AGENDA
LOVELAND CITY COUNCIL
STUDY SESSION
TUESDAY, NOVEMBER 26, 2013
CITY COUNCIL CHAMBERS
500 EAST THIRD STREET
LOVELAND, COLORADO

The City of Loveland is committed to providing an equal opportunity for citizens and does not discriminate on the basis of disability, race, age, color, national origin, religion, sexual orientation or gender. The City will make reasonable accommodations for citizens in accordance with the Americans with Disabilities Act. For more information, please contact the City's ADA Coordinator at bettie.greenberg@cityofloveland.org or 970-962-3319.

6:30 P.M. STUDY SESSION - City Council Chambers

STUDY SESSION AGENDA

1. WATER & POWER (presenters: Steve Adams, Jackie Sargent, 60 min)
2014 PLATTE RIVER POWER AUTHORITY STRATEGIC PLAN
Based on several months of strategic planning activities, PRPA has developed the first draft of their 2014 Strategic Plan. The plan presents updated Vision, Mission, and Values Statements that have been approved by the Board of Directors. It also provides a draft set of Strategic Initiatives and Objectives, along with high-level goals for each. New initiatives have been added in the areas of: Improved Collaboration & Communications, Diversified Resource Supply Portfolio, and Technological Innovation and Sustainability. Long standing objectives have been updated and expanded in the areas of: Safety, Exceptional Customer Service, Operational Excellence, Compliance Assurance, Financial Stability, and Employee Engagement. These nine areas of focus form the foundation of planning for 2014.

2. PUBLIC INFORMATION (presenter: Tom Hacker, 20 min)
2013 Community Quality of Life Survey Results
Annually, a survey is mailed to Loveland residents seeking their opinions about City services and amenities including: Public Safety, Utility Services, Leisure Services, Transportation and more. The survey is based on general attitudes about living in the City. This year's results show that government services have again received high ratings, with police services and utilities showing the biggest jumps.

ADJOURN

CITY OF LOVELAND
WATER & POWER DEPARTMENT
200 North Wilson • Loveland, Colorado 80537
(970) 962-3000 • FAX (970) 962-3400 • TDD (970) 962-2620

AGENDA ITEM: **1**
MEETING DATE: 11/26/2013
TO: City Council
FROM: Steve Adams, Water & Power
PRESENTER: Jackie Sargent, Platte River Power Authority

TITLE:
Draft 2014 Platte River Power Authority (PRPA) Strategic Plan

SUMMARY:
Based on several months of strategic planning activities, PRPA has developed the first draft of their 2014 Strategic Plan. The plan presents updated Vision, Mission, and Values Statements that have been approved by the Board of Directors. It also provides a draft set of Strategic Initiatives and Objectives, along with high-level goals for each. New initiatives have been added in the areas of: Improved Collaboration & Communications, Diversified Resource Supply Portfolio, and Technological Innovation and Sustainability. Long standing objectives have been updated and expanded in the areas of: Safety, Exceptional Customer Service, Operational Excellence, Compliance Assurance, Financial Stability, and Employee Engagement. These nine areas of focus form the foundation of planning for 2014.

BACKGROUND:
This 2014 Strategic Plan pulls together several plans including the Risk Management Plan, the Strategic Financial Plan, and the Load Forecast, which are now provided as appendices to the Strategic Plan. Information previously provided in a separate Operating Plan and Transmission Plan has been incorporated into this Strategic Plan, along with Legislative Policies and a summary of the Municipalities Planning Efforts. The Climate Action Plan and Integrated Resource Plan (IRP) will remain separate documents for now, but will be incorporated into the overall Strategic Plan next year, as a new IRP is completed. Detailed ten-year term financial information, including a capital plan and wholesale rate forecast, will also be provided in next year's Strategic Plan – after analysis has been completed and decisions have been made regarding resource diversification and other factors that may impact PRPA's financial planning. The strategic planning effort is a work-in-progress with the intent to coordinate and combine all planning documents into one overall Strategic Plan.

REVIEWED BY CITY MANAGER:

LIST OF ATTACHMENTS:

1. Draft 2014 PRPA Strategic Plan
2. PowerPoint Presentation

2014 STRATEGIC PLAN

THE ENERGY WE LIVE BY™

ESTES PARK | FORT COLLINS | LONGMONT | LOVELAND

Platte River
POWER AUTHORITY

www.PRPA.org

Our Mission...

Provide safe, reliable, environmentally responsible, and competitively priced energy and services.

Our Vision...

As a respected leader and responsible energy partner, improve the quality of life for the citizens served by our owner communities.

VALUES

SAFETY

Working safely and protecting the public, our employees, and the assets we manage is non-negotiable.

INTEGRITY

Being ethical and holding ourselves accountable to conduct business in a fair, honest, open, compliant, and environmentally responsible manner is at the core of what we do.

CUSTOMER SERVICE

Providing quality service at a competitive price while being responsive to our owners' needs creates added value and improves customer satisfaction.

RESPECT

Encouraging constructive dialogue that promotes a culture of inclusiveness, recognizes our differences, and accepts varying viewpoints will lead us to optimal solutions for even the most difficult challenges.

OPERATIONAL EXCELLENCE

Engaging employees to strive for excellence and continuous improvement ensures that we provide reliable service while managing costs and creating a rewarding work environment.

INNOVATION

Supporting the development of technologies to promote the efficient use of electricity, protect the environment, and create a diversified energy supply portfolio mitigates risk and creates opportunities.

SUSTAINABILITY

Maintaining financial integrity, minimizing our environmental impact, and supporting responsible economic development in our owner communities ensures the long-term viability of the organization and the communities we serve.

WHAT'S INSIDE...

Jackie Sargent - General Manager
PLATTE RIVER POWER AUTHORITY

from the...

GENERAL MANAGER

Platte River Power Authority is honored to provide safe, reliable, environmentally responsible and competitively priced energy and services to Estes Park, Fort Collins, Longmont and Loveland, Colorado. This mission has allowed us to improve the quality of life for the citizens of our four owner communities over the past forty years.

Our Board of Directors and staff have begun an in-depth planning process—one that will support strategic thinking and the development of adaptive strategies for the future. The result of our effort thus far is outlined in this summary document. Platte River's 2014 Strategic Plan is fluid, and will be updated annually as detailed analyses of future scenarios are completed, new technologies evolve, and market opportunities develop. The plan is not set in stone, but is rather a guide for developing an adaptive strategy to sustain Platte River Power Authority and the communities we serve for the next forty years and beyond.

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from the...

GENERAL MANAGER

CONTINUED

In managing any business, it is important to think strategically about risks and opportunities—no different from how one would manage an investment portfolio. Generation resources currently serving the four cities are comprised of coal, hydropower, wind and natural gas. Because we rely heavily on coal resources, we are faced with potentially significant financial, legislative and regulatory risks. The lack of intermediate resources in the existing resource mix also limits our flexibility in potential future electric markets. Citizens have expressed interest in more renewable generation and innovative technologies that will help reduce the carbon footprint of Platte River's energy resources. We are listening closely to discern customers' future resource preferences.

Understanding the implications of potential future changes to our resource mix will require detailed analysis—we have so far only scratched the surface. Platte River is committing staff and other resources to evaluate options to diversify our future energy supply portfolio and reduce our carbon footprint while remaining the lowest cost wholesale power provider based in Colorado. We will be considering a number of potential future scenarios and comparing these to a "business as usual" base case, trying to identify the associated risks and opportunities. We're also stepping up our capabilities to ensure expanded collaboration and communications with the communities. As we develop these new areas, we will continue to focus on our values of safety, integrity, customer service, respect and operational excellence. We will seek opportunities to integrate technological innovation and sustainability in all areas of Platte River's business.

We are committed to building on our strong foundation to create the energy future our communities deserve.

EXECUTIVE SUMMARY

(To be developed when document is final)

STRATEGIC INITIATIVES, OBJECTIVES AND 2014 GOALS

SAFETY

It is the basic safety policy of Platte River that no job is so important and no service so urgent that an employee must violate a safety rule or risk of injury/illness over taking the time to perform their work safely.

Goals

- Review and update the Emergency Response Plan.
- Reach out to local law enforcement, emergency management services, and fire departments to engage in table tops and support coordinated emergency response planning and communications.
- Continue to define and implement a safety focused culture and further document safety procedures.

EXCEPTIONAL CUSTOMER SERVICE

Continuously improve services to the Municipalities by maintaining a high level of knowledge regarding Municipality and retail customer needs and preferences, identifying and tracking key performance metrics, and integrating new information into future program/services planning decisions.

Goals

- Meet energy savings and peak demand reduction targets for established Common DSM programs and services.
- Expand DSM program offerings to include implementation of new innovative technologies.
- Support the Municipalities' key account programs by engaging more actively with Municipal staff and targeting program and services offerings more directly to these customers.
- Through program and service offerings, support economic development efforts in the Municipalities with a focus toward contributing to the success of local businesses.
- Develop proactive and comprehensive methods of obtaining feedback from Municipalities and customers, including implementing joint customer satisfaction surveys.
- Work jointly with the Municipalities, establish customer satisfaction goals for Platte River services and provide staff support to the Municipalities.
- Align strategic planning efforts to support key 2014 initiatives of the Municipalities.
- Engage in expanded outreach opportunities to Municipality and community groups.
- Work with Municipalities on legislative and regulatory issues that impact all of us.
- Identify and implement co-branding opportunities with the Municipalities.

OPERATIONAL EXCELLENCE

Platte River will manage a coordinated process whereby we optimally manage physical and personnel assets and their performance in a way that maximizes value, while taking into

account risk, costs, safety, efficiency and performance for the purpose of achieving our mission and strategic objectives.

Goals

- Provide system-wide transmission reliability to maximize safe and efficient energy delivery to our owner communities and surplus sales customers.
- Operate and maintain safe, reliable, affordable and environmentally responsible generating assets to provide owner communities a strategic advantage in wholesale power costs.
- Maximize fuel efficiency at all generating facilities in order to minimize fuel costs.
- Reduce generation and transmission operating and maintenance expenditures to manage delivered energy costs.
- Maximize asset utilization to improve opportunities to generate surplus sales revenue.
- Manage our water resources through a comprehensive Board approved water policy that facilitates asset utilization and optimization both now and into the future.
- Work with our local, state and federal government and regulatory agencies to ensure a favorable political climate for our continued operations.
- Develop a long-term facilities master plan.
- Develop an overall security policy.
- Develop and implement a formalized project management process.
- Review and update the process for contract administration and compliance.

IMPROVED COLLABORATION AND COMMUNICATIONS

Platte River will explore options for increased coordination and collaboration in the areas of joint planning, new programs and services, stakeholder communications and leverage of resources.

Goals

- Implement a system-wide demand response pilot program.
- Evaluate potential for system-wide solar energy programs such as solar gardens.
- Form a joint load forecasting team to investigate options for utilizing end-use load research, improved measurement/verification of DSM programs and other coordinated approaches to enhance system forecasting.
- Study options for expanding joint training among the Municipalities and Platte River.
- Evaluate new services and other opportunities identified in the 2013 Utility Director Survey.
- Expand the joint strategic planning team among the Municipalities and Platte River to identify issues of mutual interest, evaluate potential new areas for collaboration and integrate appropriate aspects of the Municipalities' plans into Platte River's Strategic Plan.
- Develop and implement a stakeholder involvement process to enhance communications and gain support for key initiatives and the next Integrated Resource Plan / Strategic Plan.
- Collaborate with Municipalities' teams on stakeholder communications, joint marketing programs, sponsorships and educational events.
- Through effective external communications, ensure that stakeholders are well-informed of the value Platte River's partnership brings.

DIVERSIFIED ENERGY SUPPLY PORTFOLIO

Platte River will evaluate options for diversifying its future mix of resources – integrating both supply and demand side technologies and capitalizing on regional competitive strengths (proximity to natural gas and coal, excellent wind and solar resources and local/regional energy technology research and development).

Goals

- Evaluate natural gas combined cycle generation and other options to support integration of additional renewable energy resources, to diversify the resource mix and to provide flexibility for future electric market scenarios.
- Evaluate alternatives for decreasing Platte River's greenhouse gas emissions, considering a reduction to 20% below 2005 levels by 2020 as a guideline. Reductions may be higher or lower – and the timeline shorter or longer – depending on implementation costs and other factors.
- Evaluate alternatives for meeting retail customer energy requirements using increasing levels of renewable resources, considering a guideline of meeting 20% of these requirements with renewable sources by 2020. More or less renewable energy may be considered, depending on implementation costs and other factors.
- Update Platte River's Renewable Energy Supply Policy.
- Analyze the potential benefits and costs of distributed generation at Municipal utility and retail customer levels and integrate cost effective alternatives into the next IRP.
- Track innovative technologies to enhance energy supply – and implement cost effective improvements utilizing new technology opportunities.
- Maintain Platte River's position as the lowest cost wholesale electric supplier located in Colorado.
- Seek Board approval of a new Integrated Resource Plan that integrates increased renewable energy, distributed generation, resource diversification and greenhouse gas reduction, while maintaining competitive rates.

COMPLIANCE ASSURANCE

To reinforce, support and sustain a strong and consistent culture of compliance at Platte River which builds compliance consciousness into our daily activities and operations and encourages each employee to conduct business with the highest standards of integrity and operational excellence.

Goals

- No regulatory compliance violations resulting in fines.
- No environmental compliance violations.
- Review and update policies to enhance operations, create efficiencies, and ensure that appropriate controls are in place.

FINANCIAL STABILITY

Platte River will maintain long-term financial stability by focusing on financial planning, financial reporting and risk management.

Goals

- Manage budgeted revenues and expenditures to meet Strategic Financial Plan targets.

- Review and update the Strategic Financial Plan to ensure targets are adequate based on new strategic initiatives that are developed.
- Review and analyze opportunities for the next bond financing.
- Evaluate new technology to improve efficiency and effectiveness of budgeting, analysis and reporting.
- Provide timely and accurate reporting of financial information as well as the implementation of new accounting standards.
- Review and revise Risk Plan assessments and mitigations with the Risk Oversight Committee.
- Review and revise internal processes to improve efficiency and controls.

EMPLOYEE ENGAGEMENT

By continuing to invest in its human resources, Platte River Power Authority will leverage diversity, grow internal talent, attract innovative skills and facilitate high standards of professional and ethical behavior.

Goals

- Design a Leadership Development Program that:
  - Identifies successor candidates for all levels of supervision,
  - Builds current and emerging leaders' skills to support Platte River's mission and strategy.

- Develop a Diversity and Inclusion Program that:
  - Equips leaders and employees to provide a welcoming and respectful work environment, model inclusive behavior as well as support an inclusive and diverse workplace,
  - Links all Platte River programs and initiatives.

- Implement an Ethics and Compliance Program that:
  - Empowers employees to not only report but also prevent, identify and stop noncompliant behavior,
  - Ensures that ethics is at the core of Platte River's culture and provides an avenue of transparency in everything we do.

TECHNOLOGICAL INNOVATION AND SUSTAINABILITY

Platte River will actively monitor research and advance the use of new, emerging technologies in all areas of business to enhance performance and support the needs of the Municipalities and their customers.

Goals

- Dedicate staff resources to actively research and advance the use of new, emerging technologies in areas such as electric vehicles, distributed generation, demand response, demand side management, energy storage and smart grid applications.
- Deploy cost effective system efficiency improvements available through application of new technologies and techniques.
- Continue to support the FORTZED initiative through active participation on committees and working groups.
- Sponsor the Net Zero Cities conference in 2014.

- Establish a technology working group with subject matter experts from Platte River, the Municipalities, Colorado State University and other stakeholders.
- Actively seek funding for new technology applications in areas that provide benefits to the Municipalities and Platte River.
- Coordinate joint seminars with expert speakers on new technology and sustainability.

STRATEGIC PLANNING PROCESS

Since its inception, Platte River has been active in planning for the future. Planning has taken many forms over the years, with the primary focus on new electric supply resources to serve the needs of the Municipalities. Five integrated resource plans have been developed since the mid-1990's, leading to addition of simple cycle natural gas generation and providing guidance for expanding energy efficiency and renewable energy resources. Historically, separate planning documents were also produced for operations, financial, legislative/regulatory, climate action, transmission, and risk management areas. For 2014, many of these separate plans will be incorporated into an overall Strategic Plan – prepared for approval by the Board of Directors. Through consolidation of these separate documents the Board will be provided a more comprehensive and useable summary of the issues confronting the organization as well as the efforts underway to address the identified risks and opportunities. The figure below provides a graphical representation of this effort.

The Strategic Plan is a business tool used to sustain and promote the long-term success of the organization. It provides context through a description of existing issues and sets out a framework for analyzing how a variety of factors will impact the organization and its ability to perform in current and potential new market scenarios. New scenarios may include greenhouse gas emission reductions, FERC initiatives (regional transmission organizations, energy imbalance markets, etc.), significant expansion of renewable energy resources, evolution and integration of new and innovative technologies, changing customer needs and other factors.

One significant aspect of the new planning initiative is a greater focus on coordinated planning with the Municipalities. Over the last several years, multiple teams have been formed to enhance planning and project management, including the Joint Technical Advisory Committee and joint teams in the areas of demand side management, renewable energy, key account customer services and rates. Going forward, Platte River's strategic planning process will include integration of Municipal plans and initiatives. Municipality efforts in areas such as load forecasting, energy policy, sustainability, climate change and strategic planning will be reviewed with a focus toward identifying key aspects of the Municipalities plans that should be integrated into Platte River's future Strategic Plans. This effort to collaborate more formally on planning will expand in 2014, with new Platte River staff resources dedicated to this effort.

The strategic planning process also provides an opportunity to gather information on the preferences of the Municipalities as customers. An initial survey of potential new services that may be of interest to the Municipalities was conducted with Utility Directors and their staff during 2013. This effort will be expanded and clarified during 2014. In addition, staff is collecting and aggregating information from past retail customer surveys conducted by the Municipalities. Platte River and the Municipalities began collaboration on customer surveys during 2013 by adding some questions related to resource preferences as part of the Municipal surveys. Additional survey efforts may be conducted during 2014 to enhance planning.

The coordinated planning activities of Platte River have always included other utilities in this region. Due to recent Federal Energy Regulatory Commission (FERC) initiatives this level of regional planning will be increased. To anticipate and prepare for new regional market structures that may result, Platte River will undertake a study of energy imbalance markets.

Finally, it is anticipated that a new Integrated Resource Plan (IRP) will be developed during 2014 and will be incorporated into the 2015 Strategic Plan. The most recent IRP approved by the Board (the 2012 IRP) will remain a separate planning document until it is updated and integrated into the 2015 Strategic Plan.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

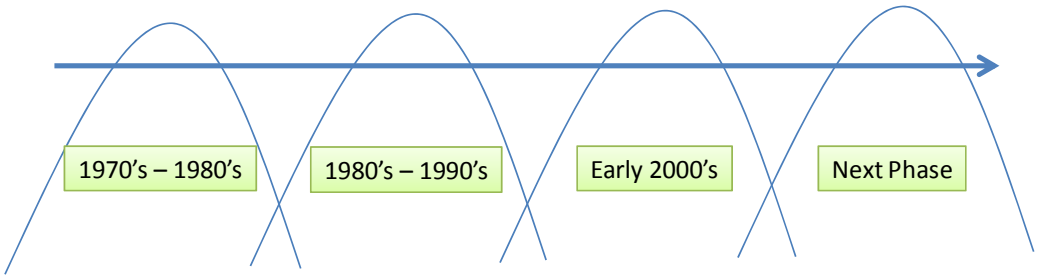
As part of the process of considering how to ensure the long term success of Platte River and its Municipalities, a SWOT analysis was initiated by the management team in late 2012. A summary of this initial analysis was reviewed by the Board of Directors during 2013 and updates were made to develop the list of items below. This type of analysis will continue as part of the ongoing strategic planning process and the list will likely change over time.

Strengths	Weakness
• Strong financial position • Technical expertise • Well maintained power plants and infrastructure • Lowest wholesale rates in Colorado • Excellent reputation/Well respected in the industry • Culture of commitment and operational excellence	• Strategic planning and lack of adaptive strategy • Lack of diverse resources • Lack of bench strength and succession planning • Lack of energy market knowledge and experience • Relationships with cities at a policy level
Opportunities	**Threats**
• Community involvement • Strengthen partnerships • Asset optimization (water, transmission, generation, sales) • Improved communications • Leverage the four Cities' resources for improved efficiency • Partnering with the cities to create regional collaboration • Partnership opportunities with others to build generation • Increased communication and educational outreach • Leadership development	• Regulatory and legislative uncertainty • Looming knowledge loss • Lack of process documentation • Long term reliable water supply – need for firming project • Fuel price volatility including transportation costs • Outside pressures and not having an adaptive strategy • Loss of tax exempt financing • Continued consolidation of large utilities so there are fewer players in the market • Increased negative outlook for fracking and impact on natural gas supply • Litigation

ADDITIONAL PLANNING CONSIDERATIONS

HISTORY

The focus of Platte River's planning efforts has changed over its history. As indicated in the graphic below, the initial focus of the organization was on building resources to meet the growing Municipal loads as federal hydropower sources were limited (1970's - 1980's). Once these baseload resources were built, the focus shifted toward operational considerations, along with ensuring sales of excess capacity and energy (1980's - 1990's). The last planning cycle (early 2000's) was dominated by the addition of new simple cycle gas generation to meet the fast growing summer peak demands of the Municipalities. Rates increases were also a significant consideration during this time, with the first rate increase since 1983 occurring in 2004 and cumulative rate increases of over 50% of the 2003 level implemented by 2013. Other considerations during this period included expansion of demand side management resources, increased maintenance costs for aging infrastructure, expansion of transmission capacity and focus on water resource management.



Building:
- Craig
- Rawhide
- Transmission

Operations:
- Craig
- Rawhide
- Transmission
- Municipal sales
- PSCo CAE sale
- Debt reduction

Summer Peak:
- Five new gas CTs
- Transmission
- End of PSCo sale
- Hydro (drought)
- Craig & Rawhide operations
- Rate increases

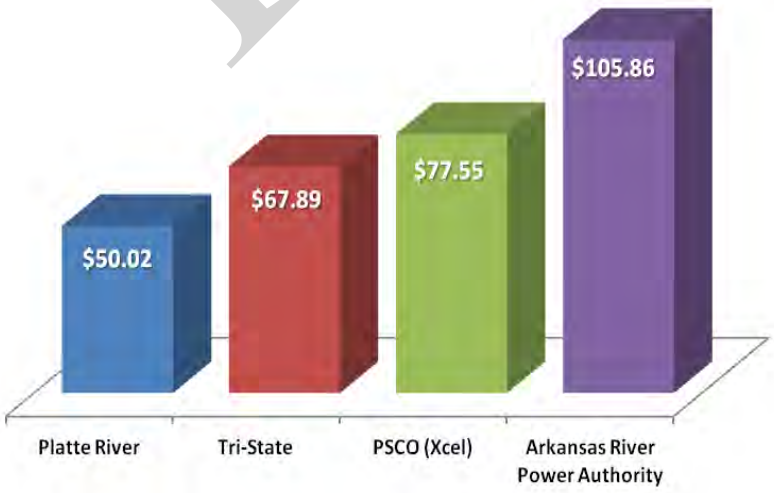
Flexibility:
- Renewables
- Demand response
- Distributed generation
- New technologies
- Diverse member needs
- Balancing multiple uncertainties & managing risks

Going forward, the organization faces some key risks, including the challenges of climate change, potential new environmental legislation and regulation, diverse needs of the Municipalities and transitions in wholesale markets. The next phase of planning will require Platte River to increase its flexibility in many areas to be prepared to address these risks.

RATES

Balancing costs with risk mitigation will be a key consideration going forward. Even though rates have increased significantly over the last several years, Platte River's rates remain the lowest among wholesale electricity suppliers located in Colorado (see figure below).

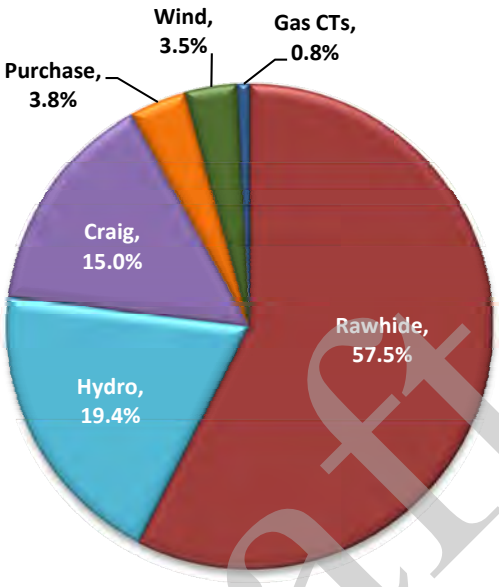
2012 Average Wholesale Rates ($/MWh)



RESOURCE MIX

The energy provided to Platte River's Municipalities is comprised of the resources shown in the following figure.

