1	1	1
Part-Time Administrative Assistant	1	1	1	1
Seasonal	0	0	0	0
<b>Total Full-Time Employees</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>25</b>
<b>Total Part-Time Employees</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Total Seasonal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Department Employees (FT)</b>	<b>31.4</b>	<b>32.4</b>	<b>32.4</b>	<b>32.4</b>
<b>Total Department Employees (PT)</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Total Department Seasonal Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

### 2015/2016 HIGHLIGHTS

- Replaced aging infrastructure at North Fountain Substation, increasing capacity and reliability of our system
- Completed long term Electric Strategic Plan.
- Completed the line extension and service standards.
- Completed upgrades of 40 year old underground system to 200 amps per residence west of the Heritage subdivisions.
- Installed switch gear for the North Fountain Substation to easily tie any and all circuits together to create more switching flexibility to ensure system reliability.
- Extended Bus to have redundant feed to #4 transformer.
- Extended the life expectancy of the overhead poles on the system by approx. 20 years by completing a pole treatment program.
- Continued 5 year pole maintenance program.
- Completed upgrades for Country Club Heights 200 Amp source feed to improve operational capabilities and reliability.
- Completed the Fountain Fort Carson High School Loop, 600 Amp tie and feed from Wilson Rd to Circle C Rd.
- Completed tree trimming near overhead lines in our service territory that covered approx. 200,000 feet.



## Electric Fund OPERATIONS

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- Procured a dedicated equipment trailer for the boring machine to increase project efficiency.
- Procured ½ ton 4X4 pick-up to assist in travel training needs and public safety events.
- Replaced 2003 Dodge Durango due to high mileage, age and need.
- Replaced small trencher that had reached life expectancy.
- Continued to utilize PowerTown for safety demonstrations at several events, continuing to grow and be requested by surrounding businesses and schools to provide the public with much needed safety information.
- Replaced 1,000 175W mercury vapor fixtures.
- Installed security measures at Substations and Warehouse to reduce property damage and theft of copper wire & other tools/equipment.
- Took over Fleet Department Operations.

### 2017/18 GOALS

- Continue upgrades of 40 year old underground system to 200 amps per residence in the Cross Creek Subdivision and Little Ranches Subdivision.
- Convert overhead lines to underground in High Gate Farms.
- Convert overhead lines along South Santa Fe Avenue to Ohio Avenue.
- Complete a 2,000' 200 amp loop feed for the Lowe's and Mesa Ridge High School circuit for reliability purposes.
- Acquire land to facilitate transmission line easements for redundant feed to our substations and to future substation location.
- Construct transmission line to future substation location.
- Construct new Kane Ranch substation.
- Acquire land to facilitate a new Electric Department Warehouse and Offices site as we have outgrown our current facility.
- 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.
- Procure a Meter Data Management System.
- Procure ergonomic office systems for new building.
- 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.
- Replace 1,000 175W mercury vapor fixtures
- Continue tree trimming near overhead lines in our service territory.
- Procure replacement chipper machine as current machine has reached its life expectancy.
- Procure Mini X Cabota and dedicated trailer to expedite repairs in small, hard to reach environments.
- Implement the first phase of the multi-year vehicle replacement plan that will serve as a guide for the changing needs of our department.



## Electric Fund OPERATIONS

- Replace bucket truck that has reached life expectancy.
- Procure single man bucket truck to replace older bucket truck due to high maintenance costs.
- Replace Fleet Shop pick-up that has reached life expectancy.
- Replace 3 phase meter & CT Field Tester that has become antiquated and is unable to be repaired or adjusted to meet current standards.
- Replace 3 phase meter test set that has reached life expectancy.
- Replace battery tester that has reached life expectancy.
- Replace Air Conditioning Charging Unit that has reached life expectancy.
- Procure heavy duty portable jacks for larger vehicles.
- 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.

### BUDGET -- ENGINEERING AND PLANNING

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	418,983	330,619	424,160	424,160	423,150	444,340
Materials and Supplies	85,772	4,868	23,570	23,570	34,820	35,070
Purchased Services	144,080	10,411	217,480	217,480	206,000	206,000
Capital Outlay	405,928	1,980,070	3,475,500	3,475,500	757,000	9,105,000
<b>Total</b>	<b>1,054,764</b>	<b>2,325,968</b>	<b>4,140,710</b>	<b>4,140,710</b>	<b>1,420,970</b>	<b>9,790,410</b>

### BUDGET -- SOURCE OF SUPPLY

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Purchased Services	15,458,718	13,886,612	12,100,000	12,100,000	12,463,000	12,836,890
<b>Total</b>	<b>15,458,718</b>	<b>13,886,612</b>	<b>12,100,000</b>	<b>12,100,000</b>	<b>12,463,000</b>	<b>12,836,890</b>

### BUDGET -- OPERATIONS AND MAINTENANCE

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	2,237,579	2,513,903	2,840,280	2,840,280	3,242,540	3,404,710
Materials and Supplies	605,520	458,845	724,950	724,950	666,000	671,000
Purchased Services	266,161	268,668	310,750	310,750	343,250	350,750
Capital Outlay	863,650	696,108	2,172,170	2,172,170	1,600,200	4,013,000
<b>Total</b>	<b>3,972,910</b>	<b>3,937,525</b>	<b>6,048,150</b>	<b>6,048,150</b>	<b>5,851,990</b>	<b>8,439,460</b>

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



## Electric Fund OPERATIONS

### BUDGET -- ADMINISTRATION

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	693,112	816,584	790,170	790,170	972,760	992,020
Materials and Supplies	10,337	6,682	8,000	8,000	8,000	8,000
Purchased Services	1,487,717	1,466,094	1,483,250	1,602,250	1,607,730	1,617,730
Fixed Charges	1,046,642	1,425,004	112,620	112,620	114,940	114,940
Transfers Out	344,630	515,435	545,435	545,435	545,435	545,435
Capital Outlay	41,968	164,875	128,600	128,600	55,000	55,000
<b>Total</b>	<b>3,624,406</b>	<b>4,394,674</b>	<b>3,068,075</b>	<b>3,187,075</b>	<b>3,303,865</b>	<b>3,333,125</b>

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

### ACTIVITY MEASURES

	2014	2015	6/2016
Population Served-Residential	41,188	42,300	42,570
Commercial Meters Served	987	979	978
Energy Delivered (Mwh)	219,496	226,027	220,075
Meters Installed – Residential	125	124	162
Meters Installed – Commercial	11	11	3

Total Overhead Line Miles	150
Total Underground Line Miles	382



## Electric Fund CUSTOMER SERVICE

**SEE SECTION V – WATER FUND: DESCRIPTION, MISSION STATEMENT, ORGANIZATIONAL CHART, HIGHLIGHTS, GOALS, AND ACTIVITY MEASURES**

### BUDGET – (70% ELECTRIC FUND)

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Salaries and Benefits	1,048,718	1,010,037	1,111,900	1,103,500	1,161,940	1,185,050
Materials and Supplies	33,204	16,642	26,650	23,150	17,660	18,660
Purchased Services	373,272	299,579	457,380	459,880	343,500	413,500
Fixed Charges	23,319	9,401	31,560	31,560	22,670	30,670
Capital Outlay	158,245	4,729	28,000	28,000	525,000	250,000
<b>Total</b>	<b>1,636,758</b>	<b>1,340,387</b>	<b>1,655,490</b>	<b>1,646,090</b>	<b>2,070,770</b>	<b>1,897,880</b>



## Electric Fund FLEET OPERATIONS

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### 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.

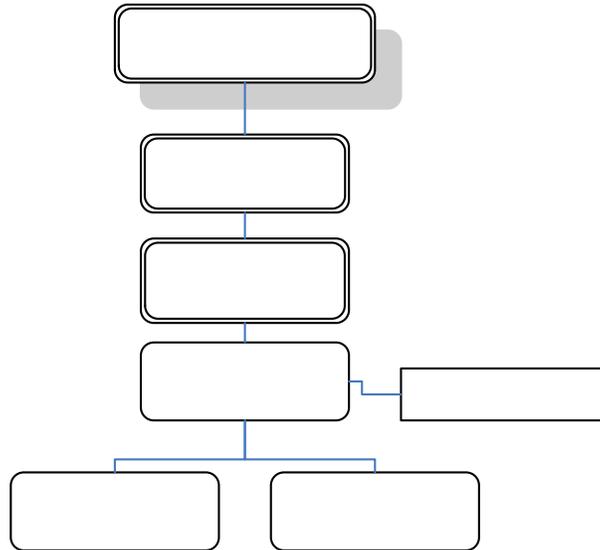
#### **ISSUES/CHALLENGES**

- 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	2015	2016	2017	2018	
Administrative Assistant	0	.5	.5	.5	
Shop Crew Foreman	1	1	1	1	
Lead Crew Leader	1	1	1	1	
Mechanic II	3	3.5	3.5	3.5	
Mechanic I	0	0	0	0	
Total Full-Time Employees	5	6	6	6	
Total Department Employees (FT)	5	6	6	6	
Total Department Employees (PT)	0	0	0	0	

\*Added 1 Admin Asst & 1 Mechanic 2 in 2016 at a 50/50 split with Transit

### 2015/2016 HIGHLIGHTS

- Received 100% on Annual CIRSA Audit in 2016
- Completed routine maintenance & repairs on 739 vehicles in 2015.
- Completed routine maintenance & repairs on 772 vehicles in 2016.
- Fabricated special projects for the following departments: Electric, Streets, Emergency Management, Fire, Police and Parks.
- Completed 25 Requests for Proposals & Requests for Quotes for the following departments: Parks, Streets, Electric, Water, Transit, Emergency Management, IT, and Administration.
- 2015 Workshops, Training & Certifications completed: Fire Academy; Diesel Mechanic Training; Power Stroke Training; A/C Classes; Advanced Circuit
- 2016 Workshops, Training & Certifications completed: Fire Academy; Automotive HVAC Solutions; GM Drivability Solutions; Ford Engine Performance



## Electric Fund FLEET OPERATIONS

- Added a Part Time Mechanic I position that focused on general vehicle maintenance needs to address the challenges faced by the 39% increase in city vehicles since 1999. This position proved to be very valuable and was made full time to Mechanic II position.
- Added a Part Time Administrative Assistant to assist in daily organization, data entry, filing, scheduling and other duties as assigned to increase departmental efficiency. This position proved to be very valuable and was made full time.
- Added one lift as repair parts are obsolete to ensure the safety of our employees and the City's investments as a top priority.
- Procured specialized tools that will increase efficiency maintaining equipment and vehicles.
- Increased 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.
- Replace the 1" impact that has reached its life expectancy

### 2017/18 GOALS

- 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
- 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

### BUDGET -- FLEET OPERATIONS AND MAINTENANCE

Budget Item	2014	2015	2016	2016	2017	2018
	ACTUAL	ACTUAL	AMENDED BUDGET	ESTIMATED ACTUAL	BUDGET REQUEST	BUDGET REQUEST
Salaries and Benefits	549,556	548,941	657,030	657,030	640,630	653,480
Materials and Supplies	18,941	19,224	21,990	21,990	23,700	23,900
Purchased Services	14,167	15,307	19,300	19,300	23,500	23,500
Capital Outlay	-	29,602	-	-	40,000	23,000
<b>Total</b>	<b>582,664</b>	<b>613,074</b>	<b>698,320</b>	<b>698,320</b>	<b>727,830</b>	<b>723,880</b>

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



## Electric Fund FLEET OPERATIONS

### ACTIVITY MEASURES

	2014	2015	8/2016
Administration	7	12	11
Electric	97	120	106
Fire	148	126	104
Fleet	3	4	8
Housing	3	8	5
Parks	64	72	56
Police	201	161	193
Streets	58	73	94
Transit	40	66	109
Utilities	16	19	24
Water	66	78	26
<b>Welding / Fabrication</b>			
	2014	2015	8/2016
Electric	25%	30%	23%
Fire	20%	28%	30%
Streets	10%	20%	15%
Water	15%	10%	10%
Parks	2%	5%	6%
Police	2%	5%	5%
Transit	1%	2%	2%



## Electric Fund GIS

**SEE GENERAL FUND: DESCRIPTION, MISSION STATEMENT, ORGANIZATIONAL CHART,  
HIGHLIGHTS, GOALS, AND MANAGED ASSETS**

### BUDGET

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
Materials and Supplies	-	2,079	5,080	5,080	5,080	5,080
Purchased Services	-	6,421	7,680	7,680	16,080	16,080
Capital Outlay	-	-	33,600	33,600	-	5,600
<b>Total</b>	-	8,500	46,360	46,360	21,160	26,760



# Fire Department AMBULANCE

## DESCRIPTION

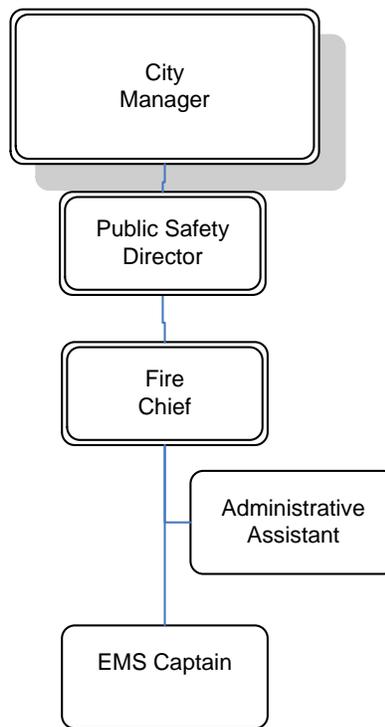
The City of Fountain Fire Department began an improved level of Emergency Medical Services when the present paramedic ambulance transport was placed on-line in January 2002. The paramedic level of service allows the fire department to offer a wide variety of services to its citizens including Advanced 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 ambulance has certainly saved countless lives by providing quick deliveries of its citizens to hospitals in the area. The paramedics and EMT's assigned to ambulance are also certified firefighters.

## MISSION STATEMENT

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

## ORGANIZATIONAL CHART





## Fire Department AMBULANCE

Personnel History				
Position	2015	2016	2017	2018
Fire Lieutenant	1	1	1	1
EMS Lieutenant	0	1	1	1
Paramedic/Firefighter	4	4	4	4
Firefighter/EMT	2	2	2	2
Part-Time EMT's	3	3	3	3
Per Diem EMT's	4	4	4	4
<b>Total Full-Time Employees</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Total Part-Time Employees</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

### 2015/2016 HIGHLIGHTS

- Received new 2015 \$160K ambulance via a 50/50 State EMS grant.
- Hired six new part time employees to assist staffing a second ambulance.
- Continuous Quality Improvement in EMS care was scored at 4.88 out of a possible score of 5.00.

### 2017/2018 GOALS

- Increase transports.
- Improve billing system.
- Increase % 2<sup>nd</sup> ambulance is in service time.
- Move the EMS Captain to a 40 hour work week to be more effective with the ambulance division.

### BUDGET

AMBULANCE FUND	2014 ACTUAL	2015 ACTUAL	2016 ADOPTED BUDGET	2016 ESTIMATED ACTUAL	FY 2017 BUDGET REQUEST	FY 2018 BUDGET REQUEST
<b>AMBULANCE FUND REVENUE</b>						
GRANT-STATE OF COLORADO	-	77,076	-			
AMBULANCE SERVICES	678,983	725,652	875,861	850,000	875,000	900,000
TRANSFER FROM GENERAL FUND	198,095	154,987	150,000	150,000	150,000	150,000
LEASE PROCEEDS		83,000	-	-	-	200,000
<b>TOTAL AMBULANCE FUND REVENUE</b>	<b>877,078</b>	<b>1,040,784</b>	<b>1,025,861</b>	<b>1,000,000</b>	<b>1,025,000</b>	<b>1,250,000</b>
<b>AMBULANCE FUND EXPENSES</b>						
<b>TOTAL PERSONAL SERVICES</b>	737,556	686,422	807,860	819,860	938,730	955,970
<b>TOTAL PERSONAL SERVICES</b>						
<b>TOTAL CAPITAL</b>	26,760	163,063	-	16,000	-	200,000
<b>TOTAL AMBULANCE FUND EXPENSES</b>	<b>890,581</b>	<b>1,015,617</b>	<b>975,861</b>	<b>1,019,450</b>	<b>1,105,300</b>	<b>1,326,040</b>
<b>Revenues less (-)Expenses</b>	<b>(\$13,503)</b>	<b>\$25,167</b>	<b>\$50,000</b>	<b>(\$19,450)</b>	<b>(\$80,300)</b>	<b>(\$76,040)</b>



## Fire Department AMBULANCE

### ACTIVITY MEASURES

	2014	2015	6/30/2016
Calls for service	2,464	2,464	1,380
# of transports	1,441	1,694	826
# of transports other ambulances	133	202	98
Average delivery time to Hospitals–Emergency	17 Minutes	17 Minutes	18 Minutes
Average turn around time from Hospitals	20 Minutes	20 Minutes	24 Minutes



# Fire Department AMBULANCE

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## DRAINAGE FUND

### DESCRIPTION

The Engineering Department currently administers the Storm Water Drainage Utility with offices located on the first floor of City Hall. The Engineering Department has one full-time City Engineer and two full-time Engineering Technicians/Inspectors. The Engineering Department coordinates with the City Neighborhood Services Division and Municipal Court for enforcement of violations. The Street and Drainage Maintenance Department currently performs ongoing maintenance of the City Storm Water Drainage Systems. In addition, many drainage facilities are privately owned/operated for which the City conducts regular inspections to ensure such facilities are being properly constructed and maintained. The Engineering Department also administers the City's Municipal Storm Water Discharge (MS4) Permit as issued by the State of Colorado.

The City established a Storm Water Enterprise Fund by Ordinance 1158 on October 23, 2001. The City established a Jimmy Camp Drainage Basin Fee by Ordinance 1199 on September 9, 2003. The City established an Exemption to the Jimmy Camp Drainage Basin Fee by Ordinance 1419 on April 8, 2008, for all development implementing Full-Spectrum Detention and other Erosion Control and Storm Water Quality Management Code Standards as established by City Ordinance 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 a Storm Water Division can be properly organized, begin working on numerous needed improvement projects, and better monitor/maintain the City Storm Water Drainage System.

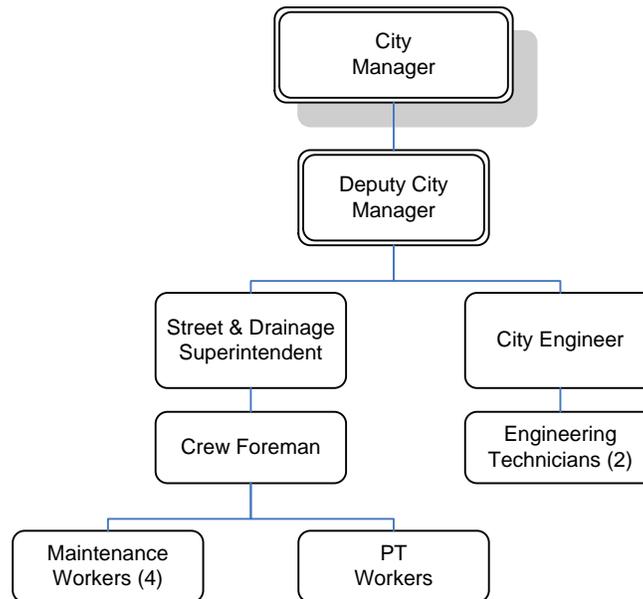
### MISSION STATEMENT

The Engineering Department, 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.



