



City of Fountain

2019 – 2020

Biennial Budget

Updated 12/11/2018

Includes 2016 & 2017 Actuals

And 2018 Budget

Vision Statement

City of Fountain Strategic Plan 2021

“Fountain will purposefully embrace the growth occurring throughout the region and continue developing into an even more contemporary, accomplished city, while maintaining its All-America hometown feel and strong sense of community.”



“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 2019-2020 Budget

Table of Contents

Contents	Page
Section I	
Table of Contents	I-1
Budget Message.....	I-4
 Section II – Community Information	
City Council	II-1
Overall Organizational Chart	II-2
City Staff.....	II-3
Budget Calendar	II-3
Community Profile.....	II-4
Strategic Plan.....	II-9
 Section III – Financial Policies and Fund Overview	
Fund Structure and Descriptions.....	III-1
Fund Organizations	III-5
Financial Policies.....	III-6
 Section IV – General Fund	
5-Year Projections.....	IV-1
Revenue Summary	IV-4
Expenditure Summary	IV-9
City Council	IV-11
Municipal Court	IV-14
Economic Development.....	IV-17
Administration.....	IV-21
Technology Services.....	IV-24
Community Development Department	
Engineering Division.....	IV-29
Planning Division	IV-32
Transportation Department	
Street and Drainage Division	IV-36
City Clerk’s Office	
Parks & Cemetery Division.....	IV-40
Recreation Division	IV-44
Police Department	
Overview.....	IV-46
Administration.....	IV-49
Patrol.....	IV-51
Investigations	IV-53

Fire Department	
Overview	IV-55
Administration	IV-57
Emergency Services	IV-59
Prevention Services.....	IV-61
Office of Emergency & Risk Management	
OEM/Risk Management	IV-63
Neighborhood Services.....	IV-66
Facility Maintenance	IV-69
Community Outreach.....	IV-71

Section V – Water Fund

5-year Projections.....	V-1
Revenues	V-3
Operations	V-5
Customer Service.....	V-16

Section VI – Electric Fund

5-year Projections.....	VI-1
Revenues	VI-3
Operations	VI-5
Customer Service	VI-12
Fleet Maintenance	VI-13

Section VII – Ambulance Fund

Organizational Chart	VII-1
Budget	VII-3

Section VIII – Drainage Fund

Organizational Chart	VIII-2
Budget	VIII-3

Section IX – Miscellaneous Funds

Summary	IX-1
Conservation Trust Fund.....	IX-2
Heritage Special Improvement District.....	IX-4
Volunteer Fire Fund	IX-5
General Improvement District #1.....	IX-7
General Improvement District #2	IX-8
Insurance Fund	IX-9
Volunteer Fire Pension Fund.....	IX-10
Transportation Sales Tax	IX-11

Section X – Capital Improvements Plan

Overview.....	X-1
2019/2020 Capital Budgets	

Summary.....	X-4
General Fund.....	X-5
Water Fund	
2018 Water Fund.....	X-34
2019 Water Fund.....	X-58
Electric Fund	
2018 Electric Fund.....	X-79
2019 Electric Fund.....	X-92
Conservation Trust Fund.....	X-101
Ambulance Fund.....	X-103
2021-2023 Capital Improvement Plan (CIP) Summary.....	X-105

Section XI – Personnel

Personnel Summary	XI-1
-------------------------	------

Section XII – Debt Service

Debt Policies	XII-1
General Fund Debt Descriptions and Schedule	XII-3
Water Fund Debt Description and Schedule.....	XII-6
Public Transportation Fund Debt Description and Schedule	XII-9
Ambulance Fund Debt Description and Schedule	XII-11

Section XIV – Glossary

Glossary.....	XIV-1
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11/13/2018



**BUDGET MESSAGE
CITY OF FOUNTAIN
FY 2019-2020**

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

I hereby respectfully submit the following budget document for 2019-2020. 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 John Lewis and Deputy Finance Director Shawna Dail for their work on coordinating budget activities and bringing this budget to fruition, and to Lexi Lee and Charlotte Dock 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 \$23,802,981 for Fiscal Year 2019 and \$ 23,943,161 for 2020. The overall City Expenditure Budget for 2019 is \$95,748,897 and for 2020 is \$ 78,583,492.

The following represents an overview of the entire All Funds revenue stream for the 2016-20 years, by category:

ALL FUNDS REVENUE BY CATEGORY 2016 TO 2020					
CATEGORY	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Charges for Services	\$ 30,569,054	\$ 31,851,129	\$ 32,877,544	\$ 34,567,600	\$ 35,635,664
Sales and Use Tax	\$ 12,686,265	\$ 14,686,272	\$ 15,155,300	\$ 16,024,100	\$ 15,414,900
Franchise Tax	\$ 1,932,298	\$ 1,975,688	\$ 2,015,000	\$ 2,042,650	\$ 2,032,250
Property tax	\$ 2,031,188	\$ 2,159,532	\$ 2,340,950	\$ 2,470,000	\$ 2,583,675
Specific Ownership Tax	\$ 241,427	\$ 298,083	\$ 246,300	\$ 247,900	\$ 258,000
Fines	\$ 407,013	\$ 302,091	\$ 425,000	\$ 427,800	\$ 409,300
Licenses and Permits	\$ 106,780	\$ 94,105	\$ 102,000	\$ 103,000	\$ 104,500
Intergovernmental Revenue	\$ 1,110,514	\$ 1,044,973	\$ 942,700	\$ 989,000	\$ 1,009,750
Development/ Connection Fees	\$ 1,429,735	\$ 2,171,848	\$ 1,150,000	\$ 1,245,000	\$ 1,245,000
Lottery Proceeds	\$ 265,118	\$ 239,612	\$ 265,000	\$ 250,000	\$ 250,000
Utilities Debt proceeds	\$ 8,067,274	\$ 1,056,272	\$ 16,000,000	\$ 21,000,000	\$ 20,000,000
Lease Proceeds	\$ 327,277	\$ 3,647,661	\$ 892,350	\$ 1,881,600	\$ 957,000
Insurance Premiums	\$ 3,668,848	\$ 3,588,776	\$ 3,515,100	\$ 3,620,500	\$ 3,725,000
Grants	\$ -	\$ -	\$ 1,098,900	\$ 1,000	\$ 1,000
Interest Income	\$ 145,509	\$ 166,124	\$ 63,386	\$ 128,850	\$ 129,500
Transfers in	\$ 1,601,727	\$ 1,556,447	\$ 1,401,100	\$ 1,869,039	\$ 1,919,039
Miscellaneous	\$ 1,774,487	\$ 1,959,628	\$ 832,870	\$ 1,310,176	\$ 839,325
Grand Total	\$ 66,364,514	\$ 66,798,241	\$ 79,323,500	\$ 88,178,215	\$ 86,513,903

The following represents an All Funds overview of expenditures by category for the 2016-20 years, by category:

ALL FUNDS EXPENDITURES BY CATEGORY 2016 TO 2020					
CATEGORY	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits Total	\$ 19,690,799	\$ 20,337,970	\$ 22,733,559	\$ 24,206,059	\$ 25,322,013
Materials and Supplies Total	\$ 2,213,209	\$ 2,121,990	\$ 2,538,880	\$ 3,355,443	\$ 3,337,323
Purchased Services Total	\$ 26,275,612	\$ 28,630,644	\$ 30,455,013	\$ 32,006,476	\$ 32,842,215
Fixed Charges Total	\$ 3,092,203	\$ 3,366,358	\$ 665,260	\$ 868,515	\$ 877,515
Grant Related Expenses Total	\$ -	\$ -	\$ 10,000	\$ -	\$ -
Capital Total	\$ 7,765,439	\$ 7,064,301	\$ 23,866,100	\$ 32,348,065	\$ 13,185,317
Leases	\$ 536,552	\$ 657,117	\$ 1,106,990	\$ 1,062,860	\$ 1,065,205
Transfers Out	\$ 1,601,727	\$ 1,178,597	\$ 1,427,185	\$ 1,901,479	\$ 1,953,904
Grand Total	\$ 61,175,541	\$ 63,356,977	\$ 82,802,987	\$ 95,748,897	\$ 78,583,492

FINANCIAL ENVIRONMENT AND CONDITION

The economic environment for Fountain in 2017/2018 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 2019-2020 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% merit-based salary increase is included in the budget for 2019 to provide a pay raise to eligible employees. The City Council approved the addition of three new firefighter EMT/Paramedic positions in the fourth quarter of 2019, a new part-time Recycling Center Operator position in Neighborhood Services, and one (1) new full-time water operator and two (2) part-time employees in the Water Department. These positions are included in the 2019-2020 budget. 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 2020 budget includes a 3% merit-based salary increase for eligible employees.
- *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 10 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 2017, the City was able to take

advantage of the full spending limit without a TABOR refund. The 2019 and 2020 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 2019-2020:

- *Public Safety.* As in recent years, the largest share of General Fund monies are dedicated to public safety needs. The Fire Department is budgeting for an increase in personnel in order to meet expanding fire service needs and capital projects including a remodel to Fire Station #2 and the purchase of new SCBA equipment. The Police department received approval in 2018 to add three (3) part-time School Resource Officers with offsetting revenue from SD8. Emphasis on training across Public Safety continues into 2019-2020.
- *Neighborhood Services.* The 2019-2020 budget includes a new part-time Recycling Center Operator position to help the Neighborhood Services department maintain operations for the City’s Recycling Center. Neighborhood Services is now located on the second floor of the Police Department from City Hall.
- *Streets.* The Streets department maintenance budget includes an additional \$50k and capital of \$205K for a new Pot-Hole Truck to create new efficiencies in the streets department workflow.
- *Administration.* In 2017, the City added a new Community Engagement Manager position to the City Administration. Due to new projects and the desire to maintain open communication with its citizens, the 2019-2020 budget includes \$6K for community engagement expenses. Additionally, the City has the desire to start a tuition reimbursement program to promote employee growth and has allocated \$4K towards this program in the 2019-2020 budget.
- *Technology Services.* In 2018, the GIS and Information Technology (IT) departments were combined into the Technology Services Department. The budgets for each department were combined into one under the General Fund. The 2019 budget includes a \$25K increase for new computer equipment/supplies and a \$200K increase in Maintenance Service Contracts. The Maintenance Service Contract amounts have been taken out of the individual departments and centralized within the Technology Services department and the corresponding transfers from other funds into the General Fund have increased to account for this change.
- *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 2019, the unrestricted GFB is projected to be \$2,749,334, or 13%, and the entire \$2.5 million that the City Manager negotiated during the UTW Annexation will be used to offset Police Public Safety costs for personnel. By 2020, the GFB is projected to

be \$2,552,303, or 12%. New revenue from sales tax for 2019 is expected at a 7% increase over 2018.

- *Capital.* The majority of \$2,179,400 of Capital for General Fund is proposed to be funded from leases or from Public Safety and Park Reserves and includes \$502,400 for Technology Services; \$850,000 for the Fire Department buildings remodel and equipment; \$440,000 for replacement Police vehicles, a portion of the regional training center and a drone; \$231,000 for replacement equipment for Streets; and \$140,000 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 2019 and approximately \$13,777,060 for 2020.
- *Personnel Changes.* There are 2 additional staff positions included in the Water Department for 2019 and 2020- one full time water operator and one part time water maintenance worker.
- *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.* \$700,000 has been included in each of the 2019 and 2020 budgets for the purchase of additional water rights.
- *Water Mains, meters and other system improvements.* The total over the next two years is \$2,575,000.
- *Buildings and Furniture.* Water total over the next two years for buildings and furniture is \$3,515,000 with most of the expense in 2019.
- *Bonds.* To fund some of these capital improvements the budget includes bond issues of \$7,000,000 million in 2019 and \$8,000,000 million in 2020.
- *Rate Increases.* Consequently, the budget also provides for rate increases in 2019 and 2020, which are tentatively planned at 3% to 8% and will be confirmed when the rate study is completed in early 2019 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 2019 and approximately \$37,056,705 for 2020.
- *Personnel Increases.* No personnel have been added to the 2019 or 2020 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 2019 and 2020.

- *System Improvements.* The total over the next two years for system improvements is \$12,592,730 and includes a planned new substation totaling \$10,250,750 with the balance of \$2,341,980 for normal annual system improvements.
- *Buildings and Furniture.* Electric total over the next two years for buildings and furniture is \$8,062,000 with most of the expense in 2019.
- *Vehicles and Equipment.* The next two years includes \$350,000 for replacement vehicles and equipment.
- *Bonds.* The Electric Fund is tentatively anticipating the sale of bonds of \$14 million in 2019 and \$12 million in 2020.
- *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 2020 and may need to be pushed up to 2019, or push 2020 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.

Ambulance Fund

- *New Ambulance.* Staff is recommending the purchase of a new Ambulance replacing an old in 2020. 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 2019-2020 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 2019-2020 budgets include a Public Information Officer, two full-time street workers, making the two neighborhood services part-time staff full-time, a new Police Officer, and four new Firefighters. A 2% merit is included in 2019 and a 3% merit is included in 2020.

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, flowing style.

Scott Trainor
City Manager



2019/20 Budget

City of Fountain

January 1, 2019 – December 31, 2020

CITY COUNCIL



Gabriel Ortega, Mayor

Ward: At Large
Term Expires: 11/2021



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: 11/2021



Greg Lauer, Council Member

Ward: At Large
Term Expires: 11/2021



Phil Thomas, Mayor Pro-Tem

Ward: #2
Term Expires: 11/2019



Sharon Thompson, Council Member

Ward: #1
Term Expires: 11/2021

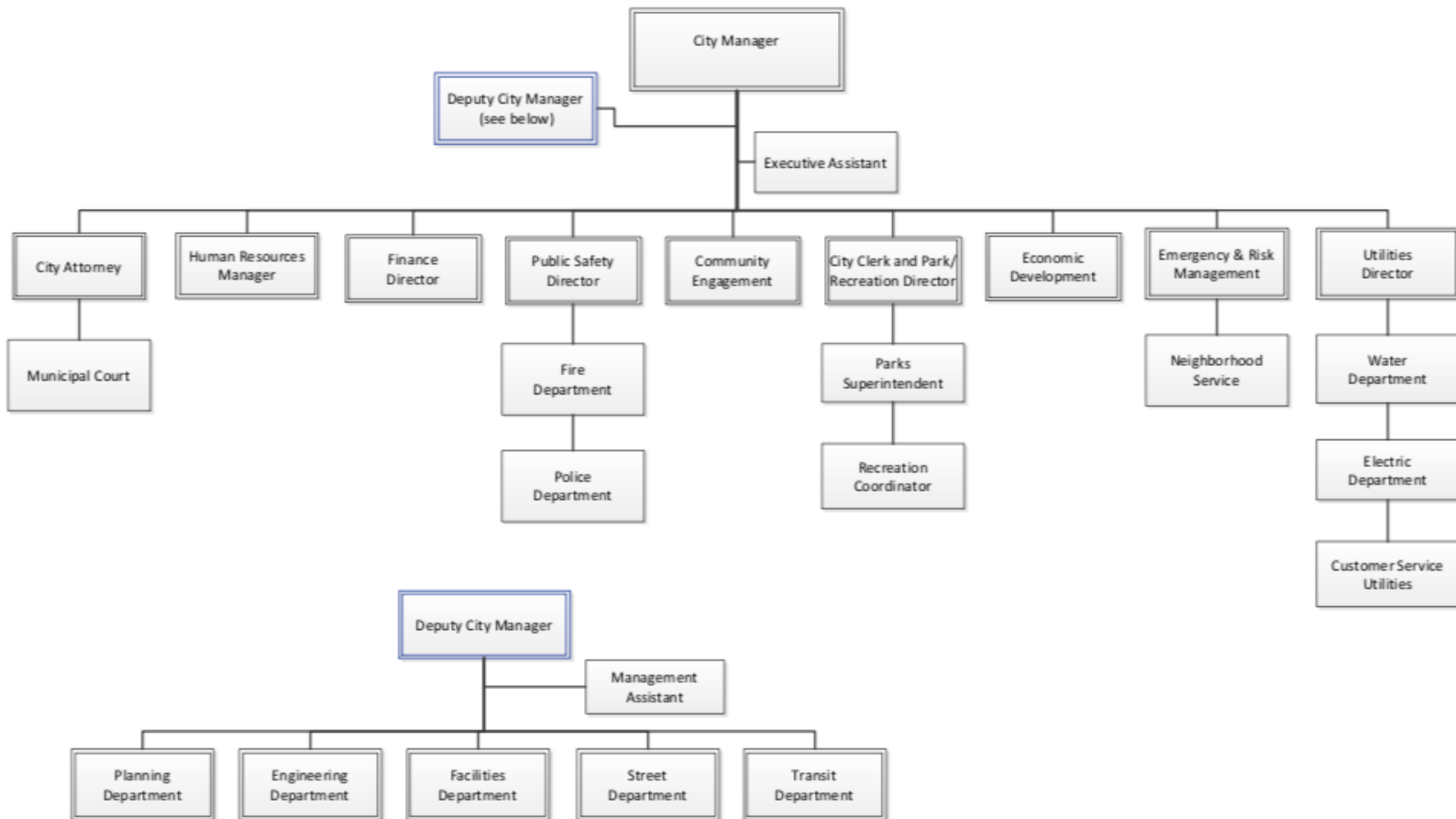


2019/2020 BUDGET COMMUNITY INFORMATION

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 both the Councilmembers the Mayor. The Mayor and three members of the Council are elected at-large, and three are elected from the wards in which they live. Council elections are non-partisan.

City Organizational Chart





2019/2020 BUDGET COMMUNITY INFORMATION

CITY EXECUTIVE LEADERSHIP

	<i>City Manager</i>	Scott Trainor	
City Clerk/Parks & Rec. Director	Silvia Huffman	Human Resources Manager	Janette Arellano
Interim Court Administrator	Yanira Cruz-Pagan	Technology Services Director	Lisa Godwin
Deputy City Manager	Todd Evans	OEM/Risk Manager	Luchia Tingley
Economic Development Manager	Kimberly Bailey	Public Safety Director/ Police Chief	Chris Heberer
Finance Director	John Lewis	Utilities Director	Curtis Mitchell

BUDGET CALENDAR

May 2018	Finance Director prepares revenue projections & City Council Priority Discussion	September 2018	Workers' Comp and Property Casualty quotes received & Final revisions if changes necessary based on insurance information
May 2018 to June 2018	Salary and benefit budgets prepared	September 21, 2018	Draft delivered to City Council
May 2018 to August 13, 2018	Departments develop budget requests	September 27, 2018	Budget Work Session with City Council
August 13 to August 31, 2018	Finance review and meetings with each Department	October 4, 2018	Budget Work Session with City Council
August 17, 2018	Capital request sheets due to Finance	October 23, 2018	Public Hearing and First Reading of Budget Ordinance
September 1 to September 20, 2018	Budget document formatting and preparation	November 13, 2018	Second Reading of Budget Ordinance Public Hearing on GID#1 and #2 Resolution approving tax rates



2019/2020 BUDGET COMMUNITY INFORMATION

COMMUNITY PROFILE

Year founded: 1859 (Incorporation in 1903)
Population: 29,747 (2017)
Area: 22.08 square miles
Elevation: 5,546 feet
Latitude: 30 50 '50" north
Longitude: 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 and open spaces 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 2017 was 2.3% 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 as of August 2018 is averaging \$245,500 with an average of \$169 per sq ft and a median rent per month of \$1,450 according to local economists. This is an increase of 7.2% over the same time in 2017. Single family and patio home listings start at \$229,900 for 1,500 sq ft (3 bed, 2 bath, 2 car garage) as of September 2018 with new home builds starting at \$349,000 for 1,500 sq ft (3 bed, 3 bath, 2 car garage).

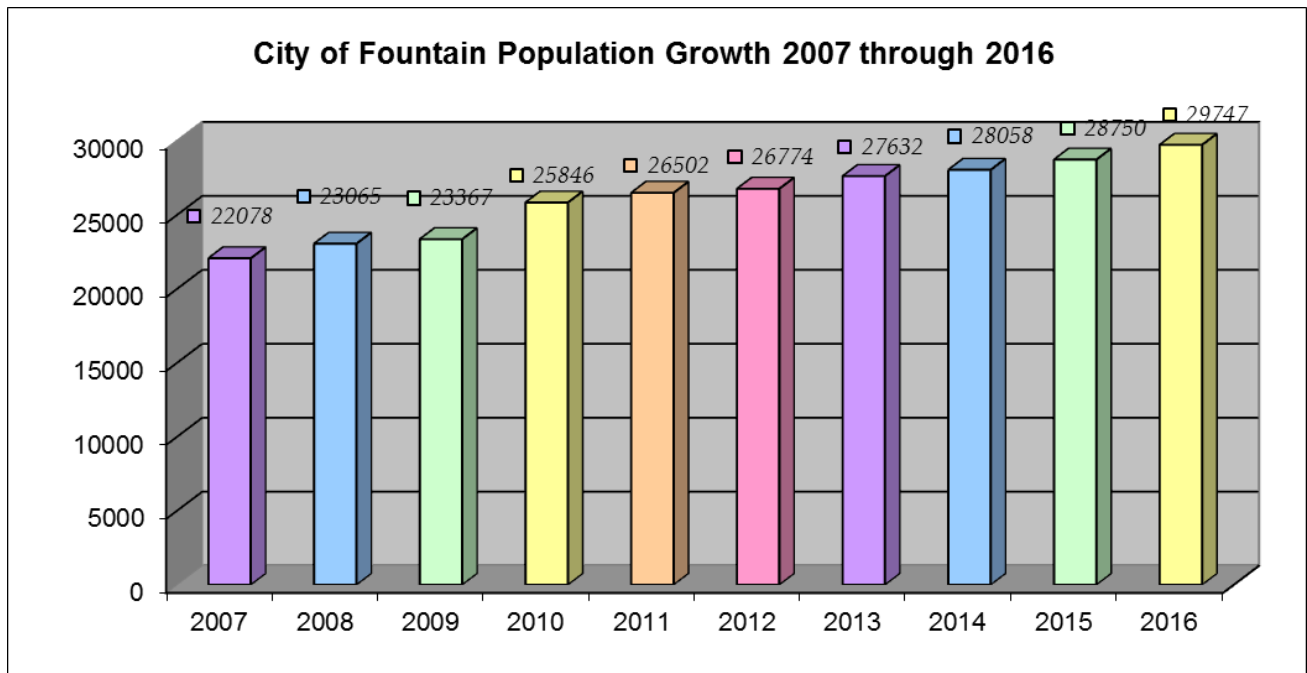
Background

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



2019/2020 BUDGET COMMUNITY INFORMATION

is a Home Rule City and is one of the fastest growing communities in El Paso County with an annual average growth rate from 2007-2016 of approximately 3.4%. 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 a new methodology for strategic planning and, as of the end of 2018, a new Vision Statement and comprehensive 36-month Strategic Plan with clearly defined goals and objectives. 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.



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! 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:	16 degrees
Warmest Month:	July
Average High Temperature:	87 degrees
Annual Avg. Days of Sunshine:	248
Annual Average Humidity:	38%-68%
Average Wind Speed:	10 m.p.h
Annual Average Snowfall:	35"
Annual Average Precipitation:	15"

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
- Walmart- big box retailer
- Lowe’s- home improvement retailer
- Pavestone – decorative landscape manufacturer

Fountain’s largest employers include:

- City of Fountain
- Fort Carson (also the state's largest employer, after the state itself)
- 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. An additional strip mall opened in the South Academy Highlands Area in 2017 with retailers including US Patriot Tactical Gear, Sally Beauty Supply, 5-Star Nutrition, and Go Wireless. New fast-food chain restaurants including Mod Pizza, Qdoba Mexican Grill, and Starbucks also opened during 2017 and 2018 in the Highlands area.

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, new restaurants that opened in 2017 and 2018 include Dunkin Donuts and Black Bear Diner. 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 Nala's Quilt Shop.

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.





2019/2020 BUDGET COMMUNITY INFORMATION

Three hotels and a KOA for campers handle the tourist trade. Camping World and Windish RV specialize in all season RVs and camping equipment.

Three aggregate mining pits with 10-20 year supplies are next to Fort Carson, providing semi-seasonal jobs for Kiewit Western, Martin Marietta Materials, and Schmidt.

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.

In 2018, the City Council elected to update the overall Strategic Plan process and adopt a more focused effort on a smaller number of high priority "Strategic Priorities." Through this public process, the Council updated the overall Vision and created four (4) Strategic Priorities that are achievable through objectives identified and developed by City Departments. Those objectives are then adopted by the City Council.

VISION

The City Council took a deliberative approach in developing the following Vision for the City of Fountain, asking three key questions and using the answers to drive the organization's forward focus:

So what is it about Fountain?

In an ever changing and rapidly developing region of Colorado, the City of Fountain remains a truly unique place that stands out from its neighbors in the Pikes Peak Region. Comprising a vibrant, friendly and growing community, Fountain still maintains at its core a genuine and welcoming All-America hometown feel, a place that never loses its "feeling of being home" for it's over 30,000 and growing residents. Fountain remains mindful of its roots in ranching and agriculture, while proudly embracing a strong military presence and the amenities of modern family living. It is a city of diverse ideas, independent and inclusive, friendly and safe. Fountain remains the region's best kept secret, a place that is truly "Pure Colorado."

What does Fountain want to be in the future?

The Fountain City Council recognizes that a healthy economy, lower cost of living, and a young, educated population are all contributing to a city that is on the rise. As Fountain continues to grow, current conditions now provide for responsible development in ways that have not been possible in the past. Through careful planning, citizen and local government collaboration, and a strong, focused vision for the future, Fountain will purposefully embrace the growth occurring throughout the region and continue developing into an even more contemporary, accomplished city, while maintaining its All-America hometown feel and strong sense of community. This will



2019/2020 BUDGET COMMUNITY INFORMATION

be accomplished through adherence to the Fountain community's enduring interests, which are articulated below.

What are the Enduring Interests of the City of Fountain?

- ➤ Responsibly implement improvements to City infrastructure and services that facilitate and enhance safety, accessibility and steady economic development for all citizens.
- ➤ Provide conditions that improve the City's aesthetic appeal and attract quality business and residential growth, while always maintaining Fountain's hometown feel.
- ➤ Always honor and include Fountain's many military residents, supporting their mission to defend our nation, through provision of quality City services and a welcoming sense of home for service members and their families.
- ➤ Capitalize on opportunities that conserve our natural open spaces and recreation options that the Fountain community enjoys.
- ➤ Deliver local governance that is collaborative, inclusive and engaging on topics important to the Fountain community.

STRATEGIC PRIORITIES

In order for the Vision to be achieved, the Strategic Plan identified four (4) Strategic Priorities that, in combination with each other, guide the organization and community to the future that the Vision identifies. To achieve this, each Department provided input on objectives for each of the four priorities. Those objectives are working into the budget and into each respective Department's annual operations. At the time of the development of this budget for 2019/20, the objectives have not been completed nor adopted, but will be added in at a later date. Accordingly, budgets have still been developed using the tentative objectives being developed by the Departments.

Strategic Priorities:

In support of City Council's Vision Statement, the Council has identified the following Strategic Priorities to be accomplished in the next three (3) years, in accordance with the completion of this strategic plan cycle (2018-2021).

Strategic Priority: Improve the conditions of City-wide transportation infrastructure in order to support enhanced road safety, encourage economic development and improve traffic flow, focused principally on major City transportation corridors, then residential areas.

Strategic Priority: The City will take necessary steps to develop, coordinate and implement initiatives and programs that improve citizen access to telecommunications technology and capabilities.



2019/2020 BUDGET COMMUNITY INFORMATION

Strategic Priority: The City will re-assess the distribution of public safety resources and develop, coordinate and implement necessary plans and initiatives to ensure equal access to such services throughout the City's jurisdiction.

Strategic Priority: Complete necessary coordination and initiate plans to improve the availability of venues which support a variety of community activities, to include athletics, recreation, youth programs and gatherings. Whenever possible, pursue funding for these activities that leverage a variety of resourcing opportunities, minimizing cost to the Community.

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

STRATEGIC OBJECTIVES

Once completed, the developed and adopted objectives for each of the Strategic Priorities will be identified in this section.

Supported Strategic Priority: Transportation Infrastructure

Objective: Completion of Link Road/Squirrel Creek Improvement project (TI-1)

By the end of 2021, the Public Works Department, in coordination with the Fountain Landfill, will complete phase 1-3 of the Link Road/Squirrel Creek Improvement Project, which includes the complete rebuilding of Link Road from the intersection of C&S/Marksheffel to the intersection of Squirrel Creek Road (Phase 1); Rebuilding of the intersections of C&S and Link Road and Squirrel Creek Road and Link Road (Phase 2); and rebuild of Squirrel Creek Road to the Fountain Landfill (Phase 3), in order to improve the safety and accessibility of this major North/South transportation corridor.

Objective: The Roadway Focus Group presents options to City Council and public (TI-2)

No later than the first City Council Budget Work Sessions of 2019 through 2021, the Streets division and the citizen-led Roadway Focus Group (RFG) will present to City Council and the public resourcing options and potential financial solutions for roads projects, in order to support City efforts to improve transportation infrastructure throughout the community.

Objective: Create a process and procedures to address failing concrete curbs and gutters throughout the City (TI-3)

By the end of 2021, the Public Works Department will present to City Council and the public revised processes and procedures for identifying, prioritizing and resourcing curb and gutter



2019/2020 BUDGET COMMUNITY INFORMATION

projects throughout the city in order to increase safety and preserve critical transportation infrastructure throughout the municipality.

Objective: Complete the extension of Venetucci Boulevard from its current end point to B Street (TI-4) By the end of 2020, the Public Works Department will complete and open the road extension of Venetucci Boulevard in the South Academy Highlands area from its current endpoint just north of the Walmart parking lot to the intersection with B Street. This road extension will improve the accessibility north and south in the Highlands area, improving traffic flow, facilitating economic activity, and providing quicker access for public safety resources in the area.

Objective: Complete the Duckwood Intersection and C&S Extension Project (TI-5) By the end of 2019, the Public Works Department will complete the Duckwood Intersection and C&S Road Extension Project, linking C&S Road to Highway 85/87, opening a major east/west mobility corridor, increasing safety and improving overall traffic flow.

Objective: Produce a Pavement Management Study and Plan (TI-6) By the end of 2021, the Public Works Department will complete and present to the City Council and the public a City-wide Pavement Management Plan for all 110 miles of city road infrastructure, in order to support economic development, improve traffic flow and increase road safety in Fountain.

Objective: Replace remaining service lines in order to allow for repaving of portions of Fountain Mesa Road (TI-7) By the end of 2020, the Water Utility Department will complete repairs to aging water service lines and then repave portions of Fountain Mesa Road that have been impacted by the utilities work. This effort will improve City infrastructure and improve traffic flow along a major City transportation corridor.

Supported Strategic Priority: Telecommunications Technology and Capabilities

Objective: Develop mechanisms that ensure community feedback on options for improvements to telecommunications technology (TT-1)

The Technology Services Division will develop and implement mechanisms that ensure community input into the development of options for improvements to telecommunications services no later than March 2019, in order to facilitate the improvement of citizen access to broadband technologies. The Technology Services Division will brief outcomes of these mechanisms to City Council no later than August 2019.

Objective: Update developer requirements related to telecommunications infrastructure (TT-2) By the end of February 2019, the Utilities Director will provide updated requirements for developers in regards to conduit and or fiber-optics over buildings or build outs in order to



2019/2020 BUDGET COMMUNITY INFORMATION

address infrastructure needs in the Utilities Service Territory and improve citizen access to telecommunications technology and capabilities.

Objective: Present options for telecommunications service improvements to Fountain (TT-3)
No later than August 2019, the Utilities Director will present to City Council and the public options for changes and improvements in telecommunications services in the Fountain Utilities Service Territory. These options will be presented as the result of a multiple month effort to study service territory needs, feasibility and alternatives available for consideration. City Council will provide direction to City staff based on the options provided no later than the end of September 2019, in order to continue progress on efforts to improve citizen access to telecommunications technology and capabilities.

Objective: Be prepared to conduct Marketing and Deployment Planning (TT-4)
The Utilities Director will be prepared to develop, conduct and report the findings of a Needs Marketing and Deployment Plan for telecommunications services in the Fountain Utilities Service Area, based on guidance received from City Council on the options presented to Council and the public. Findings will be reported to City Council and the public no later than the end of November 2019.

Objective: Be prepared to develop additional objectives in support of telecommunications service improvements in Fountain (TT-5)
No later than December 2019, The Utilities Director will be prepared to develop and submit for City Council approval additional Strategic Objectives that identify next steps and deliverables to the Fountain community as they relate to improving telecommunications services in the Fountain Utilities Service Territory.

Supported Strategic Priority: Distribution of Public Safety Resources

Objective: Establish new analysis program to improve public safety access (PS-1)
Beginning in February of 2019, the Fountain Police Chief will initiate a new criminal/fire/EMS based information initiative called CompStat, utilizing the Fountain Police Department's Computer Statistics Program, to statistically analyze calls for service and other relevant data in order to enhance public safety areas of focus, inform training of public safety staff, improve response times to calls for service and advance equal access to public safety resources throughout the City's jurisdiction. The Police Chief will provide a report to City Council on the progress, key findings and recommendations of the CompStat initiative no later than December of 2019.

Objective: Increase access to public safety resources throughout the City jurisdiction (PS-2)
By December 2021, the City Manager will complete a series of initiatives that increase overall capacities and improve equitable access to public safety services in the City's jurisdiction. These initiatives include:

- No later than December 2019, complete a remodeling project of Fountain Fire Station #2.



2019/2020 BUDGET COMMUNITY INFORMATION

- No later than November 2019, hire three additional Fire Fighter/Paramedics to work in the newly remodeled Fountain Fire Station #2.
- No later than June 2020, begin employment of a third ambulance operating out of Fountain Fire Station #2.
- No later than January 2021, hire four additional Fire Fighter/Paramedics to operate third ambulance and improve abilities to respond to calls throughout the service area.

Supported Strategic Priority: Improve the availability of venues which support a variety of community activities

Objective: Achieve cost savings for additional investments in recreation activities (RF-1) Beginning in 2019 and through the end of 2020, the Utilities Department will initiate and complete a variety of projects and initiatives that increase engagement with customers, foster community-wide partnerships, save on water usage and free up financial resources for investment in locally accessible recreation activities, minimizing cost to the community. Projects and initiatives include:

- In 2019 and 2020, development of low water landscaping demonstration gardens throughout the City to save on water usage.
- In 2019 and 2020, Utilities Customer Service sponsors community-based events that free up Parks and Recreation resources for investment in locally accessible meeting places.
- No later than January 2021, the Utilities Water Department will complete a project to irrigate Aga Park with non-potable water resulting in a cost savings that can be reinvested in locally available recreation opportunities.
-

Objective: Develop a City-Wide Events Calendar that synchronizes public engagement efforts with community events (RF-2)

No later than the end of February 2019, the Fountain Community Engagement Manager will publish an annual calendar of events occurring in the Fountain area, in order to better inform the public of various opportunities to gather and enjoy recreation and to provide opportunities for community engagement. This calendar will be posted on the City's internet venues (website and social media) as well as at the City Hall information Kiosk and local newspapers.

Objective: Set the conditions for construction of a local Recreation Facility (RF-3)

Pending citizen approval, no later than December 2021 the City of Fountain Recreation Department will be fully prepared to complete planning and architectural design of a local Recreation Facility, to begin construction in 2022, in order to improve the accessibility of locally available meeting places. Beginning in 2019, the City will initiate a series of prerequisite steps that will set the conditions necessary to commence with such planning, to include:

- The City will be prepared to secure a location for a Recreation Facility by December 2019.
- No later than the end of 2020, complete a Ballot Measure seeking citizen approval to fund a future Recreation Facility, in collaboration with other partner organizations.
- The City will be prepared to complete the bonding process and initiate architectural design and planning by December 2021.



2019/2020 BUDGET COMMUNITY INFORMATION

- By December 2021, the City will secure an intergovernmental agreement with neighboring school districts and other interested entities to facilitate construction, operations and maintenance of a Recreation Facility.



Financial Policies and Fund Overview

BALANCED BUDGET

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

FUND ORGANIZATION

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

GOVERNMENTAL FUNDS

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

General Fund

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

Special Revenue Funds

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

Conservation Trust Fund

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

Heritage Maintenance District Fund

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

Volunteer Fund

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



Financial Policies and Fund Overview

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

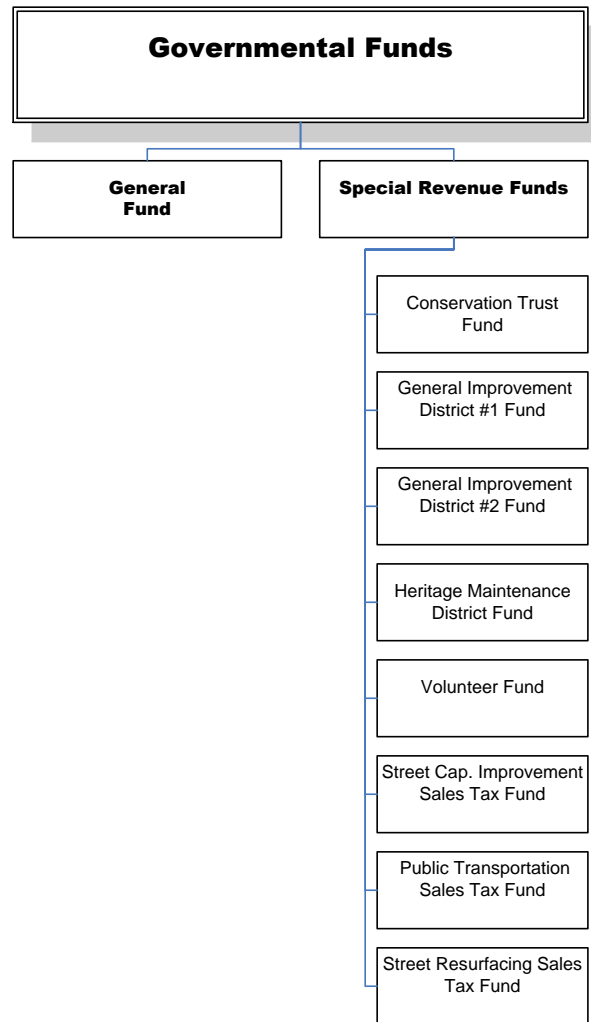
The Public Transportation Sales Tax Fund is used to account for the collection of .25% sales tax approved by the electorate on November 3, 2009 effective January 1, 2010. The tax shall be used for public transportation including transit services, transit improvements, and transit maintenance which may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

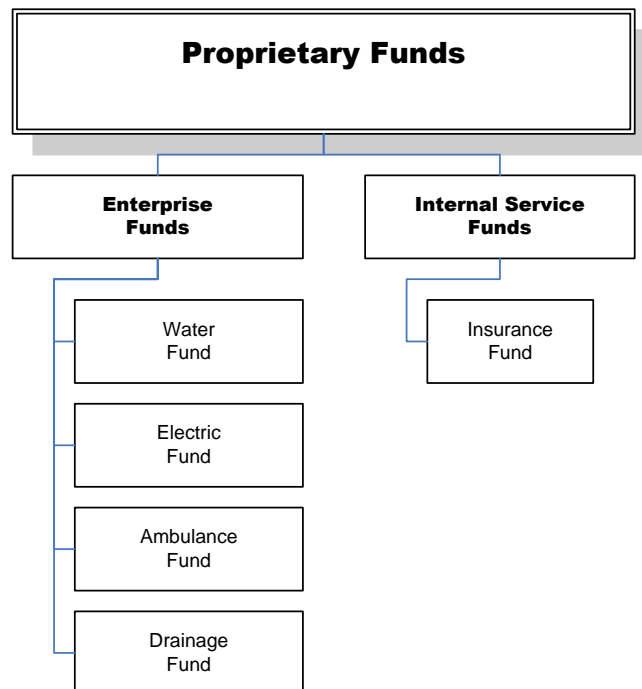
The Drainage Fund accounts for development fees that are collected to provide storm water improvements.

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.





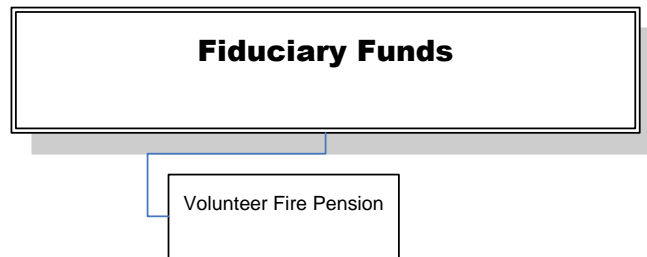
Financial Policies and Fund Overview

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

- 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

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



Financial Policies and Fund Overview

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

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



Financial Policies and Fund Overview

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



Financial Policies and Fund Overview

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.



Financial Policies and Fund Overview

- 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



Financial Policies and Fund Overview

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.



Financial Policies and Fund Overview

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.



Financial Policies and Fund Overview

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.



Financial Policies and Fund Overview

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



Financial Policies and Fund Overview

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



Financial Policies and Fund Overview

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 2019-2020 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 2019 and 2020, including historical 2016 and 2017 actuals (audited).

