

OUTSTANDING SERVICE  
**PEOPLE'S ANNUAL  
FINANCIAL  
REPORT**  
2018

**STAFF**  
WHO LOVE VOLUNTEERS

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## ABOUT THIS REPORT

The purpose of this report is to provide an overview of the financial position and operations of the City of Fort Collins, as reported in the City's Comprehensive Annual Financial Report (CAFR), along with other information of interest. The financial information presented is unaudited and in a summarized and condensed form, and does not substitute for the City's CAFR. The City's CAFR is prepared in conformity with generally accepted accounting principles (GAAP). Included in the CAFR is the Independent Auditor's Report by BKD, LLP on the general purpose financial statements of the City. This report summarizes more than 200 pages of the CAFR's financial and statistical data. The financial statements condense information of all funds included in the "Total Primary Government." GAAP requires certain financial presentation and disclosures, which are omitted in this report. As a result, the Balance Sheet and Income Statement presented here are not in strict conformity with GAAP. The City's CAFR has received awards for outstanding financial reporting from the Government Finance Officers Association. The CAFR and the City Manager's Budget are available on the City's website, [fcgov.com/finance](http://fcgov.com/finance).

## LETTER FROM THE CITY MANAGER & CFO

Fort Collins Residents,

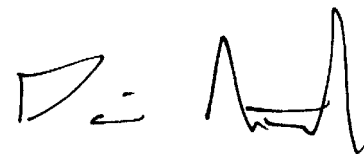
One of the primary roles of government is to use taxpayer dollars to provide the high quality programs and services the community expects and deserves, and to do so in a thoughtful, transparent manner. This includes providing regular reports on the City's finances. We are proud to report that the local economy remains strong, and that the City's financial stewardship and healthy fund balances position us well to prepare for the needs of a growing community. We maintain an Aaa credit rating with Moody's, a designation that only 4 percent of governments receive.

It is thus our privilege to present to you the City of Fort Collins 2018 People's Annual Financial Report for the fiscal year. This report is one part of the City organization's collective focus on accountability, transparency and responsiveness to the individuals and populations we serve. We hope this report provides you an opportunity to learn and participate in the City's financial activities in an easy-to-understand, concise manner.

This report includes condensed and simplified information from the 2018 Comprehensive Annual Financial Report (CAFR). It is important to note that this report is unaudited and is presented on a non-Generally Accepted Accounting Principles (GAAP) basis. It contains condensed financial information and does not provide all of the necessary financial statements and note disclosures required by GAAP. This document includes information on the Fort Collins Urban Renewal Authority, a legally separate, blended component unit of the City, which is therefore included in the City's governmental activity figures. It excludes discrete component units and fiduciary fund information. The CAFR is a more detailed and complete financial presentation, which is prepared in conformity with GAAP and is audited by the City's independent auditors.

The City's mission is to provide exceptional service for an exceptional community. That is a commitment that the nearly 2,400 City employees take seriously. From snowplow drivers and emergency dispatchers, utility crews and recreation officials, IT specialists and vehicle mechanics, the City workforce provides high quality municipal services around the clock across a wide variety of professional fields. Our job is to make Fort Collins a great place for you to live and work —through reliable electricity and water, public safety, well-maintained roads, and much more.

We would like to thank the hard-working staff of the Accounting and Treasury department, the team responsible for producing this report and the CAFR. Their commitment to accountability and integrity provides a great service to the Fort Collins community. We invite you to seek more in-depth information online. The CAFR, Biennial Budget, and other detailed reporting are available online at [fcgov.com/finance](http://fcgov.com/finance). The City's website also includes information about departmental operations, job opportunities, City Council agendas, meetings and much more.



Darin Atteberry  
*City Manager*



Mike Beckstead  
*Chief Financial Officer*

# MEET FORT COLLINS

Fort Collins is recognized by various national organizations and magazines as one of the best places to live in the nation. Incorporated in 1873 and located in Northern Colorado, Fort Collins is home to Colorado State University (CSU) and an outstanding public school system, several large high-tech employers and leading businesses in the craft brewing industry. The community offers exciting recreational opportunities, unique cultural offerings and amenities, and is a regional center for employment and commerce.

As with many cities that house a large university, the economy and culture of Fort Collins are closely tied with CSU. Both the university and the city have grown considerably in population in recent history. With 7,200 employees, CSU was the largest employer in Fort Collins in 2018.

Despite the vibrancy and economic stability the community enjoys, City leadership has several challenges to navigate in coming years. Throughout 2018, City staff and community members partnered to update City Plan, shaping the vision for Fort Collins in the next 20 years. City Plan was unanimously adopted

by City Council and addresses land use, transportation and transit, and many other topics. In addition, the community has set ambitious climate action goals that will require thoughtful planning in order to achieve while still maintaining economic vitality and social health.