# DRAINAGE FUND

## ORGANIZATIONAL CHART



## 2015/16 HIGHLIGHTS

- Maintain State MS4 Permit
- Continued Annual Storm Water Advertisement
- Established Escrow Fund with Cross Creek District for Hale Reservoir Full Spectrum Detention Improvements
- Completed Annual Inspection and Monitoring of Storm Water Facilities
- Transferred 700 Crest Drive Cliff Bank Stabilization Improvements Project to El Paso County
- Complete Ongoing Inspection of Construction Sites
- Continued Representation on the Fountain Creek Watershed and Greenway District
- Participated in Regional Storm Water Management Coordination and Education Program Efforts

## 2017/18 GOALS

- Implement and Maintain New State MS4 Permit Program
- Review and Adopt Applicable Section of New Colorado Springs Drainage Criteria Manual
- Continue Ongoing Inspection of Construction Sites
- Develop Plan for Establishing a City Storm Water Utility
- Continue Participation on the Fountain Creek Watershed and Greenway District
- Continue City Employee BMP Training
- Continue Storm Water Quality Public Education Program
- Continue Annual Inspection and Monitoring of Storm Water Facilities



## DRAINAGE FUND

- Construct Peaceful Valley Road Jimmy Camp Creek Low Water Crossing Culvert Improvements
- Obtain Easements and Construct Jimmy Camp Creek Stabilization Improvements at Link Road Bridge

### BUDGET

DRAINAGE FUND	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>DRAINAGE FUND TOTAL REVENUE</b>	46,220	99,726	31,294	31,290	31,290	31,290
<b>DRAINAGE FUND EXPENSE</b>						
ENGINEERING SERVICES	-	4,330	50,000	50,000	50,000	50,000
<b>TOTAL OPERATING EXPENSES</b>	-	4,330	50,000	50,000	50,000	50,000
<b>CAPITAL OUTLAY</b>						
SYSTEM IMPROVEMENTS		38,109	150,000	100,000	150,000	150,000
Cross Creek Park IGA Drainage Fee Payment		635,764	-			
<b>TOTAL CAPITAL OUTLAY</b>	-	673,873	150,000	100,000	150,000	150,000
<b>DRAINAGE FUND EXPENSE TOTAL</b>	-	678,203	200,000	150,000	200,000	200,000
<b>Revenues less (-)Expenses</b>	46,220	(578,477)	(168,706)	(118,710)	(168,710)	(168,710)
<b>Beginning Fund Balance</b>	1,604,442	1,650,662	1,072,185	1,072,185	953,475	784,765
<b>Ending Fund Balance</b>	1,650,662	1,072,185	903,479	953,475	784,765	616,055



## 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

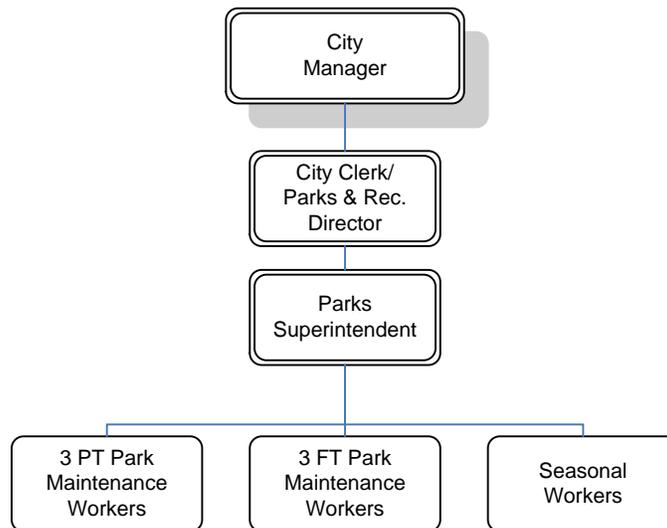


# Miscellaneous Funds CONSERVATION TRUST

## DESCRIPTION

The Colorado Constitution, as amended in 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 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





## Miscellaneous Funds CONSERVATION TRUST

### BUDGET – PARKS CONSERVATION TRUST

CONSERVATION TRUST FUND	2014 ACTUAL	2015 ACTUAL	2016 ADOPTED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>CONSERVATION TRUST REVENUE</b>						
INTEREST INCOME	1,527	903	700	700	700	700
REALIZED GAIN/(LOSS) ON INVESTMENT	369	(112)	-	-	-	-
LOTTERY PROCEEDS	223,370	224,769	230,000	225,000	227,000	229,000
<b>CONSERVATION TRUST REVENUE Total</b>	<b>225,266</b>	<b>225,561</b>	<b>230,700</b>	<b>225,700</b>	<b>227,700</b>	<b>229,700</b>
<b>CONSERVATION TRUST EXPENSES</b>						
<b>OPERATING EXPENSES</b>	<b>97,321</b>	<b>111,329</b>	<b>130,800</b>	<b>130,800</b>	<b>139,800</b>	<b>139,800</b>
<b>CAPITAL EXPENSES</b>						
PARK IMPROVEMENTS	-	45,441	31,000	31,000	38,000	38,000
IMPROVEMENTS - ARBOR DAY	1,125	3,444	10,000	10,000	5,000	5,000
IMPROVEMENTS - AGA PARK/INCLUSIVE	5,181	61,790	-	-	180,000	35,000
IMPROVEMENTS - TRAIL CONSTRUCTION	1,510	1,650	6,000	6,000	10,000	10,000
VEHICLES	-	33,968	-	-	-	-
PARK EQUIPMENT	54,931	2,768	56,500	56,500	42,400	36,000
<b>TOTAL CAPITAL EXPENSES</b>	<b>-</b>	<b>88,206</b>	<b>103,500</b>	<b>103,500</b>	<b>275,400</b>	<b>124,000</b>
<b>CONSERVATION TRUST EXPENSES Total</b>	<b>160,068</b>	<b>260,389</b>	<b>234,300</b>	<b>234,300</b>	<b>415,200</b>	<b>263,800</b>
Revenue less (Expenses)	65,198	(34,828)	(3,600)	(8,600)	(187,500)	(34,100)
Beginning Fund Balance	200,200	265,398	230,570	230,570	221,970	34,470
Ending Fund Balance	265,398	230,570	226,970	221,970	34,470	370



## 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.

### 2015/16 HIGHLIGHTS

- Arbor Day Tree Planting

### 2017/18 GOALS

- Continued maintenance

### BUDGET – HERITAGE SPECIAL IMPROVEMENT DISTRICT

	2014 ACTUAL	2015 ACTUAL	2016 ADOPTED BUDGET	2016 ESTIMATED TO YEAR END	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>HERITAGE MAINTENANCE DISTRICT</b>						
<b><u>HERITAGE MAINTENANCE REVENUE</u></b>						
PROPERTY TAX COLLECTIONS	58,337	58,411	62,000	62,000	62,000	62,000
SPECIFIC OWNERSHIP TAX	6,250	6,698	3,100	3,100	3,100	3,100
INTEREST INCOME	1,768	1,535	800	800	800	800
REALIZED GAIN/(LOSS) ON INVESTMENTS	439	(213)	-	-	-	-
<b>TOTAL HERITAGE MAINTENANCE REVENUE</b>	<b>66,793</b>	<b>66,431</b>	<b>65,900</b>	<b>65,900</b>	<b>65,900</b>	<b>65,900</b>
<b><u>HERITAGE MAINTENANCE EXPENSES</u></b>						
LEGAL SERVICES	-	-	1,000	1,000	1,000	1,000
MAINTENANCE	35,634	32,864	50,000	50,000	50,000	50,000
TREES	-	-	5,000	5,000	5,000	5,000
UTILITIES	(105)	-	500	500	500	500
OTHER EXPENSES	856	100	2,500	2,500	2,500	2,500
<b>TOTAL HERITAGE MAINTENANCE EXPENSES</b>	<b>36,385</b>	<b>32,964</b>	<b>59,000</b>	<b>59,000</b>	<b>59,000</b>	<b>59,000</b>
<b>Revenue less (Expenses)</b>	<b>30,409</b>	<b>33,467</b>	<b>6,900</b>	<b>6,900</b>	<b>6,900</b>	<b>6,900</b>
<b>Beginning Fund Balance</b>	<b>289,125</b>	<b>319,533</b>	<b>353,001</b>	<b>353,001</b>	<b>359,901</b>	<b>366,801</b>
<b>Ending Fund Balance</b>	<b>319,533</b>	<b>353,001</b>	<b>359,901</b>	<b>359,901</b>	<b>366,801</b>	<b>373,701</b>



## Miscellaneous Funds VOLUNTEER FIRE FUND

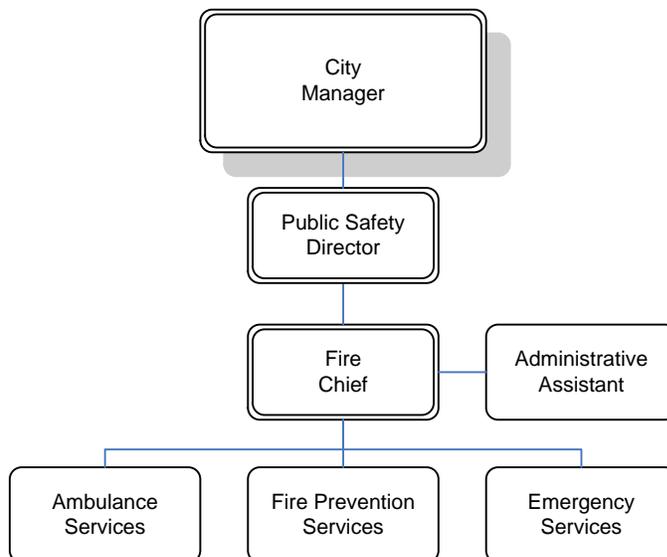
### DESCRIPTION

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



### 2015/2016 HIGHLIGHTS

- Increased volunteer firefighters by 20

### 2017/18 GOALS

- Increase volunteer firefighters by 20
- Increase volunteer EMS only providers



## Miscellaneous Funds VOLUNTEER FIRE FUND

### BUDGET – VOLUNTEER FIRE FUND

VOLUNTEER FIRE FUND	2014 ACTUAL	2015 ACTUAL	2016 ADOPTED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>VOLUNTEER FIRE FUND REVENUE</b>						
OTHER GRANTS	32,500	-	16,600	-	-	-
OFF DUTY SERVICE REVENUES	28,953	24,196	30,000	30,000	30,000	30,000
INTEREST INCOME	796	703	400	400	400	400
DEPARTMENT CLOTHING	659	354	500	500	500	500
AUXILLARY	800	1,893	1,000	1,000	1,000	1,000
ANIMAL RESCUE	-	100	-	-	-	-
COMMUNITY CPR	1,785	50	2,000	2,000	2,000	2,000
DONATIONS	3,522	1,705	3,500	3,500	3,500	3,500
MISCELLANEOUS REVENUE	1,929	17,919	2,000	2,000	2,000	2,000
<b>TOTAL VOLUNTEER FIRE FUND REVENUE</b>	<b>70,945</b>	<b>46,921</b>	<b>56,000</b>	<b>39,400</b>	<b>39,400</b>	<b>39,400</b>
<b>VOLUNTEER FIRE FUND EXPENSES</b>						
SALARIES AND WAGES	21,704	-	2,500	-	-	-
SOCIAL SECURITY	1,346	-	1,650	-	-	-
MEDICARE	315	-	380	-	-	-
UNEMPLOYMENT	65	-	65	65	65	65
MINOR EQUIPMENT	5,287	314	4,000	4,000	4,000	4,000
OFF DUTY SERVICE PURCHASES	891	-	-	8,750	-	-
DEPARTMENT CLOTHING	2,768	886	4,570	4,570	4,570	4,570
BADGES	-	1,077	150	150	150	150
HAZARDOUS MATERIALS EQUIPMENT	-	-	250	250	500	300
TRAVEL/TRAINING	-	50	1,000	1,000	1,000	1,000
TRAINING	-	-	-	-	-	-
LABOR DAY DINNER	1,012	996	1,215	1,215	1,215	1,215
WILDLAND FIRE	3,351	1,890	2,500	2,500	2,500	2,500
COMMUNITY CPR EXPENSES	585	575	600	600	600	600
OTHER EXPENSES	8,552	16,049	12,320	12,320	12,320	12,320
<b>TOTAL VOLUNTEER FIRE FUND EXPENSES</b>	<b>45,875</b>	<b>21,835</b>	<b>31,200</b>	<b>35,420</b>	<b>26,920</b>	<b>26,720</b>
<b>Revenues less (Expenses)</b>	<b>25,070</b>	<b>25,086</b>	<b>24,800</b>	<b>3,980</b>	<b>12,480</b>	<b>12,680</b>
<b>Beginning Fund Balance</b>	<b>104,881</b>	<b>129,951</b>	<b>131,251</b>	<b>131,251</b>	<b>135,231</b>	<b>147,711</b>
<b>Ending Fund Balance</b>	<b>129,951</b>	<b>155,037</b>	<b>156,051</b>	<b>135,231</b>	<b>147,711</b>	<b>160,391</b>



## Miscellaneous Funds GENERAL IMPROVEMENT DISTRICT #1

### DESCRIPTION

On September 25, 2007, City Council approved second reading of Ordinance No. 1386, which organized Fountain General Improvement District No. 1. A special election of eligible electors within the District was held on November 6, 2007, and the imposition of the District's Limited Mill Levy was authorized by these electors, including a removal of revenue from TABOR limitations. The primary purpose of the District is to fund, operate, and maintain certain regional improvements benefiting properties within the District, including but not limited to life safety, park and recreation, streets, civic and cultural, transportation, and drainage facilities. The maximum mill levy is 12 mills for capital funding of which no more than 5% of revenues can be used for administration, operation, and maintenance expenses. The Board of Directors for 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 \$40,000 in revenue during 2017; \$45,000 in revenue during 2014.

### BUDGET – GID # 1

Budget Item	2014 ACTUAL	2015 ACTUAL	2016 ADOPTED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>REVENUE-Property Tax</b>	\$9,973	\$17,435	\$38,710	\$38,710	\$40,000	\$45,000
<b>TOTAL</b>	\$9,973	\$17,435	\$38,710	\$38,710	\$40,000	\$45,000
<b>EXPENSES</b>	\$0		\$0	\$0	\$0	\$0
<b>TOTAL</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Revenues less (-)Expenses</b>	\$9,973	\$17,435	\$38,710	\$38,710	\$40,000	\$45,000
<b>Beginning Fund Balance</b>	\$46,077	\$56,050	\$73,485	\$73,485	\$112,195	\$152,195
<b>Ending Fund Balance</b>	\$56,050	\$73,485	\$112,195	\$112,195	\$152,195	\$197,195



## 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	2014 Actual	2015 ACTUAL	2016 ADOPTED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>REVENUE-Property Tax</b>	\$1,938	\$9,746	\$15,170	\$15,170	\$15,500	\$17,500
<b>TOTAL</b>	\$1,938	\$9,746	\$15,170	\$15,170	\$15,500	\$17,500
<b>EXPENSES</b>	\$0		\$0	\$0	\$0	\$0
<b>TOTAL</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Revenues less (-)Expenses</b>	\$1,938	\$9,746	\$15,170	\$15,170	\$15,500	\$17,500
<b>Beginning Fund Balance</b>	\$0	\$1,938	\$11,684	\$11,684	\$26,854	\$42,354
<b>Ending Fund Balance</b>	\$1,938	\$11,684	\$26,854	\$26,854	\$42,354	\$59,854



## 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.

On 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

	2014 ACTUAL	2015 ACTUAL	2016 ADOPTED BUDGET	2016 ESTIMATED ACTUAL	2017 PROPOSED BUDGET	2018 PROPOSED BUDGET
<b>INSURANCE FUND</b>						
<b>INSURANCE FUND REVENUE</b>						
INTEREST INCOME	5,951	5,873	-	-	-	-
UNREALIZED GAIN/LOSS	1,130	(1,041)	-	-	-	-
REALIZED GAIN/LOSS	390	132	-	-	-	-
INSURANCE PREMIUM REVENUE	3,337,089	3,406,418	3,515,100	3,515,100	3,515,100	3,655,704
OTHER REVENUE	-	14,685	-	-	-	-
<b>TOTAL INSURANCE FUND REVENUE</b>	<b>3,344,560</b>	<b>3,426,068</b>	<b>3,515,100</b>	<b>3,515,100</b>	<b>3,515,100</b>	<b>3,655,704</b>
<b>INSURANCE FUND EXPENSES</b>						
WELLNESS PROGRAM	1,350	3,594	10,000	10,000	10,000	10,000
LEGAL SERVICES		9,500	-	-	-	-
INSURANCE PREMIUM EXPENSE	365,706	431,617	435,500	435,500	457,275	480,139
INSURANCE ADMINISTRATIVE EXPENSES	221,492	236,840	240,000	240,000	252,000	264,600
MEDICAL CLAIMS	1,610,832	1,413,130	1,547,000	1,557,000	1,634,850	1,716,593
DENTAL CLAIMS	187,507	194,340	195,000	195,000	200,000	200,000
VISION CLAIMS	31,365	26,592	33,500	33,500	33,500	33,500
STD CLAIMS	31,901	27,675	35,000	32,000	33,000	34,000
RX CLAIMS	519,688	613,826	620,000	620,000	651,000	683,550
BANK CHARGES	764	-	2,000	-	-	-
TRANSFER TO GENERAL FUND	-	200,000	2,000	392,000	245,000	255,000
<b>TOTAL INSURANCE FUND EXPENSES</b>	<b>2,970,605</b>	<b>3,157,114</b>	<b>3,120,000</b>	<b>3,515,000</b>	<b>3,516,625</b>	<b>3,677,382</b>
<b>Revenue less (Expenses)</b>	<b>373,955</b>	<b>268,954</b>	<b>395,100</b>	<b>100</b>	<b>(1,525)</b>	<b>(21,678)</b>
<b>Beginning Fund Balance</b>	<b>536,734</b>	<b>910,689</b>	<b>1,179,643</b>	<b>1,179,643</b>	<b>1,179,743</b>	<b>1,178,218</b>
<b>Ending Fund Balance</b>	<b>910,689</b>	<b>1,179,643</b>	<b>1,574,743</b>	<b>1,179,743</b>	<b>1,178,218</b>	<b>1,156,540</b>



## Miscellaneous Funds VOLUNTEER FIRE PENSION FUND

### DESCRIPTION

The Volunteer Fire Pension Fund is a fiduciary fund used 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

	2014 ACTUAL	2015 ACTUAL	2016 ADOPTED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>VOLUNTEER FIRE PENSION FUND</b>						
<b>VOLUNTEER FIRE PENSION FUND REVENUE</b>						
INTEREST INCOME	2,191	2,732	1,500	1,500	1,500	1,500
<b>TOTAL VOLUNTEER FIRE PENSION FUND REVENUE</b>	2,191	2,732	1,500	1,500	1,500	1,500
<b>VOLUNTEER FIRE PENSION FUND EXPENSES</b>						
RETIREE PAYMENTS	4,800	3,600	4,800	4,800	4,800	4,800
OTHER EXPENSES	-	10,389	-	7,500	-	-
BANK CHARGES/BROKER FEES	150	150	355	355	355	355
<b>TOTAL VOLUNTEER FIRE PENSION FUND EXPENSES</b>	4,950	14,139	5,155	12,655	5,155	5,155
<b>Revenues less (Expenses)</b>	(2,759)	(11,407)	(3,655)	(11,155)	(3,655)	(3,655)
<b>Beginning Fund Balance</b>	728,945	726,186	712,131	712,131	700,976	697,321
<b>Ending Fund Balance</b>	726,186	714,779	708,476	700,976	697,321	693,666



## Public Works Department TRANSPORTATION SALES TAX

### DESCRIPTION

The Engineering Department and the Street Maintenance Department jointly administer the Transportation Sales Tax Funded Capital Projects as funded by 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

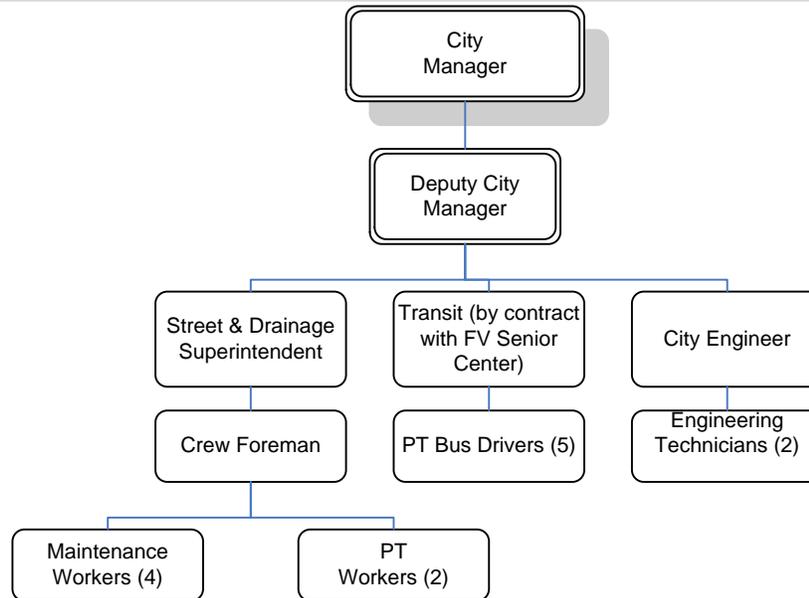
### MISSION STATEMENT

The Engineering and Streets Departments, utilizing 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 TRANSPORTATION SALES TAX

## ORGANIZATIONAL CHART



Transit Personnel History				
Position	2015	2016	2017	2018
Fountain Valley Senior Center Dispatch & Para Transit Service Contract	1	1	1	1
Mechanic II (split w/ Fleet)	0	.5	.5	.5
Admin Assistant	0	.5	.5	.5
Total Full-Time Employees	0	1	1	1
Regular Part-Time Transit Operators	7	7	7	7

\* Made 1 Mechanic II & 1 Admin Asst full time at a 50/50 split with Fleet in 2016

## 2015-2016 HIGHLIGHTS

- Finalize Duckwood Railroad Crossing Project Regulatory Permits and Necessary Railroad Agreements.
- Finalize Federal Funding, NEPA Clearances and Right-of-Way Acquisition for Relocation of the Illinois Railroad Crossing to Indiana Avenue.
- Completed West Ohio/BNSF Crossing Safety Improvements
- Completed Right-of-Way Acquisitions For Indiana Avenue Railroad Crossing.
- Finalize Federal Funding & NEPA Clearances for Bus Stop Improvements.
- Installed Traffic Calming Improvements Along Fortman Avenue.
- Secure Additional CDBG Grant Funds for ADA Sidewalk Curb Ramp Improvement Projects.
- Continued the Annual Roadway Pavement Resurfacing Program On High Priority Roadways.
- Extended Fountain Municipal Transit Daily Evening Service Hours by One Hour (Monday thru Friday).