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	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Net Operating Surplus/(Deficit) NO CAPITAL	\$569,043	\$4,278,323	\$795,660	\$1,572,289	\$532,119
Add: Beginning Fund Balance	\$6,565,987	\$5,231,329	\$7,043,062	\$6,682,172	\$6,075,061
Less: Reserve Requirement 20%	(\$3,424,093)	(\$3,626,243)	(\$3,803,728)	(\$4,112,144)	(\$4,315,581)
Equals: Available for Capital/Other	\$3,710,937	\$5,883,409	\$4,034,994	\$4,142,317	\$2,291,599
Unfunded Capital Needs	\$1,580,328	(\$1,042,171)	\$264,200	\$474,000	\$343,050
SOURCES OF FUNDS					
Beginning Fund Balance	\$6,565,987	\$5,231,329	\$7,043,062	\$6,682,172	\$6,075,061
Operating Income					
Prop Tax	\$1,915,373	\$1,956,656	\$2,136,750	\$2,243,500	\$2,355,675
Sp Own Tax	\$227,899	\$270,180	\$230,000	\$230,000	\$240,000
Sales/Use	\$10,451,931	\$12,100,866	\$12,560,000	\$13,423,600	\$14,009,600
Franchise Tax	\$1,932,298	\$1,975,688	\$2,015,000	\$2,042,650	\$2,032,250
Lic & Permits	\$106,780	\$94,105	\$102,000	\$103,000	\$104,500
Intergovernmental	\$1,110,514	\$1,044,974	\$942,700	\$989,000	\$1,009,750
Charges for Services	\$565,827	\$648,170	\$619,200	\$798,650	\$823,850
Fines & Forfeitures	\$407,013	\$302,091	\$425,000	\$427,800	\$409,300
Other Income	\$335,706	\$303,166	\$124,190	\$157,240	\$158,275
Total Operating Income	\$17,053,341	\$18,695,896	\$19,154,840	\$20,415,440	\$21,143,200
Non-Operating Income					
Transfer From Water Fund	\$331,954	\$340,000	\$346,000	\$415,144	\$415,144
Transfer From Impact Fund	\$0	\$0	\$0	\$0	\$0
Transfer From Ambulance Fund	\$1,955	\$2,000	\$2,100	\$4,425	\$4,425
Transfer From Electric Fund	\$515,435	\$520,000	\$526,000	\$655,461	\$655,461
Transfer From Sales Tax Fund	\$0	\$0	\$0	\$0	\$0
Transfer From Insurance Fund	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$323,373	\$3,508,761	\$892,350	\$1,705,400	\$957,000
Total Non-Operating Income	\$1,172,717	\$4,370,761	\$1,766,450	\$2,780,430	\$2,032,030
Total Revenue	\$18,226,058	\$23,066,657	\$20,921,290	\$23,195,870	\$23,175,230



General Fund 2019-2020 Projections

USES OF FUNDS					
Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Operating Expenditures:					
Council	\$32,838	\$33,939	\$60,440	\$52,770	\$57,770
Judicial	\$207,019	\$234,675	\$279,770	\$277,254	\$283,715
Economic Development	\$2,048,480	\$2,154,014	\$2,222,550	\$2,156,304	\$2,319,842
Administration	\$674,416	\$782,512	\$729,370	\$828,795	\$852,878
Technology Services	\$884,176	\$836,408	\$1,060,620	\$1,618,428	\$1,665,902
Planning	\$271,694	\$264,445	\$328,630	\$251,500	\$258,579
Engineering	\$318,831	\$263,289	\$282,440	\$335,245	\$344,832
Police	\$6,089,550	\$6,540,725	\$6,925,000	\$7,127,700	\$7,298,044
Fire	\$2,521,779	\$2,914,685	\$3,059,570	\$3,336,925	\$3,820,441
OEM/Risk Management	\$779,132	\$582,370	\$570,610	\$585,250	\$586,887
Streets	\$1,157,329	\$1,186,259	\$1,347,440	\$1,410,320	\$1,432,435
Building Maintenance	\$322,652	\$398,063	\$357,470	\$398,015	\$394,531
Neighborhood Services	\$303,157	\$339,192	\$374,250	\$437,010	\$446,601
Cemetery	\$30,170	\$42,773	\$36,000	\$34,750	\$34,750
Parks	\$598,499	\$719,059	\$636,600	\$649,340	\$664,382
Community Outreach	\$53,512	\$54,032	\$53,700	\$53,800	\$53,800
Recreation	\$165,755	\$175,045	\$255,360	\$325,480	\$330,682
GIS (combined with IT into Technology Svcs)	\$3,957	\$4,284	\$8,820	\$0	\$0
Ambulance subsidy	\$297,137	\$235,448	\$60,000	\$250,000	\$300,000
Transfer to electric for fleet maint	\$360,380	\$370,000	\$370,000	\$431,835	\$431,835
Total Operating Expenditures	\$17,120,463	\$18,131,217	\$19,018,640	\$20,560,721	\$21,577,906
Debt Service:					
Bonds Principal & Interest					
Capital Lease Obligations	\$536,552	\$657,117	\$1,106,990	\$1,062,860	\$1,065,205
Note Principal & Interest					
Total Debt Service	\$536,552	\$657,117	\$1,106,990	\$1,062,860	\$1,065,205
Capital Expenditures:					
Administration	\$27,915	\$0	\$0	\$0	\$0
Information Technology	\$159,554	\$217,678	\$160,200	\$502,400	\$94,700
Police	\$337,185	\$465,178	\$465,000	\$440,000	\$430,000
Fire	\$63,300	\$607,947	\$74,000	\$850,000	\$50,000
OEM/Risk Management	\$0	\$6,121	\$0	\$9,000	\$9,000
Streets	\$53,964	\$416,245	\$397,350	\$231,000	\$441,350
Neighborhood Services	\$0	\$0	\$0	\$7,000	\$0
Parks	\$153,401	\$267,483	\$60,000	\$140,000	\$275,000
Building Maintenance	\$1,108,382	\$485,938	\$0	\$0	\$0
Total Capital	\$1,903,701	\$2,466,590	\$1,156,550	\$2,179,400	\$1,300,050
Total Expenditures	\$19,560,716	\$21,254,924	\$21,282,180	\$23,802,981	\$23,943,161



General Fund 2019-2020 Projections

FUND BALANCE					
Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Ending Fund Balance	\$5,231,329	\$7,043,062	\$6,682,172	\$6,075,061	\$5,307,130
Minimum Reserve 20%	\$3,424,093	\$3,626,243	\$3,803,728	\$4,112,144	\$4,315,581
Excess Reserve	\$1,807,236	\$3,416,819	\$2,878,444	\$1,962,917	\$991,549
NonSpendable Notes Receivable					
Restricted:					
- Fire Station Construction/Police Station Remodel		\$0	\$0	\$0	\$0
- 3% Emergencies (of qualified revenue)	\$624,000	\$764,000	\$764,000	\$800,000	\$800,000
- Park Improvements	\$742,637	\$848,069	\$888,069	\$853,069	\$683,069
- School Zone	\$65,516	\$74,896	\$94,896	\$114,896	\$134,896
- Traffic Signal	\$208,000	\$208,000	\$208,000	\$208,000	\$208,000
- Public Safety Capital Improvements	\$621,558	\$1,001,762	\$1,001,762	\$301,762	\$451,762
- Public Safety/ Streets - UTW Proceeds	\$1,930,000	\$1,198,000	\$773,000	\$348,000	\$0
- Unrestricted	\$1,039,618	\$2,948,335	\$2,952,445	\$3,449,334	\$3,029,403
	\$5,231,329	\$7,043,062	\$6,682,172	\$6,075,061	\$5,307,130

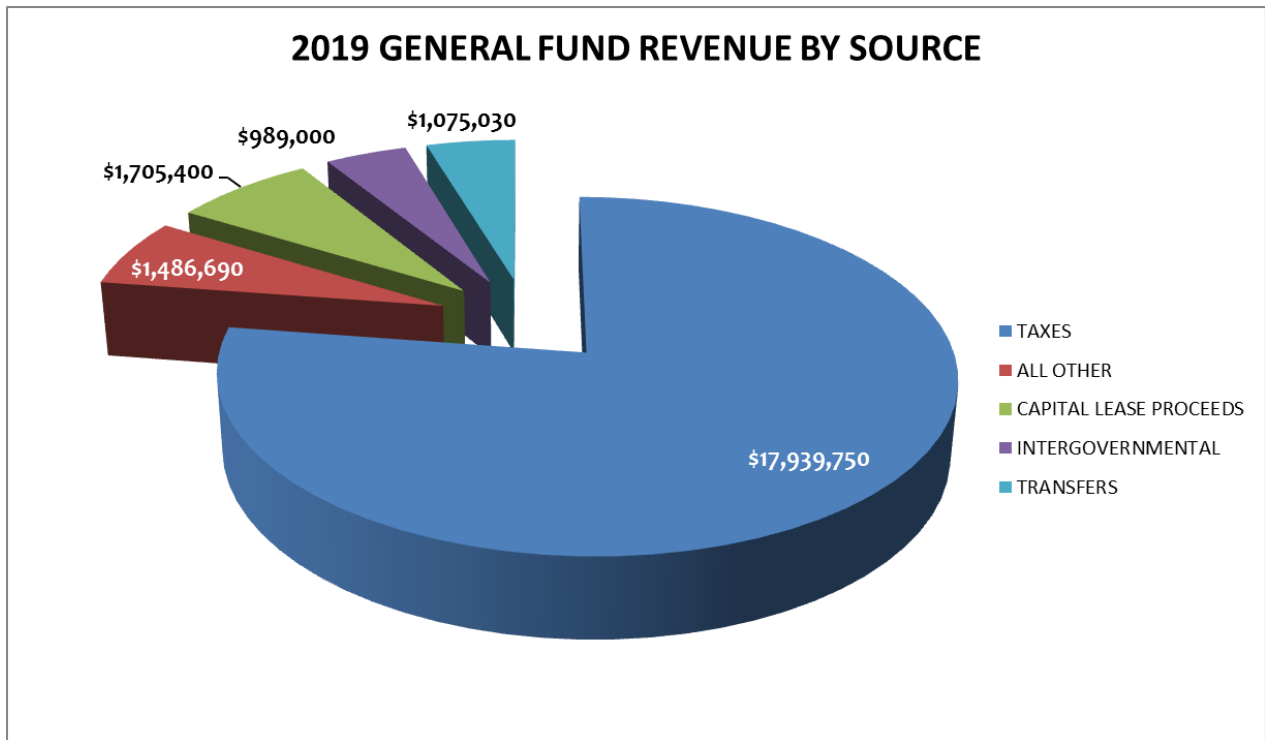
Pursuant to City financial policy, unreserved fund balance should not fall below 20% of current year operating expense budget. This includes approximately two months expenditures (17%) plus the 3% emergency reserve required under the TABOR amendment.

DESCRIPTION

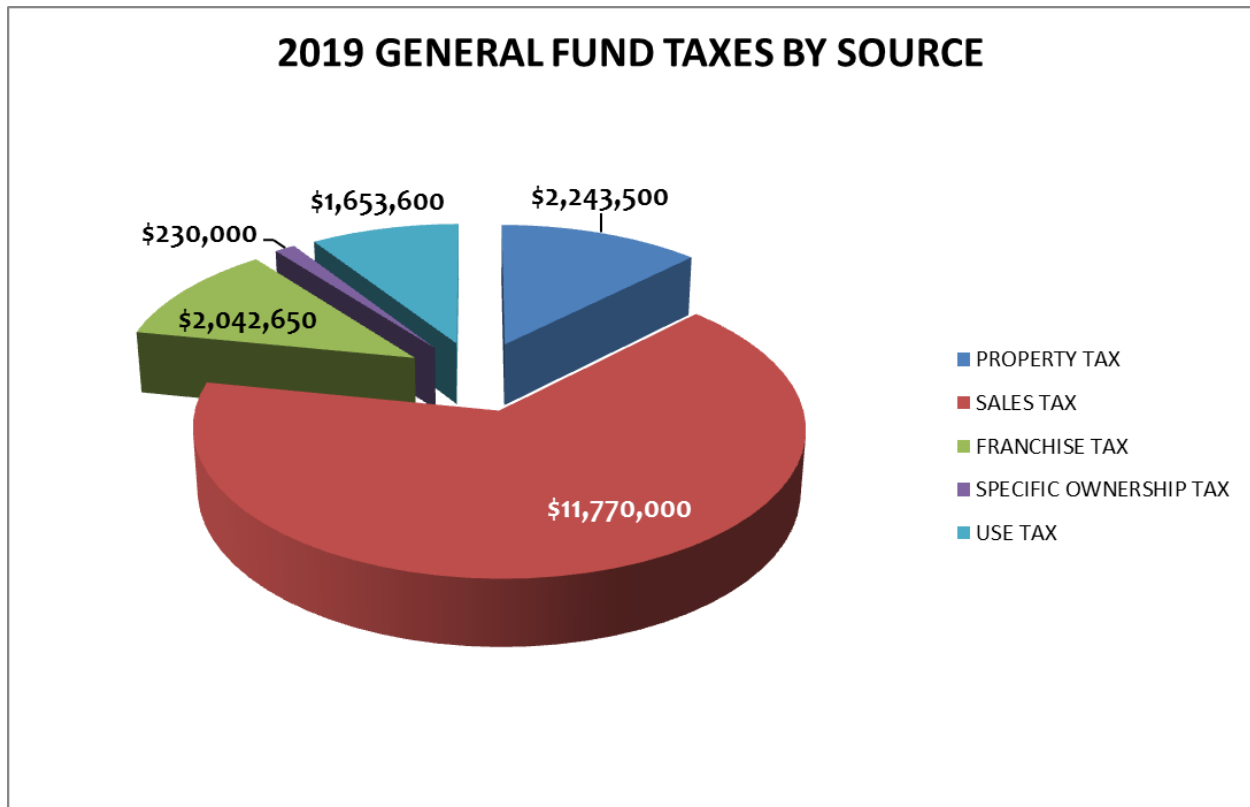
Realistic revenue forecasting is essential to sound financial planning. Revenue forecasting becomes more difficult in times of economic uncertainty and change. The Finance Department utilizes a number of techniques in projecting revenues, depending on the each revenue sources characteristics.

- 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.



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 66% of total tax revenue in the General Fund.



Sales Tax

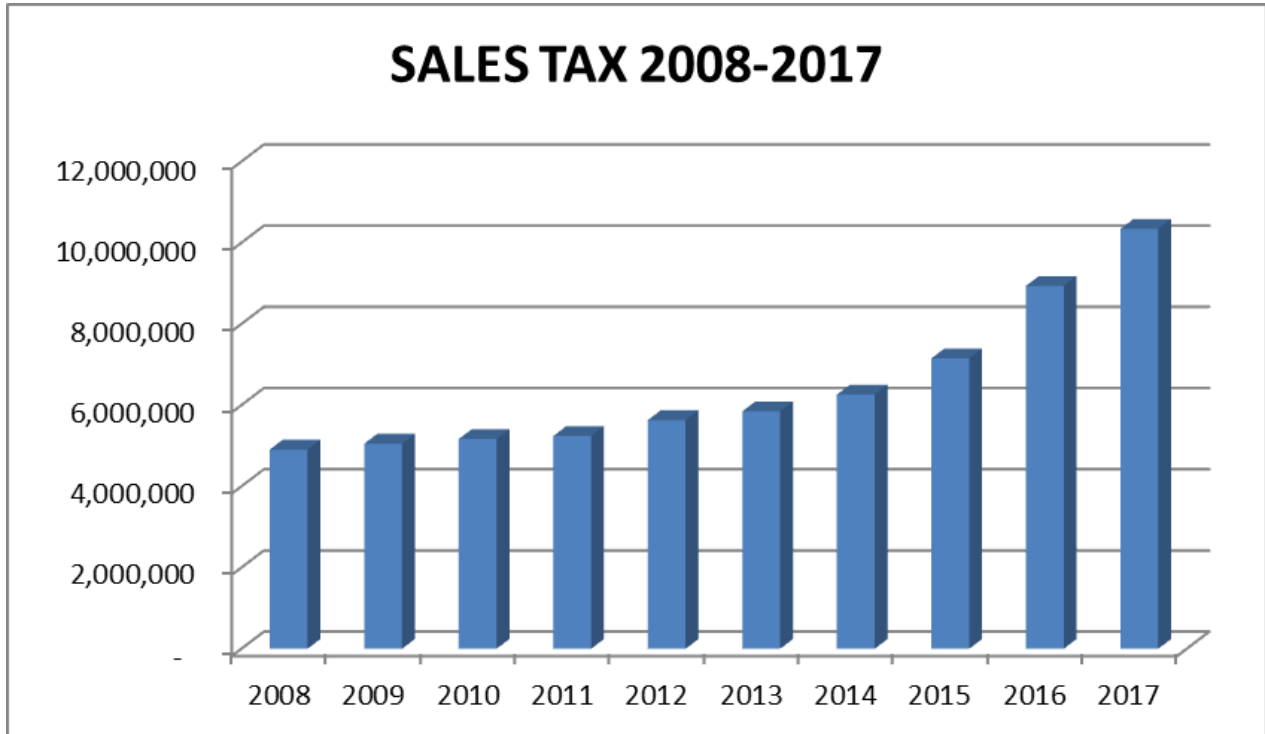
Sales Tax is by far the largest revenue source within the General Fund at 66% of total revenue. The sales tax rate for the City of Fountain is 3.75% of which 3.0% is dedicated to the General Fund. When combined with the State of Colorado sales tax of 2.9% and El Paso County sales tax of 1.23%, the businesses 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.

The State Colorado Department of Revenue collects sales tax for the City. Sales tax payments are due to the Department of Revenue by the 20th of the following month and the City receives the distribution from the Department of Revenue around the 12th of the following month. There is a two month lag in receiving the sales tax from the time the business collects the tax to when the City receives the tax. The Sales Tax chart below includes only the 3% General Fund allocation of sales tax received.



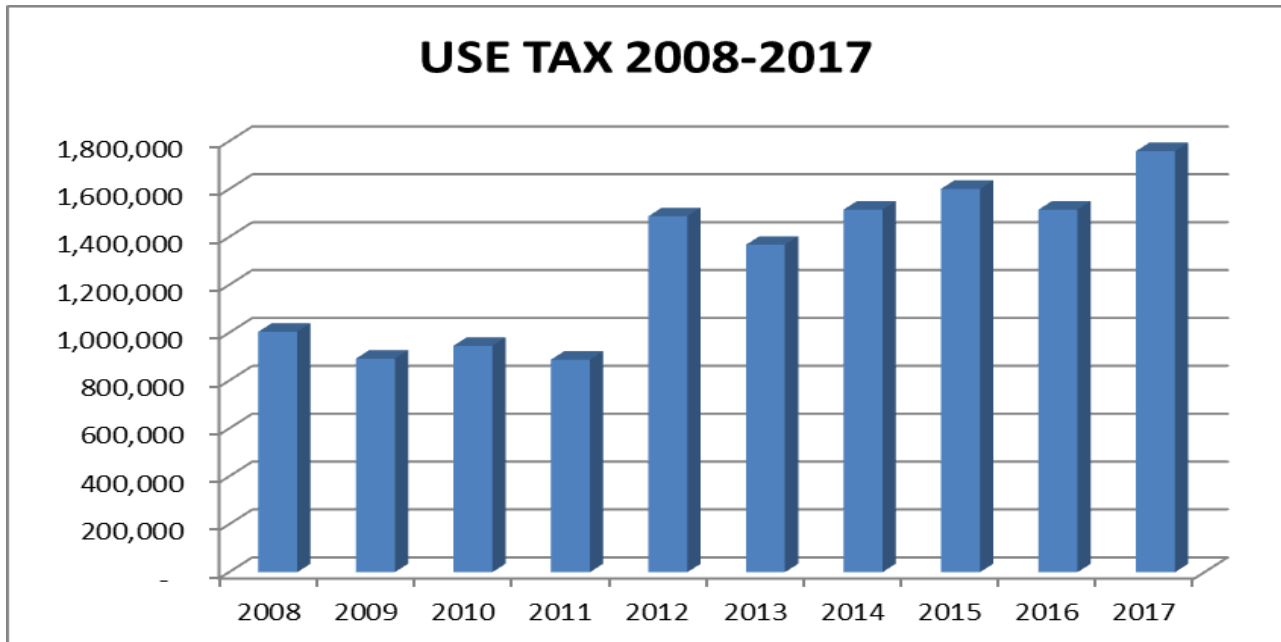
General Fund Revenues

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.

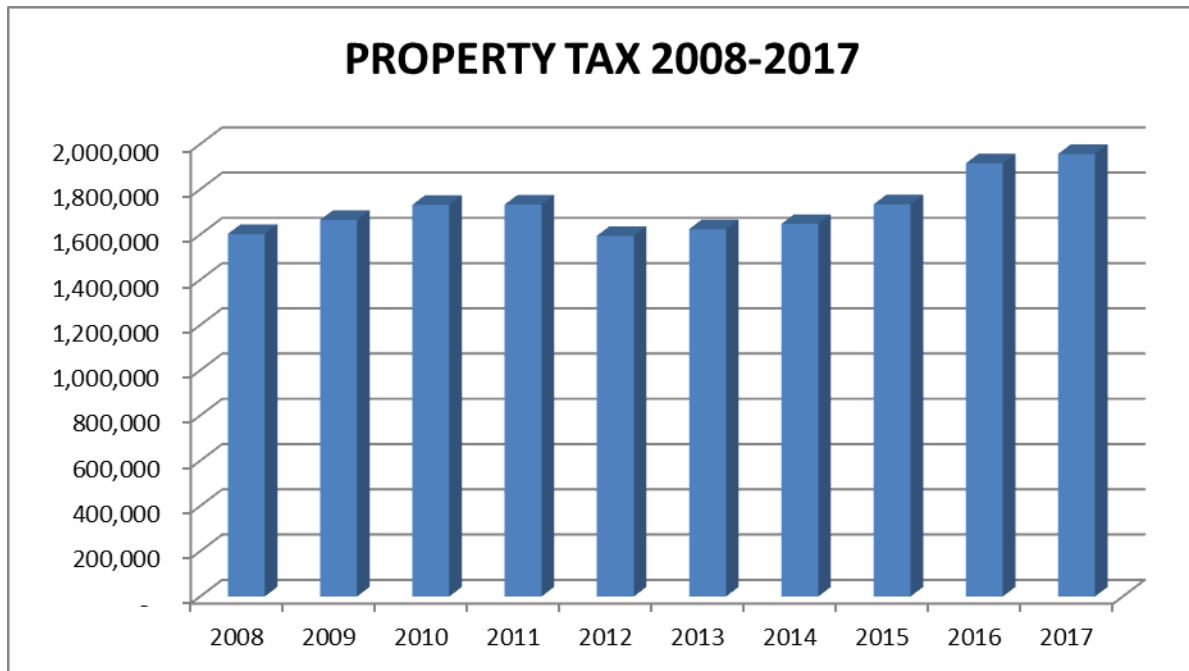




General Fund Revenues

Property Tax

Based on valuations received from the El Paso County Assessor, revenue from property taxes is expected to be \$2,243,500 in 2019. 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 \$1,560,000 2019. Total revenue from franchise fees is projected to be \$2,042,650 for 2019.

Licenses and Permits

Revenue derived from various types of licenses and permits is historically flat and expected to be \$103,000 for 2019.

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 \$989,000 is estimated for 2019 . 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 2019 are expected to total \$748,000.



General Fund Revenues

Charges for Services

This revenue source totaling \$798,650 includes Impact (\$37,500), Development (\$87,500), Park (\$105,000) and Recreation (\$63,000) fees plus the School Resource Officer agreement with School District 8 (\$460,200) and other miscellaneous fees (\$45,450). 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 \$427,800 in 2019.

Miscellaneous Revenue

Miscellaneous revenue is minimal and estimated to be \$157,240 in 2019.

Transfers and Other Financing Sources

Included in this revenue area totaling \$2,780,430 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, and a proposed lease to purchase vehicles, equipment, and computer hardware.



General Fund Expenditures

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

Salaries and Benefits

This category includes payments to employees for regular wages and overtime wages as well as state and federal payroll taxes on those wages. This category also includes the cost of benefits paid by the City such as pension plan contributions and insurance premiums. A 2% merit pool for pay increase is included in 2019 with 3% included for 2020.

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

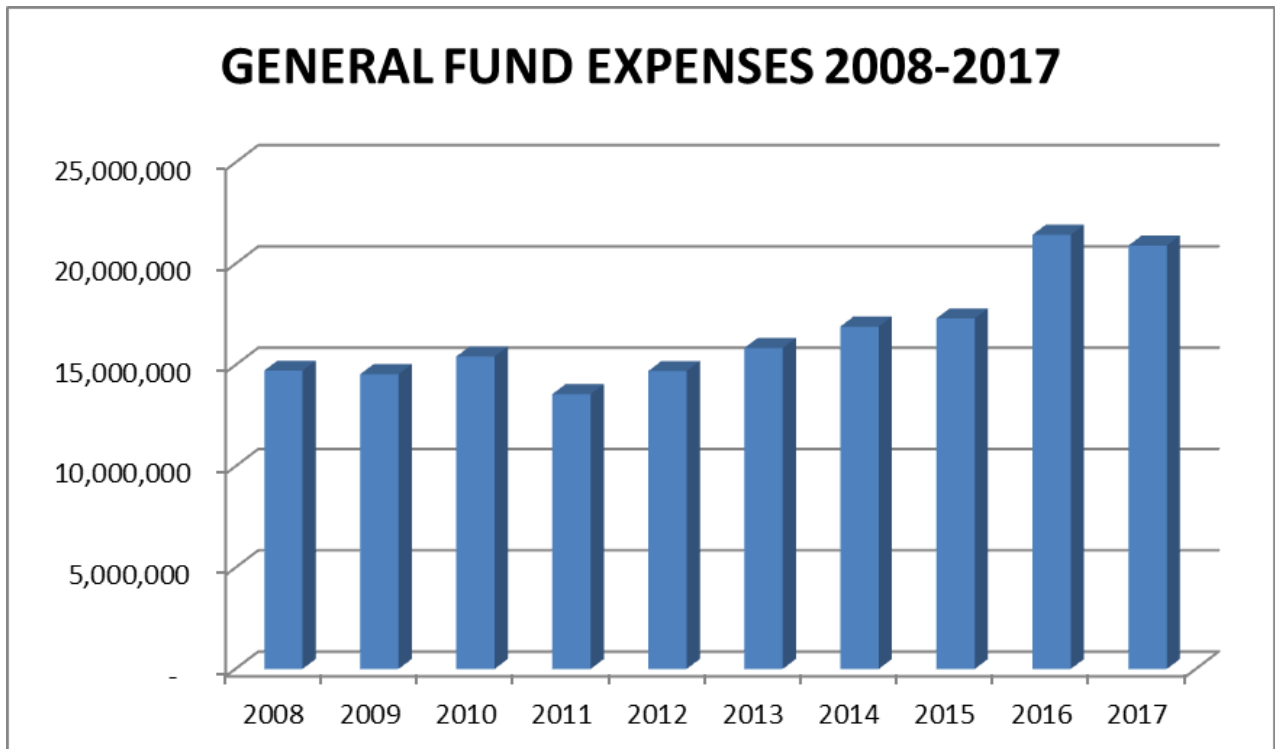
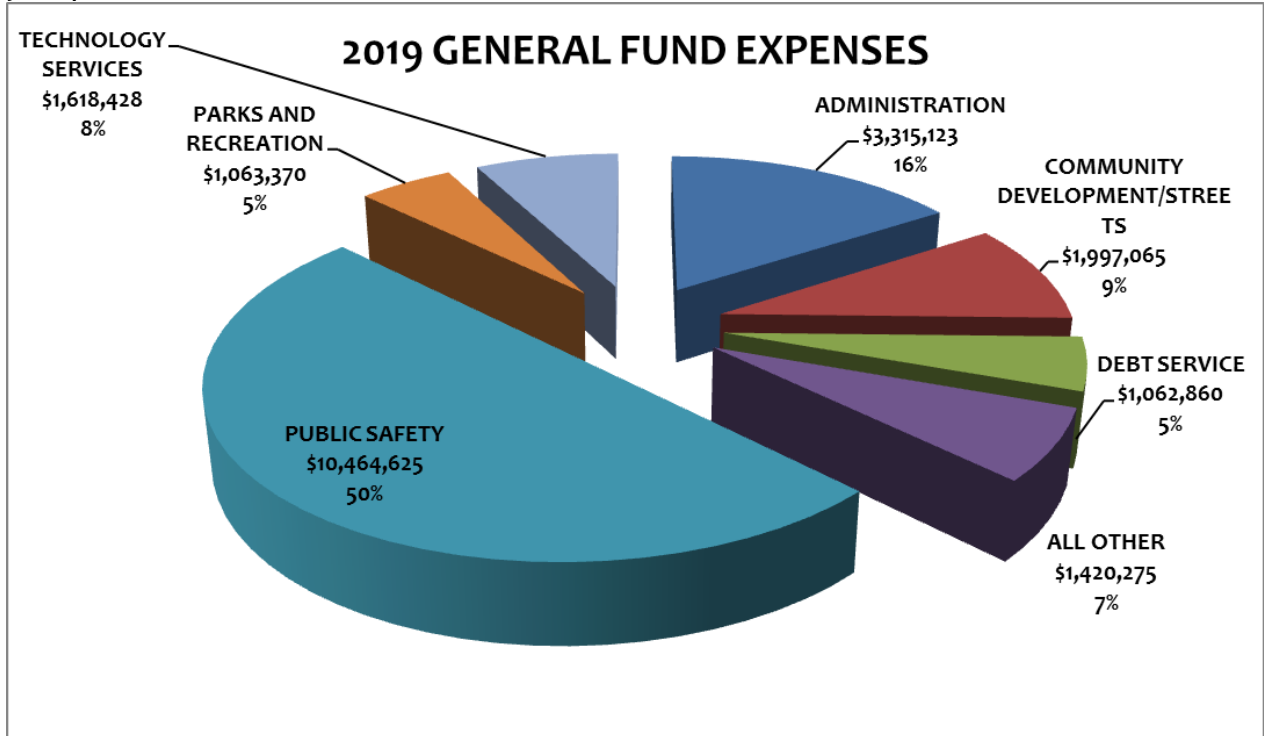
A capital expenditure is the purchase of an asset used in operations where the individual or per unit cost of the item is \$5,000 or more AND the expected useful life of the asset is more than one year. Examples are vehicles, equipment, water rights, land and buildings.

General Fund budgeted expenditures for 2019 total \$21,495,081 and 2020 total budgeted expenditures equal \$22,105,392. The following pie chart provides an overview of expenditures by department for 2019.

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

General Fund Expenditures

The following bar graph provides historical actuals of total general fund expenses over a ten year period from 2008-2017.





City Council

DESCRIPTION

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

VISION

So what is it about Fountain?

In an ever changing and rapidly developing region of Colorado, the City of Fountain remains a truly unique place that stands out from its neighbors in the Pikes Peak Region. Comprising a vibrant, friendly and growing community, Fountain still maintains at its core a genuine and welcoming All-America hometown feel, a place that never loses its “feeling of being home” for it’s over 30,000 and growing residents. Fountain remains mindful of its roots in ranching and agriculture, while proudly embracing a strong military presence and the amenities of modern family living. It is a city of diverse ideas, independent and inclusive, friendly and safe. Fountain remains the region’s best kept secret, a place that is truly “Pure Colorado.”

What does Fountain want to be in the future?

The Fountain City Council recognizes that a healthy economy, lower cost of living, and a young, educated population are all contributing to a city that is on the rise. As Fountain continues to grow, current conditions now provide for responsible development in ways that have not been possible in the past. Through careful planning, citizen and local government collaboration, and a strong, focused vision for the future, Fountain will purposefully embrace the growth occurring throughout the region and continue developing into an even more contemporary, accomplished city, while maintaining its All-America hometown feel and strong sense of community. This will be accomplished through adherence to the Fountain community’s enduring interests, which are articulated below.

What are the Enduring Interests of the City of Fountain?

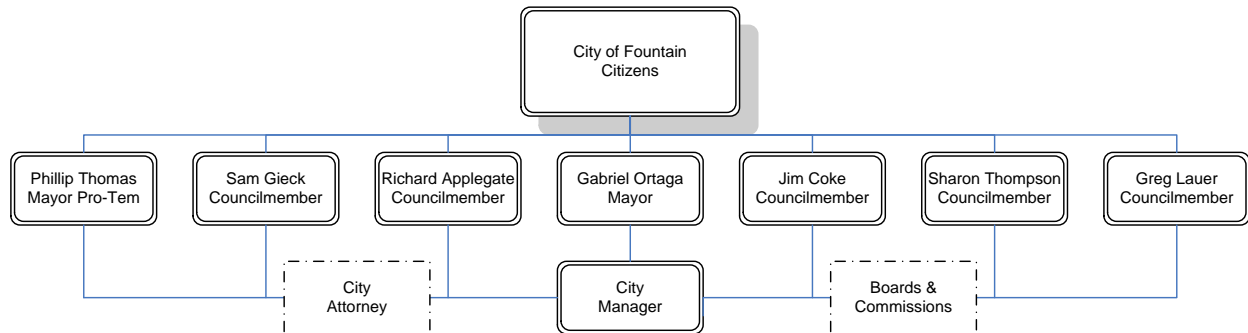
- ➤ Responsibly implement improvements to City infrastructure and services that facilitate and enhance safety, accessibility and steady economic development for all citizens.
- ➤ Provide conditions that improve the City’s aesthetic appeal and attract quality business and residential growth, while always maintaining Fountain’s hometown feel.
- ➤ Always honor and include Fountain’s many military residents, supporting their mission to defend our nation, through provision of quality City services and a welcoming sense of home for service members and their families.
- ➤ Capitalize on opportunities that conserve our natural open spaces and recreation options that the Fountain community enjoys.



City Council

- ➤ Deliver local governance that is collaborative, inclusive and engaging on topics important to the Fountain community.

ORGANIZATIONAL CHART



2017/2018 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.
- Authorized implementation of new Website, Business Licensing software, Digital Records Management, and Financial software packages.
- Funded Recreation Facility Feasibility Study with D8, D3, YMCA, Fountain Valley Senior Center, and El Paso County.
- 2017 Election – Appointment of four Councilmembers – Mayor, Ward 1, Ward 3, and At Large.
- 2017 Election – Sent Ballot Measure to the voters to exempt Fountain from SB-152 requirements, relative to providing Broadband.
- Created new Community Engagement position to assist in getting City message out to community through intentional, focused engagement with citizens.
- Began new Strategic Planning process for years 2019-2021.

2019/2020 GOALS

- Primary focus will be supporting the four (4) Strategic Priorities identified through the Strategic Planning process and as provided in Section II of this Budget document.
- Continued sponsorship of Fountain Community Services through support of Peak Vista, Fountain Valley Senior Center, and YMCA.
- 2019 Election – Two At-Large positions open, in addition to Ward 2 position.



City Council

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	26,818	28,499	28,840	30,970	30,970
Purchased Services	6,020	5,440	31,600	21,800	26,800
Grand Total	32,838	33,939	60,440	52,770	57,770



Municipal Court

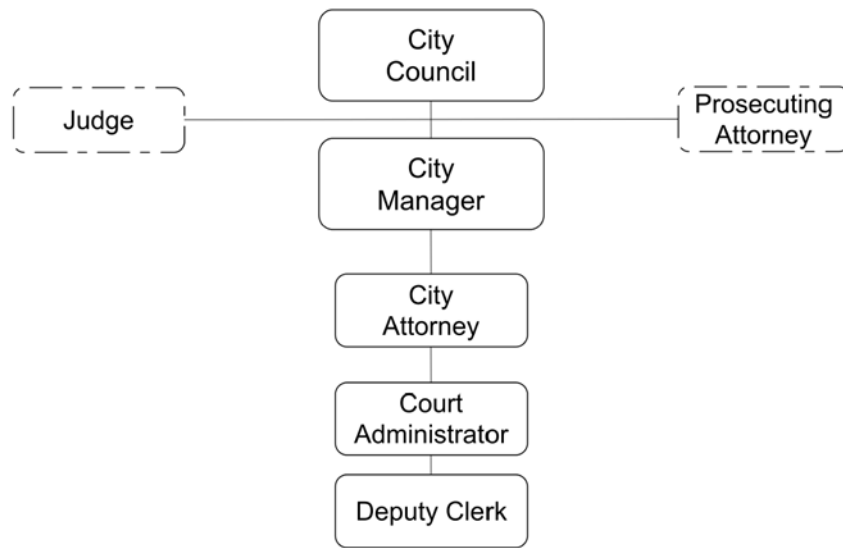
DESCRIPTION

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 FT 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 4PM. 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	2017	2018	2019	2020
Court Administrator	1	1	1	1
Deputy Clerk FT*	0	1	1	1
Deputy Clerk PT	1	0	0	0
Total Full-Time Employees	1	2	2	2
Total Part-Time Employees	1	0	0	0

*FT Deputy Clerk, increased from PT in 2017



Municipal Court

2017-2018 HIGHLIGHTS

- Ongoing Professional Court Training.
- During this period, the security window was completed. This increases efficiency and safety for the office.
- Continued use of video advisement system for the courtroom, allowing staff, prosecutor, and judge to conduct advisement hearings remotely. This allows court to operate much more efficiently.
- Implemented a new fee and, as a result, were able to hire an additional full time employee to assist with the workload.
- Continued to provide excellent customer service to our citizens while operating a fair, just, and efficient court of law.
- Expedite plea offers and payment of fines and costs through collaboration with City Prosecutor.
- Responded to ACLU questions regarding Court policies and procedures for legal compliance.

2019-2020 GOALS

- Complying with new Mandate Legislation for Municipal Court.
- Access County, State and Federal Court resources through CCIC / NCIC by collaborating with the Fountain Police Department and Colorado Bureau of Investigation while improving the office security.
- Continue Professional Court Training.
- Work with CJC (El Paso County Detention Facility) to eliminate technical issues with 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 compatible for the Police Department and Court system to increase efficiency of Courts and the PD.
- Increase capacity to handle a wider range of cases beyond just traffics citations.



Municipal Court

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	134,773	164,980	199,890	196,720	202,622
Materials and Supplies	4,210	3,193	1,500	1,000	1,000
Purchased Services	65,070	63,549	75,880	76,534	77,093
Fixed Charges	2,966	2,953	2,500	3,000	3,000
Grand Total	207,019	234,675	279,770	277,254	283,715

ACTIVITY MEASURES

	2016	2017	2018 (half year)
Traffic Cases Filed	2350	1621	1581
Non-Traffic Cases Filed	52	35	21
Code Enforcement Cases Filed	9	21	2
Animal Control Cases Filed	68	43	26
Parking Cases Filed	10	13	18
TOTAL CASES FILED	5489	1733	1648
# Cases Closed = % of Cases Closed	2653=2.068%	1806=0.95%	1378=1.19%
Cases Filed per FTE 2016 (2) / 2017 (1) FTE 2018(1) FTE	2744.50	866.5	824



Economic Development

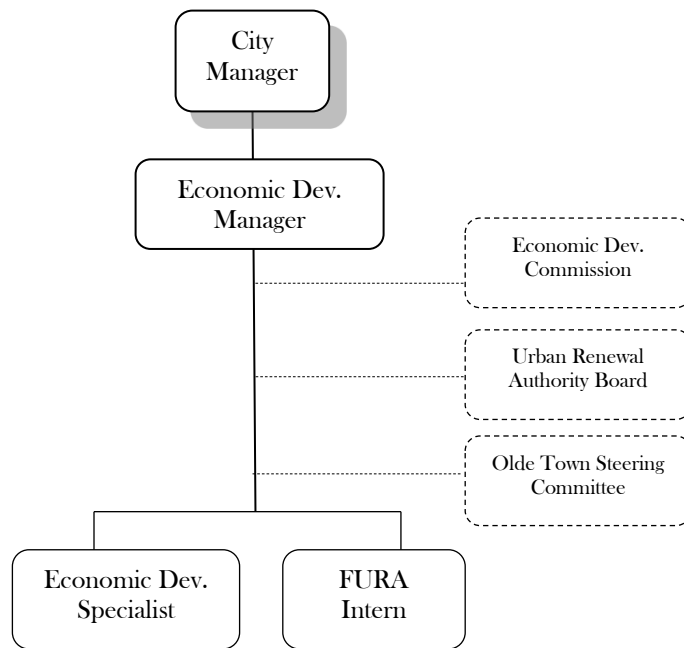
DESCRIPTION

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.

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	2017	2018	2019	2020
Economic Development Manager	1	1	1	1
Economic Development Specialist	1	1	1	1
FURA Intern (paid by FURA)	0	1	1	1
Total Full-Time Employees	2	3	3	3



Economic Development

2017/2018 HIGHLIGHTS

Economic Development (ED)

- Top Retail economic development projects: Starbucks, Dunkin Donuts, MOD Pizza, 7-11 Remodel, Jimmy John's, Dollar Tree, O'Reilly's, T-Mobile (*added ~\$15.87M sales revenue and ~99 jobs created*)
- Project Team Lead on a regional collaborative project known as a proposed rail-served business park at x-128. A MOU and seed funding with regional stakeholders and City Council were concluded in Spring 2018
- Southern Colorado Regional Industrial Center (SoCO RIC) fulfillment mission ; Public-Private development with property ownership ; 60% occupancy @ 197,000 SF via Dillon companies to operate 24/7 transportation & logistics center for its durable "non-perishable" goods with 30 FT job creation
- Business Retention & Expansion (BRE) efforts included: Cab-Con Enterprises (Gateway); Old Dominion Freight Line (Gateway/Bandley); Scott's Miracle Grow (N-US85)
- A total of 31 Site Visits were completed within the community's concentrated business corridors
- Two new marketing collateral pieces created/distributed (*About Us and Community/Valley Map*)
- Revised city ordinances and enhances enforceable toolkit measures on behalf of blight commercial properties
- Revamped Economic Development site pages were orchestrated with a new City website unveiling
- On boarded new full-time Economic Development Specialist staff position derived from FURA internship
- Accepted a Southern Colorado board representative appointment to the State of Colorado's Economic Development Commission (EDCC)

Olde Town Steering Committee (OTSC)

- Proactive & personalized outreach and communication with Olde Town/Gateway property owners and businesses
- Coordinated the 2nd annual Fountain Olde Town Holiday window décor contest (*business engagement*)
- Hosted the inaugural Olde Town Business Social in tandem with the Fountain Valley Chamber of Commerce "Business After Hours" segment (*business engagement*)

Economic Development Commission (EDC)

- Redirected budget funding into two new initiatives; UCCS Business Membership and Collateral Materials
- Net increase in positive media publishings featuring the potential of and development activity transpiring within Fountain

Fountain Urban Renewal Authority (FURA)

- Strategic optimization of retailer placements with respect to the remaining 93,000 SF development potential within SAH; to include the QUAD concept (*destination/entertainment/public facility*)
- The Olde Town and Gateway Aesthetics Design Guidelines project consumed a majority of the year through coordination, public and elected official outreach, participation/feedback collection, and next step execution. On December 12, 2018 project findings were presented to City Council and the public



Economic Development

- Toward the goal of blight remediation, assembly of six land sites valued at ~\$900k was completed. This includes project efforts known as Blast Park (*passive green space as a Pedestrian Promenade*); Catalyst Business Development project; and the Preservation/Re-adaptive use of a historic dwelling.
- Site preparations were begun through demolition/site clean up to accommodate a 15,645 SF new construction community Grocer project for the LMI area of the community.

Fountain Chamber of Commerce (FVCC)

- Continual collaborative efforts with Fountain Valley Chamber of Commerce on bridging services provided to businesses/residents of the community.

2019/2020 GOALS

- 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
- Identify opportunities for annual retail trade show and other targeted industry conferences and recruitment trips, as funding allows
- Work cohesively with Planning Division as Ombudsman for business development concerns and challenges ; Host inaugural Developer Open House in 2019/2020
- Continued tenant occupancy efforts under the SoCO RIC fulfillment mission
- Serve Boards' and Committees' action items as identified in 2019 Work Plan
- Sense of Place, Main Street Revitalization, and Beautification initiatives under FURA mission
- Outlay of the new Opportunity Zone "OZ" initiative of the FEDs 2018 Tax Cuts and Jobs Act legislation
- Align hearty development forecasting and infrastructure funding for the x-128 rail-served business park
- Maintain contacts with partner affiliates, regional stakeholders and military installations to assure the city's inclusion in regional visioning and development initiatives
- Broaden Olde Town/ Gateway District Awareness with at-large Community/ Valley/ Region
- 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
- Share the vision of Economic Development and listen to community needs through participation in the City's Citizen's Academy
- Economic Development Strategic Plan revision
- Complete professional CECD certification with IEDC

BUDGET



Economic Development

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Materials and Supplies	695	1,117	400	400	400
Purchased Services	2,047,785	2,152,897	2,222,150	2,155,904	2,319,442
Grand Total	2,048,480	2,154,014	2,222,550	2,156,304	2,319,842

ACTIVITY MEASURES

	2016	2017	2018 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

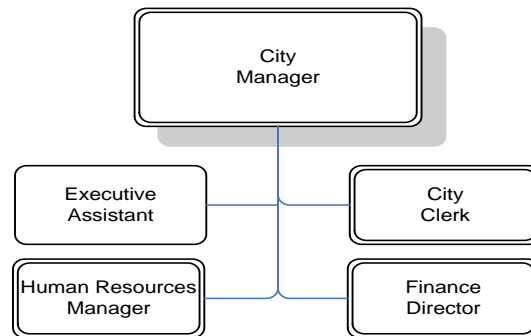
DESCRIPTION

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

MISSION STATEMENT

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

ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</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
Deputy Finance Director	1	1	1	1
Human Resources Manager	1	1	1	1
Housing Authority Executive Director	0.6	0.6	0.6	0.6
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	2	2	2	2
City Attorney	1	1	1	1
Community Engagement Manager	1	1	1	1
Management Assistant	2	2	2	2



Administration

Administration Assistant	1	1	1	1
Total Full-Time Employees	16.1	16.1	16.1	16.1

2017/2018 HIGHLIGHTS

- Implemented Document Management Software
- Implemented Finance, Payroll, and HR software installations through Harris Innoprise
- Migrated the City to electronic timecard keeping and processing through an employee self-serve portal
- Began process to move to ReviewSnap for personnel evaluations
- Hired new Community Engagement Manager position.
- Completed overhaul of City Website.
- Developed Communications Team.
- Developed a citywide Communications Strategy and policy, to include City Website policy, Social Media policy, and City online content best practices.
- Completed Recreation Facility Feasibility Study.
- Completed comprehensive update of Community Resource Guide for the Fountain Community Services group.
- Established routine participation in Civil-Military meetings around the Pikes Peak Region, to include the Area Chiefs of Staff (ACOS), Defense Mission Task Force (DMTF) and Community Relations (ComRel) meetings.
- Initiated, coordinated and now hold a seat on the Colorado Springs Military Affairs Council (COS MAC) for Fountain.
- Successful transition to NEOGOV Applicant Tracking System, achieving a 100% fill rate on closed requisitions and an average time to fill position of 2 weeks.
- Purpose and Value Committee developed new Purpose and Values statement and have presented throughout the organization.
- Completed the MAG Salary survey and job description updates and implemented/processed the needed changes.

2019/2020 GOALS

- Focus efforts on Council Strategic Priorities with developed objectives. Complete, publish and support implementation of the City of Fountain Strategic Plan 2021.
- Earn awards through the Governmental Finance Officers Association for both the Comprehensive Annual Report and the Budget document.
- Complete implementation of ReviewSnap performance evaluation system.
- Support Community Events, to include: Community Night in the Park, Trunk-or-Treat, Fountain Fall Festival, and Thunder in the Valley.
- Finish implementation of the OpenGov reporting and budget building software.
- Finish the build-out and testing of an online benefits administration system for employees through the existing self-serve portal.
- Complete development and publish City PIO Standard Operations Procedures in 2019.
- Continue to serve as Fountain’s representative to the Military Affairs Council, further strengthening access, influence and visibility of the Fountain Community related to various civil-military issues in the Pikes Peak Region, focused on opportunities to foster economic development, address matters related to PFOS/PFOA water contamination, support local military families and honor military service.