Municipality Electricity Supply Mix – 2012

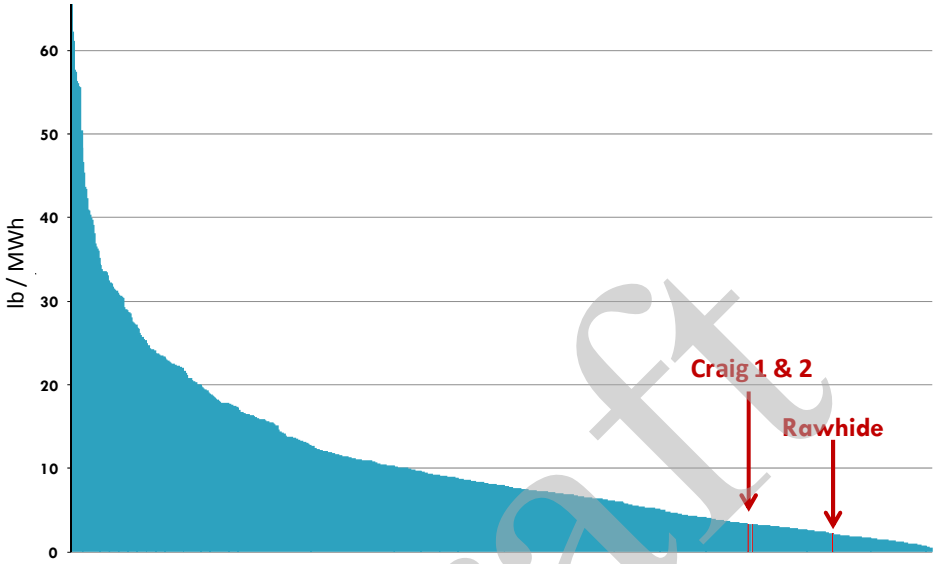


One of the most significant factors to consider for the current resource mix is the large amount of coal generation. Currently, 72.5% of all energy provided to the Municipalities comes from coal and this is expected to increase to about 75% by 2020 under a business as usual scenario. About 81% of all sales from all Platte River resources were generated by coal in 2012. This relatively high saturation of coal generation brings several potential risks, including:

- Legislative and regulatory risks:
  - CO_2 emissions (climate change)
  - SO_2, NO_X, Hg, VOC, air toxics (health)
  - Coal ash, cooling water, etc. (environment)
- Financial risks:
  - Greenhouse gas charges (carbon tax or other approaches)
  - Emission control installation and operation costs
  - Waste / water management costs
  - Credit rating downgrade
- Constrained resource optimization:
  - High base and peaking / no intermediate resource
  - Limited ability to integrate intermittent renewable energy sources
  - Less flexible overall resource operations
- Eroding public confidence:
  - Customer preferences vs. current resources

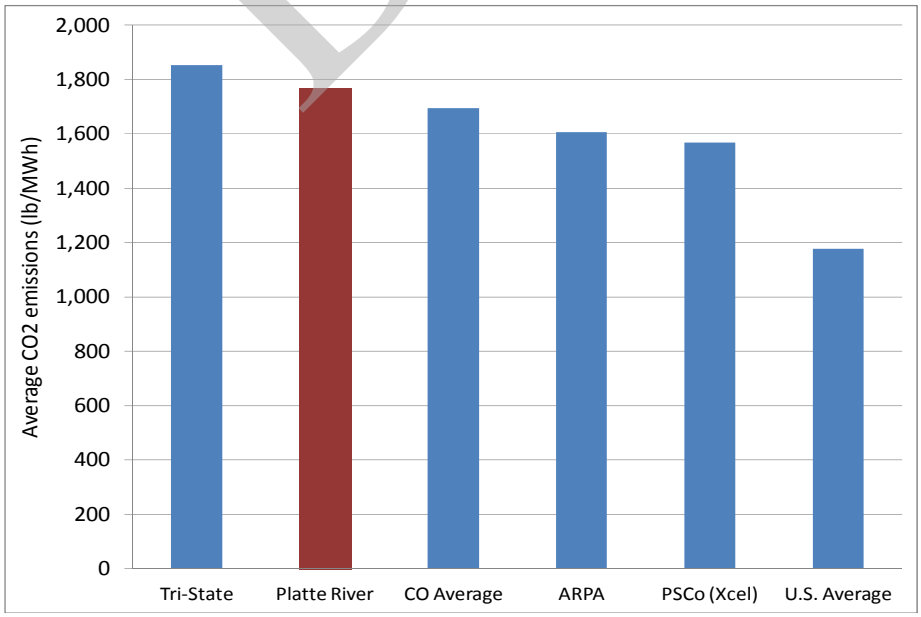
Relatively low emissions from its coal units combined with hydropower have allowed Platte River to provide electricity to its Municipalities with a strong environmental record. Through continued investment in new technologies over time, Platte River has reduced emissions levels for criteria pollutants (those associated with human health effects). A comparison of NO_X and SO_2 for U.S. coal plants (nearly 500 units) is provided in the following chart. As indicated, both Rawhide and Craig plants are among the lowest emitting plants in the U.S.

U.S. Coal Plant Emissions of NO_X and SO_2



Going forward, emissions of greenhouse gases, particularly CO_2, will be a major factor in resource planning. A comparison of CO_2 emissions for wholesale suppliers located in Colorado is provided in the following figure. This graph also includes average CO_2 emissions from electric utilities in the U.S. and Colorado.

CO_2 Emissions Comparison for Wholesale Suppliers in Colorado – 2011



As indicated in the chart, Platte River's average CO_2 emissions are about 4% above the Colorado average and about 50% above the U.S. national average. Platte River ranks second among wholesale electric suppliers located in Colorado.

Having a relatively high CO_2 emission rate could lead to significant rate increases in the event that a carbon tax or other action is implemented to reduce CO_2 emissions. As part of the 2009 Climate Action Plan analysis, Platte River and its consultant (KEMA, Inc.), estimated that costs to meet a 20% reduction in CO_2 emissions by 2020 could be about $31 million annually, resulting in a wholesale rate increase of about 16%. If "Cap and Trade" were implemented (the dominant legislative approach being considered at the time), cost increases could be much higher. Working with another consultant (Ventyx) during 2013, preliminary resource analysis showed potential wholesale rate impacts of 18% to over 50%, depending on the level of CO_2 charges assessed ($10 per ton to $50 per ton).

Many options exist for reducing Platte River's CO_2 emissions, including increased renewable energy sources (utility scale or distributed), increased energy efficiency (at customer, distribution and generation levels), integration of distributed generation resources, increased use of natural gas generation vs. coal and other new technologies. Additional options may exist through coordination / collaboration with the Municipalities in areas such as transportation, waste, natural gas usage and vegetation management. CO_2 mitigation options will be evaluated in detail as part of the process for developing the 2014 Integrated Resource Plan.

STRATEGIC PLANNING DIRECTION

As part of the strategic planning process, a special all-day meeting of the Board of Directors was held in July 2013 to review planning-related information and to allow management to gather direction from the Board regarding Platte River's future. During this meeting, seven statements of strategic direction were developed and approved by the Board.

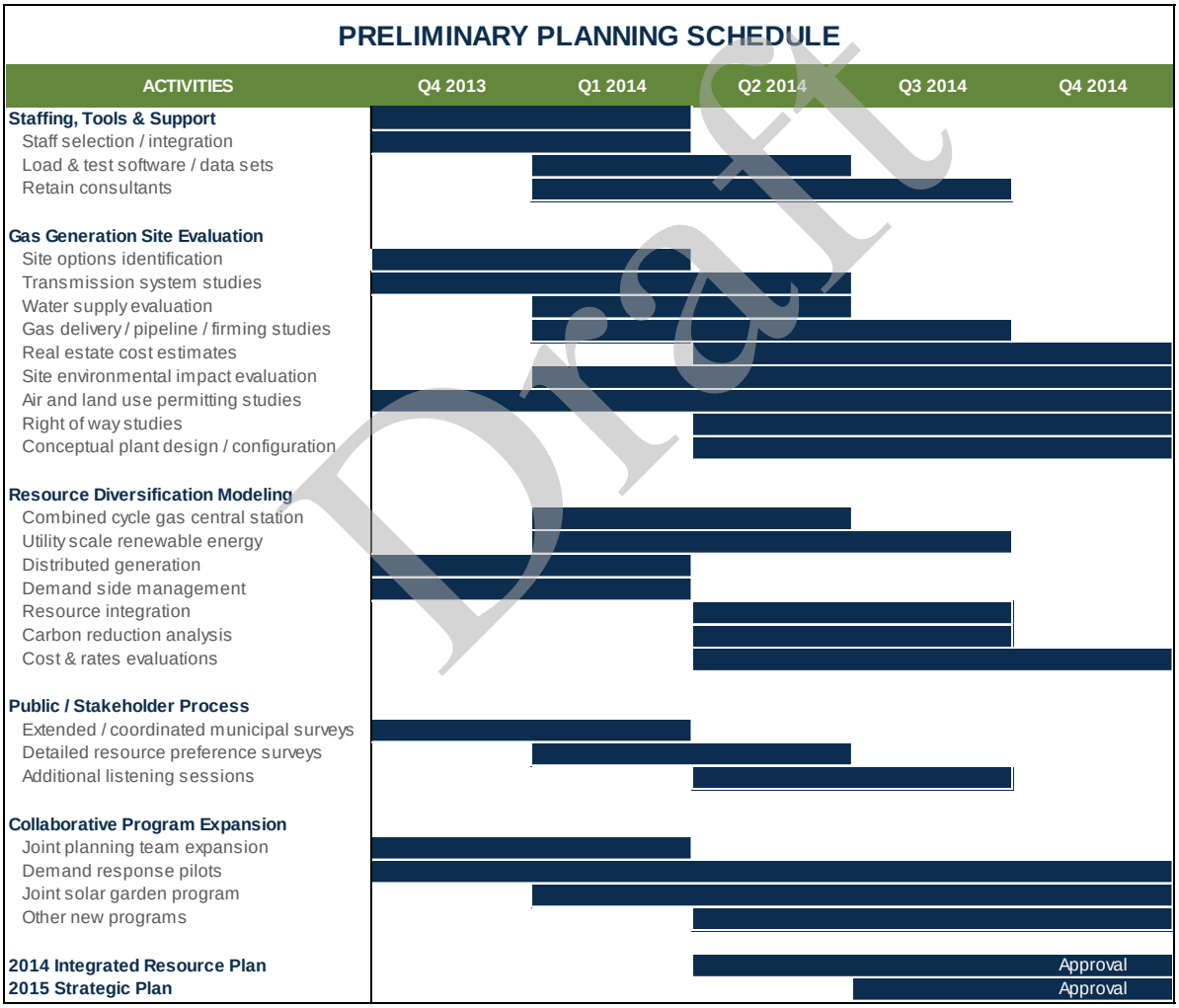
STRATEGIC DIRECTION STATEMENTS

1. Management should explore ways to improve collaboration and communication among the partner cities, facilitated by Platte River.
2. Platte River should investigate options to reduce/mitigate its carbon footprint using Colorado's approved Climate Action Plan as a guide.
3. Platte River management should be directed to look at diversifying and balancing the generation supply portfolio.
4. Platte River management should be directed to look at the expansion of renewable resources using the measures established for cooperatives in Colorado SB 13-252 as a guide.
5. In the context of above items (2, 3 and 4), Platte River management should present to the Board an energy-portfolio diversification plan [in the context of a comprehensive strategic plan] that keeps us competitive, meaning Platte River should remain the lowest cost wholesale power provider located in Colorado..
6. Platte River management should explore opportunities for administering a common survey with the four Cities.
7. Platte River should become strategically aware of technology, innovation trends and opportunities.

These statements of strategic direction were intended to provide general direction and broad guidelines for future planning. They have been incorporated into the Strategic Initiatives, Objectives and Goals listed earlier in this 2014 plan. Going forward, these Initiatives, Objectives and Goals will be updated and brought to the Board of Directors for approval on an annual basis.

SCHEDULE

A new strategic planning process has just begun and this 2014 Strategic Plan is limited in specific details regarding Platte River's future plans. The first full cycle of the annual strategic planning process will be completed next year, leading to a more detailed 2015 Strategic Plan. Efforts in several key areas are planned, as outlined in the table below. Once new staff, software, market data and other tools have been acquired, detailed analysis of potential future resource options can begin. This analysis will inform the development of the 2014 IRP and 2015 Strategic Plan.



RESOURCE PLANNING

Resource planning is the most significant element of the 2014 strategic plan. This is in large part due to the fact that Platte River was created and exists to meet the resource needs of the Municipalities—but also in direct response to strategic direction received from the Board: five of the seven strategic direction statements focused on future resources. Historically, Platte River's process for planning new resources has been conducted through the development, public review and Board approval of an Integrated Resource Plan (IRP). In coordination with its owner municipalities, Platte River has prepared four IRPs since the mid 1990s (one approximately every five years). The most recent IRP, approved by the Board of Directors in May 2011 and referred to as the 2012 IRP, focuses primarily on the five year period 2012 to 2016. This plan is available on Platte River's web site at the following link: www.prpa.org/irp.

No changes are recommended to the 2012 IRP at this time. It is anticipated that the next formal IRP will be developed during 2014 – and will be integrated into the 2015 Strategic Plan, the final form of which is anticipated to be approved by the Board in December 2014.

Though no changes are recommended to the 2012 IRP, several developments have occurred since this plan was approved in May 2011. The following sections provide background and updates on key items related to resource planning.

OVERVIEW – 2012 IRP ACTION ITEMS

Five action items were identified for implementation by Platte River and the owner Municipalities as a result of the 2012 IRP. These are summarized below, along with brief updates reflecting the current situation. More detail on changes since the 2012 IRP are provided after this overview.

1. **Continue operating demand side management (DSM) programs –** Platte River funding for Common Programs (those offered in all four municipalities) was projected as approximately $2 million annually (2012 to 2016), while funding from the Municipalities was anticipated to increase significantly relative to historical levels. Verifiable peak demand and energy savings were to be integrated into the overall system load forecast beginning in 2013.

   UPDATE – The budget for 2014 provides for an increase in Common Program funding of $200,000 – ten percent above the level approved for the 2012 IRP. The process of integrating DSM into the load forecast that began in 2013 will be expanded during 2014. Additional details on DSM are provided below.

2. **Continue implementation of the Renewable Energy Supply Policy** – Anticipating the need for new renewable energy resources in approximately 2015, the process for seeking new renewable supply options was expected to begin in 2012. About 45,000 MWh/yr of new supply was anticipated by 2015, roughly one-third more than historical deliveries from existing sources.

   UPDATE – Platte River has executed a Power Purchase Agreement for delivery of approximately 130,000 MWh/yr of new renewable energy supply by the fall of 2014. This purchase will more than double the amount of wind delivered to

Platte River's system – adding more than three times the amount of renewable energy contemplated in the 2012 IRP – and doing so ahead of the 2012 IRP schedule.

The Renewable Energy Supply Policy will be reviewed during 2014 to reflect changes in renewable supply due to the strategic planning process, to address accounting of renewable supply through Tariff 1 and Tariff 7, and to integrate other changes that have occurred since this Policy was last approved.

3. **Update system resource planning criteria** – In order to remove the risk of relying on real-time market purchases to meet load obligations when the Rawhide coal unit is out of service. Rather than planning on up to 65 MW in real-time market purchases (allowed in the 2007 IRP), only pre-arranged purchase options and other firm resources are to be considered for firm capacity needs.

   UPDATE – Based on the most recent load forecast, new capacity will be needed to meet the Municipalities' peak load in about 2023 (see Load Forecast section). Criteria for addition of new resources will be expanded in the next IRP – to address planning reserve, loss of load probability, integration of new renewable supply, increased flexibility of resource operations, participation in new markets and other factors.

4. **Monitor developments of new regional generation and transmission resources** – To ensure a position in new resource options that may be of benefit to Platte River and the municipalities over the long term.

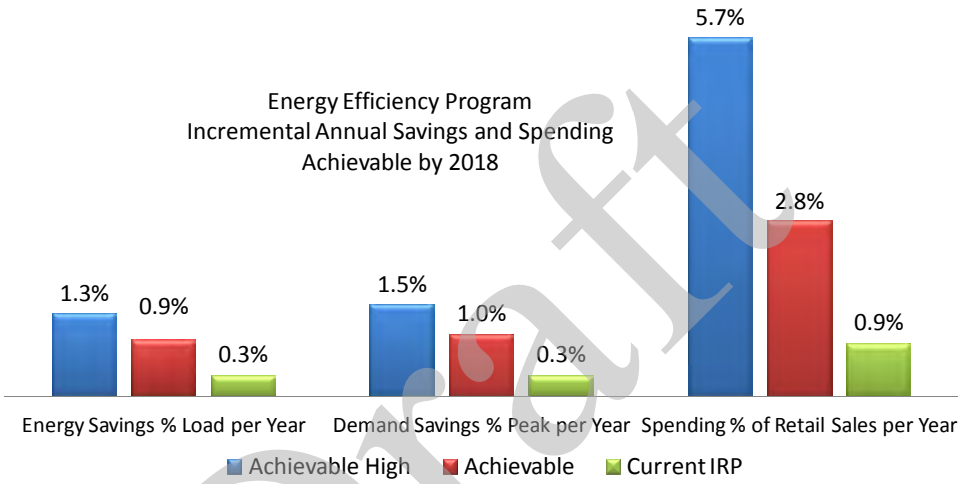
   UPDATE – A preliminary analysis of combined cycle gas generation was completed during 2013. During 2014, potential benefits and costs of adding intermediate resources will be modeled in more detail using computer simulations. New combined cycle gas generation and other resources with high levels of operating flexibility will be explored. Opportunities for joint development, sales of surplus capacity and other factors will be explored with regional power suppliers.

5. **Monitor other developments** – In municipal loads, technology development, wholesale electricity markets and regulation/legislation – in order to support contingency planning.

   UPDATE – New information sources for monitoring markets have been purchased and are being integrated into financial and resource planning efforts. To better track changes to municipal loads, a joint effort is planned for integrating end-use forecasting into the overall municipal load forecast. Information such as housing starts and planned business expansions should improve forecasting accuracy. Enhancements to DSM measurement and verification will also improve forecasting. A study is planned during 2014 to evaluate the risks and potential benefits of an energy imbalance market in the region.

DEMAND SIDE MANAGEMENT

In 2013, Platte River retained Nexant, Inc. (Nexant) to characterize and quantify the potential summer peak reduction and annual energy savings achievable in Platte River's service territory through implementation of energy efficiency, demand response, and distributed generation programs. The study considered potential impact over the next five years, and provided estimates of costs and benefits for the programs. The following chart provides a summary of the study results for energy efficiency programs. Note that a range of potential savings are possible, depending on investment in these programs. The study estimated that with an investment of up to 5.7% of retail revenues, energy savings of about 1.3% of total load could be realized (year after year). This result is fairly consistent with a study conducted by KEMA, Inc. in 2009. It is also consistent with a study of utility DSM programs conducted by the Large Public Power Council of the American Public Power Association.



LOAD FORECAST

The load forecast provided in the 2012 IRP has also been updated. The most recent Official Load Forecast for the Platte River System is included in the Appendix. This forecast indicates that new capacity resources will be needed in approximately 2023.

Key updates in forecasting since the 2012 IRP include the following items.

- Municipal load growth over the last several years has remained below levels experienced during the 1990's. The forecasting model has used data since 1991 to predict future loads. Beginning this year, data from the period 2002 forward will be used and the load data from 1991 to 2002 will be removed.
- Demand side management programs continue to expand, but evaluation, measurement and verification of impacts on future loads needs to be completed for many of the programs. Going forward, a team will be formed among the Municipalities and load forecasting staffs to discuss how best to integrate the effects of DSM.

RATE STRUCTURE EVALUATION

During 2010 and 2011, Platte River staff, a rates consultant (Utility Financial Solutions) and rates staff from the Municipalities met several times to discuss and evaluate options for changing the wholesale rate (Tariff 1) to more accurately reflect costs and mitigate risks.

After about 15 months of effort, a seasonal wholesale rate was approved by the Board of Directors and was initiated in January 2012. This new rate was recognized as a first step in a longer term process of developing more innovative rates. During 2014, additional opportunities are planned for collaboration on future electric rates. It will be important to have a more coordinated effort on rate making in the future; one that integrates wholesale and retail rate design and implementation.

CLIMATE ACTION PLAN

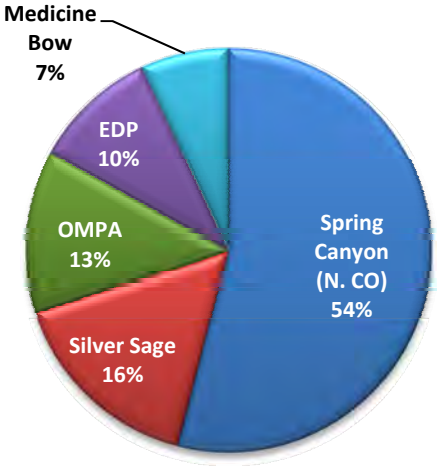
Platte River staff served on the working group that developed Colorado's Climate Action Plan and the Fort Collins Climate Action Task Force. Platte River developed its own unique Climate Action Plan (CAP), a summary of which was provided in the 2012 IRP. The full report is available on Platte River's web site at: www.prpa.org/cap. Since this CAP was approved, additional cursory studies were conducted to estimate costs of replacing coal generation with natural gas resources. Rate impacts associated with such replacements were significant. Natural gas prices have dropped considerably since the last studies were performed.

During the 2013 strategic planning retreat, the Platte River Board directed staff to investigate options to reduce/mitigate Platte River's carbon footprint using Colorado's Climate Action Plan as a guideline. The CAP and associated analysis conducted over the last several years will be expanded and updated – then included as part of the 2014 IRP (integrated into the 2015 Strategic Plan). No separate Climate Action Plan document is planned going forward.

WIND GENERATION

As indicated above, 32 MW of wind generation will be added to Platte River's supply mix in the Fall of 2014 from the Spring Canyon II Wind Project. The anticipated renewable energy resource mix for 2015 is shown in the pie chart below. The new wind resource represents a 117% increase in renewable supply relative to 2013 levels. This will increase wind sources to about 7% of Platte River's energy supply mix. Wind and hydropower combined will be about 27% of the total energy supply to the Municipalities in 2015 (assuming normal water conditions).

Platte River has also moved the Medicine Bow and Silver Sage Wind projects into Public Service Company's balancing authority (BA), removing them from Western Area Power Association's BA. In the future, Platte River may need to dedicate firm resources to follow the wind generation. This consideration will be studied as part of the overall resource planning effort.



TRANSMISSION SYSTEM UPDATE

Since the 2012 IRP was approved, a large number of long-term transmission projects have been completed, representing over $120 million in infrastructure investment. These projects have enhanced long-term reliability of wholesale electric service to Fort Collins, Longmont and Loveland. In December 2012, a new Transmission Plan was developed. This plan is updated annually to assure that an adequate transmission system is planned for the reliable delivery of electricity to the Municipalities and to other Platte River transmission customers. The planning studies and reliability assessments for the near-term and longer-term planning horizons demonstrate that the transmission system meets performance requirements of the Western Electricity Coordinating Council (WECC) and of the North American Electric Reliability Corporation (NERC). A summary of planned transmission projects is provided in the following table.

PLANNED TRANSMISSION PROJECTS

In-Service	Project Name	Description	Purpose
February 2014	Timberline 230/115kV Substation Expansion	Add 230/115kV transformer T4.	Improve system reliability in the Fort Collins area.
May 2014	Laporte 230kV breaker addition Project.	Add 230kV breaker.	Gain more flexibility in the operation of Substation.
May 2014	Crossroads 115kV Substation Expansion	Add 115/12.47kV transformer T2 and a Ring Breaker.	New delivery point to serve growing load.
December 2014	Harmony 230kV Substation Terminals Upgrade	Modify CT tap and transformer relaying.	Remove conditional line ratings on the Boyd and Timberline lines.
May 2015	Re-Configure Harvard Substation	Connect Harvard 115/12.47 kV transformers T1 and T2 to different bays at Longmont NW Substation.	Improve reliability to each transformer. Meet PRPA design criteria.
May 2015	Boyd 230/115kV Substation Expansion	Add 230/115kV transformer T2.	Improve system reliability in the Loveland area.
December 2015	Horseshoe 115kV Substation Expansion	Add 115/12.47kV transformer T3 and T4.	New delivery point to serve growing load.
May 2016	Fordham 115kV Substation Expansion	Add 115/12.47kV transformer T3.	New delivery point to serve growing load.
May 2016	Fort Collins Northeast 115/13.8kV Substation	Considering sites near Timnath or Cobb Lake 115kV Substations to locate additional 115/13.8kV transformer(s).	New delivery point to serve growing load.
December 2016	Rawhide Plant GSU Replacements	Cycle through Rawhide GSU replacements in coordination with major Rawhide plant outage.	Satisfy Maintenance Requirements.
May 2017	Timberline 230/115kV T3 Replacement	Replace 230/115kV transformer T3 with new transformer.	Improve system reliability in the Fort Collins area. Existing transformer installed 1976.

Note that this list does not include transmission infrastructure additions that may be needed to support new generation resources on the Platte River system such as combined cycle gas and renewable energy. Considering new permitting requirements, lead times for transmission equipment and coordination of transmission operations with regional utilities, new transmission additions for future generation resources could take five years or more to permit and construct. It is anticipated that detailed modeling, planning and permitting research for new transmission will begin in 2014. This effort will be completed in parallel with an integrated evaluation of combined cycle gas generation, renewable energy, distributed generation and other alternatives.

PUBLIC PARTICIPATION

Details of past communications with stakeholders in the four Municipalities are outlined in the 2012 IRP. During May of 2013, Platte River held an initial set of "listening sessions" in each of the Municipalities to begin the process of gathering stakeholder comments for future resource planning. About 60 people participated (total for all four communities). Comments from this group indicated an interest in pursuing generation resources that would reduce reliance on coal, support for solar and other distributed generation, and interest in more wind resources, small hydro, and energy efficiency. There was interest in use of more natural gas generation (vs. coal), but also concern regarding the potential risks of hydraulic fracturing. The majority of these participants indicated a willingness to pay more for electricity to have a more balanced portfolio, though some said cost was very important to them.

A detailed plan for public participation will be prepared for the 2014 IRP and presented to the Board of Directors in early 2014. This expanded public participation effort will include customer surveys, public meetings and other means of gathering public comments.

RISK AND FINANCIAL MANAGEMENT

RISK MANAGEMENT

For several years, Platte River has developed a stand-alone Risk Management Plan. Beginning in 2013, the Risk Management Plan is included in the Strategic Plan as Appendix B.

The Risk Oversight Committee consisting of the General Manager and senior management is charged with managing Platte River's risks and approving the Risk Management Plan. The Risk Management Plan is a summary of Platte River's proactive efforts to identify, evaluate, rank, and mitigate risks significant to Platte River which could negatively impact electric supply, finances, reputation, and safety requirements. Platte River's risk management process provides the framework to identify and assess specific risks by soliciting subject matter expert input and developing mitigation strategies.

FINANCIAL MANAGEMENT

Historically, Platte River has also developed a stand-alone Strategic Financial Plan (SFP). Beginning in 2013, the SFP is included as part of the overall Strategic Plan. The SFP, which includes detailed policies and targets, is available as an Appendix to Platte River's Strategic Plan.

Platte River's SFP is designed to provide long-term financial stability by generating adequate cash flows, maintaining access to low cost capital, providing stable and competitive wholesale rates and effectively managing financial risk. The Board of Directors reviews the SFP policies, goals, and financial projections at least annually.

Many of the SFP goals establish targets used in setting Municipal wholesale rates. The SFP is designed with the intent of maintaining Platte River's current AA senior lien debt credit rating by all three rating agencies: Fitch Ratings (AA), Moody's Rating Service (Aa2), and Standard & Poor's Rating Service (AA).

The SFP policies and goals are interrelated. By achieving the minimum target debt service coverage, the net income target, and the minimum days unrestricted cash on hand, Platte River should generate adequate cash flows to meet liquidity targets, exceed its debt to capitalization goal, and maintain access to low cost capital.

Maintaining the minimum unrestricted days cash on hand ensures a strong cash position, significantly enhancing future operating and financing flexibility. The Rate Stabilization Fund goals are met if an unforeseen event were to occur, such as an extended unplanned Rawhide outage.