## Public Works Department TRANSPORTATION SALES TAX

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### 2017-2018 GOALS

- Complete Duckwood Railroad Crossing Improvements and Partial Closure of Mesa Road Railroad Crossing.
- Complete Relocation of the Illinois Railroad Crossing to Indiana Avenue.
- 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.
- Improve Fountain Municipal Transit Operations Reliability (Vehicle Replacement & Improve Communications)



## Public Works Department TRANSPORTATION SALES TAX

### BUDGET – TRANSPORTATION SALES TAX – PUBLIC TRANSPORTATION

PUBLIC TRANSPORTATION SALES TAX FUND	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>PUBLIC TRANSPORTATION FUND REVENUE</b>						
SALES TAX (.0025 of .0075) Includes new revenue of \$290,000 from UTW project starting on 2016	521,732	596,074	777,000	715,700	733,600	752,000
CDOT STIP Enhancement Grant		-	120,000	-	120,000	
INTEREST INCOME	2,448.68	1,893.80	800	800	2,000	2,000
<b>TOTAL PUBLIC TRANSPORTATION FUND REVENUE</b>	<b>524,180</b>	<b>597,968</b>	<b>897,800</b>	<b>716,500</b>	<b>855,600</b>	<b>754,000</b>
<b>PUBLIC TRANSPORTATION FUND EXPENSE</b>						
<b>SALARIES AND BENEFITS</b>						
SALARIES & WAGES- TRANSIT	122,776	126,835	173,370	173,370	212,700	216,960
SOCIAL SECURITY	7,612	7,864	10,750	10,750	13,400	13,670
MEDICARE	1,780	1,839	2,520	2,520	3,200	3,270
GROUP INSURANCE	220	242	-		26,700	27,240
WORKMANS COMPENSATION	12,732	14,600	17,690	17,690	9,200	9,390
UNEMPLOYMENT	368	380	530	530	700	720
DEFERRED COMPENSATION					2,100	2,150
<b>TOTAL SALARIES AND BENEFITS</b>	<b>145,489</b>	<b>151,760</b>	<b>204,860</b>	<b>204,860</b>	<b>268,000</b>	<b>273,400</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>186,324</b>	<b>214,833</b>	<b>501,075</b>	<b>385,480</b>	<b>364,438</b>	<b>364,421</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>30,000</b>	<b>-</b>	<b>180,000</b>	<b>15,000</b>	<b>335,000</b>	<b>15,000</b>
<b>TOTAL PUBLIC TRANSPORTATION FUND EXPENSE</b>	<b>361,813</b>	<b>366,593</b>	<b>885,935</b>	<b>605,340</b>	<b>967,438</b>	<b>652,821</b>
Revenues less (-)Expenses	162,367	231,375	11,865	111,160	(111,838)	101,179
Beginning Fund Balance	323,923	486,290	717,665	717,665	828,825	716,987
Ending Fund Balance	486,290	717,665	729,530	828,825	716,987	818,166
Vehicle Replacement Reserve Balance	55,500	84,000	112,500	112,500	109,000	105,500
Facility Improvement Reserve Balance	30,000	40,000	50,000	50,000	60,000	70,000



## Public Works Department TRANSPORTATION SALES TAX

### BUDGET – TRANSPORTATION SALES TAX – STREET RESURFACING

	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>STREET RESURFACING FUND</b>						
<b>STREET RESURFACING FUND REVENUE</b>						
SALES TAX (.0015 of .0075) Includes new revenue of \$175,000 from UTW project starting on 2016	313,039	357,644	494,000	429,400	440,200	451,300
INTEREST INCOME	1,048	491	1,000	1,000	500	500
<b>TOTAL STREET RESURFACING FUND REVENUE</b>	<b>314,087</b>	<b>358,135</b>	<b>495,000</b>	<b>430,400</b>	<b>440,700</b>	<b>451,800</b>
<b>STREET RESURFACING FUND EXPENSE</b>						
TRANSFER TO GENERAL FUND		15,000	15,000	15,000	15,000	15,000
STREET RESURFACING IMPROVEMENTS	346,966	254,902	264,100	264,100	370,000	390,000
FURA-UTW SALES TAX (.15%)	-	18,929	158,700	89,400	91,700	94,000
<b>TOTAL OPERATING EXPENSES</b>	<b>-</b>	<b>288,831</b>	<b>437,800</b>	<b>368,500</b>	<b>476,700</b>	<b>499,000</b>
<b>CAPITAL OUTLAY</b>						
EQUIPMENT	-	72,300	25,000	40,000	-	-
<b>TOTAL STREET RESURFACING FUND EXPENSE</b>	<b>346,966</b>	<b>361,131</b>	<b>462,800</b>	<b>408,500</b>	<b>476,700</b>	<b>499,000</b>
<b>Revenues less (-)Expenses</b>	<b>(32,879)</b>	<b>(2,995)</b>	<b>32,200</b>	<b>21,900</b>	<b>(36,000)</b>	<b>(47,200)</b>
<b>Beginning Fund Balance</b>	<b>114,524</b>	<b>81,645</b>	<b>119,950</b>	<b>119,950</b>	<b>141,850</b>	<b>105,850</b>
<b>Ending Fund Balance</b>	<b>81,645</b>	<b>78,650</b>	<b>152,150</b>	<b>141,850</b>	<b>105,850</b>	<b>58,650</b>



## Public Works Department TRANSPORTATION SALES TAX

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

STREET CAPITAL IMPR FUND	2014 ACTUAL	2015 ACTUAL	2016 AMENDED BUDGET	2016 ESTIMATED ACTUAL	2017 BUDGET REQUEST	2018 BUDGET REQUEST
<b>STREET CAPITAL IMPR FUND REVENUE</b>						
SALES TAX (.0035 of .0075) Sales tax sunsets at the end of 2019 Includes new revenue of \$405,000 from UTW project starting on 2016	730,424	834,504	1,085,000	1,001,900	1,027,000	1,052,700
CDOT STIP Grant - Indiana Ave BNSF Crossing		-	400,000	-	400,000	400,000
INTEREST INCOME	17,742	11,800	6,000	6,000	6,000	6,000
<b>STREET CAPITAL IMPR FUND TOTAL</b>	<b>748,167</b>	<b>846,304</b>	<b>1,491,000</b>	<b>1,007,900</b>	<b>1,433,000</b>	<b>1,458,700</b>
<b>STREET CAPITAL IMPR FUND EXPENSES</b>						
LEGAL SERVICES	-	-	15,000	15,000	15,000	15,000
DUCKWOOD/SH 85 RAILROAD CROSSING	1,858	2,877	-			
RR CROSSING QUIET ZONES	13,943	2,511	-			
ENGINEERING SERVICES	-	-	50,000	50,000	-	-
DUCKWOOD/SH 85 RAILROAD CROSSING		32,001	-			
TRANSFER TO GENERAL FUND		35,000	-			
FURA-UTW SALES TAX (.35%)		46,520	370,400	208,500	213,800	219,200
<b>TOTAL OPERATING EXPENSES</b>	<b>15,801</b>	<b>118,909.24</b>	<b>435,400</b>	<b>273,500</b>	<b>228,800</b>	<b>234,200</b>
<b>CAPITAL OUTLAY</b>						
RIGHT-OF-WAY ACQUISITION	72,658	(32.00)	50,000	50,000	50,000	50,000
RR CROSSING HORN QUIET ZONE	5,200	3,172.24	-			
DUCKWOOD/SH 85 RAILROAD CROSSING	-	-	1,500,000	-	3,100,000	-
RR CROSSING HORN QUIET ZONES	14,591	108,251.42	601,000	-	1,200,000	-
FONTAINE BLVD EXTENSION	-	-	-	-	100,000	-
COMANCHE VILLAGE-SIGNAL HWY 85	-	-	-	-	-	500,000
FOUNTAIN MESA -SIGNAL-C&S ROAD	-	-	-	-	-	450,000
OHIO-JIMMY CAMP ROUNDABOUT	-	-	-	-	-	250,000
ADA SIDEWALK & CORNER RAMPS	-	20,000.00	20,000	100,000	20,000	20,000
TRAFFIC CALMING	-	2,500.00	25,000	-	25,000	25,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>92,449</b>	<b>133,891.66</b>	<b>2,196,000</b>	<b>150,000</b>	<b>4,495,000</b>	<b>1,295,000</b>
<b>TOTAL STREET CAPITAL IMPR FUND EXPENSES</b>	<b>108,249</b>	<b>252,800.90</b>	<b>2,631,400</b>	<b>423,500</b>	<b>4,723,800</b>	<b>1,529,200</b>
<b>Revenues less (-)Expenses</b>	<b>639,917</b>	<b>593,503</b>	<b>(1,140,400)</b>	<b>584,400</b>	<b>(3,290,800)</b>	<b>(70,500)</b>
<b>Beginning Fund Balance</b>	<b>2,273,777</b>	<b>2,913,694</b>	<b>3,507,197</b>	<b>3,507,197</b>	<b>4,091,597</b>	<b>800,797</b>
<b>Ending Fund Balance</b>	<b>2,913,694</b>	<b>3,507,197</b>	<b>2,366,797</b>	<b>4,091,597</b>	<b>800,797</b>	<b>730,297</b>



## 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:

**2017-2018 Capital Budgets:** 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.

**2019-2021 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 timeframe. 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.



## Capital Improvements Plan Overview

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**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 2017/18 CAPITAL BUDGETS

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## 2017/18 Capital Budgets



## Capital Improvements Plan 2017/18 CAPITAL BUDGETS

### DESCRIPTION

The 2017/18 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 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.

The Capital Improvements Plan (at the end of this section) indicates capital projects or purchases that will occur or are planned to occur in the years 2019 through 2021.

### SUMMARY

Capital Budget Summary by Category 2017 to 2018								
	Improvements Water Rights	Land	Buildings	Equip & Software	Furniture	Vehicles	Equipment	Totals
General Fund	\$ 304,100	\$ 240,000	\$ -	\$ 653,400	\$ -	\$ 1,626,050	\$ 141,000	\$ 2,964,550
Water Fund	\$ 8,642,000	\$ -	\$ 115,000	\$ 469,900	\$ -	\$ 76,000	\$ 6,000	\$ 9,308,900
Electric Fund	\$ 11,100,200	\$ -	\$ 3,135,000	\$ 1,215,600	\$ 250,000	\$ 530,000	\$ 212,000	\$ 16,442,800
Conservation Trust Fund	\$ 301,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 78,400	\$ 399,400
Transportation Sales Tax- Transit, Street Resurfacing, and Street Capital	\$ 6,550,000	\$ -	\$ 180,000	\$ -	\$ -	\$ 150,000	\$ -	\$ 6,880,000
Ambulance Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
Drainage Fund	\$ 300,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320,000
<b>Totals</b>	<b>\$ 27,197,300</b>	<b>\$ 280,000</b>	<b>\$ 3,430,000</b>	<b>\$ 2,338,900</b>	<b>\$ 250,000</b>	<b>\$ 2,582,050</b>	<b>\$ 437,400</b>	<b>\$ 36,515,650</b>



**Capital Improvements Plan  
2017/2018 CAPITAL BUDGETS – GENERAL FUND**

**GENERAL FUND**

<b>General Fund Summary</b>		
<b>Summary by Category</b>	<b>2017</b>	<b>2018</b>
Projects	\$ 138,100	\$ 166,000
Land	\$ 240,000	\$ -
Buildings	\$ -	\$ -
Computer Equipment/Software	\$ 468,400	\$ 185,000
Furniture	\$ -	\$ -
Vehicles	\$ 1,386,700	\$ 239,350
Equipment	\$ 27,000	\$ 94,000
<b>Total</b>	<b>\$ 2,260,200</b>	<b>\$ 684,350</b>

**PROJECTS**

**Title: Irrigation system & Landscape at Heritage Park (Improvements)**

G/L Account: 100-551-9320-1020  
 Cost: \$15,000  
 Years to be Completed: 2017 & 2018  
 Impact on O&M Budget: Positive – Irrigation system will help with water conservation & landscape will beautify park  
 Funding Sources: Park Reserve Fund  
 Description of Project/Need: Irrigation system improvements & Landscape of Heritage Park

**Title: Replacement Picnic tables @ Pavilions & Gazebo in various parks**

G/L Account: 100-551-9320-2335  
 Cost: \$20,000-2017 and \$30,000 in 2018  
 Years to be Completed: 2017 & 2018  
 Impact on O&M Budget: Positive – Will make the Pavilions & Gazebos more attractive to rent out & less maintenance for staff  
 Funding Sources: Park Reserve Fund  
 Description of Project/Need: Replacing old & broken tables

**Title: Fountain Mesa Park Playground (Equipment)**

G/L Account: 100-551-9320  
 Cost: \$45,000  
 Year to be Purchased: 2018  
 Impact on O&M Budget: Positive - New equipment will reduce on-going maintenance costs  
 Funding Sources: Park Reserve Fund  
 Description of Project/Need: Equipment is replacing older playground equipment that is in need of replacement



## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

**Title: Replace Bleachers at Metcalfe (Improvements)**

G/L Account: 100-551-9420  
 Cost: \$20,000-2017  
 Year to be Purchased: 2017  
 Impact on O&M Budget: negligible

Funding Sources: Park Reserve Fund  
 Description of Project/Need: CIRSA has concluded there is a safety falling hazard with the current bleachers.

**Title: Shade Cover Near Riding & Roping**

G/L Account: 100-551-9420  
 Cost: \$25,000  
 Year to be Purchased: 2017  
 Impact on O&M Budget: negligible

Funding Sources: Park Reserve Fund  
 Description of Project/Need: Need shade cover near riding and roping area(s)

**LAND**

None

**BUILDINGS**

None

**COMPUTER EQUIPMENT AND SOFTWARE**

**Title: Municipal Court Database Replacement**

G/L Account: 100-116-9430  
 Cost: \$80,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Moderate – 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. This is a re-budget of a 2015 request to accommodate the increased projected cost of a replacement.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>Server Disk Upgrades</b>
G/L Account:	100-116-9434; 510-774-9430; 520-774-9430
Cost:	\$15,000
Year Constructed:	2017
Impact on O&M Budget:	None
Funding Sources:	1/3 General Fund (\$5,000); 1/3 Water Fund (\$5,000); 1/3 Electric Fund (\$5,000)
Description of project/need:	Expansion archival disk storage to accommodate increasing storage needs for PD and Utilities applications, including worn by patrol officers and new applications anticipated for Utilities.



<b>Title:</b>	<b>Wi-Fi Access Point Replacements</b>
G/L Account:	100-116-9434; 510-774-9430; 520-774-9430
Cost:	\$45,000
Year Constructed:	2017
Impact on O&M Budget:	Minimal – anticipate that new maintenance contracts will be in line with previous costs.
Funding Sources:	1/3 General Fund (\$15,000); 1/3 Water Fund (\$15,000); 1/3 Electric Fund (\$15,000)
Description of project/need:	Replacement of wireless data infrastructure in city facilities that is reaching the end of vendor support life.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>City Hall Alarm, Access Control and Video Surveillance Upgrades</b>
---------------	--

G/L Account: 100-116-9430; 510-774-9430; 520-740-9430  
 Cost: \$61,200  
 Year Constructed: 2017  
 Impact on O&M Budget: Minimal – anticipate that new maintenance contracts will be in line with previous costs.  
 Funding Sources: 1/3 General Fund (\$20,400); 1/3 Water Fund (\$20,400); 1/3 Electric Fund (\$20,400)

**Description of project/need:**  
 Upgrade of control panels and digital video recording system for City Hall security alarm system. Existing system is at end of life. Project includes additional access control points and expanded security camera coverage. System is networkable, and will allow networking of multiple sites, including 101 North Main Street and the Lorraine Center.



<b>Title:</b>	<b>Data Network Hardware Upgrades</b>
---------------	---------------------------------------

G/L Account: 100-116-9430; 510-774-9430; 520-774-9430  
 Cost: \$75,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Minimal – anticipate that new maintenance contracts will be in line with previous costs.  
 Funding Sources: 1/3 General Fund (\$25,000); 1/3 Water Fund (\$25,000); 1/3 Electric Fund (\$25,000)

**Description of project/need:**  
 Replacement of core network switches for city facilities that are nearing the end of vendor support life.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>PD Mobile Data Terminal Replacements</b>
---------------	---

G/L Account: 100-116-9434

Cost: \$175,000  
Year Constructed: 2017  
Impact on O&M Budget: Minimal – maintenance and support costs to be included as part of purchase.  
Funding Sources: General Fund

Description of project/need:  
Replacement of aging mobile data terminal devices in Police Department vehicles.



<b>Title:</b>	<b>PD Wearable Camera Replacements</b>
---------------	--

G/L Account: 100-116-9434

Cost: \$10,000  
Year Constructed: 2017  
Impact on O&M Budget: Minimal – maintenance and support costs to be included as part of purchase.  
Funding Sources: General Fund

Description of project/need:  
Replacement of older officer wearable cameras.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

**Title:** PD Training Room Technology Upgrades

G/L Account: 100-116-9434

Cost: \$15,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Minimal – maintenance and support costs to be included as part of purchase.  
 Funding Sources: General Fund

Description of project/need:  
 Upgrade to technology resources present in the small training room ant the Police Department.

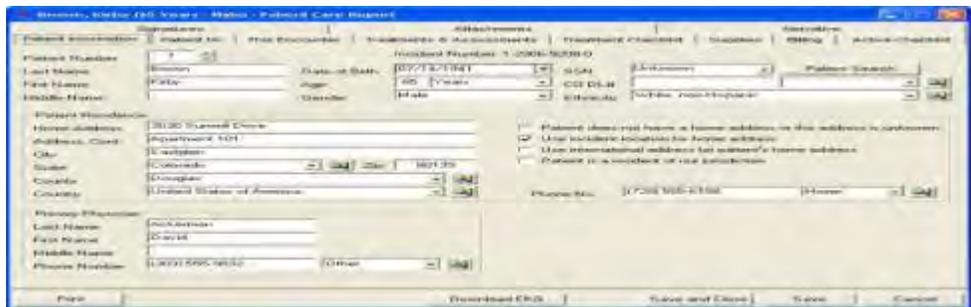


**Title:** Replacement Fire Department Records Management System

G/L Account: 100-116-9437

Cost: \$50,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Moderate – anticipating additional annual maintenance support contract costs.  
 Funding Sources: General Fund

Description of project/need:  
 The vendor of our existing Fire Department RMS, High Plains, has made an end-of-life announcement for their product with no intention of developing a replacement. To avoid the risk of operations being impacted due to the potential failure of an unsupported product, we recommend that the city proceed with a replacement.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>FD Mobile Data Terminal Replacements</b>
---------------	---

G/L Account: 100-116-9437

Cost: \$25,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Minimal – maintenance and support costs to be included as part of purchase.  
 Funding Sources: General Fund

Description of project/need:  
 Replacement of aging mobile data terminal devices in Fire Department apparatus.



<b>Title:</b>	<b>Server Backup Software Replacement</b>
---------------	---

G/L Account: 100-116-9430; 510-774-9430; 520-7740-59430  
 Cost: \$60,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Minimal – anticipate that new maintenance contracts will be in line with previous costs.  
 Funding Sources: 1/3 General Fund (\$20,000); 1/3 Water Fund (\$20,000); 1/3 Electric Fund (\$20,000)

Description of project/need:  
 Replacement of existing Symantec Backup Exec platform with a more reliable solution that is optimized for both standalone and virtual servers.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

**Title:** Planning Community Development Database Replacement

G/L Account: 100-116-943x

Cost: \$25,000

Year Constructed: 2017

Impact on O&M Budget: Moderate – anticipating additional annual maintenance support contract costs.

Funding Sources: General Fund

Description of project/need:

Replacement of existing community development database with a product that offers better support and is capable of communication with existing Enterprise Resource Planning solution.



**Title:** Two Factor Authentication

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

Cost: \$150,000

Year Constructed: 2018

Impact on O&M

Budget:

Funding Sources: 1/3 General Fund (\$50,000); 1/3 Water Fund (\$50,000); 1/3 Electric Fund (\$50,000)

Description of project/need:

Citywide implementation of two factor authentication to expand the previous limited implementation for specific roles at the Police, Utilities and IT Departments. This will further strengthen the city’s information security profile.





**Capital Improvements Plan  
2017/2018 CAPITAL BUDGETS – GENERAL FUND**

<b>Title:</b>	<b>Data Network Hardware Upgrades</b>
---------------	---------------------------------------

G/L Account: 100-116-9430; 510-774-9430; 520-740-9430  
 Cost: \$75,000  
 Year Constructed: 2018  
 Impact on O&M: Minimal – anticipate that new maintenance contracts will be in line with previous costs.  
 Budget: previous costs.  
 Funding Sources: 1/3 General Fund (\$25,000); 1/3 Water Fund (\$25,000); 1/3 Electric Fund (\$25,000)

Description of project/need:  
 Replacement of core network switches for city facilities that are nearing the end of vendor support life.



<b>Title:</b>	<b>FD Mobile Data Terminal Replacements</b>
---------------	---

G/L Account: 100-116-9437  
 Cost: \$25,000  
 Year Constructed: 2018  
 Impact on O&M: Minimal – maintenance and support costs to be included as part of purchase.  
 Budget: purchase.  
 Funding Sources: General Fund

Description of project/need:  
 Replacement of aging mobile data terminal devices in Fire Department apparatus.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>PD Wearable Camera Replacements</b>
---------------	--

G/L Account: 100-116-9434

Cost: \$10,000  
Year Constructed: 2018  
Impact on O&M: Minimal – maintenance and support costs to be included as part of  
Budget: purchase.  
Funding Sources: General Fund  
Description of project/need:  
Replacement of older officer wearable cameras.