## QUICK FACTS

- **Estimated Population: 172,653**  
*City of Fort Collins, May 2019*
- **Unemployment Rate: 3.2%**  
*Bureau of Labor Statistics Occupational Employment and Wage Estimates, December 2018*
- **Median Age: 29.2**  
*American Community Survey 5-Year Estimates, 2013-2017*
- **Median Household Income: \$60,110**  
*American Community Survey 5-Year Estimates, 2013-2017*
- **Education Level (approximate percentage of population with completion of 4 or more years of college education): 53.6%**  
*American Community Survey 5-Year Estimates, 2013-2017*

## TOP TEN EMPLOYERS BY HEADCOUNT

Colorado State University	Education	7,200
Poudre R-1 School District	Education	4,500
UC Health: Poudre Valley Hospital	Healthcare	4,100
City of Fort Collins	Government	2,100
Larimer County	Government	1,700
Broadcom (Avago)	Analog Electronics	1,500
Woodward, Inc.	Aerospace	1,300
Otter Products, LLC	Electronics Accessories	1,000
Department Of Agriculture	Government	740
Tolmar, Inc.	Pharmaceutical	650





# ABOUT THE CITY

## GOVERNMENT ORGANIZATION

### CITY LEADERSHIP

Fort Collins is a home rule city with a Council/Manager form of government. The Council is made up of six district Councilmembers who are elected on a non-partisan basis for a four-year term and a Mayor who is elected at-large on a non-partisan basis for a two-year term. The Council appoints the City Manager, the City Attorney and the Municipal Judge, who in turn manage the professional municipal organization.

### CITY SERVICES






The Fort Collins municipal organization provides a full range of services, including:

- Police
- Fire Protection through a local Authority
- Five utilities: Light & Power, Water, Wastewater, Stormwater, and Broadband
- Streets, Transportation, and Transit infrastructure
- Parks, Recreation, Natural Areas, and Cultural facilities
- Planning, Engineering, and Community services
- Sustainability services, including Economic Health, Environmental Services, and Social Sustainability

A full department directory can be found at [fcgov.com/cityservices](https://fcgov.com/cityservices).

### KEY OUTCOME AREAS

The City's entire strategic planning, budgeting, execution, and performance measurement revolves around seven outcome areas. Our strategic plan is located at [fcgov.com/strategicplan](https://fcgov.com/strategicplan); the City budget can be reviewed at [fcgov.com/budget](https://fcgov.com/budget).

-  Neighborhood Livability and Social Health
-  Culture and Recreation
-  Economic Health
-  Environmental Health
-  Safe Community
-  Transportation
-  High Performing Government

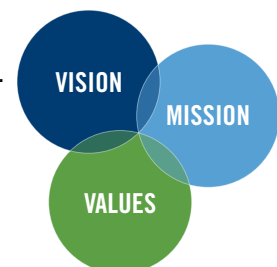
### VISION, MISSION & VALUES

**Vision:** To provide world-class municipal services through operational excellence and a culture of innovation.

**Mission:** Exceptional service for an exceptional community.

#### Values:

- Collaboration
- Excellence
- Integrity
- Outstanding Service
- Safety & Well-being
- Stewardship





## CUSTOMER-FOCUSED SERVICE

### INTERACTING WITH THE CITY

People have more avenues than ever to keep up to speed on initiatives, news, programs, or requests for City services:

**Access Fort Collins** - An easy way to reach the City with questions, comments, or service requests.  
[fcgov.com/accessfortcollins](http://fcgov.com/accessfortcollins)

**FCTV** - Regularly updated video content, available on basic cable and streaming online, which provides several programming options designed to inform, educate, and inspire.  
[fcgov.com/fctv](http://fcgov.com/fctv)

**Social Media** - People can also stay current and provide feedback via social media platforms such as Facebook, Twitter, or Instagram.  
[fcgov.com](http://fcgov.com)

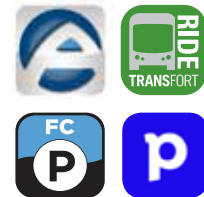
**OpenCity** - Designed to take transparency to the next level. The goal of OpenCity is to create a web portal to host data sets, including expense records, that are available to the public in a format that people can easily search, filter, or use in innovative and creative ways. [fcgov.com/opencity](http://fcgov.com/opencity)

**Our City** - This is your chance to get involved in the City's biggest projects! Engagement and feedback opportunities on this site mirror what is happening on the ground so everyone can join.  
[ourcity.fcgov.com](http://ourcity.fcgov.com)

### THERE'S AN APP FOR THAT

To stay just one tap away from the City, consider downloading these handy applications to your smart phone.

- Access Fort Collins
- Ride Transform
- FC Parking
- Pace Bike Share







## DATA-INFORMED DECISION MAKING

The City of Fort Collins has deliberately moved from a “trust us” model to being a data-informed organization. We are using data to improve efficiency and accountability.

**Community Dashboard** – An online tool that measures the community’s progress in attaining the City’s Key Outcome Areas. Important metrics such as voluntary code compliance, unemployment rate, community energy use, number of local traffic crashes and transit passengers per revenue hour are measured and monitored so the City can adapt certain programs to ensure targets are met and improve performance where necessary. The Community Dashboard can be viewed at [fcgov.com/dashboard](http://fcgov.com/dashboard).