The remaining financial goals focus on providing competitive wholesale rates to the Municipalities, prudently investing capital, and establishing appropriate and cost effective programs to manage Platte River's risk against catastrophic losses.

LEGISLATIVE AND REGULATORY

Platte River's legislative and regulatory efforts support the mission of providing safe, reliable, environmentally responsible, and competitively priced energy and services while mitigating the environmental impacts of power generation. Platte River strives to maintain positive relationships with members of Colorado's Congressional delegation, the Governor's office, state departments, and the Colorado General Assembly. Coalitions are a cost effective way to participate in legislative and regulatory proceedings. Platte River works with a variety of local, state, regional, and national coalition on issues of relevance.

Many of the key issues Platte River faces from a legislative and regulatory perspective relate to the environment. This section summarizes Platte River's Environmental Policy, outlines key environmental issues facing Platte River, and reviews other important energy policy issues.

ENVIRONMENTAL POLICY AND PRINCIPLES

Platte River uses state-of-the-art air quality control systems at its power generation stations to meet or exceed all applicable environmental laws and regulations. As new legislation and regulations are proposed, Platte River participates in public processes and supports additional control requirements when costs are commensurate with measurable environmental benefits. As technology develops and opportunities arise, Platte River is proactive in evaluating and implementing improvements in its power operations that balance environmental and other socio-economic concerns.

The following principles are used to guide Platte River's decision making and operations:

- Consider environmental factors in planning, design, construction, and operating decisions,
- Ensure compliance with applicable laws, rules, regulations, and permits,
- Conserve natural resources,
- Reduce environmental risks,
- Encourage pollution prevention,
- Communicate environmental values,
- Encourage public participation,
- Support cost-effective programs to conserve energy,
- Coordinate generation and transmission planning with neighboring utilities, and
- Consider environmentally progressive technologies to meet future generation needs.

Key environmental issues and associated activities are summarized below.

CARBON EMISSIONS MITIGATION

Platte River's management believes that carbon emissions mitigation will be one of the most significant issues facing the utility industry during the upcoming decades. The very resources that have allowed Platte River to be a regional leader in cost of service and reliability pose significant risks if carbon emissions are controlled or taxed. Management is beginning an aggressive effort to evaluate options to diversify the future energy supply portfolio and reduce its risk exposure, while also remaining the lowest cost wholesale provider in Colorado. Despite its heavy reliance on coal-fired generation, Platte River is

commencing this endeavor with some significant positives, including a large cost advantage over other regional utilities, a solid planning foundation derived from the Platte River Climate Action Plan developed in 2009 and the analyses performed to support the 2013 Board strategic planning retreat, a history of proven demand-side management programs and renewable resource production, and strong support and direction from the Board as a result of the retreat. In order to prepare the Board to make the best decisions concerning the optimal future resource portfolio extensive and sophisticated analysis is necessary. The 2014 budget is designed to devote the appropriate human and financial resources to the task.

REGIONAL HAZE RULE

The Regional Haze Rule (RHR) was promulgated in 1999 by the EPA. State implementation has been on-going since promulgation. EPA formally approved the Colorado RHR SIP in September 2012. The Rawhide compliance plan was submitted to the Air Pollution Control Division on September 16, 2013. Platte River had voluntarily installed low NO_X burners on Rawhide Unit 1 in 2005. New air dampers, air nozzle tips, and burner tips were installed during the 2012 maintenance outage and boiler tuning is being conducted. Cost for this equipment was approximately $1.5 million. With these modifications Rawhide is presently meeting RHR SIP NO_X emission limits. Meeting the emission limits associated with the rule requires significant investment in new NO_X reduction technologies at the Craig Station. Platte River's portion of these costs is estimated at about $43 million over the next five years.

OZONE STANDARDS

New and more stringent ozone standards are being considered by the EPA. Presently parts of Larimer County are in a non-attainment area for ozone, but the Rawhide Station is in an attainment area. It is uncertain whether this will change, and if so how the change will affect the Rawhide Station.

HAZARDOUS WASTE DESIGNATION FOR COAL COMBUSTION RESIDUALS (CCR)

The EPA is evaluating options for revising federal regulations for CCR, including potentially regulating CCR as hazardous waste. CCR includes fly ash, some SO_2 scrubber waste products, and bottom ash from Rawhide and Craig generation facilities. The economic consequences of a hazardous waste designation to utilities, beneficial use industries and electricity consumers would be severe. The final rule is on hold and it is presently unclear when it will be issued.

MERCURY

Although federal efforts to regulate mercury are tied up in the courts, Colorado adopted rules to implement mercury reductions in early 2007 for Colorado utilities. These regulations, also known as the Colorado Utilities Mercury Reduction Program, are still in effect as state-only requirements. Installation of mercury monitoring equipment at Rawhide in 2008 was certified for operation to meet the State regulatory deadline of January 1, 2009. Mercury removal equipment was installed and the system was placed in service in November 2010. A mercury emission limit of 0.0174 lb/gigawatt hour (GWh) is required under the State program at Rawhide by 2012 and an emission limit of 0.0087 lb/GWh is required by 2018. Platte River is in compliance with the 2012 requirements and will meet the 2018 emission reduction requirements. Due to the type of coal burned, boiler chemistry

and other factors, mercury emissions from Craig Station are low and no emission control equipment is currently required at that facility.

ELECTRIC UTILITY MERCURY AND AIR TOXICS STANDARD (MATS)

In response to the 2008 court ruling that vacated the federal mercury rule, EPA promulgated the electric utility MATS rule. The MATS rule establishes national emissions limits, monitoring and reporting requirements, and work practice standards for listed Hazardous Air Pollutants emitted from coal-fired and oil-fired electric utility steam generating units. Despite the pendency of legal challenges to the MATS rule, Platte River has taken all necessary compliance steps. Platte River does not anticipate significant cost increases associated with MATS, since investments already have been made to reduce air emissions.

OTHER FEDERAL AND STATE POLICY ISSUES

A number of other policy issues that could impact Platte River are also being considered by legislative and regulatory bodies at the federal and state level. Key items of concern to Platte River are outlined below.

TAX-FREE STATUS OF MUNICIPAL BONDS

Federal budget concerns have put the tax-free status of municipal bonds at risk. The unique tax-exempt status of public financings dates back to the inception of the income tax, and recognizes the public nature of the capital projects funded by municipal bonds. Platte River has issued $2.4 billion in debt during its history. The issuance of this debt has been critical for developing the infrastructure necessary to meet the needs of the growing populations in our owner Municipalities, and the reduced interest costs associated with tax-exempt financings are passed directly to electric utility customers in these communities. Platte River strongly opposes repealing or altering the current tax-exempt status of municipal bonds.

TRANSMISSION GRID PROTECTIONS FROM CYBER, PHYSICAL AND GEOMAGNETIC DISTURBANCES

Platte River takes a proactive approach to securing infrastructure from hazards such as cyber or physical attacks or geomagnetic storms—not only because it is best practice, but also because it makes good business sense. An array of measures involving prevention, protection, mitigation, response and recovery are employed to withstand and rapidly recover from cyber, physical, and geomagnetic threats. Platte River supports the North American Electric Reliability Corporation (NERC) approach to cyber and physical security.

DODD-FRANK REFORM

The Dodd-Frank legislation and subsequent rulemakings affect a number of Platte River business practices. Platte River has complied with new Dodd-Frank protocols for natural gas hedging. Platte River supports on-going legislative and statutory efforts to limit the application of Dodd-Frank requirements so that public power business transactions that bear no relationship to the types of transactions creating the need for financial reform are not affected.

TRANSMISSION ACCESS REFORM

The Federal Energy Regulatory Commission (FERC) requires jurisdictional utilities to operate their transmission systems as common carriers. Platte River is non-jurisdictional,

but voluntarily adopted an open access transmission tariff. The Platte River open access tariff is modeled after the FERC pro forma tariff with rates established using a rate setting formula consistent with those applied by the FERC.

The FERC also requires jurisdictional utilities to engage in regional transmission planning. Platte River is involved with regional planning initiatives and has been involved in WestConnect, a regional transmission planning organization. Platte River is concerned about movements toward a region-wide transmission operator and centralized power markets, but also recognizes that under the proper circumstances such reforms may be beneficial.

RENEWABLE ENERGY STANDARD

Platte River believes locally owned and controlled utilities are best suited to determine the proper mix of renewable resources for power generation and delivery. The Colorado RES currently only applies to municipal utilities with more than 40,000 customers. The 40,000 customer threshold means that the RES presently applies only to Fort Collins and Colorado Springs; it is estimated it will apply to Longmont within the next 10 years.

Platte River supports the continuation of federal financial incentives to encourage the development of renewable energy. Renewable energy incentives should continue, be expanded, and be made available on an equal basis to municipal power systems, rural electric cooperatives, and investor-owned utilities.

FUEL AND RESOURCE DIVERSITY

Platte River supports policies that promote improved technology for all electricity generation sources including coal, natural gas, hydro, nuclear, wind, solar, geothermal, and biomass as vital components of the country's energy portfolio. Plans to encourage diversity should include classifying hydroelectric generation as a renewable fuel source, providing clean coal technology funding, and increasing research and development funds to make renewable energy sources more plentiful and cost competitive.

PREVENTING MARKET ABUSES

EPAct 2005 grants FERC expanded jurisdiction to address market manipulation, including authority over public power systems. In 2006, Platte River adopted a policy prohibiting market manipulation and implemented training and audit programs in pursuit of this policy. Subsequently, Platte River has conducted biannual audits; none of the audits have revealed any market manipulation activities.

SYSTEM RELIABILITY

In 2007, FERC approved enforceable reliability standards. Platte River is registered to perform 10 functions, and the Municipalities are registered as distribution providers. Platte River has a well established Reliability Compliance Program and promotes a culture of compliance. Platte River continues to assist the Municipalities with reliability compliance.

FEDERAL HYDROPOWER

Federal hydropower comprises a significant portion of the electricity delivered to the Municipalities. Platte River supports continued federal ownership and management of hydropower resources through regional Power Marketing Administrations (PMAs). Platte

River supports the continued operation of the PMAs within the constraints set forth by Congress through authorizing legislation.

LOCAL DECISION MAKING AUTHORITY OVER MUNICIPALLY OWNED UTILITIES

Platte River firmly believes that operating decisions affecting municipal utilities are best made at the local level. Federal or state legislation should not mandate actions or decisions regarding the operations of locally owned utilities.

COOPERATIVE PLANNING AND PARTICIPATION

Platte River supports cooperative planning and participation in joint generation resources and transmission infrastructure. Platte River is a member of the Colorado Coordinated Planning Group and the Foothills Planning Group, and has established a transmission planning process as part of its open access transmission tariff. Platte River has participated in recent CPUC transmission planning investigatory and rulemaking dockets as its interests dictate.

MUNICIPAL ANNEXATION AND UTILITY SERVICE TERRITORY

Platte River believes that Colorado's Constitution and the existing state statutes regarding electric service provision in newly annexed areas are equitable to all parties. Any proposed changes will be closely scrutinized to ensure that equity is maintained for all parties.

MUNICIPAL PLANNING COORDINATION

One of the most significant issues addressed by the Board during the strategic planning retreat was the perception that "DNA" differentiates the four Municipalities. Outlooks on the future do vary among the Municipalities, but the Board was able to provide coherent strategic direction condensed into the seven statements recited above. The first of these statements encouraged greater collaboration and communication among the Municipalities facilitated by Platte River.

During 2013, meetings were held among the Municipal utility staffs and Platte River to consider the potential for integrating long-term municipal plans with Platte River's strategic planning. A brief summary of current planning activities within the Municipalities is provided below based on input provided by each of the Municipalities.

ESTES PARK

- The Town is cost sensitive, having higher costs relative to large municipalities. Rates are still lower than regional investor owned or rural electric utilities. Cost consciousness will impact future planning.
- Significant environmental advocacy exists within the Town and there is interest from utility staff in providing information regarding costs of renewable energy or other environmental initiatives.
- The current focus is toward capital investment. Other areas of focus include cost management, identifying risks/opportunities and prioritization.
- Some key initiatives currently underway or being considered include economic development, land use and water / energy planning – part of an overall planning process.
- No official strategic plan exists at this time for the municipal utility.
- Estes Park may engage in a formal strategic planning process during 2014.

FORT COLLINS

- The "City Plan" has been developed as a comprehensive overall City planning document. This includes a set of principles along with policies to consider key initiatives for the next 25 years of city planning. The past round of updating City Plan was the first time utilities were included directly. Items include codes for energy efficiency, transportation (electrification), demand response, Smart Grid development, safety and security, reliability and other items.
- The Energy Policy sets metrics for reliability, efficiency (1.5% of load growth year after year – goals met for the first time this year on a gross basis), demand reduction (5% by 2015 and 10% by 2020), renewable energy (meet RES) and encouragement to coordinate closely with Platte River on resource planning and other issues. The Energy Policy is being reviewed / updated this year.
- Utilities for the 21st Century – A plan specifically for the Utilities department that seeks ways to sustain the utility for the long term (50 years +). It includes things like work force planning, triple bottom line evaluation of alternatives (economic, social and environmental) and a stakeholder initiative (to better communicate with customers and other stakeholders). The next iteration of strategic planning for Utilities for the 21st Century kicked off this year and will be completed in March of 2014. This is a broader

planning effort incorporating all aspects of the Utilities operations. The revised plan is intended to inform the development of the 2015/2016 budget.

- 2009 IT Strategic Road Map – A 10 year plan for IT development. This initiative ties to the Utilities Smart Grid efforts and other work involving information technologies. The IT strategic plan was updated in 2013 to account for the work that has been accomplished and to look forward for the next ten years.
- Climate Action Plan – City Council approved plan that includes carbon reduction goals (20% below 2005 by 2020, 80% by 2050). This is also being reviewed / updated this year.
- Other plans include a Transportation Master Plan, Green Building Plan and Road to Zero Waste plan.

LONGMONT

- "Focus on Longmont" (developed in 2005) is a plan that sets direction at a City level. Five key categories / initiatives are included (Healthy Business Climate, Education, Enhance the Natural Environment, Revitalize Downtown and Community Identity)
- Longmont Power and Communications (LPC) has a tie to "healthy business climate" (low rates as an economic driver), "enhance the natural environment" (energy efficiency programs, etc.), and other areas (reliability). The focus on deliverables from LPC to this plan is currently providing reporting statistics – no clear goals are set for LPC from the "Focus on Longmont" effort.
- City Manager Initiatives – The new City Manager set up six city wide groups (one of which is strategic planning). All groups have LPC representatives.
- Outage Management System upgrade – LPC is in the middle of evaluating options and has some preferences. There may be some coordination opportunities with Loveland in this area.
- Broadband initiative – staff active in the area of telecommunications planning.
- A Sustainability Plan was presented to City Council in the fall of 2011 (Utilities and Natural Resources worked together on this RW Beck, now known as SAIC). City Council did not approve the plan.

LOVELAND

- The Utility Commission provides direction to management / staff and is engaged in planning efforts. City Council conducts an annual retreat for planning purposes.
- The City Manager has set initiatives in the areas of improved communication / coordination of city direction, conducting meetings with the management team (expanding to mid-management).
- Loveland has a general fund plan for setting financial priorities.
- A sustainability plan is being developed. The Public Works department is leading this effort with support from Water and Power.
- The City plans to develop an Energy Policy by 2015.
- City Council adopted the "Comprehensive Plan" (2005), which serves as a guide for aspects of Loveland's planning. It provides mission / vision statements and is mostly focused on land use planning. There are no direct utilities goals from this effort.
- Loveland has an Economic Development Strategic plan and Incentive Policy adopted in February 2012.

- Key planning items for Loveland include cost control, demand side management, demand response, renewable supply integration, new rate design / implementation for large customers, economic development, energy efficiency programs, workforce planning, leveraging new technologies, public outreach and addressing aging infrastructure.

Once additional staffing resources are available, Platte River will establish a formal strategic planning group to guide coordination / collaboration of planning going forward (among the Municipalities and Platte River staff). During 2014, key aspects of the Municipalities strategic plans will be integrated into Platte River's 2015 Strategic Plan.

APPENDIX A
2014 OFFICIAL LOAD FORECAST

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NERC REQUIREMENTS

This document serves as Platte River Power Authority's official load forecast. Upon completion, the Planning Coordinator, the responsible entity that coordinates and integrates transmission facility and service plans, resource plans, and protection systems, will be notified. Additionally, the Load Serving Entity, which secures energy and transmission service (and related interconnection operations services) to serve the electrical demand and energy requirement of the end-use customers, is also notified. The demand data contained herein does not include any nonmember entities.

FORECAST METHODOLOGY

Platte River uses an econometric model to develop long-term energy forecasts and five-year average monthly load factors to develop demand forecasts. Econometric modeling uses multiple forecasts of independent variables, along with historical values for these variables to project the future growth of a dependent variable. Platte River's econometric model uses independent variable projections including population, employment, and weather to project demand and energy growth in the Owner Municipalities.

Population and employment forecasts were provided by Woods & Poole (W&P), an independent, economic forecasting firm. W&P's employment and population forecasts for Larimer County continue to decline from historical growth rates. While Platte River's Municipalities' populations grew at an annual average rate of 1.7% between 2001 and 2012; more recently, from 2008 to 2012, the population growth has decreased to an average annual rate of 1.4%. W&P projects an average annual population growth of 2.3% between 2014 and 2023. Historical population data for the four Municipalities is provided by the Colorado State Demography Office, a division of the Department of Local Affairs.

The future independent weather variables used are assumed to be for typical weather conditions; therefore the average conditions, beginning 2001 through present, were applied. Weather variability in any given year may be higher or lower than the historical average. Weather data incorporated into the model is supplied by Day Weather, Inc., which provides daily meteorological data specific to the City of Fort Collins. This weather data is deemed representative of the majority of Platte River's system. Energy forecasts are based on monthly Cooling Degree Days (CDD) values for summer and Heating Degree Days (HDD) values for winter. CDD and HDD were selected as the independent weather variables based on past recommendations by Utility Financial Solutions, a consulting firm that assisted with the development of the econometric model and past Official Load Forecasts.

2014 FORECAST ADJUSTMENTS

During 2013, despite experiencing system growth, Platte River's energy growth did not achieve forecasted values and demand experienced large deviations from monthly forecasted loads. Monthly deviations may be attributed to multiple factors: weather variations from historical trends, demand side management programs in the Municipalities, and the continued economic recovery among other factors. After many years of strong growth, the recession caused loads in 2009 and 2010 to decrease significantly relative to 2008. As loads began to recover with the economy, Platte River experienced a new system peak in 2011. Once again, in 2012, the all-time system peak was exceeded, with similar peaks in June and July. Although economic variables are incorporated into the econometric model, these variables, combined with historical loads, caused the model to project 2014 loads higher than would be predicted using only recent

trends. This effect, combined with the continued economic recovery, resulted in a modification of the 2013 forecasting methodology. In order to reflect current economic conditions, load projections more consistent with recent system growth and econometric projections were combined to forecast 2014 demand and energy. For 2015 and beyond, the escalation rates generated by the econometric model were used to forecast system growth.

DEMAND SIDE MANAGEMENT

As demand side management (DSM) programs continue to evolve and grow, their impacts upon Platte River's Municipalities' loads have also grown. DSM includes Common Programs, which are funded and operated by Platte River, and offered to all the Municipalities. These Common Programs are focused on energy efficiency and do not include Direct Control Load Management as defined by NERC. In addition to Common Programs, each Municipality funds and operates DSM programs specific to their communities (referred to as Municipal Programs). Staffs from Platte River and the Municipalities have been working collaboratively to aggregate effects of DSM programs into system forecast planning – particularly those programs for which energy and demand savings have been tracked, evaluated, measured, and verified.

DIRECT CONTROL LOAD MANAGEMENT

Direct Control Load Management (DCLM) is DSM that is under direct control of a system operator. DCLM does not include interruptible load. Platte River currently has no DCLM forecasted for the ten-year planning horizon.

FORECAST DESCRIPTIONS

During the development of the Official Load Forecast, various scenarios are considered, producing multiple forecast results. Platte River uses four forecasts for planning and analysis purposes:

- Foundation Forecast
- Base Forecast
- Low Growth Forecast
- High Growth Forecast

All forecasts incorporate identical weather variables mentioned earlier in the *Forecast Methodology* section. Historical population and load data also remains the same in all cases.

FOUNDATION FORECAST

The Foundation Forecast is the first forecast generated and is used to create the Base forecast described below. Along with the standard independent variables mentioned above, this case incorporates the population growth rates provided by W&P, a 2.3% average growth rate from 2014 to 2023.

BASE FORECAST

The Base forecast receives the primary focus and serves as Platte River's official forecast in base modeling scenarios used in rate setting and financial planning. Forecasted DSM savings for Common Programs, measured and verified by Platte River, are subtracted from the Foundation Forecast to produce the Base Forecast.

LOW GROWTH FORECAST

Along with the standard independent variables mentioned above, this case incorporates lower population growth rates than projected by W&P. A 1.0% annual population growth rate is used from 2014 to 2023. The Low Growth scenario includes DSM savings estimates for both Common Programs and Municipal Programs. DSM savings are subtracted from the resulting forecast to produce the Low Growth Forecast.

HIGH GROWTH FORECAST

The High Growth Forecast case includes the same independent variables as the Base and Low Growth cases but incorporates higher population growth rates than the W&P projections. A 2.5% annual population growth rate, the historical population growth rate between 1991 and 2012, is used from 2014 to 2023. DSM savings from Common Programs are also subtracted to produce the final High Growth Forecast. The annual peak demand produced by the High Growth Forecast – assumed to occur in July – additionally serves as the Transmission Planning Forecast.

2014 FORECAST SUMMARIES

The following table summarizes the four primary scenarios: Base, Low Growth, High Growth, and Transmission Planning forecast.

	ANNUAL ENERGY			BILLABLE PEAKS			PEAK DEMAND		
Year	Base (GWh)	Low Growth	High Growth	Base (MW)	Low Growth	High Growth	Base (MW)	Low Growth	High Growth**
2009	3,056			5,763			576		
2010	3,112			5,850			615		
2011	3,182			6,054			639		
2012	3,185			6,041			653		
2013	3,230			6,149			649		
2014	3,241	3,234	3,269	6,138	6,084	6,491	659	655	678
2015	3,290	3,266	3,333	6,203	6,116	6,617	669	660	692
2016	3,343	3,296	3,399	6,299	6,150	6,747	679	664	707
2017	3,400	3,326	3,467	6,404	6,184	6,881	691	668	723
2018	3,461	3,357	3,537	6,517	6,218	7,018	704	673	739
2019	3,523	3,388	3,609	6,631	6,253	7,160	718	677	755
2020	3,585	3,419	3,683	6,745	6,289	7,306	732	682	772
2021	3,648	3,451	3,759	6,860	6,325	7,456	746	686	789
2022	3,710	3,483	3,837	6,977	6,362	7,610	761	691	807
2023	3,773	3,515	3,918	7,091	6,400	7,769	774	696	825

* For 2013, January - August actuals reported, September - December reflect 2013 Budget figures

** The High Growth Peak Demand Forecast serves as the Transmission Planning Forecast

LOAD AND RESOURCES SUMMARY

Based on Platte River's current (Base) Ten-Year Load Forecast, the following are updated peak month loads and resource tables. The first table shows loads and resources with all sources available and the second table provides information on loads and resources with Platte River's largest generation source (Rawhide coal unit) out of service. According to the latest Integrated Resource Plan's criteria, the need for additional capacity will occur in approximately 2023.

PEAK MONTH FORECAST - (MW)										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Loads										
Foundation Forecast	661	673	685	699	715	731	747	763	780	796
DSM[1]	(2)	(4)	(6)	(8)	(11)	(13)	(15)	(17)	(19)	(22)
Municipal Loads (Base)	659	669	679	691	704	718	732	746	761	774
Capacity Sale	65	-	-	-	-	-	-	-	-	-
Losses	14	15	15	15	15	16	16	16	17	17
Total Loads	738	684	694	706	719	734	748	762	778	791
Resources										
Rawhide	278	278	278	278	278	278	278	278	278	278
Craig	156	156	156	156	156	156	156	156	156	156
CRSP	60	60	60	60	60	60	60	60	60	60
LAP	30	30	30	30	30	30	30	30	30	30
Peaking	388	388	388	388	388	388	388	388	388	388
Total Resources	912	912	912	912	912	912	912	912	912	912
Surplus (Deficit)	174	228	218	206	193	178	164	150	134	121
Reserve Margin[2]	23.5%	33.4%	31.4%	29.2%	26.8%	24.3%	21.9%	19.6%	17.3%	15.3%

[1] DSM based on Common Programs measured and verified by Platte River.

[2] Reserve margin calculation excludes surplus sales and required reserves.

RAWHIDE OUT OF SERVICE - PEAK MONTH FORECAST (MW)										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Loads										
Foundation Forecast	661	673	685	699	715	731	747	763	780	796
DSM[1]	(2)	(4)	(6)	(8)	(11)	(13)	(15)	(17)	(19)	(22)
Municipal Loads (Base)	659	669	679	691	704	718	732	746	761	774
Capacity Sale	65	-	-	-	-	-	-	-	-	-
Losses	14	15	15	15	15	16	16	16	17	17
Total Loads	738	684	694	706	719	734	748	762	778	791
Resources										
Rawhide	-	-	-	-	-	-	-	-	-	-
Shaft Sharing	100	100	100	100	100	100	100	100	100	100
Craig	156	156	156	156	156	156	156	156	156	156
CRSP	60	60	60	60	60	60	60	60	60	60
LAP	30	30	30	30	30	30	30	30	30	30
Peaking	388	388	388	388	388	388	388	388	388	388
WRP	46	46	46	46	46	46	46	46	46	46
Total Resources	780	780	780	780	780	780	780	780	780	780
Surplus (Deficit)	42	96	86	74	61	46	32	18	2	(11)

[1] DSM based on Common Programs measured and verified by Platte River.

BASE FORECAST ANALYSIS

The following table summarizes the historical and forecasted loads; the values represent the Base Forecast.