<b>Title:</b>	<b>PD Server Infrastructure Upgrades</b>
---------------	--

G/L Account: 100-116-9434

Cost: \$75,000  
Year Constructed: 2018  
Impact on O&M: Minimal – maintenance and support costs to be included as part of  
Budget: purchase.  
Funding Sources: General Fund  
Description of project/need:  
Upgrades to server components on the PD's virtual server infrastructure to accommodate growth and additional application needs.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

### FURNITURE

None

### VEHICLES

**Title:** Fire Engine replacement  
**G/L Account:** 100-222-222-9410  
**Cost:** \$500,000  
**Year Constructed:** 2017  
**Impact on O&M Budget:** Positive – Anticipated to reduce vehicle maintenance  
**Funding Sources:** General Fund

The fire engines are aging; Engine 212 is 17 years old and is the fire engine housed at firehouse # 2. This engine needs to be replaced. Anticipated to be acquired through lease-purchase.



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

<b>G/L Account:</b>	100-221-213-9410
<b>Cost:</b>	\$440,000
<b>Year Constructed:</b>	2017
<b>Impact on O&amp;M Budget:</b>	Positive – anticipated to reduce vehicle maintenance
<b>Funding Sources:</b>	General Fund Revenue

**Description of project/need:** Purchase (10) Police Vehicles – (6) Ford Taurus Police Interceptors and (4) Ford AWD SUV Police Interceptors. Replaces (8) older Police fleet vehicles to be auctioned and includes (1) 2002 Durango, (1) 2006 Chevrolet Trailblazer, (4) 2007 Chevy Impala’s, (1) 2008 Ford Crown Vic and (1) 2009 Ford Crown Vic. (2)2006 Chevy Trailblazers will be transferred to Fire Department.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

**Title:** Street Sweeper

G/L Account: 100-331-9410 CAPITAL Vehicles  
 Cost: \$300,000  
 Year Budgeted: 2017  
 Impact on O&M Budget: Positive – Anticipated to reduce Maintenance costs.  
 Funding Sources: STREET GENERAL FUND  
 Description of project/need:  
 Replace 2006 Alliance Sweeper. Parts are no longer available for this out of date sweeper.



**Title:** Skid Steer Loader

G/L Account: 100-331-9410 CAPITAL Vehicles  
 Cost: \$51,350  
 Year Budgeted : 2017  
 Impact on O&M Budget: Slight negative impact on O&M Budget.  
 Funding Sources: STREET GENERAL FUND  
 Description of project/need:  
 New equipment needed so the Street Division can be more efficient in maintaining our duties to the citizens of Fountain.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>Excavator</b>
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G/L Account: 100-331-9410 CAPITAL Vehicles

Cost: \$95,350  
 Year Budgeted : 2017  
 Impact on O&M Budget: Slight negative impact on O&M Budget.  
 Funding Sources: STREET GENERAL FUND

Description of project/need:  
 New equipment needed so the Street Division can be more efficient in maintaining our duties to the citizens of Fountain. This will increase productivity for all of our future mitigation work.



<b>Title:</b>	<b>¾ Ton Pickup</b>
---------------	---------------------

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

Cost: \$35,000  
 Year Budgeted : 2018  
 Impact on O&M Budget: Positive Impact on O&M Budget.  
 Funding Sources: STREET GENERAL FUND

Description of project/need:  
 Replace 2001 Dodge ¾ Ton Pick up





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>Front End Loader</b>
---------------	-------------------------

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

Cost: \$172,350  
 Year Budgeted : 2018  
 Impact on O&M Budget: Positive impact on O&M Budget.  
 Funding Sources: STREET GENERAL FUND

Description of project/need:  
 Replace 2000 Front End Loader



<b>Title:</b>	<b>Replacement IT Departmental Vehicle</b>
---------------	--

G/L Account: 100-116-9410

Cost: \$32,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Minimal – existing vehicle maintenance funds exist  
 Budget:  
 Funding Sources: 1/3 General Fund (\$10,667); 1/3 Water Fund (\$10,667);  
 1/3 Electric Fund (\$10,667)

Description of project/need:  
 Replacement of an aging Chevy S-10 pickup truck for departmental site-to-site use and out-of-city travel.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

### EQUIPMENT

<b>Title:</b>	<b>Radio</b>
---------------	--------------

G/L Account: 100-222-222-9420  
 Cost: \$27,000  
 Year Constructed: 2017  
 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.



<b>Title:</b>	<b>SCBA</b>
---------------	-------------

G/L Account: 100-222-222-9420  
 Cost: \$50,000  
 Year Constructed: 2018  
 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. This life safety equipment must be replaced as the equipment wears out.





## Capital Improvements Plan 2017/2018 CAPITAL BUDGETS – GENERAL FUND

<b>Title:</b>	<b>Radio</b>
---------------	--------------

G/L Account: 100-222-222-9420  
Cost: \$27,000  
Year Constructed: 2018  
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.



<b>Title:</b>	<b>Opticom Phase III</b>
---------------	--------------------------

G/L Account: 100-222-222-9420  
Cost: \$17,000  
Year Constructed: 2018  
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.





**Capital Improvements Plan  
2017 CAPITAL BUDGETS – WATER FUND**

## WATER FUND

Water Fund Summary		
Summary by Category	2017	2018
Water Rights Acquisition	\$725,000	\$725,000
System Improvements	\$3,376,000	\$3,816,000
Land	\$0	\$0
Buildings	\$115,000	\$0
Computer Equipment/Software	\$342,900	\$127,000
Furniture	\$0	\$0
Vehicles	\$38,000	\$38,000
Equipment	\$0	\$8,400
<b>Total</b>	<b>\$4,596,900</b>	<b>\$4,714,400</b>

### PROJECTS

<b>Title:</b>	<b>System Improvements – Unidentified Main Replacements</b>
G/L Account:	510-7720-59310
Cost:	\$150,000
Year Constructed:	2017
Impact on O&M Budget:	<\$5,000 - Negligible
Funding Sources:	Water Fund

**Description of project/need:**

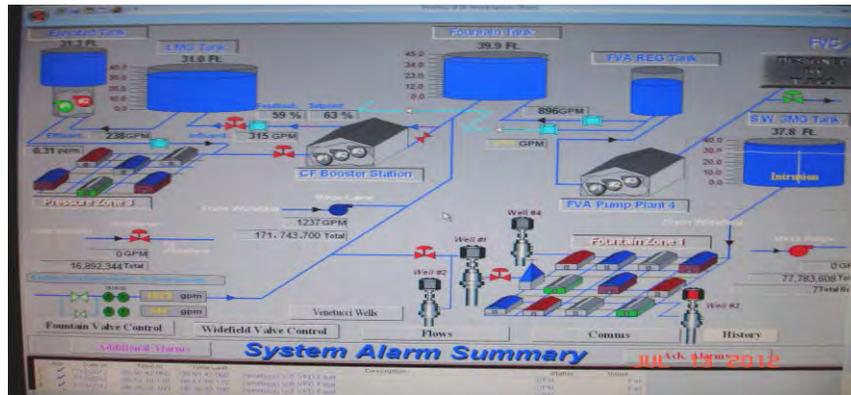
System Improvements for Construction Projects (unforeseen emergency project situations) as a back-up funding on unforeseen emergency issues occurring from construction projects (i.e., Fountain Creek Washout: Weather conditions produce massive erosion; water tap saddle replacement, upsizing for proposed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





## Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>SCADA System – Phases 1 &amp; 2</b>
G/L Account:	510-7720-59310
Cost:	\$65,000
Year Constructed:	2017
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.



<b>Title:</b>	<b>Widefield Aquifer Recharge Association (WARA)</b>
G/L Account:	510-7720-59310-52018
Cost:	\$40,000
Year Constructed:	2017
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 2017 CAPITAL BUDGETS – WATER FUND

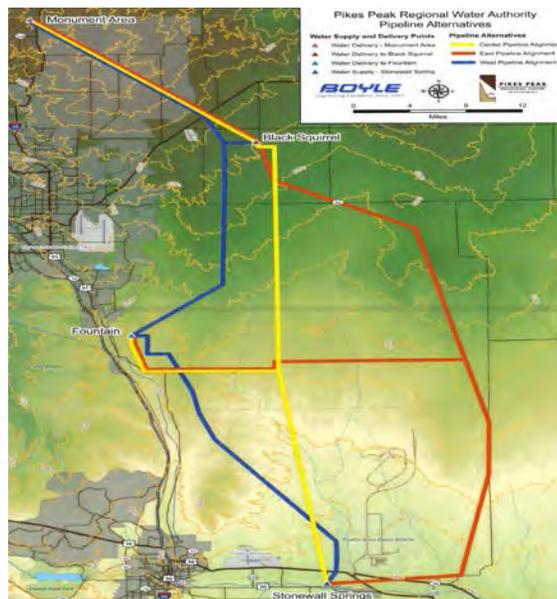
<b>Title:</b>	<b>New/Replacement Water Meters</b>
G/L Account:	510-7720-59310-52023
Cost:	\$210,000
Year Constructed:	2017
Impact on O&M Budget:	Positive – Reduce Maintenance Costs & Labor
Funding Sources:	Water Fund
Description of project/need: New/Replacements Water Meter (approximately 533) homes and businesses Meter cost is approximately \$300 for each ¾” meter. These meters will work with the Neptune Radio Read System and identify leaks and tampering issues.	



<b>Title:</b>	<b>Pikes Peak Regional Water Authority (PPRWA)</b>
G/L Account:	510-7720-59310-52028
Cost:	\$35,000
Year Constructed:	2017
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.	



**PIKES PEAK**  
REGIONAL WATER  
AUTHORITY



## Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Tap Saddle Replacements</b>
G/L Account:	510-7720-59310-52053
Cost:	\$15,000
Year Constructed:	2017
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 seven (7) tap saddles at \$2,000 each.)



<b>Title:</b>	<b>Valve Insertion or Fire Hydrant Replacement</b>
G/L Account:	510-7720-59310-52063
Cost:	\$65,000
Year Constructed:	2017
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 flows for customer service or replace fire hydrants malfunctioning.





## Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

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

G/L Account: 510-7720-59310-52064

Cost: \$25,000

Year Constructed: 2017

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.



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

G/L Account: 510-7720-59310-52133

Cost: \$200,000

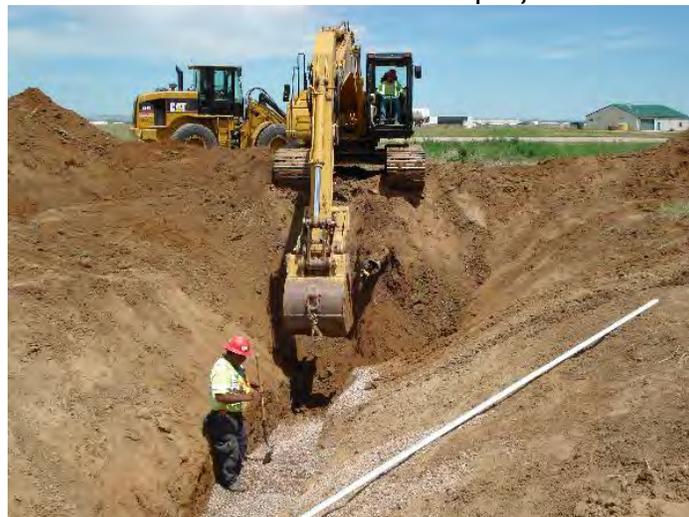
Year Constructed: 2017

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

Funding Sources: Water Fund

Description of project/need:

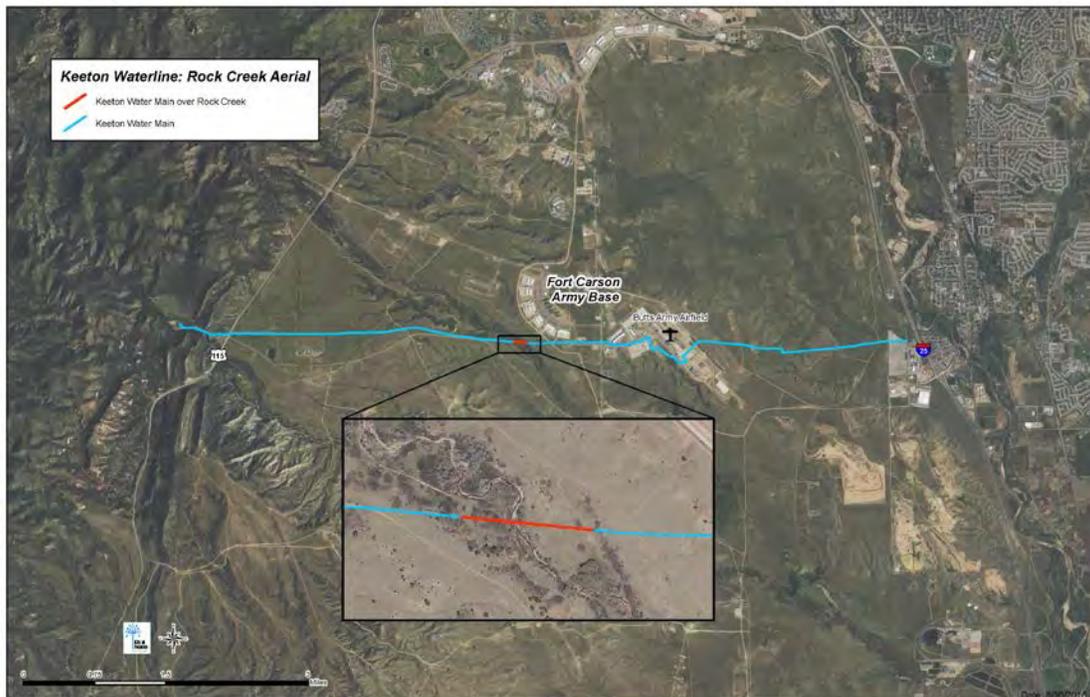
Upsize transmission mains on unscheduled construction projects.





# Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Keeton Reservoir – Aerial Connection</b>
G/L Account:	510-7720-59310-52094
Cost:	\$100,000
Year Constructed:	2017
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Due to flooding and debris collected at the above ground pipeline that crosses Rock Creek located on Fort Carson; this aerial pipe will need to be replaced.





# Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Southern Delivery System (SDS) Payment</b>
G/L Account:	510-7720-59310-52192
Cost:	\$396,000
Year Constructed:	2017
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 2017 CAPITAL BUDGETS – WATER FUND

**Title:** SW Link Water Transmission Main

G/L Account: 510-7720-59310-52193

Cost: \$65,000

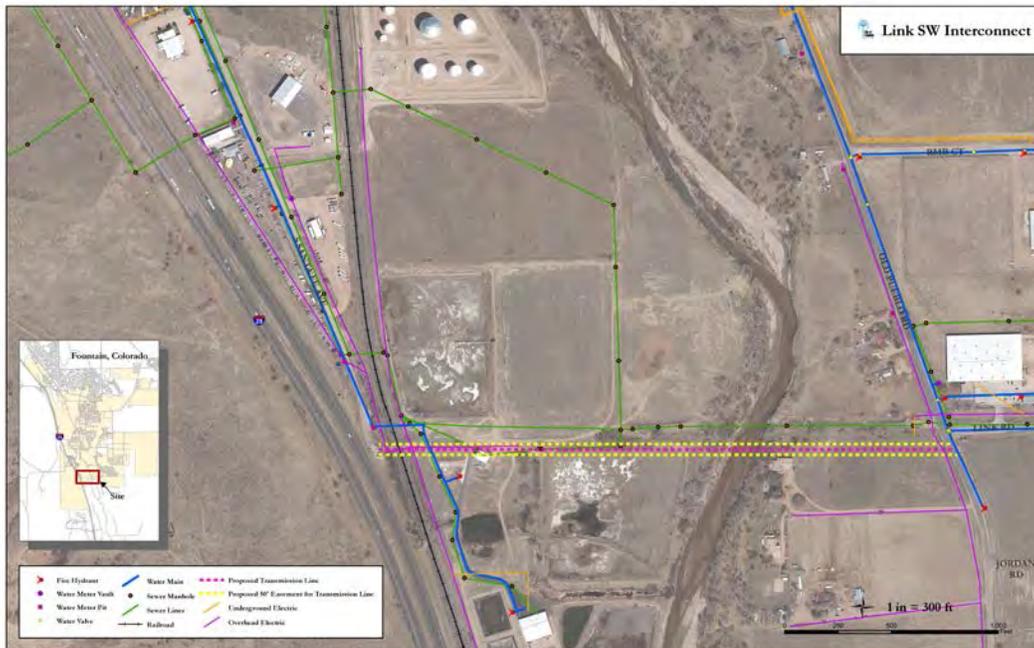
Year Constructed: 2017

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

Funding Sources: Water Fund

**Description of project/need:**

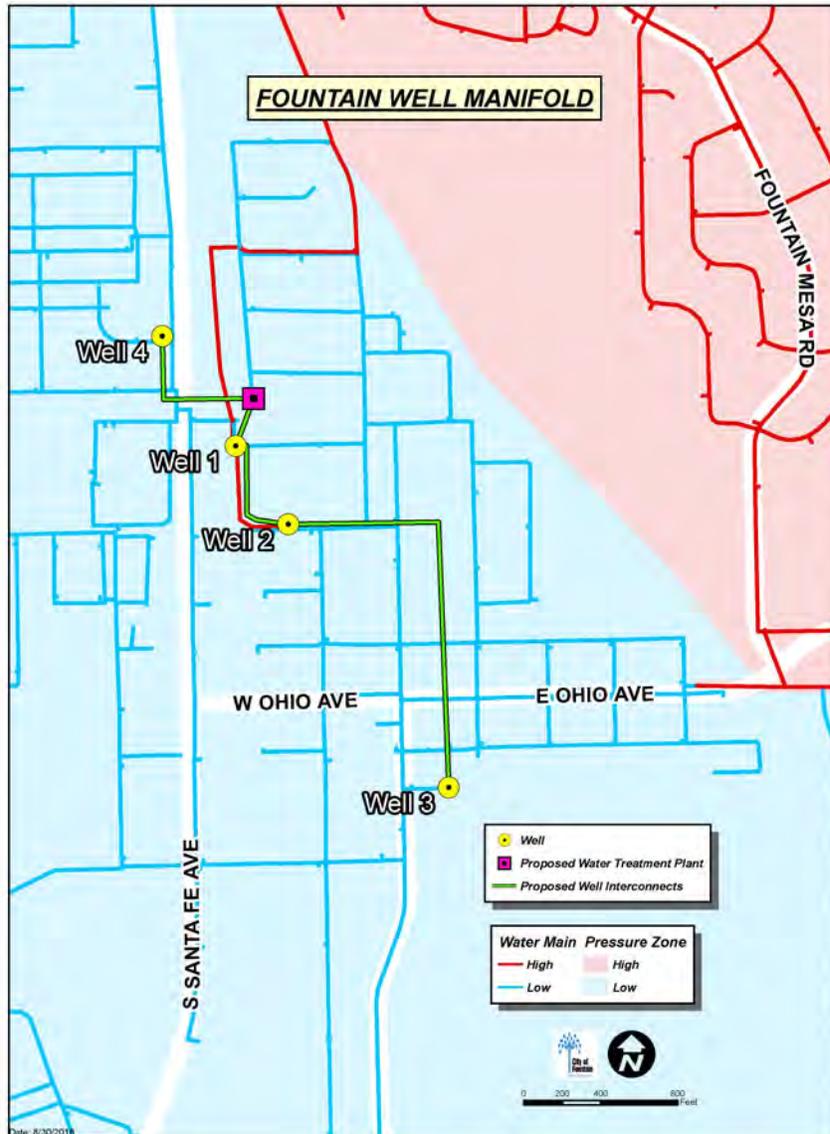
Construct new water transmission main on SW Link Road for supplying additional flows from the south west tank to the Countryside and southern area projects. This will also support the single feed South Santa Fe water line by looping the water mains for increased volume and reliability.





# Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Three Well Interconnection Design</b>
G/L Account:	510-7720-59310-52237
Cost:	\$50,000
Year Constructed:	2017
Impact on O&M Budget:	< \$5,000 – Negligible
Funding Sources:	Water Fund
Description of project/need:	Design a three well interconnection manifold and establish a treatment facility North of Well #1 that will treat ground water for PFCs and dissolved solids.





## Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Redrill Well #1</b>
---------------	------------------------

G/L Account: 510-7720-59310  
Cost: \$150,000  
Year Constructed: 2017  
Impact on O&M Budget: < \$5,000 - Negligible  
Funding Sources: Water Fund

Description of project/need:  
Redrill Well #1 located at the North corner of Aga Park. The existing well casing has corrosion and the gravel pack has collapsed and cannot be rehabilitated.



<b>Title:</b>	<b>Treatment at Aga Park Wells</b>
---------------	------------------------------------

G/L Account: 510-7720-59310  
Cost: \$1,700,000  
Year Constructed: 2017  
Impact on O&M Budget: < \$5,000 - Negligible  
Funding Sources: Water Fund

Description of project/need:  
Test, design and permit the treatment at Aga Park wells site.