**Climate Dashboard** – A snapshot of the community’s progress toward reducing carbon emissions. The City tracks emissions annually using 2005 as a baseline year. The community aims to reduce carbon 20 percent below 2005 levels by 2020 and 80 percent by 2030 with the goal of being carbon neutral by 2050. View the Climate Dashboard at [ftcollinscap.clearpointstrategy.com](http://ftcollinscap.clearpointstrategy.com).

**Financial Reporting** – A wide collection of financial and performance reporting is maintained by the Finance department, including quarterly budget variance reporting, seven-year comparative statements, monthly sales tax reporting, and more. Access these reports at [fcgov.com/finance](http://fcgov.com/finance).

**Community Survey** – A statistically valid survey is conducted every two years to poll the public on their perceptions and satisfaction with local government. The information gained from this survey is an important step in the Strategic Plan and the Budgeting for Outcomes processes. Learn more at [fcgov.com/communitysurvey](http://fcgov.com/communitysurvey).

## Malcolm Baldrige National Quality Award

On November 16, 2017, U.S. Commerce Secretary Wilbur Ross named the City of Fort Collins and four other organizations as the 2017 recipients of the Malcolm Baldrige National Quality Award. This Presidential-level honor recognizes exemplary practices among American organizations and businesses including a drive for radical innovation, thoughtful leadership, and administrative improvement. Receiving the award was the culmination of a rigorous, multi-year pursuit for the City of Fort Collins, as only the third city to win in the prestigious award’s 30-year history. Fort Collins began applying at the state level in 2011 with the Rocky Mountain Performance Excellence (RMPEX) program. After receiving the highest level “Peak status” from RMPEX in 2014, the City began applying to the national Baldrige program in 2015. Additional information on the Baldrige Performance Excellence Program is located at [nist.gov/baldrige](http://nist.gov/baldrige).





## 2018-2019 **Snapshot** SERVICE IN ACTION

### CONNEXION BROADBAND

After voters approved a Utility Charter amendment to add telecommunications services, the City in 2018 began building out municipal broadband service. After considerable analysis and community outreach, the City hired key broadband staff, secured vendors, and closed on \$142 million in bonds to fund construction. The Connexion brand was unveiled in 2018, and installation has begun, with the first residential service anticipated to begin in Q3 2019.

### FOCO CREATES

The result of an 18-month community visioning process, the FoCo Creates Arts and Culture Plan sets a vision for the future of the arts in Fort Collins. The plan focuses on a creative culture that is inclusive and equitable for all community members, and establishes Fort Collins as an arts and culture destination. The creative sector will have enhanced visibility through collaborations and partnerships, supporting an expanded creative economy in Northern Colorado.

### HORSETOOTH & COLLEGE INTERSECTION IMPROVEMENTS

A 2011 intersection study listed the Horsetooth Road and College Avenue intersection as a top priority for safety and operational improvements due to heavy congestion and a high number of left-turn crashes. In 2018, crews rebuilt the Horsetooth & College intersection, adding dual left-turn lanes, pedestrian refuge islands, new medians and signals, new landscaping and urban design elements, and a new bridge over Larimer Canal No. 2.

### GARDENS EXPANSION

For more than a decade, the Gardens on Spring Creek has grown as a source of positive, engaging and creative opportunities for people to connect with plants and with each other. Five acres of new gardens have been constructed and planted, including the Great Lawn and stage, as well as several educational and themed gardens. Work is underway on an expanded Visitors Center, as well as a new Conservatory Butterfly House. Presented in partnership with the Butterfly Pavilion, the 1,500-square-foot glass house that will be home to hundreds of native butterflies, offering educational opportunities for all ages.

### CITY GIVE

City Give is an umbrella for the many existing and future fundraising activities across departments and projects within the City of Fort Collins. It is a pioneering operational initiative created to orchestrate and strengthen the City's philanthropic practices, standards and partnerships. City Give is an investment in new pathways for successful public-private collaboration.

### TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS

The City's vision has long embraced safe facilities for pedestrians, bicycles, motorized vehicles and public transit. The City completed four projects in 2018 supporting that vision.

- Riverside Bridge Replacement
- Long View Trail
- Fossil Creek Trail Connection
- West Mulberry Improvements