	ANNUAL ENERGY			BILLABLE PEAKS			PEAK DEMAND		
Year	Energy (GWh)	Annual Change	Five-Yr Avg. Change	Billable Peaks (MW)	Annual Change	Five-Yr Avg. Change	Peak (MW)	Annual Change	Five-Yr Avg. Change
2009	3,056	-3.2%	1.2%	5,763	-2.5%	1.1%	576	-9.2%	0.0%
2010	3,112	1.8%	0.8%	5,850	1.5%	0.5%	615	6.8%	-0.1%
2011	3,182	2.3%	0.8%	6,054	3.5%	1.0%	639	4.0%	1.2%
2012	3,185	0.1%	0.2%	6,041	-0.2%	0.3%	653	2.1%	0.6%
2013	3,230	1.4%	0.5%	6,149	1.8%	0.8%	649	-0.6%	0.5%
2014	3,241	0.3%	1.2%	6,138	-0.2%	1.3%	659	1.6%	2.7%
2015	3,290	1.5%	1.1%	6,203	1.1%	1.2%	669	1.5%	1.7%
2016	3,343	1.6%	1.0%	6,299	1.5%	0.8%	679	1.5%	1.2%
2017	3,400	1.7%	1.3%	6,404	1.7%	1.2%	691	1.8%	1.1%
2018	3,461	1.8%	1.4%	6,517	1.8%	1.2%	704	1.9%	1.6%
2019	3,523	1.8%	1.7%	6,631	1.8%	1.6%	718	2.0%	1.7%
2020	3,585	1.8%	1.7%	6,745	1.7%	1.7%	732	1.9%	1.8%
2021	3,648	1.7%	1.8%	6,860	1.7%	1.7%	746	1.9%	1.9%
2022	3,710	1.7%	1.8%	6,977	1.7%	1.7%	761	2.0%	1.9%
2023	3,773	1.7%	1.7%	7,091	1.6%	1.7%	774	1.7%	1.9%

* For 2013, January - August actuals reported, September - December reflect 2013 Budget figures

RENEWABLE ENERGY FORECAST

Platte River works jointly with the Municipalities to develop a forecast of wholesale renewable energy supply. Historically, all renewable energy from sources other than federal hydropower have been provided to the Municipalities through Tariff 7, which charges a premium for wholesale renewable energy supply based on the level of such supply requested by the individual Municipalities. As part of Platte River's strategic planning process, the Board of Directors approved additional renewable energy in 2013, to be provided to all of the Municipalities through Tariff 1, the standard rate for wholesale supply. Forecasting Municipal wholesale renewable energy requirements is driven by several factors:

- Renewable energy supply guidelines from the strategic planning process;
- The Colorado Renewable Energy Standard;
- Individual Municipal policies regarding renewable energy;
- Voluntary purchases by the Municipalities and their retail customers;
- Distributed renewable energy resources; and
- Availability and performance of existing wholesale resources.

The following table provides a ten-year forecast of estimated output from renewable resources that currently exist or are under contract (Existing Resources) and shows deliveries requested to date by the Municipalities (Requested Deliveries).

WHOLESALE RENEWABLE ENERGY FORECAST (GWh)										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Existing Resources	139	226	214	214	214	199	199	199	199	199
Requested Deliveries	116	133	134	134	134	135	135	136	137	137

As indicated in the table, Existing Resources are anticipated to exceed Requested Deliveries throughout the ten year period shown. The expansion of existing resources shown in 2015 is due to addition of the 32 MW Spring Canyon II wind facility. All of the output from this site (currently estimated as 130,000 MWh annually) will be delivered to Platte River under a 25-year purchase agreement. Reductions over time are due to planned changes in renewable energy certificate purchases and due to the potential shut down of the Medicine Bow facility as it reaches its 20 year design life. Options may exist for expanding the life of the Medicine Bow plant. Any changes that are implemented will be included in future forecasts.

The renewable energy forecast does not include further renewable energy supplies that may come from the strategic planning process. The table also does not reflect accounting of deliveries for Tariff 7 vs. Tariff 1. Tariff 7 resources may diminish over time as the Medicine Bow Wind Project ages, possibly resulting in a future deficit of Tariff 7 resources relative to requests. Platte River and Municipality staff will work together during 2014 to bring the projected Tariff 7 supply and demand into alignment. The renewable energy forecast will be updated over time to reflect these factors and other changes that may occur. A more complete treatment of renewable energy forecasting is anticipated for the 2015 Strategic Plan.

Existing wholesale renewable energy resources (currently all wind sources) are not considered to provide firm capacity at time of system peak. These sources do not currently impact planning of new firm capacity additions, though they reduce the amount of energy delivered to the Municipalities from fossil fuel sources. Future wholesale renewable resources may provide both energy and system peak capacity and more detailed analysis of existing resources may influence future decisions regarding resource capacity value.

SEASONAL FORECAST AND HISTORICAL ANALYSIS

The following table summarizes the seasonal energy forecasts along with historic figures. Per TARIFF – SCHEDULE 1: FIRM RETAIL POWER SERVICE, the Summer Season begins June 1 and ends August 31 of every year. The Winter Season shall be the period January 1 through May 31, and September 1 through December 31.

	SUMMER ENERGY			WINTER ENERGY			TOTAL ENERGY		
Year	Energy (GWh)	Annual Change	Five-Yr Avg. Change	Energy (GWh)	Annual Change	Five-Yr Avg. Change	Energy (GWh)	Annual Change	Five-Yr Avg. Change
2009	805	-6.7%	1.3%	2,251	-1.9%	1.2%	3,056	-3.2%	1.2%
2010	860	6.8%	1.0%	2,252	0.1%	0.8%	3,112	1.8%	0.8%
2011	893	3.8%	0.8%	2,289	1.7%	0.9%	3,182	2.3%	0.8%
2012	919	2.9%	0.7%	2,267	-1.0%	0.0%	3,185	0.1%	0.2%
2013	885	-3.6%	0.5%	2,345	3.5%	0.4%	3,230	1.4%	0.5%
2014	912	3.1%	2.5%	2,329	-0.7%	0.7%	3,241	0.3%	1.2%
2015	926	1.5%	1.5%	2,364	1.5%	1.0%	3,290	1.5%	1.1%
2016	941	1.6%	1.1%	2,402	1.6%	1.0%	3,343	1.6%	1.0%
2017	957	1.7%	0.8%	2,443	1.7%	1.5%	3,400	1.7%	1.3%
2018	977	2.1%	2.0%	2,484	1.7%	1.2%	3,461	1.8%	1.4%
2019	997	2.1%	1.8%	2,526	1.7%	1.6%	3,523	1.8%	1.7%
2020	1,017	2.0%	1.9%	2,568	1.7%	1.7%	3,585	1.8%	1.7%
2021	1,038	2.0%	2.0%	2,610	1.6%	1.7%	3,648	1.7%	1.8%
2022	1,058	2.0%	2.0%	2,652	1.6%	1.7%	3,710	1.7%	1.8%
2023	1,079	2.0%	2.0%	2,693	1.6%	1.6%	3,773	1.7%	1.7%

*For 2013, January - August actuals reported, September - December reflect 2013 Budget figures

Seasonal demand forecasts along with historic loads are displayed in the below table.

	SUMMER PEAKS			WINTER PEAKS			BILLABLE PEAKS		
Year	Summer Peaks (MW)	Annual Change	Five-Yr Avg. Change	Winter Peaks (MW)	Annual Change	Five-Yr Avg. Change	Total Billable Peak (MW)	Annual Change	Five-Yr Avg. Change
2009	1,672	-7.0%	0.6%	4,092	-0.5%	1.3%	5,763	-2.5%	1.1%
2010	1,785	6.8%	0.9%	4,065	-0.6%	0.3%	5,850	1.5%	0.5%
2011	1,825	2.2%	0.5%	4,229	4.0%	1.2%	6,054	3.5%	1.0%
2012	1,916	5.0%	0.6%	4,125	-2.5%	0.2%	6,041	-0.2%	0.3%
2013	1,911	-0.2%	1.2%	4,238	2.7%	0.6%	6,149	1.8%	0.8%
2014	1,890	-1.1%	2.5%	4,248	0.2%	0.8%	6,138	-0.2%	1.3%
2015	1,917	1.4%	1.4%	4,286	0.9%	1.1%	6,203	1.1%	1.2%
2016	1,947	1.6%	1.3%	4,352	1.5%	0.6%	6,299	1.6%	0.8%
2017	1,979	1.7%	0.7%	4,424	1.6%	1.4%	6,403	1.7%	1.2%
2018	2,020	2.1%	1.1%	4,497	1.6%	1.2%	6,517	1.8%	1.2%
2019	2,061	2.0%	1.7%	4,570	1.6%	1.5%	6,631	1.8%	1.6%
2020	2,102	2.0%	1.9%	4,643	1.6%	1.6%	6,745	1.7%	1.7%
2021	2,144	2.0%	1.9%	4,716	1.6%	1.6%	6,860	1.7%	1.7%
2022	2,186	2.0%	2.0%	4,790	1.6%	1.6%	6,976	1.7%	1.7%
2023	2,228	1.9%	2.0%	4,863	1.5%	1.6%	7,091	1.7%	1.7%

*For 2013, January - August actuals reported, September - December reflect 2013 Budget figures

HISTORICAL AND FORECASTED LOAD DETAILS

MONTHLY HISTORICAL AND FORECASTED LOAD DETAIL

ENERGY (GWh) - BASE FORECAST													
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Energy
2004	247	231	231	220	233	232	266	257	234	230	237	257	2,875
2005	254	224	240	224	237	250	298	273	245	237	238	268	2,986
2006	251	235	248	226	244	274	299	287	234	243	244	269	3,052
2007	278	242	245	235	242	264	315	307	251	246	245	278	3,147
2008	279	249	254	240	248	260	313	290	246	250	246	281	3,157
2009	269	234	247	237	241	246	283	277	248	249	244	282	3,056
2010	271	242	249	231	239	266	298	296	252	245	252	271	3,112
2011	275	250	251	236	243	261	315	317	252	250	253	281	3,182
2012	267	253	247	234	247	295	321	302	254	242	248	275	3,185
2013	276	245	256	243	248	278	303	304	262	260	260	296	3,230
2014	278	247	258	245	250	280	326	306	264	249	254	283	3,241
2015	282	251	262	249	254	284	331	311	268	253	258	287	3,290
2016	286	255	267	253	258	289	336	316	272	257	263	292	3,343
2017	291	259	271	257	262	294	342	321	277	261	267	297	3,400
2018	297	264	275	262	266	301	349	328	282	265	271	302	3,461
2019	302	269	279	266	270	307	356	334	286	270	275	308	3,523
2020	308	274	283	270	274	314	363	340	291	274	279	314	3,585
2021	314	279	287	275	278	322	370	347	296	278	283	319	3,648
2022	319	284	291	279	281	329	377	353	301	283	287	325	3,710
2023	325	289	295	284	285	336	384	359	306	287	291	331	3,773

* For 2013, September - December energy reflect 2013 Budget figures

DEMAND (MW) - BASE FORECAST														
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Peak	Billable Peaks
2004	452	431	400	373	441	520	576	524	458	384	443	453	576	5,456
2005	459	428	402	386	476	537	618	550	503	407	447	497	618	5,712
2006	435	458	429	392	462	603	591	590	445	418	473	467	603	5,762
2007	478	478	442	396	425	611	635	614	529	410	446	482	635	5,946
2008	487	460	435	400	459	551	614	634	483	419	450	518	634	5,909
2009	490	434	410	404	474	536	576	559	499	432	436	512	576	5,763
2010	486	454	414	389	470	575	615	595	487	422	476	468	615	5,850
2011	487	513	450	388	405	573	639	612	586	455	440	505	639	6,054
2012	464	451	428	418	464	653	651	612	547	423	451	479	653	6,041
2013	481	448	438	429	460	639	649	624	538	447	471	527	649	6,149
2014	493	467	442	416	466	608	659	623	565	433	461	505	659	6,138
2015	500	474	448	421	472	617	669	631	553	438	468	512	669	6,203
2016	508	482	455	427	479	627	679	641	561	445	475	521	679	6,299
2017	517	490	462	434	487	637	691	652	570	452	483	529	691	6,404
2018	527	499	469	441	493	652	704	664	580	459	490	539	704	6,517
2019	536	508	476	448	500	666	718	677	590	466	497	549	718	6,631
2020	546	518	482	455	506	681	732	689	600	473	504	559	732	6,745
2021	556	527	489	462	513	696	746	702	610	480	511	569	746	6,860
2022	566	536	495	469	519	712	761	714	619	487	518	579	761	6,977
2023	576	545	502	475	526	727	774	727	629	495	525	589	774	7,091

* For 2013, September - December demand reflect 2013 Budget figures

ANNUAL HISTORICAL AND FORECASTED LOAD DETAIL

	ENERGY (GWh)				BILLABLE PEAKS (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		2,875				5,456			56.8%	1.0%	0.7%
2005		2,986				5,712			55.2%	3.9%	4.7%
2006		3,052				5,762			57.8%	2.2%	0.9%
2007		3,147				5,946			56.6%	3.1%	3.2%
2008		3,157				5,909			56.7%	0.3%	-0.6%
2009		3,056				5,763			60.6%	-3.2%	-2.5%
2010		3,112				5,850			57.8%	1.8%	1.5%
2011		3,182				6,054			56.8%	2.3%	3.5%
2012		3,185				6,041			55.7%	0.1%	-0.2%
2013		3,230				6,149			56.8%	1.4%	1.8%
2014	3,252	**3,241**	3,234	3,269	6,162	**6,138**	6,084	6,491	56.1%	0.3%	-0.2%
2015	3,312	**3,290**	3,266	3,333	6,251	**6,203**	6,116	6,617	56.2%	1.5%	1.1%
2016	3,376	**3,343**	3,296	3,399	6,371	**6,299**	6,150	6,747	56.1%	1.6%	1.6%
2017	3,444	**3,400**	3,326	3,467	6,500	**6,403**	6,184	6,881	56.2%	1.7%	1.7%
2018	3,516	**3,461**	3,357	3,537	6,638	**6,517**	6,218	7,018	56.1%	1.8%	1.8%
2019	3,589	**3,523**	3,388	3,609	6,776	**6,631**	6,253	7,160	56.0%	1.8%	1.8%
2020	3,662	**3,585**	3,419	3,683	6,915	**6,745**	6,289	7,306	55.8%	1.8%	1.7%
2021	3,736	**3,648**	3,451	3,759	7,054	**6,860**	6,325	7,456	55.8%	1.7%	1.7%
2022	3,809	**3,710**	3,483	3,837	7,194	**6,976**	6,362	7,610	55.7%	1.7%	1.7%
2023	3,883	**3,773**	3,515	3,918	7,333	**7,091**	6,400	7,769	55.7%	1.7%	1.7%

* For 2013, January - August actuals reported, September - December reflect 2013 Budget figures

JANUARY HISTORICAL AND FORECASTED LOAD DETAIL

	ENERGY (GWh)				PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		247				452			73.5%	4.4%	5.9%
2005		254				459			74.6%	3.0%	1.5%
2006		251				435			77.7%	-1.2%	-5.2%
2007		278				478			78.2%	10.6%	9.9%
2008		279				487			77.0%	0.3%	1.8%
2009		269				490			73.6%	-3.6%	0.8%
2010		271				486			74.9%	0.9%	-0.8%
2011		275				487			75.8%	1.4%	0.2%
2012		267				464			77.2%	-2.9%	-4.7%
2013		276				481			77.1%	3.2%	3.5%
2014	279	**278**	275	280	495	**493**	491	511	75.7%	0.8%	2.6%
2015	284	**282**	280	286	504	**500**	493	522	75.7%	1.5%	1.5%
2016	289	**286**	282	292	513	**508**	496	532	75.8%	1.6%	1.6%
2017	295	**291**	285	298	524	**517**	499	543	75.8%	1.7%	1.7%
2018	302	**297**	288	304	535	**527**	502	555	75.8%	1.9%	1.9%
2019	308	**302**	291	310	547	**536**	505	566	75.8%	1.9%	1.9%
2020	315	**308**	293	317	559	**546**	508	578	75.8%	1.9%	1.8%
2021	321	**314**	296	324	570	**556**	511	591	75.8%	1.8%	1.8%
2022	328	**319**	299	331	582	**566**	515	603	75.8%	1.8%	1.8%
2023	334	**325**	302	338	593	**576**	518	616	75.8%	1.8%	1.7%

FEBRUARY HISTORICAL AND FORECASTED LOAD DETAIL

ENERGY (GWh)					PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		231				431			77.1%	5.6%	0.2%
2005		224				428			77.7%	-3.3%	-0.7%
2006		235				458			76.3%	4.9%	6.8%
2007		242				478			75.3%	3.2%	4.5%
2008		249				460			77.8%	3.0%	-3.7%
2009		234				434			80.0%	-6.3%	-5.7%
2010		242				454			79.4%	3.7%	4.4%
2011		250				513			72.5%	3.2%	13.0%
2012		253				451			80.5%	1.3%	-11.9%
2013		245				448			81.4%	-3.2%	-0.8%
2014	248	**247**	246	249	469	**467**	465	511	78.6%	0.8%	4.4%
2015	252	**251**	249	254	478	**474**	467	521	78.7%	1.5%	1.5%
2016	257	**255**	251	259	487	**482**	470	532	76.0%	1.6%	1.6%
2017	263	**259**	253	265	497	**490**	473	543	78.7%	1.7%	1.7%
2018	268	**264**	256	270	508	**499**	475	554	78.8%	1.9%	1.9%
2019	274	**269**	258	276	519	**508**	478	566	78.8%	1.9%	1.8%
2020	280	**274**	261	281	530	**518**	481	578	76.1%	1.8%	1.8%
2021	286	**279**	263	287	541	**527**	484	590	78.8%	1.8%	1.8%
2022	292	**284**	265	294	552	**536**	487	602	78.8%	1.8%	1.8%
2023	297	**289**	268	300	563	**545**	490	615	78.9%	1.7%	1.7%

MARCH HISTORICAL AND FORECASTED LOAD DETAIL

ENERGY (GWh)					PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		231				400			77.5%	2.2%	-3.7%
2005		240				402			80.2%	4.0%	0.5%
2006		248				429			77.7%	3.2%	6.7%
2007		245				442			74.4%	-1.3%	3.1%
2008		254				435			78.6%	4.0%	-1.6%
2009		247				410			81.0%	-3.0%	-5.8%
2010		249				414			81.0%	1.0%	1.1%
2011		251				450			74.8%	0.4%	8.8%
2012		247				428			77.5%	-1.6%	-5.0%
2013		256				438			78.6%	4.0%	2.4%
2014	259	**258**	258	261	444	**442**	439	468	78.6%	0.8%	0.9%
2015	264	**262**	260	265	452	**448**	441	475	78.7%	1.5%	1.4%
2016	269	**267**	262	269	461	**455**	442	483	78.8%	1.6%	1.5%
2017	275	**271**	264	273	470	**462**	444	490	78.8%	1.7%	1.6%
2018	280	**275**	266	278	478	**469**	445	498	78.9%	1.5%	1.4%
2019	285	**279**	268	282	487	**476**	447	506	78.9%	1.5%	1.4%
2020	290	**283**	270	287	495	**482**	448	514	79.0%	1.5%	1.4%
2021	295	**287**	272	292	504	**489**	450	523	79.0%	1.4%	1.4%
2022	300	**291**	274	297	513	**495**	452	532	79.0%	1.4%	1.4%
2023	305	**295**	276	302	521	**502**	453	541	79.1%	1.4%	1.3%

APRIL HISTORICAL AND FORECASTED LOAD DETAIL

	ENERGY (GWh)				PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		220				373			82.1%	4.2%	1.5%
2005		224				386			80.5%	1.6%	3.7%
2006		226				392			79.9%	0.8%	1.5%
2007		235				396			82.4%	4.1%	1.0%
2008		240				400			83.6%	2.4%	0.9%
2009		237				404			81.4%	-1.5%	1.1%
2010		231				389			82.5%	-2.3%	-3.7%
2011		236				388			84.5%	2.2%	-0.2%
2012		234				418			77.8%	-0.9%	7.7%
2013		243				429			78.9%	3.9%	2.5%
2014	246	**245**	245	247	418	**416**	413	441	82.0%	0.8%	-3.0%
2015	251	**249**	247	252	425	**421**	415	449	82.2%	1.5%	1.3%
2016	256	**253**	249	256	433	**427**	416	456	82.3%	1.6%	1.5%
2017	261	**257**	251	261	442	**434**	418	464	82.4%	1.7%	1.6%
2018	266	**262**	253	266	451	**441**	419	473	82.4%	1.7%	1.6%
2019	272	**266**	256	271	460	**448**	421	481	82.5%	1.7%	1.6%
2020	277	**270**	258	276	469	**455**	422	490	82.6%	1.6%	1.5%
2021	282	**275**	260	281	478	**462**	424	499	82.7%	1.6%	1.5%
2022	287	**279**	262	287	487	**469**	426	508	82.8%	1.6%	1.5%
2023	293	**284**	264	292	496	**475**	428	517	82.9%	1.6%	1.5%

MAY HISTORICAL AND FORECASTED LOAD DETAIL

	ENERGY (GWh)				PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		233				441			71.0%	3.6%	-5.6%
2005		237				476			66.8%	1.5%	8.0%
2006		244				462			70.9%	3.0%	-3.0%
2007		242				425			76.7%	-0.6%	-8.0%
2008		248				459			72.4%	2.1%	8.1%
2009		241				474			68.4%	-2.5%	3.2%
2010		239				470			68.3%	-1.0%	-0.9%
2011		243				405			80.4%	1.5%	-13.8%
2012		247				464			71.6%	1.9%	14.5%
2013		248				460			72.6%	0.4%	-0.9%
2014	251	**250**	250	252	468	**466**	463	496	72.2%	0.8%	1.3%
2015	256	**254**	252	256	476	**472**	464	503	72.4%	1.5%	1.3%
2016	261	**258**	254	260	485	**479**	465	511	72.4%	1.6%	1.5%
2017	266	**262**	255	264	495	**487**	467	518	72.5%	1.7%	1.6%
2018	271	**266**	257	268	504	**493**	468	526	72.6%	1.4%	1.4%
2019	276	**270**	259	273	513	**500**	469	534	72.6%	1.4%	1.3%
2020	280	**274**	261	277	522	**506**	471	543	72.7%	1.4%	1.3%
2021	285	**278**	263	282	530	**513**	472	551	72.8%	1.4%	1.3%
2022	290	**281**	265	286	539	**519**	474	560	72.8%	1.4%	1.3%
2023	295	**285**	267	291	548	**526**	475	569	72.9%	1.3%	1.3%

JUNE HISTORICAL AND FORECASTED LOAD DETAIL

ENERGY (GWh)					PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		232				520			61.9%	3.8%	11.9%
2005		250				537			64.5%	7.7%	3.3%
2006		274				603			63.1%	9.8%	12.2%
2007		264				611			59.9%	-3.7%	1.4%
2008		260				551			65.7%	-1.2%	-9.9%
2009		246				536			63.6%	-5.7%	-2.6%
2010		266				575			64.3%	8.5%	7.2%
2011		261				573			63.4%	-1.9%	-0.4%
2012		295				653			62.8%	12.9%	14.0%
2013		278				639			60.4%	-5.8%	-2.1%
2014	281	**280**	280	283	611	**608**	605	625	63.9%	0.8%	-4.8%
2015	286	**284**	283	290	622	**617**	611	642	64.0%	1.5%	1.4%
2016	292	**289**	287	299	633	**627**	618	660	64.0%	1.6%	1.6%
2017	297	**294**	291	307	646	**637**	624	678	64.0%	1.7%	1.7%
2018	305	**301**	295	316	663	**652**	630	697	64.1%	2.3%	2.3%
2019	313	**307**	299	324	680	**666**	637	717	64.1%	2.3%	2.2%
2020	321	**314**	303	334	697	**681**	643	737	64.1%	2.3%	2.2%
2021	329	**322**	307	343	714	**696**	650	757	64.1%	2.3%	2.2%
2022	337	**329**	311	353	732	**712**	657	778	64.1%	2.2%	2.2%
2023	345	**336**	316	362	749	**727**	664	800	64.2%	2.2%	2.2%

JULY HISTORICAL AND FORECASTED LOAD DETAIL

ENERGY (GWh)					PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth*	Load Factor	Energy Change	Peak Change
2004		266				576			62.0%	-8.5%	2.9%
2005		298				618			64.8%	12.0%	7.2%
2006		299				591			67.9%	0.3%	-4.3%
2007		315				635			66.8%	5.6%	7.4%
2008		313				614			68.5%	-0.9%	-3.3%
2009		283				576			66.0%	-9.5%	-6.1%
2010		298				615			65.1%	5.3%	6.8%
2011		315				639			66.1%	5.6%	4.0%
2012		321				651			66.3%	2.1%	1.8%
2013		303				649			62.8%	-5.6%	-0.3%
2014	327	**326**	325	328	661	**659**	655	678	66.4%	7.4%	1.6%
2015	332	**331**	328	336	673	**669**	660	692	66.4%	1.5%	1.5%
2016	339	**336**	331	343	685	**679**	664	707	66.5%	1.6%	1.5%
2017	345	**342**	335	351	699	**691**	668	723	66.4%	1.7%	1.8%
2018	353	**349**	338	358	715	**704**	673	739	66.6%	2.1%	1.9%
2019	361	**356**	341	367	731	**718**	677	755	66.6%	2.0%	2.0%
2020	369	**363**	345	375	747	**732**	682	772	66.6%	2.0%	1.9%
2021	377	**370**	348	383	763	**746**	686	789	66.6%	1.9%	1.9%
2022	385	**377**	351	392	780	**761**	691	807	66.6%	1.9%	2.0%
2023	393	**384**	355	401	796	**774**	696	825	66.7%	1.9%	1.7%

* The High Growth Peak Demand Forecast serves as the Transmission Planning Forecast

AUGUST HISTORICAL AND FORECASTED LOAD DETAIL

ENERGY (GWh)					PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		257				524			66.0%	-7.3%	-5.7%
2005		273				550			66.6%	6.1%	5.1%
2006		287				590			65.3%	5.1%	7.2%
2007		307				614			67.1%	6.9%	4.2%
2008		290				634			61.6%	-5.3%	3.2%
2009		277				559			66.5%	-4.7%	-11.7%
2010		296				595			66.8%	6.8%	6.3%
2011		317				612			69.5%	7.1%	3.0%
2012		302				612			66.4%	-4.5%	0.0%
2013		304				624			65.5%	0.5%	1.9%
2014	307	**306**	306	309	625	**623**	619	674	66.2%	0.8%	-0.2%
2015	313	**311**	309	315	636	**631**	623	688	66.2%	1.5%	1.4%
2016	319	**316**	312	322	648	**641**	626	703	66.3%	1.6%	1.6%
2017	325	**321**	315	329	660	**652**	630	717	66.3%	1.7%	1.7%
2018	332	**328**	317	336	675	**664**	634	732	66.3%	2.0%	1.9%
2019	340	**334**	320	343	690	**677**	638	748	66.3%	1.9%	1.9%
2020	347	**340**	323	350	705	**689**	642	764	66.4%	1.9%	1.8%
2021	354	**347**	327	358	719	**702**	646	780	66.4%	1.9%	1.8%
2022	361	**353**	330	366	734	**714**	650	797	66.4%	1.8%	1.8%
2023	369	**359**	333	374	749	**727**	654	815	66.4%	1.8%	1.8%

SEPTEMBER HISTORICAL AND FORECASTED LOAD DETAIL

ENERGY (GWh)					PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		234				458			71.0%	3.6%	-0.6%
2005		245				503			67.7%	4.7%	9.7%
2006		234				445			73.0%	-4.6%	-11.5%
2007		251				529			65.8%	7.1%	18.7%
2008		246				483			70.8%	-1.8%	-8.7%
2009		248				499			69.0%	0.8%	3.4%
2010		252				487			72.0%	1.7%	-2.5%
2011		252				586			59.8%	0.0%	20.4%
2012		254				547			64.4%	0.6%	-6.7%
2013		262				538			67.5%	3.1%	-1.5%
2014	265	**264**	263	266	567	**565**	542	618	64.8%	0.8%	5.0%
2015	269	**268**	266	271	557	**553**	544	629	67.3%	1.5%	-2.2%
2016	275	**272**	268	276	568	**561**	547	641	67.3%	1.6%	1.6%
2017	280	**277**	270	281	579	**570**	550	653	67.4%	1.7%	1.7%
2018	286	**282**	273	287	591	**580**	552	666	67.4%	1.8%	1.7%
2019	292	**286**	275	292	603	**590**	555	679	67.4%	1.7%	1.7%
2020	298	**291**	277	298	615	**600**	558	692	67.5%	1.7%	1.7%
2021	304	**296**	280	304	627	**610**	561	706	67.5%	1.7%	1.6%
2022	309	**301**	282	310	639	**619**	564	720	67.5%	1.7%	1.6%
2023	315	**306**	285	316	651	**629**	566	734	67.6%	1.6%	1.6%

* 2013 Energy & Demand are 2013 Budget figures.