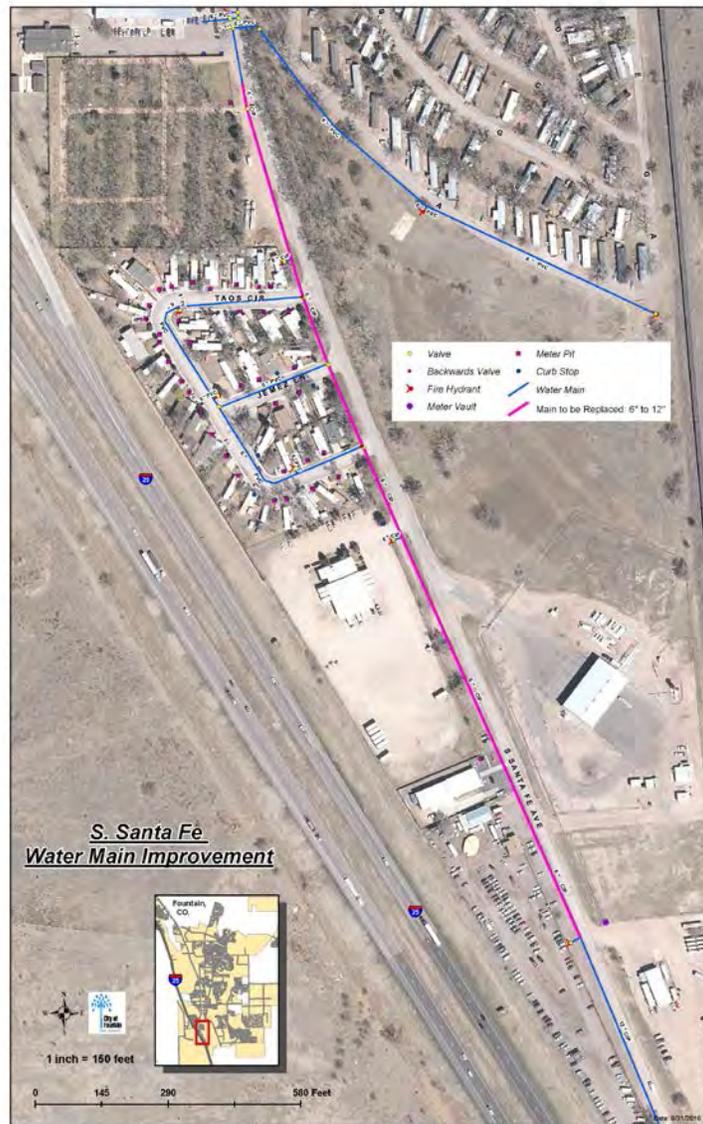


# Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>South Santa Fe Avenue Water Main #2</b>
G/L Account:	510-7720-59310
Cost:	\$40,000
Year Constructed:	2017
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund

**Description of project/need:**

Replace existing 6” cast iron main that is over 60 years old with a new 12” PVC water main to improve water flows and fire protection and save on maintenance costs.





## Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Pueblo Reservoir Excess Capacity</b>
---------------	---

G/L Account:	510-7720-59330-52172
Cost:	\$25,000
Year Constructed:	2017
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.



<b>Title:</b>	<b>Water Rights &amp; Storage Acquisition</b>
---------------	---

G/L Account:	510-7720-59330
Cost:	\$700,000
Year Constructed:	2017
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund

**Description of project/need:**

Purchase additional water rights and acquires storage for Fountain’s future water demands (i.e., Fountain Mutual Irrigation Company (FMIC) water shares, etc.).





## Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Customer Service Lobby Security Upgrades</b>
---------------	---

G/L Account: 510-7720-59310  
 Cost: \$15,000  
 Year Constructed: 2017  
 Impact on O&M Budget: < \$5,000 – Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Upgrade security system at the Customer Service Lobby located at 101 South Main Street.



<b>Title:</b>	<b>New Water Building</b>
---------------	---------------------------

G/L Account: 510-7730-59220  
 Cost: \$100,000  
 Year Constructed: 2017  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Begin construction on new water building facility for Water Department and temporary fire substation located on Wilson Road and Orleans Road.





## Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Electronic Work Order &amp; Asset Management System</b>
G/L Account:	510-7720-59430
Cost:	\$65,000 (To Be Determined)
Year Constructed:	2017
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.



<b>Title:</b>	<b>Water Dept. Computer Software Upgrades</b>
G/L Account:	510-7720-59430
Cost:	\$20,000
Year Constructed:	2017
Impact on O&M Budget:	Positive – Increase efficiency for office projects
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.)

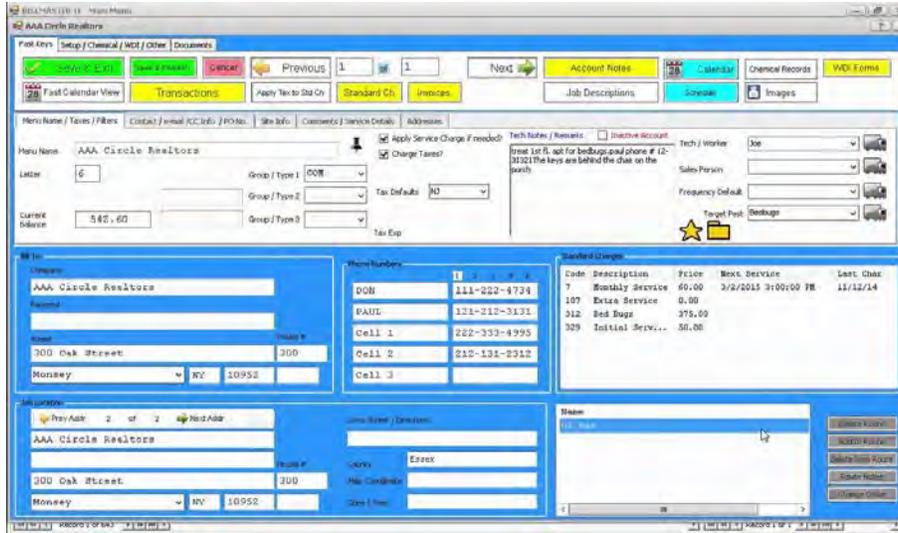




## Capital Improvements Plan 2017 CAPITAL BUDGETS – WATER FUND

**Title:** Utility Billing CIS

G/L Account: 510-7720-59310  
 Cost: \$154,500 (total with Electric Fund is \$644,500)  
 Year Constructed: 2017  
 Impact on O&M Budget: < \$5,000 – Negligible  
 Funding Sources: Water Fund  
 Description of project/need:  
 Purchase billing program to replace existing BillMaster program use for Electric and Water recordkeeping and billing purposes.



**Title:** Replace ¾ Ton Pickup

G/L Account: 510-7720-59410  
 Cost: \$38,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – Reduce Costs in Maintenance & Labor  
 Funding Sources: Water Fund  
 Description of project/need:  
 Purchase new ¾ ton utility bed pickup truck to replace Truck #48 that has corrosion, mileage, and maintenance issues.





## Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>101 North Main St. Alarm Upgrades</b>
---------------	--

G/L Account: 510-7730-59430; 520-773-59430  
 Cost: \$20,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Minimal – anticipate that new maintenance contracts will be in line with previous costs.  
 Funding Sources: 1/3 Water Fund (\$6,000); 2/3 Electric Fund (\$14,000)  
 Description of project/need:

Upgrade of control panels for Utilities Customer Service security alarm system. This is a companion project to the City Hall upgrades. Existing system is at end of life. Project includes additional access control points and expanded security camera coverage. System is networkable, and will allow networking of multiple sites, including City Hall and the Lorraine Center.



<b>Title:</b>	<b>System Improvements – Unidentified Main Replacements</b>
---------------	---

G/L Account: 510-7720-59310  
 Cost: \$150,000  
 Year Constructed: 2018  
 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, upsizing for proposed Marksheffel road improvements, etc.).

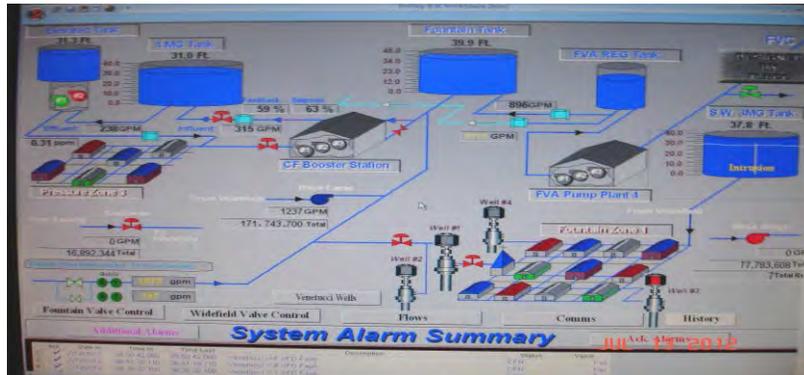




## Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

**Title:** SCADA System – Phases 1 & 2

G/L Account: 510-7720-59310  
 Cost: \$65,000  
 Year Constructed: 2018  
 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:** Widefield Aquifer Recharge Association (WARA)

G/L Account: 510-7720-59310-52018  
 Cost: \$40,000  
 Year Constructed: 2018  
 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 2018 CAPITAL BUDGETS – WATER FUND

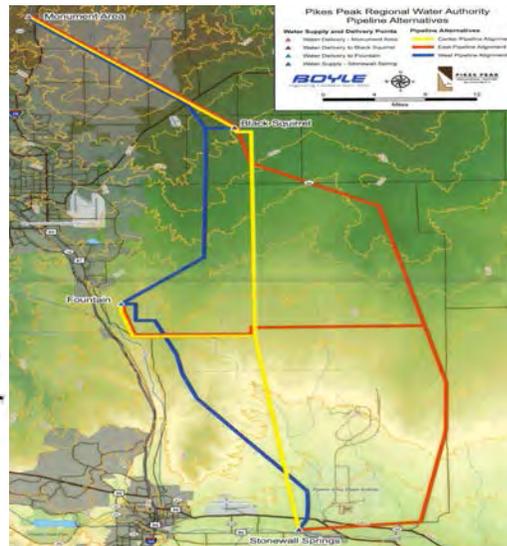
<b>Title:</b>	<b>New/Replacement Water Meters</b>
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G/L Account: 510-7720-59310-52023  
 Cost: \$150,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – Reduce Maintenance Costs & Labor  
 Funding Sources: Water Fund  
 Description of project/need:  
 New/Replacements Water Meter (approximately 533) homes and businesses  
 Meter cost is approximately \$300 for each ¾” meter. These meters will work with the Neptune Radio Read System and identify leaks and tampering issues.



<b>Title:</b>	<b>Pikes Peak Regional Water Authority (PPRWA)</b>
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G/L Account: 510-7720-59310-52028  
 Cost: \$35,000  
 Year Constructed: 2018  
 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 2018 CAPITAL BUDGETS – WATER FUND

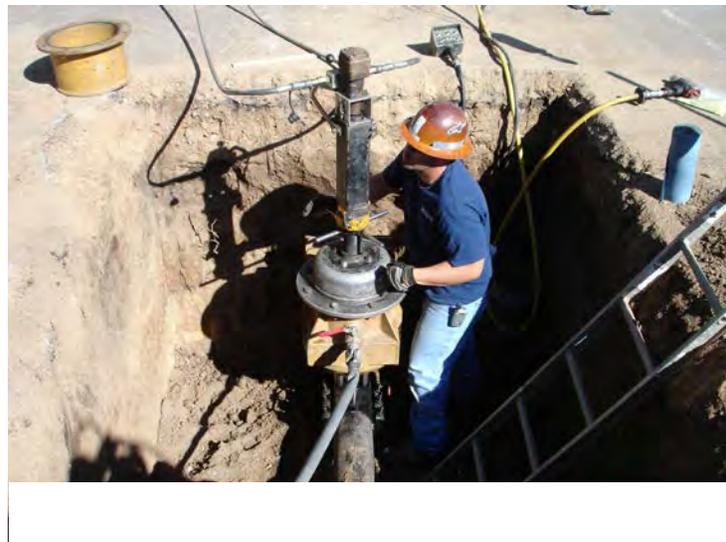
<b>Title:</b>	<b>Tap Saddle Replacements</b>
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G/L Account: 510-7720-59310-52053  
Cost: \$15,000  
Year Constructed: 2018  
Impact on O&M Budget: Positive – Reduce Costs and Maintenance & Labor  
Funding Sources: Water Fund  
Description of project/need:  
Replace tap saddles due to corrosion and hot soil conditions. (Approximately seven (7) tap saddles at \$2,000 each.)



<b>Title:</b>	<b>Valve Insertion or Fire Hydrant Replacement</b>
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G/L Account: 510-7720-59310-52063  
Cost: \$65,000  
Year Constructed: 2018  
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 flows for customer service or replace fire hydrants malfunctioning.





## Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

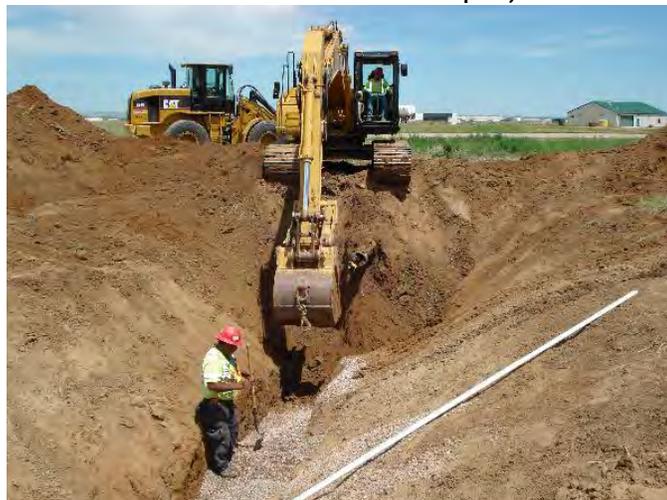
<b>Title:</b>	<b>Conservation Tools</b>
---------------	---------------------------

G/L Account: 510-7720-59310-52064  
Cost: \$25,000  
Year Constructed: 2018  
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.



<b>Title:</b>	<b>Upsizing Transmission Mains</b>
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G/L Account: 510-7720-59310-52133  
Cost: \$300,000  
Year Constructed: 2018  
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 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Keeton Reservoir – Aerial Connection</b>
G/L Account:	510-7720-59310-52094
Cost:	\$50,000
Year Constructed:	2018
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund

**Description of project/need:**

Due to flooding and debris collected at the above ground pipeline that crosses Rock Creek located on Fort Carson; this aerial pipe will need to be replaced.





# Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Southern Delivery System (SDS) Payment</b>
G/L Account:	510-7720-59310-52192
Cost:	\$396,000
Year Constructed:	2018
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.



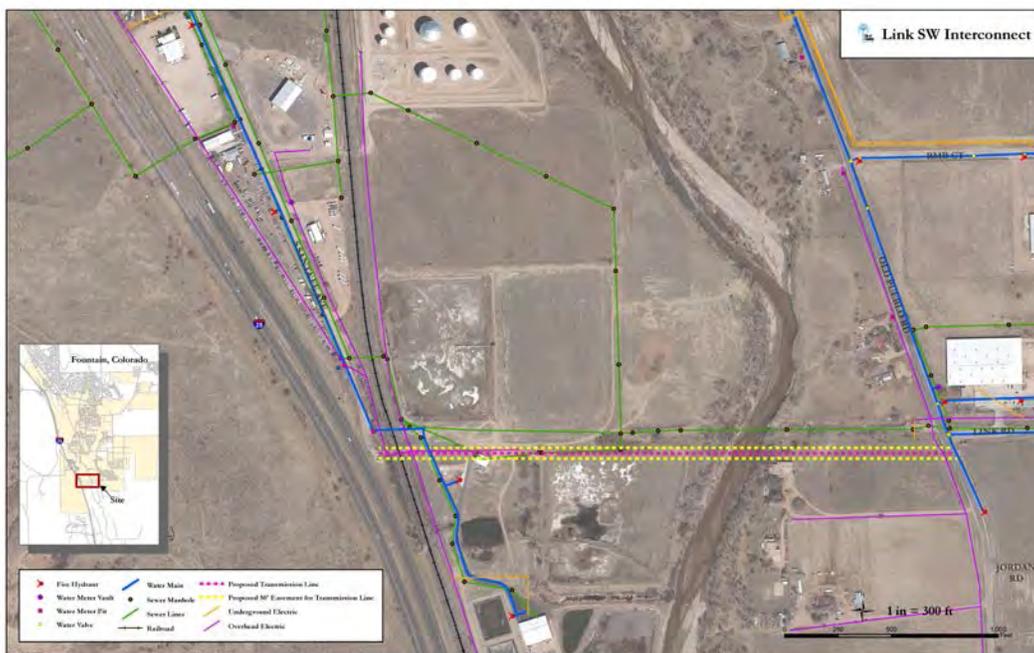


# Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>SW Link Water Transmission Main</b>
G/L Account:	510-7720-59310-52193
Cost:	\$650,000
Year Constructed:	2018
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund

### Description of project/need:

Construct new water transmission main on SW Link Road for supplying additional flows from the south west tank to the Countryside and southern area projects. This will also support the single feed South Santa Fe water line by looping the water mains for increased volume and reliability.



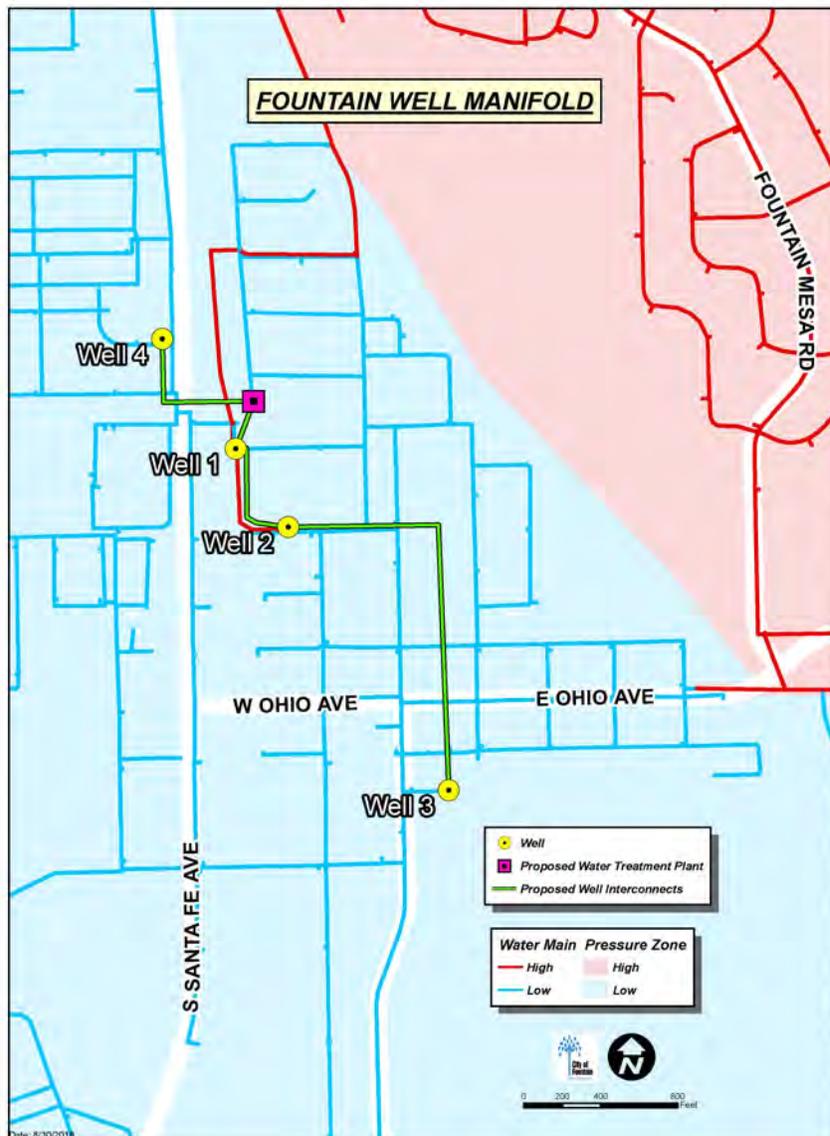


# Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Three Well Interconnection Design</b>
G/L Account:	510-7720-59310-52237
Cost:	\$65,000
Year Constructed:	2018
Impact on O&M Budget:	< \$5,000 – Negligible
Funding Sources:	Water Fund

**Description of project/need:**

Design a three well interconnection manifold and establish a treatment facility North of Well #1 that will treat ground water for PFCs and dissolved solids.



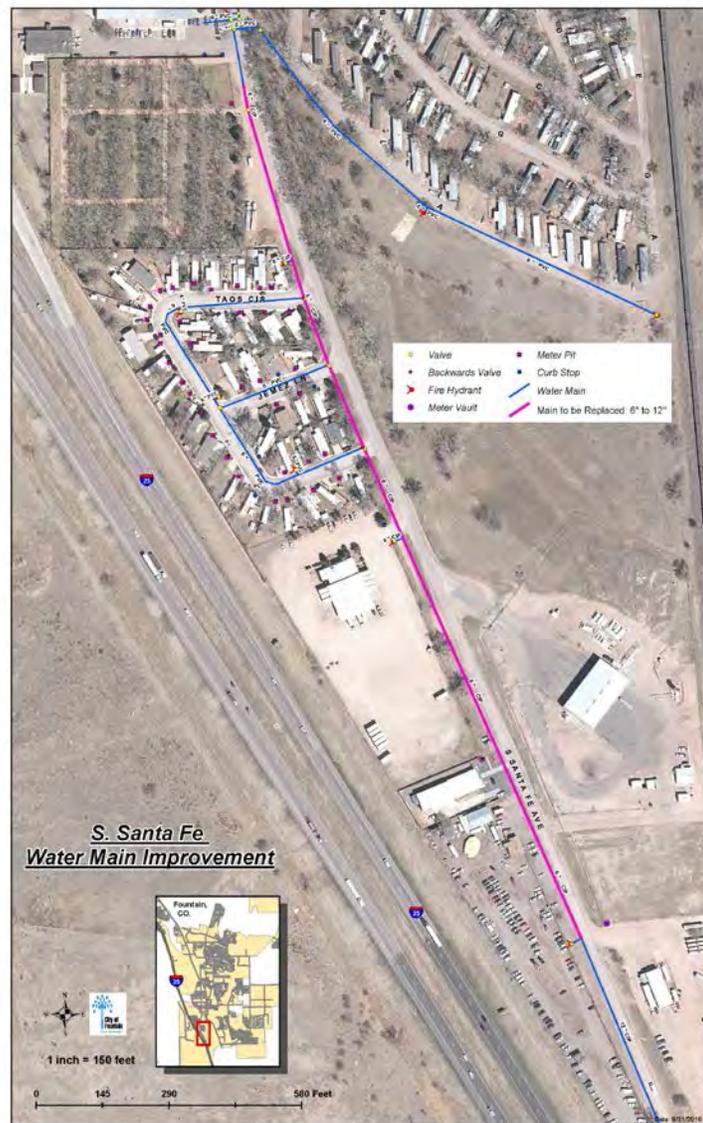


# Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>South Santa Fe Avenue Water Main #2</b>
G/L Account:	510-7720-59310
Cost:	\$40,000
Year Constructed:	2018
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund

**Description of project/need:**

Replace existing 6” cast iron main that is over 60 years old with a new 12” PVC water main to improve water flows and fire protection and save on maintenance costs.





## Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Treatment at Aga Park Wells</b>
---------------	------------------------------------

G/L Account: 510-7720-59310  
Cost: \$1,700,000  
Year Constructed: 2018  
Impact on O&M Budget: < \$5,000 - Negligible  
Funding Sources: Water Fund  
Description of project/need:  
Test, design and permit the treatment at Aga Park wells site.



<b>Title:</b>	<b>Pueblo Reservoir Excess Capacity</b>
---------------	---

G/L Account: 510-7720-59330-52172  
Cost: \$25,000  
Year Constructed: 2018  
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 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Water Rights &amp; Storage Acquisition</b>
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G/L Account: 510-7720-59330  
 Cost: \$700,000  
 Year Constructed: 2018  
 Impact on O&M Budget: < \$5,000 - Negligible  
 Funding Sources: Water Fund

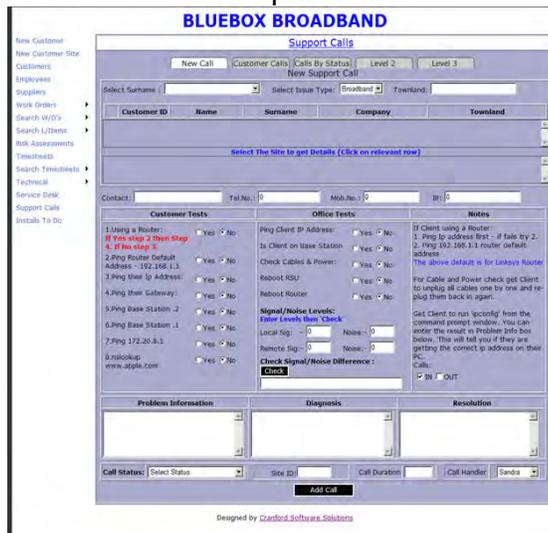
Description of project/need:  
 Purchase additional water rights and acquires storage for Fountain’s future water demands (i.e., Fountain Mutual Irrigation Company (FMIC) water shares, etc.).



<b>Title:</b>	<b>Electronic Work Order &amp; Asset Management System</b>
---------------	--

G/L Account: 510-7720-59430  
 Cost: \$65,000 (To Be Determined)  
 Year Constructed: 2018  
 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.



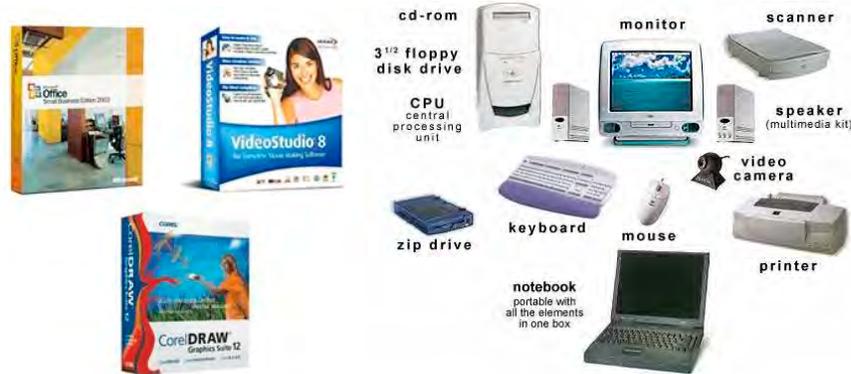


## Capital Improvements Plan 2018 CAPITAL BUDGETS – WATER FUND

<b>Title:</b>	<b>Water Dept. Computer Software Upgrades</b>
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G/L Account: 510-7720-59430  
 Cost: \$20,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – Increase efficiency for office projects  
 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.)



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

G/L Account: 510-7720-59410  
 Cost: \$38,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – Reduce Costs in Maintenance & Labor  
 Funding Sources: Water Fund

Description of project/need:  
 Purchase new ¾ ton utility bed pickup truck to replace Truck #48 that has corrosion, mileage, and maintenance issues.





**Capital Improvements Plan  
2017 CAPITAL BUDGETS – ELECTRIC FUND**

**ELECTRIC FUND**

<b>Electric Fund Summary</b>		
<b>Summary by Category</b>	<b>2017</b>	<b>2018</b>
System Improvements	\$1,125,200	\$9,975,000
Land	\$0	\$0
Buildings	\$135,000	\$3,000,000
Computer Equipment/Software	\$1,125,000	\$90,600
Furniture	\$0	\$250,000
Vehicles	\$480,000	\$50,000
Equipment	\$112,000	\$100,000
<b>Total</b>	<b>\$2,977,200</b>	<b>\$13,465,600</b>

**PROJECTS**

**Title: Overhead Line Upgrades**

G/L Account: 520-772-9310-5163  
 Cost: \$150,000  
 Year Constructed: 2017  
 Impact on O&M: Positive – Increases reliability on Overhead portions of system to include increasing pole life expectancy; reduces labor & man hours on pole maintenance  
 Budget:  
 Funding Sources: Overhead Upgrades  
 Description of project/need:  
 Operations necessary to increase reliability and system infrastructure support in the areas.





# Capital Improvements Plan

## 2017 CAPITAL BUDGETS – ELECTRIC FUND

**Title:** **Underground System Upgrades**

G/L Account: 520-772-9310-5014

Cost: \$350,000

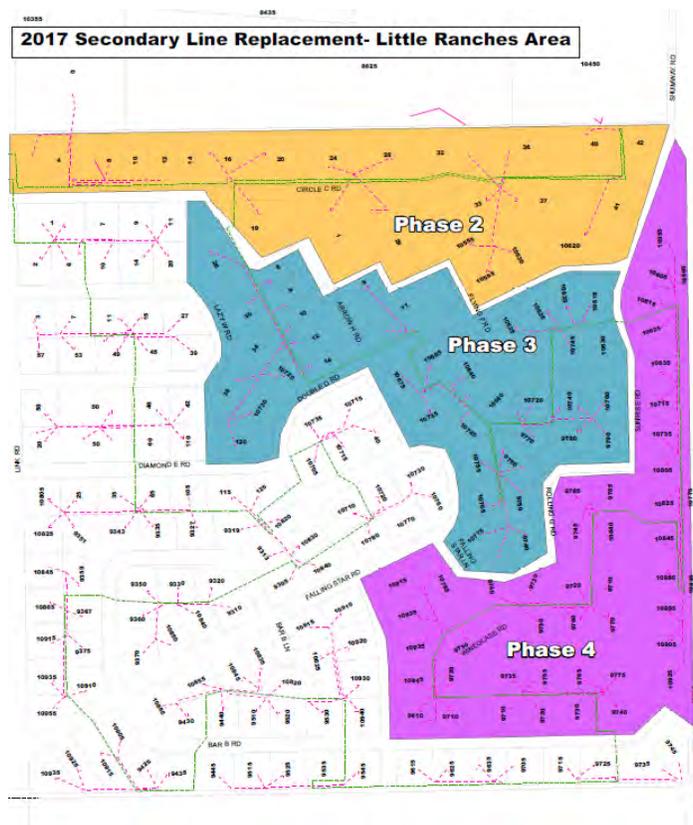
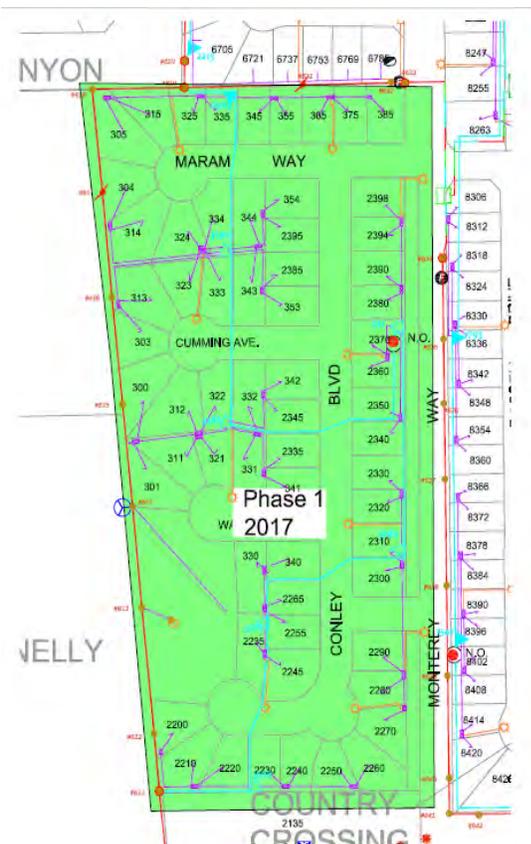
Year Constructed: 2017

Impact on O&M Budget: Positive – has the ability to reduce labor hours, man power, equipment replacement and reduce outage durations

Funding Sources: Minor Distribution Line Imps

Description of project/need:

Replacement of underground secondary & primary electric conductor and related equipment in the following Fountain areas: Phase I west of the Cross Creek Subdivision along Conley Boulevard north to Maram Way; Phases II through IV Little Ranches Subdivision along Circle C Road continuing south to Wineglass Road. 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. We anticipate the conclusion of this project to be in 2021 for all areas on our system; at that time an annual testing and preventative maintenance program will begin.



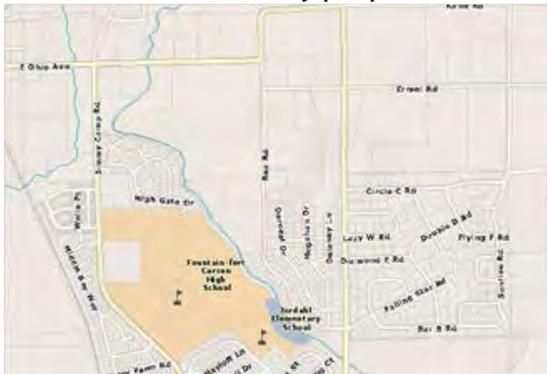


## Capital Improvements Plan 2017 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Underground Upgrades</b>
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G/L Account: 520-772-9310-5173  
 Cost: \$300,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – ensures system reliability  
 Funding Sources: Underground Upgrades

Description of project/need:  
 Two separate projects. Project 1 converting overhead lines to underground lines in High Gate Farms. Project 2 completing a 2,000’ 200 amp loop feed for the Lowes & Mesa Ridge High School Circuit for reliability purposes.



\*Project 1 – High Gate Farm OH to UG Conversion



\*Project 2 - 200 Amp Loop Feed Lowes/MRHS

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

G/L Account: 520-772-9310  
 Cost: \$150,200  
 Year Constructed: 2017  
 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  
2017 CAPITAL BUDGETS – ELECTRIC FUND**

**Title: Street Light Replacement Program**

G/L Account: 520-117-9310  
 Cost: \$25,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – will replace outdated and unavailable lighting materials with more environmentally friendly lighting systems.  
 Funding Sources: System Improvements

Description of project/need:  
 A federally mandated Street Light Replacement Program was implemented January 1, 2008 to replace mercury vapor fixtures. Currently, we have 675 lights on our system that will need to be replaced. The 2017 budget request covers the cost of replacing a percentage of these fixtures based on technology utilized.



**Title: Kane Substation**

G/L Account: 520-117-9310  
 Cost: \$100,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Moderate – Acquisition of necessary ROW will increase labor hours, man power and future material purchases & engineering for new 115kV transmission to Kane Substation.

Funding Sources: System Improvements  
 Description of project/need:  
 This is the initial phases of building the future Kane Ranch Substation and land acquisition for necessary easements to accommodate our future 115kV mainline to the Kane Ranch Substation. This will accommodate future growth and provide higher reliability for our customers.





## Capital Improvements Plan 2017 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Engineering Services for Substation Upgrade</b>
---------------	--

G/L Account: 520-117-9310  
 Cost: \$50,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – will ensure upgrades are thoroughly reviewed and will ensure NEC compliance  
 Funding Sources: System Improvements  
 Description of project/need:  
 Additional design, engineering and other professional services required to complete site development, electrical systems, mechanical system testing, analysis and preparation of operation and maintenance, and commissioning services for necessary substation upgrades to accommodate larger loads and future Kane Substation.



<b>Title:</b>	<b>New Electric Warehouse</b>
---------------	-------------------------------

G/L Account: 520-772-9220  
 Cost: \$100,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – Electric has outgrown current building, will improve security measures, and accommodate Fleet needs for additional space & bays  
 Funding Sources: Buildings  
 Description of project/need:  
 Initial phases of building a new facility for the Electric Department that has outgrown its current location over the past 46 years. The new building would accommodate office staff, training room needs, and comply with updated security measures required by National Electric Reliability Council (NERC) for the Electric Warehouse. Due diligence and feasibility studies are a factor in this initial phase of planning.



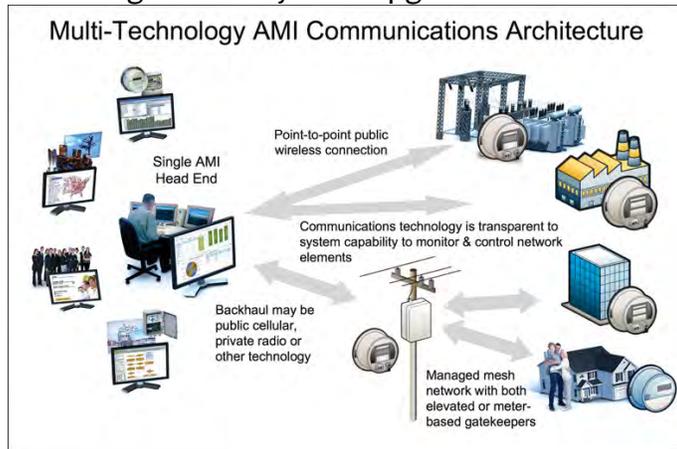
*This photo does not denote the actual design of the proposed building.*



## Capital Improvements Plan 2017 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>AMI Upgrades / Licensing</b>
---------------	---------------------------------

G/L Account: 520-772-9430  
 Cost: \$30,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Slight – will increase operating expenditures annually to maintain, upgrade and purchase necessary licensing and upgrades network systems  
 Funding Sources: Computer Equipment  
 Description of project/need:  
 Upgrades, support and licensing for AMI System Upgrades.



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

G/L Account: 520-117-9420  
 Cost: \$55,000  
 Year Constructed: 2017  
 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:  
 Upgrades, support and licensing for Tropos, SCADA, ElectSolve, and Yukon.





## Capital Improvements Plan 2017 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Customer Service– Utility Billing System Upgrade</b>
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G/L Account: 520-773-9430  
 Cost: \$490,000 (total cost with Water Fund is \$644,500)  
 Year Constructed: 2017  
 Impact on O&M Budget: N/A  
 Funding Sources: Electric Fund  
 Description of project/need:  
 Upgrade to a new Utility Billing Customer Information System.  
 Software: Utility Billing Software and Integration w/ existing systems.  
 Hardware: New IT Server to support new CIS Software.



<b>Title:</b>	<b>101 North Main St. Alarm Upgrades</b>
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G/L Account: 510-7730-59430; 520-773-59430  
 Cost: \$20,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Minimal – anticipate that new maintenance contracts will be in line with previous costs.  
 Funding Sources: 1/3 Water Fund (\$6,000); 2/3 Electric Fund (\$14,000)  
 Description of project/need:  
 Upgrade of control panels for Utilities Customer Service security alarm system. This is a companion project to the City Hall upgrades. Existing system is at end of life. Project includes additional access control points and expanded security camera coverage. System is networkable, and will allow networking of multiple sites, including City Hall and the Lorraine Center.





## Capital Improvements Plan 2017 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Meter Data Management</b>
---------------	------------------------------

G/L Account: 520-117-9420  
 Cost: \$550,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – will provide a platform for a central repository of all metering data in a common format.  
 Funding Sources: Equipment

**Description of project/need:**

The MDM system will import meter data from several meter data collection systems, validate the incoming data, export billing determinants to the CIS system and provide an interface to other systems such as outage management platforms, transactions systems, GIS systems, load research programs, demand response platforms, complex billing engines and other independent systems.



<b>Title:</b>	<b>Replace Chevy SUV</b>
---------------	--------------------------

G/L Account: 520-772-9410  
 Cost: \$50,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – reduces yearly maintenance costs/ maintains resale value  
 Funding Sources: Vehicles

**Description of project/need:**

This is the first phase of the multi-year vehicle replacement plan that will serve as a guide for the changing needs of our department and identify the costs associated with operating and maintaining vehicles to the point, when on average, a vehicle has reasonably depreciated but not yet incurring significant maintenance costs. By replacing vehicles at this point, we can avoid escalating maintenance costs and optimize vehicle resale value.



## Capital Improvements Plan 2017 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Replace Bucket Truck</b>	
G/L Account:	520-772-9410	
Cost:	\$250,000	
Year Constructed:	2017	
Impact on O&M Budget:	Positive – reduces yearly maintenance costs, reduces labor hours and man power to complete projects	
Funding Sources:	Vehicles	
Description of project/need:	Replacing existing equipment that has reached its life expectancy.	



<b>Title:</b>	<b>Replace Bucket Truck with Single Man Bucket Truck</b>	
G/L Account:	520-772-9410	
Cost:	\$150,000	
Year Constructed:	2017	
Impact on O&M Budget:	Positive – reduces yearly maintenance costs, reduces labor hours and man power to complete projects	
Funding Sources:	Vehicles	
Description of project/need:	Replacing existing equipment that maintenance costs exceed the usefulness of the vehicle with a new one man bucket truck that will be utilized for providing a wide variety of construction and maintenance operations on overhead electric lines. In addition, this will improve our efficiency in daily and after-hours trouble shooting operations.	





## Capital Improvements Plan 2017 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Replace Fleet Shop Truck</b>
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G/L Account: 520-775-9410  
 Cost: \$30,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – reduces yearly maintenance costs  
 Funding Sources: Vehicles  
 Description of project/need:  
 Replacing existing vehicle due to age, with high mileage (116,285) and escalating maintenance cost on this vehicle.



<b>Title:</b>	<b>Replace Chipper</b>
---------------	------------------------

G/L Account: 520-772-9420  
 Cost: \$70,000  
 Year Constructed: 2017  
 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 and replacement parts are obsolete.





**Capital Improvements Plan  
2017 CAPITAL BUDGETS – ELECTRIC FUND**

**Title: Replace 3 phase meter & CT Field Tester**

G/L Account: 520-117-9420  
 Cost: \$32,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – reduces yearly maintenance costs  
 Funding Sources: Equipment

**Description of project/need:**

The current tester on hand has become antiquated and is unable to be repaired or adjusted to meet current standards. This tester is utilized for annual testing directly at the customer’s site. These tests include ensuring the accuracy of the customer’s load, performing CT burden and ratio tests, and verifying system wiring to ensure the metering installation is correct. Harmonic Analysis, CT Testing, Vectors, and Trends are all be tested without pulling the meter from its socket with this equipment ensuring the safety of our employees.



**Title: Replace Battery Tester**

G/L Account: 520-775-9420  
 Cost: \$5,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Positive – Ensures accuracy and efficiency of automotive battery performance.  
 Funding Sources: Equipment

**Description of project/need:**

The current tester on hand is 20 years old and in need of replacement. This equipment is utilized to test automotive batteries utilizing the latest advanced technologies to analyze battery conditions.





## Capital Improvements Plan 2017 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Replace A/C Charger Machine</b>
---------------	------------------------------------

G/L Account: 520-775-9420

Cost: \$5,000

Year Constructed: 2017

Impact on O&M Budget: Positive – Reduces costs by completing task in-house

Funding Sources: Equipment

**Description of project/need:**

Replacement of the current equipment being utilized is based on EPA requirements for servicing motor vehicle air conditioning (MVAC) systems, the age of our current equipment and certification requirements.





## Capital Improvements Plan 2018 CAPITAL BUDGETS – ELECTRIC FUND

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<b>Title:</b>	<b>Overhead Line Upgrades</b>
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G/L Account: 520-772-9310-5163

Cost: \$150,000

Year Constructed: 2018

Impact on O&M Budget: Positive – Increases reliability on Overhead portions of system to include increasing pole life expectancy; reduces labor & man hours on pole maintenance

Funding Sources: Overhead Upgrades

Description of project/need:

Operations necessary to increase reliability and system infrastructure support in the areas.