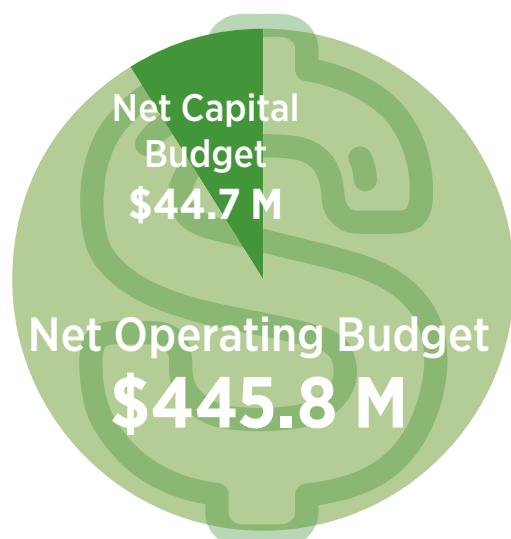


# FORT COLLINS BY THE NUMBERS OPERATING STATISTICS

**STAFFING** (FULL-TIME EQUIVALENTS,  
SALARIED AND HOURLY)



**NET 2018 OPERATING & CAPITAL BUDGET**  
**\$491.2 M** (AS AMENDED)



## PUBLIC SAFETY



**110,594**  
Police Incidents



**19,999**  
Medical Calls



**21,967**  
Fire Calls

## CULTURE, PARKS, RECREATION & NATURAL AREAS



**1.3 M**  
Recreation Facility  
Attendance & Program  
Participation



**948**  
Parks Acreage  
**44**  
Trail Miles



**44,705**  
Natural Areas  
Acreage



**352,833**  
Cultural Attendance  
(Museum, Lincoln  
Center, Gardens)

## TRANSPORTATION



**4.4 M**  
Transport & Dial-a-Ride  
Passengers



**1,974**  
Street Lane  
Miles



**232**  
Traffic  
Signals



**201**  
Bike Lane Miles  
(approx.)

## UTILITIES



**544**  
Miles of  
Water Mains



**1,963**  
Miles of High  
Voltage Circuits



**99.99%**  
Electric System  
Reliability



**122,000**  
Customer Calls  
Responded to

## SUSTAINABILITY



**207**  
Affordable Housing  
Units Added



**\$3.8 M**  
Dollars Awarded  
to Human  
Services Agencies



**120**  
Homes Assessed  
for Indoor  
Air Quality



**17%**  
Reduction in  
Greenhouse Gases  
(against 2005 levels, as of 2017)



# “The City’s mission

to provide exceptional service for an exceptional community is a commitment that our 2,400 employees take seriously. Each day my colleagues strive to provide high quality municipal services in order to help make Fort Collins a great place for everyone.”

*Darin Atteberry, Fort Collins City Manager*





# Fort Collins **Financial Results**

## NET POSITION

The net position, or net worth, of the City on December 31, 2018 was \$2.0 billion. Of the net position balance, \$305.7 million is unrestricted and is available to meet ongoing obligations in accordance with the City's fund designations and fiscal policies.

The City's net position increased by \$49.6 million (2.6%). The governmental net position increased by \$26.9 million (2.5%) and the business-type position increased by \$22.7 million (2.7%).

The City's total long-term liabilities increased by \$134.7 million (122.4%) during the current year. Within that activity, the City's governmental long-term liabilities decreased by \$662,000 and business-type long-term liabilities increased by \$135.3 million. The City issued \$129.6 million in par value of revenue bonds to finance the construction and start-up operations of broadband services in 2018 resulting in an increase in business-type long-term debt while the decrease in governmental debt was driven by principal payments on existing amounts.

NET POSITION (at December 31 in thousands)	Governmental		Business-type		Total Primary Government	
	2017	2018	2017	2018	2017	2018
<b>ASSETS</b>						
Current and other assets	\$ 312,097	\$ 319,266	\$ 174,728	\$ 317,642	\$ 486,825	\$ 636,907
Capital assets	876,783	897,181	724,038	741,489	1,600,820	1,638,670
Total assets	1,188,879	1,216,447	898,766	1,059,131	2,087,645	2,275,577
Deferred outflows of resources	1,016	2,187	1,609	2,617	2,625	4,804
<b>LIABILITIES</b>						
Long-term liabilities	59,731	59,069	50,267	185,614	109,998	244,682
Other liabilities	25,764	30,016	20,533	24,788	46,297	54,804
Total liabilities	85,495	89,085	70,801	210,402	156,296	299,487
Deferred inflows of resources	31,772	30,046	969	-	32,741	30,046
<b>NET POSITION</b>						
Net investment in capital assets	829,571	857,873	679,667	710,492	1,509,238	1,568,365
Restricted	81,844	76,746	-	-	81,844	76,746
Unrestricted	161,214	164,885	148,938	140,854	310,152	305,739
<b>TOTAL NET POSITION</b>	<b>\$ 1,072,629</b>	<b>\$ 1,099,504</b>	<b>\$ 828,605</b>	<b>\$ 851,346</b>	<b>\$ 1,901,234</b>	<b>\$ 1,950,850</b>



# Fort Collins **Financial Results**

## SUMMARY OF ACTIVITIES

Governmental revenues decreased slightly by \$2.6 million while expenses increased \$13.7 million. The City deliberately drew down its reserve amounts in 2018 for capital projects such as the Poudre River Downtown project, neighborhood park development, Lincoln Center theater updates, City Plan, road and bridge projects, and more.

On the business-type side, program revenues experienced a net increase of \$6.3 million. This 2.7 percent increase was driven primarily by rate increases in the electrical, water, and wastewater utilities.

Expenses are described in greater detail in the following pages.