Administration

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	509,075	522,943	558,530	621,445	639,578
Materials and Supplies	12,308	13,193	11,300	11,600	11,600
Purchased Services	102,461	178,385	101,650	129,700	133,150
Fixed Charges	49,659	63,683	57,890	66,050	68,550
Capital Outlay	27,914	-	-	-	-
Grand Total	701,417	778,204	729,370	828,795	852,878

ACTIVITY MEASURES

	2016	2017	08/31/2018
# purchase orders processed	2,985	3,130	2,009
# Accounts payable invoices processed	6,992	7,191	4,276
# Payroll checks and notices of deposit processed	6,875	7,005	4,692
# Accounts payable checks processed	5,149	5,384	3,553
Business Licenses issued	993	853	851
Housing starts	114	174	237
Total Meetings Recorded	97	101	70



Technology Services

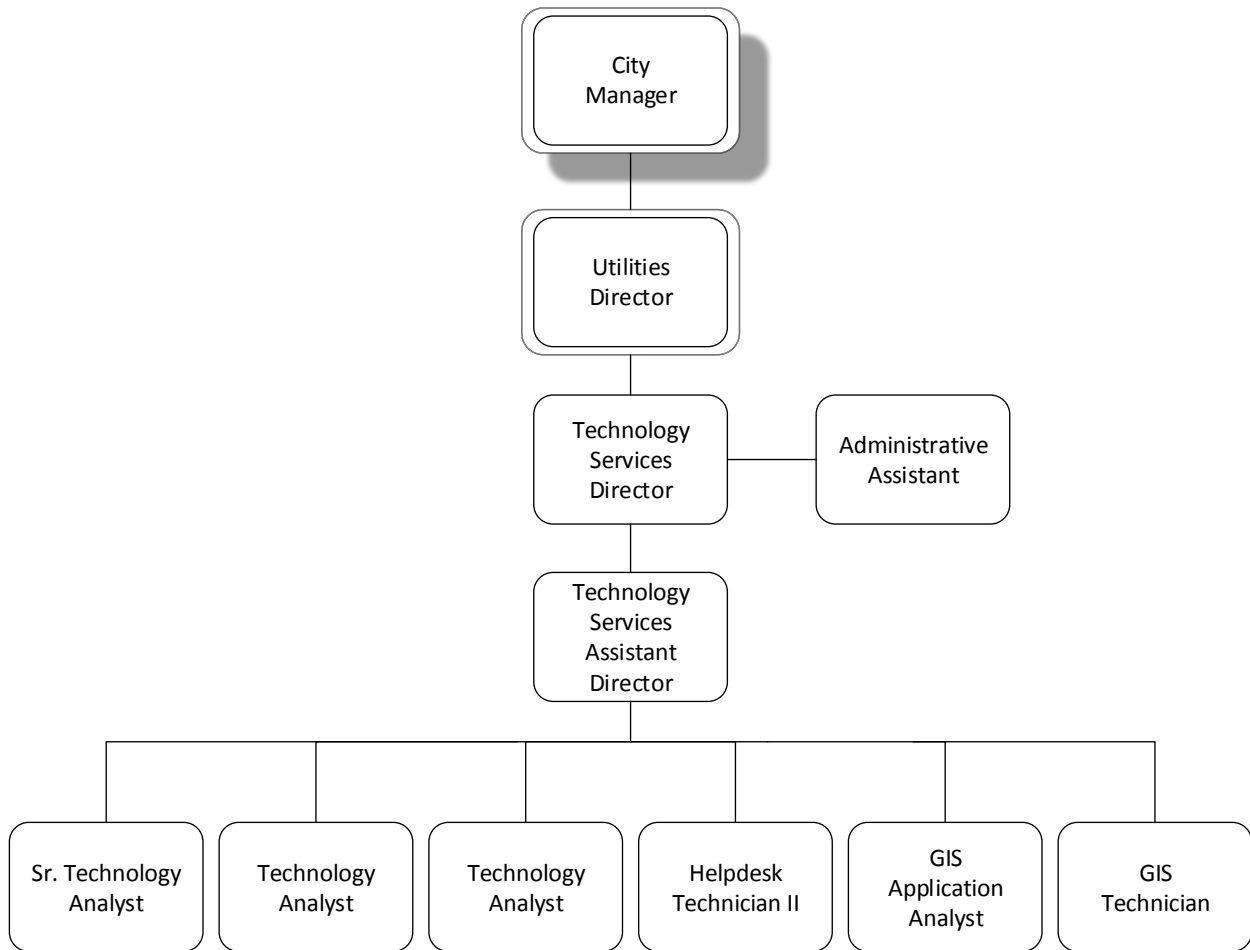
DESCRIPTION

The City of Fountain’s Technology Services Department is located at City Hall, 116 South Main Street. Technology Services is responsible for providing support to all City departments for their technology and data needs. This includes but is not limited to PC support, data networking, Internet access, server, telecommunication services, database support, mapping, field data collection and management of asset information.

MISSION STATEMENT

Technology Services provides support, resources, guidance and leadership for all technology related endeavors the City of Fountain assumes. We strive to provide first class customer service, easy access to information, applications and data while maintaining current robust cybersecurity protocols.

ORGANIZATIONAL CHART





Technology Services

Personnel History				
Position	2017	2018	2019	2020
Technology Services Director			1	1
Technology Services Assistant Director			1	1
GIS Manager	1	1		
IT Manager	1	1		
Sr. Technology Analyst	1	1	1	1
Technology Analyst	2	2	2	2
GIS Application Analyst	1	1	1	1
GIS Technician	1	1	1	1
Help Desk Technician II	1	1	1	1
Part- Time Administrative Assistant	1	1	1	1
Administrative Assistant				
Total Full Time Employees	8	8	8	8
Total Part Time Employees	1	1	1	1

2017/2018 HIGHLIGHTS

Projects:

- **Website:** We worked with City departments to complete implementation of a new public website.
- **Asset & Work Order Management:** We have started the implementation of the Asset Management / Work Order Management System for Utilities.
- **Network Infrastructure:** We upgraded the data network infrastructure within city facilities. Improvements included a replacement of all internal network infrastructure, as well as a corresponding replacement of equipment that maintain the city's Wi-Fi data networks.
- **Document Management:** Technology Services implemented a document management system for several City departments.
- **Back up Storage:** We implemented of domestic cloud-based backup storage for critical applications to ensure more reliable disaster recovery.
- **Virtualization:** We completed resource upgrades for the city's virtual server infrastructure to accommodate anticipated departmental needs.
- **Mobile Data Management:** We implemented a mobile device management system to maintain the City's expanding inventory of mobile data devices (smartphones, tablet devices, etc) and migrated city cellphones and mobile devices to T-Mobile to take advantage of more cost-favorable rate plans and improved customer service offerings over the previous vendor.

Data Management:

- **GIS Data:** We manage 233 GIS feature classes with 447,188 features (defined areas and assets [98,783 in electric and 46,215 in water]). We also manage 63 online maps and have completed 307 formal maps in 2017 and 256 formal maps in the first 3 quarters of 2018.



Technology Services

- **Utility Pole Survey:** We completed a utility pole attachment survey. We charge a fee for each attachment but haven't had an accurate count before so this was crucial as the electric department revisits the pole attachment agreements we have with various companies.
- **GPS Points:** We have collected 9,560 points in 2017 and 4,400 in January – August of 2018.

Operations:

- **Building Security:** Upgraded burglar alarm, access control and surveillance infrastructure at City Hall and Utilities Customer Service.
- **Hardware upgrades:** Upgraded mobile data terminals for the Police and Fire Departments and upgraded the Police Department's officer-worn camera system with newer technologies to provide more reliable functionality and greater capabilities. Installed a new digital audio recording system in the City Council chambers for use in public meetings and Municipal Court sessions. We continue to update and replace technology for city departments as needed.
- **Department Project Support:** We are coordinating with Utilities Customer Service to implement a replacement customer information and billing database, we worked with City Clerk's Office to implement an online business license application process and assisted the Police Department in the implementation of an agency management system powered by Adventos SmartForce. We have also worked with Electric Department staff and vendor to implement a SCADA status and statistics server for use by management and on-call personnel. Additionally, we assisted the Finance Department in the implementation of an online payroll portal which supports online employee time reporting and personnel action approval, allowing for the automation of two previously manual workflows within Finance.
- **Emergency Operations:** Providing technology support to update the City's emergency management capabilities. This effort included the development of systems and technologies to allow the stand-up of an emergency operations center on short notice at whatever location is deemed necessary.
- **Cybersecurity:** We continue to be diligent in keeping up with current cybersecurity protocols and have updated the City's Technology Acceptable Use Policy.

2019/2020 GOALS

- **Cybersecurity:** Expand two-factor authentication capabilities to all city departments. We plan to upgrade the firewall hardware at several points in the City's internal data network to improve our cyber security capabilities. Acquisition of improved event management and log analyzer tools to better support cyber security goals and ITIL industry best practices of systems management.
- **New Projects:** Implementation of electronic ticketing and development of hostage negotiation technologies for the Police Department, new records management system for the Municipal Court, new records management system for the Planning Department. Construction of an IT training room/backup emergency operations facility for use by all city departments. Another goal is to install dash mounted cameras for ambulances at the Fire Department.
- **Improvements to Applications:** Expand the implementation of the City's document management system to provide services to additional departments, as well as to provide assistance to existing departments to allow them to use the product more effectively. Also, implement improvements to the citizen relationship management features of the public



Technology Services

website to better provide online services to the community. We plan add Inventory/Warehouse to the asset management and work order management system for utilities.

- **Building Security:** New installation or upgrade of existing access control, alarm and surveillance systems for Police, Fire and Utilities Departments.
- **Network Infrastructure:** Investigate options for redundancy of data network and telephone resources with a focus on business continuity.
- **Operations Improvement:** Consideration of adoption of IT Infrastructure Library (ITIL) industry best practices to improve the level of services provided by Technology Services to all City departments and replace existing Technology Services helpdesk ticketing application with a product that more closely aligns with ITIL best practices, to include more effective device management, application and systems change management, and additional tools to manage services from the strategy and design phases throughout their life cycle.
- **Hardware upgrades:** Plans for technology upgrades for the City Council chambers at City Hall. Improvements being considered include audio and video systems, as well as voting and agenda management. Options for video live streaming to the public are under consideration and are being researched for decisions to be made by senior management and City Council. We will continue to replace mobile data terminals for Police and Fire Departments as required by aging equipment. Also, we will continue to upgrade storage and server assets at City data centers as needed. We will upgrade the cooling systems at the City Hall data center. These upgrades will allow for redundancy and additional capacity.

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	410,138	413,998	439,400	493,640	508,450
Materials and Supplies	171,944	177,154	223,190	276,188	262,952
Purchased Services	306,053	249,802	406,850	848,600	894,500
Capital Outlay	159,554	217,678	160,200	502,400	94,700
Grand Total	1,047,689	1,058,632	1,229,640	2,120,828	1,760,602

ACTIVITY MEASURES

	2016	2017	2018
Total number of users	269	287	339
Total helpdesk work orders	2070	1792	1411 YTD
Total workstations	188	205	215



Technology Services

User/workstation ratio	1.43	1.40	1.58
User/support tech ratio (4)	67.25	71.75	84.75
IT expenditures per user	\$3,977	\$	\$

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



Community Development Department ENGINEERING DIVISION

DESCRIPTION

The City Engineering Department is located within the first floor north wing of City Hall. The Engineering Department was formerly a Division of the Public Works Department until July 2016. The Engineering Department now reports to the Deputy City Manager. The City Engineering Department is staffed with one full-time City Engineer, one full-time Assistant City Engineer and one Engineering Technician/Construction Inspector. Below 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 Fountain Creek Watershed Flood Control and Greenway District Technical Advisory Committee.
- Colorado Department 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 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 and Drainage Permits, and Street and Drainage Construction Standards.
- Transportation/Traffic/Transit Engineering & Planning.
- Contract Engineering Services Administration.
- Right-of-Way Management and Encroachment Permits.
- Grant Administration and Project Management.

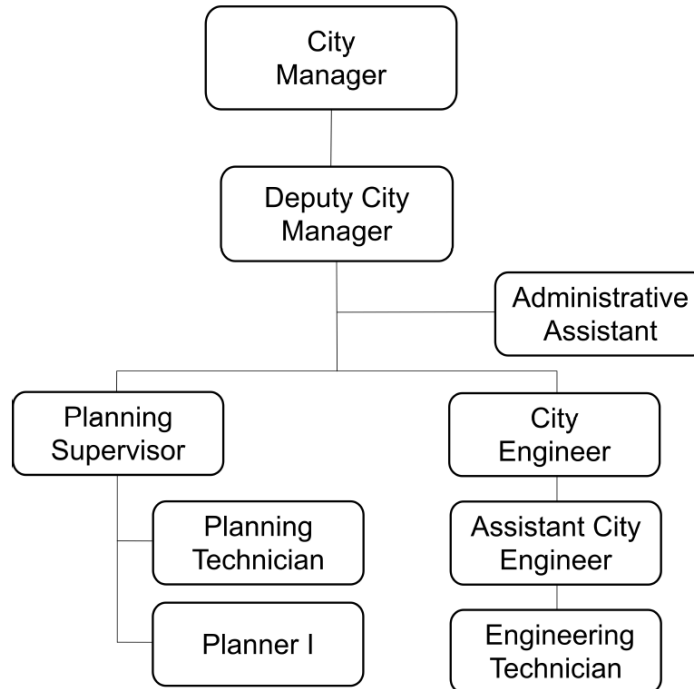
MISSION STATEMENT

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	2017	2018	2019	2020
City Engineer	1	1	1	1
Management Asst	1	1	1	1
Assistant City Engineer	0	1	1	1
Engineering Technician/Inspector	2	1	1	1
Total Full-Time Employees	4	3	4	4
Total Part-Time Employees	0	0	0	0

2017/2018 HIGHLIGHTS

- Completed the NEPA Process for Indiana Avenue.
- Completed the El Paso County CDBG Grant Improvements for Provincial & Comanche Village ADA Ramps.
- Began the Phased Construction of the Duckwood RR Crossing Re-alignment/C&S Extension Improvements
- Began the Phased Construction of the Link Road Improvements
- Began Construction of Traffic Signal at Fountain Mesa and C&S Road
- Maintained State Municipal Stormwater (MS4) Permit Program.



Community Development Department ENGINEERING DIVISION

2019/2020 GOALS

- Continue Implementation of the “Moving Fountain Forward” Transportation Sales Tax Projects.
- Complete the Phased Construction of the Duckwood RR Crossing Re-alignment/C&S Extension Improvements.
- Complete the South Academy Highlands Venetucci Boulevard Extension to “B” Street.
- Procure a City-wide Pavement Management Plan and Traffic Study
- Establish Drainage Basin Fees and Traffic Impact Fees
- Complete the Quiet Zone status through the Federal Railroad Authority
- Secure El Paso County CDBG Grant Funding for Additional Sidewalk & ADA Ramp Projects.

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	299,897	251,986	262,150	319,550	329,137
Materials and Supplies	4,441	2,100	3,840	3,150	3,150
Purchased Services	14,493	9,203	16,450	12,545	12,545
Grand Total	318,831	263,289	282,440	335,245	344,832

ACTIVITY MEASURES

Activity Item	2015	2016	2017	8/2018
Full – Time Employees	2.5	4	3	3
Part - Time Employees	0	0	0	0
Consultant Contracts	3	4	5	5
Construction Contracts	4	5	5	5
Construction Permits	149	99	223	191
Major Subdivisions Projects	6	4	5	7
Project Not In Warranty	3	4	3	2
Projects In Warranty	2	3	2	4
Projects Final Accepted	3	1	4	2
Plats & Plans Reviewed	24	26	68	75
Agreements Reviewed	4	5	5	10



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.

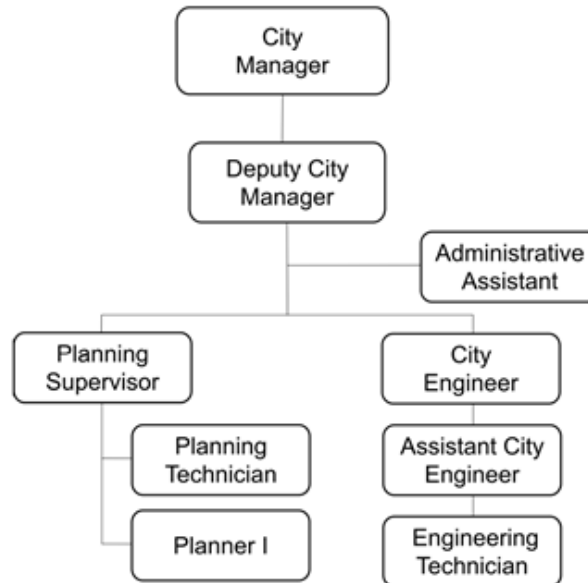
MISSION STATEMENT

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



Personel History				
Position	2017	2018	2019	2020
Deputy City Manager	1	1	1	1
Planning Supervisor	1	1	1	1
Planner I	1	1	1	1
Planning Technician	1	1	1	1
Total Full-Time Employees	4	4	4	4

2017/2018 HIGHLIGHTS

- Efficiently reviewed and processed over 66 land development applications, which improved the quality of life of residents.
- Selected a consultant to assist Planning staff with the comprehensive rewrite of the Zoning Ordinance. Phase 1 commenced in 2018 and will continue into 2019.
- Created a Training Matrix for new employees.
- Created guidelines for average turnaround times on applications.
- Worked through the list of areas of improvement that we received from the HBA. We established a better working relationship with the development community.
- Implemented the website and enhanced the Planning Division webpage to be user friendly.
- Managed the review and submittal of land development applications, including inactive applications.
- Completed amendments to the Zoning Ordinance to bring parts of the Code up to current statutory requirements.



Community Development Department PLANNING DIVISION

2019/2020 GOALS

- Continue to effectively review and process land development applications, which improve the quality of life of residents to ensure that development is in the benefit of the community.
- Draft and implement a more user friendly Zoning Ordinance that is more in line with how development is occurring in the City that also addresses current development trends such as small lot sizes to aid the more affordable housing products.
- Implement a new project tracking software that also provides for electronic plan submittals to reduce the number of paper reviews that occur. This will reduce the amount of paper waste within our Department and support the environment.

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	255,943	244,604	235,480	235,950	243,029
Materials and Supplies	3,895	1,999	4,200	3,300	3,300
Purchased Services	11,855	17,842	88,950	12,250	12,250
Grand Total	271,693	264,445	328,630	251,500	258,579

ACTIVITY MEASURES

Number of Applications	2016	2017	2018 ¹
Current Number of Projects Being Managed ²	No data	No Data	70
Total New Applications Received ³	No. of Submittals		
Final Plat/Replat	12	11	10
Site Plan/Landscape Plan	18	12	13
Annexations	1	1	1
Conditional Use	3	2	1
Variance	8	8	1
Zoning	4	3	3
Agreements	No data	No data	No data
Development Review Team	21	22	27
Sign Permit	26	21	19
Business License Reviews	283	238	
Temporary Use Permits	9	10	22
Plot Plans ⁴ (All)	179	254	239
Amendment to Regulatory Documents			
Amendments to Subdivision Regulations		Amendment to Staff and Agency Review Timeframes	
Amendments to Zoning Ordinance	Amendment to Supplemental Standards to allow	CMRS standards repealed and re-enacted	Commenced Phase 1 of the Zoning



Community Development Department PLANNING DIVISION

Number of Applications	2016	2017	2018 ¹
	the retail sale of fireworks	Amendment to Staff and Agency Review Timeframes	Ordinance rewrite with consultant
Other:			

Notes:

1. 2018 figures are those available as of August 2018
2. Current number of projects being managed as of August 31, 2018.
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.
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 Streets and Drainage Division is currently staffed with one full-time Superintendent, one Crew Foreman and seven full-time Maintenance Workers. The Street & Drainage Division currently maintains a total of 103 miles of roads, four bridges, two traffic signals, two traffic calming speed limit signs, nine lighted school pedestrian crossings, 645 storm drainage inlets, 194 drainage culverts, 173 manholes, several drainage detention ponds, several miles of storm drain pipes and 273 drainage outfall structures.

Over the last decade the Street & Drainage Division infrastructure maintenance responsibilities have greatly increased due to the very high suburban growth rate of the community. During this same time period construction and maintenance costs have escalated to very high inflationary levels. The City will continue to have new residential developments and long term infrastructure maintenance funding needs. Long term funding sources will need to be identified. The Street & Drainage Division continues to defer infrastructure maintenance, capital expenditures and staffing levels based on current budget limitations. 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 \$100,000 a year. Our yearly resurfacing line item (does not include 10 year TCIP projects) equals \$460,000, these are funding areas that must be addressed to see any improvement in our street conditions.

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

The Street & Drainage Division performs the following major responsibilities:

- Snow Removal & Ice Control
- Street Sweeping – roads, walks, parking lots
- Pavement Management Systems
- Street Paving, Patching & Crack Sealing
- Streetscape, Shoulders & Sidewalks
- Traffic Signals, Striping & Signage
- Drainage Facilities – curbs, culverts, storm sewers, etc.
- 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.

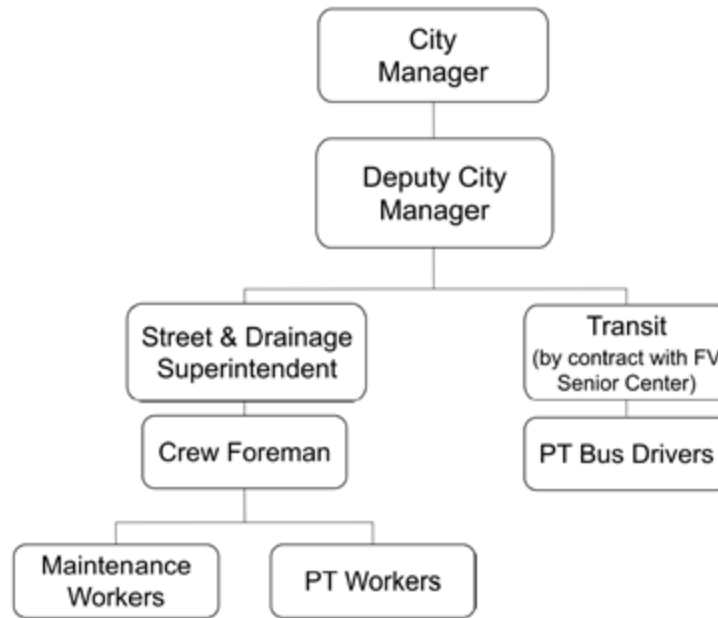
MISSION STATEMENT

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.



Transportation Department STREET AND DRAINAGE DIVISION

ORGANIZATIONAL CHART



Personnel History				
Position	2017	2018	2019	2020
Superintendent	1	1	1	1
Street & Drainage Crew Leader	1	1	1	1
Street Maintenance Worker II	4	4	4	4
Street Maintenance Worker I	0	3	3	3
Total Full-Time Employees	6	9	9	9
Regular Part-Time Street Maintenance Worker I	2	0	0	0
Seasonal Street Maintenance	3	0	0	0
Seasonal Neighborhood Response Specialist	0	0	0	0
				0
Total Part-Time & Seasonal Employees	5	0	0	

2017/2018 HIGHLIGHTS

- Continue Transportation Sales Tax Pavement Resurfacing & Capital Improvement Program.
- Continued restriping of all School Crossings.
- Applied over 88,000 lbs of mastic to large cracks throughout the city.
- Applied over 9,000 lbs of crack seal on city streets
- Continue 50/50 Sidewalk Program.
- Continue Annual Clean-up.
- Cape Sealed Ohio and two sections of Ftn Mesa.
- Mill and resurfaced Jimmy Camp and Comanche Village Drive
- Chip Sealed Ohio, Ftn Mesa and Carson roads
- Started construction of Duckwood project.
- Constructed CDBG Sidewalk & ADA Ramp Projects.



Transportation Department STREET AND DRAINAGE DIVISION

2019-2020 GOALS

- Continue paving and preservation of major roads throughout the city.
- Complete a comprehensive plan to address streets in residential neighborhoods.
- Continue 50/50 Sidewalk Program.
- Mill and resurface Jimmy Camp Road and Comanche Village Drive
- Chip Seal, Ohio, Ftn Mesa and Carson
- Complete Link road, Squirrel Creek Road rebuilding project
- Develop a funding solution for street maintenance and repair.
- Apply for and Construct CDBG Sidewalk & ADA Ramp Projects.
-

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	607,021	674,863	749,890	749,170	771,285
Materials and Supplies	347,746	313,469	343,490	405,790	405,790
Purchased Services	153,000	285,467	207,400	208,700	208,700
Fixed Charges	34,365	41,960	46,660	46,660	46,660
Capital Outlay	53,965	416,245	397,350	231,000	441,350
Grand Total	1,196,097	1,732,004	1,744,790	1,641,320	1,873,785

ACTIVITY MEASURES

Activity Item	2015	2016	2017	2018
Full – Time Employees	6	6	6	9
Regular Part-Time & Seasonal Employees	5	5	3	0
Total Gravel Road Miles	3.5	3.38	3.38	3.38
Total Paved Road Miles	100.63	102.68	104.37	104.37 YTD
New Paved Road Miles	.89	1.91	1.69	1.69 YTD
Pave Road < 5 Yrs Old	2.5	5.3	6.77	6.77 YTD
Paved Road Miles > Satisfactory Condition	85.07	88.79	81.79	81.79
Paved Road Miles in Poor Condition	15.56	13.89	23	23
Resurfacing (Sq. Yds)	35,998	35,998	58,780	56244
Seal Coatings (Sq. Yds)	0	0	0	0
Crack Sealing (Tons)	4	4	4.5	3.2 YTD
50/50 Sidewalk Program # Locations / Sq. Ft.	6/2431	n/a	7/559	
Traffic Signals	2	4	4	4
Pedestrian Cross Walks	78	78	81	82



Transportation Department STREET AND DRAINAGE DIVISION

School Crossing Signals	9	9	9	9
Drainage Inlets, Manholes, Culverts & Outfall Structures	1285	1285	1289	1289

-- 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 eleven 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, Cheyenne Ridge, and Samantha Crutcher
- Recreation Facilities & Playgrounds, including Ball Fields, City Hall fountain, 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, Trunk or Treat, Fire Dinner, Dog Agility, Museum events, Library events, Reunion/School events, Shriners events, Cemetery Crawl, Military events, EDC events, BACA events, and Chick fil-a run.

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				
<u>Position</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Parks Superintendent (Full time)	1	1	1	1
Parks Maintenance II (Full-time)	3	3	4	4
Parks Maintenance I (Part-time)	3	3	2	2
Total Full-Time Employees	4	4	5	5
Total Part-time Employees	3	3	2	2

2017/18 HIGHLIGHTS

- Install Weather Trak meters in several parks and cemetery
- Received grant funding for Inclusive Equipment at Aga Park
- Pave and stripe Fountain Mesa Park parking area
- Pave and stripe Aga Park
- Replace Fencing at Metcalfe Ball Park
- Upgrade existing and install new sand volleyball court in Metcalfe Park
- Retrofit a pickle ball court in Aga Park
- Installed lighting in Aga Park
- Arbor Day Tree Planting Programs
- Heritage Special Improvement Maintenance District Support

2019/20 GOALS

- Install shade canopy near splash park
- New Playground Equipment at Fountain Mesa Park
- Install Inclusive Equipment at Aga Park
- Riding and Roping Facility Canopy/Awning
- Arbor Day Tree Planting Programs



City Clerk's Office PARKS & CEMETERY DIVISION

- New restroom/concession for Aga Park
- Adams Open space crossing/bridge
- Replace restroom stalls in Metcalfe and Fountain Mesa Park
- Heritage Special Improvement Maintenance District Support

BUDGET- PARKS

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	385,338	396,871	422,670	434,730	447,772
Materials and Supplies	55,527	65,880	64,060	60,000	60,000
Purchased Services	129,292	237,730	111,890	115,110	115,110
Fixed Charges	28,341	37,078	37,980	39,500	41,500
Capital Outlay	153,401	267,483	60,000	140,000	275,000
Grand Total	751,899	1,005,042	696,600	789,340	939,382

BUDGET- CEMETERY

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Purchased Services	30,170	42,773	36,000	34,750	34,750
Grand Total	30,170	42,773	36,000	34,750	34,750

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

ACTIVITY MEASURES

Activity Item	2015	2016	2017	2018
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 - #	--	--	--	20
Sites Exhumed/ Closed	--	--	--	--
Open Space Areas - #	3	4	6	6
Open Space Acres	255	288	288	311
Trails – Miles	6	6	6	10
Developed Parks - #	7	7	8	10
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



City Clerk's Office PARKS & CEMETERY DIVISION

BBQ Grills	16	16	16	18
Pavilions & Gazebos	5P / 2G	5P / 2G	5P / 2G	6P / 2G
Special events	94	--	--	10
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	1
Pickle Ball Court	0	0	0	1
Volleyball Sand Courts	1	1	2	3
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 full-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

Position	2017	2018	2019	2020
Recreation Coordinator (FT)	1	1	1	1
Recreation Administrative (PT)	1	1	0	0
Recreation Administrative (FT)	0	0	1	1
Lead Sports Officials (PT)	0	3	3	3
Sports Officials Varies (PT)				
Total Full-Time Employees	2	2	2	2
Total Part-Time Employees	0	3	3	3

2017/2018 HIGHLIGHTS

- Transferred a part-time Admin Assistant to full-time
- Hired a New Recreation Coordinator
- Became a regional partner with CARA



City Clerk's Office RECREATION DIVISION

- Substantially increased number of participants
- Implemented adult sand volleyball
- Established training for all coaches and referees
- Implemented an electronic registration program

2019/2020 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 and persons with disabilities.
- Work with stakeholders to establish a recreational facility.

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	129,033	138,738	220,160	273,400	281,602
Materials and Supplies	28,532	22,530	31,610	31,610	28,610
Purchased Services	8,189	13,777	3,590	20,470	20,470
Grand Total	165,754	175,045	255,360	325,480	330,682

ACTIVITY MEASURES

Activity Item	2017	2018
Number of recreation program participants	1355	1259 YTD
Number of recreation programs offered	7	8



Police Department OVERVIEW

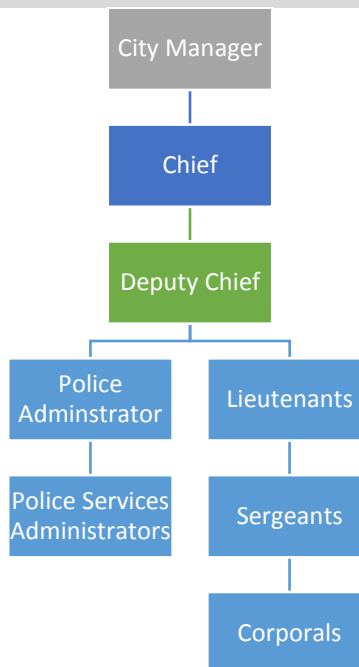
DESCRIPTION

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

MISSION STATEMENT

The Fountain Police Department provides our community with the most effective and efficient customer service available in order to reduce crime and increase public safety with the ultimate goal of improving the quality of life for all of our citizens.

ORGANIZATIONAL CHART



Personnel History				
<u>Position</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Chief of Police	1	1	1	1
Deputy Chief of Police	1	1	1	1
Crime Analyst	1	1	1	1
Evidence Tech	1	0	0	0
Lieutenant	3	5	5	5
Police Administrator	1	1	1	1



Police Department OVERVIEW

Police Services Administrator	1	2	2	2
Police Officers (FTE)	44	44	47	47
Dare Officer	0	0	0	0
Police Officers (Part time)	1	4	4	4
Record Technicians	2	2	2	2
Police Service Representative (Front Lobby)	1	1	1	1
Training Manager	1	0	0	0
Police Service Representative (Front Lobby) P/T	0	1	1	1
Total Full-Time Employees	57	58	61	61
Total Part-Time Employees	1	5	5	5

2017/2018 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

2019/2020 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

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	5,334,555	5,719,166	6,093,840	6,404,780	6,595,124
Materials and Supplies	344,983	291,625	323,870	292,870	292,870
Purchased Services	335,449	571,464	417,010	339,770	319,770
Fixed Charges	74,563	87,971	90,280	90,280	90,280
Capital Outlay	337,185	464,910	465,000	440,000	430,000
Grand Total	6,426,735	7,135,136	7,390,000	7,567,700	7,728,044



Police Department OVERVIEW

ACTIVITY MEASURES			
	2016	2017	6/30/2018
Calls for Service (CAD Incidents)	44,475	*3815	*1801
Uniform Crimes Reported/NIBRS	3858	3704	1693

*(CFS with police responses only due to dispatch consolidation with EPSO! All other calls undetermined)



Police Department ADMINISTRATION

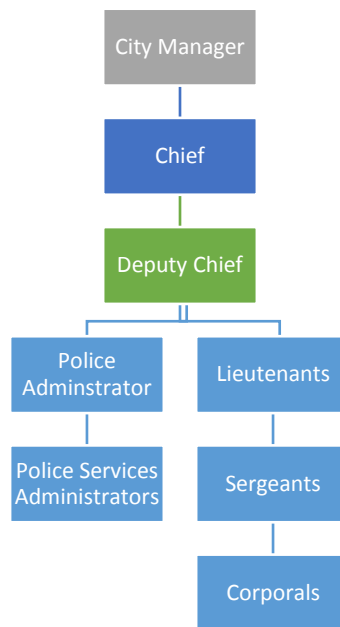
DESCRIPTION

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 provides our community with the most effective and efficient customer service available in order to reduce crime and increase public safety with the ultimate goal of improving the quality of life for all of our citizens.

ORGANIZATIONAL CHART



2017/2018 HIGHLIGHTS

- Reclassified a position to Police Services Administrator
- Assigned PSA to public information & social media
- Transitioned to Colorado Credentialing System (Salamander)
- Increased School Resource Officer Staffing
- Honor Guard represented at the Tri-State 9/11 Remembrance
- Promoted Corporals, Sergeants, and Lieutenants
- Continued recruitment efforts
- Several Retirements



Police Department ADMINISTRATION

2019/2020 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
- Send a member to attend the National FBI Academy

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	1,070,312	1,127,540	1,010,310	1,035,585	1,065,933
Materials and Supplies	27,468	23,967	26,720	26,720	26,720
Purchased Services	211,907	306,636	306,280	232,040	212,040
Fixed Charges	30,807	35,294	36,350	36,350	36,350
Capital Outlay	25,283	36,181	50,000	10,000	-
Grand Total	1,365,777	1,529,618	1,429,660	1,340,695	1,341,043

ACTIVITY MEASURES

	2016	2017	06/30/2018
Cases	2769	2594	1195
Cases Cleared	1584	1378	615
Clearance rate %	57%	53%	51%
Seizures / Forfeitures	0	0	0



Police Department PATROL

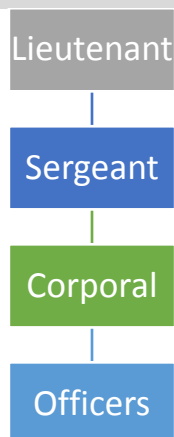
DESCRIPTION

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 provides our community with the most effective and efficient customer service available in order to reduce crime and increase public safety with the ultimate goal of improving the quality of life for all of our citizens.

ORGANIZATIONAL CHART



2017/2018 HIGHLIGHTS

- Provided Mutual Aid to multiple agencies along the front range
- Acquired new patrol vehicles.
- Returned positions from task forces to patrol
- Added School Resource Officers
- Supported the Labor Day Parades
- Implemented CopLogic online reporting
- Hosted a regional active shooter training

2019/2020 GOALS

- Improve the quality of investigations
- Improve the quality of reports
- Implement electronic ticketing



Police Department PATROL

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	3,843,921	4,002,781	4,558,760	4,827,500	4,971,245
Materials and Supplies	306,078	257,297	285,000	254,000	254,000
Purchased Services	109,587	253,003	100,900	100,900	100,900
Fixed Charges	36,829	44,946	47,200	47,200	47,200
Capital Outlay	311,902	428,729	415,000	430,000	430,000
Grand Total	4,608,317	4,986,756	5,406,860	5,659,600	5,803,345

ACTIVITY MEASURES

	2016	2017	6/2018
Calls for Service	44,475	3815*	1801*
Criminal Offenses	3858	3704	1693
Traffic Contacts	7521	6560	3743
Traffic Accidents	576	628	327
Traffic Citations/Violations	3894	2945	1949

*(CFS with police responses only due to dispatch consolidation with EPSO! All other calls undetermined)



Police Department INVESTIGATIONS

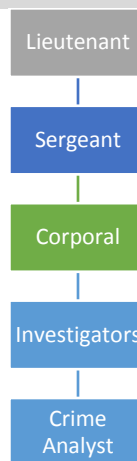
DESCRIPTION

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 provides our community with the most effective and efficient customer service available in order to reduce crime and increase public safety with the ultimate goal of improving the quality of life for all of our citizens.

ORGANIZATIONAL CHART



2017 /2018 HIGHLIGHTS

- No homicides to report in 2017. One homicide so far in 2018 resulting in arrest and plea.
- Double Attempt Homicide on Maram Way resulting in two arrests in late 2017.
- Month long investigation on 1yo infant death. Mother arrested in early Sept. for Child Abuse Resulting in Death
- Incorporated a fully functional SED Unit to address specific enforcement problems within the city and high risk arrests. Included in that 3 man unit is a new K-9 Officer.

2019/2020 GOALS

- Revamp the way we investigate crimes by using the new Compstat model implemented 9/2018
- Bring the SED Unit to a point where they proactively create their own work and develop informants to assist with investigations.
- Integrate Special Ops into patrol by completing several operations while in a patrol capacity.
- Bring Compstat information into investigation by utilizing Crime Analyst much more than in the past.



Police Department INVESTIGATIONS

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	420,322	588,845	524,770	541,695	557,946
Materials and Supplies	11,437	10,361	12,150	12,150	12,150
Purchased Services	13,955	11,825	9,830	6,830	6,830
Fixed Charges	6,927	7,731	6,730	6,730	6,730
Grand Total	452,641	618,762	553,480	567,405	583,656

ACTIVITY MEASURES

	2016	2017	6/2018
Cases Assigned	120	106	52
Arrests	39	24	12
Unfounded	19	12	7
Cleared Exceptional	16	19	5
Transferred to other agency	12	18	5



Fire Department OVERVIEW

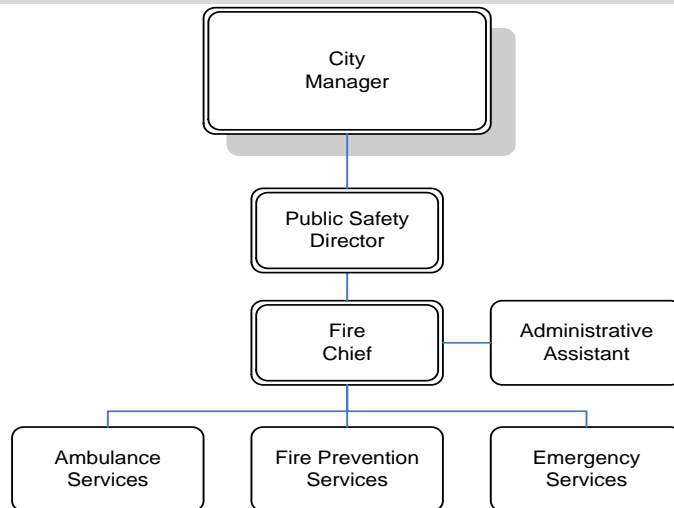
DESCRIPTION

The City of Fountain Fire Department covers a city of 25 square miles with a population of 29,500 citizens. The Department also covers 19 miles of Interstate 25 from mile post 135, Academy Boulevard exit south to the Pueblo County line, mile post 116. The Department has 24 full time and 18 part time career Fire Fighters and 30 Volunteer Fire Fighters and support staff, which work out of three fire stations. The Fire Department provides; Fire Suppression, Fire Prevention and Education, Basic and Advanced Medical Life Support, Ambulance transport, Hazardous Materials Unit, Heavy Rescue Unit, Technical Rescue Team and Wildland Fire Team. Divisions include: Administration, Prevention Services, and Emergency Services.

MISSION STATEMENT

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

ORGANIZATIONAL CHART



Personnel History				
Position	2017	2018	2019	2020
Fire Administration				
Fire Chief	1	1	1	1
Battalion Chief	1	1	1	1
Administrative Assistant	1	1	1	1
Total Full-Time Employees	3	3	3	3
Emergency Services				
EMS Captain	1	1	1	1
Fire Captain	3	3	3	3
Training Captain	1	1	1	1



Fire Department OVERVIEW

EMS Lieutenant	0	0	0	0
Fire Lieutenant	1	1	1	1
Training Lieutenant	1	1	1	1
Paramedic/Firefighter	5	5	2	2
Firefighter	7	7	10	10
Part-Time Firefighter	3	6	6	6
Per Diem Firefighter	15	20	20	20
Total Full-Time Employees	19	19	19	19
Total Part-Time Employees	18	26	26	26
Prevention Services				
Firefighter	1	1	1	1
Total Full-Time Employees	1	1	1	1
Total Department Employees (FT)	23	23	23	23
Total Department Employees (PT)	18	26	26	26

*Moved EMS LT into Ambulance in 2016

2017/2018 HIGHLIGHTS

Shown in Division Program Budgets

2019/2020 GOALS

Shown in Division Program Budgets

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	2,118,948	2,471,010	2,646,800	2,912,155	3,395,671
Materials and Supplies	204,026	202,838	186,970	194,770	194,770
Purchased Services	157,583	285,856	163,720	177,920	177,920
Fixed Charges	41,223	47,480	52,080	52,080	52,080
Grant Related Expenses	-	-	10,000	-	-
Capital Outlay	63,299	607,947	74,000	850,000	50,000
Grand Total	2,585,079	3,615,131	3,133,570	4,186,925	3,870,441

ACTIVITY MEASURES

Shown in Division Program Budgets



Fire Department ADMINISTRATION

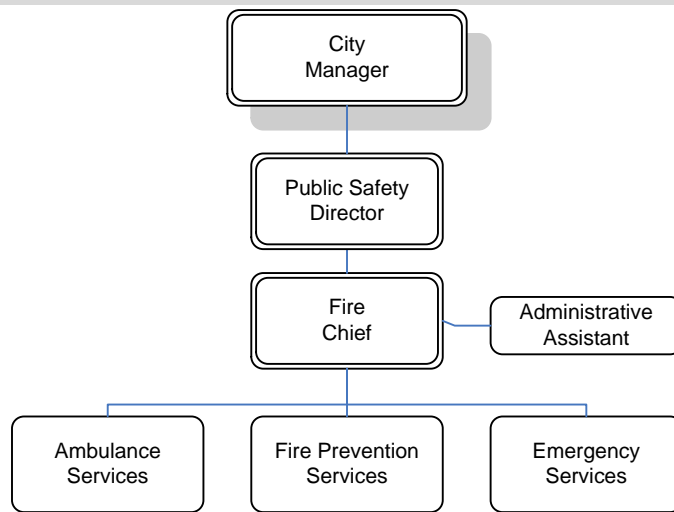
DESCRIPTION

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



2017/2018 HIGHLIGHTS

- Battalion Chief became full time city employee.
- Created Per Diem firefighting positions to assist with staffing.
- Fire Chief Retired.
- Promoted a Lieutenant into a vacant position.
- Two new ambulances and one new engine placed into service.

2019/2020 GOALS

- Fill Vacant Fire Chief position.
- Increase overall staffing by 9.
- Secure fire station alerting system.
- Remodel fire station #2.
- Add additional bay onto fire station #3.
- Place a 3rd ambulance into 24/7 service at station #2.



Fire Department ADMINISTRATION

- Restructure internal leadership positions.