OCTOBER HISTORICAL AND FORECASTED LOAD DETAIL

	ENERGY (GWh)				PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		230				384			80.5%	0.0%	-5.4%
2005		237				407			78.2%	2.9%	5.9%
2006		243				418			78.1%	2.5%	2.6%
2007		246				410			80.5%	1.2%	-1.8%
2008		250				419			80.1%	1.8%	2.3%
2009		249				432			77.7%	-0.2%	2.9%
2010		245				422			78.0%	-1.8%	-2.3%
2011		250				455			74.0%	2.2%	7.8%
2012		242				423			77.0%	-3.2%	-7.0%
2013		260				447			78.0%	7.2%	5.7%
2014	250	**249**	249	251	435	**433**	430	456	77.3%	-4.1%	-3.2%
2015	255	**253**	251	256	442	**438**	432	464	77.5%	1.5%	1.3%
2016	260	**257**	253	261	451	**445**	434	473	77.6%	1.6%	1.5%
2017	265	**261**	256	266	460	**452**	437	482	77.6%	1.7%	1.6%
2018	270	**265**	258	271	469	**459**	439	491	77.7%	1.6%	1.5%
2019	275	**270**	261	276	478	**466**	441	500	77.8%	1.6%	1.5%
2020	280	**274**	264	282	487	**473**	444	510	77.8%	1.6%	1.5%
2021	286	**278**	266	288	496	**480**	446	520	77.9%	1.6%	1.5%
2022	291	**283**	269	294	506	**487**	449	530	78.0%	1.6%	1.5%
2023	296	**287**	271	300	515	**495**	451	541	78.0%	1.6%	1.5%

* 2013 Energy & Demand are 2013 Budget figures.

NOVEMBER HISTORICAL AND FORECASTED LOAD DETAIL

	ENERGY (GWh)				PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		237				443			74.4%	2.8%	8.0%
2005		238				447			73.9%	0.3%	1.0%
2006		244				473			71.8%	2.8%	5.7%
2007		245				446			76.2%	0.2%	-5.6%
2008		246				450			76.0%	0.5%	0.7%
2009		244				436			77.8%	-0.8%	-3.1%
2010		252				476			73.5%	3.0%	9.2%
2011		253				440			79.7%	0.4%	-7.4%
2012		248				451			76.2%	-2.0%	2.4%
2013		260				471			76.6%	4.9%	4.4%
2014	255	**254**	254	257	463	**461**	459	485	76.7%	-2.0%	-2.1%
2015	260	**258**	256	261	471	**468**	460	493	76.7%	1.5%	1.4%
2016	265	**263**	258	265	481	**475**	462	500	76.8%	1.6%	1.6%
2017	271	**267**	260	269	490	**483**	464	508	76.8%	1.7%	1.7%
2018	276	**271**	262	274	499	**490**	465	517	76.9%	1.5%	1.5%
2019	281	**275**	264	278	508	**497**	467	525	76.9%	1.5%	1.5%
2020	286	**279**	266	283	517	**504**	469	534	76.9%	1.5%	1.4%
2021	291	**283**	268	288	526	**511**	471	543	77.0%	1.5%	1.4%
2022	295	**287**	270	293	535	**518**	472	552	77.0%	1.4%	1.4%
2023	300	**291**	272	298	544	**525**	474	562	77.0%	1.4%	1.4%

* 2013 Energy & Demand are 2013 Budget figures.

DECEMBER HISTORICAL AND FORECASTED LOAD DETAIL

	ENERGY (GWh)				PEAK DEMAND (MW)				BASE FORECAST		
Year	Foundation Forecast	Base	Low Growth	High Growth	Foundation Forecast	Base	Low Growth	High Growth	Load Factor	Energy Change	Peak Change
2004		257				453			76.1%	2.6%	0.4%
2005		268				497			72.3%	4.3%	9.8%
2006		269				467			77.2%	0.3%	-6.0%
2007		278				482			77.7%	3.7%	3.0%
2008		281				518			72.8%	0.8%	7.6%
2009		282				512			74.0%	0.5%	-1.1%
2010		271				468			77.7%	-4.1%	-8.6%
2011		281				505			74.7%	3.7%	7.8%
2012		275				479			77.3%	-1.9%	-5.1%
2013		296				527			75.4%	7.4%	10.1%
2014	284	**283**	282	285	507	**505**	502	527	75.3%	-4.3%	-4.2%
2015	289	**287**	285	291	516	**512**	505	538	75.3%	1.5%	1.5%
2016	295	**292**	288	297	526	**521**	508	548	75.3%	1.6%	1.6%
2017	300	**297**	290	303	536	**529**	511	560	75.3%	1.7%	1.7%
2018	307	**302**	293	309	548	**539**	514	571	75.3%	1.9%	1.9%
2019	314	**308**	296	316	560	**549**	517	583	75.4%	1.9%	1.9%
2020	320	**314**	298	322	572	**559**	521	595	75.4%	1.8%	1.8%
2021	327	**319**	301	329	583	**569**	524	608	75.4%	1.8%	1.8%
2022	333	**325**	304	336	595	**579**	527	621	75.4%	1.8%	1.8%
2023	340	**331**	307	344	607	**589**	530	634	75.4%	1.7%	1.7%

* 2013 Energy & Demand are 2013 Budget figures.

APPENDIX B
RISK MANAGEMENT PLAN

The Risk Management Plan is a summary of Platte River's proactive efforts to identify, evaluate, rank, and mitigate risks significant to Platte River which could negatively impact electric supply, finances, reputation, and safety requirements. The Risk Management Plan is included in Platte River's Strategic Plan summarizing Identified Risks and risk mitigation strategies. Platte River's risk management process provides the framework to identify and assess specific risks by soliciting staff input and following an assessment and documentation process.

Identified Risks are evaluated through a risk assessment process coordinated by the Chief Financial and Risk Officer, Financial Planning staff, and a Risk Oversight Committee (ROC) consisting of the General Manager and senior management. The ROC identifies subject matter experts throughout Platte River to provide expertise and information regarding each Identified Risk and to alert the ROC of additional risks. As risks are identified, Platte River data, industry data, staff and management experience, and evaluation tools are utilized as a component of a detailed review process to assess the Magnitude and Probability. Magnitude and Probability ranks are assigned by the ROC based on specific criteria (see Risk Definitions, Table 1 and Table 2); higher rated risks are prioritized for the development and implementation of mitigation strategies when possible.

Mitigation strategies include, but are not limited to insurance coverage, financial and physical contracts, operational business practices, and monitoring processes. The effectiveness of mitigation strategies are reassessed by the ROC as scheduled and prioritized for action if warranted. All Identified Risks are monitored and reassessed as scheduled by the ROC. Assessment documentation and supporting analysis is maintained by Financial Planning staff and reviewed by the ROC.

All Identified Risks are listed in Table 3, the Risk Inventory. Risks included in the Risk Inventory, assessments, and supporting documentation are approved by the Chief Financial & Risk Officer.

RISK DEFINITIONS

Platte River's identified risks are analyzed and assigned a Magnitude and Probability classification as defined in Table 1 and Table 2 respectively.

TABLE 1: Magnitude

Magnitude Rank	Electric Supply	Safety	Financial	Reputation and Interests
High	Loss of supply to an entire city	Loss of life or serious bodily injury	Significant impact >$10 million	Significant long-term damage
Medium	Loss of supply to part of a city	Bodily injury	Limited impact $5 - $10 million	Short-term damage
Low	Momentary loss to a city substation	No injury	Modest impact <$5 million	No appreciable damage

TABLE 2: Probability

Probability Rank	Probability Rank Definition
High	The Identified Risk is likely to occur within five (5) years.
Medium	The Identified Risk could occur within five (5) years and should be anticipated.
Low	The Identified Risk is unlikely to occur within five (5) years.

IDENTIFIED RISK Risks identified as significant to Platte River which could negatively impact electric supply, finances, reputation, and safety requirements.

MAGNITUDE The impact of an Identified Risk occurring. Ranking classifications are detailed in Table 2.

PROBABILITY The likelihood of an Identified Risk occurring within a specified time period. Ranking classifications are detailed in Table 3.

RISK OVERSIGHT COMMITTEE ROC; a committee consisting of the General Manager and senior management, charged with managing Platte River's risks and approving the Risk Management Plan.

RISK MANAGEMENT PLAN A document included as an integral part of Platte River's Strategic Plan summarizing Platte River's Identified Risks and risk mitigation strategies.

RISK INVENTORY A table within the Risk Management Plan that summarizes Identified Risks' Magnitude, Probability, and risk mitigation strategies.

RISKS & MITIGATION STRATEGIES

TABLE 3: Risk Inventory, Five-Year Planning Horizon

	Identified Risk	Magnitude	Probability	Mitigation
1	Defined Benefit (DB) Plan investment under-performance	High	High	Page
2	Sustained market price reductions (wholesale electricity)	High	Medium	
3	Coal price volatility	Medium	Medium	
4	Gas price volatility	Medium	Medium	
5	Interest rate changes	Medium	Medium	
6	Mandated renewable energy standard	Medium	Medium	
7	Corporate conduct	High	Low	
8	Credit risk	High	Low	
9	Cyber security—generation and system operations	High	Low	
10	Damage by outside contractor employees	High	Low	
11	Environmental violations	High	Low	
12	Generation interruption greater than one month	High	Low	
13	Increases to capital expenditures	High	Low	
14	Interruption of coal supply (fuel & rail, Trapper Mine)	High	Low	
15	Interruption of water supply for Rawhide generation	High	Low	
16	New mandated emission reductions	High	Low	
17	FERC/NERC regulatory compliance issues	Low	High	
18	Unexpected turnover of employees (knowledge loss)	Low	High	
19	Elimination of tax exempt status of newly issued power revenue bonds	Medium	Low	
20	Generation interruption greater than one week	Medium	Low	
21	Increased regulation of coal combustion residuals	Medium	Low	
22	Internal controls	Medium	Low	
23	Interruption of gas supply (fuel & pipe)	Medium	Low	
24	Physical security systems affecting reliability or human life	Medium	Low	
25	Business cyber security system intrusions	Low	Medium	
26	Electric facility siting constraints	Low	Medium	
27	Employee errors that result in loss of electric service	Low	Medium	
28	General liability	Low	Medium	
29	Increased federal oversight	Low	Medium	
30	Increased state oversight	Low	Medium	
31	Reduction or modification of federal hydroelectric resources	Low	Medium	
32	Significant deviation from load forecast	Low	Medium	
33	Directors and Officers liability	Low	Low	
34	Loss of communication systems (phone, fiber, etc.)	Low	Low	
35	Physical property loss	Low	Low	
36	Transmission interruption	Low	Low	

Identified risks are currently being evaluated through the risk assessment process and specific mitigation strategies are in the process of being redrafted by staff. Full descriptions of Platte River's mitigation strategies for all identified risks will be available in December for the final version of the Strategic Plan.

Implemented mitigation strategies discussed for each Identified Risk. Each mitigation strategy requires the ROC's attention and follow-up to evaluate alternative courses of action.

1.) Defined Benefit (DB) Plan Investment Under-Performance

Magnitude: High
Probability: High

Mitigation:
Full descriptions of Platte River's mitigation strategies for all identified risks will be available in December for the final version of the Strategic Plan.

APPENDIX C
STRATEGIC FINANCIAL PLAN

Platte River's Strategic Financial Plan (SFP) is designed to provide long-term financial stability by generating adequate cash flows, maintaining access to low cost capital, providing stable and competitive wholesale rates and effectively managing financial risk. The Board of Directors reviews the SFP policies, goals, and financial projections at least annually.

RATE REQUIREMENTS

Under Colorado law, Platte River's Board of Directors has the exclusive authority to establish electric rates. The Power Supply Agreements with the Municipalities require the Board to review rates at least once each calendar year.

The Power Supply Agreements with the Municipalities and the General Power Bond Resolution contain specific provisions governing Platte River's rate setting. The Power Supply Agreements require that rates be sufficient to cover all operating and maintenance expenses, purchase power costs, debt service expenses, and provide for the establishment of reasonable reserves and adequate earnings margins so that Platte River may obtain favorable debt financing. The General Power Bond Resolution requires that rates be sufficient to generate net revenues sufficient to cover debt service expense at a minimum 1.10 times.

POLICIES AND GOALS

- Generate Minimum Debt Service Coverage of 1.50 times.
- Generate Minimum Net Income Equal to $6 Million.
- Target Minimum 200 Unrestricted Days Cash on Hand.
- Maintain $20 Million in Rate Stabilization Fund.
- Target Debt to Capitalization Ratio Less than 50%.
- Maintain Access to Low Cost Capital and Favorable Credit Ratings.
- Provide Stable and Competitive Wholesale Rates.
- Maintain Bond Required Reserves.
- Prudently Manage and Invest Reserves.
- Variable Rate Debt Managed In Accordance With Interest Rate Risk Management Policy.
- Manage Financial Risk.

The above policies and goals are interrelated. By achieving the minimum target for debt service coverage of 1.50 times, the net income target of $6 million, and the minimum 200 days unrestricted cash on hand, Platte River should generate adequate cash flows to meet liquidity targets, exceed its debt to capitalization goal and maintain access to low cost capital. Each policy and goal is discussed in more detail below.

GENERATE MINIMUM DEBT SERVICE COVERAGE OF 1.50 TIMES.

While the legal requirements for debt service coverage is 1.10 times, coverage at this level does not generate adequate cash flows, increases future debt issuance, and

significantly impacts Platte River's credit rating, which increases the cost of future financings. Target debt service coverage of 1.50 times provides sufficient annual cash flows to partially fund future capital additions as well as maintain favorable credit ratings.

GENERATE MINIMUM NET INCOME OF $6 MILLION.

Power Supply Agreements with the Municipalities require Platte River to earn an adequate earnings margin to obtain revenue bond financing on favorable terms. A target minimum of $6 million net income is a sufficient earnings margin to ensure cash balances are maintained, liquidity requirements are met, and financial flexibility remains available.

TARGET MINIMUM 200 DAYS UNRESTRICTED CASH ON HAND.

A minimum 200 days unrestricted cash on hand target ensures adequate cash is generated and maintained, thus ensuring Platte River's financial flexibility, strength, and liquidity. Included in the days unrestricted cash on hand target is a Rate Stabilization Fund target of $20 million. The Rate Stabilization Fund's purpose is to lessen or eliminate the rate impact due to an unforeseen event that impacts Platte River's ability to meet the minimum legal debt service coverage requirement.

TARGET DEBT TO CAPITALIZATION LESS THAN 50%.

A debt to capitalization ratio less than 50% provides Platte River with a strong balance sheet and reduces the risk of becoming over leveraged in the debt market.

MAINTAIN ACCESS TO LOW COST CAPITAL AND FAVORABLE CREDIT RATINGS.

Interest rates between various credit ratings can fluctuate significantly depending on market conditions. Maintaining a strong credit rating provides access to low cost capital and favorable financing terms, resulting in lower overall debt service expense.

PROVIDE STABLE AND COMPETITIVE WHOLESALE RATES.

Rate projections are developed and reviewed by the Board at least annually. If possible, projected rates modifications required to meet SFP criteria will be spread over multiple years to provide more stable rates from year to year. Retail rate comparisons with other utilities in the region are used to measure the competitiveness of wholesale rates charged to the Municipalities.

MAINTAIN BOND REQUIRED RESERVES.

The General Power Bond Resolution requires a Reserve and Contingency Fund be maintained at a minimum of 2% of net plant. Bond service and bond reserve funds are maintained as required.

PRUDENTLY MANAGE AND INVEST RESERVES.

Platte River's investments will be managed in accordance with Platte River's Investment Policy. The primary objectives of the investment activities shall be safety, liquidity, and yield while achieving market returns comparable to benchmark performance.

VARIABLE RATE DEBT MANAGED IN ACCORDANCE WITH INTEREST RATE RISK MANAGEMENT POLICY.

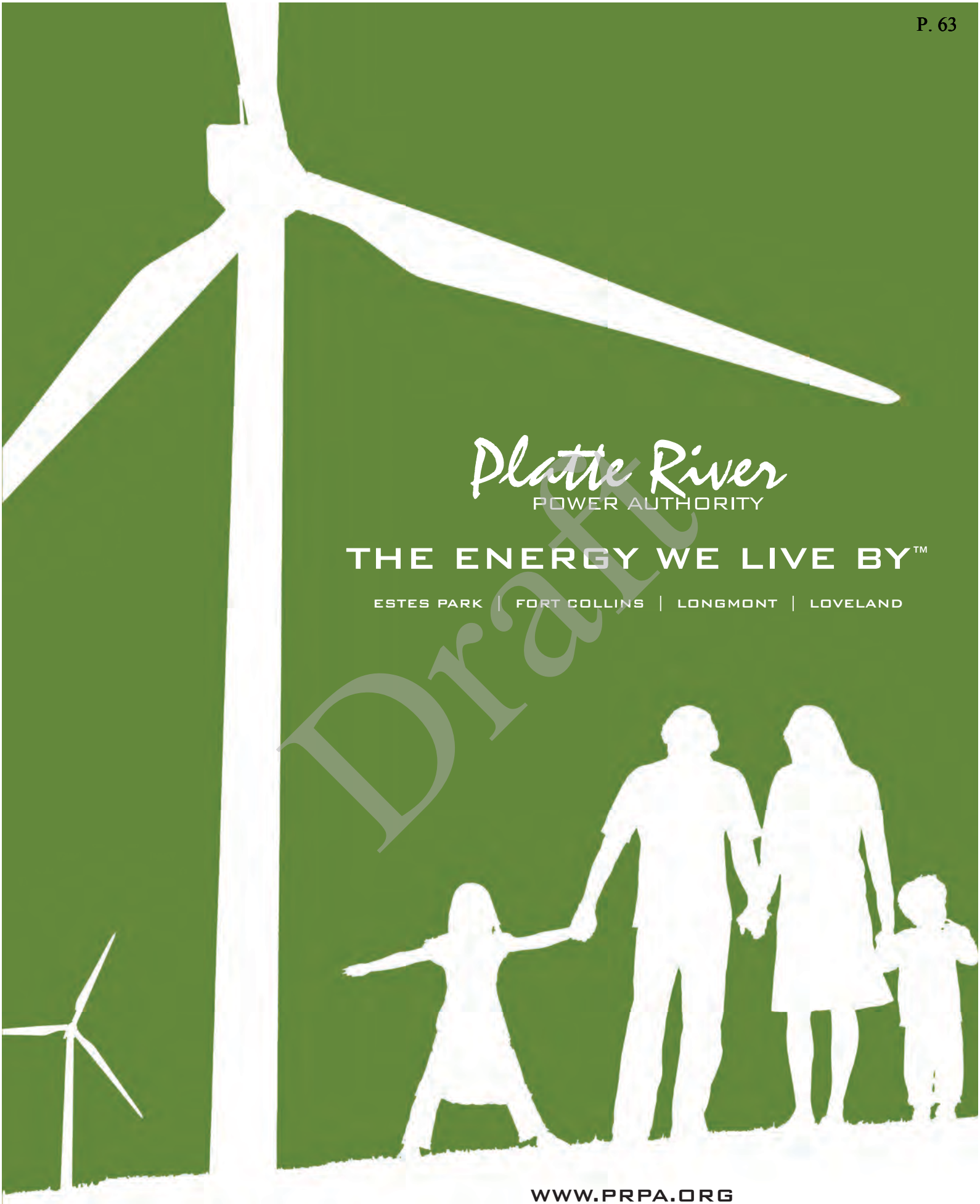
The Board approved Interest Rate Risk Management policy has established guidelines to govern variable rate debt.

MANAGE FINANCIAL RISK.

Platte River's financial risks will be managed in accordance with, but not limited to, the following Board approved documents: Energy Risk Management Policy, General Power Bond Resolution, Interest Rate Risk Management Policy, and Power Supply Agreements. The Energy Risk Management Committee and the Risk Oversight Committee are charged with managing Platte River's business risks.

APPENDIX D
ACRONYM DEFINITIONS

BART	Best Available Retrofit Technology
BNSF	Burlington Northern Santa Fe Railway
CAMR	Clean Air Mercury Rule
CCR	Coal Combustion Residuals
CDPHE	Colorado Department of Public Health and Environment
CO_2	Carbon Dioxide
CPUC	Colorado Public Utilities Commission
CRSP	Colorado River Storage Project
DG	Distributed Generation
DSM	Demand Side Management
EMS	Environmental Management System
EPA	Environmental Protection Agency
EPAct 2005	The Energy Policy Act of 2005
ERMC	Energy Risk Management Committee
ERMP	Energy Risk Management Policy
FERC	Federal Energy Regulatory Commission
GHG	Greenhouse Gases
GWh	Gigawatt Hour
IRP	Integrated Resource Plan
kV	kilovolt
LAP	Loveland Area Projects
MATS	Mercury and Air Toxics Standard
MBWP	Medicine Bow Wind Project
MW	Megawatt
MWh	Megawatt Hour
NERC	North American Electric Reliability Corporation
NO_x	Nitrogen Oxides
O&M	Operations and Maintenance
PSD	Prevention of Significant Deterioration
PV	Photovoltaic
REPI	Renewable Energy Production Incentive
RES	Renewable Energy Standard
RHR	Regional Haze Rule
RMRG	Rocky Mountain Reserve Group
ROC	Risk Oversight Committee
SFP	Strategic Financial Plan
SIP	State Implementation Plan
SO_2	Sulfur Dioxide
TRI-STATE	Tri-State Generation and Transmission Association, Inc.
WESTERN	Western Area Power Administration
WECC	Western Electricity Coordinating Council



WWW.PRPA.ORG
2000 East Horsetooth Road - Fort Collins, CO 80525
970.226.4000 | 888.748.5113

Platte River
POWER AUTHORITY

Strategic Planning Update

Jackie Sargent, General Manager/CEO

City of Loveland – City Council Meeting

November 26, 2013

Our Owner Communities

Estes Park

Fort Collins

Longmont

Loveland

Local Governance

Platte River Board of Directors

Estes Park	Fort Collins	Longmont	Loveland
Mayor Bill Pinkham	Mayor Karen Weitkunat	Mayor Dennis Coombs	Mayor Cecil Gutierrez
			
Mr. Reuben Bergsten	Mr. Gerry Horak	Mr. Tom Roiniotis	Mr. Steve Adams
			

Management Team

Board of Directors

General Manager
Jackie Sargent

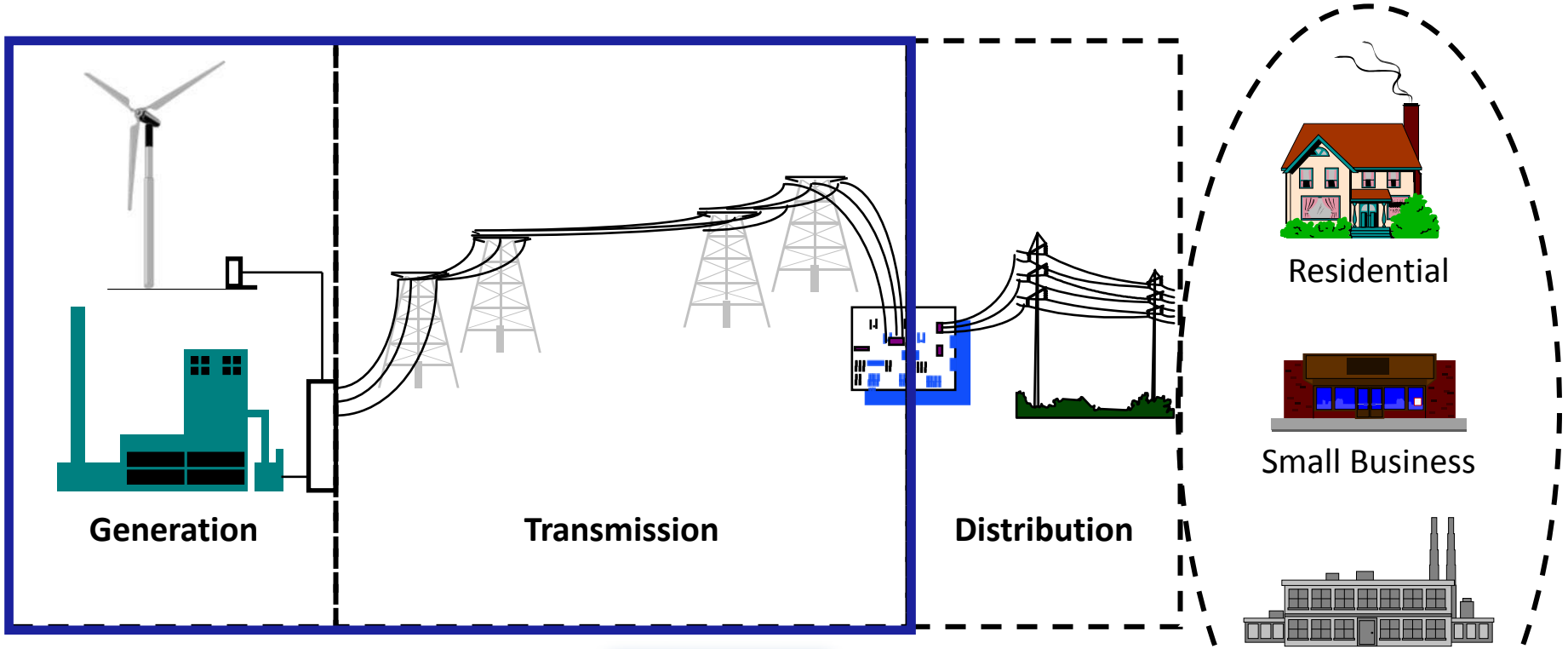
General Counsel
Joseph Wilson

- **Financial Services** — Dave Smalley
- **Operations** — Jason Frisbie
- **Environmental Services / Compliance** — Deb Schaneman
- **Strategic Planning & Customer Service** — John Bleem
- **Corporate Services** — Karin Hollohan
- **Government & External Affairs** — Barb Ateshzar