# Capital Improvements Plan

## 2018 CAPITAL BUDGETS – ELECTRIC FUND

**Title:** **Underground System Upgrades**

G/L Account: 520-772-9310-5014

Cost: \$350,000

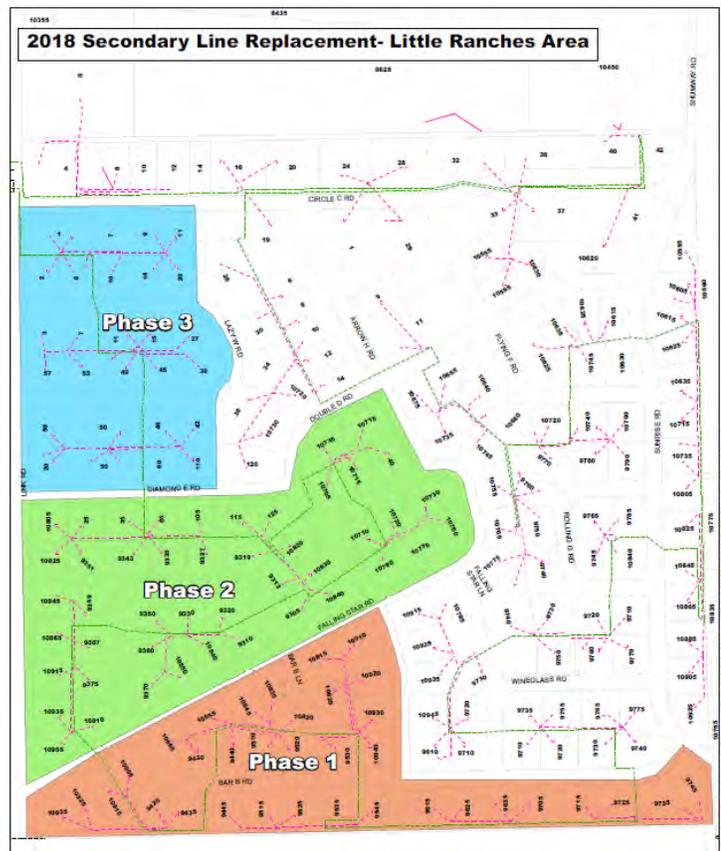
Year Constructed: 2018

Impact on O&M Budget: Positive – has the ability to reduce labor hours, man power, equipment replacement and reduce outage durations

Funding Sources: Minor Distribution Line Imps

Description of project/need:

Replacement of underground secondary & primary electric conductor and related equipment in the Little Ranches Subdivision. There will be three phases. Phase I will be south of Falling Star Road, east of Link Rd. Phase II will be north of Falling Star Rd., east of Link Rd. and south of Diamond E Rd and Double D Rd. Phase III will be north of Diamond E Rd., east of Link Rd., west of Lazy W Rd. and south of Circle C. Rd. 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. We anticipate the conclusion of this project to be in 2021 for all areas on our system; at that time an annual testing and preventative maintenance program will begin.



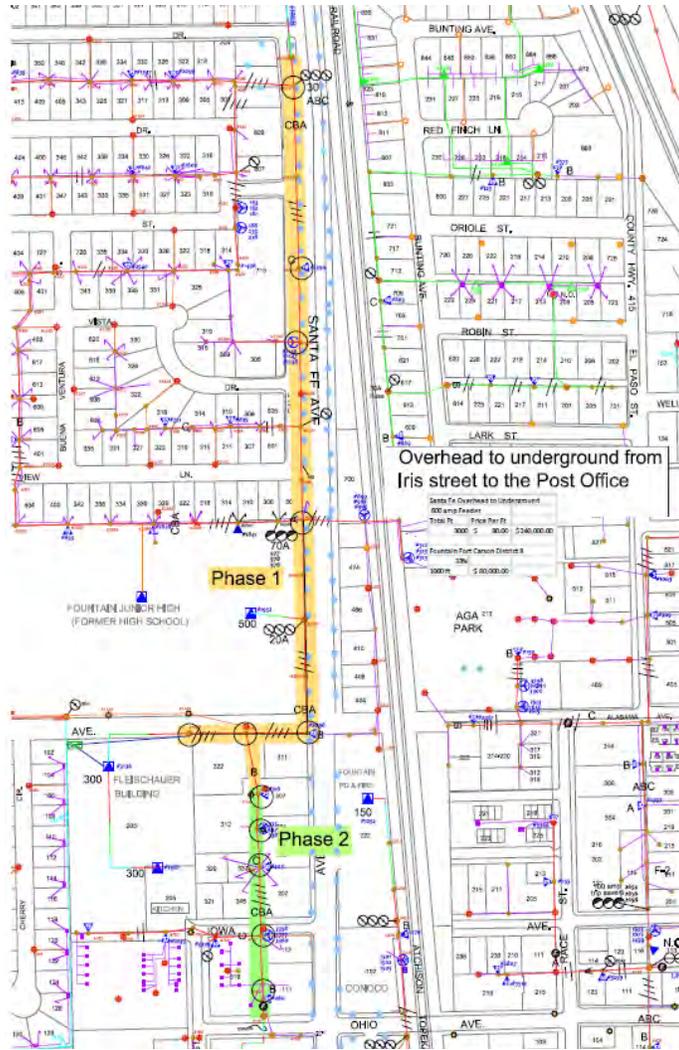


# Capital Improvements Plan 2018 CAPITAL BUDGETS – ELECTRIC FUND

**Title:** **Underground Upgrades**

G/L Account: 520-772-9310-5173  
 Cost: \$300,000  
 Year Constructed: 2018  
 Impact on O&M: Positive – ensures system reliability  
 Budget:  
 Funding Sources: Underground Upgrades

Description of project/need:  
 Phase I will consist of converting overhead lines to underground lines along South Santa Fe Avenue from Iris Drive to Alabama Avenue in conjunction with the School District #8 renovation improvements. School District #8 has agreed to pay 33% of the cost for this phase of the project. Phase II will consist of continuing the conversion of overhead lines to underground lines from Alabama Avenue to Ohio Avenue.





## Capital Improvements Plan 2018 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>As Needed System Improvements</b>
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G/L Account: 520-772-9310  
 Cost: \$100,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – will reduce overtime and improve system reliability  
 Funding Sources: System Improvements  
 Description of project/need:  
 As needed; obligation to serve. Throughout the year projects arise that need to be implemented to serve new developments/customers. This gives the Electric Department flexibility required to build these projects.



<b>Title:</b>	<b>Street Light Replacement Program</b>
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G/L Account: 520-117-9310  
 Cost: \$25,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – will replace outdated and unavailable lighting materials with more environmentally friendly lighting systems.  
 Funding Sources: System Improvements  
 Description of project/need:  
 A federally mandated Street Light Replacement Program was implemented January 1, 2008 to replace mercury vapor fixtures. We anticipate having 575 lights on our system that will need to be replaced in 2018. The 2018 budget request covers the cost of replacing a percentage of these fixtures based on technology utilized.



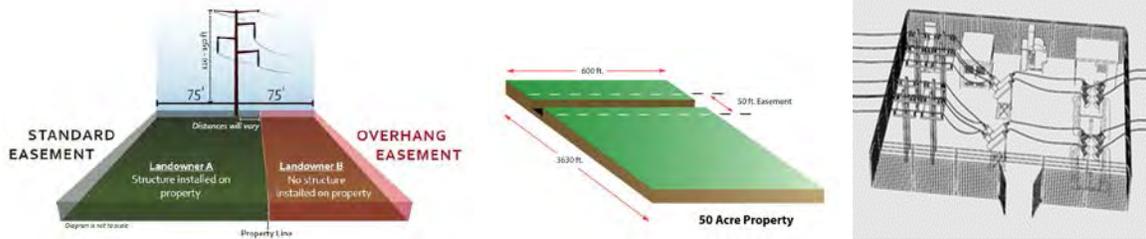


## Capital Improvements Plan 2018 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Kane Substation</b>
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G/L Account: 520-117-9310  
 Cost: \$9,000,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive –Easement procurement for tie distribution construction to future sub and increased reliability for the electric system.  
 Funding Sources: System Improvements

Description of project/need:  
 Building and construction of the distribution line to the future Kane Substation to provide support to provide support to future growth and the existing substations allowing the ability to receive power in two different configurations to ensure reliability for our customers and accommodate new growth in our territory.



<b>Title:</b>	<b>Engineering Services for Substation Upgrade</b>
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G/L Account: 520-117-9310  
 Cost: \$50,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – will ensure upgrades are thoroughly reviewed and will ensure NEC compliance  
 Funding Sources: System Improvements

Description of project/need:  
 Additional design, engineering and other professional services required to complete site development, electrical systems, mechanical system testing, analysis and preparation of operation and maintenance, and commissioning services for necessary substation upgrades to accommodate larger loads and Kane Substation.





## Capital Improvements Plan 2018 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>New Electric Warehouse</b>
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G/L Account: 520-772-9220  
 Cost: \$3,000,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – will reduce wire theft, improve security measures  
 Funding Sources: Buildings

Description of project/need:  
 Initial phases of building a new facility for the Electric Department that has outgrown its current location over the past 46 years. The new building would accommodate office staff, training room needs, and comply with updated security measures required by National Electric Reliability Council (NERC) for the Electric Warehouse.



*This photo does not denote the actual design of the proposed building.*

<b>Title:</b>	<b>AMI Upgrades / Licensing</b>
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G/L Account: 520-772-9430  
 Cost: \$30,000  
 Year Constructed: 2017  
 Impact on O&M Budget: Slight – will increase operating expenditures annually to maintain, upgrade and purchase necessary licensing and upgrades network systems

Funding Sources: Computer Equipment

Description of project/need:  
 Upgrades, support and licensing for AMI System Upgrades.





## Capital Improvements Plan 2018 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Computer Software &amp; Equipment Upgrades / Licensing</b>
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G/L Account: 520-117-9420  
 Cost: \$55,000  
 Year Constructed: 2018  
 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:  
 Upgrades, support and licensing for Tropos, SCADA, ElectSolve, and Yukon.



<b>Title:</b>	<b>2018 Orthoimagery</b>
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G/L Account: 520-776-3430 Electric 70% \$5,600  
 510-776-3430 Water 30% \$2,400  
 Cost: \$8,000  
 Year Needed: 2018  
 Impact on O&M Budget: Positive -  
 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 2018 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 2016).





**Capital Improvements Plan  
2018 CAPITAL BUDGETS – ELECTRIC FUND**

<b>Title:</b>	<b>New Building Furniture</b>
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G/L Account: 520-772-9440  
 Cost: \$250,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – will increase productivity through ergonomically correct office systems and security of confidential documents with locking apparatuses.  
 Funding Sources: Furniture  
 Description of project/need:  
 Currently, the majority of office furniture that is being utilized has reached its life expectancy; in addition the majority of the office furniture does not meet ergonomic standards.



<b>Title:</b>	<b>Replace Chevy SUV</b>
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G/L Account: 520-772-9410  
 Cost: \$50,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – reduces yearly maintenance costs/ maintains resale value  
 Funding Sources: Vehicles  
 Description of project/need:  
 This is the first phase of the multi-year vehicle replacement plan that will serve as a guide for the changing needs of our department and identify the costs associated with operating and maintaining vehicles to the point, when on average, a vehicle has reasonably depreciated but not yet incurring significant maintenance costs. By replacing vehicles at this point, we can avoid escalating maintenance costs and optimize vehicle resale value.



**Capital Improvements Plan  
2018 CAPITAL BUDGETS – ELECTRIC FUND**

<b>Title:</b>	<b>Mini X Kubota &amp; Trailer</b>
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G/L Account: 520-772-9420  
 Cost: \$33,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – increases efficiency of responding to inaccessible areas with a large backhoe to maintain electric infrastructure  
 Funding Sources: Equipment  
 Description of project/need:  
 Ability to reach and repair underground electric infrastructure in compact areas in an expedited and efficient manner, reducing man hours and outage repair times. Keeping the Kubota on a trailer at all times it is not in use will reduce response delays.



<b>Title:</b>	<b>Replace 3 Phase Meter Test Set</b>
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G/L Account: 520-117-9420  
 Cost: \$30,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – reduces yearly maintenance costs  
 Funding Sources: Equipment  
 Description of project/need:  
 The current tester on hand has become antiquated and is unable to be repaired or adjusted to meet current standards. This equipment enables simultaneous, multi-position calibration and legalization of electric energy meters. In addition it tests meter conditions such as no-load, starting, constant and maximum power demand indicators.





## Capital Improvements Plan 2018 CAPITAL BUDGETS – ELECTRIC FUND

<b>Title:</b>	<b>Tire Dismount Machine</b>
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G/L Account: 520-775-9420  
 Cost: \$14,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – reduces labor hours and unsafe work practices lifting oversized tires  
 Funding Sources: Equipment

Description of project/need:  
 Currently, the oversized tires on heavy duty trucks, such as bucket trucks, dump trucks, street sweepers, etc. are manually dismantled. This practice increases time spent on each vehicle and creates un-necessary exposure to injuries.



<b>Title:</b>	<b>2 Portable Jack for Heavy Duty Vehicles</b>
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G/L Account: 520-775-9420  
 Cost: \$9,000  
 Year Constructed: 2018  
 Impact on O&M Budget: Positive – reduces labor hours, increases speed of repairs and safety when working in indoor/outdoor elements (provides a more stable base)  
 Funding Sources: Equipment

Description of project/need:  
 We currently have two of the same jack. By having two more we will be able to do multiple vehicles or lift all 4 wheels at the same time.



**CONSERVATION TRUST FUND**

**PROJECTS AND CAPITAL EQUIPMENT**

**Title:** **Replace fencing for Metcalfe Ballfields**

G/L Account: 210-551-9320-1059  
 Cost: \$13,000 each year  
 Years to be Completed: 2017 & 2018  
 Impact on O&M Budget: Negligible.  
 Funding Sources: Conservation Trust Fund  
 Description of Project/Need: Current fencing needs replacement and correct installation.



**Title:** **Arbor Day Celebration**

G/L Account: 100-551-9220-1016  
 Cost: \$5,000  
 Years to be Completed: 2017 & 2018  
 Impact on O&M Budget: Negligible.  
 Funding Sources: Conservation Trust Fund  
 Description of Project/Need: Arbor Day Celebration - Planting Trees





**Capital Improvements Plan**  
**2017/18 CAPITAL BUDGETS – CONSERVATION TRUST FUND**

**Title: Inclusive Park Retrofit**

G/L Account: 210-551-9420  
 Cost: \$30,000-2017; \$35,000-2018  
 Year to be Purchased: 2017 & 2018  
 Impact on O&M: Negligible  
 Budget:  
 Funding Sources: Conservation Trust Fund  
 Description of Project/Need: Inclusive Park equipment needs to be install in all Fountain Parks



**Title: Paving at Aga Park**

G/L Account: 210-551-9320  
 Cost: \$150,000  
 Year to be Purchased: 2017  
 Impact on O&M Budget: Negligible  
 Funding Sources: Conservation Trust Fund  
 Description of Project/Need: Paving is required to complete the ADA inclusive park expansion. Structured parking is needed.



<b>Title:</b>	<b>Irrigation System – Weather Trak</b>
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G/L Account: 210-551-9320  
 Cost: \$25,000  
 Year to be Purchased: 2017 & 2018  
 Impact on O&M Budget: Negligible  
 Funding Sources: Conservation Trust Fund  
 Description of Project/Need: Water conservation within our parks is highly needed.



<b>Title:</b>	<b>Lease to Own Mini Track hoe</b>
---------------	------------------------------------

G/L Account: 210-551-9320  
 Cost: \$36,000 (initial)  
 Year to be Purchased: 2018  
 Impact on O&M Budget: Negligible  
 Funding Sources: Conservation Trust Fund  
 Description of Project/Need: Replacing manual equipment.





## Capital Improvements Plan

### 2017/18 CAPITAL BUDGETS – CONSERVATION TRUST FUND

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**Title:** Skid Steer Loader

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

Cost: \$42,400

Year Budgeted : 2017

Impact on O&M Budget: Slight negative impact on O&M Budget.

Funding Sources: STREET GENERAL FUND

Description of project/need:

New equipment needed so the Street Division can be more efficient in maintaining our duties to the citizens of Fountain.





**Capital Improvements Plan  
2017/18 CAPITAL BUDGETS – TRANSPORTATION FUND**

**TRANSPORTATION SALES TAX RESURFACING FUND**

**VEHICLES/EQUIPMENT**

**Title:** Passenger bus

G/L Account: 290-118--9410 CAPITAL  
Vehicles

Cost: \$150,000

Year Budgeted: 2017

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

Budget:

Funding Sources: TRANSPORTATION SALES TAX FUND-BUS RESERVE

Description of project/need:

Replace two older high mileage buses. Transportation Sales Tax Fund has \$112,000 in a bus reserve account. The plan would be to purchase the two buses and then obtain a loan to spread the cost over five years.



**IMPROVEMENTS**

**Title:** Bus Stop Shelters

G/L Account: 290-118--9310 CAPITAL  
Improvements

Cost: \$180,000

Year Budgeted: 2017

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

Budget:

Funding Sources: TRANSPORTATION SALES TAX FUND-BUS RESERVE

Description of project/need:

Staff will submit a grant to pay for 2/3 of the improvements.





# Capital Improvements Plan 2017/18 CAPITAL BUDGETS – AMBULANCE FUND

## AMBULANCE FUND

### VEHICLES/EQUIPMENT

**Title:** Ambulance Replacement  
**G/L Account:** 530-222-9410  
**Cost:** \$200,000  
**Year Constructed:** 2018  
**Impact on O&M:** Slight improvement due to decreased maintenance  
**Budget:**  
**Funding Sources:** Ambulance - General Fund  
Ambulance 284 is 16 years old and needs to be replaced.





# Capital Improvements Plan 2019-2021 CIP

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## 2019-2021 Capital Improvements Plan (CIP)



## Capital Improvements Plan 2019-2021 CIP SUMMARY

### DESCRIPTION

The 2019-2021 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 2019-2021. 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.

General Fund Summary					
Summary by Department	2017	2018	2019	2020	2021
Administration/Information Technology	\$468,400	\$217,000	\$297,000	\$42,000	\$42,000
Planning	\$0	\$0	\$0	\$0	\$0
Police	\$440,000	\$0	\$192,000	\$450,000	\$75,000
Fire	\$527,000	\$94,000	\$1,677,000	\$1,077,000	\$77,000
Communications	\$0	\$0	\$0	\$0	\$0
Streets	\$524,800	\$283,350	\$341,000	\$286,000	\$76,000
Code Enforcement	\$0	\$0	\$41,000	\$35,000	\$0
Parks	\$320,000	\$90,000	\$50,000	\$30,000	\$80,000
Cemetery	\$0	\$0	\$0	\$0	\$0
<b>Total Capital</b>	<b>\$2,280,200</b>	<b>\$684,350</b>	<b>\$2,598,000</b>	<b>\$1,920,000</b>	<b>\$350,000</b>

General Fund Summary					
Summary by Category	2017	2018	2019	2020	2021
Projects	\$138,100	\$166,000	\$126,000	\$106,000	\$106,000
Land	\$240,000	\$0	\$0	\$0	\$0
Buildings	\$0	\$0	\$1,650,000	\$500,000	\$0
Computer Equipment/Software	\$468,400	\$185,000	\$309,000	\$42,000	\$67,000
Furniture	\$0	\$0	\$0	\$0	\$0
Vehicles	\$1,386,700	\$239,350	\$406,000	\$1,195,000	\$0
Equipment	\$47,000	\$94,000	\$107,000	\$77,000	\$177,000
<b>Total</b>	<b>\$2,280,200</b>	<b>\$684,350</b>	<b>\$2,598,000</b>	<b>\$1,920,000</b>	<b>\$350,000</b>

Water Fund Summary					
Summary by Category	2017	2018	2019	2020	2021
Water Rights Acquisition	\$725,000	\$725,000	\$740,000	\$740,000	\$740,000
System Improvements	\$3,376,000	\$3,816,000	\$4,672,000	\$5,386,000	\$2,036,000
Land	\$0	\$0	\$0	\$0	\$0
Buildings	\$115,000	\$0	\$1,250,000	\$0	\$0
Computer Equipment/Software	\$342,900	\$127,000	\$0	\$0	\$62,000
Furniture	\$0	\$0	\$0	\$0	\$0
Vehicles	\$38,000	\$38,000	\$12,000	\$0	\$0
Equipment	\$0	\$8,400	\$0	\$0	\$0
<b>Total</b>	<b>\$4,596,900</b>	<b>\$4,714,400</b>	<b>\$6,674,000</b>	<b>\$6,126,000</b>	<b>\$2,838,000</b>



## Capital Improvements Plan 2019-2021 CIP SUMMARY

Electric Fund Summary					
Summary by Category	2017	2018	2019	2020	2021
System Improvements	\$1,125,200	\$9,975,000	\$8,175,750	\$1,075,000	\$1,075,000
Land	\$0	\$0	\$0	\$0	\$0
Buildings	\$135,000	\$3,000,000	\$1,000,000	\$0	\$0
Computer Equipment/Software	\$1,125,000	\$90,600	\$85,000	\$85,000	\$85,000
Furniture	\$0	\$250,000	\$100,000	\$0	\$0
Vehicles	\$480,000	\$50,000	\$28,000	\$300,000	\$0
Equipment	\$112,000	\$100,000	\$28,000	\$0	\$50,000
<b>Total</b>	<b>\$2,977,200</b>	<b>\$13,465,600</b>	<b>\$9,416,750</b>	<b>\$1,460,000</b>	<b>\$1,210,000</b>