<b>CONDENSED SUMMARY OF ACTIVITIES</b> (at December 31 in thousands)	<b>Governmental</b>		<b>Business-type</b>		<b>Total Primary Government</b>	
	<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>
<b>REVENUES</b>						
Program revenues, primarily service charges	\$ 85,296	\$ 66,194	\$ 227,515	\$ 227,340	\$ 312,811	\$ 293,534
Sales & use taxes	135,621	138,560	-	-	135,621	138,560
Other general revenues	62,880	76,457	3,333	9,818	66,213	86,275
<b>TOTAL REVENUES</b>	<b>283,797</b>	<b>281,211</b>	<b>230,848</b>	<b>237,158</b>	<b>514,645</b>	<b>518,369</b>
Expenses	243,912	257,609	193,789	211,144	437,700	468,753
Transfers	3,505	3,274	( 3,505 )	( 3,274 )	-	-
<b>CHANGE IN NET POSITION</b>	<b>43,390</b>	<b>26,876</b>	<b>33,555</b>	<b>22,740</b>	<b>76,945</b>	<b>49,616</b>
Net position, beginning of year	1,029,238	1,072,629	795,050	828,605	1,824,289	1,901,234
<b>NET POSITION, END OF YEAR</b>	<b>\$ 1,072,629</b>	<b>\$ 1,099,504</b>	<b>\$ 828,605</b>	<b>\$ 851,346</b>	<b>\$ 1,901,234</b>	<b>\$ 1,950,850</b>

# REVENUES

## HOW IS FUNDING RAISED?

### SALES & USE TAX

Many City services are funded through service charges, such as our Utility or Recreation services. However, the City assesses a 3.85 percent tax upon sales and purchases in order to fund other services that are not charged based on volume or usage.

#### Base Rate

2.25%.

Funds government services like police, transportation, and administration.

#### Streets and Transportation

0.25%, EXPIRES DECEMBER 31, 2025

Street maintenance taxes were first approved in 1984 and were renewed in 1989, 1998, 2006, and 2016. The Street Maintenance Program focuses on extending the lifespan of roadways and minimizing the cost of maintaining a viable road surface. Good roads cost less to maintain than those in poor condition, and this tax allows the City to maintain the current level of service.

#### Community Capital Improvement Program (CCIP)

0.25%, RENEWED APRIL 2015 AND EXPIRES DECEMBER 31, 2025

CCIP taxes were initiated in 1985 and were renewed in 1990, 1998, 2006, and 2016. Project highlights using this funding for 2016-2025 include City Park train and Club Tico renovations, Downtown Poudre River Whitewater Park, a Visitor's Center at the Gardens on Spring Creek, Willow and Linden Street improvements, Lincoln Avenue bridge, and a Southeast Community Center.

### Natural Areas

0.25%, EXPIRES DECEMBER 31, 2030

Open Space Yes!, originally passed in 1992 and renewed in 1998 and 2006, is a key component in the conservation and management of natural areas and trails. Expenditures from this tax include land acquisition, resource and land management, public improvements, and educational programming.

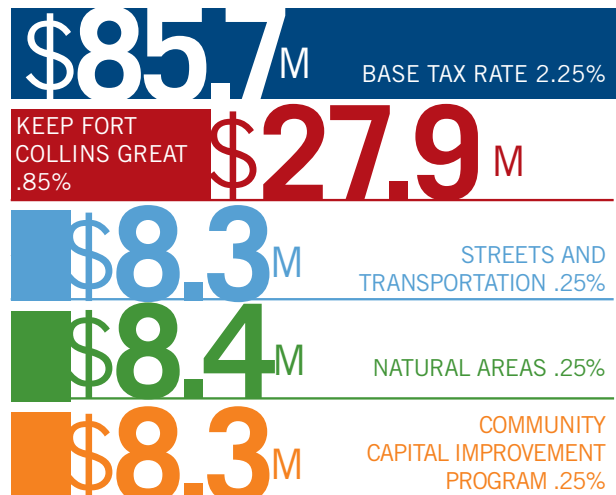
### Keep Fort Collins Great

0.85%, EXPIRES DECEMBER 31, 2020

This tax was passed by Fort Collins voters in November 2010 to fund services and programs that residents value. The tax is used for road improvement projects, increased staffing and facilities for emergency responders, parks maintenance, and other priorities. In April 2019, Fort Collins voters approved a reconfiguration of this tax. Beginning in 2021, instead of a 0.85% renewable tax, Fort Collins will permanently add 0.6% to the ongoing Base Rate and add a renewable 0.25% tax through 2030.