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	268,004	323,346	342,300	350,365	360,876
Materials and Supplies	10,718	10,774	10,820	10,820	10,820
Purchased Services	140,903	146,028	133,790	148,790	148,790
Fixed Charges	41,223	47,480	52,080	52,080	52,080
Grand Total	460,848	527,628	538,990	562,055	572,566

ACTIVITY MEASURES

	2016	2017	6/2018
Career fire staffing – On duty daily	Fountain: 7 FTE PTE=2 Nat. stdrd: 18	Fountain: FTE = 7-8 PTE = 2 Nat. stdrd: 18	Fountain: FTE=7- 8 PTE = 2 Nat. stdrd: 18
Volunteer firefighter working hours.	4135	2822	2745



Fire Department EMERGENCY SERVICES

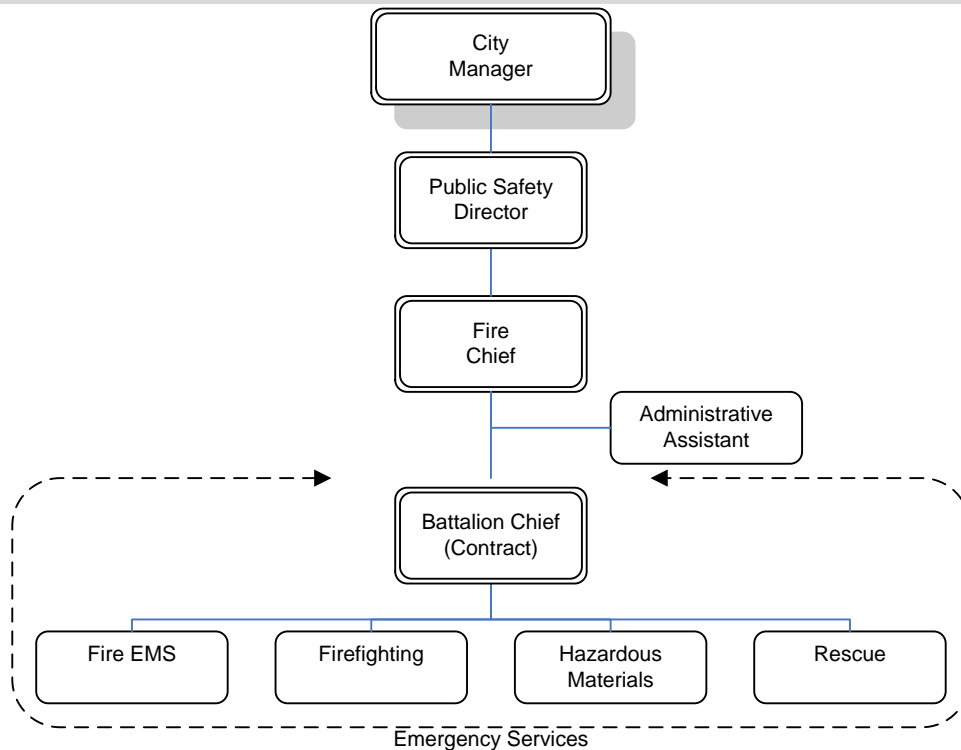
DESCRIPTION

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



2017/2018 HIGHLIGHTS

- Received new engine and placed into service.
- Increased volunteer firefighters by 6
- Increased staffing with the addition of six Per Diem employees.

2019/2020 GOALS

- Order a new fire engine.
- Hire 6 FTE.



Fire Department EMERGENCY SERVICES

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	1,766,277	2,051,128	2,204,760	2,475,140	2,945,545
Materials and Supplies	189,377	189,246	171,450	179,250	179,250
Purchased Services	16,095	139,763	29,420	28,620	28,620
Grant Related Expenses	-	-	10,000	-	-
Capital Outlay	63,299	607,947	74,000	850,000	50,000
Grand Total	2,035,048	2,988,084	2,489,630	3,533,010	3,203,415

ACTIVITY MEASURES

	2016	2017	6/2018
Alarms - Total calls for service	4406	5007	3064
Land area protected. In square miles	24+19 miles of I-25	24 + 19 miles of I-25	24 + 19 miles of I-25
Wildland fires.	42	46	67
Arson fires	19	7	0



Fire Department PREVENTION SERVICES

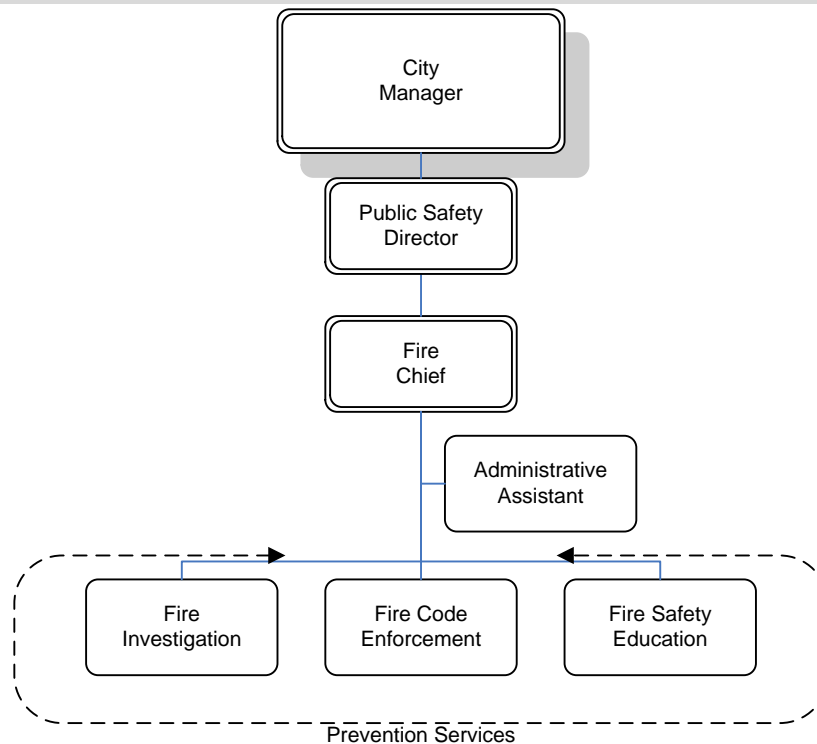
DESCRIPTION

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



2017/2018 HIGHLIGHTS

- Completed on-line business fire inspection program. (No training documented)
- Completed the basic training for two firefighters for fire investigations. (No training documented)
- Fire Inspector attended week long course, by the NFA, for plan review. (IFC Inspector Prep Class, 3 day)



Fire Department PREVENTION SERVICES

2019/2020 GOALS

- Work with Planning and Engineering departments to develop the city
- 100% of businesses inspected throughout the City of Fountain
- Work with the City Clerk to bring all businesses up to-date with the business licenses
- Continue educating the citizens within the city through Fire Prevention

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	84,667	96,536	99,740	86,650	89,250
Materials and Supplies	3,931	2,818	4,700	4,700	4,700
Purchased Services	585	65	510	510	510
Grand Total	89,183	99,419	104,950	91,860	94,460

ACTIVITY MEASURES

	2016	2017	6/2018
# of children that received fire prevention education (elementary school)	6,245	6,327	2,078
# Community events FD attended	2,890	2,396	13
# of completed (business) fire inspections	490	531	3
# of violations fire inspections found	-	-	19
# of fire investigations (all fire incidents)	219	132	99
# of plan reviews completed (approx. planning + engineer)	61	103	126



Office of Emergency & Risk Management

OEM/RISK MANAGEMENT

DESCRIPTION

The City of Fountain Emergency Operations Center, or EOC, is a critical emergency resource. Supporting first responders and Incident Commanders, the EOC is “behind the lines,” monitoring the situation and “feeding the pipeline” by coordinating requests for additional assistance as well as providing useful and timely information that supports emergency management activities. The EOC finds, organizes and gathers resources, arranges deliveries of emergency equipment, supplies and personnel, and follows up as needed to ensure the City’s leadership has all they need to effectively respond to a crisis.

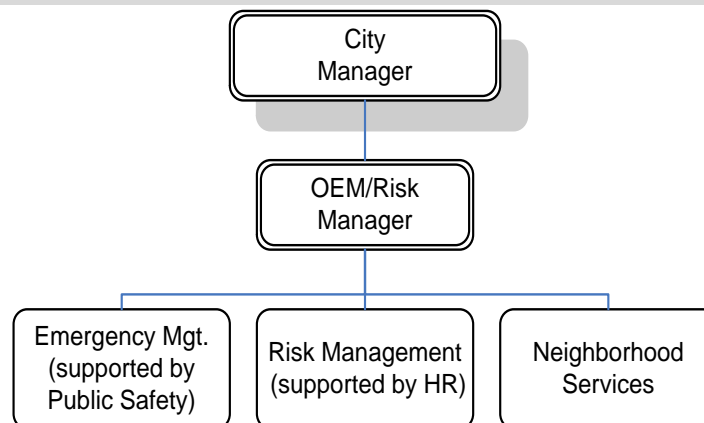
From a Risk Management perspective, the Department is responsible for identifying, evaluating, and analyzing risks to the City of Fountain. The Department has formulated, implemented, and administered strategies to efficiently address and cost-effectively manage those risks. Other responsibilities include 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	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
OEM/Risk Manager	1	1	1	1
Provisional Radio Specialist	0	1	1	1
Total Full-Time Employees	1	1	1	1
Total Part-Time Employees	0	1	1	1

2017/18 HIGHLIGHTS

- Improved the Emergency Operations by purchasing new equipment, improving the readiness in the event of an emergency.
- Created Safety Committee, and established new safety regulations for the City.
- CIRSA audit scores being the highest the City has ever had.

2019/2020 GOALS

- Continue ongoing OEM training.
- Develop information books for the EOC.
- Develop procurements for the City.
- Ensure all required staff have applicable ICS certifications and City is FEMA compliant.
- Continue Safety Drills
- Maintain CIRSA Audit Scores
- Additional Radios for Field Workers

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	571,293	53,826	50,610	66,550	68,187
Materials and Supplies	(50)	4,284	1,000	300	300
Purchased Services	207,890	524,259	519,000	518,400	518,400
Fixed Charges	-	-	-	-	-
Capital Outlay	-	6,121	-	9,000	9,000
Grand Total	779,133	588,490	570,610	594,250	595,887

ACTIVITY MEASURES

- Mobil Command Unit and Trailer purchased and equip.
- Purchased VHF radio's to ensure inoperability in the event of an 800 MHz failure, ruggedized Laptops, laser printers, storage boxes, life support for up to 20 EOC personnel, office supplies, PA System, etc.



Office of Emergency & Risk Management OEM/RISK MANAGEMENT

- Ready Ops System up and running. This system allows critical information throughout the City via Alerts, SMS, MMS, E-mail, Phone Calls, Conferences and Land Mobile Radio systems, increasing engagement, improving situational awareness, and decreasing response times. All city employees have been included in this system, to ensure you have all the critical information needed to keep yourself and our community safe, alert, aware, and prepared to respond.
- There has been two full set ups of the EOC since new equipment has been purchased.
- 3 Table top Exercises
- 2017 CIRSA Audit Scores; 100% in all departments except one, with a 98% in that department.
- 2017 there were 16, 0 were at fault accidents. Based on 2016 fillings savings from Workmen Compensation was \$31,000. Property Causality increased \$1,000 due to the large claims of \$60,000 in wind damage. 2018 will be even higher due to the hail storms.



Office of Emergency & Risk Management NEIGHBORHOOD SERVICES

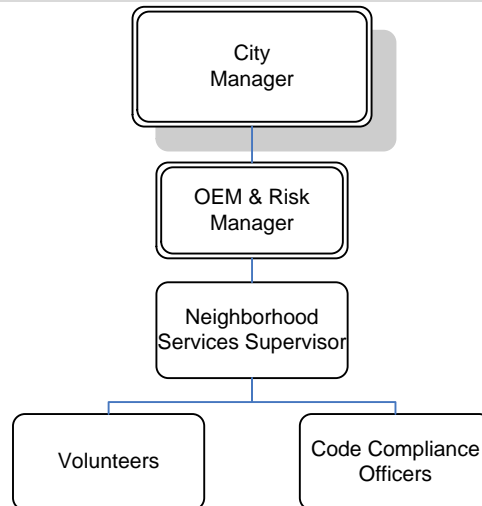
DESCRIPTION

The Neighborhood Services Department is co-located with the Police Dept. at 222 N. Santa Fe Ave . The Department administrates, supervises, coordinates, and conducts activities to promote, educate, and ensure Citizen compliance with Fountain Municipal Codes. 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	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Supervisor	1	1	1	1
Full-Time Compliance Officer	1	1	1	1
Part-Time Compliance Officer (25 hours each per wk)	2	2	2	2
Total Full-Time Employees	2	2	2	2
Total Part-Time Employees	2	2	2	2



Office of Emergency & Risk Management NEIGHBORHOOD SERVICES

2017 /2018 HIGHLIGHTS

- Majority of Citizen’s online response surveys returned showed an “Exceeded” or “Superior” rating for employee effectiveness, time to respond, employee courtesy, and expectation met categories.
- Coordinated and performed a number of community outreach programs for property maintenance and neighborhood beautification i.e. FFCHS Senior Day, Welte Education Center Community Service Day.
- Two part-time officers successfully completed the 2017 CACEO Basic Certification Course.
- Conducted community outreach program of providing free Child Passenger Safety Checks and education.
- Provided housing inspection services to the Fountain Housing Authority.
- Maintained weekly operation of the Recycling Center as scheduled without any closings.
- Assisted Planning Department with various zoning enforcement issues.

2019/2020 GOALS

- Conduct routine neighborhood patrols and include outreach, education, and citizen interaction.
- Respond to citizen’s concerns/calls for service in a timely manner i.e. within 24-48 hours.
- Conduct community outreach programs for property maintenance and neighborhood beautification which include Neighborhood Clean-Up Day, Fountain Fort Carson High School’s Senior Day of Service, Welte Education Center Community Service Day, and Eagleside Elementary Community Service Day.
- Conduct various community outreach programs which include Child Car-Seat Checks, Community Volunteer Service Projects, and Citizens Academy.
- Maintain weekly operation of the Fountain Recycling Center located at 301 E Iowa Avenue.
- Provide volunteer work opportunities for persons court-ordered to perform community service.
- Send 1 officer to the 2019 CACEO Basic Certification Course.
- Send 3 officers to the 2020 CACEO Advanced Certification Course.
- Provide housing inspection services to the Fountain Housing Authority.
- Submit a CDBG Grant application in 2019 and 2020 for a community beautification service program.
- Implement a Volunteer Initiative Program.



Office of Emergency & Risk Management NEIGHBORHOOD SERVICES

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	139,780	171,435	201,300	251,230	258,767
Materials and Supplies	5,829	9,742	6,500	9,500	7,000
Purchased Services	157,548	158,015	166,450	176,280	180,834
Capital Outlay	-	-	-	7,000	-
Grand Total	303,157	339,192	374,250	444,010	446,601

ACTIVITY MEASURES

	2014	2015	2016	2017	2018 (through 9/1/18)
Calls For Service	671	551	497	504	580
Vehicles Towed	2	2	9	8	12
Court Cases	8	14	10	14	5
Property Abatements/Liens	28	48	30	21	5
Population Served (estimated)	28,108	29,112	29,422	29,148	29,804
Number of Calls For Service per 1,000 population	24	18	17	17	19



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				
Position	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Facility Maintenance Coordinator	1	1	1	1
Custodian	1	1	1	1
Total Full-Time Employees	2	2	2	2



FACILITY MAINTENANCE

2017/2018 HIGHLIGHTS

- Replaced the membrane roof top and 3 RTU's at 116 S. Main St.
- Replaced 3 overhead doors at the Fire Department and Electric Department
- 2 hail storms come though Fountain and working with the CIRSA adjusters to close claims

2019/2020 GOALS

- Replace the roof tops of all 78 buildings from 2018 hail storm.
- Repair the RTU's that were damaged in the 2018 hail storm.
- Design new buildings and lay out for the Parks Department at Metcalfe park.
- Prepare 6745 Southmoor Dr. for the Street Department move in to this building.

BUDGET- FACILITIES

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	182,976	203,904	224,760	217,185	223,701
Materials and Supplies	141,398	186,726	123,740	168,780	158,780
Purchased Services	(1,722)	7,433	8,970	12,050	12,050
Capital Outlay	1,108,382	485,937	-	-	-
Grand Total	1,431,034	884,000	357,470	398,015	394,531

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.

2017/2018 Highlights

- Community Promotions - \$2,170
- Support Fountain Community Services through payments to Peak Vista - \$51,870

2019/2020 GOALS

- Community Promotions - \$2,170
- Support Lorraine Community Services through payment to Peak Vista - \$51,870

BUDGET

Budget Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Purchased Services	53,512	54,032	53,700	53,800	53,800
Grand Total	53,512	54,032	53,700	53,800	54,800



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 2016 and 2017 actuals, 2018 amended budget, and 2019 and 2020 budget requests of the Water Utility's revenue and expense:

WATER FUND					
2016 and 2017 ACTUALS, 2018 AMENDED BUDGET AND 2019/2020 BUDGET REQUESTS					
OPERATING BUDGET PROJECTIONS					
	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Revenue:					
Charges for Services	\$7,871,921	\$8,173,948	\$8,351,900	\$8,602,450	\$8,860,524
Other Operating Income	\$666,541	\$253,203	\$129,780	\$65,860	\$36,300
Total Operating Revenue	\$8,538,462	\$8,427,151	\$8,481,680	\$8,668,310	\$8,896,824
Operating Expenses:					
Source and Supply	\$2,234,225	\$2,290,090	\$2,362,200	\$2,509,378	\$2,470,527
Operations and Maintenance	\$1,509,563	\$1,544,556	\$1,699,119	\$2,158,640	\$2,184,392
Customer Accounts	\$473,787	\$525,850	\$783,880	\$826,810	\$789,806
Administration	\$1,935,431	\$2,069,860	\$1,739,980	\$1,852,395	\$1,888,611
GIS	\$0	\$0	\$0	\$0	\$0
Depreciation	\$1,248,656	\$1,299,842	\$0	\$0	\$0
Total Operating Expenses	\$7,401,662	\$7,730,198	\$6,585,179	\$7,347,223	\$7,333,336
Operating Income (Loss)	\$1,136,800	\$696,953	\$1,896,501	\$1,321,087	\$1,563,488
NON-OPERATING PROJECTIONS					
Non-Operating Revenues (Expenses)					
Investment Earnings	\$24,380	\$4,862	\$10,000	\$5,000	\$5,000
Interest Expense/ Debt Issuance Cost	(\$473,275)	(\$341,404)	(\$2,087,850)	(\$2,025,550)	(\$2,025,550)
Total Non-Operating Revenues (Expenses)	(\$448,895)	(\$336,542)	(\$2,077,850)	(\$2,020,550)	(\$2,020,550)
Net Income Before Transfers and Capital Contributions	\$687,905	\$360,411	(\$181,349)	(\$699,463)	(\$457,062)
Transfers Out	(\$397,720)	(\$397,720)	(\$405,680)	(\$483,360)	(\$483,360)
Contributed Capital (Development)	\$1,363,164	\$1,977,436	\$1,090,000	\$1,210,000	\$1,210,000
Change in Net Assets	\$1,653,349	\$1,940,127	\$502,971	\$27,177	\$269,578
Net Assets, Beginning	\$46,294,830	\$47,948,179	\$49,888,306	\$50,391,277	\$50,418,454
Net Assets, Ending	\$47,948,179	\$49,888,306	\$50,391,277	\$50,418,454	\$50,688,032

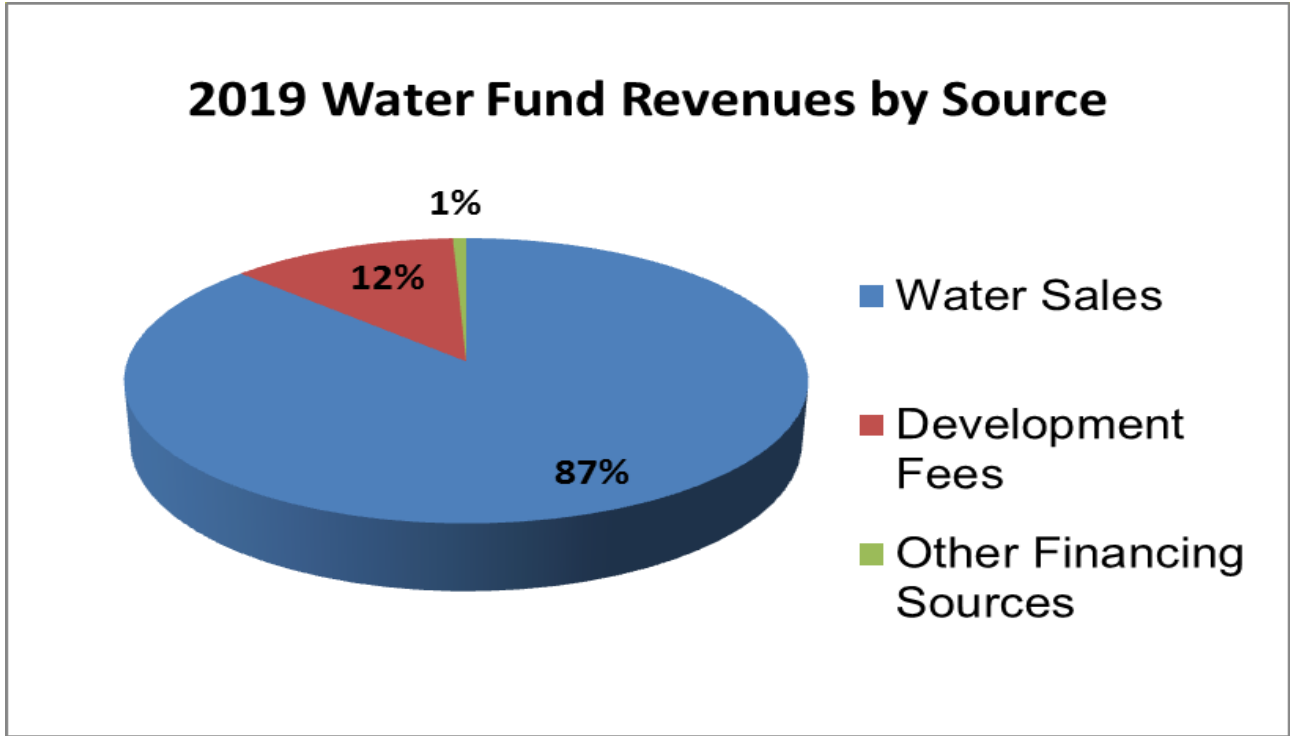


Water Fund

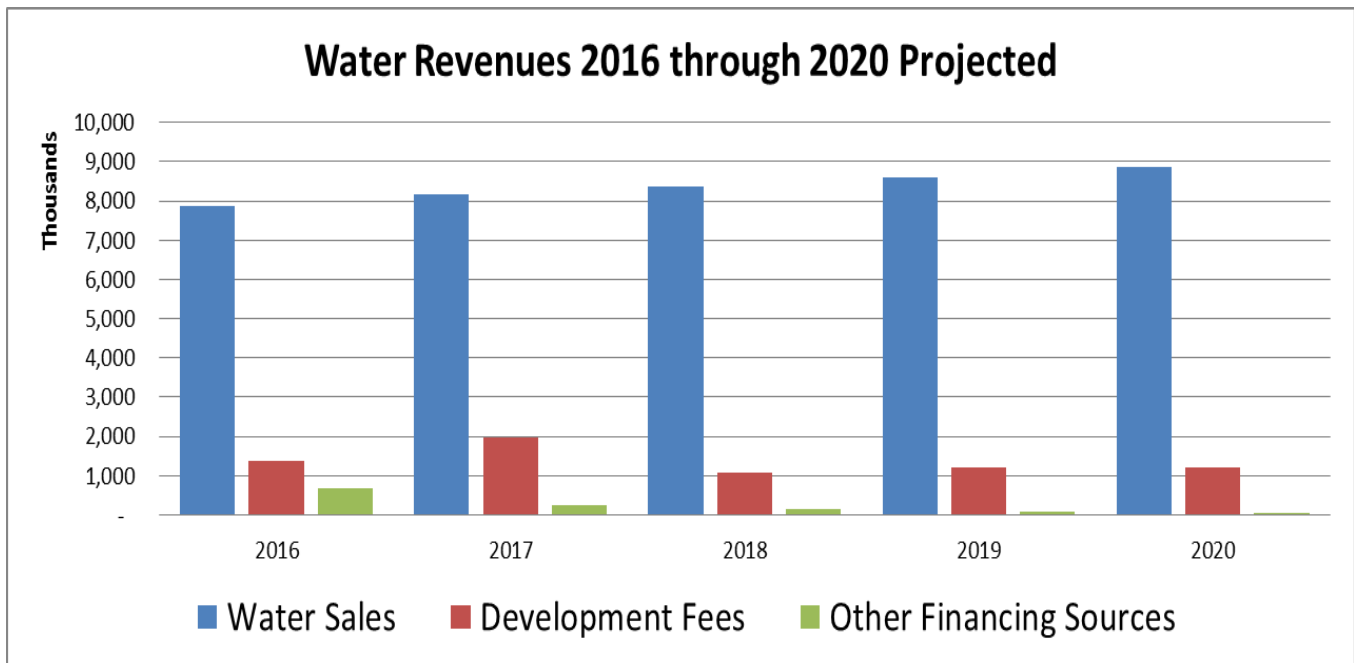
CAPITAL					
Capital Outlay:					
Water Rights/Storage Acquisiton	\$83,050	\$81,963	\$691,150	\$700,000	\$700,000
Buildings	\$157,026	\$123,859	\$1,800	\$3,600,000	\$2,826,174
System Improvements	\$3,155,205	\$1,495,288	\$3,816,000	\$2,927,000	\$3,822,000
Vehicles	\$119,658	\$37,060	\$0	\$0	\$39,000
Equipment	\$37,842	\$1,859	\$0	\$111,150	\$385,806
Computer Software/equipment	\$131,009	\$227,524	\$130,000	\$18,435	\$16,935
Furniture	\$0	\$0	\$0	\$0	\$128,602
Total Capital Outlay	\$3,683,790	\$1,967,553	\$4,638,950	\$7,356,585	\$7,918,517
Total Expenses	\$11,956,447	\$10,436,875	\$13,717,659	\$17,212,718	\$17,760,763
CASH BALANCE					
Beginning Cash Balance	\$3,640,309	\$2,795,569	\$4,516,971	\$2,935,256	\$1,100,763
	2016		2018		
Sources:	ACTUAL	2017 ACTUAL	AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Operating Revenue	\$8,538,462	\$8,427,151	\$8,481,680	\$8,668,310	\$8,896,824
Investment Earnings	\$24,380	\$4,862	\$10,000	\$5,000	\$5,000
Development	\$1,363,164	\$1,977,436	\$1,090,000	\$1,210,000	\$1,210,000
Debt Proceeds	\$8,067,274	\$127,085	\$4,000,000	\$7,000,000	\$8,000,000
Total Sources	\$17,993,280	\$10,536,534	\$13,581,680	\$16,883,310	\$18,111,824
Uses:					
Operating Expense Less Depreciation	\$6,153,006	\$6,430,356	\$6,585,179	\$7,347,223	\$7,333,336
Transfers Out	\$397,720	\$397,720	\$405,680	\$483,360	\$483,360
Debt Service	10,214,804	1,593,279	3,533,586	3,530,635	3,281,428
Audit Adjust/Interest Paid/Capitalized	(1,611,300)	(1,573,776)	-	-	-
Capital Outlay	\$3,683,790	\$1,967,553	\$4,638,950	\$7,356,585	\$7,918,517
Total Uses	\$18,838,020	\$8,815,132	\$15,163,395	\$18,717,803	\$19,016,641
Excess (Deficiency)	(\$844,740)	\$1,721,402	(\$1,581,715)	(\$1,834,493)	(\$904,817)
Ending Cash Balance	\$2,795,569	\$4,516,971	\$2,935,256	\$1,100,763	\$195,946
25% of Operating Expenses less deprec	\$1,538,252	\$1,607,589	\$1,646,295	\$1,836,806	\$1,833,334

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 \$9,883,310 for 2019 and \$10,111,824 for 2020. The pie chart shown below illustrates the sources of revenue.



The column chart below shows a combination of history and projections of the major revenue sources.





Water Fund REVENUES

Water Sales

The City plans on performing another set of rate studies in early 2019 and mid-year. 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 \$8.60 and \$8.86 million in metered sales during 2019 and 2020 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 2019-2020 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 \$960,000 is estimated in both 2019 and 2020.

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 \$7.0 million in 2019 and \$8.0 million in 2020 to fund major capital projects.



Water Fund OPERATIONS

DESCRIPTION

The City of Fountain's Water Department serves 8,408 water taps or approximately 28,000 people. 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 (4) groundwater wells. The Colorado Department of Public Health and Environment (CDPHE) included PFHpA into the 70 parts per trillion combined level. Using the treatment facility that the Air Force provided, the Water Utility began treating and delivering groundwater with no detectable PFC concentration in 2018. The Water Utility is actively working with the Corps of Engineers to implement a Comprehensive Groundwater Treatment Facility.

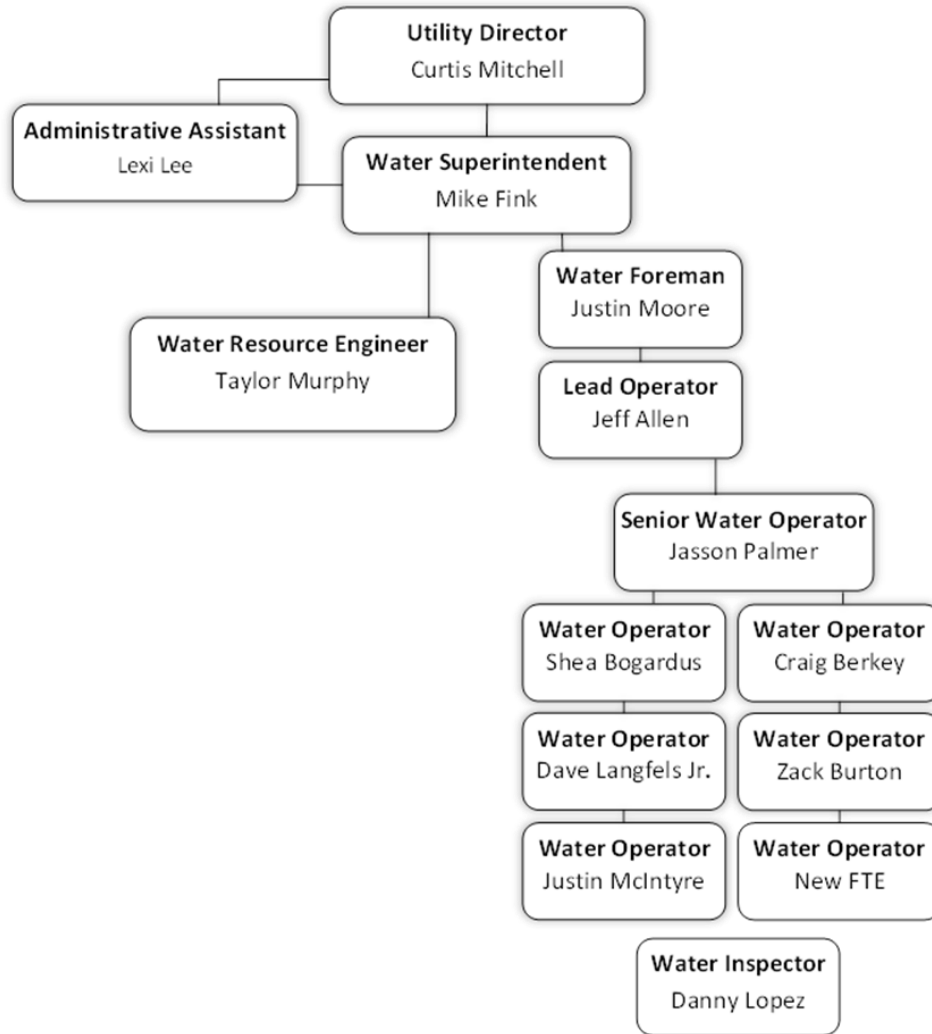
MISSION STATEMENT

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>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Utility Director	0.5	0.5	0.5	0.5
Admin Assistant	0.5	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	6	6	6
Class 4 Water System Operator	1	1	1	1
Water Utility Worker	2	0	0	0
Water Inspector	1	1	1	1



Water Fund OPERATIONS

Seasonal	2	2	0	0
Total Full-Time Employees	11	12.5	12.5	12.5
Total Seasonal Employees	2	2	0	0

2017/2018 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;
- Replaced a 700 foot long section of the Bandlely Road 12" Water Main under an emergency assignment after the existing main had failed due to the Fountain Creek flow area moving and undermining the main. This was performed using trenchless installation methods;
- Conducted the Professional Procurement for Design Engineer firms, Land Survey firms and Geotechnical Engineer firms using Qualifications Based Selection methods;
- Installed part of the North Santa Fe Water Transmission Main in advance of the Duckwood Lane Intersection with North Santa Fe Avenue;
- Awarded Design Contracts for the Missouri Avenue Water Main Extension, the Southwest Link Transmission Main (both Phases #1 and #2), the South Santa Fe Avenue Water Transmission Main Project #2, the Redrilling Project for Well #1 and the Well #4 Raw Water Main;
- Constructed Phase #1 of the Fountain Mesa Road Water Service Line Replacement Project;
- Completely refitted Well #3 and Well #4;
- Prepared the Business Continuity Plan for the Water Utility and conducted a Table Top Exercise for the Business Continuity Plan;
- Retained the Design Architect for the Fountain Water Utility Operations Building using Qualifications Based Selection Methods;
- Began addressing Legacy Private Water Systems to eventually replace the failing infrastructure that wastes water;

- 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 2017 & 2018 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;
- Water Department received 100% compliance on training and safety audit with CIRSA;
- Updated and implemented revisions of the City Utility Code, Water Construction Specification Manual, Standard Drawings, and Water Regulations and posted information on City's website;
- Continued working with all the different entities involved with the Southern Delivery System (SDS) Operations;
- Upgrades continued on the GIS Mapping Project with adding locations for all fire hydrants, water lines, service lines, and valves;
- Continued working with water entities and other water associations and providers throughout the year to discuss water related issues for the Fountain Valley area and to address Fountain's



Water Fund OPERATIONS

current and future water needs. These entities include, but are not limited to: The Southeastern Colorado Water Conservancy District (Fountain has a leadership position in this organization); The Pikes Peak Regional Water Authority (Fountain has a leadership position in this organization); The Arkansas Basin Roundtable (Fountain has a leadership position in this organization); The Lower Fountain Water Quality Management Association (Fountain has a leadership position in this organization); The Upper District 10 Water Users Association (Fountain has a leadership position in this organization); The Fountain Mutual Irrigation Company (Fountain has a leadership position in this organization); The Chilcott Ditch Company (Fountain has a leadership position in this organization); The Pikes Peak Area Council of Government Water Quality Management Committee and the Site Approval Review Committee; and The Transit Loss Model Technical Advisory Committee.

2019/2020 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;
- Coordinate the construction of the Comprehensive Groundwater Treatment Facility with the Corps of Engineers contractor;
- Coordinate the construction of the Well #3 Raw Water Transmission Main with the Corps of Engineers contractor;
- Complete the Design, award the Construction Contract, construct the new Joint Utility Operations Center and move into the new site;
- Add one new Full Time Employee to the Operations Staff;
- Re-drilling of Well #1 located on the north end of Aga Park;
- Design, Bid, Award and construct the following Projects: Phase #2 of the Fountain Mesa Road Water Service Line Replacement Project; Redrill Well #1; Well #4 Raw Water Main Project; South Santa Fe Avenue Water Transmission Main Project #2; Southwest Link Water Transmission Main #1; Southwest Link Water Transmission Main #2; Missouri Avenue Water Main Extension;
- Implement the City's work orders and asset management program.



Water Fund OPERATIONS

BUDGET – SOURCE OF SUPPLY

Budget Item	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Materials and Supplie	-	17,586	-	25,000	28,000
Purchased Services	2,234,225	2,272,504	2,362,200	2,484,378	2,442,527
Grand Total	2,234,225	2,290,090	2,362,200	2,509,378	2,470,527

BUDGET – OPERATIONS AND MAINTENANCE

Budget Item	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	1,034,770	1,097,122	1,217,189	1,287,435	1,326,060
Materials and Supplie	233,986	242,010	274,000	664,425	664,425
Purchased Services	175,046	170,838	207,930	206,780	193,907
Capital Outlay	3,380,439	1,729,071	4,572,150	7,356,585	7,918,517
Grand Total	4,824,241	3,239,041	6,271,269	9,515,225	10,102,909

BUDGET – ADMINISTRATION

Budget Item	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	875,989	891,810	965,390	1,057,545	1,088,761
Materials and Supplie	7,061	10,270	9,120	9,000	9,000
Purchased Services	1,126,706	1,414,868	2,276,240	2,701,550	2,705,050
Fixed Charges	1,309,908	1,373,022	77,080	109,850	111,350
Transfers Out	397,714	397,714	405,680	483,358	483,358
Capital Outlay	149,177	158,325	42,000	117,400	248,300
Grand Total	3,866,555	4,246,009	3,775,510	4,478,703	4,645,819

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.



Water Fund OPERATIONS

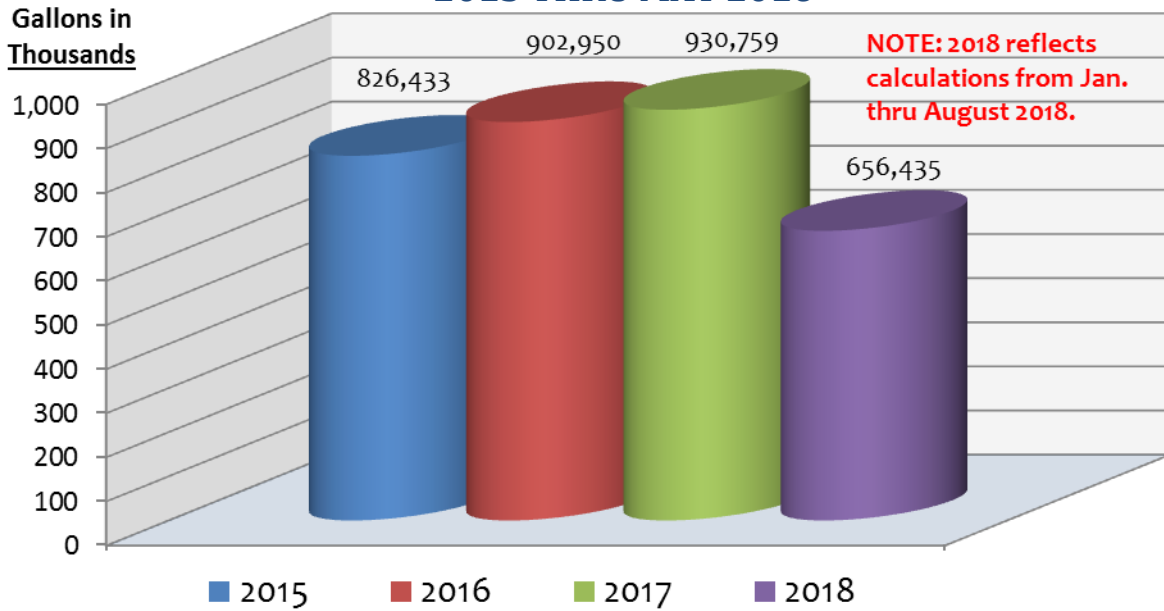
ACTIVITY MEASURES

Annuals:	2016	2017	Jan. thru June 2018
Total Water Distribution (Numbers provided in 1,000's of gallons)	902,950	930,759	656,435
Total Yearly Water Taps	114	174	116
Water Purchases: Venetucci	\$ 214,121	\$ 212,006	\$ 0
Water Purchases: Fountain Gravel Pit	\$ 58,969	\$ 21,918	\$ 0
Water Purchases: Frying Pan-Arkansas (Fry-Ark)	\$ 1,338,441	\$1,563,712	\$ 510,754
Water Purchases: Pueblo Board of Water Works	\$ 0	\$ 37,500	\$ 15,000
Southern Delivery System (SDS)	\$ 351,741	\$ 356,164	\$ 119,190
Water Purchases: Department of Corrections	\$ 19,244	\$ 0	\$ 0

WATER DISTRIBUTION

The Water Department's total water distributed chart from 2015 thru August 2018 is shown below:

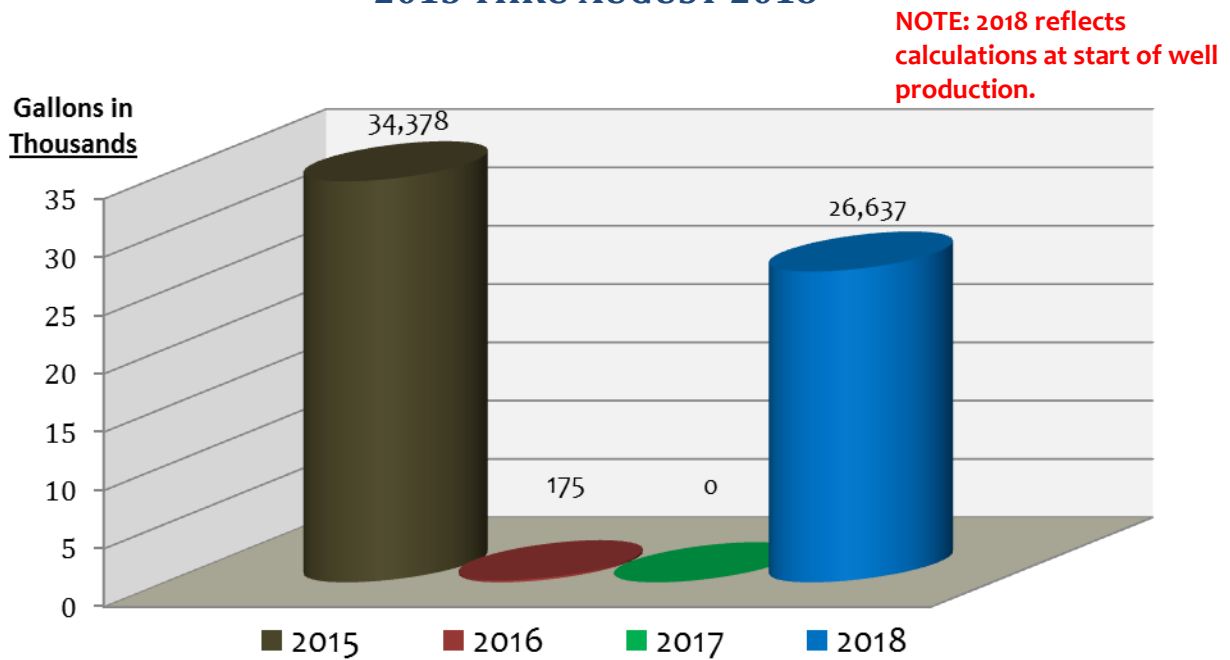
TOTAL YEARLY WATER DISTRIBUTION 2013 THRU MAY 2016



WELL PRODUCTION

The Water Department's total well production chart from 2015 thru August 2018 is shown below:

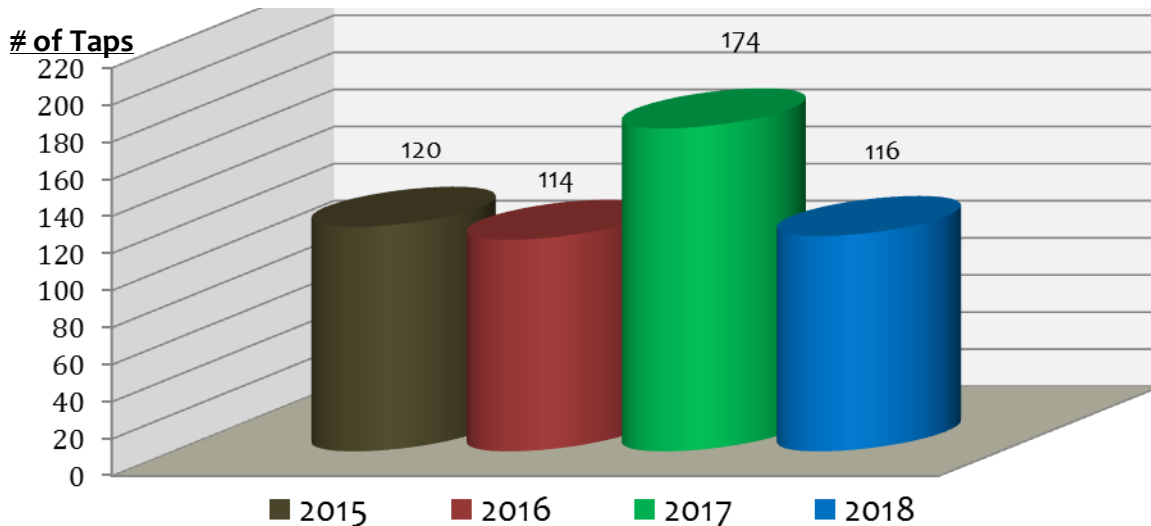
TOTAL YEARLY WELL PRODUCTION 2015 THRU AUGUST 2018



WATER TAPS

The Water Department has recorded new water taps from 2015 thru June 2018 as shown below:

TOTAL YEARLY WATER TAPS 2015 THRU JUNE 2018



WATER LEAKS/MAIN BREAKS

The Water Department received the following calls related to water leaks and/or main breaks throughout the City for 2017 as listed below:

2017 Water Main Breaks/Leaks	
7135 Loveland Avenue	514 Fountain Mesa Road
521 Blossom Field	7005 Roaring Springs Road
629 Blossom Field	653 Autumn Place
Double D Arrow H	601 Blossom Field
6879 Camino Del Rey	635 Winebrook
982 Candle Star Loop South	8716 Langford
408 Crest	606 South Sante Fe
10625 Sunrise Road	585 Calle Entrada
709 Blossom Field	Rock Creek/ Fort Carson
2135 Monterey Way	700 Bailing Wire
604 Fountain Mesa	620 Fountain Mesa
606 Harvest Moon	510 Fountain Mesa
617 Autumn Place	516 Fountain Mesa
505 Blossom Field	519 Fountain Mesa
509 Blossom Field	507 Fountain Mesa



Water Fund OPERATIONS

2017 Water Main Breaks/Leaks	
104 Blossom Field	601 Autumn Place
109 Blossom Field	Metcalf Park
568 Blossom Field Road	
TOTAL 2017 WATER MAIN BREAKS/LEAKS = 35	

The Water Department receives the following calls related to water leaks and/or main breaks throughout the City from January 2018 thru August 2018 as listed below:

2018 Water Main Breaks/Leaks	
507 Fountain Mesa Road	11031 Berry Farm Road
981 Square Dance	6716 Ancestra Dr
Corner of Lake and Fence Post	901 N Candlestar Loop
519 Fountain Mesa Road	108 Butterchurn
119 Mojave Way	48 Taos Cir
602 Autumn Place	116 Comanche Ct
520 Blossom Field Rd	901 Square Dance
Crest St between Shield and Crest Dr	11120 Old Pueblo Rd
7864 Pinfeather	613 Autumn Place
10605 Charter Oak Ranch Road	645 Blossomfield Rd
596 Corte Hermaosa	7341 Willowdale Dr
10605 Charter Oak Ranch Road	8728 Langford Dr
10605 Charter Oak Ranch Road	7329 Willowdale Dr
1775 Monterey Way	7180 Killington
10605 Charter Oak Ranch Rd	7186 Killington
7222 Moss Bluff Ct	517 Blossom Field Rd
8740 Langford Dr	620 Fountain Mesa Road
9710 Rolling G Rd	1520 Monterey Way
7039 Bandlely	413 E Iowa Ave
955 S. Candlestar Loop	20 Diamond E Rd
TOTAL 2018 WATER MAIN BREAKS/LEAKS THROUGH AUGUST= 40	

WATER VIOLATIONS

The City of Fountain did not have any water violations in 2017.