Local Electric System Partnership

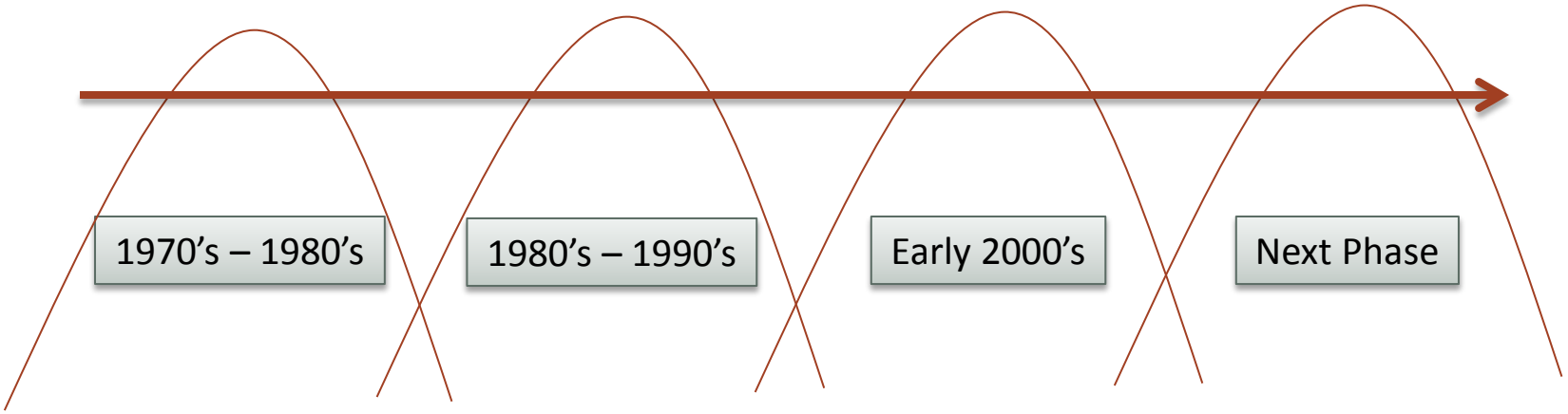


Platte River Resources

Estes Park
Fort Collins
Longmont
Loveland

Customers

Planning Phases – Platte River



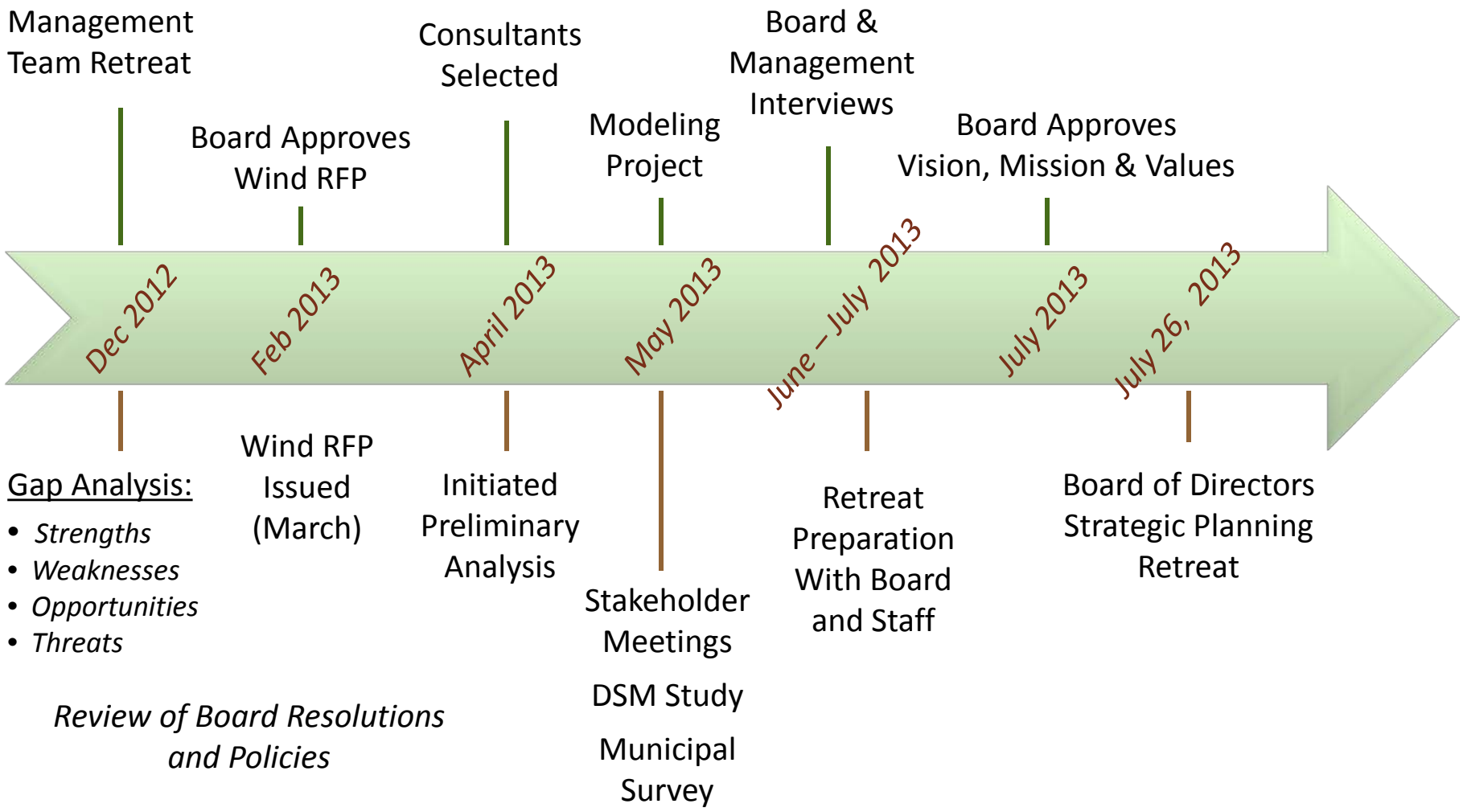
Building:
- Craig
- Rawhide
- Transmission

Operations:
- Craig
- Rawhide
- Transmission
- Municipal sales
- PSCo CAE sale

Summer Peak:
- Five new gas CTs
- Transmission
- End of PSCo sale
- Hydro (drought)
- Craig & Rawhide operations

Flexibility:
- Renewables
- Demand response
- Distributed generation
- New technologies
- Diverse member needs
- Balancing multiple uncertainties & managing risks

Planning Process Timeline



Board Retreat Directives

- Improve collaboration among Municipalities & Platte River
- Diversify / balance resource portfolio
- Reduce carbon footprint
- Expand renewable energy supply
- Maintain competitive rates
- Seek technology & innovation opportunities
- Identify opportunities for joint customer surveys

- Multiple possible options
- More analysis needed
- Need to find right balance

Strategic Direction

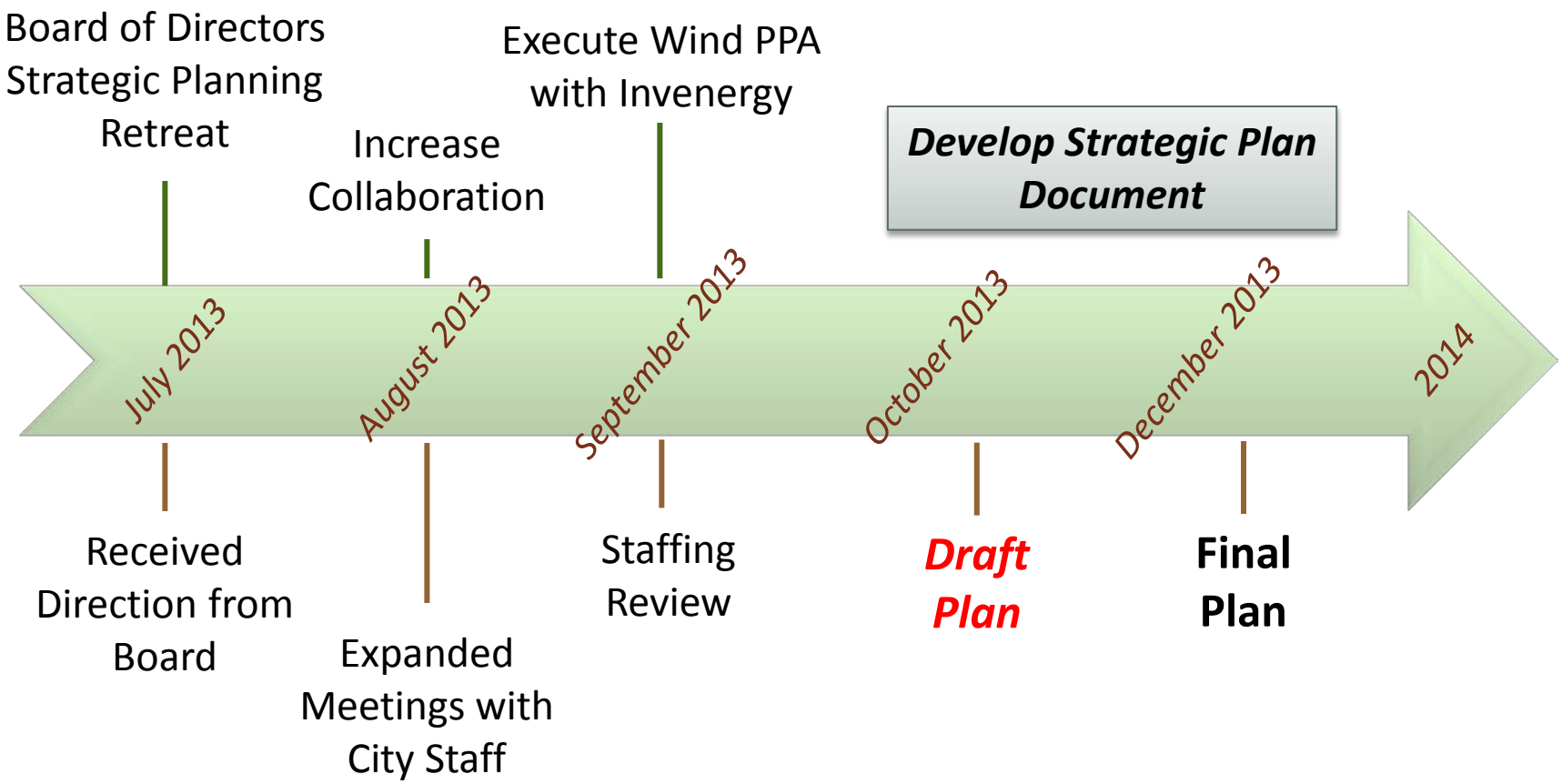
Strong Historical Foundation

Financial Strength	Excellent Operations	Environmental Stewardship & Compliance
High Quality Transmission & Infrastructure		
Baseload (Coal)	Peaking (Gas)	Hydropower & Wind

Strategic Direction

Build on Strengths
To A More Sustainable
Future Business Model

Planning Process Timeline (Cont'd)



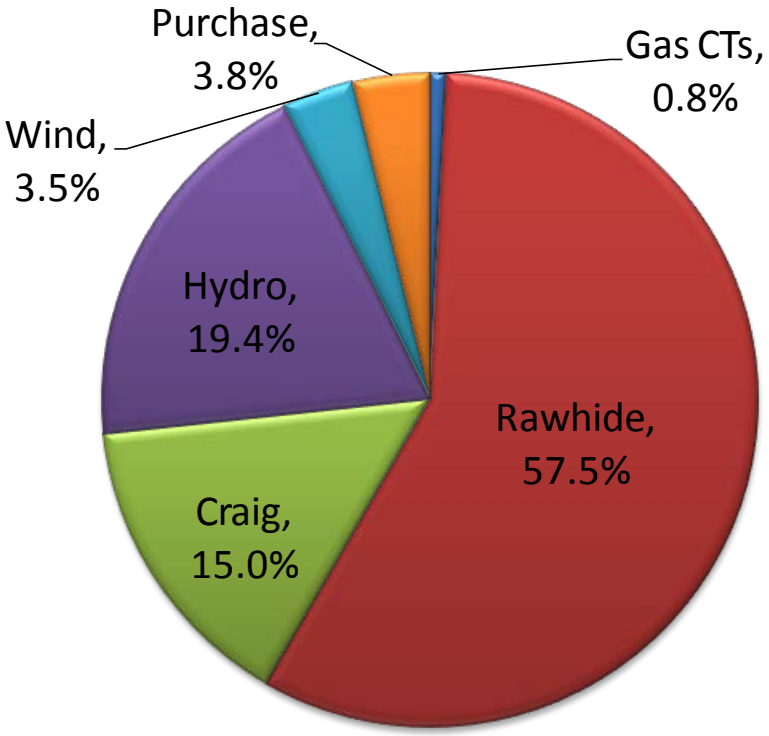
Initiatives, Objectives & Goals

2014 Strategic Plan Development

SWOT Analysis

Strengths	*Weakness*
• Strong financial position • Technical expertise • Well maintained power plants and infrastructure • Lowest wholesale rates in region • Excellent reputation / well respected in the industry • Culture of commitment and operational excellence	• Strategic planning and lack of adaptive strategy • Lack of diverse resources • Lack of bench strength and succession planning • Lack of energy market knowledge and experience • Relationships with cities at a policy level
Opportunities	***Threats***
• Community involvement • Strengthen partnerships • Asset optimization (water, transmission, generation, sales) • Improved communications • Leverage the four City's resources for improved efficiency • Partnering with the cities to create regional collaboration • Partnership opportunities with others to build generation • Increased communication and educational outreach • Leadership development	• Regulatory and legislative uncertainty • Looming knowledge loss • Lack of process documentation • Long term reliable water supply – need for firming project • Fuel price volatility including transportation costs • Outside pressures and not having an adaptive strategy • Loss of tax exempt financing • Continued consolidation of IOUs so there are fewer players in the market • Increased negative outlook for fracking and impact on natural gas supply • Litigation

Energy Resource Portfolio – 2012

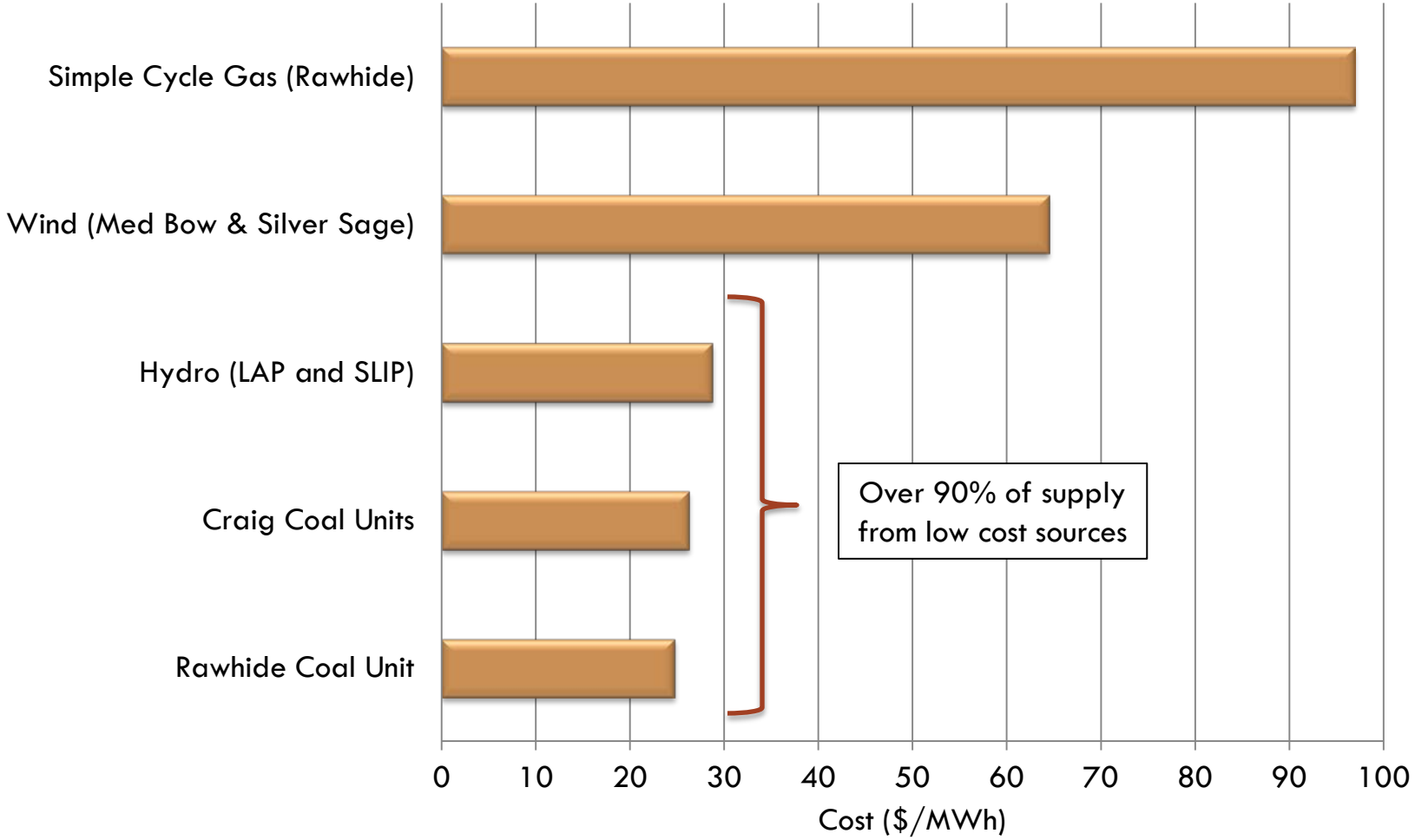


72.5% Coal Generation

Based on sales to Municipalities

All Sales: ***(2012)***		
	Coal	81%
	Hydro	16%
	Other	3%

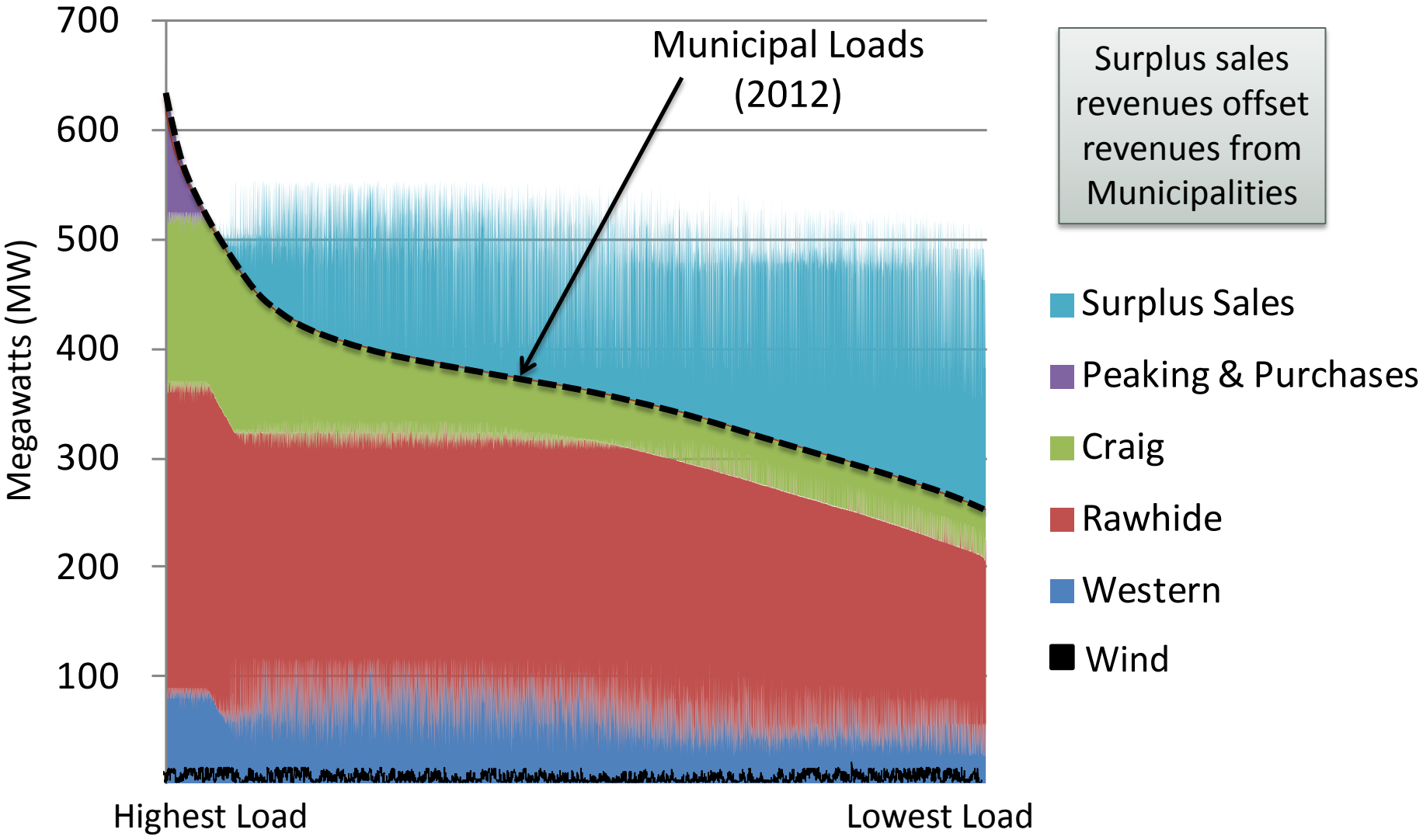
Existing Resources – Operating Costs



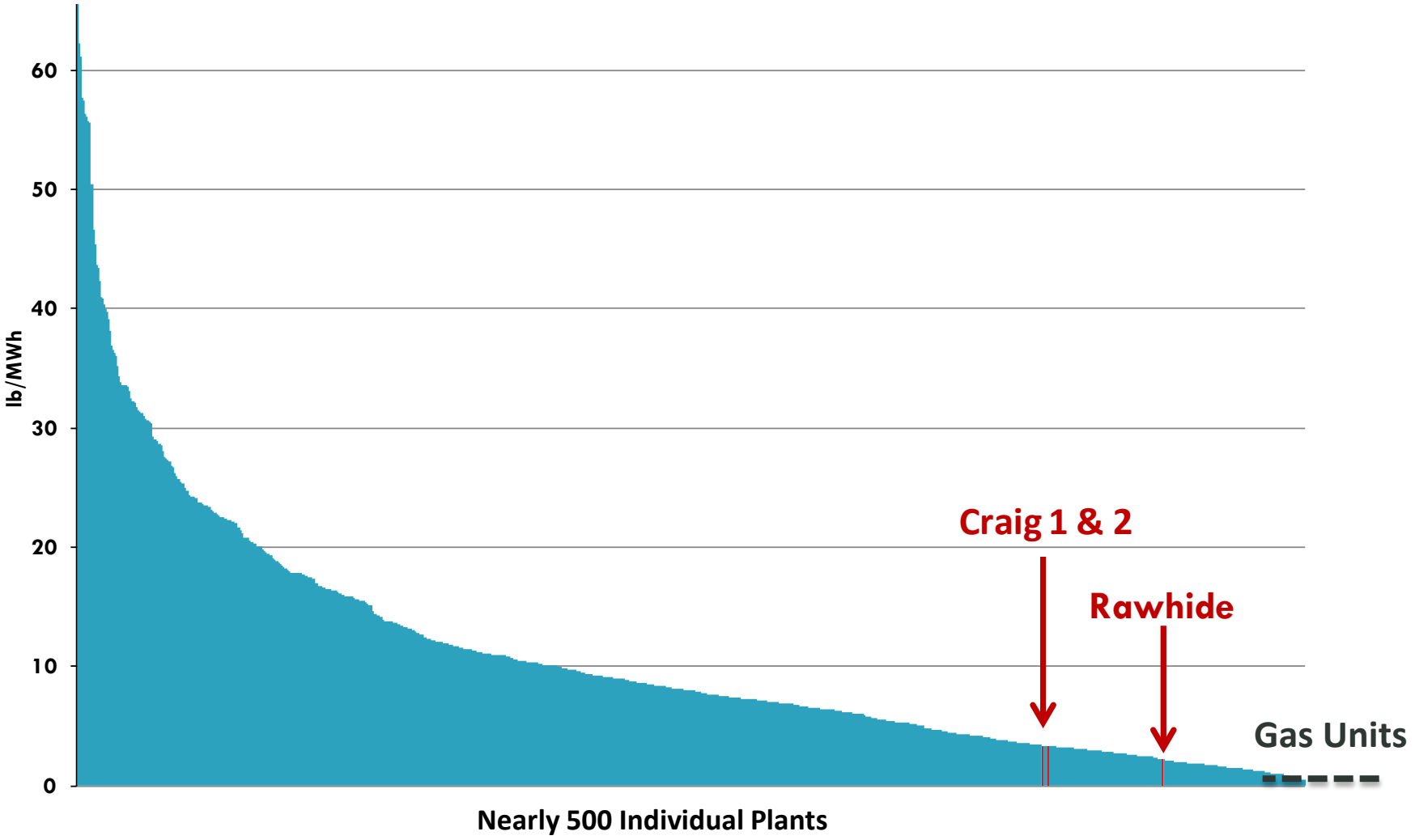
2012 average operating costs

Wholesale Electric Rate Comparison

Resource Utilization



NOx & SO_2 Emissions – U.S. Coal Units



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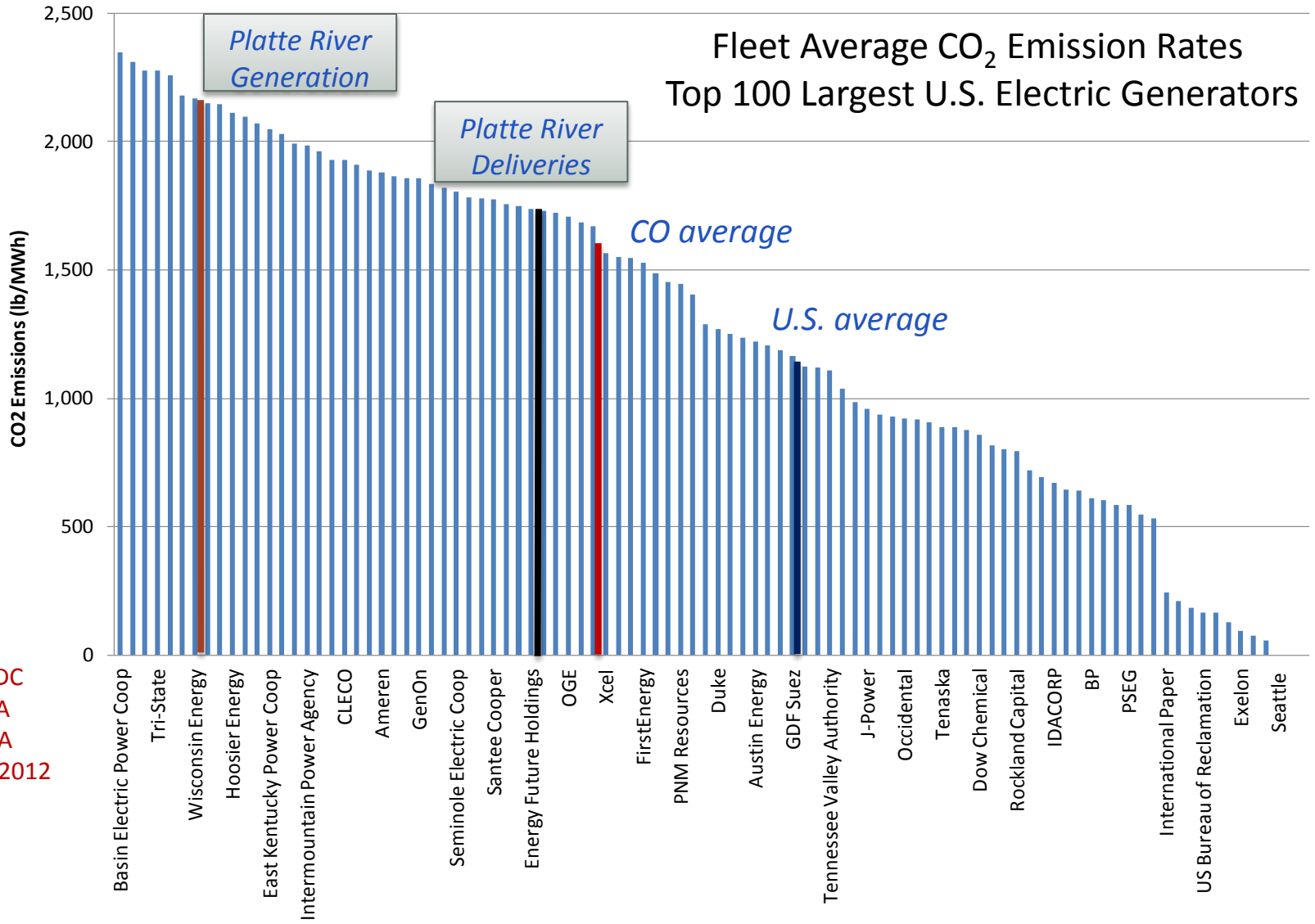
CO_2 Emissions – U.S. Utilities