### SALES & USE TAX

Dollar amounts in millions and reflect 2018 revenue



# EXPENSES

## WHERE DOES THE MONEY GO?

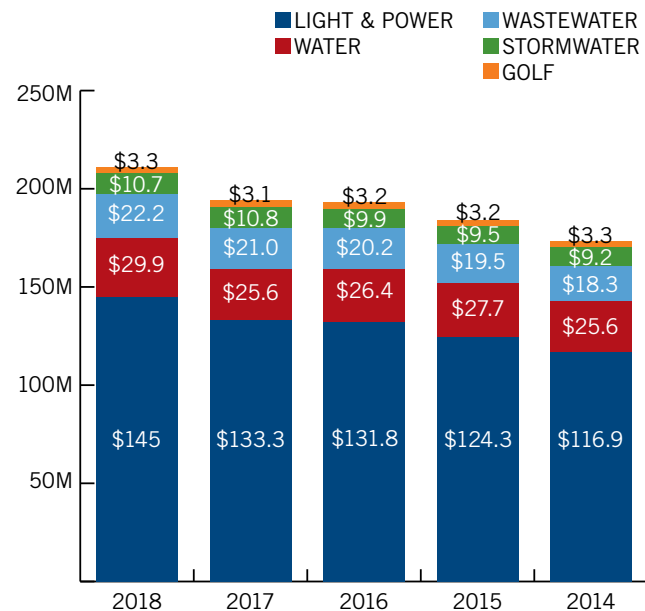
Every two years, the City Manager submits a budget for City Council's adoption. The proposed budget cannot include expenditures that exceed estimated reserve balances and anticipated income. The budget represents six months of input from community members, City staff and City management, and serves as the two-year blueprint for advancing results in the seven key outcome areas.

Fort Collins uses Budgeting for Outcomes (BFO) for its budget. The process focuses on results and priorities, not on cost. The process shifts from paying for costs to buying results. Service providers, or "sellers," make offers to results teams aligned behind each of the seven outcomes. Teams evaluate effectively purchasing these offers from the seller based on their priority. These purchase decisions put residents and their priorities first. For more information, please visit [fcgov.com/bfo](http://fcgov.com/bfo).

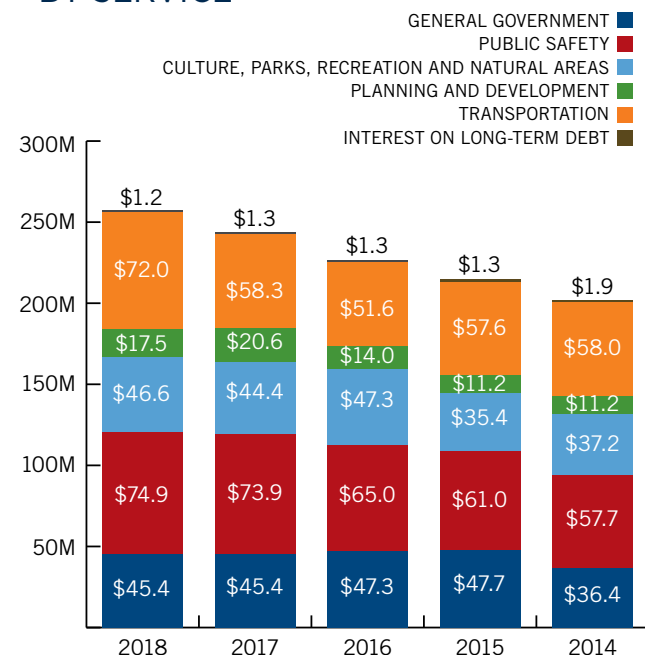
In 2018, governmental expenditures totaled \$257.6 million, an increase of \$13.7 million, or 6.1 percent, when compared to 2017. Transportation expenses increased \$13.7 million largely due to expanded transit service and the growing City Bridge program. Culture, parks, recreation and natural areas increased \$2.2 million; and planning and development expenses decreased \$3.1 million.

Business-type Expenses totaled \$211.1 million in 2018, an increase of \$17.4 million, or 9.0 percent, when compared to 2017. Light and Power accounted for \$11.7 million of the increase primarily due to purchased power costs from Platte River Power Authority, the area electricity generation and transmission provider, personnel services, contractual services and depreciation. Water expenses increased \$4.3 million (16.5%) because of an increase in personnel services, depreciation, and contractual services. Wastewater expenses increased \$1.3 million (6.3%) because of personnel services.

## BUSINESS-TYPE EXPENSES BY SERVICE



## GOVERNMENTAL EXPENSES BY SERVICE





# EXPENSES (CONTINUED) – WHERE DOES THE MONEY GO?

Many of the City's expenditures are segregated from other expenditures by a dedicated revenue source. Below is a breakdown by department of how proceeds from the various dedicated tax components are spent. Dedicated revenues, such as Keep Fort Collins Great, are contained to specified areas of spending by ballot language. Figures are in thousands and on a non-GAAP Budgetary Basis.