WATER PURCHASES

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



Water Fund OPERATIONS

TOTAL YEARLY WATER PURCHASES			
Water Entities	2016	2017	2018*
Fountain Valley Authority (Fry-Ark)	\$ 1,338,441	\$ 1,563,712	\$ 510,754
Martin-Marietta Gravel Pit	\$ 58,969	\$ 21,918	\$ 0
School District 8	\$ 6,111	\$ 6,219	\$ 6,342
Security (Venetucci)	\$ 214,121	\$ 212,006	\$ 0
Southern Delivery System (SDS)	\$ 351,741	\$ 356,164	\$ 119,190
Super Ditch – Lease Water	\$ 79,040	\$ 88,325	\$ 0
TOTALS	\$ 2,048,423	\$ 2,248,344	\$ 636,286
<i>*Data from Jan. thru June 2018</i>			

CONTINUED EDUCATION

The Water Department Superintendent encourages all Water Department Operators, the Water Inspector and Admin 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:



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
Justin Moore, Water Foreman/ORC Class 4	A	4	D	1	No
Jeff Allen, Water Operator Class 3	B	4	No	No	Yes
Jasson Palmer, Water Operator Class 2	C	4	No	No	No
Shea Bogardus, Water Operator Class 1	D	2	No	No	Yes
Justin McIntyre, Water Operator Class 1	D	2	No	No	No
Dave Langfels Jr., Water Operator Class 1	D	1	No	No	No
Craig Berkey, Water Operator Class 1	D	1	No	No	No
Zack Burton Water Worker	No	1	No	No	No



Water Fund CUSTOMER SERVICE

DESCRIPTION

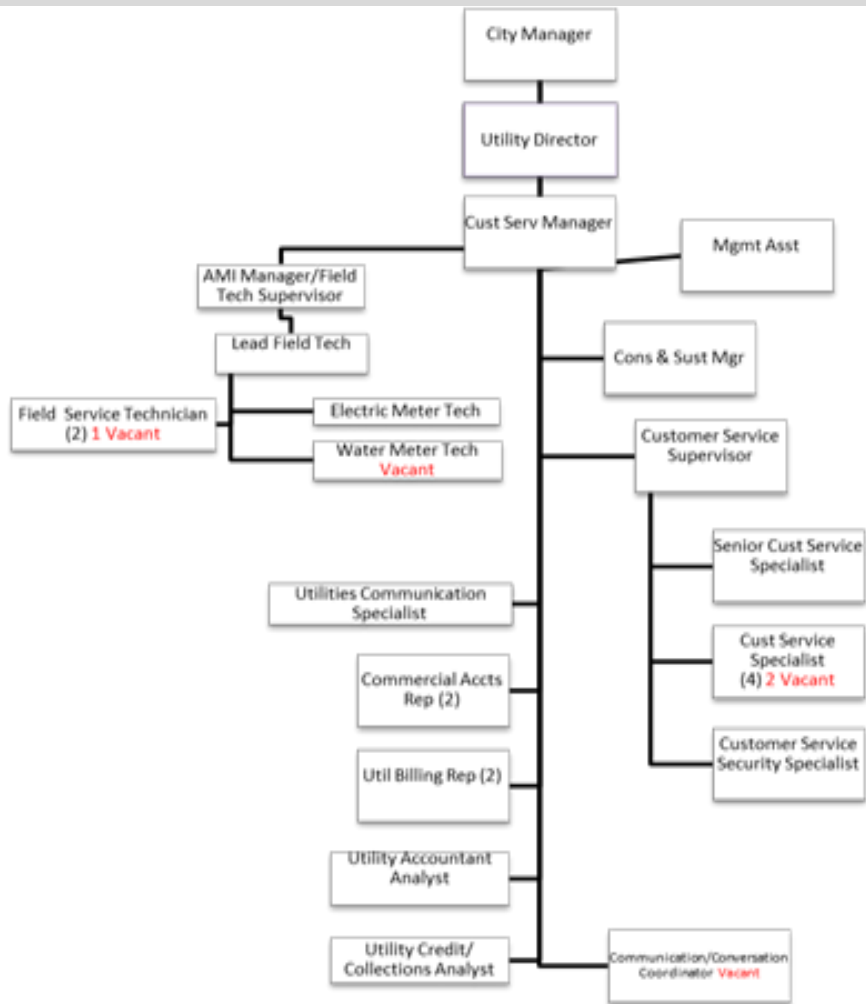
The Customer Service Department serves the Customer Service and Billing needs of approximately 16,500 water and electric utility customers. Customer Service also provides billing services for Fountain Sanitation District and Widefield Water and Sanitation District. We are responsible for all customer contacts regarding their accounts. This starts with initializing the account for the customer; account maintenance; billing (residential and commercial); key account management; meter reading; field service support; assisting with any account questions; negotiating payment arrangements; low-income energy assistance (Lighten the Load); utility file maintenance and analysis; cashiering; credit and collections; and financial accountability. The department is also responsible for conducting Electric and Water Rate Studies. Funding for the Customer Service Division of the Utilities Department comes from the Water Fund (30%) and the Electric Fund (70%).

MISSION STATEMENT

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

Water Fund CUSTOMER SERVICE

ORGANIZATIONAL CHART





Water Fund CUSTOMER SERVICE

Personnel History				
<u>Position</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Customer Service Manager	1	1	1	1
Management Assistant	1	1	1	1
Customer Service Supervisor	1	1	1	1
AMI Manager/Field Tech Supervisor	0	1	1	1
Utility Analyst	1	1	0	0
Accountant Analyst	0	1	1	1
Credit/Collections Analyst	1	1	1	1
Commercial Accounts Representative	0	2	2	2
Key Account Representative	2	0	0	0
Utility Billing Representative	2	2	2	2
Senior Customer Service Specialist	0	1	2	2
Customer Service Specialist	5	4	3	3
Customer Service Security Specialist	1	1	1	1
Field Service Technician	2	2	2	2
Electric Meter Technician	1	1	1	1
Water Meter Technician	1	1	1	1
Lead Field Service Technician	1	1	1	1
Communication/Conservation Coordinator	0	0	1	1
Conservation and Sustainability Manager	1	1	1	1
Utility Communication Specialist	1	1	1	1
Total Full-Time Employees	22	24	24	24

2017/2018 HIGHLIGHTS

- Completed 2017 with a bad debt ratio of .20%
- In 2017, assisted 38,915 customers on the phone, 26,388 in the lobby, and 2,512 through the drive thru.
- Processed 204,208 bills.
- In 2017, completed 1,104 National Electric Safety Code Inspections.
- By utilizing technology able to provide customers their hourly usage to help them with leak detection and ways to conserve.
- Oversaw the electric cost of service study.
- Created inventory tracking and reporting of electric meters and water meters.
- Building customer service oriented and technical field operations team. With the reorganization of field service technicians and gaining the water meter technician and electric meter technician, we are able to serve the needs of not only multiple departments, but also the customers of the community. This heightens knowledge sharing and collaboration between Customer Service, Water, Electric, Field operations.
- We implemented recycling at all eight city buildings as well as an incentive program to encourage participation. This demonstrates the City's holistic approach to sustainability and dedication to reducing its carbon footprint.
- The Water Efficiency Plan was finalized and received approval from the Colorado Water Conservation Board. This strategic plan details programs, capital improvements, regulation and implementation plans to achieve its water efficiency goals. This plan is a



Water Fund CUSTOMER SERVICE

vital component within a statewide effort to promote wise water use through demand management, education, incentives, capital projects and regulatory measures.

- Spoke to 2,984 community members at conservation classes, utility sponsored events, educational presentations at schools and city managed events. During these events we spoke to customers about the various resources that the city offers to help customers save water, energy and money. We provided water and energy saving devices such as showerheads, aerators, dish scrapers, LED bulbs and more.
- Introduced two new conservation classes (Rain Harvesting, Soil Health), two new rebates (dishwashers, refrigerators) and have issued more rebates in 2018 than we have annually since 2013.
- Developed an internal Training Committee to identify and implement training for department staff.
- Successfully re-designed the architecture of the Utilities website to provide a user-friendly tool to the public to obtain information about their utility services, programs and projects.
- Developed and implemented communication strategies to support the Utility's goals of being easier to do business with, increase customer engagement and improve customer relations.

2019/2020 GOALS

- The primary goal for the upcoming two years will be the implementation of a new Customer Information System. This will be a 24 month undertaking minimum.
- Look for opportunities to utilize the new technology to streamline processes through a continuous improvement initiative.
- Oversee a water rate case.
- 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.
- Continue to look for opportunities to enhance the Customer Experience
- Utilize the Meter Data Management system: leveraging AMI system data, SCADA, GIS, and CIS for automating analysis of the electric grid health through line loss analysis, transformer loading, graphical mapping of locations and parent/child relationships of the system.
- New Automatic Meter Reading system: New system will be capable of building in a Water AMI network for water examination of end device leak detection.
- Change out 5,000 water meters.
- Begin the implementation of the water meter data collection system.
- Offer new rebates and conservation classes.
- Complete the electric Integrated Resource Plan.
- Oversee the city wide sustainability plan.



Water Fund CUSTOMER SERVICE

BUDGET – WATER 30%

Budget Item	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	374,862	403,361	533,300	553,460	569,956
Materials and Supplies	3,845	2,358	10,700	18,700	18,700
Purchased Services	91,272	113,367	214,840	240,650	187,150
Fixed Charges	3,808	6,764	25,400	14,000	14,000
Capital Outlay	154,174	80,157	21,800	34,500	-
Grand Total	627,961	606,007	806,040	861,310	789,806

ACTIVITY MEASURES

	2016	2017	2018 (8/31)
Bad Debt Ratio	.348%	.200%	.120%
Utility Bills Mailed	177,843	163,083	100,177
Utility Bills E-Mailed	24,172	41,125	37,653
Late Notices Mailed	33,926	32,687	23,076
Final Bills	4,860	5,018	3,510
Number of Customer Service Phone Calls Answered	39,634	38,915	17,863
Number of Customer Service Walk-Ins	32196	26,388	23,702
Number of Truck Rolls	3844	3261	319
NESC Yard Inspections	812	1,104	939
Lighten the Load Number of Customers Assisted	269	231	172
Lighten the Load Amount of Assistance Granted	69,943.25	70,699.72	49,942.59
Number of escalated Customer Complaints	12	14	15
Amount Sent to Collections	160,424.28	120,256.39	67,902.00*
Amount Redeemed Through Collections	57,406.06	58,762.74	41,236.56
Amount of Write-Offs	149,177.53	120,432.34	71,094.90

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



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 2016 and 2017 actuals, 2018 amended budget, and 2019 and 2020 budget projections of the Electric Utility's revenues and expenses:

ELECTRIC FUND					
2016 and 2017 ACTUALS, 2018 BUDGET AND 2019-2020 BUDGET REQUESTS					
OPERATING BUDGET PROJECTIONS					
	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Revenue:					
Charges for Services	\$ 21,388,647	\$ 22,033,212	\$ 22,872,350	\$ 24,178,210	\$ 24,963,000
Other Operating Income	\$ 759,972	\$ 1,383,546	\$ 574,900	\$ 639,250	\$ 639,250
Total Operating Revenue	\$ 22,148,619	\$ 23,416,758	\$ 23,447,250	\$ 24,817,460	\$ 25,602,250
Operating Expenses:					
Engineering and Planning	\$ 451,805	\$ 324,297	\$ 348,770	\$ 338,025	\$ 342,951
Source and Supply	\$ 12,683,236	\$ 13,084,500	\$ 12,836,690	\$ 13,738,725	\$ 14,425,661
Operations and Maintenance	\$ 3,116,884	\$ 3,035,697	\$ 4,076,150	\$ 4,631,120	\$ 4,743,435
Customer Accounts	\$ 1,225,050	\$ 1,225,215	\$ 2,027,418	\$ 1,985,350	\$ 2,031,095
Administration	\$ 2,468,710	\$ 2,633,419	\$ 2,710,490	\$ 3,181,650	\$ 3,421,508
GIS	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,378,783	\$ 1,473,642	\$ -	\$ -	\$ -
Adjustment to cash	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet Maintenance	\$ 614,819	\$ 673,456	\$ 705,290	\$ 711,825	\$ 728,907
Total Operating Expenses	\$ 21,939,287	\$ 22,450,226	\$ 22,704,808	\$ 24,586,695	\$ 25,693,557
Operating Income (Loss)	\$ 209,332	\$ 966,532	\$ 742,442	\$ 230,765	\$ (91,307)
NON-OPERATING PROJECTIONS					
Non-Operating Revenues (Expenses)					
Investment Earnings	\$ 101,576	\$ 115,371	\$ 35,000	\$ 96,000	\$ 96,000
Grant Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	\$ (440)	\$ (435)	\$ -	\$ -	\$ -
Total Non-Operating Revenues (Expenses)	\$ 101,136	\$ 114,936	\$ 35,000	\$ 96,000	\$ 96,000
Net Income Before Transfers and	\$ 310,468	\$ 1,081,468	\$ 777,442	\$ 326,765	\$ 4,693
Capital Contributions					
Transfers In	\$ 455,246	\$ 459,000	\$ 467,000	\$ 544,009	\$ 544,009
Transfers Out	\$ (515,435)	\$ (545,435)	\$ (545,435)	\$ (655,461)	\$ (655,461)
Contributed Capital (Development)	\$ 66,571	\$ 194,412	\$ 60,000	\$ 35,000	\$ 35,000
Audit Adjustments	\$ 60,189	\$ 86,434	\$ -	\$ -	\$ -
Change in Net Assets	\$ 377,039	\$ 1,275,879	\$ 759,007	\$ 250,313	\$ (71,759)
Net Position, Beginning	\$ 42,192,908	\$ 42,569,947	\$ 43,845,826	\$ 44,604,833	\$ 44,855,146
Net Position, Ending	\$ 42,569,947	\$ 43,845,826	\$ 44,604,833	\$ 44,855,146	\$ 44,783,387
CAPITAL					
Capital Outlay:					
Land	-	-	13,000	900,000	-
Buildings	165,240	39,680	3,004,200	7,868,000	-
System Improvements	1,303,354	887,214	9,975,000	11,497,730	1,095,000
Vehicles	40,500	357,624	-	369,600	-
Equipment	239,400	89,916	86,000	33,000	283,000
Computer Software/equipment	161,787	648,829	85,000	199,600	484,700
Furniture	-	-	250,000	-	250,000
Adjust to bring to Audit total	(67,813)	56,937	-	-	-
Total Capital Outlay	\$ 1,842,468	\$ 2,080,200	\$ 13,413,200	\$ 20,867,930	\$ 2,112,700
Total Expenses	\$ 23,781,315	\$ 24,529,991	\$ 36,118,008	\$ 45,454,625	\$ 27,806,257

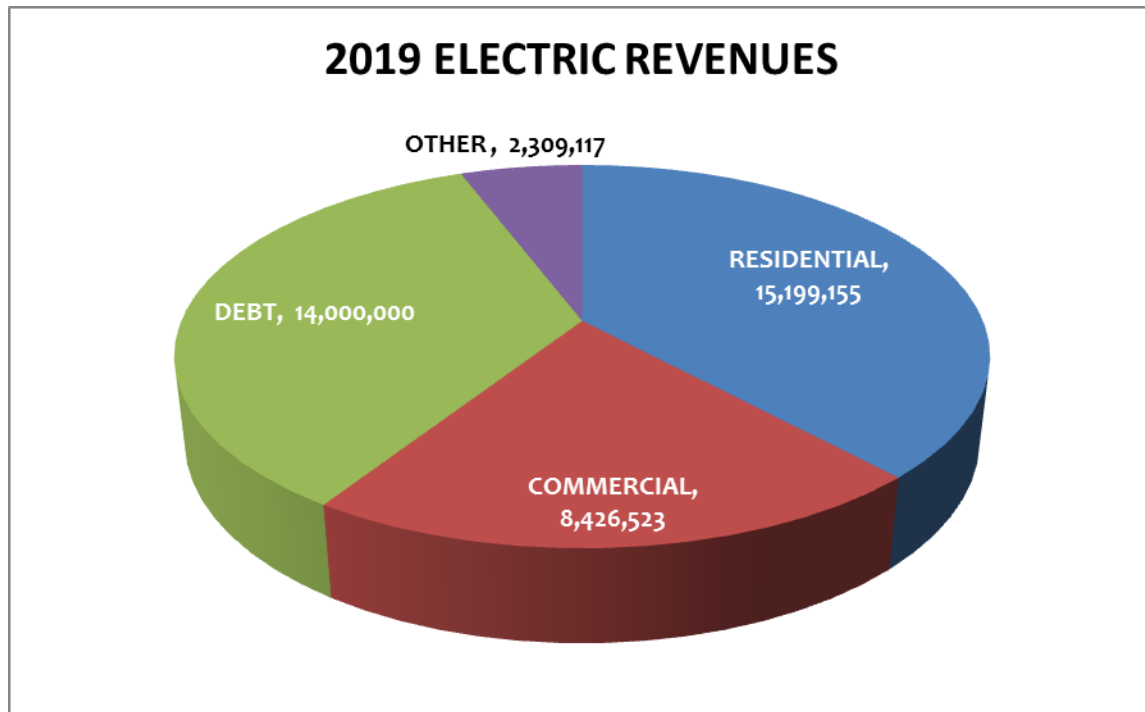


Electric Fund PROJECTIONS

CASH BALANCE					
Beginning Cash Balance	\$ 8,909,116	\$ 6,721,259	\$ 8,453,545	\$ 8,160,852	\$ 1,985,561
SOURCES	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Operating Revenue	\$ 22,148,619	\$ 23,416,758	\$ 23,447,250	\$ 24,817,460	\$ 25,602,250
Investment Earnings	\$ 101,576	\$ 115,371	\$ 35,000	\$ 96,000	\$ 96,000
Grant Revenue	\$ -	\$ -			
Development	\$ 66,571	\$ 194,412	\$ 60,000	\$ 35,000	\$ 35,000
Loan to component units	\$ (235,000)	\$ 235,000			
Payment to Other Funds	\$ (2,173,395)	\$ (402,119)			
Interfund Loan Repayment	\$ 364,073	\$ 380,456	\$ 361,500	\$ 442,326	\$ 189,568
Transfers In	\$ 455,246	\$ 459,000	\$ 467,000	\$ 544,009	\$ 544,009
Bond Proceeds	\$ -	\$ 929,187	\$ 12,000,000	\$ 14,000,000	\$ 12,000,000
Total Sources	\$ 20,727,690	\$ 25,328,065	\$ 36,370,750	\$ 39,934,795	\$ 38,466,827
Uses:					
Operating Expense Less Depreciation	\$ 20,560,064	\$ 20,976,584	\$ 22,704,808	\$ 24,586,695	\$ 25,693,557
Transfers Out	\$ 515,435	\$ 545,435	\$ 545,435	\$ 655,461	\$ 655,461
Debt Service	\$ (2,420)	\$ (6,440)	\$ -	\$ -	\$ 540,000
Capital Outlay	\$ 1,842,468	\$ 2,080,200	\$ 13,413,200	\$ 20,867,930	\$ 2,112,700
Total Uses	\$ 22,915,547	\$ 23,595,779	\$ 36,663,443	\$ 46,110,086	\$ 29,001,718
Excess (Deficiency)	\$ (2,187,857)	\$ 1,732,286	\$ (292,693)	\$ (6,175,291)	\$ 9,465,109
Ending Cash Balance	\$ 6,721,259	\$ 8,453,545	\$ 8,160,852	\$ 1,985,561	\$ 11,450,670
25% of Operating Expenses less deprec	\$ 5,140,126	\$ 5,244,146	\$ 5,676,202	\$ 6,146,674	\$ 6,423,389

Electric Fund REVENUES

Projected revenues for 2019 and 2020 for the Electric Fund total \$37,934,795 and \$38,466,827 respectively. The following pie chart illustrates the sources of revenue for 2019.



[Electric Sales](#)

Residential sales continue to be the largest component of revenue with anticipated sales of \$15,199,155 while commercial sales are expected to total \$8,426,523 for 2019. For 2020, residential sales are forecasted to be \$15,729,335 and commercial sales \$8,679,319.

[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 2019 and 2020 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 \$35,000 in system development charges in both 2019 and 2020.

[Miscellaneous Revenues](#)

It is estimated that the Electric Fund miscellaneous revenue will be approximately \$665,250 in 2019 and 2020.



Electric Fund REVENUES

[Other Financing Sources](#)

Operating transfers from the General, Water, and Ambulance Funds totaling \$544,008 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 \$14.0 million is estimated in 2019 and \$12.0 million in 2020 and the Water Fund is paying back two loans of \$442,326 in 2019 and \$189,568 in 2020.



Electric Fund OPERATIONS

DESCRIPTION

The City of Fountain Electric Department serves approximately 17,384 customers (approximately 48,000 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.

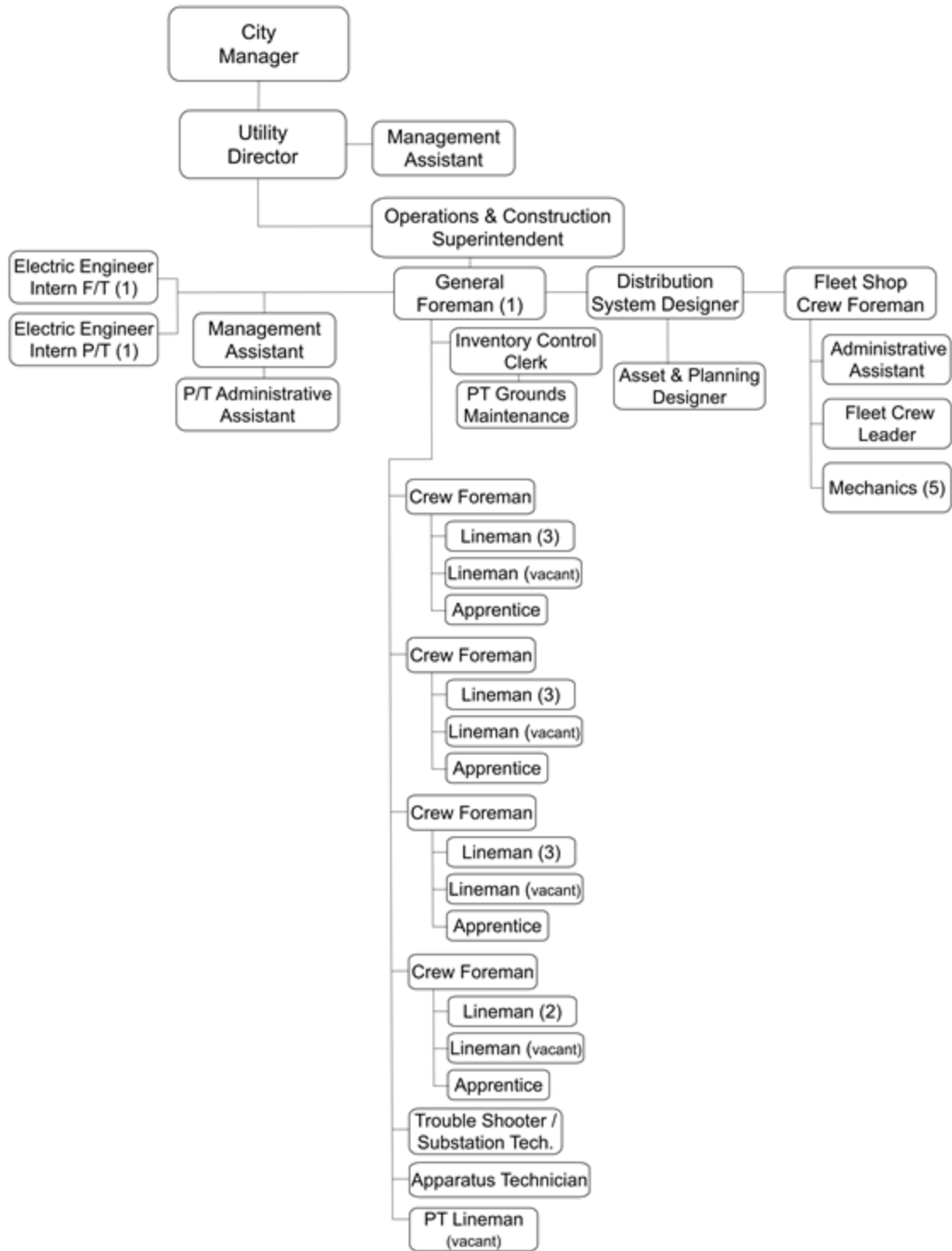
ISSUES/CHALLENGES

- 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





Electric Fund OPERATIONS

Personnel History				
Position	2017	2018	2019	2020
Utility Director	0.5	0.5	0.5	0.5
Total Full-Time Employees	0.5	0.5	0.5	0.5
Electric Engineering				
Engineer	1	1	1	1
P/T Engineering Intern	0	1	0	0
System/Distribution Designer	1	1	1	1
CAD Operator	0	0	0	0
Total Full-Time Employees	2	2	2	2
Total Part-Time Employees	0	1	0	0
Electric Operations & Construction				
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	1	1	1
Crew Foreman	4	4	4	4
Substation Tech. / Trouble Shooter	1	1	1	1
Apparatus Technician	1	1	1	1
Lineman	10	10	10	10
Lineman Apprentice	4	4	4	4
Part-Time Lineman	0	0	0	0
Part-Time Grounds Maintenance/Janitorial	1	1	1	1
Part-Time Administrative Assistant	1	1	1	1
Seasonal	0	0	0	0
Total Full-Time Employees	25	25	25	25
Total Part-Time Employees	3	2	2	2
Total Seasonal	0	0	0	0
Total Department Employees (FT)	27.5	27.5	27.5	27.5
Total Department Employees (PT)	3	3	2	2
Total Department Seasonal Employees	0	0	0	0

2017/2018 HIGHLIGHTS

- Continued upgrades of 40 year old underground system to 200 amps per residence in the Cross Creek Subdivision.
- Converted overhead lines along South Santa Fe Avenue to Ohio Avenue.



Electric Fund OPERATIONS

- In process of acquiring land to facilitate transmission line easements for redundant feed to future substation and ensure reliability for current / future customers.
- In process of designing new joint utility operational facility that will be located off of Charter Oak Ranch Road as both Electric and Water operations have outgrown current facilities.
- Procured and in process of implementing work order management system for Electric, Water and Customer Service. This system will be applicable to many General City operations as well.
- Updated Electric Department Strategic Plan as needed.
- Completed Business Continuity Plan.
- Procured a Meter Data Management System.
- Continue 5 year pole maintenance program.
- Replaced 1,000 175W mercury vapor fixtures
- Continued tree trimming near overhead lines in our service territory.
- Received 100% on CIRSA Training Audit for both 2016 & 2017.
- Procured replacement chipper machine as current machine has reached its life expectancy.
- Procured Mini X Cabota and dedicated trailer to expedite repairs in small, hard to reach environments.
- Replaced bucket truck that has reached life expectancy.
- Procured single man bucket truck to replace older bucket truck due to high maintenance costs.
- Replaced Fleet Shop pick-up that has reached life expectancy.
- Replaced 3 phase meter & CT Field Tester that has become antiquated and is unable to be repaired or adjusted to meet current standards.
- Replaced 3 phase meter test set that has reached life expectancy.
- Continued 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.

2019/2020 GOALS

- Continue upgrades of 35 + year old underground system to 200 amps per residence in the Country Club Heights Subdivision and Little Ranches Subdivision.
- Convert overhead lines to underground in High Gate Farms.
- Reconductor overhead line from Hwy 16 north to Fontaine Blvd. to increase reliability and system infrastructure support for the northern portion of the electric service territory.
- Reconductor overhead line from Hwy 85/87 east to Metropolitan St. to increase reliability and system infrastructure on the northern portion of the electric service territory.
- Increase voltage support at the North Fountain Substation to Widefield Circuit (W3) to reduce load burden on transformer #3.



Electric Fund OPERATIONS

- Create loop feed for a three phase line on Bandy Rd. south to Durbin Ln. for reliability purposes.
- Continue to acquire land to facilitate transmission line easements for redundant feed to future substations.
- Begin design and construction of future switching yard / substation site.
- Complete an interconnection agreement to ensure reliability for customers at the future substation sites.
- Build new joint utility facility for Electric & Water Operations Centers off of Old Charter Oak Ranch Rd.
- Continue implementation of work order management system for Electric, Water and Customer Service. This system will be applicable to many General City operations as well.
- Implement the Meter Data Management System.
- Replacing primary cable that was direct bury over 30 years ago that has reached it's life expectancy to increase reliability and prevent outages from faulted electric infrastructure.
- Procure ergonomic office systems for new building.
- Continue 5 year pole maintenance program.
- Replace 1,000 175W mercury vapor fixtures
- Continue tree trimming near overhead lines in our service territory.
- Continue to update Electric Department Strategic Plan as necessary.
- Continue to evolve and improve training opportunities to meet or exceed CIRSA requirements.
- Replace two one ton trucks via the lease program as existing equipment has reached it's life expectancy.
- Replace one digger derrick truck (1995) that has reached it's life expectancy.
- Procure back yard machine to expedite restoration and maintenance operations in rear lot areas.
- 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	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	399,844	265,824	205,450	164,205	169,131
Materials and Supplies	5,145	4,273	3,320	3,320	3,320
Purchased Services	46,816	54,200	140,000	170,500	170,500
Capital Outlay	744,790	351,483	9,105,000	10,465,330	50,000
Grand Total	1,196,595	675,780	9,453,770	10,803,355	392,951



Electric Fund OPERATIONS

BUDGET -- SOURCE OF SUPPLY

Budget Item	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Purchased Services	12,683,236	13,084,500	12,836,690	13,738,725	14,425,662
Grand Total	12,683,236	13,084,500	12,836,690	13,738,725	14,425,662

BUDGET -- OPERATIONS AND MAINTENANCE

Budget Item	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	2,431,461	2,376,480	3,121,650	3,443,820	3,547,135
Materials and Supplies	388,832	338,985	635,000	751,000	760,000
Purchased Services	296,593	320,232	319,500	436,300	436,300
Capital Outlay	857,558	1,196,790	4,226,000	10,183,000	1,915,000
Grand Total	3,974,444	4,232,487	8,302,150	14,814,120	6,658,435

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

BUDGET -- ADMINISTRATION

Budget Item	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	900,278	940,947	991,230	1,090,615	1,122,823
Materials and Supplies	7,357	9,562	8,000	9,000	9,000
Purchased Services	1,392,513	1,492,722	1,540,590	1,727,500	1,933,650
Fixed Charges	1,479,088	1,595,843	170,670	354,535	356,035
Transfers Out	515,435	545,435	545,435	655,461	655,461
Capital Outlay	279,203	205,679	55,000	137,000	64,700
Grand Total	4,573,874	4,790,188	3,310,925	3,974,111	4,141,669

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



Electric Fund OPERATIONS

ACTIVITY MEASURES

	2016	2017	6/2018
Residential Meters Served	16,172	16,315	16,387
Population Served	42,570	50,117	50,783
Commercial Meters Served	1,033	1,069	1087
Energy Delivered (Mwh)	489,564	495,211	252,872

Total Overhead Line Miles	150
Total Underground Line Miles	471
Total Transmission Line Miles	1.8



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	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	993,683	1,062,227	1,490,520	1,443,220	1,486,265
Materials and Supplies	11,833	11,147	51,890	172,480	171,680
Purchased Services	210,874	203,610	459,508	344,150	347,650
Fixed Charges	8,661	15,783	25,500	25,500	25,500
Capital Outlay	28,731	284,107	4,200	75,600	-
Grand Total	1,253,782	1,576,874	2,031,618	2,060,950	2,031,095



Electric Fund FLEET

DESCRIPTION

The City of Fountain Fleet Department provides support for 375 vehicles, trailers, and mobile 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.

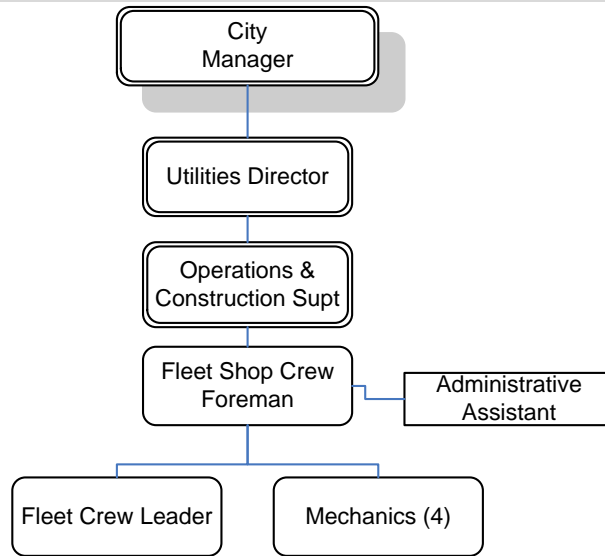
ISSUES/CHALLENGES

- 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

ORGANIZATIONAL CHART



Personnel History				
Position	2017	2018	2019	2020
Administrative Assistant	.5	.5	.5	.5
Shop Crew Foreman	1	1	1	1
Lead Crew Leader	1	1	1	1
Mechanic II	2	2	2	2
Mechanic II / Welder	1	1	1	1
Mechanic I	.5	.5	.5	.5
Total Full-Time Employees	6	6	6	6
Total Department Employees (FT)	6	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

2017/2018 HIGHLIGHTS

- Received 100% on Annual CIRSA Audit in 2017
- Completed routine maintenance and repairs on 898 vehicles in 2017
- In 2017 Fleet implemented standardized service intervals per manufactures specs for oil changes. Achieving longer oil life and reducing the amount of labor/parts cost per mile.
- 2017 workshops/training/certifications completed: Diesel mechanic training, Power stroke training, A/C classes, Advanced Circuit Classes, Terex Hi-Ranger Training, Fire Aerial Training, 2 Pump Testing Certifications, 1 Class- A license acquired and completed Welding Certifications.
- 2017 added summer help to assist with preventative maintenance on vehicles
- 2017 Procured A/C charging unit that will increase efficiency maintaining equipment and vehicles.



Electric Fund FLEET

- 2017 Built 11 new Police units
- 2017 completed wage survey
- 2018 Replaced TPMS (Tire pressure monitor system) due to system being outdated.
- 2018 Workshops/training/certifications completed: Automotive HVAC Solutions; GM Drivability Solutions; Ford Engine Performance, Diesel Training, Hybrid Training, 2 Class A license and Fire Academy Training
- 2018 Inspected and took delivery of 2 new ambulances, 1 Fire Pumper and 1 RG-31 Rapid Response Unit for Police.
- 2018 Added 2 new 15,000lb jack's and a tire machine as repair parts are obsolete to ensure the safety of our employees and the City's investments as a top priority.
- 2018 Replaced the Pro-Link and Verus automotive scan tool to provide more efficient updated diagnostic capabilities.
- 2018 Built 8 new Police units
- 2018 Installed lights, tool boxes, decals and fabrication work on all new Enterprise vehicles
- 2018 Inspected, scheduled and repaired hail damage to numerous City vehicles due to 2 major hail storms
- 2018 Administrative Assistant completed 5 FEMA courses in OEM Training
- 2018 Completed routine maintenance and repairs on 851 vehicles to date in 2018
- 2018 Ordered and specked 41 new Enterprise vehicles to replace 64 existing vehicles that were out dated and represented high mileage.

2019/2020 GOALS

- Procure A/C cooling units for Fleet shop
- Procure specialized tools that will increase efficiency maintaining equipment and vehicles.
- Continue utilizing Enterprise rental program
- Procure updated welder as the current equipment has reached its life expectancy and plasma cutter to assist in fabrication projects.
- Procure a new lift to ensure the safety of our mechanics and be more efficient with work load
- Procure new portable air compressor for service truck. This will enable Fleet to be more efficient while on a service call in the field.
- 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.



Electric Fund FLEET

BUDGET -- FLEET OPERATIONS AND MAINTENANCE

Budget Item	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Salaries and Benefits	577,153	625,679	648,410	648,065	667,507
Materials and Supplies	20,137	26,461	26,680	33,460	31,100
Purchased Services	17,529	17,792	24,200	24,300	24,300
Fixed Charges	-	3,524	6,000	6,000	6,000
Capital Outlay	-	42,141	23,000	7,000	83,000
Grand Total	614,819	715,597	728,290	718,825	811,907

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

	2016	2017	9/2018
Administration	20	8	18
Electric	196	108	113
Fire	115	114	258
Fleet	9	8	13
Housing	8	8	12
Parks	31	29	62
Police	252	241	463
Streets	92	93	173
Transit	38	65	129
Utilities	25	27	49
Water	53	46	92
Welding / Fabrication			
	2016	2017	9/2018
Electric	23%	15%	8%
Fire	30%	25%	25%
Streets	15%	25%	20%
Water	10%	10%	5%
Parks	6%	15%	20%
Police	5%	15%	20%
Transit	2%	8%	2%



Fire Department AMBULANCE

DESCRIPTION

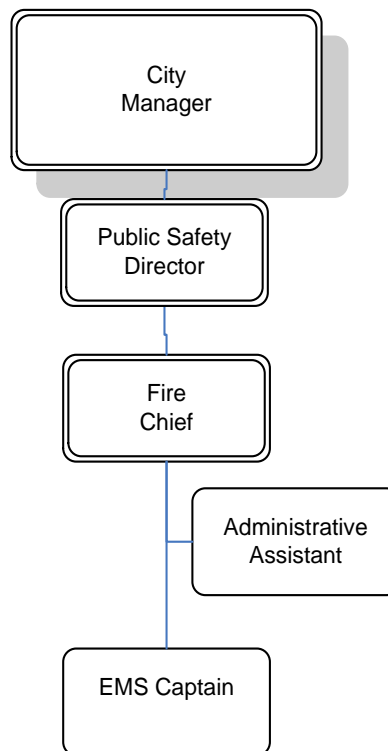
The City of Fountain Fire Department began an improved level of Emergency Medical Services when the present paramedic ambulance transport was placed on-line in January 2002. The paramedic level of service allows the fire department to offer a wide variety of services to its citizens including Advanced 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	2017	2018	2019	2020
Fire Lieutenant	1	1	1	1
EMS Lieutenant	1	1	1	1
Paramedic/Firefighter	4	4	5	5
Firefighter/EMT	2	2	1	1
Part-Time EMT's	3	0	0	0
Per Diem EMT's	4	0	0	0
Total Full-Time Employees	8	8	8	8
Total Part-Time Employees	7	0	0	0

2017/2018 HIGHLIGHTS

- Received two new Ambulances and placed in service.
- Sold an old ambulance to Elicott fire department.
- Hired two FTE Fire/Paramedics filling two vacancies.
- Maintained 24/7 coverage with both ambulances.

2019/2020 GOALS

- Place a third ambulance into 24/7 service at fire station #2.
- Hire six FTE to staff the third ambulance.
- Purchase a new ambulance.



Fire Department AMBULANCE

BUDGET

Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	FY 2019 BUDGET REQUEST	FY 2020 BUDGET REQUEST
Grant	-	-	176,200	-	-
Fees	675,312	875,957	1,000,000	925,000	925,000
Miscellaneous	72	7	-	1,500	1,500
Transfer From General Fund	297,137	235,447	60,000	250,000	300,000
Lease Proceeds	-	-	-	176,200	-
Grand Total	972,521	1,111,411	1,236,200	1,352,700	1,226,500
Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	FY 2019 BUDGET REQUEST	FY 2020 BUDGET REQUEST
Salaries And Benefits	778,449	927,888	888,300	857,250	882,967
Materials And Supplies	87,329	55,937	57,200	59,200	60,976
Purchased Services	42,771	107,039	52,500	62,500	64,375
Fixed Charges	26,634	40,385	30,000	14,820	14,820
Transfers	31,061	-	31,070	80,825	83,250
Capital	-	-	352,400	-	350,000
Grand Total	966,244	1,131,249	1,411,470	1,074,595	1,456,388
Revenues less (-)Expenses	6,277	(19,838)	(175,270)	278,105	(229,888)

ACTIVITY MEASURES

	2016	2017	6/30/2018
Calls for service	2941	2632	1673
# of transports	1834	2063	1318
# of transports other ambulances	98	66	50



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.

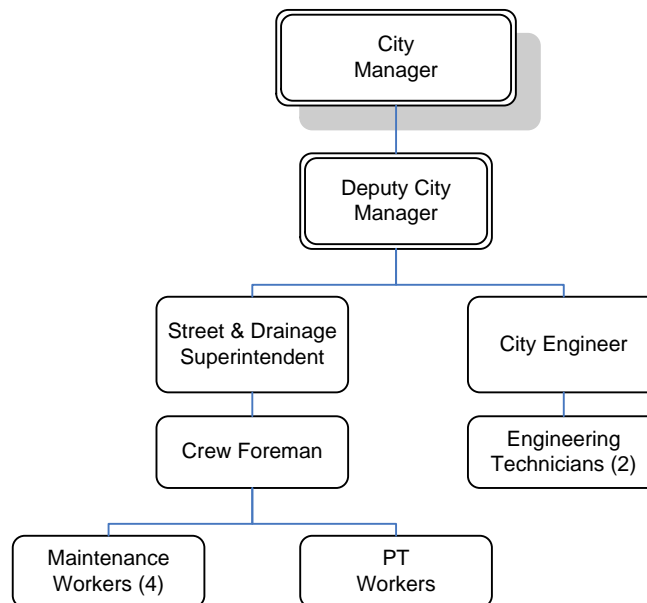
The City established a Storm Water Enterprise Fund by Ordinance 1158 on October 23, 2001. The City established a Jimmy Camp Drainage Basin Fee by Ordinance 1199 on September 9, 2003. The City established an Exemption to the Jimmy Camp Drainage Basin Fee by Ordinance 1419 on April 8, 2008.