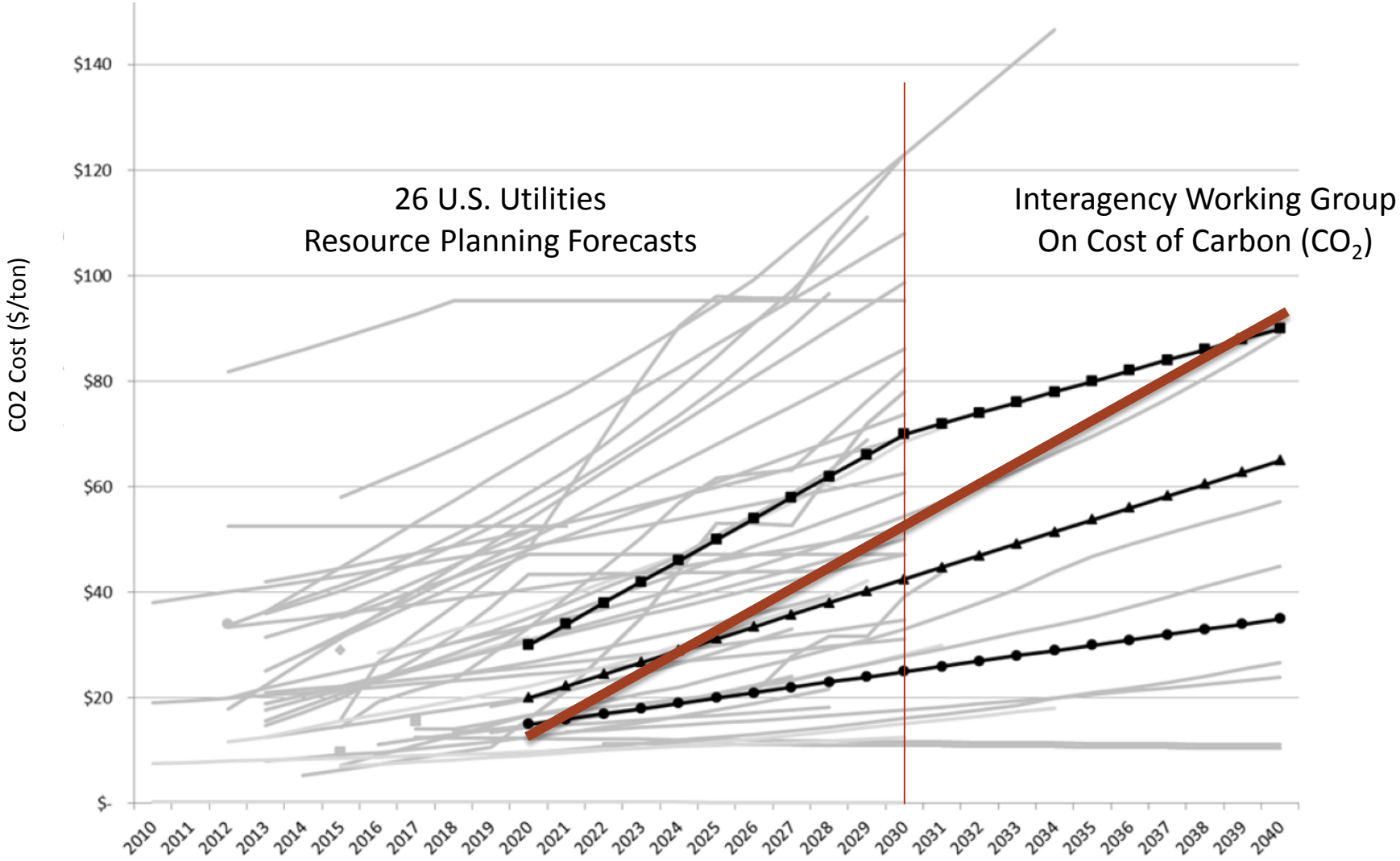
NRDC
EIA
EPA
2011/2012

Platte River POWER AUTHORITY

Resource Portfolio Risks

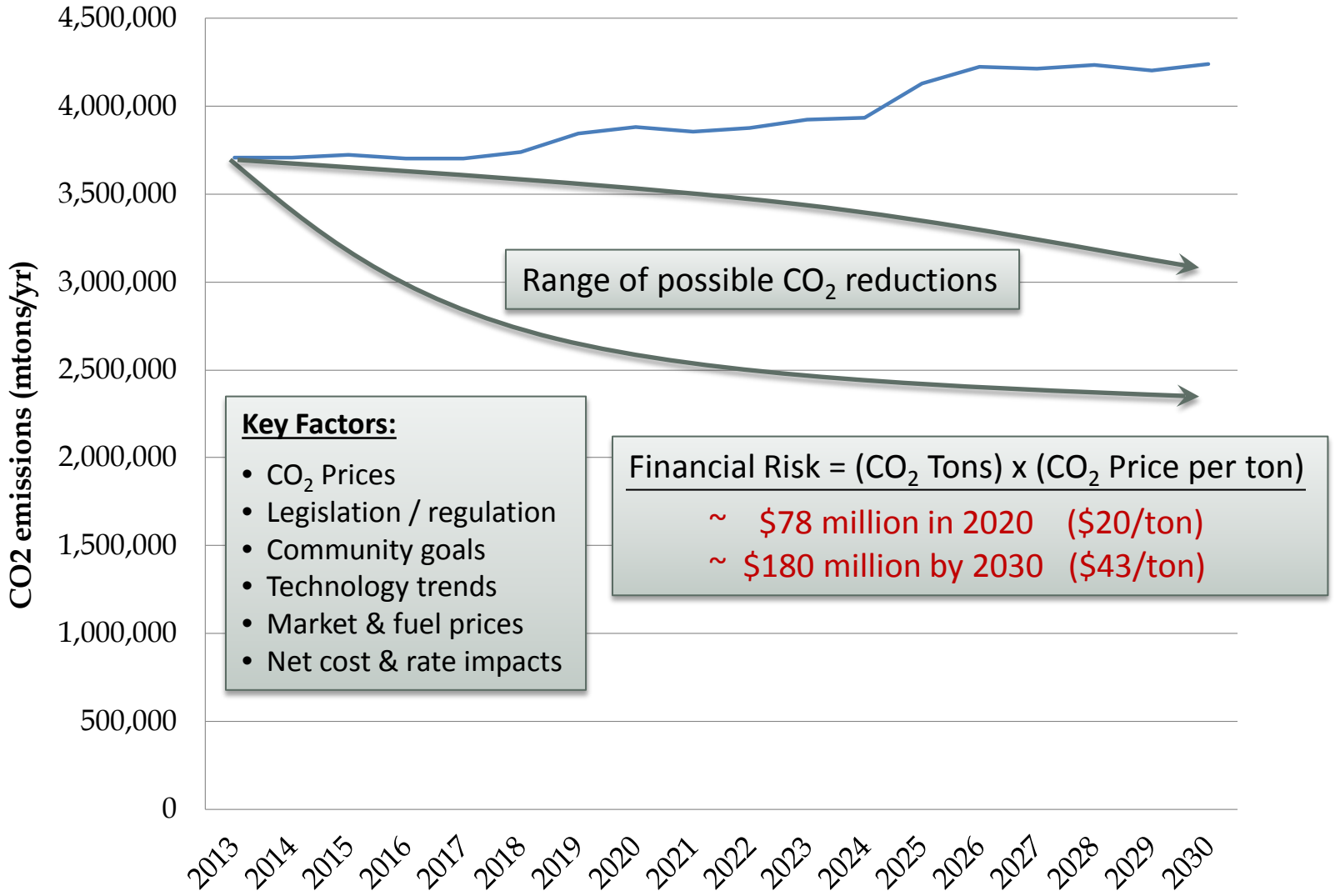
- Legislative & regulatory risks:
  - CO_2 emissions (climate change)
  - SO_2, NO_X, Hg, VOC, air toxics (health)
  - Coal ash, cooling water, etc. (environment)
- Financial risks:
  - Greenhouse gas charges
  - Emission control costs
  - Waste / water management costs
  - Credit rating downgrade
- Constrained resource optimization:
  - High base & peaking / no intermediate resource
  - Limited ability to integrate renewables
  - Less flexible resource operations
- Uncertain public confidence:
  - Customer preferences vs. current resources

CO_2 Price Forecasting



Synapse Energy Economics

CO_2 Emission Forecast



Options for Diversifying Portfolio

- **Expand Energy Efficiency Programs:**
  - Common programs (all four Municipalities)
  - Municipal programs (unique to each)
  - Study recently completed with Nexant Consulting
- **Expand Utility Scale Renewable Sources:**
  - 32 MW of new wind resource added (50 MW total by 2014)
  - Current system integration capability limited to ~ 60 MW
  - Need more resources to integrate wind
- **Distributed Resources:**
  - Renewable sources (primarily solar PV)
  - Natural gas fired generation (primarily cogeneration or CHP)
  - Municipal level generation (natural gas engines)
- **Reduce Coal & Increase Natural Gas Generation:**
  - Combined cycle gas
  - Coal to gas conversions
  - More analysis needed

Factors Influencing Direction

Technology Trends & Timing

Renewable Energy Standards

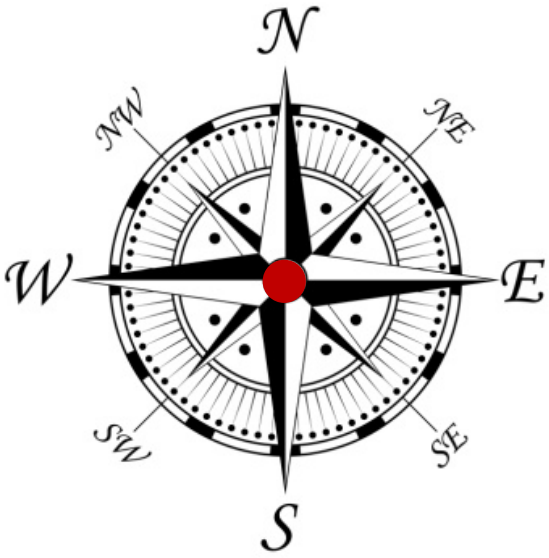
Customer Interests

New Markets

Water

Waste

Lowest Rates



Least Environmental Impact

Economic Development

Regional Partnerships

Fuel Trends

Transportation

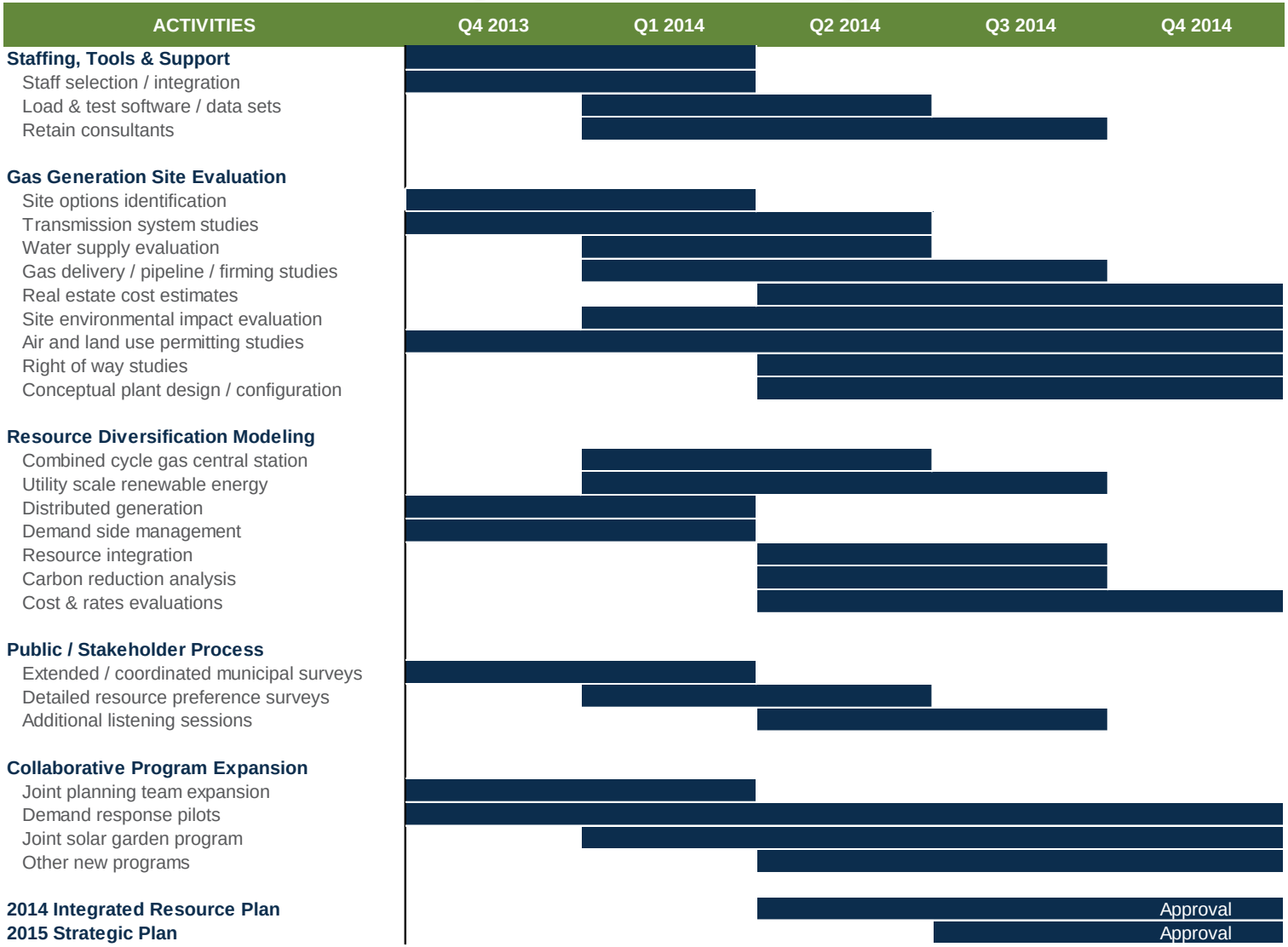
Resource Integration

Municipal Planning & Community Goals

Aging Infrastructure

Risk Management

Preliminary Planning Schedule



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Key Points / Next Steps

- Planning process is in the early stages
- Strong historical foundation exists
- Bolster existing strengths:
  - *Safety*
  - *Customer service*
  - *Operational excellence*
  - *Compliance assurance*
  - *Financial stability*
  - *Employee engagement*
- Embrace new initiatives:
  - *Evaluate new options to reduce CO_2 emissions*
  - *Improve collaboration and communications*
  - *Increase focus on technology and innovation*
- This is the first draft:
  - Final 2014 plan to be presented to Board of Directors in December
- Much more detail planned for 2015 Strategic Plan (with new IRP)

QUESTIONS / DISCUSSION

Thank You

CITY OF LOVELAND
PUBLIC INFORMATION DIVISION
Civic Center • 500 East Third • Loveland, Colorado 80537
(970) 962-2302 • FAX (970) 962-2900 • TDD (970) 962-2620

AGENDA ITEM: **2**
MEETING DATE: 11/26/2013
TO: City Council
FROM: Tom Hacker, Public Information Officer
PRESENTER: Tom Hacker

TITLE:
2013 Community Quality of Life Survey Results

SUMMARY:
Annually, a survey is mailed to Loveland residents seeking their opinions about City services and amenities including: Public Safety, Utility Services, Leisure Services, Transportation and more. The survey is based on general attitudes about living in the City. This year's results show that government services have again received high ratings, with police services and utilities showing the biggest jumps.

BACKGROUND:
The Quality of Life Survey was mailed to 3,000 randomly selected addresses in the City. Results were compiled from the responses of 920 residents who returned the surveys. The response rate, equaling nearly a third of recipients, is far more than sufficient for statistical accuracy. However, demographic profiles returned by recipients show that the sampling does not represent an accurate picture of the City's population, particularly with regard to age. Future surveys will be designed to expand the breadth of the sample.

REVIEWED BY CITY MANAGER:

LIST OF ATTACHMENTS:
1. 2013 Quality of Life Survey Results and Annual Comparisons
2. Written Comments from Survey Recipients

City of Loveland

City of Loveland
2013 Quality of Life Survey Report

Tom Hacker
Public Information Officer
(970) 962-2302
Tom.Hacker@cityofloveland.org

City of Loveland

Executive Summary

Overview

The City of Loveland's annual Quality of Life Survey seeks residents' opinions about services and amenities including public safety, utility services, leisure services, transportation and more.

Most of the services, facilities and opportunities provided by Loveland's City government have again received high ratings, according to this year's Survey results, with police services and utilities showing the biggest jumps.

However, residents' assessment of the City's ability to attract employers offering good pay and benefits slid to a lower level than in prior surveys, and resulted in the lowest rating in the 2013 survey.

Background

The City of Loveland has administered a Quality of Life Survey annually for many years. In 2007 a more in-depth survey was administered by an independent outside agency in accordance with City Council's interest in conducting a broader and more detailed analysis of community opinion and trends.

Methodology

- The 2013 Quality of Life Survey, containing 24 questions, was mailed to 3,000 randomly selected Loveland addresses. At least 382 responses are necessary to achieve a 95 percent confidence interval of +/- 5 percentage points, as recommended by consultants who conducted the 2007 survey.
- Of the 3,000 households receiving the survey, 920 responded to the mailed questionnaire. The 32.6 percent response rate represents a more-than-adequate sampling, and topped the 30 percent response rate for the 2012 survey.
- Ratings from this year's survey were compared to ratings from previous years to identify trends and issues.
- Some questions sought basic demographic information from the respondents including age, residency, employment, type of residence and Internet use.
- Twenty-four statements about City offerings gave respondents the choice to strongly agree, agree, disagree, strongly disagree or offer no opinion.
- In addition to responses to the 24 statements, respondents were given the opportunity to provide additional written comments of a general or specific nature. This direct feedback from residents is listed in the Comments and Suggestions section (please see *Appendix II*).

Summary of Highlights

- Of the 24 service areas surveyed, 17 showed increased satisfaction ratings (respondents who strongly agree or agree) compared to 2012, and nine of those 17 were statistically significant, with an increase of three or more percentage points.
- The most dramatic increases in satisfaction show in responses to the following questions:
    - The City provides quality Police services. (plus 7 percentage points)

- Loveland delivers reliable electricity. (plus 6)

- Three questions showed a plus-or-minus differential of 4 percentage points, and one question showed a decrease of 5 points compared to the 2012 survey. Those questions are:
  - The City provides activities and services needed by senior citizens. (minus 4)
  - The City Council is approving development that enhances the quality of life in our community. (minus 4)
  - There are abundant recreational opportunities for all members of my family. (plus 4)
  - The City provides quality youth activities. (minus 5)

- All of the following six questions showed statistically significant increases of 3 points:
  - Loveland's neighborhoods, parks and thoroughfares are clean.
  - Residential recycling and trash services meet customer needs.
  - The City provides quality parks and trails.
  - The City provides quality Fire/Rescue services.
  - The sewer system works reliably.
  - The City provides quality drinking water.

- Responses to 10 questions showed increases or decreases in satisfaction of two percentage points or fewer.
- Only one question produced results identical to last year's.

Quality of City Services

- Respondents were asked to rate Utility services, such as the delivery of electricity and quality of drinking water, as well as services provided by departments such as Police, Fire and Public Works. Overall, City services were rated very favorably with seven out of nine total questions receiving a rating of 83 or above. Loveland delivering reliable electricity received the highest rating in this category at 98 (up six points from 2012). The question asking if alternative transportation options are usable and provide an alternative to driving received the lowest rating in this category at 60 (up one point from 2012).

Quality of Infrastructure

- Respondents were asked to rate the quality of roadways, storm water facilities, the water waste system and other pieces of the public infrastructure. All services in this category received favorable ratings of 81 or above. The lowest rating, 81, was in response to the question asking residents felt they could travel by car throughout Loveland with minimal delays. That response went up by one point from a rating of 80 in 2012.

Quality of Community Amenities

- Residents were asked to rate opportunities for recreation, programs for youth and senior citizens, community events and opportunities to enjoy the arts. Ratings in this category were favorable with only three of the eight questions on Amenities falling below a rating of 70. The lowest rating of 49 was in response to there being sufficient opportunities to participate in Loveland government. This rating went down one point from 2012.

Quality of Development & Growth

- Residents were asked for their opinions on how the City performs in promoting development that enhances quality of life in Loveland. Ratings in this category ranged from 71 (up one point from last year) for Loveland attracting shopping opportunities the community desires, to a rating of 33 on Loveland attracting jobs that pay well from employers who offer benefits. This question saw an eight-point decline from a rating of 41 in 2012.

Overall Survey Feedback

- Overall, ratings were favorable with 17 of the total 24 questions rating 73 or above, and responses to nine of the 24 questions showing a rating of 90 or above. Seven questions produced ratings of 81 to 89 and only two questions showed ratings in the 70-79 range. Five more questions received ratings within the 50-69 range. Only one question, related to Loveland's success in attracting high-paying jobs with benefits, received a rating below 50.
- In the *General Comments & Suggestion Section*, citizens shared their thoughts on various topics. A total of 327 comments were recorded and have been categorized for ease of reading and reference. They are unedited except for minor grammatical and spelling corrections to improve readability.