SERVICE AREA Department	General Fund	Keep Fort Collins Great Fund	Transportation Fund	Capital Projects Fund	Urban Renewal Authority	Other Gov. Funds	Grand Total
<b>POLICE SERV. TOTAL</b>	40,605	5,717	-	-	-	-	46,322
Investigations	6,488	1,491					7,978
Police Information Serv.	7,790	1,168					8,958
Patrol	18,287	1,346					19,633
Community & Special Serv.	4,595	1,252					5,846
Office of the Chief	3,445	461					3,906
<b>FINANCIAL SERV. TOTAL</b>	4,529	-	-	-	-	-	4,529
<b>COMMUNITY &amp; OPERATION SERV. TOTAL</b>	27,658	4,727	-	10,195	-	24,847	67,427
Operation Services	13,119			4			13,123
Recreation		1,478		118		6,997	8,594
Community Serv. Admin.	288	42					330
Park Planning & Dev.				4,678		4,525	9,202
Cultural Services	2,258	118		2,865		4,088	9,329
Parks	11,823	2,515		42		596	14,976
Natural Areas	169	574		2,489		8,640	11,873
<b>PLANNING, DEV. &amp; TRANS. TOTAL</b>	11,088	15,385	24,622	14,089	-	24,685	89,869
PDT Administration	2,113		562				2,675
Transfort / Parking		2,787		2		22,288	25,077
Comm. Dev & Neighborhood Svcs.	8,974	135					9,108
FC Moves	1	1,156	842	346			2,345
Streets		7,899	16,913			31	24,842
Traffic		699	3,775	12			4,486
Engineering		2,709	2,531	13,729		2,366	21,335
<b>EXECUTIVE SERVICES TOTAL</b>	3,620	16	-	-	-	-	3,636
<b>JUDICIAL SERVICES TOTAL</b>	1,051	-	-	-	-	-	1,051
<b>LEGAL SERVICES TOTAL</b>	2,389	-	-	-	-	-	2,389
<b>INFO. &amp; EMPLOYEE SVCS. TOTAL</b>	5,636	343	-	-	-	-	5,979
<b>SUSTAINABILITY SERVICES TOTAL</b>	5,927	1,745	-	116	4,722	2,699	15,209
Economic Health Office	2,071	309				411	2,790
Social Sustainability	1,383	664				2,288	4,335
Environmental Services	2,051	699		116			2,866
Administration	422	73					495
Urban Renewal Auth.					4,722		4,722
<b>OTHER NON DEPT. TOTAL</b>	1,782	-	-	-	-	5,571	7,354
<b>POUDRE FIRE AUTHORITY TOTAL</b>	25,010	3,058	-	-	-	-	28,067
<b>GRAND TOTAL</b>	<b>\$129,296</b>	<b>\$30,991</b>	<b>\$24,622</b>	<b>\$24,400</b>	<b>\$4,722</b>	<b>\$57,802</b>	<b>\$271,833</b>



# TREASURY ADMINISTRATION

## WHERE'S THE MONEY KEPT?

### CASH & INVESTMENT MANAGEMENT

Investment policies are governed by City Council-adopted policy. The principal objective of the City's cash and investment strategy is preservation of investment principal. Thus, the policy allows for only fixed-income investments, such as state or local government debt, U.S. agency obligations, or U.S. corporate debt. Equity investments, such as common stock or mutual funds, are disallowed under the City's policy.

At Dec. 31, 2018, the fair market value of the City's cash and investments was \$548.0 million. The yield on market for the total assets in

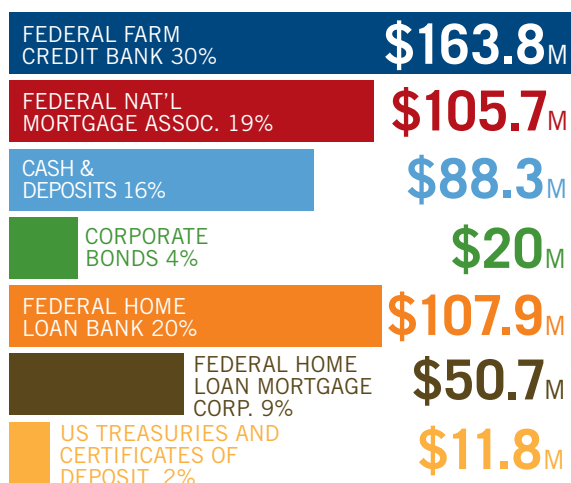
the portfolio for 2018 was 1.68 percent and total interest earnings were \$8.6 million.

### BONDED DEBT OBLIGATIONS

The City's credit rating was Aaa by Moody's Investors Service at Dec. 31, 2018. This highly favorable investment rating, maintained by only 4 percent of governments, allows the City to pay less interest on its debt issuances. At Dec. 31, 2018, the City held total bonded debt of \$206.2 million. Of this amount, \$32.9 million was related to government activities and \$173.3 million was related to business-type activities. The debt service due within one year is \$20.9 million.