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 available resources and guided by best practices, 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



2017/18 HIGHLIGHTS

- Ongoing Maintaining State MS4 Permit Requirements
- Re-established Jimmy Camp Drainage Fee
- Conducted a Bridge Condition Audit along with the State
- 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
- Continued Ongoing Inspections of Construction Sites
- Continued Ongoing Inspections of Construction Sites In Developments
- Representation on the Fountain Creek Watershed and Greenway District
- Participated in Regional Storm Water Management Coordination and Education Program Efforts

2019/20 GOALS

- Researching the establishment of a Citywide Drainage
- Implement and Maintain New State MS4 Permit Program
- Ensure appropriate drainage construction along Link Road and C&S Road projects
- Review and Adopt Applicable Section of New Colorado Springs Drainage Criteria Manual
- Working with Developer to complete the Peaceful Valley Crossing
- Continue Ongoing Inspection of Construction Sites
- Continue Participation on the Fountain Creek Watershed and Greenway District
- Continue City Employee BMP Training



DRAINAGE FUND

- Continue Storm Water Quality Public Education Program
- Continue Annual Inspection and Monitoring of Storm Water Facilities

BUDGET

DRAINAGE FUND	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	FY 2019 BUDGET REQUEST	FY 2020 BUDGET REQUEST
Drainage Fund Total revenue	19,514	28,346	31,294	31,290	31,290
DRAINAGE FUND EXPENSE					
Engineering Services	-	810	50,000	50,000	50,000
Total Operating Expenses	-	810	50,000	50,000	50,000
CAPITAL OUTLAY					
System Improvements	34,783	-	150,000	150,000	150,000
DRAINAGE FUND EXPENSE TOTAL	34,783	810	200,000	200,000	200,000
Revenues less (-)Expenses	(15,269)	27,536	(168,706)	(168,710)	(168,710)
Beginning Fund Balance	1,072,186	1,056,917	1,084,453	915,747	747,037
Ending Fund Balance	1,056,917	1,084,453	915,747	747,037	578,327



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

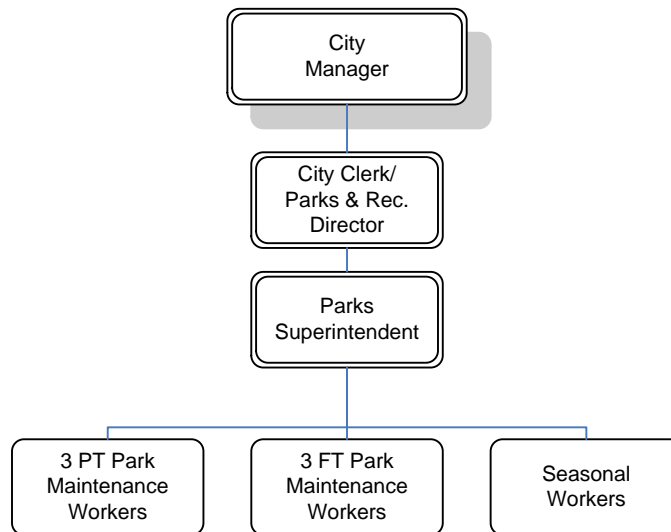


Miscellaneous Funds CONSERVATION TRUST

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					
<u>Category</u>	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Interest Income	686	1,566	700	1,150	1,150
Lottery Proceeds	265,118	239,612	265,000	250,000	250,000
Total Revenue	265,804	241,178	265,700	251,150	251,150
<u>Category</u>					
Salaries and Benefits	30,000	29,994	30,000	30,000	30,000
Materials And Supplies	45,995	38,327	72,500	77,800	77,800
Purchased Services	47,177	37,300	37,300	38,300	38,300
Capital	68,288	185,639	153,000	60,000	230,000
Total Expenses	191,460	291,260	292,800	206,100	376,100
Revenue less (Expenses)	74,344	(50,082)	(27,100)	45,050	(124,950)
Beginning Fund Balance	200,200	274,544	224,462	197,362	242,412
Ending Fund Balance	274,544	224,462	197,362	242,412	117,462



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.

2017/2018 HIGHLIGHTS

- Boulder placement to mitigate trespassing
- Renewal of maintenance contract

2019/2020 GOALS

- Continued maintenance.

BUDGET – HERITAGE SPECIAL IMPROVEMENT DISTRICT

HERITAGE MAINTENANCE DISTRICT					
Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Property Tax	62,764	62,884	64,000	64,000	64,000
Specific Ownership Tax	7,328	8,644	7,000	6,500	6,500
Interest Income	854	2,475	1,500	1,500	1,500
Total Revenue	70,946	74,003	72,500	72,000	72,000
Category					
Purchased Services	42,866	69,697	64,000	69,000	69,000
Total Expenses	42,866	69,697	64,000	69,000	69,000
Revenue less (Expenses)	28,080	4,306	8,500	3,000	3,000
Beginning Fund Balance	289,125	317,205	321,511	330,011	333,011
Ending Fund Balance	317,205	321,511	330,011	333,011	336,011



Miscellaneous Funds VOLUNTEER FIRE FUND

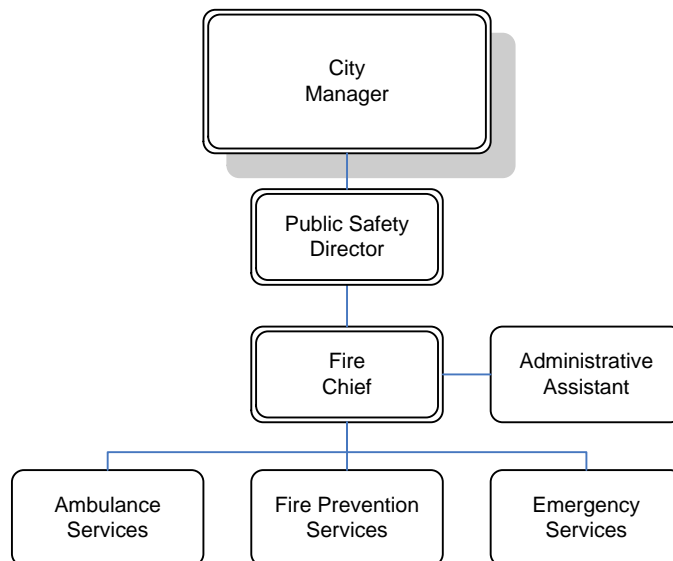
DESCRIPTION

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



2017/2018 HIGHLIGHTS

- Increased volunteer firefighters by six.
- Academy of 25 cadets.

2019/2020 GOALS

- Continue to grow volunteer program.
- Train and ready volunteers to deploy on wildland deployments.
- Create a volunteer EMS only volunteer program.



Miscellaneous Funds VOLUNTEER FIRE FUND

BUDGET – VOLUNTEER FIRE FUND

Volunteer Fire Fund					
Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Charges for Services	51,178	24,246	32,000	32,000	32,000
Donations	3,131	965	2,700	1,000	1,000
Interest Income	387	699	400	600	600
Miscellaneous	3,932	7,328	4,000	4,000	4,000
Total Revenue	58,628	58,628	58,628	58,628	58,628
Category					
Salaries and Benefits	350	-	-	-	-
Materials And Supplies	20,629	11,453	11,300	14,300	14,300
Purchased Services	50,602	81,241	17,720	24,600	24,600
Total Expenses	71,581	92,694	29,020	38,900	38,900
Revenues less (Expenses)	(12,953)	(34,066)	29,608	19,728	19,728
Beginning Fund Balance	104,881	91,928	57,862	87,470	107,198
Ending Fund Balance	91,928	57,862	87,470	107,198	126,926



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 \$135,000 in revenue during each of the next two years (2019 and 2020).

BUDGET – GID # 1

CITY OF FOUNTAIN - GENERAL IMPROVEMENT DISTRICT # 1					
Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Property Tax	38,113	119,816	120,000	135,000	135,000
Specific Ownership Tax	4,454	16,484	8,000	9,500	9,500
Interest Income	297	1,212	650	1,000	1,000
Total Revenue	42,864	137,512	128,650	145,500	145,500
Expenses	-	-	-	-	-
Total Expenses	-	-	-	-	-
Revenues less (-)Expenses	42,864	137,512	128,650	145,500	145,500
Beginning Fund Balance	46,077	88,941	226,453	355,103	500,603
Ending Fund Balance	88,941	226,453	355,103	500,603	646,103



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

CITY OF FOUNTAIN - GENERAL IMPROVEMENT DISTRICT # 2					
Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Property Tax	14,938	20,176	20,200	27,500	29,000
Specific Ownership Tax	1,746	2,775	1,300	1,900	2,000
Interest Income	101	362	136	200	250
Total Revenue	16,785	23,313	21,636	29,600	31,250
Expenses	-	-	-	-	-
Total Expenses	-	-	-	-	-
Revenues less (-)Expenses	16,785	9,746	15,170	15,170	15,500
Beginning Fund Balance	-	16,785	26,531	41,701	56,871
Ending Fund Balance	16,785	26,531	41,701	56,871	72,371



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

INSURANCE FUND	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Insurance Fund Revenue					
Interest Income	2,688	5,873	-	5,900	6,000
Unrealized Gain/Loss	1,130	(1,041)	-	-	-
Realized Gain/Loss	390	132	-	-	-
Insurance Premium Revenue	3,668,848	3,588,776	3,515,100	3,515,100	3,515,100
Other Revenue	-	6,917	-	-	-
Total Insurance Fund Revenue	3,673,056	3,600,657	3,515,100	3,521,000	3,521,100
Insurance Fund Expenses					
Wellness Program	4,383	4,094	10,000	41,300	41,300
Legal Services	-	11,000	-	-	-
Insurance Premium Expense	596,643	740,985	600,000	630,000	661,500
Insurance Administrative Expenses	171,261	75,697	210,000	325,000	350,000
Medical Claims	1,567,276	2,093,366	1,720,000	1,750,000	1,800,000
Dental Claims	179,135	190,241	185,000	190,000	195,000
Vision Claims	30,393	27,617	33,500	33,500	35,000
Std Claims	22,915	13,097	34,000	20,000	20,000
Rx Claims	562,938	433,747	683,550	590,500	610,500
Bank Charges	21	172	500	500	500
Transfer To General Fund	-	0	-	-	-
Total Insurance Fund Expenses	3,134,965	3,590,016.00	3,476,550	3,580,800	3,713,800
Revenue less (Expenses)	538,091	10,641	38,550	(59,800)	(192,700)
Beginning Fund Balance	1,179,629	1,717,720	1,728,361	1,766,911	1,707,111
Ending Fund Balance	1,717,720	1,728,361	1,766,911	1,707,111	1,514,411



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

Volunteer Fire Pension					
Category	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
Interest Income	2,191	2,732	1,500	1,500	1,500
Total Revenue	2,191	2,732	1,500	1,500	1,500
Category					
Salary and Benefits	4,000	4,800	4,800	4,800	4,800
Purchased Services	2,850	3,420	5,355	5,500	6,000
Total Expenses	6,850	8,220	10,155	10,300	10,800
Revenues less (Expenses)	(4,659)	(5,488)	(8,655)	(8,800)	(9,300)
Beginning Fund Balance	728,945	724,286	718,798	710,143	701,343
Ending Fund Balance	724,286	718,798	710,143	701,343	692,043



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

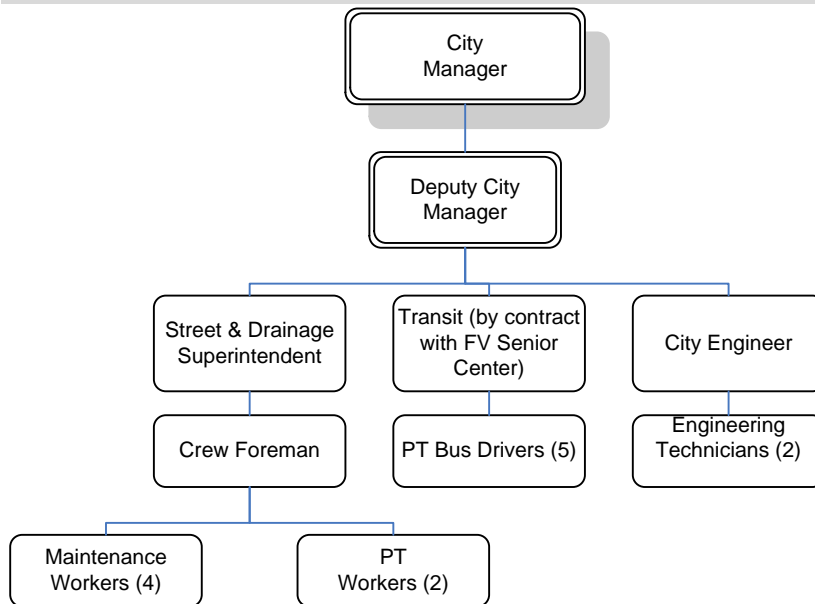
MISSION STATEMENT

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



2017/2018 HIGHLIGHTS

- Collaborated with Citizens Streets Focus Group on all MFF projects
- Began Construction on Duckwood/US 85 Intersection & Railroad Crossing
- Began Construction on C&S Road connection to Duckwood Intersection
- Began the improvements of the Fountain Mesa/C&S Intersection
- Progress on 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
- Finalize Federal Funding & NEPA Clearances for Bus Stop Improvements.
- 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 adding Saturday Service
- Added a Transit Direct Route to The County Garden of The Gods Service Center
- Began weekly maintenance of each Bus Stop
- Replaced the old Bus Fleet and reduced the total number of buses in the fleet
- Added Mounted or Handheld Radios to each City Bus

2019/2020 GOALS

- Complete Duckwood Intersection & Railroad Crossing
- Complete C&S Road connection to Duckwood Intersection
- Complete Closure of Mesa Road Railroad Crossing
- Complete Quiet zone improvements of Illinois Railroad Crossing or Indiana Avenue Crossing.
- Continue Right-of-Way Acquisitions For Other Transportation Sales Tax Funded Projects.
- Complete Bus Stop Improvements & Implement Other Feasible Transit improvements..
- Prioritize and Install Traffic Calming Along Other High Priority Streets.
- Secure Additional CDBG Grant Funds for ADA Sidewalk Curb Ramp Improvement Projects.
- Continue the Annual Roadway Pavement Resurfacing Program On High Priority Roadways.



Public Works Department TRANSPORTATION SALES TAX

- Complete all MFF Projects as Sales Tax Revenue Allows.

Transit Personnel History				
<u>Position</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2019</u>
Mountain Metro Transit Full Service Contract	0	0	0	0
Fountain Valley Senior Center Dispatch & Para Transit Service Contract	1	1	1	1
Regular Part-Time Transit Operators	7	9	9	9



Public Works Department TRANSPORTATION SALES TAX

BUDGET – TRANSPORTATION SALES TAX – PUBLIC TRANSPORTATION					
PUBLIC TRANSPORTATION SALES TAX FUND	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
PUBLIC TRANSPORTATION FUND REVENUE					
SALES TAX (.0025 of .0075) Includes new revenue of \$290,000 from UTW project starting on 2016	744,778	861,802	893,000	875,000	880,000
GRANT REVENUE	-	-	120,000	-	-
INTEREST INCOME	1,891.08	4,842.20	3,000	3,500	4,000
OTHER MISC REVENUE	-	1,599	-	-	-
CAPITAL LEASE PROCEEDS	3,904	138,900	-	-	-
TOTAL PUBLIC TRANSPORTATION FUND REVENUE	750,573	1,007,144	1,016,000	878,500	884,000
PUBLIC TRANSPORTATION FUND EXPENSE					
TOTAL SALARIES AND BENEFITS	184,372	255,015	303,000	338,454	348,608
OPERATING EXPENSES					
MINOR EQUIPMENT PURCHASES	-	-	-	-	-
UNIFORMS	648	1,822	1,500	2,000	2,000
FUEL & OIL	20,714	28,892	22,000	28,500	28,500
VEHICLE MAINTENANCE	34,214	27,057	30,000	28,000	28,000
PRINTING	840	210	800	1,000	1,000
PUBLICATIONS/SUBSCRIPTIONS	-	-	200	-	-
DUES	-	-	200	-	-
ELEC/WATER/SEWER	1,366	1,645	1,600	2,000	2,000
TELEPHONES	-	-	-	150	150
LEGAL SERVICES	-	-	-	500	500
OTHER PROFESSIONAL SERVICES	-	1,722	-	-	-
RADIO MAINTENANCE	-	1,540	-	2,000	2,000
TRAINING	-	359	770	800	800
FURA-UTW SALES TAX (.25%)	164,913	190,722	197,900	199,500	200,000
BUS SERVICE PAYMENTS	109,973	112,084	111,910	111,910	111,910
OTHER EXPENSES	2,383	3,882	3,250	3,500	3,500
INSURANCE	9,662	6,275	6,090	6,450	6,450
LEASE-RADIOS	261	781	790	790	790
LEASE-BUSES	23,064	42,856	36,340	39,000	40,500
TOTAL OPERATING EXPENSES	368,038	419,847	413,350	426,100	428,100
CAPITAL OUTLAY					
IMPROVEMENTS	-	-	-	-	-
VEHICLES	-	138,900	210,000	-	-
EQUIPMENT	3,765	9,977	-	-	-
TOTAL CAPITAL OUTLAY	3,765	148,877	210,000	-	-
TOTAL PUBLIC TRANSPORTATION FUND EXPENSE	556,175	823,739	926,350	764,554	776,708
Revenues less (-)Expenses	194,398	183,405	89,650	113,946	107,292
Beginning Fund Balance	717,664	912,062	1,095,466	1,185,116	1,299,062
Ending Fund Balance	912,062	1,095,466	1,185,116	1,299,062	1,406,355
Vehicle Replacement Reserve Balance	85,500	84,000	84,000	84,000	84,000
Facility Improvement Reserve Balance	30,000	40,000	40,000	40,000	40,000



Public Works Department TRANSPORTATION SALES TAX

BUDGET – TRANSPORTATION SALES TAX – STREET RESURFACING

	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
STREET RESURFACING FUND					
STREET RESURFACING FUND REVENUE					
SALES TAX (.0015 of .0075) Includes new revenue of \$175,000 from UTW project starting on 2016	446,867	517,081	451,300	515,500	525,300
INTEREST INCOME	377	1,526	500	500	500
TOTAL STREET RESURFACING FUND REVENUE	447,244	518,607	451,800	516,000	525,800
STREET RESURFACING FUND EXPENSE					
TOTAL SALARIES AND BENEFITS	-	-	-	-	-
TRANSFER TO GENERAL FUND	-	-	15,000	-	-
STREET RESURFACING IMPROVEMENTS	223,053	359,913	460,000	400,000	425,000
FURA-UTW SALES TAX (.15%)	98,948	114,433	120,000	125,000	130,000
TOTAL OPERATING EXPENSES	322,001	474,346	595,000	525,000	555,000
CAPITAL OUTLAY					
EQUIPMENT	-	-	-	-	-
TOTAL CAPITAL OUTLAY	-	-	-	-	-
TOTAL STREET RESURFACING FUND EXPENSE	322,001	474,346	595,000	525,000	555,000
Revenues less (-)Expenses	125,243	44,261	(143,200)	(9,000)	(29,200)
Beginning Fund Balance	78,649	203,892	248,153	104,953	95,953
Ending Fund Balance	203,892	248,153	104,953	95,953	66,753



Public Works Department TRANSPORTATION SALES TAX

BUDGET- TRANSPORTATION SALES TAX- STREET CAPITAL IMPROVEMENTS

STREET CAPITAL IMPR FUND	2016 ACTUAL	2017 ACTUAL	2018 AMENDED BUDGET	2019 BUDGET REQUEST	2020 BUDGET REQUEST
STREET CAPITAL IMPR FUND REVENUE					
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	1,042,689	1,206,523	1,251,000	1,210,000	-
CDOT STIP Grant - Indiana Ave BNSF Crossing	-	-	800,000	-	-
INTEREST INCOME	10,083	24,604	10,000	12,000	12,000
STREET CAPITAL IMPR FUND TOTAL	1,052,772	1,231,127	2,061,000	1,222,000	12,000
STREET CAPITAL IMPR FUND EXPENSES					
LEGAL SERVICES	-	185	15,000	15,000	15,000
DUCKWOOD/SH 85 RAILROAD CROSSING	5,285	-	-	-	-
INDIANA/RR CROSSING QUIET ZONES	5,377	-	-	-	-
ENGINEERING SERVICES	30,052	20,742.00	50,000	50,000	-
DUCKWOOD/SH 85 RAILROAD CROSSING	-	1,800	-	-	-
FURA-UTW SALES TAX (.35%)	230,878	267,011	277,000	275,000	-
TOTAL OPERATING EXPENSES	271,592	289,738.00	342,000	340,000	15,000
CAPITAL OUTLAY					
RIGHT-OF-WAY ACQUISITION	6,945	-	50,000	50,000	-
INDIANA/RR CROSSING QUIET ZONES	-	-	-	1,000,000	1,000,000
DUCKWOOD/SH 85 RAILROAD CROSSING	58,487	39,921.00	2,800,000	-	-
INDIANA RR CROSSING HORN QUIET ZONES	-	44,232.00	900,000	-	-
CARSON BLVD/HWY 85 INTERSECTION	-	5,621.00	-	-	-
FONTAINE BLVD EXTENSION	-	-	-	-	-
COMANCHE VILLAGE-SIGNAL HWY 85	-	6,116.00	-	-	-
FOUNTAIN MESA -SIGNAL-C&S ROAD	-	112,613.00	-	500,000	-
OHIO-JIMMY CAMP ROUNDABOUT	-	6,116.00	-	-	-
ADA SIDEWALK & CORNER RAMPS	95,399	-	20,000	20,000	20,000
TRAFFIC CALMING	-	1,092.00	25,000	20,000	20,000
TOTAL CAPITAL OUTLAY	160,831	215,711.00	3,795,000	1,590,000	1,040,000
TOTAL STREET CAPITAL IMPR FUND EXPENSES	432,423	505,449.00	4,137,000	1,930,000	1,055,000
Revenues less (-)Expenses	620,349	725,678	(2,076,000)	(708,000)	(1,043,000)
Beginning Fund Balance	3,507,196	4,127,545	4,853,223	2,777,223	2,069,223
Ending Fund Balance	4,127,545	4,853,223	2,777,223	2,069,223	1,026,223



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:

2019-2020 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 2019-2020 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.

2021-2023 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 2021-2023 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

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 2019/2020 CAPITAL BUDGETS

2019/2020 Capital Budgets



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS

DESCRIPTION

The 2019/2020 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 2021 through 2023.



**Capital Improvements Plan
2019/2020 CAPITAL BUDGETS – GENERAL FUND**

GENERAL FUND

General Fund Summary			
Summary by Category	2018 Amended Budget	2019	2020
Projects	\$60,000	\$60,000	\$0
Land	\$0	\$0	\$0
Buildings	\$50,000	\$840,000	\$250,000
Computer Equipment/Software	\$160,200	\$476,400	\$94,700
Furniture	\$0	\$0	\$0
Vehicles	\$812,350	\$665,000	\$635,000
Equipment	\$74,000	\$138,000	\$320,350
Total	\$1,156,550	\$2,179,400	\$1,300,050

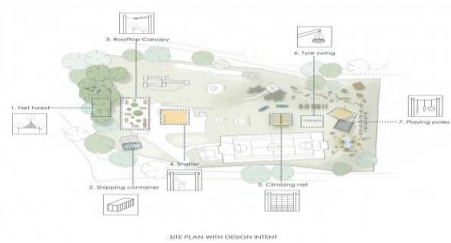
2019 CAPITAL REQUESTS

PROJECTS

Title: Planning & Engineering ADA playground Fountain Mesa Park

G/L Account: 100-5510-59320
 Cost: \$60,000
 Years to be Completed: 2019
 Impact on O&M Budget: Positive – Planning phase for install of equipment/ ADA

Funding Sources: General Fund
 Description of Project/Need: Planning of playground equipment in Fountain Mesa Park



LAND

None

Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

BUILDINGS

Title: Remodel of firehouse 2

G/L Account: 100-2222-59220
 Cost: \$700,000
 Years to be Completed: 2019
 Impact on O&M Budget: Positive – Decrease (in utility cost)

Funding Sources: General Fund- Public Safety Fund Balance

Description of Project/Need: Firehouse # 2 was constructed in 1980, (37 years old). The firehouse was built with the thought of volunteers and not full time staff. In particular, the sleeping quarters, restrooms and shower is not adequate for full time staffing. The entire space is outdated and some areas of the building are falling apart. The building is not energy efficient. A remodel would allow for proper sleeping and restrooms facilities for the staff as well and create a reasonable work area for staff and make the firehouse more energy efficient.

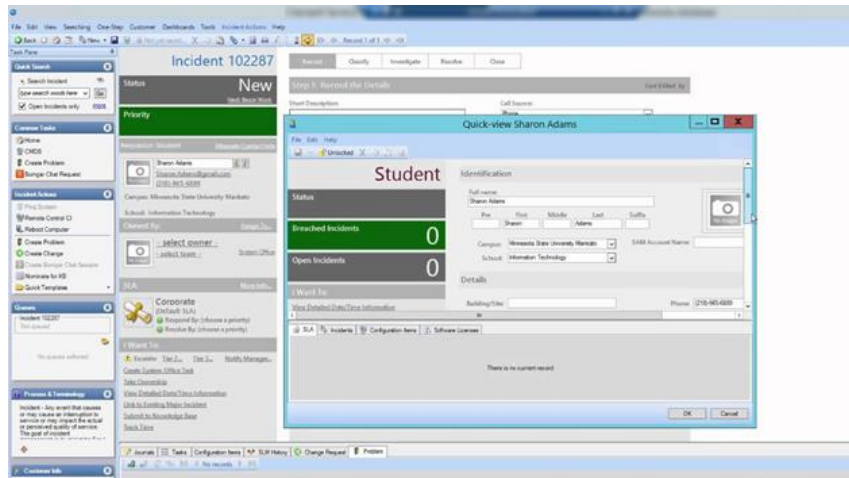


Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title: Regional Police Training Facility	
G/L Account:	100-2210-59220
Cost:	\$10,000
Years to be Completed:	2019
Impact on O&M Budget:	Positive – Additional space for Police to conduct various training exercises
Funding Sources:	General Fund
Description of Project/Need: Fountain’s share of a regional training facility/firing range which will allow Fountain PD to participate in more training exercises.	

COMPUTER EQUIPMENT AND SOFTWARE

Title: IT Service Knowledge Management System	
G/L Account:	100-1160-59430 510-7740-59430 520-7740-59430
Cost:	\$66,500
Years to be Completed:	2019
Impact on O&M Budget:	Moderate – anticipate increase in costs for annual support contract
Funding Sources:	1/3 General Fund (\$16,500), 1/3 Water Fund (\$25,000), 1/3 Electric Fund (\$25,000)
Description of Project/Need: Replacement of existing IT helpdesk incident management system with a product that, in addition to incident management, will provide tools to support project planning and design, as well as system configuration, service level and change management. This application will assist Technology Services in providing better service and support to City departments, and will aid in bringing technology operations in line with ITIL best practices.	



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title: FD Mobile Data Terminal Replacements
--

G/L Account: 100-1160-59437
 Cost: \$20,000
 Years to be Completed: 2019
 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: Purchase of mobile data terminals for Fire Department as part of the three-year equipment replacement schedule.



Title: PD Electronic Ticketing

G/L Account: 100-1160-59434
 Cost: \$50,000
 Years to be Completed: 2019
 Impact on O&M Budget: Moderate – anticipate increase in costs for annual support contract
 Funding Sources: General Fund
 Description of Project/Need: Purchase of an electronic law enforcement citation application and supporting hardware for the Police Department.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	Council Chambers Technology Upgrades
---------------	---

G/L Account:	100-1160-59430
	510-7740-59430
	520-7740-59430
Cost:	\$53,900
Years to be Completed:	2019
Impact on O&M Budget:	Moderate – anticipate increase in costs for annual support contract

Funding Sources: 1/3 General Fund (\$11,500), 1/3 Water Fund (\$22,400), 1/3 Electric Fund (\$20,000)

Description of Project/Need: Upgrades to audio, video and telecommunications technology in the City Council Chambers. Upgrades will include replacement of existing eighteen year old voting system with an electronic-based agenda and vote management system.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title: City Hall Data Center Server and Storage Upgrades
--

G/L Account: 100-1160-59430
 510-7740-59430
 520-7740-59430

Cost: \$75,000

Years to be Completed: 2019

Impact on O&M Budget: Moderate – anticipate increase in costs for annual support contract

Funding Sources: 1/3 General Fund (\$25,000), 1/3 Water Fund (\$25,000), 1/3 Electric Fund (\$25,000)

Description of Project/Need: Upgrades to server and storage capacity to accommodate increased demand for services.



Title: PD Data Center Server and Storage Upgrades

G/L Account: 100-1160-59434

Cost: \$10,000

Years to be Completed: 2019

Impact on O&M Budget: Minimal – may cause minor increase in annual support costs

Funding Sources: General Fund

Description of Project/Need: Upgrades to server and storage capacity to accommodate increased demand for services.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	FD Access Control and Security Cameras
---------------	---

G/L Account:	100-1160-59437
Cost:	\$127,000
Years to be Completed:	2019
Impact on O&M Budget:	Moderate – anticipate increase in costs for annual support contract

Funding Sources: General Fund

Description of Project/Need: Installation of electronic access control and security cameras for all three fire stations with technology compatible with existing installations at City Hall and Utilities Customer Service.



Title:	PD Access Control and Security Cameras
---------------	---

G/L Account:	100-1160-59434
Cost:	\$50,000
Years to be Completed:	2019
Impact on O&M Budget:	Minimal – anticipate that new maintenance contracts will be in line with previous costs

Funding Sources: General Fund

Description of Project/Need Replacement of electronic access control and security cameras for the Police Department with technology compatible with existing installations at City Hall and Utilities Customer Service.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	PD Hostage Negotiation Technology
---------------	--

G/L Account: 100-1160-59434

Cost: \$18,000

Years to be Completed: 2019

Impact on O&M Budget: Moderate – anticipate increase in costs for annual support contract

Funding Sources: General Fund

Description of Project/Need: Purchase of technology for Police Department to utilize during potential hostage negotiation situations.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	Cooling Upgrades for City Hall Data Center
---------------	---

G/L Account:	100-1160-59430 510-7740-59430 520-7740-59430
Cost:	\$60,000
Years to be Completed:	2019
Impact on O&M Budget:	Moderate – anticipate increase in costs for annual support contract

Funding Sources: 1/3 General Fund (\$20,000), 1/3 Water Fund (\$20,000), 1/3 Electric Fund (\$20,000)

Description of Project/Need: Installation of additional cooling capacity for City Hall data center. This will augment the existing eighteen year old HVAC system present in that facility to support increased equipment heat loads, along with providing redundant cooling capabilities.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title: Ambulance Dash Mounted Cameras

G/L Account: 100-1160-59450
 Cost: \$28,400
 Years to be Completed: 2019
 Impact on O&M Budget: Moderate – anticipate increase in costs for annual support contract

Funding Sources: General Fund

Description of Project/Need: Dash and cab cameras for new ambulances as required per terms of the grant.

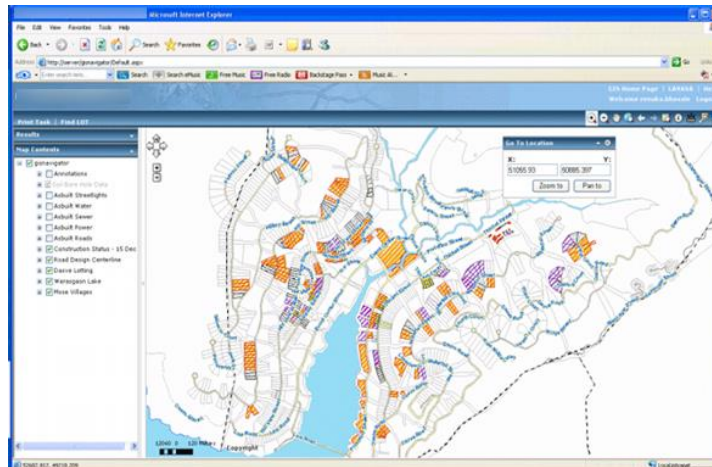


Title: Planning Records Management System

G/L Account: 100-1160-59439
 Cost: \$100,000
 Years to be Completed: 2019
 Impact on O&M Budget: Moderate – anticipate increase in costs for annual support contract

Funding Sources: General Fund

Description of Project/Need: Purchase of a replacement records management system for the Planning Department.



FURNITURE

None

VEHICLES

Title:	Patrol Vehicles
---------------	------------------------

G/L Account:	100-2213-59410
Cost:	\$415,000
Years to be Completed:	2019
Impact on O&M Budget:	Positive – anticipated to reduce vehicle maintenance

Funding Sources: General Fund
 Description of Project/Need: Replace existing fleet



Title:	Equipment Trailer- Streets
---------------	-----------------------------------

G/L Account:	100-3310-59410
Cost:	\$12,000
Years to be Completed:	2019
Impact on O&M Budget:	Positive impact on O&M Budget.

Funding Sources: General Fund
 Description of Project/Need: This piece of equipment is needed to facilitate moving heavy equipment around the city in a safe manner.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	Pot Hole Truck
---------------	-----------------------

G/L Account:	100-3310-59410
Cost:	\$205,000
Years to be Completed:	2019
Impact on O&M Budget:	Positive impact on O&M Budget.

Funding Sources: General Fund

Description of Project/Need: Give street personnel the ability to maintain proper temperature of asphalt until it can be properly compacted.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title: Equipment Trailer- Neighborhood Services

G/L Account: 100-4410-59410
 Cost: \$7,000
 Years to be Completed: 2019
 Impact on O&M Budget: Positive impact on O&M Budget.

Funding Sources: General Fund

Description of Project/Need: Enclosed 6x10ft, Box Utility Trailer. Needed for storage and transportation of project tools and equipment (lawnmowers, weed eaters, rakes, shovels, etc.) used for multiple Community Service projects conducted by Neighborhood Services Dept. throughout the year. The purchase of this trailer fulfills certain areas of the Strategic Priorities identified by City Council: 1. Improve City infrastructure and services. 2. Improve the availability of venues which support a variety of community activities... pursue funding for these activities... minimizing cost to the community.



Title: Technical Services Vehicle

G/L Account: 100-1160-59410
 Cost: \$26,000
 Years to be Completed: 2019
 Impact on O&M Budget: Positive impact on O&M Budget.

Funding Sources: General Fund

Description of Project/Need: SUV for Technical Services to deliver computers and equipment. Vehicle will be stationed at City Hall to support staff working from that site.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

EQUIPMENT

Title:	Radios
---------------	---------------

G/L Account:	100-2230-59420
Cost:	\$9,000
Year Constructed:	2019
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.



Title:	SCBA
---------------	-------------

G/L Account:	100-2222-59420
Cost:	\$50,000
Year Constructed:	2019
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 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	Wheel Saw Attachment for Skid Steer
---------------	--

G/L Account:	100-3310-59420
Cost:	\$14,000
Year Constructed:	2019
Impact on O&M Budget:	Positive impact on O&M Budget.
Funding Sources:	General Fund
Description:	Give the ability to quickly cut damaged pavement from roadways.



Title:	Replacement of herbicide sprayer
---------------	---

G/L Account:	100-5510-59420
Cost:	\$50,000
Year Constructed:	2019
Impact on O&M Budget:	Positive – Replace aging equipment for improved efficiency
Funding Sources:	General Fund
Description:	Replacement of herbicide sprayer.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	Public Safety Drones
G/L Account:	100-2213-59420 520-7720-59420
Cost:	\$30,000
Year Constructed:	2019
Impact on O&M Budget:	Positive
Funding Sources:	General Fund & Electric Fund (\$15,000 General Fund, \$15,000 Electric Fund)
Description:	Upgrade to RTK-G, IP43, FAA Compliant, Public Safety Drones





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

2020 CAPITAL REQUESTS

PROJECTS

None

LAND

None

BUILDINGS

Title: Build Restroom/Concession Aga Park

G/L Account: 100-5510-59220

Cost: \$250,000

Years to be Completed: 2020

Impact on O&M Budget: Positive – Replacing aging restroom/concession building for improved safety and efficiency.

Funding Sources: General Fund

Description of Project/Need: Build new restroom/concession building.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

COMPUTER EQUIPMENT/SOFTWARE

Title: Telephone System Upgrades

G/L Account: 100-1160-59430
 510-7740-59430
 520-7740-59430

Cost: \$60,000

Years to be Completed: 2020

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: Upgrades to the city’s telephone systems to replace equipment approaching end-of-life status.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title: Firewall Upgrades

G/L Account: 100-1160-59430
 510-7740-59430
 520-7740-59430

Cost: \$36,000

Years to be Completed: 2020

Impact on O&M Budget: Minimal – anticipate that new maintenance contracts will be in line with previous costs.

Funding Sources: 1/3 General Fund (\$12,000), 1/3 Water Fund (\$12,000), 1/3 Electric Fund (\$12,000)

Description of Project/Need: Upgrades to existing network firewall equipment to address growth and improve the City’s data security capabilities.



Title: Event Management/Log Analyzer Application Suite

G/L Account: 100-1160-59430
 510-7740-59430
 520-7740-59430

Cost: \$75,000

Years to be Completed: 2020

Impact on O&M Budget: Moderate – anticipate increase in costs for annual support contra

Funding Sources: 1/3 General Fund (\$25,000), 1/3 Water Fund (\$25,000), 1/3 Electric F (\$25,000)

Description of Project/Need: Replacement of existing server and network log analysis and event management tools to applications that are better optimized for the current data security environ as well as support for ITIL best practices.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title: Security Camera Enterprise Server

G/L Account: 100-1160-59430
510-7740-59430
520-7740-59430

Cost: \$5,100

Years to be Completed: 2020

Impact on O&M Budget: Moderate – anticipate increase in costs for annual support contract.

Funding Sources: 1/3 General Fund (\$1,700), 1/3 Water Fund (\$1,700), 1/3 Electric Fund (\$1,700)

Description of Project/Need: Acquisition of server application that will provide centralized management of security cameras throughout a number of City facilities.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	FD Mobile Data Terminal Replacements
G/L Account:	100-1160-59437
Cost:	\$20,000
Year Budgeted:	2020
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:	Purchase of mobile data terminals for Fire Department as part of the three-year equipment replacement schedule.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	City Hall Data Center server and storage upgrades
---------------	--

G/L Account: 100-1160-59430
 510-7740-59430
 520-7740-59430

Cost: \$18,000

Year Budgeted: 2020

Impact on O&M Budget: Minimal – may cause minor increase in annual support costs

Funding Sources: 1/3 General Fund (\$6,000), 1/3 Water Fund (\$6,000), 1/3 Electric Fund (\$6,000)

Description of project/need:
 Upgrades to server and storage capacity to accommodate increased demand for services.



Title:	PD Data Center server and storage upgrades
---------------	---

G/L Account: 100-1160-59434

Cost: \$10,000

Year Budgeted: 2020

Impact on O&M Budget: Minimal – may cause minor increase in annual support costs

Funding Sources: General Fund

Description of project/need:
 Upgrades to server and storage capacity to accommodate increased demand for services.



VEHICLES

Title:	Dump Truck/Snow Plow
---------------	-----------------------------

G/L Account: 100-3310-59410

Cost: \$195,000

Year Budgeted : 2020

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

Funding Sources: General Fund

Description of project/need: Replace 2001 Dump Truck Snow Plow



Title:	Equipment Trailer- Parks
---------------	---------------------------------

G/L Account: 100-5510-59410

Cost: \$25,000

Year Constructed: 2020

Impact on O&M Budget: Positive – Replace aging equipment for improved efficiency

Funding Sources: General Fund

Description: Replacement of aging trailer to haul equipment





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title: Patrol Vehicles

G/L Account:	100-2213-59410
Cost:	\$415,000
Years to be Completed:	2020
Impact on O&M Budget:	Positive – anticipated to reduce vehicle maintenance

Funding Sources:	General Fund
Description of Project/Need:	Replace existing fleet



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

EQUIPMENT

Title: Radios

G/L Account: 100-2230-59420
 Cost: \$9,000
 Year Constructed: 2020
 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.



Title: SCBA

G/L Account: 100-2222-59420
 Cost: \$50,000
 Year Constructed: 2020
 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 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	Public Safety Drones
G/L Account:	100-2213-59420 520-7720-59420
Cost:	\$30,000
Year Constructed:	2020
Impact on O&M Budget:	Positive
Funding Sources:	General Fund & Electric Fund (\$15,000 General & \$15,000 Electric)
Description:	Upgrade to RTK-G, IP43, FAA Compliant, Public Safety Drones



Title:	Front End Loader
G/L Account:	100-331-9410
Cost:	\$186,350
Year Budgeted :	2020
Impact on O&M Budget:	Positive impact on O&M Budget.
Funding Sources:	General Fund
Description of project/need:	Replace 2000 Front End Loader



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS – GENERAL FUND

Title:	Crack Seal Machine
G/L Account:	100-3310-59420
Cost:	\$60,000
Year Constructed:	2020
Impact on O&M Budget:	Positive
Funding Sources:	General Fund
Description:	Replace 2005 model with updated and more capable unit

Super Shot 125

Available in four base configurations

Skid Mount - Part No. 57200

Trailer - Part No. 43600

Trailer + two axles - Part No. 43600DX

Trailer + compressor - Part No. 47400





**Capital Improvements Plan
2019/2020 CAPITAL BUDGETS – GENERAL FUND**

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WATER FUND

Water Fund Summary

Summary by Category	2018 Amended Budget	2019	2020
Water Rights Acquisition	\$691,150	\$700,000	\$700,000
System Improvements	\$3,816,000	\$2,942,000	\$3,837,000
Land	\$0	\$0	\$0
Buildings	\$1,800	\$3,624,000	\$2,826,174
Computer Equipment/Software	\$130,000	\$115,185	\$85,985
Furniture	\$0	\$0	\$128,602
Vehicles	\$0	\$8,400	\$39,000
Equipment	\$0	\$111,150	\$385,806
Total	\$4,638,950	\$7,500,735	\$8,002,567

SYSTEM IMPROVEMENTS

Title: System Improvements – Unidentified Main Replacements

G/L Account: 510-7720-59310
 Cost: \$150,000
 Year Constructed: 2019
 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., In January 2018, we had a 12” main on Bandlely fail, requiring emergency funding to replace this important pipe).



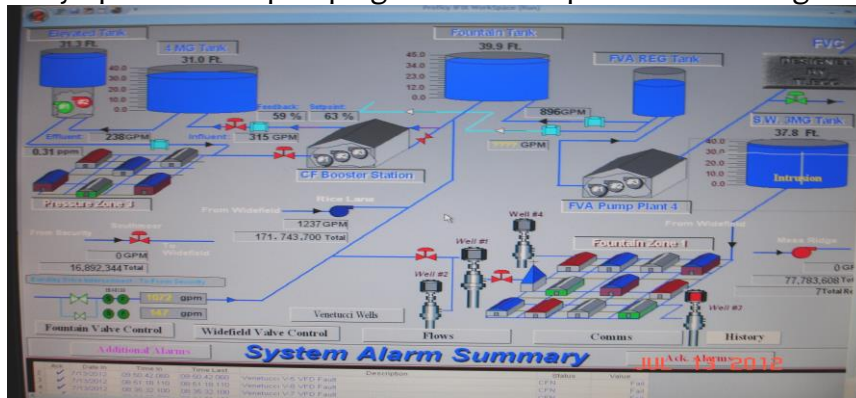


Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title: SCADA System – Phase 1

G/L Account: 510-7720-59310-52033
 Cost: \$130,000 (Note: encumbered from 2017 & 2018 Budget Appropriation)
 Year Constructed: 2019
 Impact on O&M Budget: Positive – Reduce Maintenance Costs & Increase Reliability
 Funding Sources: Water Fund

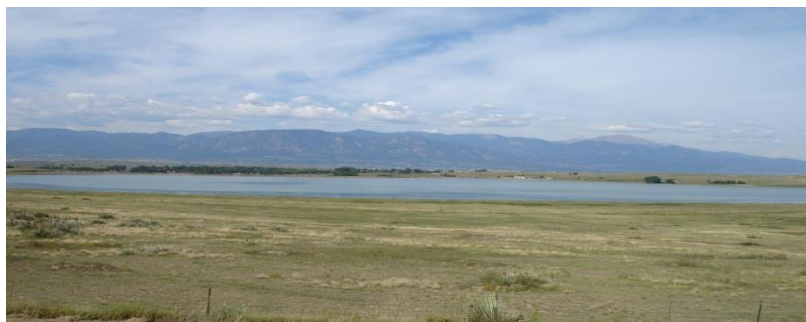
Description of project/need:
 This Project will upgrade the existing Supervisory Control and Data acquisition (SCADA) System for monitoring the wells, pumping stations, storage tanks, and other structures. It will Incorporate the SCADA System to be built as part of the Comprehensive Water Treatment Plant and incorporate access to Fountain Valley Authority SCADA, Joint Tank Authority SCADA and include two-way operation for pumping stations and pressure reducing stations



Title: Widefield Aquifer Recharge Association (WARA)

G/L Account: 510-7720-59310-52018
 Cost: \$5,000
 Year Constructed: 2019
 Impact on O&M Budget: <\$5,000 - Negligible
 Funding Sources: Water Fund

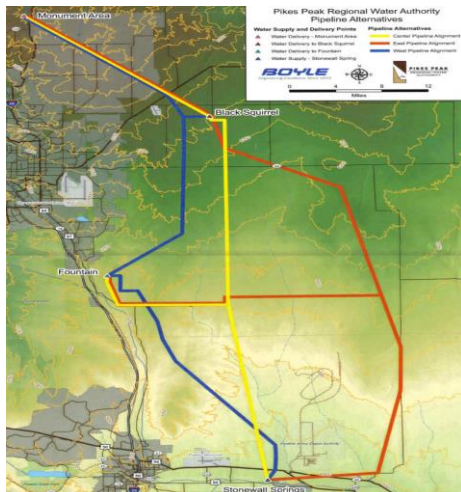
Description of project/need:
 The Widefield Aquifer Recharge Association (WARA) is an organization to which the City of Fountain is a member and works with other water entities to investigate projects to harvest water from the Widefield Aquifer. This organization has had minimal activity since the FPS contamination was identified, but the future activity is a viable water source.