### GENERAL FUND

Capital Improvements Program			
Police Department	2019	2020	2021
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
No Building Improvements in Planning Horizon			
<b>Computer Equipment &amp; Software</b>			
Computer Voice Stress Analyzer Equipment	\$12,000		\$25,000
<b>Furniture</b>			
No Furniture Projects in Planning Horizon			
<b>Vehicles</b>			
Vehicle Replacement Program		\$450,000	\$0
Mobile Command Post	\$100,000		
<b>Equipment</b>			
ESU Tactical / Riot Gear	\$30,000	\$0	\$0
Tasers	\$50,000		\$50,000
<b>Total</b>	<b>\$192,000</b>	<b>\$450,000</b>	<b>\$75,000</b>



## Capital Improvements Plan 2019-2021 CIP SUMMARY

Capital Improvements Program			
IT/ Administration Department	2019	2020	2021
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
No Building Improvements in Planning Horizon			
<b>Computer Equipment &amp; Software</b>			
PD Electronic Ticketing	\$50,000		
FD Quadcopter w/ FLIR Camera	\$15,000		
Council Chamber Technology Upgrades	\$75,000		
CH Server - Server and Disk Upgrades (1/3 pf of \$75,000)	\$25,000		
PD Cellphone Replacelents (50 @ \$300 ea)	\$15,000		
FD Access Control and Surveillance	\$50,000		
PD Access Control and Surveillance	\$50,000		
Lorraine Ctr IT Training Room (1/3 pf of \$51,000)	\$17,000		
PD Server - Disk Upgrades		\$10,000	\$10,000
Phone System Upgrades (1/3 pf of \$60,000)		\$20,000	\$20,000
Firewall Upgrades (1/3 pf of \$36,000)		\$12,000	\$12,000
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
No Vehicle in Planning Future	\$0	\$0	\$0
<b>Equipment</b>			
No Equipment in Planning Horizon			
<b>Total</b>	<b>\$297,000</b>	<b>\$42,000</b>	<b>\$42,000</b>



## Capital Improvements Plan 2019-2021 CIP SUMMARY

Capital Improvements Program			
Fire Department	2019	2020	2021
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
East Side Fire Station #4	\$1,500,000	\$0	\$0
Station # 3 bay addition	\$150,000	\$0	\$0
Station #2 Remodel/Addition		\$500,000	\$0
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Replace Pumper		\$500,000	\$0
<b>Equipment</b>			
6 SCBA		\$50,000	\$50,000
Opticom			
5 Radio Replacement 800mhz	\$27,000	\$27,000	\$27,000
<b>Total</b>	<b>\$1,677,000</b>	<b>\$1,077,000</b>	<b>\$77,000</b>

Capital Improvements Program			
Parks	2019	2020	2021
<b>Projects</b>			
Horseshoe Pitching Courts	\$50,000		
Replace Picnic Tables at Pavilions/Gazebo		\$30,000	\$30,000
<b>Land</b>			
Blast Park Project			
<b>Buildings</b>			
No Building Improvements in Planning Horizon			
<b>Computer Equipment &amp; Software</b>			
None in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
No Vehicles in Planning Horizon			
<b>Equipment</b>			
Tractor-Mower			\$50,000
<b>Total</b>	<b>\$50,000</b>	<b>\$30,000</b>	<b>\$80,000</b>



## Capital Improvements Plan 2019-2021 CIP SUMMARY

Capital Improvements Program			
Neighborhood Services	2019	2020	2021
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
No Building Improvements in Planning Horizon			
<b>Computer Equipment &amp; Software</b>			
None in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Replace 2001 1/2 Ton Pick-up Truck	\$31,000		
Replace 2005 1/2 Ton Pick-up Truck		\$35,000	
Purchase 6x10ft enclosed box trailer	\$10,000		
<b>Equipment</b>			
No Equipment in Planning Horizon			
<b>Total</b>	<b>\$41,000</b>	<b>\$35,000</b>	<b>\$0</b>

Capital Improvements Program			
Streets Department	2019	2020	2021
<b>Projects</b>			
50/50 Sidewalk	\$6,000	\$6,000	\$6,000
CDBG	\$70,000	\$70,000	\$70,000
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
No Buildings in Planning Horizon			
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Replace '85 3/4 ton	\$40,000		
Replace '98 Dump/Snow Plow	\$190,000		
Replace '01 Dodge Pickup	\$35,000		
Replace '98 Dump/Snow Plow		\$210,000	
<b>Equipment</b>			
Replace '78 John Deere Grader	\$0	\$0	\$0
<b>Total</b>	<b>\$341,000</b>	<b>\$286,000</b>	<b>\$76,000</b>



## Capital Improvements Plan 2019-2021 CIP SUMMARY

### WATER FUND

Capital Improvements Program			
Water Department	2019	2020	2021
<b>System Improvements</b>			
Unidentified Main replacements	\$150,000	\$150,000	\$150,000
Scada System Phase 1			
C&S Road Transmission Main	\$340,000	\$1,550,000	\$0
Widefield Aquifer Recharge Association (WARA)	\$40,000	\$40,000	\$40,000
Meter Replacement program	\$60,000	\$60,000	\$60,000
Pikes Peak Regional Water Authority (PPRWA)	\$35,000	\$35,000	\$35,000
Tap saddle replacements	\$15,000	\$15,000	\$15,000
Valve/FH replacement program	\$65,000	\$65,000	\$65,000
Conservation Tools	\$25,000	\$25,000	\$25,000
Keeton Reservoir			
Upsizing transmission mains	\$300,000	\$300,000	\$300,000
Southern Delivery System	\$396,000	\$396,000	\$396,000
Replace 4" Water Main on Wellington	\$86,000		
SW Link Water Transmission Main	\$1,000,000		
Replace 4" Water Main on Iowa	\$130,000		
Replace Water Main at Sante Fe Village	\$40,000	\$300,000	
Replace Water Main-Fountain Mesa		\$800,000	\$800,000
Design 3.0 MG Water Tank		\$150,000	\$150,000
Replace Water Main #36 -125 to Sante Fe	\$850,000	\$750,000	
Replace Ohio Avenue Main	\$240,000		
North Santa Fe Avenue Water Main		\$700,000	
South Santa Fe Avenue Water Main	\$900,000		
Wilson Road Pump Station		\$50,000	
<b>Water Rights/Storage Acquisition</b>			
Pueblo Reservoir	\$40,000	\$40,000	\$40,000
Water Rights and Storage Acquisition	\$700,000	\$700,000	\$700,000
<b>Land</b>			
No Land Improvements in Planning Horizon			
<b>Buildings</b>			
New Water Building	\$1,250,000		
<b>Computer Equipment &amp; Software</b>			
Computer Equipment IT			\$42,000
Computer Software upgrades			\$20,000
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
Replace Field Tech Truck	\$12,000		
<b>Equipment</b>			
No Equipment in Planning Horizon			
<b>Total</b>	<b>\$6,674,000</b>	<b>\$6,126,000</b>	<b>\$2,838,000</b>



## Capital Improvements Plan 2019-2021 CIP SUMMARY

### ELECTRIC FUND

Capital Improvements Program			
Electric Department	2019	2020	2021
<b>System Improvements</b>			
Overhead Line upgrades	\$150,000	\$150,000	\$150,000
Underground Line upgrades	\$300,000	\$400,000	\$400,000
Minor Distribution line imp.	\$350,000	\$350,000	\$350,000
System Imps (As Needed)	\$100,000	\$150,000	\$150,000
Street Light Replacement Program	\$25,000	\$25,000	\$25,000
Kane Sub Station	\$7,250,750		
<b>Land</b>			
New Substation Land			
<b>Buildings</b>			
New Electrical Warehouse	\$1,000,000		
<b>Computer Equipment &amp; Software</b>			
AMI Upgrades/Licensing	\$30,000	\$30,000	\$30,000
Computer Software and Equipment Upgrades	\$55,000	\$55,000	\$55,000
<b>Furniture</b>			
New Building Furniture	\$100,000		
<b>Vehicles</b>			
Replce Field Technician Truck	\$28,000		
Replace Bucket (E-14) (E 28)		\$300,000	
<b>Equipment</b>			
Replace 3 Phase Meter Test Standard			\$50,000
Replace Lift-Fleet	\$28,000		
<b>Total</b>	<b>\$9,416,750</b>	<b>\$1,460,000</b>	<b>\$1,210,000</b>

### CONSERVATION TRUST FUND

Capital Improvements Program			
Conservation Trust Fund	2019	2020	2021
<b>Projects/Improvements</b>			
Arbor Day	\$5,000	\$5,000	\$5,000
<b>Land</b>			
Trails	\$10,000	\$10,000	\$10,000
<b>Buildings</b>			
No new buildings			
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
No Vehicles in Planning Horizon			
<b>Equipment</b>			
Lawn Mower	\$18,000	\$0	\$0
Herbicide Sprayer	\$50,000	\$0	\$0
Skid Steer			
Broadcast spreader-fertilizer			
Mini trackhoe			
Field sweeper			
Equipment trailer	\$25,000	\$0	\$0
<b>Total</b>	<b>\$108,000</b>	<b>\$15,000</b>	<b>\$15,000</b>



## Capital Improvements Plan 2019-2021 CIP SUMMARY

### Transportation Sales Tax - Transit

Capital Improvements Program			
Transit - Sales Tax	2019	2020	2021
<b>Projects</b>			
No Projects in Planning Horizon			
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
No Buildings in Planning Horizon			
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
No Vehicles in Planning Horizon			
<b>Equipment</b>			
No Equipment in Planning Horizon	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Transportation Sales Tax - Street Capital

Capital Improvements Program			
Street Capital - Sales Tax	2019	2020	2021
<b>Projects</b>			
Right of Way Acquisition	\$50,000		
ADA Sidewalk and Corner Ramps	\$20,000		
Traffic Calming	\$25,000		
<b>Land</b>			
No Land Projects in Planning Horizon			
<b>Buildings</b>			
No Building Projects in Planning Horizon	\$0	\$0	\$0
<b>Computer Equipment &amp; Software</b>			
No Computer Equipment in Planning Horizon			
<b>Furniture</b>			
No Furniture in Planning Horizon			
<b>Vehicles</b>			
No Vehicles in Planning Horizon			
<b>Equipment</b>			
No Equipment in Planning Horizon	\$0	\$0	\$0
<b>Total</b>	<b>\$95,000</b>	<b>\$0</b>	<b>\$0</b>



## All Funds PERSONNEL SUMMARY

### DESCRIPTION

The following chart identifies the total number of personnel working for the City for the years 2015 through 2018. Specific positions for each department are identified within each department's budget data.

Personnel Summary									
<b>Administration</b>					<b>Parks</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Full- time	13.3	13.3	13.3	13.3	Full- time	4	4	4	4
Part-time					Part-time	3	3	3	3
Seasonal					Seasonal		7	7	7
<b>Municipal Court</b>					<b>Facilities</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Full- time	1	1	1	1	Full- time	2	2	2	2
Part-time		1	1	1	Part-time				
Seasonal					Seasonal				
<b>Information Technology</b>					<b>Code Enforcement</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Full- time	5	5	5	5	Full- time	2	2	2	2
Part-time		1	1	1	Part-time		2	2	2
Seasonal					Seasonal				
<b>Planning</b>					<b>Water</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Full- time	3	4	4	4	Full- time	14.9	14.9	14.9	14.9
Part-time	1				Part-time				
Seasonal					Seasonal	2	2	2	2
<b>Engineering</b>					<b>Electric</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Full- time	2.5	4	4	4	Full- time	31.4	32.4	32.4	32.4
Part-time					Part-time	4	4	4	4
Seasonal					Seasonal	0	0	0	0



## All Funds PERSONNEL SUMMARY

Police					Customer Service				
	2015	2016	2017	2018		2015	2016	2017	2018
Full- time	53	58	58	58	Full- time	19	20	20	20
Part-time	2	3	3	3	Part-time				
Seasonal					Seasonal				
Fire					Fleet				
	2015	2016	2017	2018		2015	2016	2017	2018
Full- time	20	20	23	23	Full- time	5	6	6	6
Part-time	6	6	6	6	Part-time				
Seasonal					Seasonal				
Communications/OEM					Ambulance				
	2015	2016	2017	2018		2015	2016	2017	2018
Full- time	14	10	1	1	Full- time	7	8	8	8
Part-time					Part-time	7	7	7	7
Seasonal					Seasonal				
Street & Drainage					Economic Development				
	2015	2016	2017	2018		2015	2016	2017	2018
Full- time	6	6	6	6	Full- time	2	2	2	1
Part-time	2	2	2	2	Part-time				
Seasonal	3	3	3	3	Seasonal				
Transportation					Recreation				
	2015	2016	2017	2018		2015	2016	2017	2018
Full- time	0	1	1	1	Full- time	0	1	1	1
Part-time	7	7	7	7	Part-time	4	9	9	10
Seasonal					Seasonal				
Summary of All Departments									
	2015	2016	2017	2018					
Full- time	205.1	214.6	208.6	207.6					
Part-time	36	45	45	46					
Seasonal	5	12	12	12					



## 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.



## Debt Service DEBT POLICIES

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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.



## Debt Service

### DEBT SCHEDULE – GENERAL FUND

#### GENERAL FUND DEBT DESCRIPTIONS

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
2017	\$20,000
2018	

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
2017	\$237,011
2018	\$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
2017	\$53,450
2018	\$31,167

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
2017	\$126,750
2018	\$126,750

During 2016, the City entered into a five year 1.663% lease agreement for \$275,000 to purchase 4 new police vehicles plus equipment and new radios for \$80,422 for several departments to allow for emergency communication due to E-911 consolidation. Monthly payments of \$74,005 are due under the lease agreement through September 2019. The City



## Debt Service

### DEBT SCHEDULE – GENERAL FUND

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also expects to obtain a lease of \$1 million for the Lorraine building remodel with a 10 to 12 year term estimated at \$93,335 per year.

<b>Fiscal Year</b>	<b>Total</b>
2017	\$173,340
2018	\$173,340

<b>Total General Fund Debt Service</b>	
<b>Fiscal Year</b>	<b>Annual Payment</b>
2017	\$610,551
2018	\$571,090

The City anticipates borrowing up to \$1,860,000 in 2017 and \$675,000 in 2018 to purchase vehicles, software, and hardware and repay the loan over time.

The City's direct bonded indebtedness limit, based on 10% of the 2016 Assessed Valuation, is \$20,038,000. 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 2016, the 2003 loan from a private individual for the purchase of water rights was paid in full as scheduled.

During 2016, the 2007 loan from a private individual for the purchase of water rights was paid in full as scheduled.

During 2016, the 2008 loan agreement with a private individual for the purchase of water rights was paid in full.

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
2017	\$202,826	\$49,932	\$252,758
2018	\$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
2017	\$145,569	\$44,000	\$189,568
2018	\$152,119	\$34,449	\$189,568

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
2017	\$195,000	\$413,454	\$608,454
2018	\$200,000	\$406,629	\$606,629

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 and remodel of the future Utility Customer Service Center located across the street from City Hall. Payments of interest and principal



## Debt Service DEBT SCHEDULE – WATER FUND

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
2017	\$240,000	\$437,843	\$677,843
2018	\$250,000	\$430,643	\$680,643

During 2014, the 2005 loan agreement with the Colorado Water Resources and Power Development Authority (CWRPDA) was refunded by issuing new debt of \$16,900,000 through CWRPDA to refund \$6,455,000 with a final payment from the City of the 2005 loan agreement in 2015 of \$203,875 and new debt for projects of \$10,445,000. The total refunding cash savings over the remaining life of the bonds is approximately \$998,000 with net present value percent savings of 10.27%.

During 2014, the City entered into a \$16,900,000 loan agreement with the Colorado Water Resources and Power Development Authority (CWRPDA). Authorized uses of the loan proceeds included refunding all but \$400,000 of the 2005 CWRPDA loan and new uses for the construction of the Southern Delivery System, Water Rights Acquisition, Water Main Projects, and Supervisory Control and Data Acquisition (SCADA). Payments of interest and principal are due semi-annually on March 1 and September 1, through September 1, 2044. Interest accrues at rates ranging from 2% to 5% per annum.

Fiscal Year	Principal	Interest	Total
2017	\$425,000	\$697,038	\$1,122,038
2018	\$440,000	\$684,288	\$1,124,288

During 2015, the City issued \$3.965 million of new City of Fountain Water Revenue 2016 Series Bonds. Authorized uses of the loan proceeds included refunding all but \$400,000 of the 2005 CWRPDA loan and new uses for the construction of the Southern Delivery System, Water Rights Acquisition, Water Main Projects, Supervisory Control and Data Acquisition (SCADA), and New Water Building-design and issuance costs. Payments of interest and principal are due semi-annually on June 1 and December 1, through December 1, 2045. Interest accrues at rates ranging from 3% to 3.625% per annum.

Fiscal Year	Principal	Interest	Total
2017	\$85,000	\$131,700	\$216,700
2018	\$85,000	\$129,150	\$214,150

During 2016, the City issued \$7.15 million of new City of Fountain Water Revenue 2016 Series Bonds to refund the 2009 loan agreement with the Colorado Water Resources and Power Development Authority (CWRPDA). The original 2009 issue loan proceeds uses included the purchase of a facility to house the utility customer service operations and the purchase of land for a future raw water storage reservoir. The total refunding cash savings over the remaining life of the bonds is approximately \$1.86 million with net present value percent



## Debt Service DEBT SCHEDULE – WATER FUND

savings of 19.15%. Payments of interest and principal are due semi-annually on June 1 and December 1, through December 2038. Interest accrues at rates ranging from 2% to 4% per annum.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2016	280,000	69,740	\$347,740
2017	\$230,000	\$238,150	\$468,150
2018	\$235,000	\$233,550	\$468,550

During 2017 and 2018, the City anticipates issuing \$3.3 and \$2.4 million of Water Revenue Debt for various projects.

<b>Total Water Fund Debt Service</b>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	\$1,523,395	\$2,012,117	\$3,535,512
2018	\$1,574,072	\$1,959,514	\$3,533,586

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

### PUBLIC TRANSPORTATION FUND DEBT DESCRIPTIONS

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
2017	\$5,766
2018	-

During 2016 and 2017, the City anticipates purchasing two new busses in each year and securing a lease to reimburse the City for the cost of the buses and pay for the lease back over time.



## Debt Service DEBT SCHEDULE – AMBULANCE FUND

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### AMBULANCE FUND DEBT DESCRIPTIONS

The City's Ambulance Fund entered into an \$83,000 lease agreement for 6 years in 2015 to purchase a new replacement ambulance. A grant of \$77,000 offset the total cost of the \$162,000. Monthly payments of \$1,922 are due under the lease agreement through July 2021. Interest accrues on the outstanding balance at the rate of 2.28%.

<b>Fiscal Year</b>	<b>Total</b>
2017	\$14,815
2018	\$14,815



## Debt Service

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## Glossary

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**Accrual Accounting:** A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue, which was earned in December, but not collected until January, is recorded as revenue of December rather than January.

**ADA:** Americans with Disabilities Act signed into law July 26, 1990, intending to make businesses more accessible to people with disabilities.

**AMR:** Automated Meter Reading.

**Appropriation:** An authorization of a specific amount of money made by the City Council which permits the City to incur obligations and to make expenditures of resources.

**Appropriation Ordinance:** The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Assessed Valuation:** The value that is established for real or personal property by the County Assessor for the purpose of levying property taxes.

**AWWA:** American Water Works Association.

**Budget:** A fiscal plan for a specified period of time (fiscal year) that balances projected revenues and fund balance appropriations to estimated expenditures and operating transfer obligations.

**Capital Improvement Plan:** An annually updated plan of capital expenditures for public facilities, infrastructure and major fixed assets with estimated costs, sources of funding and timing of projects.

**Capital Improvement Project:** A permanent addition to the City's assets and includes design, construction and purchase of land, buildings and facilities.

**Capital Expenditure:** Represents expenditures which result in the acquisition or addition to fixed assets including: land; buildings; streets and street improvements; recreation facilities; electric and water lines; and machinery or equipment with an expected life of more than one year, a per unit cost of \$5,000 or more, and is used in operations.

**Cash Accounting:** A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

**CDBG:** Community Development Block Grant. The CDBG program is a U.S. Department of Housing and Urban Development program that provides local governments and states with resources to address a wide range of unique community development needs.



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**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.

**CML:** Colorado Municipal League. The CML is an organization representing Colorado's cities and towns collectively in matters before the state and federal government. CML also provides information services to assist municipal officials in managing their governments.

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

**Debt Limit:** The maximum amount of outstanding gross or net debt legally permitted. The City of Fountain's legal debt limit is 10% of the assessed property values in the city limits.

**Debt Service:** The payment of principal, interest and bond reserve requirements on borrowed funds such as notes and bonds.

**Department:** A department is the highest level organizational unit of municipal government operations. The City's departments include City Clerk's Office, Economic Development, Finance, Fire, Information Technology, Municipal Court, Office of the City Manager, Planning & Code Enforcement, Police, Public Works, and Utilities. The City's structure at the Department level is presented in the organizational chart.

**Depreciation:** Expiration in the service life of fixed assets because of wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

**Division:** A group which is comprised of a specific operation within a functional area. City Departments may contain one or more divisions.

**Encumbrance:** An administrative control under which a commitment of purchase an item or service is recorded; thus, the money is not available for new expenditure commitments. The use of encumbrances prevents overspending and permits officials to be certain of how much money is available for new commitments.

**Enterprise Funds:** Enterprise Funds are used to account for operations that are financed and operated similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. Enterprise Funds in the City of Fountain include the Water Fund and Electric Fund.



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**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.

**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



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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, 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.



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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.

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.



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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.

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.



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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.



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