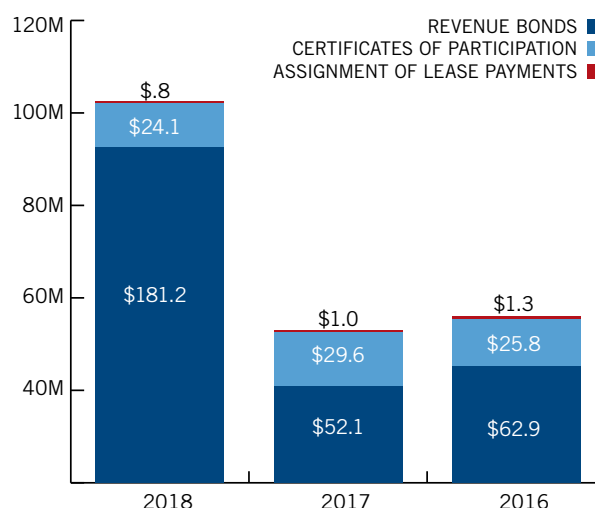
### CASH & INVESTMENTS

December 31, 2018 in millions



### CITY DEBT OBLIGATIONS

December 31, 2018 in millions





## CAPITAL ASSETS

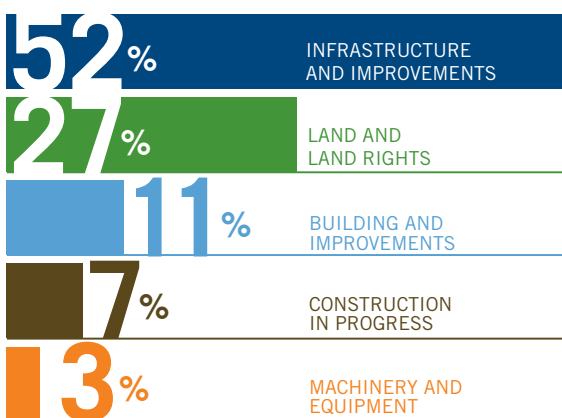
### WHAT DOES THE CITY OWN?

The book value, historical cost less depreciation, of the City's capital assets totaled \$1.6 billion at Dec. 31, 2018. This investment in capital assets includes buildings and improvements; infrastructure and other improvements, including streets, bridges, and the full utility delivery system; land and right-of-way; various equipment and construction in progress.

Total investment in capital assets increased \$74.2 million compared to 2016. While the City reports its assets as net book value based on acquisition cost and accumulated depreciation, estimated fair market value is 2-3 times higher due to market appreciation of water rights, land and building values. This estimate is based on appraisal value, replacement cost, and/or insured values.

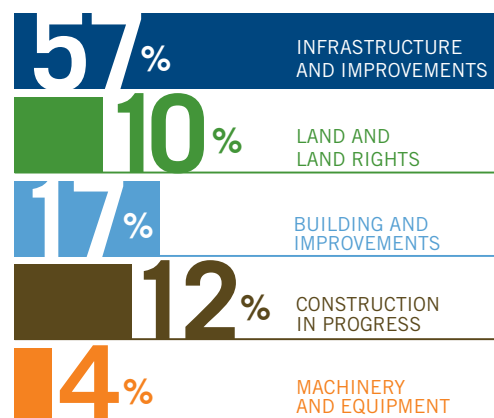
#### GOVERNMENT CAPITAL ASSETS

\$876.8M



#### BUSINESS-TYPE CAPITAL ASSETS

\$724.0M







## GLOSSARY

**Assets** — what the City of Fort Collins owns.

**Business-type activities** — private sector-type operations, such as Utilities and Golf, where fees for services typically cover all or most of the cost of operations, including depreciation.

**Capital assets** — items such as City or Utility land, construction in progress, equipment, infrastructure and buildings, and improvements net of depreciation.

**Component Unit** — legally separate organizations for which the City is financially accountable. The Urban Renewal Authority, Downtown Development Authority, and General Improvement Districts #1 and #15 are the City's component units.

**Current and other assets** — items such as pooled cash and investments, cash and investments with fiscal agents, receivables, internal balances, inventories, deposits with others, prepaid items and deferred charges.

**Deferred inflows** — an acquisition of a net asset that is applicable to a future reporting period.

**Deferred outflows** — a consumption of a net asset that is applicable to a future reporting period.

**Fiduciary fund** — accounts for assets held on behalf of outside parties, including other governments.

**Governmental activities** — City basic services, including police, planning, economic development, and culture and recreation. Sales, use, and property taxes finance the majority of these services.

**Invested in capital assets, net of related debt**—amounts invested in capital assets less accumulated depreciation and any outstanding debt used to acquire these assets.

**Liabilities** — what the City of Fort Collins owes.

**Long-term liabilities** — items such as bonds, loans, compensated absences, and other City of Fort Collins obligations.

**Net book value** — represents the acquisition cost less accumulated depreciation for an asset.

**Net position** — the difference between City of Fort Collins assets and liabilities. It is the net worth of the City.

**Other liabilities** — items such as payables, payroll, accrued interest and unearned revenue.

**PILOT** — payment in lieu of taxes, made to compensate the primary government for some or all of the tax revenue lost due to the tax-exempt status of the City's utilities.

**Primary government** — all of the governmental and business-type activities belonging to the City of Fort Collins excluding the discretely presented component units and fiduciary funds.

**Restricted** — funds that are not available for use because they have been set aside for a specific purpose or project.

**Unrestricted** — one-time funds available to use for operations or capital.