Title:	New/Replacement Water Meters
G/L Account:	510-7720-59310-52023
Cost:	\$600,000
Year Constructed:	2019
Impact on O&M Budget:	Positive – Replaces 13 and 14 year old water meters that are failing
Funding Sources:	Water Fund
Description of project/need:	This is year two of a three-year program to replace all of the older water meters and provide a remote reporting system for the meter system.



Title:	Pikes Peak Regional Water Authority (PPRWA)
G/L Account:	510-7720-59310-52028
Cost:	\$35,000
Year Constructed:	2019
Impact on O&M Budget:	<\$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	The PPRWA (membership fee is \$35,000) works on promoting water capital projects for the membership, addressing water rights, water exchanges and water legislation.

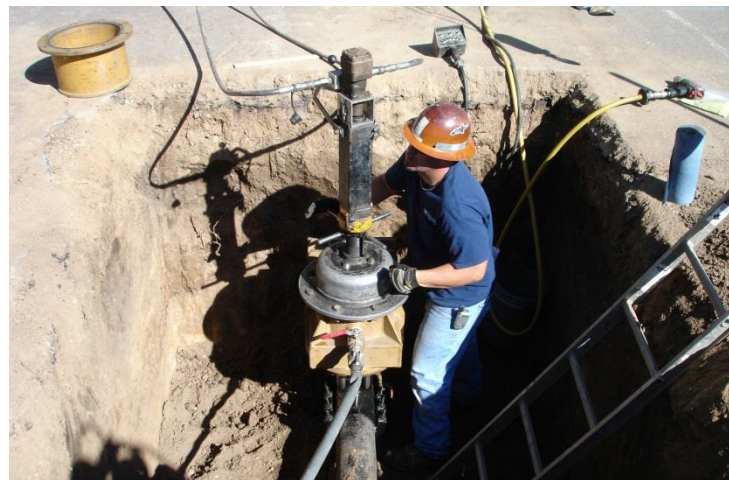


Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Tap Saddle Replacements
G/L Account:	510-7720-59310-52053
Cost:	\$240,000
Year Constructed:	2019
Impact on O&M Budget:	Positive – Reduces Unmetered Water and Maintenance Expenses
Funding Sources:	Water Fund
Description of project/need:	Continue the 2018 replacement project on Fountain Mesa Road to replace the balance of the Water Services in the southern part of Fountain Mesa Road in advance of the planned repaving.



Title:	Valve Insertion or Fire Hydrant Replacement
G/L Account:	510-7720-59310-52063
Cost:	\$62,000
Year Constructed:	2019
Impact on O&M Budget:	Positive – Reduces Unmetered Water and Maintenance Expenses
Funding Sources:	Water Fund
Description of project/need:	This is a regularly funded effort to identify and replace old and leaking Line Valves, and old leaking and outdated Fire Hydrants. This improves water quality and fire protection for the customers. This may be accomplished by the Water Operations Staff or it may be set as a Contract to an outside vendor (or a combination of both).





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Conservation Tools
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G/L Account:	510-7720-59310-52064 510-7730-59310
Cost:	\$30,000
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund (\$15,000 each O&M and Customer Service)
Description of project/need:	Provide Xeriscape Demonstration Gardens as part of ongoing outreach for water conservation, as noted in the Conservation Plan.



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

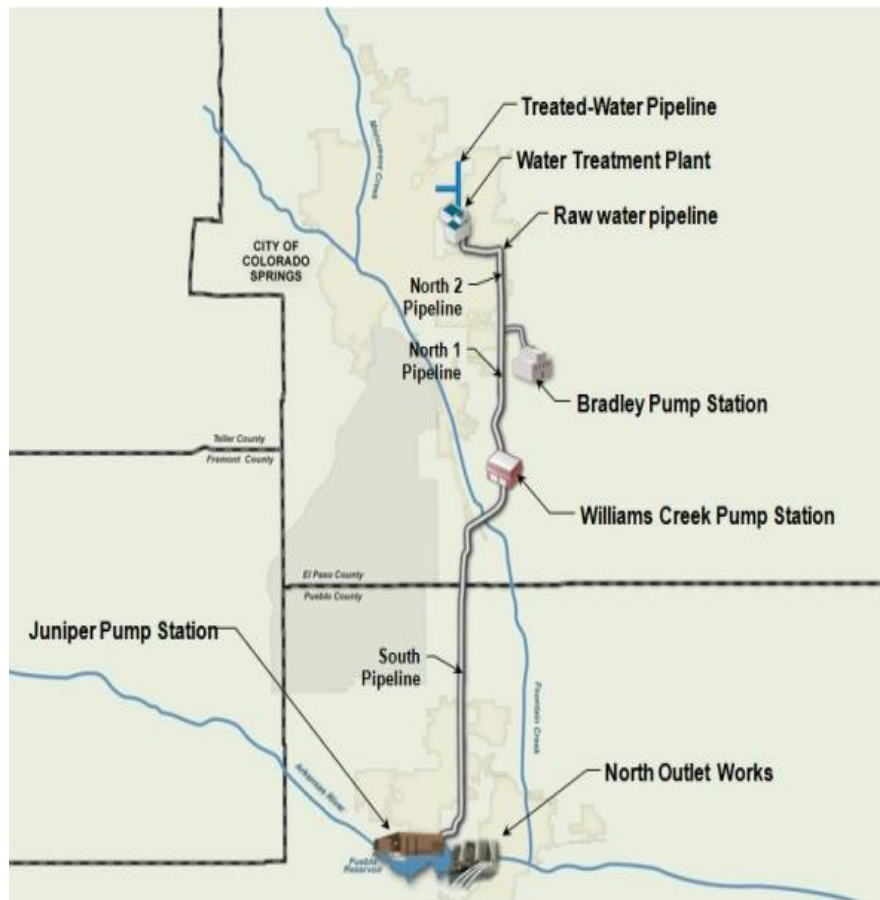
G/L Account:	510-7720-59310-52133
Cost:	\$100,000
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Where the Water Master Plan defines a larger transmission main in the route that the development only requires a local distribution main, the Water Utility may fund the larger size main as decided by flow modeling.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

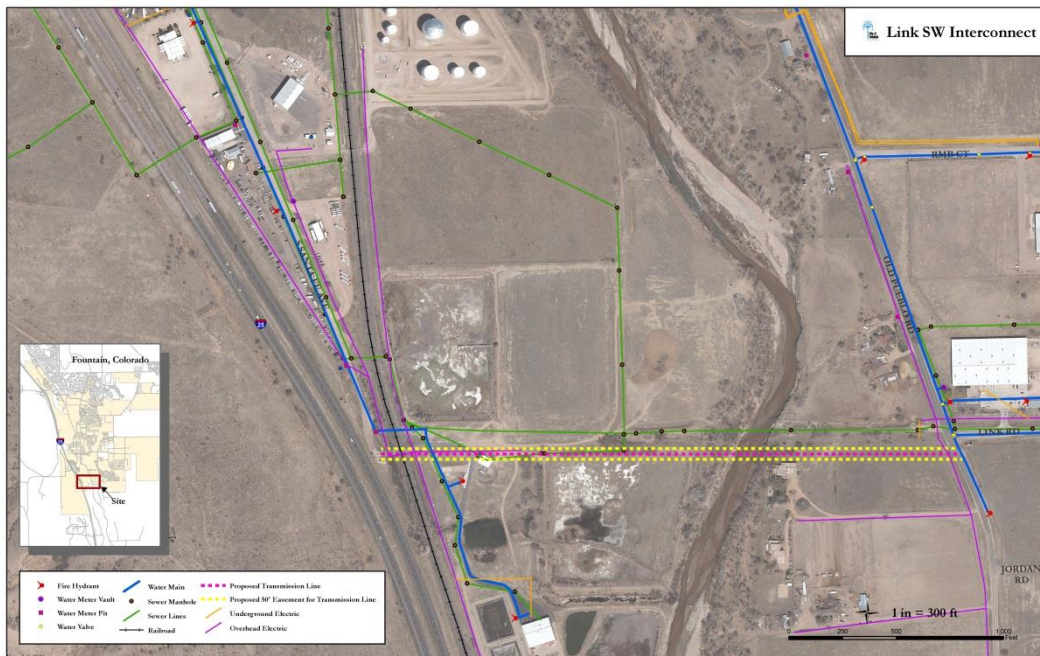
Title:	Southern Delivery System (SDS) Payment
G/L Account:	510-7720-59310-52192
Cost:	\$380,000
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	The Capital expenditure for SDS included five years of payments to the Fountain Creek District for mitigation projects, plus there are some small capital projects still ongoing at SDS and these expenses are the Fountain share as a Partner in SDS.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

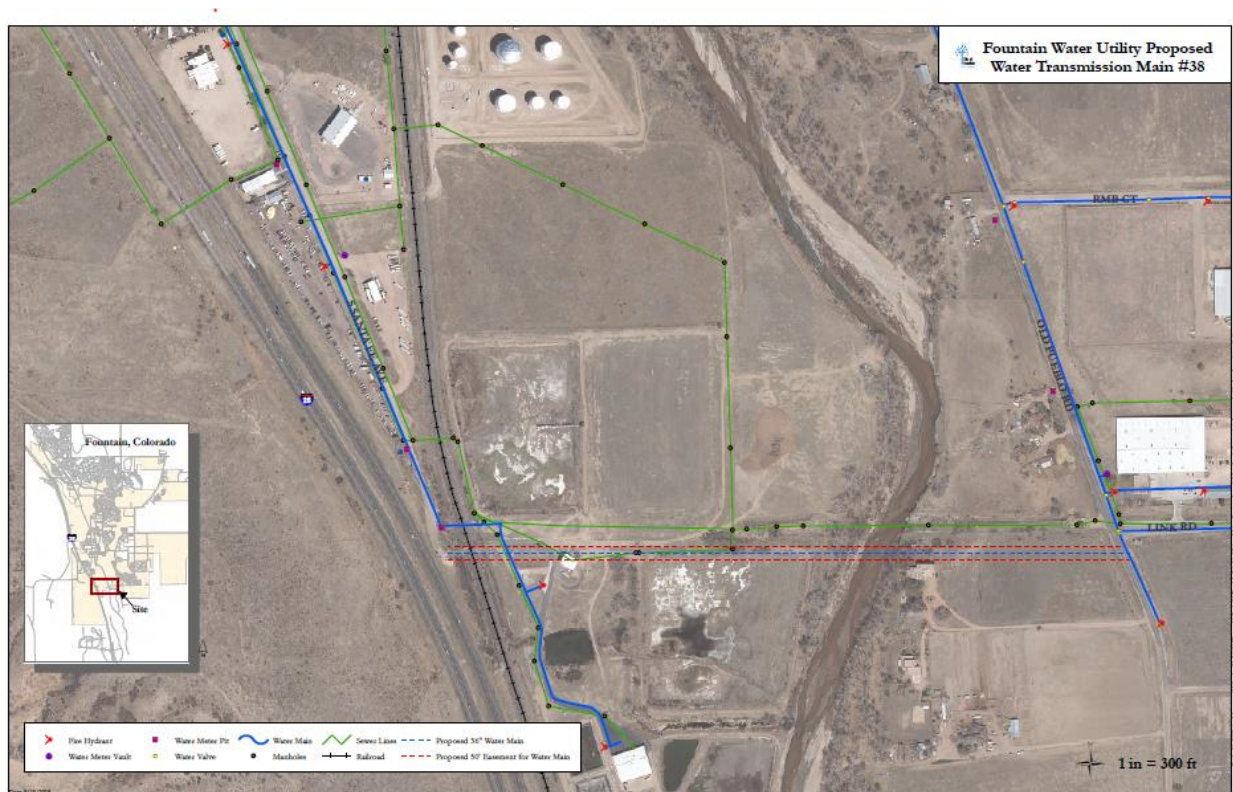
Title:	SW Link Water Transmission Main
G/L Account:	510-7720-59310-52193
Cost:	\$170,000
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	In 2019, complete the design and obtain the required easements and permits, preparing the Bid Documents for Construction Award in late 2019.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	SW Link Water Transmission Main #2
G/L Account:	510-7720-59310
Cost:	\$350,000
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	In 2019, complete the design of this water main and the area planned for the Fountain Sanitation District Operations Building and prepare Bid Documents for Construction Award in early 2020.

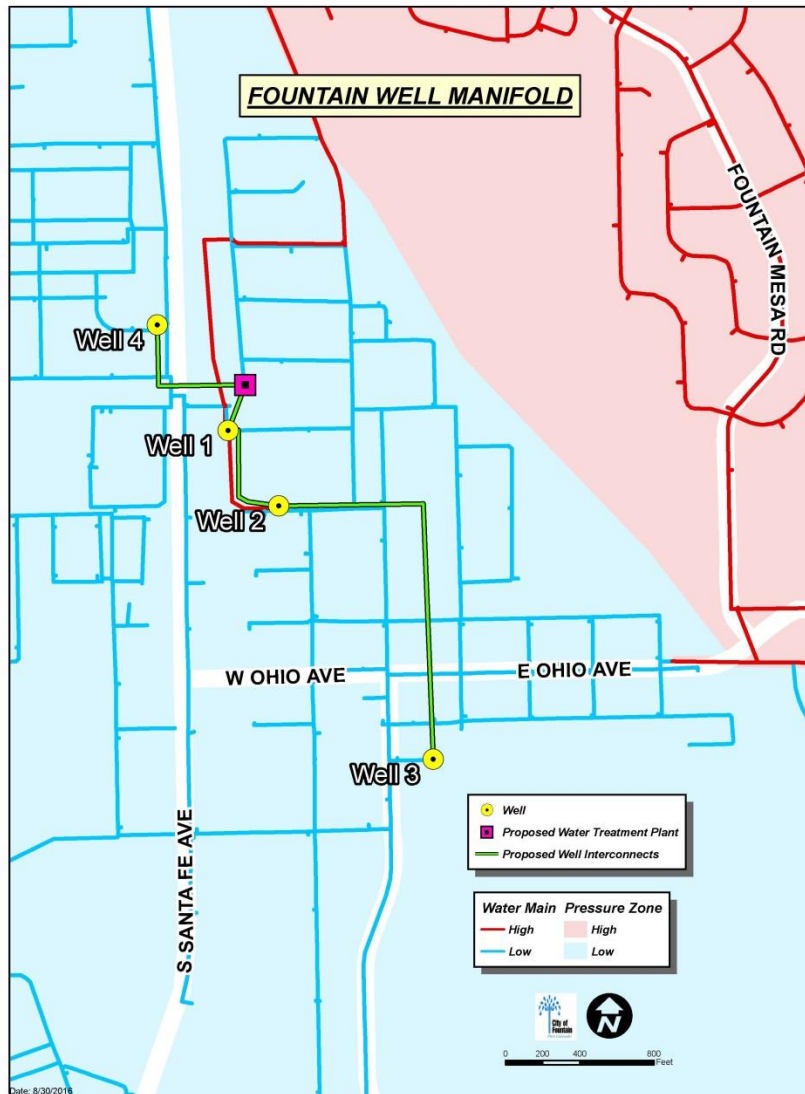




Capital Improvements Plan

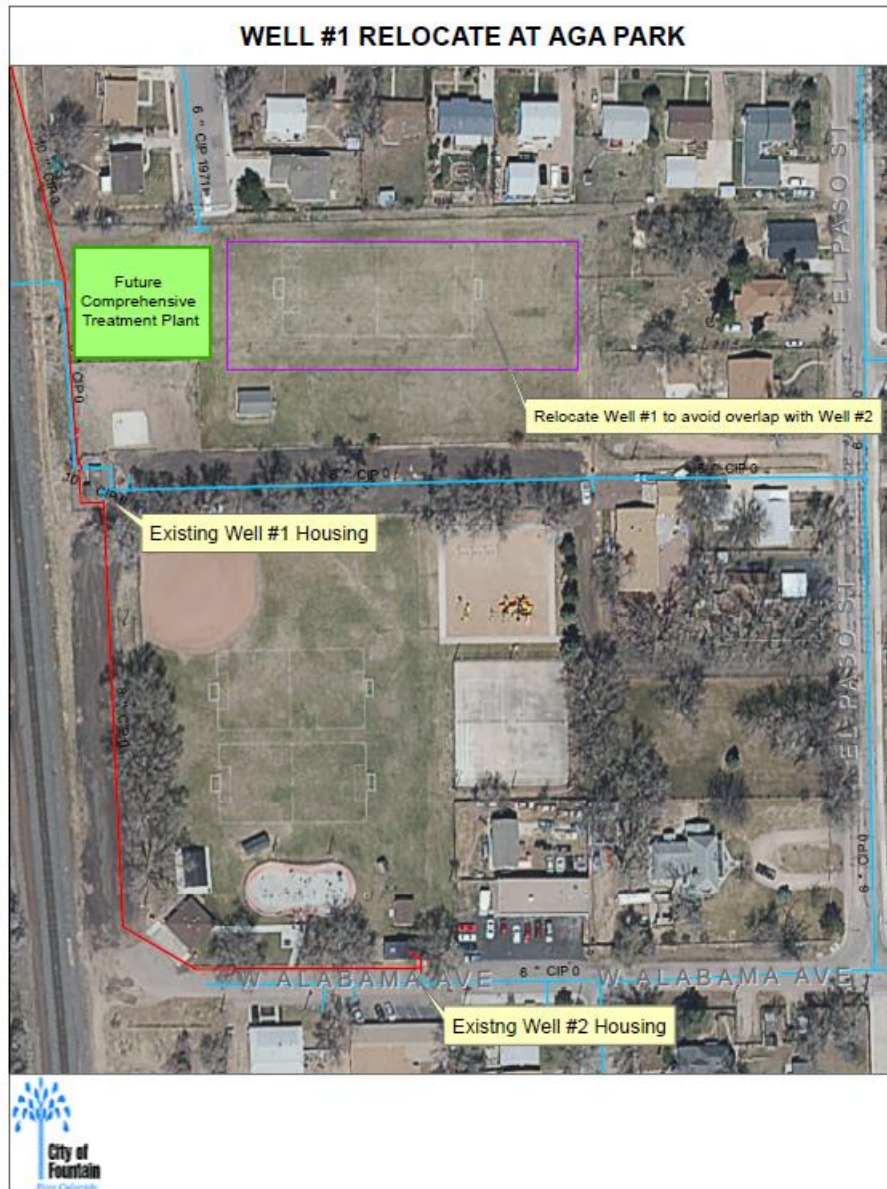
2019/2020 CAPITAL BUDGETS - WATER FUND

Title:	Well Three Interconnection
G/L Account:	510-7720-59310-52237
Cost:	\$15,000
Year Constructed:	2019
Impact on O&M Budget:	Unknown
Funding Sources:	Water Fund
Description of project/need:	
The design and construction of the Raw Water Main from Well #3 to the new Comprehensive Groundwater Treatment Plant will be funded by the Department of Defense. This expense is for the City's oversight and for minor changes to the Water Distribution System to be performed by the Water Operations Staff, such as relocating metering for existing customers.	



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Redrill Well #1
G/L Account:	510-7720-59310
Cost:	\$175,000
Year Constructed:	2019
Impact on O&M Budget:	Negative- Well #1 has been inoperable for three years, so Operations Expenses will increase to approximately \$9,000/year
Funding Sources:	Water Fund
Description of project/need:	Well #1 was taken out of service in 2015 and requires a redrilling. The consultant was retained in 2018. This will be accomplished in 2019 to provide raw water to the Comprehensive Water Treatment Plant.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	South Santa Fe Avenue Water Main #2
G/L Account:	510-7720-59310-52204
Cost:	\$50,000
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	The design for the second phase of the South Santa Fe Avenue Water Main continues in 2019, with a bid planned in 2020. This replaces an old undersized Cast Iron Main with a new correctly-sized Water Main.





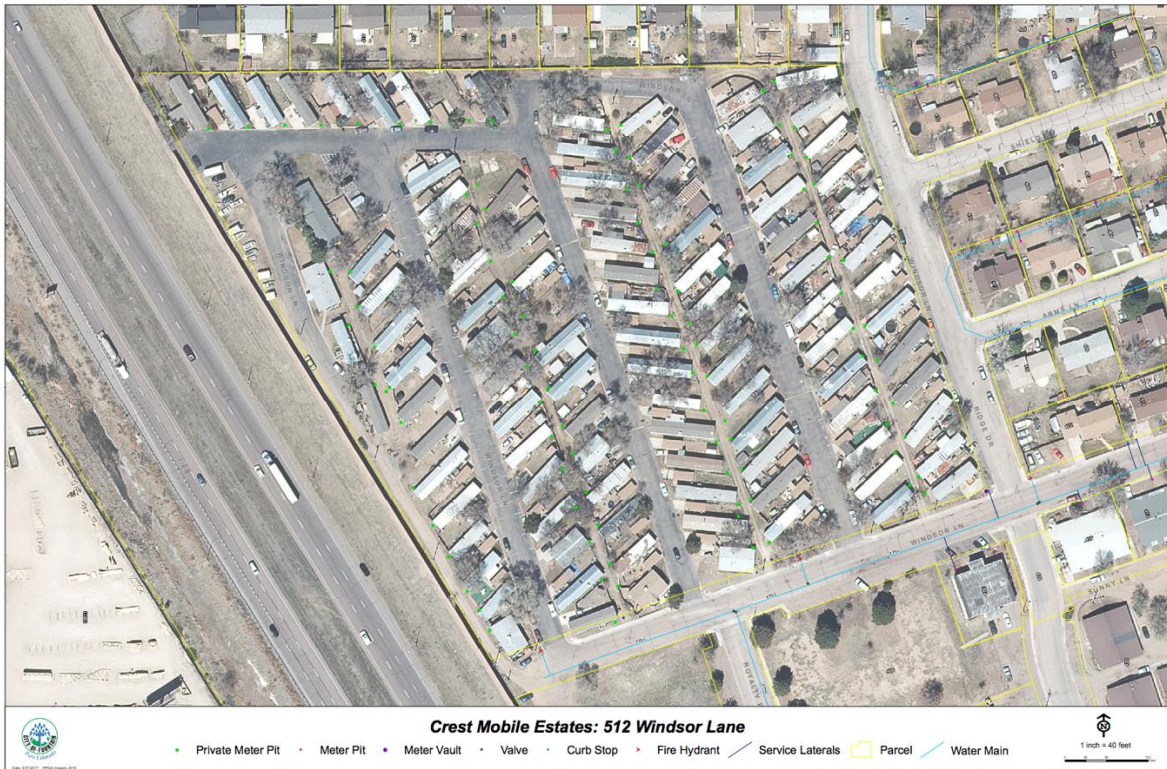
Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -WATER FUND

Title: Crest-Ridge Water Main Replacement

G/L Account: 510-7720-59310
Cost: \$30,000
Year Constructed: 2019
Impact on O&M Budget: < \$5,000 - Negligible
Funding Sources: Water Fund

Description of project/need:
The water transmission capacity between Bandley Drive and Santa Fe is constrained by the size and discontinuity of the distribution network. This project will install a 12” Main between Crest Drive and Windsor Court, along Ridge Drive. This will increase connectivity and pressure, and flow characteristics for the Low Pressure Zone.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Venetucci Wellfield
G/L Account:	510-7720-59310-52036
Cost:	\$10,000
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Although the Venetucci Wellfield is inactive, Fountain retains a 10% interest in the infrastructure. There may be some capital improvements that are required in 2019.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Chancellor’s Mobile Home Community
---------------	---

G/L Account: 510-7720-59310-52210

Cost: \$10,000

Year Constructed: 2019

Impact on O&M Budget: Positive- This project will reduce excessive Water Losses

Funding Sources: Water Fund

Description of project/need:

This is one of our “Legacy” water systems in the City. This system is old and both the Sanitary and the Water Systems leak excessively. The Water Utility is leading the effort to organize a Special District to fund the replacement of these two wet utilities and convert the private system to part of the City Distribution System.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title: Well #4 Piping Reconfiguration

G/L Account: 510-7720-59310-52189

Cost: \$400,000

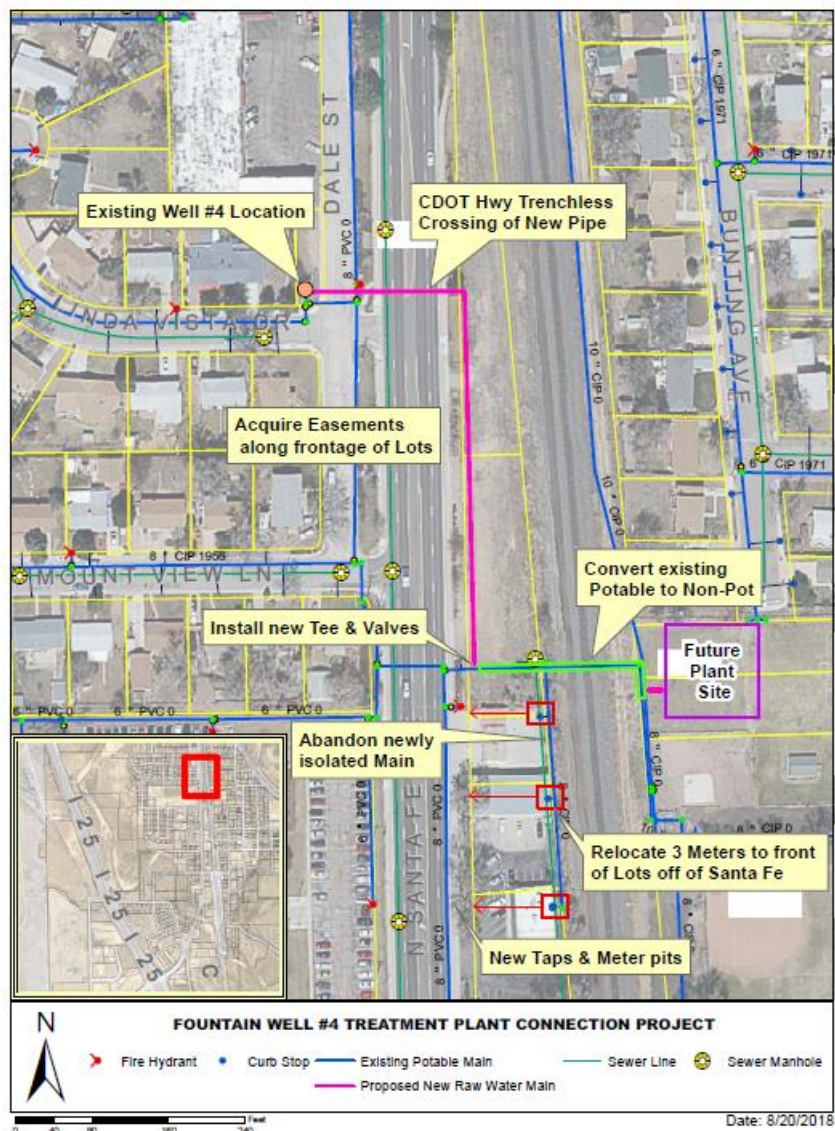
Year Constructed: 2019

Impact on O&M Budget: Unknown

Funding Sources: Water Fund

Description of project/need:

Well #4 was extensively rebuilt, including installation of a new pump and motor in 2018. This Project will reconfigure existing water mains, and install new water mains to bring raw water to the new Comprehensive Groundwater Treatment Plant.



WATER RIGHTS

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

G/L Account:	510-7720-59330
Cost:	\$700,000
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund

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



LAND

None

Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -WATER FUND

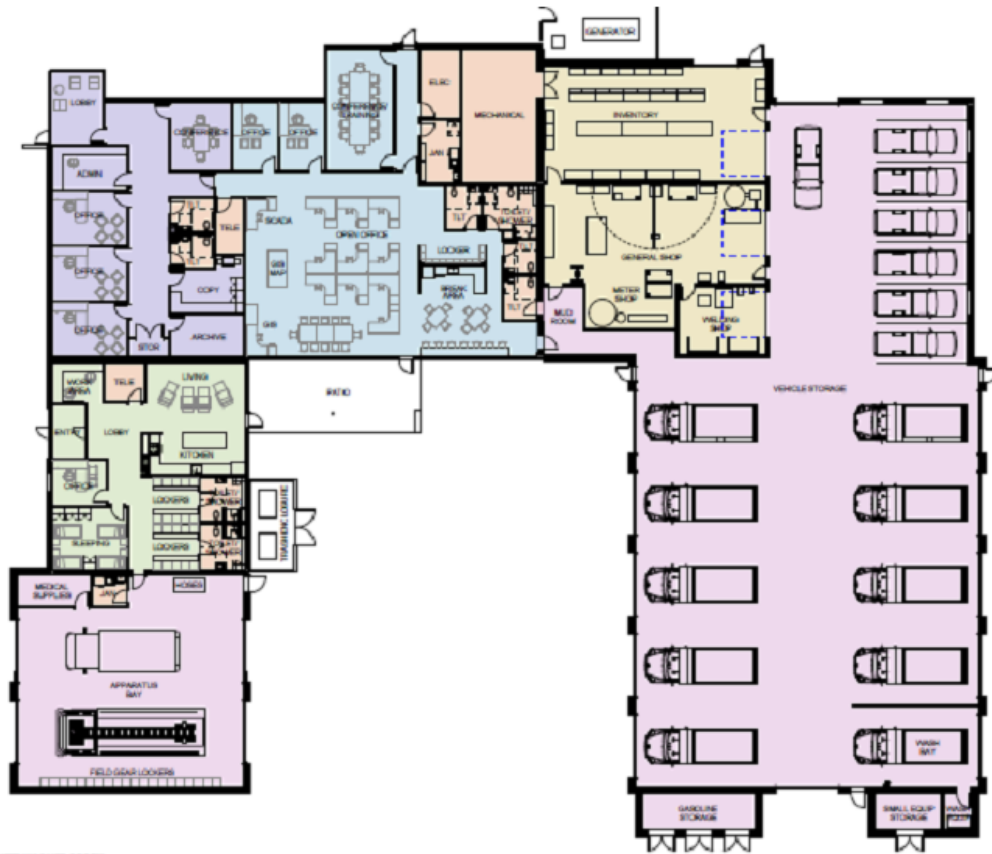
BUILDINGS

Title: New Water and Electric Operations Building

G/L Account: 510-7720-59220
 Cost: \$3,000,000*
 Year Constructed: 2019
 Impact on O&M Budget: Increase due to larger space
 Funding Sources: Water Fund

Description of project/need:

In 2019, the Water Utility and the Electric Utility will complete the Joint Utilities Operations Center. This is anticipated to cost \$10,000,000, with the Water Utility responsible for 30% of the overall cost.



BENNETT WAGNER GRODY
ARCHITECTS



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Comprehensive Groundwater Treatment Plant
---------------	--

G/L Account: 510-7720-59310-52080
 Cost: \$600,000
 Year Constructed: 2019
 Impact on O&M Budget: See O&M Budget for Well Operations
 Funding Sources: Water Fund

Description of project/need:
 The Corps of Engineers will be completing design and constructing the operational part of the Comprehensive Groundwater Treatment Plant in 2019. The design and the start of the building, and the building systems for the Plant will be funded by the City and this portion will be the start of the construction, which will be completed in 2020.



Title:	Building Improvement Customer Service ADA Compliant
---------------	--

G/L Account: 510-7730-59220
 Cost: \$24,000
 Year Constructed: 2019
 Impact on O&M Budget: Negligible
 Funding Sources: Customer Service Buildings Water (30% of total)
 Description of project/need: Improvement to 101 N. Main to make it ADA compliant





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

COMPUTER EQUIPMENT/SOFTWARE

Title: Department Computer Software and Upgrades

G/L Account: 510-7720-59430

Cost: \$18435.00

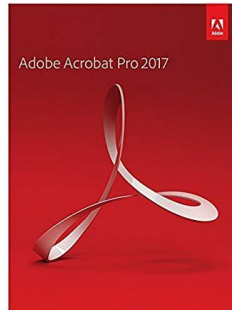
Year Constructed: 2019

Impact on O&M Budget: Positive

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 2019/2020 CAPITAL BUDGETS -WATER FUND

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

G/L Account: 520-7117-59430 Electric 75% \$12,600
510-772-59430 Water 25% \$4,350

Cost: \$16,950

Year Needed: 2019

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).



EQUIPMENT

Title:	Leak Detection Equipment
---------------	---------------------------------

G/L Account:	510-7720-59420
Cost:	\$19,150
Year Constructed:	2019
Impact on O&M Budget:	Positive
Funding Sources:	Water Fund

Description of project/need:

This will increase our ability and the accuracy with which we find leaks. Finding leaks in a preventative manor will prevent losses and damage to additional City resources, e.g., streets and parks due to unknown leaks. Reducing lost water will have a positive impact to the Capital and O&M budgets for years.



Quote Summary

CITY OF FOUNTAIN WATER MAIN LINES

GROUND MICROPHONE \$4,815.00
 PERMANET+LOGGERS \$9,952.78
 PERMANET F + LOGGER (SMALLER UNIT) \$2,102.78
 HOSTING AND VIEWING SOLUTION (Annual Fee)
 \$480.00
 AIRTIME PLAN (5 Yr Plan, Renew for 6-10) \$1,800.00
TOWN WATER MAIN LINES Total: \$19,150.56
Total Quote before Taxes: \$19,150.56

Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Light Trailer – L.E.D.
---------------	-------------------------------

G/L Account: 510-7720-59420

Cost: \$12,000

Year Constructed: 2019

Impact on O&M Budget: Positive

Funding Sources: Water Fund

Description of project/need:

This will be used to light work zones during night or low light activities. This is a matter of safety and is greatly needed. Our current light set sustained severe damage during the 2018 storms and no longer operates to full potential.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Now Lowboy Trailer for equipment hauling
G/L Account:	510-7720-59420
Cost:	\$80,000.00
Year Constructed:	2019
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	This will be required to transport equipment around town from the new Utility Operations Facility.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	New Vehicle
G/L Account:	510-7730-59410
Cost:	\$8,400
Year Constructed:	2019
Impact on O&M Budget:	Positive
Funding:	Water & Electric Funds (\$8,400 Water & \$19,600 Electric)
Description:	New vehicle needed for a field service position in Cust Svc





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

2020 CAPITAL REQUESTS

SYSTEM IMPROVEMENTS

Title:	System Improvements – Unidentified Main Replacements
G/L Account:	510-7720-59310
Cost:	\$150,000
Year Constructed:	2020
Impact on O&M Budget:	<\$5,000 - Negligible
Funding Sources:	Water Fund

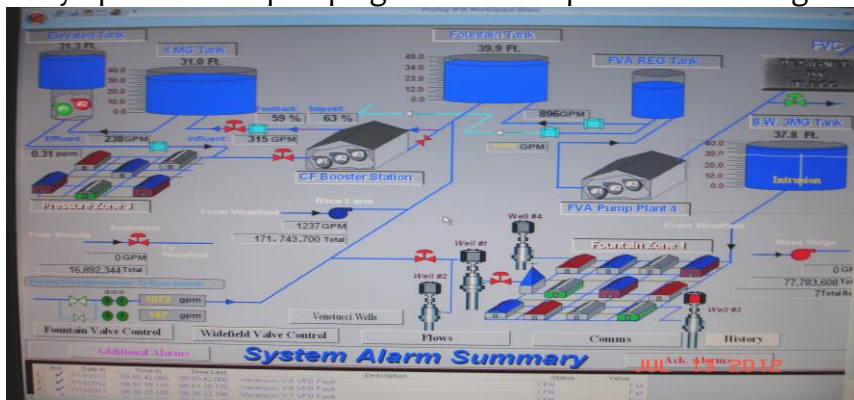
Description of project/need:

System Improvements for Construction Projects (unforeseen emergency project situations) as a back-up funding on unforeseen emergency issues occurring from construction projects (i.e., In January 2018, we had a 12” main on Bandley fail, requiring emergency funding to replace this important pipe).

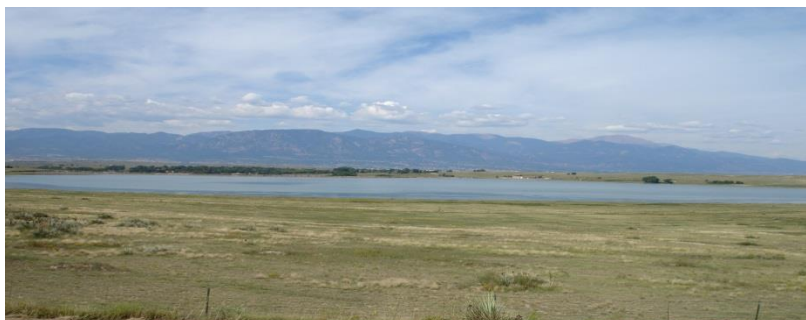


Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	SCADA System – Phase 1
G/L Account:	510-7720-59310-52033
Cost:	\$65,000 (Note: encumbered from 2017 & 2018 Budget Appropriation)
Year Constructed:	2020
Impact on O&M Budget:	Positive – Reduce Maintenance Costs & Increase Reliability
Funding Sources:	Water Fund
Description of project/need:	This Project will upgrade the existing Supervisory Control and Data acquisition (SCADA) System for monitoring the wells, pumping stations, storage tanks, and other structures. It will Incorporate the SCADA System to be built as part of the Comprehensive Water Treatment Plant and incorporate access to Fountain Valley Authority SCADA, Joint Tank Authority SCADA and include two-way operation for pumping stations and pressure reducing stations



Title:	Widefield Aquifer Recharge Association (WARA)
G/L Account:	510-7720-59310-52018
Cost:	\$5,000
Year Constructed:	2020
Impact on O&M Budget:	<\$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	The Widefield Aquifer Recharge Association (WARA) is an organization to which the City of Fountain is a member and works with other water entities to investigate projects to harvest water from the Widefield Aquifer. This organization has had minimal activity since the FPS contamination was identified, but the future activity is a viable water source.



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

G/L Account: 510-7720-59310-52023
 Cost: \$900,000
 Year Constructed: 2020
 Impact on O&M Budget: Positive – Replaces 13 and 14 year old water meters that are failing
 Funding Sources: Water Fund

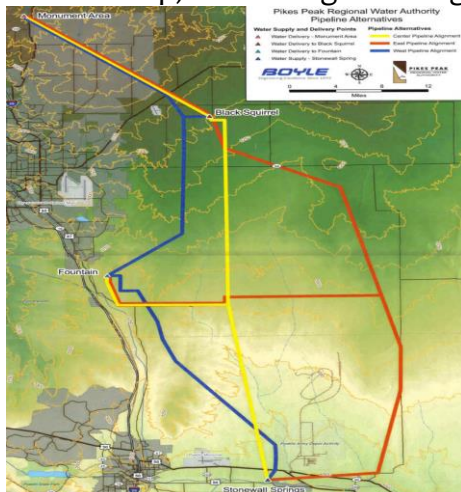
Description of project/need:
 This is year three of a three-year program to replace all of the older water meters and provide a remote reporting system for the meter system. This is the year that the collection and transmission elements of the remote system are purchased installed and made operational.



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

G/L Account: 510-7720-59310-52028
 Cost: \$35,000
 Year Constructed: 2020
 Impact on O&M Budget: <\$5,000 - Negligible
 Funding Sources: Water Fund

Description of project/need:
 The PPRWA (membership fee is \$35,000) works on promoting water capital projects for the membership, addressing water rights, water exchanges and water legislation.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Tap Saddle Replacements
G/L Account:	510-7720-59310-52053
Cost:	\$15,000
Year Constructed:	2020
Impact on O&M Budget:	Positive – Reduces Unmetered Water and Maintenance Expenses
Funding Sources:	Water Fund
Description of project/need:	Continue to replace the failing Water Services in the southern part of Fountain where the soils are corrosive. Water Services will be replaced as the failures occur, not as an overall project.



Title:	Valve Insertion or Fire Hydrant Replacement
G/L Account:	510-7720-59310-52063
Cost:	\$62,000
Year Constructed:	2020
Impact on O&M Budget:	Positive – Reduces Unmetered Water and Maintenance Expenses
Funding Sources:	Water Fund
Description of project/need:	This is a regularly funded effort to identify and replace old and leaking Line Valves, and old leaking and outdated Fire Hydrants. This improves water quality and fire protection for the customers. This may be accomplished by the Water Operations Staff or it may be set as a Contract to an outside vendor (or a combination of both).



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Conservation Tools
G/L Account:	510-7720-59310-52064 510-7730-59310
Cost:	\$30,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund (\$15,000 each O&M and Customer Service)
Description of project/need:	Provide Xeriscape Demonstration Gardens as part of ongoing outreach for water conservation, as noted in the Conservation Plan.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

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

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

Cost: \$100,000

Year Constructed: 2020

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

Funding Sources: Water Fund

Description of project/need:

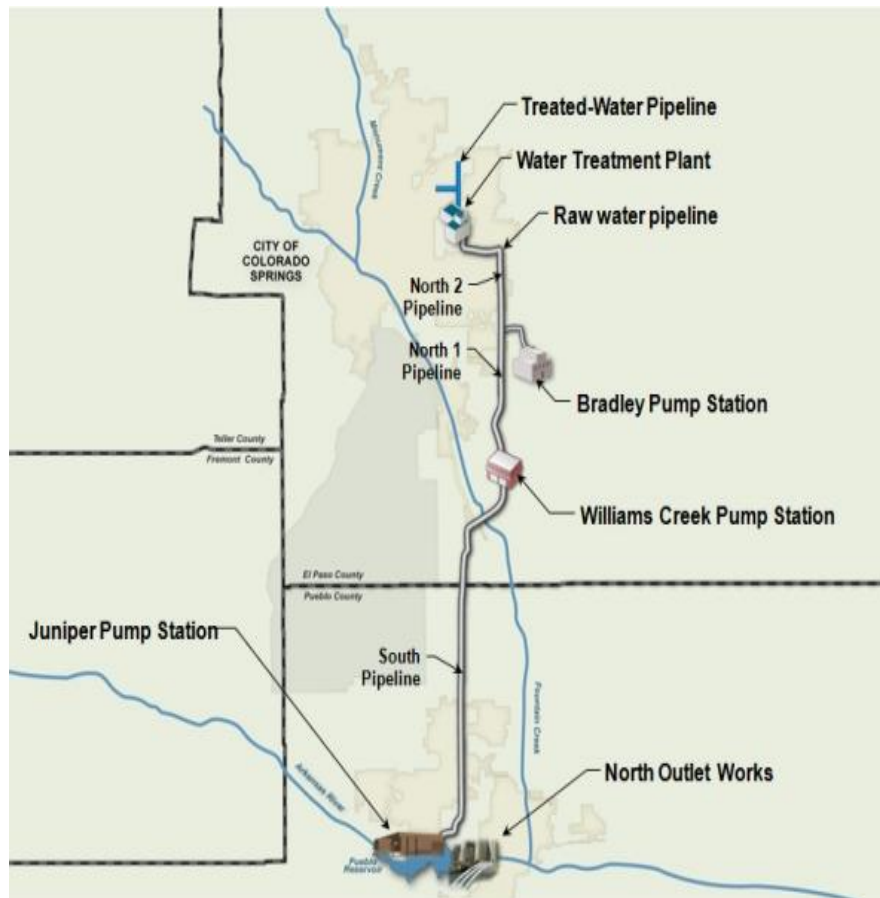
Where the Water Master Plan defines a larger transmission main in the route that the development only requires a local distribution main, the Water Utility may fund the larger size main as decided by flow modeling.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

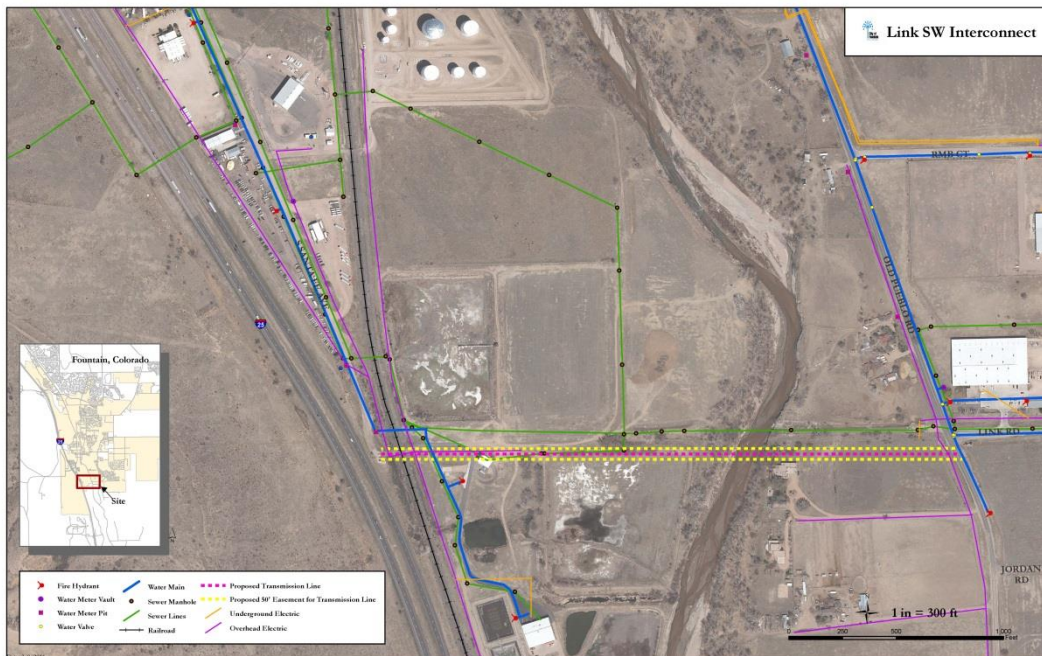
Title:	Southern Delivery System (SDS) Payment
G/L Account:	510-7720-59310-52192
Cost:	\$380,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	The Capital expenditure for SDS included five years of payments to the Fountain Creek District for mitigation projects, plus there are some small capital projects still ongoing at SDS and these expenses are the Fountain share as a Partner in SDS.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	SW Link Water Transmission Main
G/L Account:	510-7720-59310-52193
Cost:	\$1,500,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Construction Award for this Project in late 2019, with all of the construction accomplished in 2020.

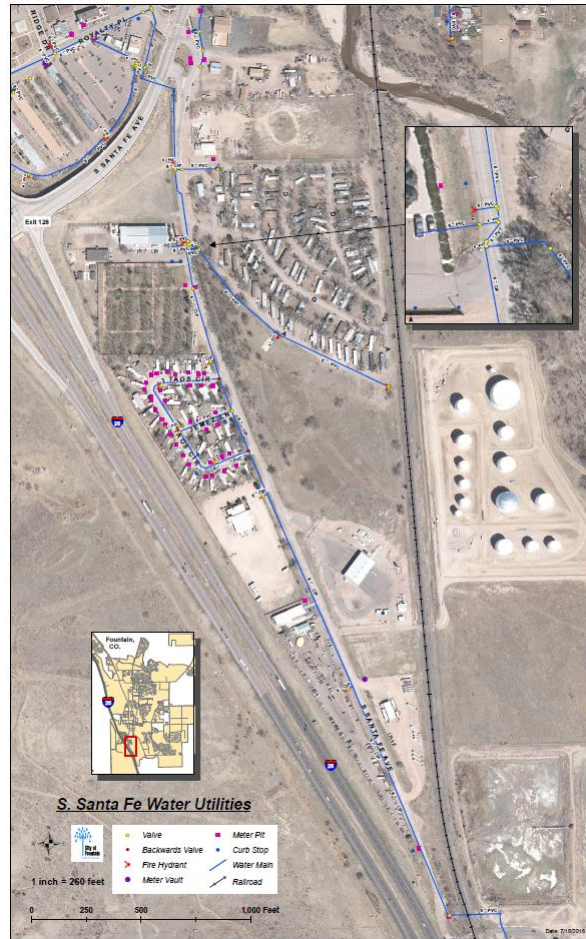




Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	South Santa Fe Avenue Water Main #2
G/L Account:	510-7720-59310-52204
Cost:	\$300,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	
The construction for the second phase of the South Santa Fe Avenue Water Main commences in 2020, with completion planned in 2020. This replaces an old undersized Cast Iron Main with a new correctly-sized Water Main.	

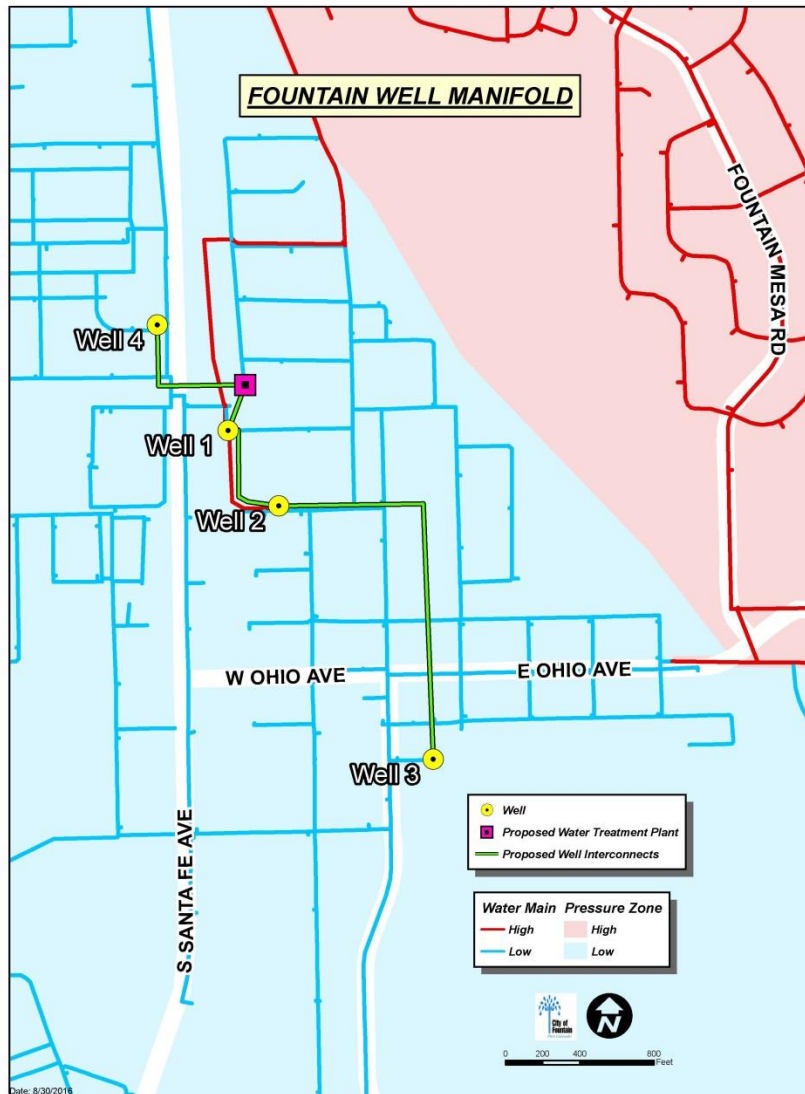




Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Well Three Interconnection
G/L Account:	510-7720-59310-52237
Cost:	\$15,000
Year Constructed:	2020
Impact on O&M Budget:	Unknown
Funding Sources:	Water Fund
Description of project/need:	
The design and construction of the Raw Water Main from Well #3 to the new Comprehensive Groundwater Treatment Plant will be funded by the Department of Defense. This expense is for the City’s oversight and for minor changes to the Water Distribution System to be performed by the Water Operations Staff, such as relocating metering for existing customers.	





Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Crest-Ridge Water Main Replacement
G/L Account:	510-7720-59310
Cost:	\$200,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund

Description of project/need:
The design for the Water Transmission Main between Bandley Drive and Santa Fe is planned for 2019. This Project will Bid, Award, and Construct a 12” Main between Crest Drive and Windsor Court along Ridge Drive. This will increase connectivity and pressure, and flow characteristics for the Low Pressure Zone.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

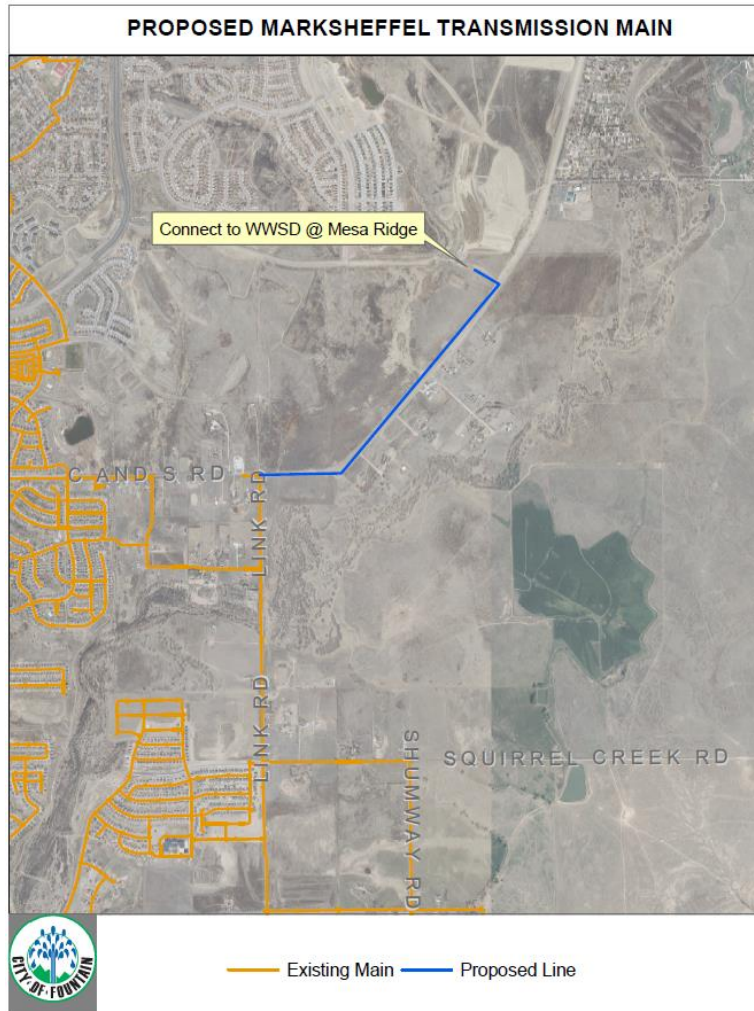
Title:	Venetucci Wellfield
G/L Account:	510-7720-59310-52036
Cost:	\$10,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	Although the Venetucci Wellfield is inactive, Fountain retains a 10% interest in the infrastructure. There may be some capital improvements that are required in 2020.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Marksheffel Transmission Main
G/L Account:	510-7720-59310
Cost:	\$45,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	The design for this connection from the 16” Water Transmission main that was installed jointly with Widefield in 2006, through the casing pipe that the City funded in 2016 under Marksheffel when that highway was being constructed, will sevice Almagre and Appletree. This also includes two metering vaults.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

Title:	Ohio Avenue Water Main Replacement
G/L Account:	510-7720-59310
Cost:	\$25,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund
Description of project/need:	This design for this connection replaces both the undersized water main from Hamlin Street East to the east side of the railroad, including the design and permitting for under the railroad. This also includes a pressure regulating vault





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

WATER RIGHTS

Title:	Water Rights & Storage Acquisition
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G/L Account:	510-7720-59330
Cost:	\$700,000
Year Constructed:	2020
Impact on O&M Budget:	< \$5,000 - Negligible
Funding Sources:	Water Fund

Description of project/need:

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



LAND

None



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

BUILDINGS

Title:	Comprehensive Groundwater Treatment Plant
---------------	--

G/L Account:	510-7720-59310-52080
Cost:	\$2,826,174
Year Constructed:	2020
Impact on O&M Budget:	See O&M Budget for Well Operations
Funding Sources:	Water Fund

Description of project/need:

The Corps of Engineers will be completing design and constructing the operational part of the Comprehensive Groundwater Treatment Plant in 2019. The design and the start of the building, and the building systems for the Plant will be funded by the City and this portion will be the start of the construction, which will be completed in 2020.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

COMPUTER EQUIPMENT/SOFTWARE

Title: Department Computer Software and Upgrades

G/L Account: 510-7720-59430

Cost: \$16,935.00

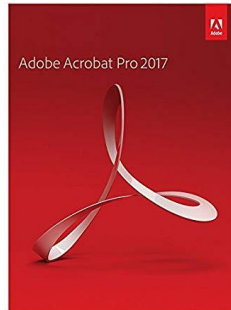
Year Constructed: 2020

Impact on O&M Budget: Positive

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 2019/2020 CAPITAL BUDGETS -WATER FUND

FURNITURE

Title: New Water and Electric Operations Building Furniture

G/L Account: 510-7720-59440

Cost: \$128,602

Year Constructed: 2020

Impact on O&M Budget: Increase due to larger space

Funding Sources: Water Fund

Description of project/need:

In 2019, the Water Utility and the Electric Utility will complete the Joint Utilities Operations Center. Water anticipates their portion of the furniture for this building at \$128,602.



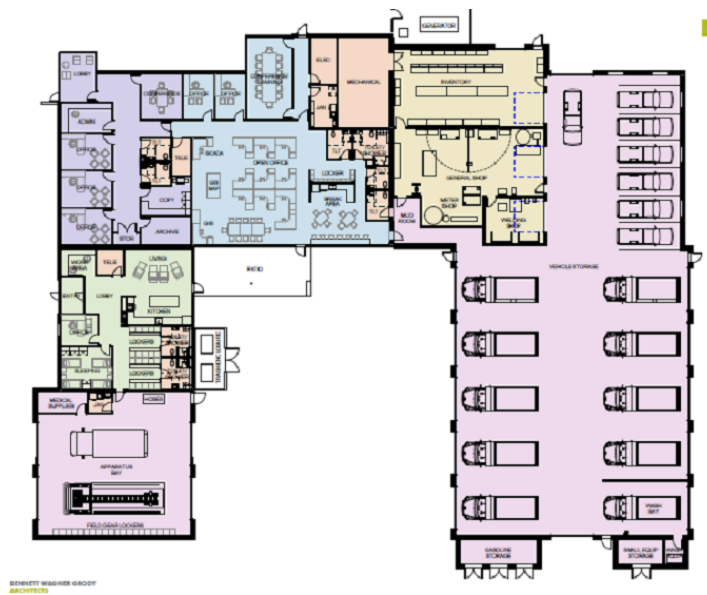
BENNETT WAGNER GROOT
ARCHITECTS

Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

EQUIPMENT

Title:	Equipment and Fixtures for New Buildings
---------------	---

G/L Account:	510-7720-59420
Cost:	\$385,807
Year Constructed:	2020
Impact on O&M Budget:	Increase due to additional spaces
Funding Sources:	Water Fund
Description of project/need:	
In 2020, the Water Utility will be purchasing equipment and fixtures for both the new Operations Center and Treatment Facility.	



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -WATER FUND

VEHICLES

Title:	New Vehicle
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G/L Account: 510-7720-59410

Cost: \$39,000

Year Constructed: 2020

Impact on O&M Budget: Positive

Funding Sources: Water Fund

Description: This will be used to light work zones during night or low light activities. This is a matter of safety and is greatly needed. Our current light set sustained severe damage during the 2018 storms and no longer operates to full potential.





**Capital Improvements Plan
2019/2020 CAPITAL BUDGETS -WATER FUND**

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**Capital Improvements Plan
2019/2020 CAPITAL BUDGETS -ELECTRIC FUND**

ELECTRIC FUND

Electric Fund Summary			
Summary by Category	2018 Amended Budget	2019	2020
System Improvements	\$9,975,000	\$11,497,730	\$1,095,000
Land	\$13,000	\$900,000	\$0
Buildings	\$3,004,200	\$7,868,000	\$0
Computer Equipment/Software	\$90,600	\$199,600	\$484,700
Furniture	\$250,000	\$0	\$250,000
Vehicles	\$0	\$369,600	\$0
Equipment	\$86,000	\$33,000	\$283,000
Total	\$13,418,800	\$20,867,930	\$2,112,700

SYSTEM IMPROVEMENTS

Title: Overhead Line Upgrades

G/L Account: 520-7720-59310-55163

Cost: \$200,000

Year Constructed: 2019

Impact on O&M Budget: Positive – Increases reliability on Overhead portions of system & supports growing demand while increasing capacity to better serve our customers.

Funding Sources: Improvements

Description of project/need:

Two projects necessary to increase reliability and system infrastructure support for the northern portion of the electric service territory. **Project #1:** Reconductor OH line from Hwy 16 north to Fontaine Blvd. **Project #2:** Reconductor OH line from Hwy 85/87 east to Metropolitan St.

Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Project #1:



Project #2:





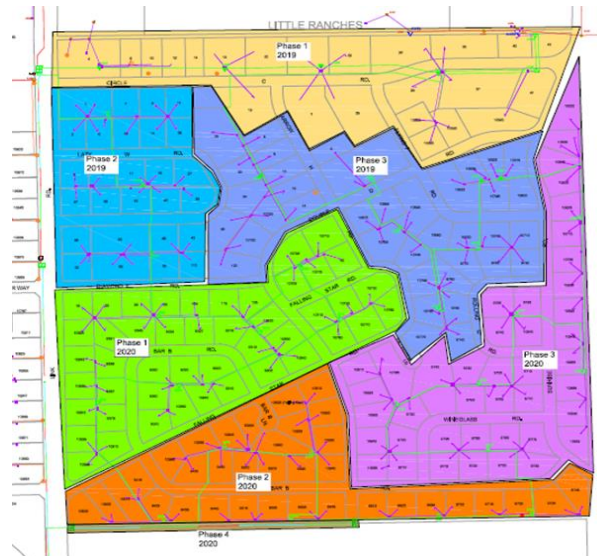
Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

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

G/L Account: 520-7720-9310-55013
Cost: \$420,000
Year Constructed: 2019
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: Phases 1 through 3 Little Ranches Subdivision on the northern side of the subdivision. This portion of the electric system was installed over 30 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 2022 for all areas on our system; at that time an annual testing and preventative maintenance program will begin.





Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

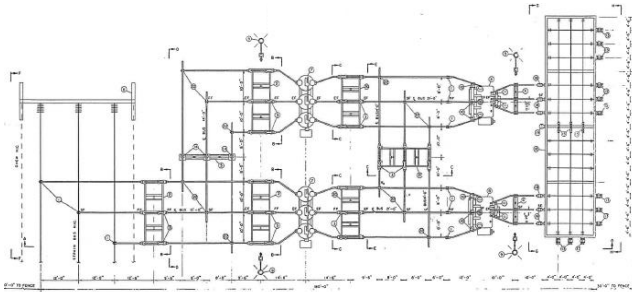
Title:	Minor Distribution Line Improvements
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G/L Account: 520-7720-59310-55173
 Cost: \$300,000
 Year Constructed: 2019
 Impact on O&M Budget: Positive – ensures system reliability
 Funding Sources: Improvements

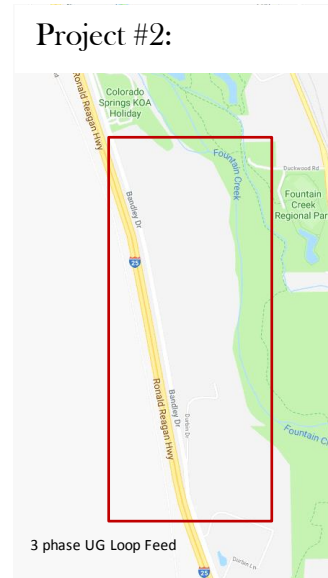
Description of project/need:

Two projects: **Project #1:** Increase voltage support to Widefield Circuit (W3) to reduce load burden on transformer #3 at the north Fountain substation. **Project #2:** 3 phase line on Bandley Rd. south to Durbin Ln. to create a loop feed for reliability purposes.

Project #1:



Project #2:





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

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

G/L Account: 520-7720-59310
 Cost: \$100,000
 Year Constructed: 2019
 Impact on O&M Budget: Positive – will reduce overtime and improve system reliability
 Funding Sources: 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.



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

G/L Account: 520-7117-59310
 Cost: \$25,000
 Year Constructed: 2019
 Impact on O&M Budget: Positive – will replace outdated and unavailable lighting materials with more environmentally friendly lighting systems.
 Funding Sources: 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 475 lights on our system that will need to be replaced. The 2019 budget request covers the cost of replacing a percentage of these fixtures based on technology utilized.

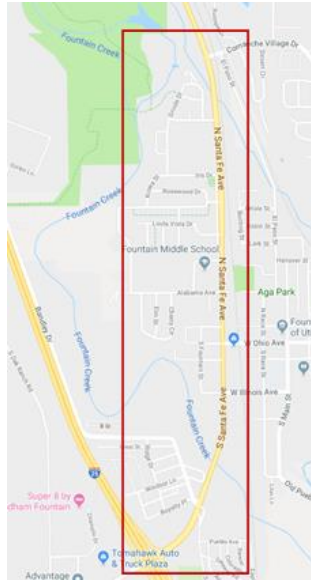




Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Title:	Santa Fe Street Scape LED Upgrade
---------------	--

G/L Account: 520-7117-59310
Cost: \$151,980
Year Constructed: 2019
Impact on O&M Budget: Positive – will replace outdated and less efficient lighting with more environmentally friendly lighting systems.
Funding Sources: Improvements
Description of project/need:
Replacement of 60 lights with LED “Acom” style street scape lighting





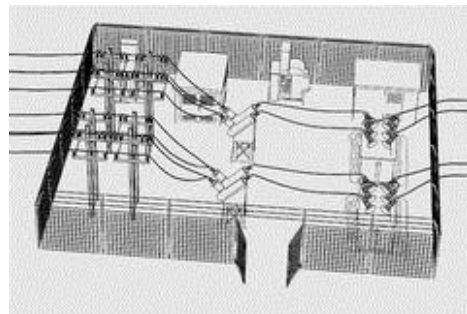
Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Title:	Future Substation
---------------	--------------------------

G/L Account: 520-7117-59310
Cost: \$10,250,750
Year Constructed: 2019
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: Improvements

Description of project/need:

Construction of a future substation; to include the land acquisition for necessary easements to accommodate our future 115kV mainlines to the future substation site. This will accommodate future growth and provide higher reliability for our customers. Approved in 2017-2018 budget process – project still underway, rolling existing funds and compensated for inflation costs.



Title:	Engineering Services for Substation Upgrade
---------------	--

G/L Account: 520-7117-59310
Cost: \$50,000
Year Constructed: 2019
Impact on O&M Budget: Positive – will ensure upgrades are thoroughly reviewed and will ensure NEC compliance
Funding Sources: 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 Substation.





Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

BUILDINGS

Title: **New Electric Warehouse**

G/L Account: 520-7720-59220
 Cost: \$7,812,000
 Year Constructed: 2019
 Impact on O&M Budget: Positive –Accommodates a joint facility for both Electric & Water Departments that have outgrown their current site needs and improves security measures to prevent loss of inventory.

Funding Sources: Buildings

Description of project/need:

Part 1: Construction of a new joint electric and water utility operations facility that will accommodate office staff, training room needs, and comply with updated security measures for both departments. The City already owns the land of the proposed new building. Costs to construct the building would be split between the Electric and Water Departments at a 70%/30% ratio based on the service territory size of each department. (Electric Department \$7,700,000 / Water Department \$3,300,000) **If Broadband passes and falls under Electric we can amend the budget accordingly** **Part 2:** Chain link security fence for 20 acres of new facility property. Costs for material and installation of fence will be split at a 70% / 30% ratio between Electric and Water. (Electric Department \$112,000 / Water Department \$48,000)



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





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Title:	Building Improvement Customer Service ADA Compliant
G/L Account:	520-7730-59220
Cost:	\$56,000
Year Constructed:	2019
Impact on O&M Budget:	Negligible
Funding Sources:	Customer Service Buildings Water (30% of total)
Description of project/need:	Improvement to 101 N. Main to make it ADA compliant



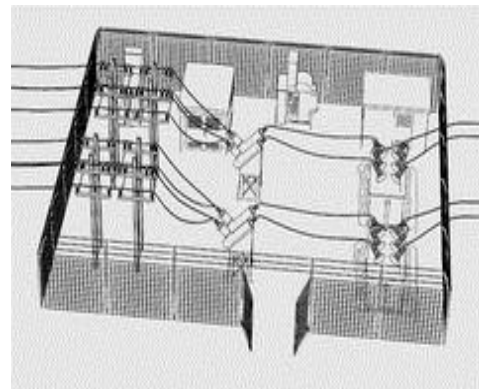
LAND

Title:	Future Substation
---------------	--------------------------

G/L Account: 520-7117-59110
 Cost: \$900,000
 Year Constructed: 2019
 Impact on O&M Budget: Positive – Enables 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.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

COMPUTER EQUIPMENT/SOFTWARE

Title: Orthoimagery

G/L Account: 520-7117-59430 Electric 75% \$12,600

510-772-59430 Water 25% \$4,350

Cost: \$16,950

Year Needed: 2019

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).



FURNITURE

None

Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

VEHICLES

Title:	Replace 1 one ton truck (Lease)
---------------	--

G/L Account:	520-7720-56242
Cost:	\$50,000
Year Constructed:	2019
Impact on O&M Budget:	Positive – reduces yearly maintenance costs, reduces labor hours and man power to complete projects
Funding Sources:	2018 Enterprise Lease
Description of project/need:	Replacing existing equipment that has reached its life expectancy with leased vehicles.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Title:	Replace one Digger Derrick Truck
G/L Account:	520-7720-59410
Cost:	\$300,000
Year Constructed:	2019
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 1995 equipment that has reached its life expectancy.



Title:	New Vehicle
G/L Account:	520-7730-59410
Cost:	\$19,600
Year Constructed:	2019
Impact on O&M Budget:	Positive
Funding:	Water & Electric Funds (\$8,400 Water & \$19,600 Electric)
Description:	New vehicle needed for a field service position in Cust Svc



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

EQUIPMENT

Title:	Welder
---------------	---------------

G/L Account: 520-7750-59420
 Cost: \$6,000
 Year Constructed: 2019
 Impact on O&M Budget: Positive – reduces yearly maintenance costs; more efficient use of electricity
 Funding Sources: Equipment
 Description of project/need:
 Replacing existing equipment that has reached its life expectancy.



Title:	Industrial Evaporative Cooler
---------------	--------------------------------------

G/L Account: 520-7750-59420
 Cost: \$5,000
 Year Constructed: 2019
 Impact on O&M Budget: Positive – reduces workers compensation liability; increases productivity
 Funding Sources: Equipment
 Description of project/need:
 Excessive heat causing safety hazard for employees in work bays. This will reduce potential for heat related illness & increase work productivity.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Title:	Vehicle Lift
G/L Account:	520-7750-59420
Cost:	\$7,000
Year Constructed:	2019
Impact on O&M Budget:	Positive – increases productivity
Funding Sources:	Equipment
Description of project/need:	
Additional Vehicle lift needed to complete repairs and other necessary maintenance on city fleet vehicles.	



2020 CAPITAL REQUESTS

SYSTEM IMPROVEMENTS

Title:	Overhead Line Upgrades
G/L Account:	520-7720-59310-55163
Cost:	\$200,000
Year Constructed:	2020
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:	Improvements
Description of project/need:	
Operations necessary to increase reliability and system infrastructure support in the areas.	

Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND



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

G/L Account: 520-7720-9310-55013

Cost: \$420,000

Year Constructed: 2020

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 various Fountain areas. This portion of the electric system was installed over 30 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 2022 for all areas on our system; at that time an annual testing and preventative maintenance program will begin.



Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Title:	Minor Distribution Line Improvements
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G/L Account: 520-7720-59310-55173

Cost: \$300,000

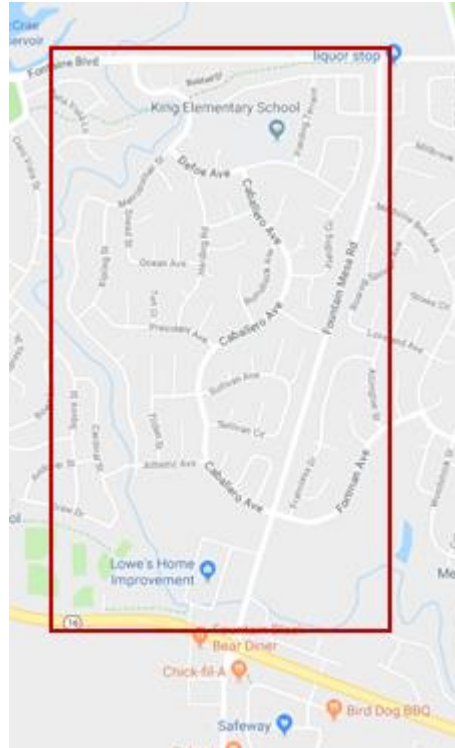
Year Constructed: 2020

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

Funding Sources: Improvements

Description of project/need:

Replacing primary cable that was direct bury over 30 years ago and has reached life expectancy. This will increase reliability and prevent outages from faulted electric infrastructure.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

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

G/L Account: 520-7720-59310
 Cost: \$100,000
 Year Constructed: 2020
 Impact on O&M Budget: Positive – will reduce overtime and improve system reliability
 Funding Sources: 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.



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

G/L Account: 520-7117-59310
 Cost: \$25,000
 Year Constructed: 2020
 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 a remaining 375 lights on our system that will still need to be replaced. The 2020 budget request covers the cost of replacing a percentage of these fixtures based on technology utilized.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Title:	Engineering Services for Substation Upgrades
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G/L Account: 520-7117-59310

Cost: \$50,000

Year Constructed: 2020

Impact on O&M Budget: Positive – will ensure upgrades are thoroughly reviewed and will ensure NEC compliance

Funding Sources: 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 Substations.



BUILDINGS

None



Capital Improvements Plan

2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

COMPUTER EQUIPMENT/SOFTWARE

Title:	New Utility Building Technology Infrastructure
G/L Account:	520-7720-59430
Cost:	\$420,000
Year Constructed:	2020
Impact on O&M Budget:	Positive – Increase efficiency for office projects
Funding Sources:	Electric Fund
Description of project/need:	Upgrades for computer infrastructure and equipment for the new utility building.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

FURNITURE

Title: Furniture

G/L Account: 520-7720-59440

Cost: \$250,000

Year Constructed: 2020

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 and does not meet ergonomic standards. In addition, most furniture will remain on site for other city departments who move into 6745 Southmoor Dr. to utilize if desired.



VEHICLES

None

Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

EQUIPMENT

Title:	Back Yard Machine
G/L Account:	520-7720-59420
Cost:	\$180,000
Year Constructed:	2020
Impact on O&M Budget:	Positive – will reduce overtime and potential for employee injuries. Allows ability to move heavy infrastructure in small spaces.
Funding Sources:	Equipment
Description of project/need:	Replacing existing equipment that has reached its life expectancy.



Title:	New System Exhaust for Fleet Department
G/L Account:	520-7750-59420
Cost:	\$83,000
Year Constructed:	2020
Impact on O&M Budget:	Positive – System will meet new safety standards and requirements.
Funding Sources:	Equipment
Description of project/need:	New exhaust system needed for work bays. Safety hazard – Carbon Monoxide Poisoning. Current system has reached life expectancy and no longer meets safety standards and requirements.





Capital Improvements Plan 2019/2020 CAPITAL BUDGETS -ELECTRIC FUND

Title:	Industrial Evaporative Cooler
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G/L Account: 520-7750-59420

Cost: \$5,000

Year Constructed: 2020

Impact on O&M Budget: Positive – reduces workers compensation liability; increases productivity

Funding Sources: Equipment

Description of project/need:

Excessive heat causing safety hazard for employees in work bays. This will reduce potential for heat related illness & increase work productivity.



48" Fan Diameter

GFCI Plug and Cord Wrap

CONSERVATION TRUST FUND

PROJECTS

Title:	Adams Open space bridge repair
G/L	210-5510-59320
Account:	
Cost:	\$60,000
Years to be Completed:	2019
Impact on O&M	Positive – Repairs for pedestrian access trail
Budget:	
Funding Sources:	Conservation Trust
Description of Project/Need:	Repair of Adams open space bridge



Title:	ADA playground Fountain Mesa Park
G/L	210-5510-59320
Account:	
Cost:	\$90,000
Years to be Completed:	2020
Impact on O&M	Positive – Replacing aging equipment/ ADA
Budget:	
Funding Sources:	Conservation Trust
Description of Project/Need:	Replacement of playground equipment in Fountain Mesa Park



Title:	Replace playground surface Lindamood Park
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G/L Account: 210-5510-59320

Cost: \$140,000

Years to be Completed: 2020

Completed:

Impact on O&M Positive – Eliminate safety concerns

Budget:

Funding Sources: Conservation Trust

Description of Project/Need: Replace mulch with solid rubber surface



AMBULANCE FUND

VEHICLES/EQUIPMENT

Title: Ambulance Replacement
G/L Account: 530-2222-59410
Cost: \$350,000
Year Constructed: 2020
Impact on O&M: Slight improvement due to decreased maintenance
Budget:
Funding Sources: Ambulance - General Fund





Capital Improvements Plan 2021-2023 CIP

2021-2023 Capital Improvements Plan (CIP)



Capital Improvements Plan 2021-2023 CIP SUMMARY

DESCRIPTION

The 2021-2023 CIP includes those projects for the General Fund, Water Fund, and Electric Fund that have been planned for the future years of 2021-2023. 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	2018 Amended Budget	2019	2020	2021	2022	2023
Administration/Information Technology	\$160,200	\$502,400	\$94,700	\$243,000	\$130,000	\$73,000
Planning	\$0	\$0	\$0	\$0	\$0	\$0
Police	\$465,000	\$440,000	\$430,000	\$562,320	\$508,115	\$602,705
Fire	\$74,000	\$850,000	\$50,000	\$582,000	\$1,527,000	\$27,000
OEM/Risk Management	\$0	\$9,000	\$9,000	\$0	\$0	\$0
Streets	\$397,350	\$231,000	\$441,350	\$200,000	\$0	\$0
Code Enforcement	\$0	\$7,000	\$0	\$0	\$39,000	\$0
Parks	\$60,000	\$140,000	\$275,000	\$0	\$0	\$0
Cemetery	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital	\$1,156,550	\$2,179,400	\$1,300,050	\$1,587,320	\$2,204,115	\$702,705

General Fund Summary						
Summary by Category	2018 Amended Budget	2019	2020	2021	2022	2023
Projects	\$60,000	\$60,000	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$50,000	\$840,000	\$250,000	\$53,045	\$1,554,635	\$56,275
Computer Equipment/Software	\$160,200	\$476,400	\$94,700	\$243,000	\$130,000	\$73,000
Furniture	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$812,350	\$665,000	\$635,000	\$1,140,275	\$492,480	\$467,080
Equipment	\$74,000	\$138,000	\$320,350	\$151,000	\$27,000	\$106,350
Total	\$1,156,550	\$2,179,400	\$1,300,050	\$1,587,320	\$2,204,115	\$702,705

Water Fund Summary						
Summary by Category	2018 Amended Budget	2019	2020	2021	2022	2023
Water Rights Acquisition	\$691,150	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
System Improvements	\$3,816,000	\$2,942,000	\$3,837,000	\$1,892,000	\$4,027,000	\$1,861,350
Land	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$1,800	\$3,624,000	\$2,826,174	\$1,130,470	\$0	\$0
Computer Equipment/Software	\$130,000	\$115,185	\$85,985	\$173,000	\$100,000	\$43,000
Furniture	\$0	\$0	\$128,602	\$0	\$0	\$0
Vehicles	\$0	\$8,400	\$39,000	\$0	\$0	\$0
Equipment	\$0	\$111,150	\$385,806	\$0	\$0	\$0
Total	\$4,638,950	\$7,500,735	\$8,002,567	\$3,895,470	\$4,827,000	\$2,604,350



Capital Improvements Plan 2021-2023 CIP SUMMARY

Electric Fund Summary						
Summary by Category	2018 Amended Budget	2019	2020	2021	2022	2023
System Improvements	\$9,975,000	\$11,497,730	\$1,095,000	\$1,146,000	\$1,201,000	\$1,201,000
Land	\$13,000	\$900,000	\$0	\$0	\$0	\$0
Buildings	\$3,004,200	\$7,868,000	\$0	\$0	\$0	\$0
Computer Equipment/Software	\$90,600	\$199,600	\$484,700	\$173,000	\$100,000	\$43,000
Furniture	\$250,000	\$0	\$250,000	\$0	\$0	\$0
Vehicles	\$0	\$369,600	\$0	\$0	\$0	\$0
Equipment	\$86,000	\$33,000	\$283,000	\$0	\$0	\$0
Total	\$13,418,800	\$20,867,930	\$2,112,700	\$1,319,000	\$1,301,000	\$1,244,000



All Funds PERSONNEL SUMMARY

DESCRIPTION

The following chart identifies the total number of personnel working for the City for the years 2017 through 2020. Specific positions for each department are identified within each department's budget data.

Personnel Summary				
Administration				
	2017	2018	2019	2020
Full-time	16.1	16.1	16.1	16.1
Part-time				
Seasonal				
Municipal Court				
	2017	2018	2019	2020
Full-time	1	2	2	2
Part-time	1			
Seasonal				
Technology Services				
	2017	2018	2019	2020
Full-time	8	8	8	8
Part-time	1	1	1	1
Seasonal				
Planning				
	2017	2018	2019	2020
Full-time	4	4	4	4
Part-time				
Seasonal				
Engineering				
	2017	2018	2019	2020
Full-time	3	3	4	4
Part-time				
Seasonal				
Parks				
	2017	2018	2019	2020
Full-time	4	4	5	5
Part-time	3	3	2	2
Seasonal				
Facilities				
	2017	2018	2019	2020
Full-time	2	2	2	2
Part-time				
Seasonal				
Neighborhood Services				
	2017	2018	2019	2020
Full-time	2	2	2	2
Part-time	2	2	2	2
Seasonal				
Water				
	2017	2018	2019	2020
Full-time	11	12.5	12.5	12.5
Part-time				
Seasonal	2	2	0	0
Electric				
	2017	2018	2019	2020
Full-time	27.5	27.5	27.5	27.5
Part-time	3	3	2	2
Seasonal	0	0	0	0



All Funds PERSONNEL SUMMARY

Police					Customer Service				
	2017	2018	2019	2020		2017	2018	2019	2020
Full-time	57	58	61	61	Full-time	22	24	24	24
Part-time	1	5	5	5	Part-time				
Seasonal					Seasonal				
Fire					Fleet				
	2017	2018	2019	2020		2017	2018	2019	2020
Full-time	23	23	23	23	Full-time	6	6	6	6
Part-time	18	26	26	26	Part-time				
Seasonal					Seasonal				
Communications/OEM					Ambulance				
	2017	2018	2019	2020		2017	2018	2019	2020
Full-time	1	1	1	1	Full-time	8	8	8	8
Part-time		1	1	1	Part-time	7	0	0	0
Seasonal					Seasonal				
Street & Drainage					Economic Development				
	2017	2018	2019	2020		2017	2018	2019	2020
Full-time	6	9	9	9	Full-time	2	3	3	3
Part-time	2				Part-time				
Seasonal	3				Seasonal				
Transportation					Recreation				
	2017	2018	2019	2020		2017	2018	2019	2020
Full-time	1	1	1	1	Full-time	2	2	2	2
Part-time	7	9	9	9	Part-time	0	3	3	3
Seasonal					Seasonal				
Summary of All Departments									
	2017	2018	2019	2020					
Full-time	206.6	216.1	221.1	221.1					
Part-time	45	53	51	51					
Seasonal	5	2	0	0					



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

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 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 principal 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
2019	\$243,310
2020	\$240,361

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
2019	\$126,750
2020	\$0

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 2020.

Fiscal Year	Total
2019	\$173,340
2020	\$173,340

During 2017, the City entered into a lease agreement for \$1 million for the Lorraine building remodel with a 15 year term. Interest is paid semi-annually and annual principal payments are due the under the lease agreement through September 2032.

Fiscal Year	Annual Payment
2019	\$77,878
2020	\$81,303



Debt Service

DEBT SCHEDULE – GENERAL FUND

During 2017, the City entered into a ten year lease agreement for \$482,518 to purchase a new Rosenbauer Pumper Fire Truck and related equipment. Monthly payments of \$4,552.20 are due under the lease agreement through August 2027.

Fiscal Year	Total
2019	\$54,626
2020	\$54,626

During 2017, the City entered into a five year lease agreement for \$809,770 to purchase ten replacement police vehicles and related equipment, and new streets equipment including a track loader, patching machine, and street sweeper. Monthly payments of \$14,218 are due under the lease agreement through August 2022.

Fiscal Year	Total
2019	\$170,619
2020	\$170,619

During 2017, the City entered into a 15 year lease agreement for \$1,004,165 with Siemens EPC for energy efficient upgrades to multiple City facilities. Quarterly payments are due beginning first quarter 2018 under the lease agreement with an interest rate of 2.72% through December 2032.

Fiscal Year	Total
2019	\$62,604
2020	\$64,480

During 2017, the City entered into a ten year lease agreement for \$104,300 to purchase a new mobile command center and related equipment for Public Safety. Monthly payments of \$995 are due under the lease agreement through December 2027.

Fiscal Year	Total
2019	\$11,940
2020	\$11,940

During 2017, the City entered into a five year lease agreement for \$451,200 to purchase data backup and network replacement equipment for IT, new customer service billing software, and a new meter data management system for utilities. Annual payments of \$97,306 are due under the lease agreement through April 2022.

Fiscal Year	Total
2019	\$97,306
2020	\$97,306



Debt Service DEBT SCHEDULE – GENERAL FUND

Total General Fund Debt Service	
Fiscal Year	Annual Payment
2019	\$1,018,373
2020	\$893,975

The City anticipates borrowing up to \$1,705,000 in 2019 and \$957,000 in 2020 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 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
2019	\$241,873	\$10,884	\$252,758
2020	\$0	\$0	\$0

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
2019	\$173,593	\$15,975	\$189,568
2020	\$181,405	\$8,163	\$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 August 2041. Interest accrues at rates ranging from 2% to 5.4% per annum.

Fiscal Year	Principal	Interest	Total
2019	\$210,000	\$398,629	\$608,629
2020	\$220,000	\$390,229	\$610,229

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 are due semi-annually on February 1 and August 1, through August 1, 2043. Interest accrues at rates ranging from 2% to 4% per annum.

Fiscal Year	Principal	Interest	Total
2019	\$255,000	\$423,143	\$678,143
2020	\$265,000	\$415,493	\$680,493



Debt Service

DEBT SCHEDULE – WATER FUND

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 February 1 and August 1, through August 1, 2044. Interest accrues at rates ranging from 2% to 5% per annum.

Fiscal Year	Principal	Interest	Total
2019	\$450,000	\$671,088	\$1,121,088
2020	\$470,000	\$653,088	\$1,123,088

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
2019	\$90,000	\$126,600	\$216,600
2020	\$90,000	\$123,900	\$213,900

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 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.

Fiscal Year	Principal	Interest	Total
2019	\$235,000	\$228,850	\$463,850
2020	\$240,000	\$224,150	\$464,150



Debt Service DEBT SCHEDULE – WATER FUND

Total Water Fund Debt Service			
Fiscal Year	Principal	Interest	Total
2019	\$1,655,466	\$1,875,169	\$3,530,635
2020	\$1,466,405	\$1,815,023	\$3,281,428

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 2017, the City entered into a four year lease agreement for \$138,900 to purchase two new buses for Fountain Public Transportation. Annual payments of \$36,340 are due under the lease agreement through June 2020. Interest accrues on the outstanding balance at the rate of 3.11%.

Fiscal Year	Total
2019	\$36,340
2020	\$36,340

During 2018, the City entered into a four year lease agreement for \$140,834 to purchase two new buses for Fountain Public Transportation. Annual payments of \$37,644 are due under the lease agreement through May 2021. Interest accrues on the outstanding balance at the rate of 4.65%.

Fiscal Year	Total
2019	\$37,644
2020	\$37,644

Total Public Transportation Fund Debt Service	
Fiscal Year	Total
2019	\$73,984
2020	\$73,984



Debt Service

DEBT SCHEDULE – PUBLIC TRANSPORTATION FUND

Total Water Fund Debt Service			
Fiscal Year	Principal	Interest	Total
2019	\$1,655,466	\$1,875,169	\$3,530,635
2020	\$1,466,405	\$1,815,023	\$3,281,428



Debt Service DEBT SCHEDULE – AMBULANCE FUND

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 \$1,235 are due under the lease agreement through July 2021. Interest accrues on the outstanding balance at the rate of 2.28%.

Fiscal Year	Total
2019	\$14,815
2020.	\$14,815



Debt Service

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Glossary

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

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

AMR: Automated Meter Reading.

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

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

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

AWWA: American Water Works Association.

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

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

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

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

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

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



Glossary

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.



Glossary

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



Glossary

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.



Glossary

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.



Glossary

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.



Glossary

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.



Glossary

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