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2013 Quality of Life Survey

Results Data

City of Loveland

Demographics for 2013 Respondents

1. How long have you lived in Loveland?

1 year or less	1-2 years	3-5 years	6-10 years	10+ years
4.50%	5.40%	8.70%	11.90%	69.50%

2. What is your age range?

18-24	25-44	45-64	65+
1.10%	18.90%	38.50%	41.50%

3. In what part of town do you live?

Northwest	Southwest	Northeast	Southeast
45.40%	29.80%	14.40%	10.40%

4. Do you live in a single or multi-family building?

Single	Multi-family
87.80%	12.20%

5. Which of these locations is nearest to where you work?

Loveland	Greeley	Fort Collins	Longmont/Boulder/Denver	Wyoming	Not Employed Outside Home
37%	3.60%	12.50%	7.70%	.20%	39.10%

6. How often do you use the Internet?

Daily	2-3 times/week	2-3 times/month	Rarely	Never
72.80%	11%	1.80%	4.40%	10.10%

7. On average, how often do you visit the City's official website?

Weekly	Monthly	2-3 times/year	Never
4.30%	19.20%	35.20%	41.30%

8. On average, how often do you watch live City Council meetings broadcasted on Channel 16?

Weekly	Monthly	2-3 times/year	Never
.90%	2.20%	11%	85.90%

9. On average, how often do you view recorded City Council meetings on the City's website?

Weekly	Monthly	2-3 times/year	Never
.30%	1.10%	5.30%	93.30%

2013 Quality of Life in Loveland (Numbers are percentages of total responses)

Statements on Quality of Life in Loveland from Strongly Agree to No Opinion	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
My family feels safe in our community.	37.3	58.7	2.3	0.6	1.0
Loveland delivers reliable electricity.	45.9	52.4	1.0	0.2	0.5
Loveland's neighborhoods, parks and thoroughfares are clean.	38.2	56.9	3.2	0.3	1.4
Residential recycling and trash services meet customer needs.	50.5	44.8	2.9	0.7	1.2
The City provides quality parks and trails.	43.6	51.0	1.4	0.1	3.9
Loveland provides quality drinking water.	41.2	51.6	3.9	1.3	2.1
The City provides quality Fire/Rescue services.	49.8	43.8	0.1	0.2	6.1
The sewer system in Loveland works reliably.	31.7	61.5	2.9	0.3	3.6
There are plentiful opportunities to enjoy the arts.	41.3	49.2	3.1	0.1	6.3
There are sufficient opportunities to gather as a community. (Festivals/Community Events)	31.9	55.2	5.5	0.3	7.1
Water runoff from storms is controlled and minimizes flooding.	27.4	57.9	6.6	1.7	6.4
Street surfaces are drivable and safe.	19.6	64.8	12.7	1.2	1.7
The library services provided to our community are current and meet our community needs.	37.1	46.5	2.9	0.2	13.3
There are abundant recreational opportunities for all members of my family.	36.0	50.1	5.5	0.9	7.4
The City provides quality Police services.	39.9	49.5	4.9	0.6	5.2
I can travel by car to locations in Loveland with minimal delays.	23.0	58.7	13.6	2.9	1.8
I feel well informed about City services.	16.1	56.9	11.1	2.2	13.7
Loveland is attracting shopping opportunities our community desires.	20.7	50.2	15.9	3.8	9.3
The City provides activities and services needed by senior citizens.	18.9	44.7	5.6	0.7	30.1
Alternative transportation options are usable and provide options to driving my car (i.e., buses, bike lanes, sidewalks).	13.3	46.3	13.1	3.5	23.8
The City Council is approving development that enhances the quality of life in our community.	13.4	41.0	13.4	5.2	27.0
The City provides quality youth activities.	15.1	37.0	4.4	1.2	42.3
There are sufficient opportunities to participate in Loveland Government.	10.1	38.9	6.0	3.4	41.6
Loveland is attracting jobs that pay well from employers who offer benefits.	5.2	28.2	28.0	8.9	29.7

Quality of Life in Loveland - Annual Comparison – 2006 to 2013

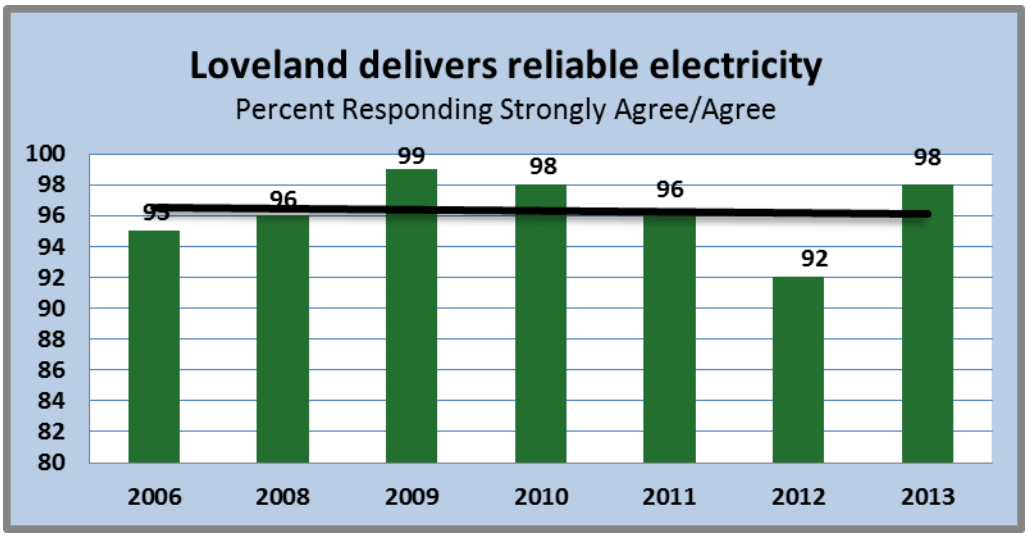
Numbers are percentages of total responses

Annual Comparison of Statements on Loveland Community Attributes *(2007 is not represented because that year's survey was more in-depth and therefore not comparable)*	2006 Strongly Agree/ Agree	2008 Strongly Agree/ Agree	2009 Strongly Agree/ Agree	2010 Strongly Agree/ Agree	2011 Strongly Agree/ Agree	2012 Strongly Agree/ Agree	2013 Strongly Agree/ Agree
1. Loveland delivers reliable electricity.	95	96	99	98	96	92	98
2. My family feels safe in our community.	93	95	95	95	93	95	96
3. Loveland's neighborhoods, parks and thoroughfares are clean.	89	89	92	95	91	92	95
4. Residential recycling and trash services meet customer needs.	89	91	92	92	91	92	95
5. The City provides quality parks and trails.	89	91	95	96	91	91	94
6. The City provides quality Fire/Rescue services.	87	92	93	95	89	90	93
7. The sewer system in Loveland works reliably.	88	90	93	93	89	90	93
8. Loveland provides quality drinking water.	88	89	93	94	91	90	93
9. There are plentiful opportunities to enjoy the arts.	84	91	91	93	89	88	90
10. The City provides quality Police services.	83	86	86	90	84	82	89
11. There are sufficient opportunities to gather as a community (festivals/community events etc.)	81	88	91	91	87	85	87
12. There are abundant recreational opportunities for all members of my family.	77	82	84	88	85	82	86
13. Water runoff from storms is controlled and minimizes flooding.	82	86	89	90	85	85	85
14. Street surfaces are drivable and safe.	79	80	84	87	82	83	84
15. The library services provided to our community are current and meet our community needs.	75	78	77	83	80	83	84
16. I can travel by car to locations in Loveland with minimal delays.	71	74	81	80	79	80	81
17. I feel well informed about City services.	76	75	77	82	76	74	73
18. Loveland is attracting shopping opportunities our community desires.	75	77	74	72	74	70	71
19. The City provides activities and services needed by senior citizens.	60	71	65	67	68	68	64
20. Alternative transportation options are usable and provide options to driving my car (i.e., buses, bike lanes, sidewalks).	60	57	66	67	62	59	60
21. The City Council is approving development that enhances the quality of life in our community.	47	56	54	61	63	58	54
22. The City provides quality youth activities.	53	57	54	60	57	57	52
23. There are sufficient opportunities to participate in Loveland Government.	57	63	58	57	55	50	49
24. Loveland is attracting jobs that pay well from employers that offer benefits.	29	37	33	30	45	41	33

Graphical Illustration of Survey Results

Each of the 24 survey questions is represented in graph form to illustrate trends from 2006 to 2013. The trend lines are computer-generated based on seven years of Quality of Life survey results.
The year 2007 is not represented because that year the City conducted a more in-depth survey and that data is therefore not comparable.

Question 1



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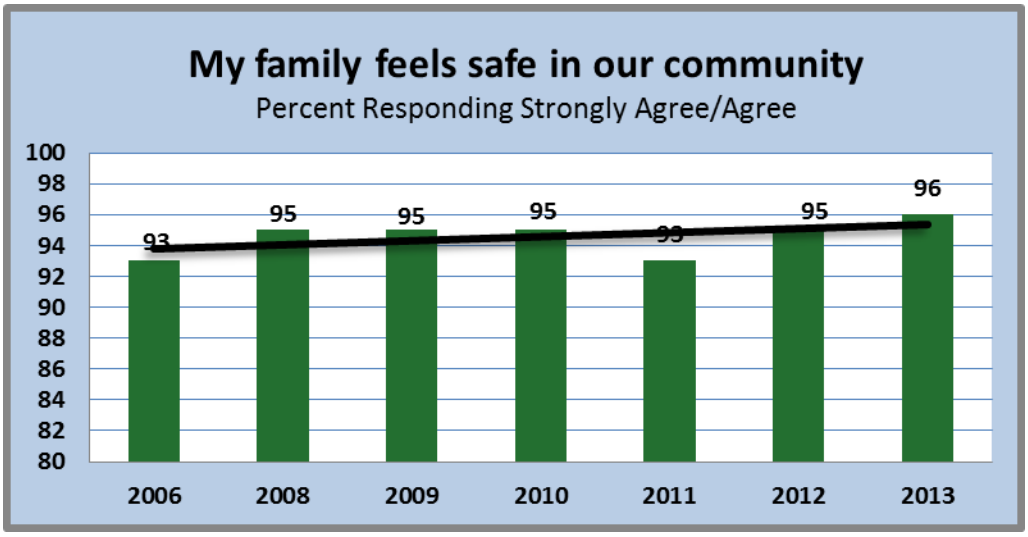

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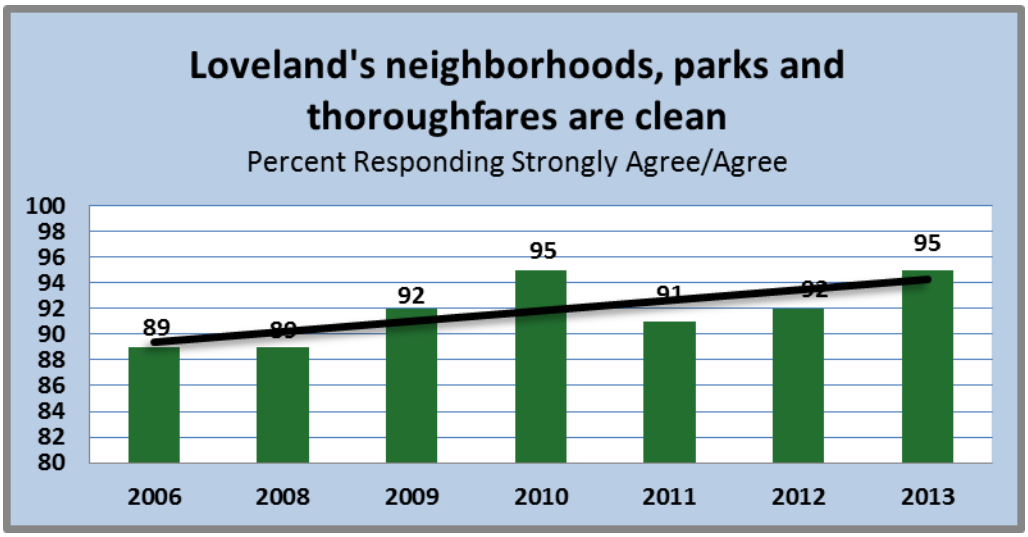

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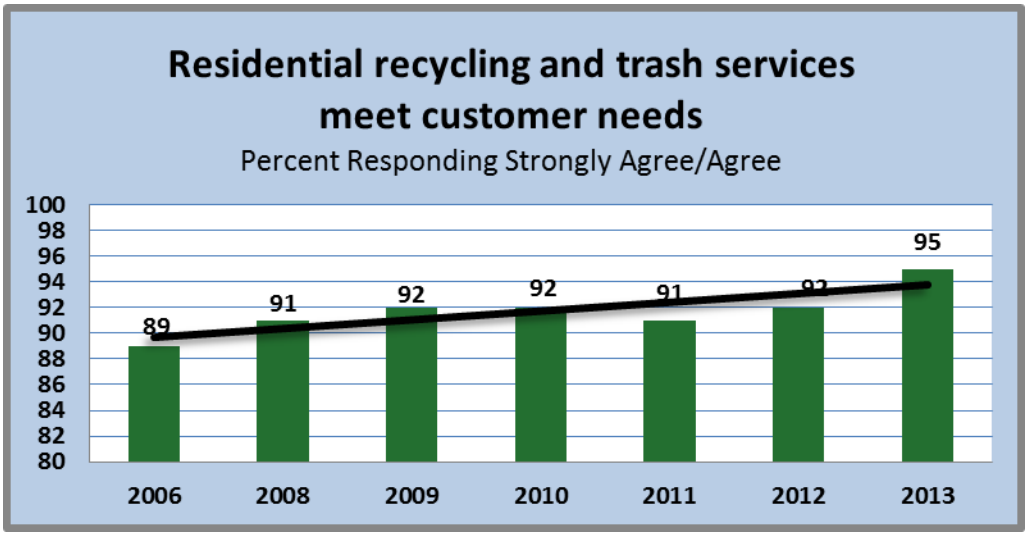

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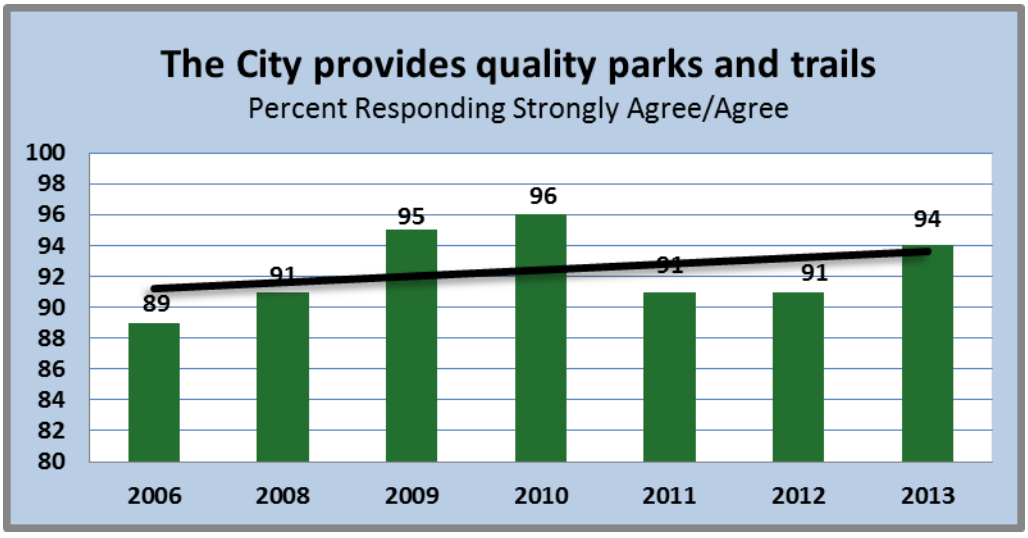

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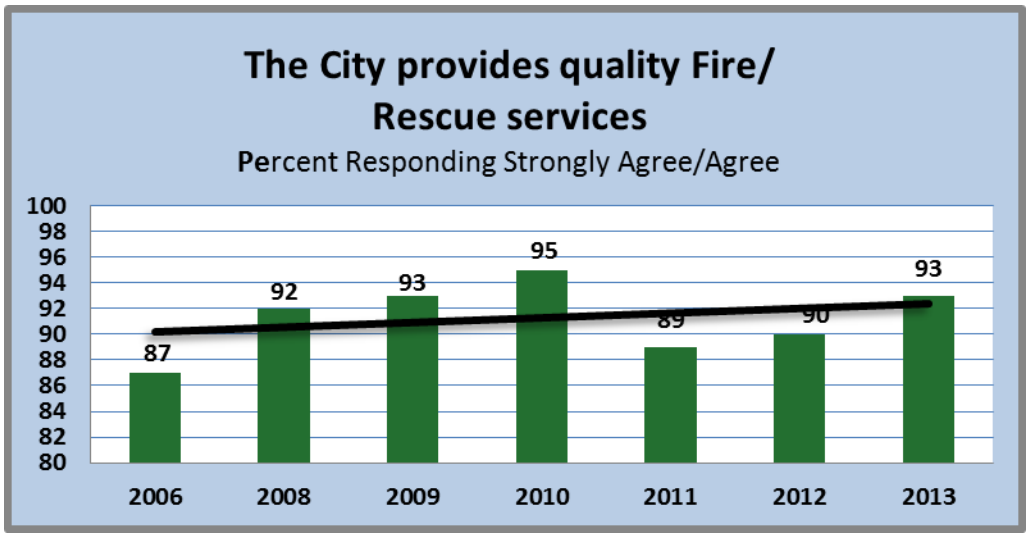

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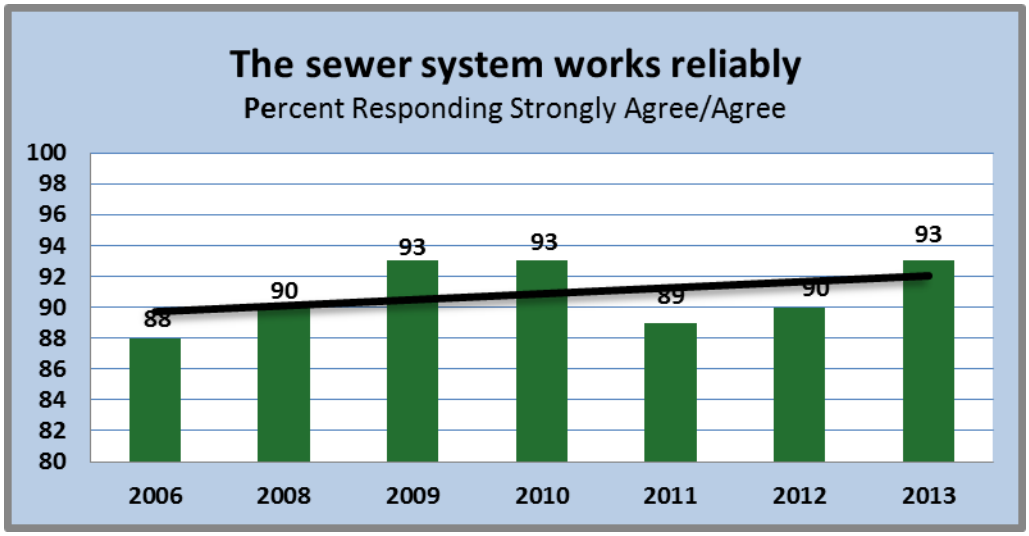

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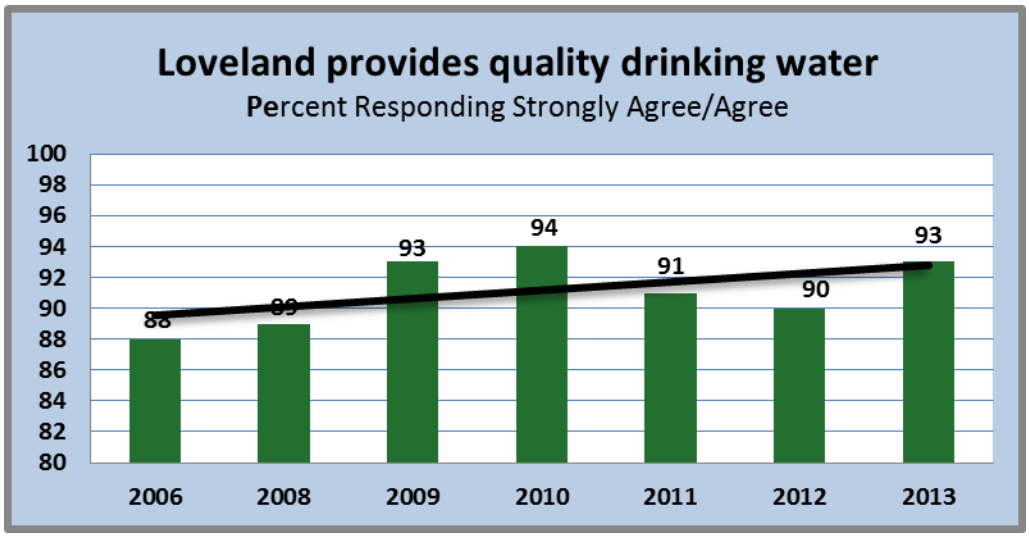

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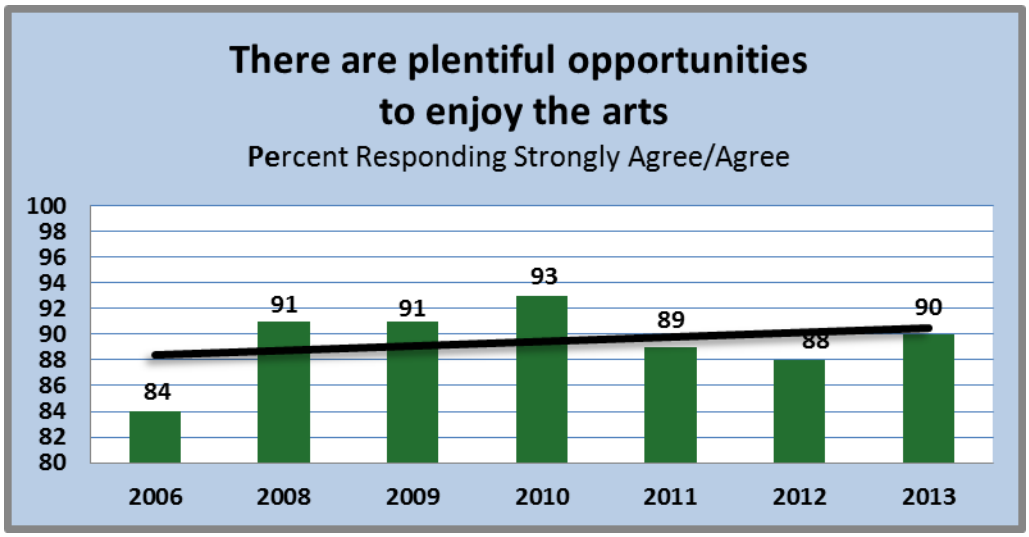

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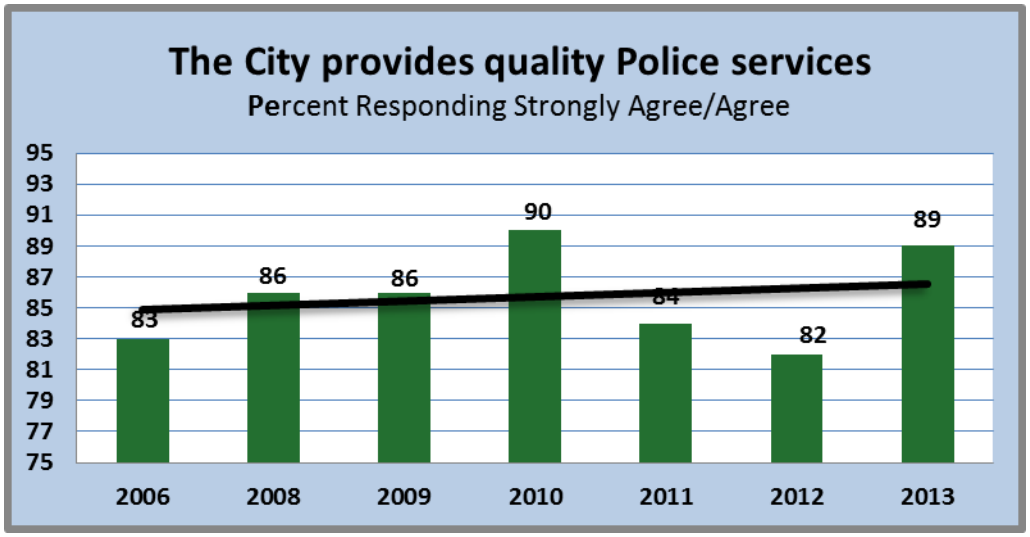

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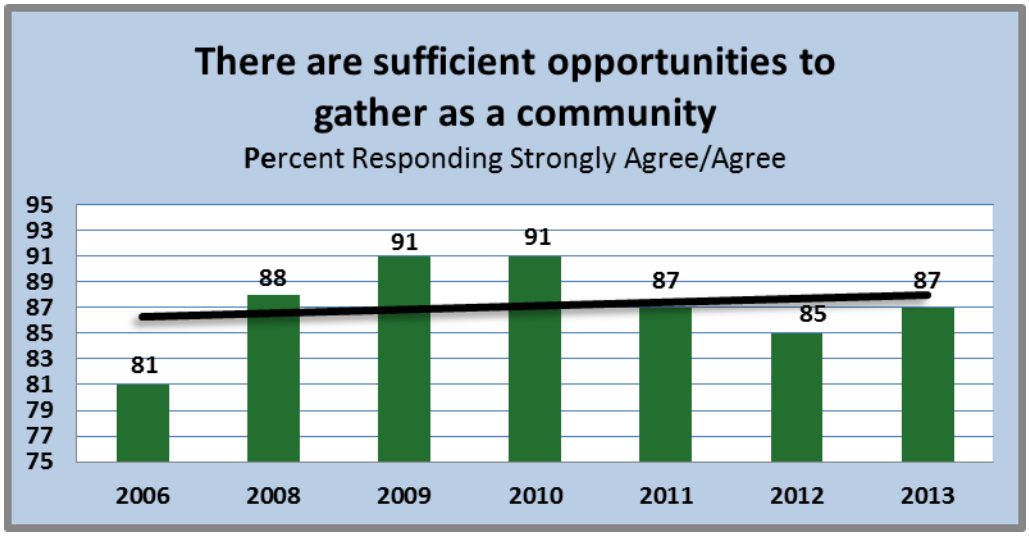

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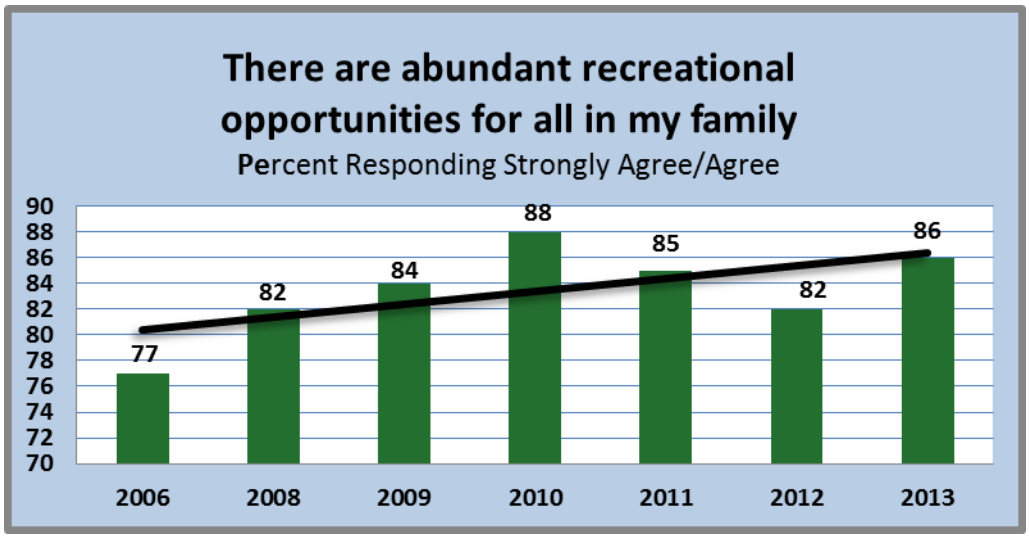

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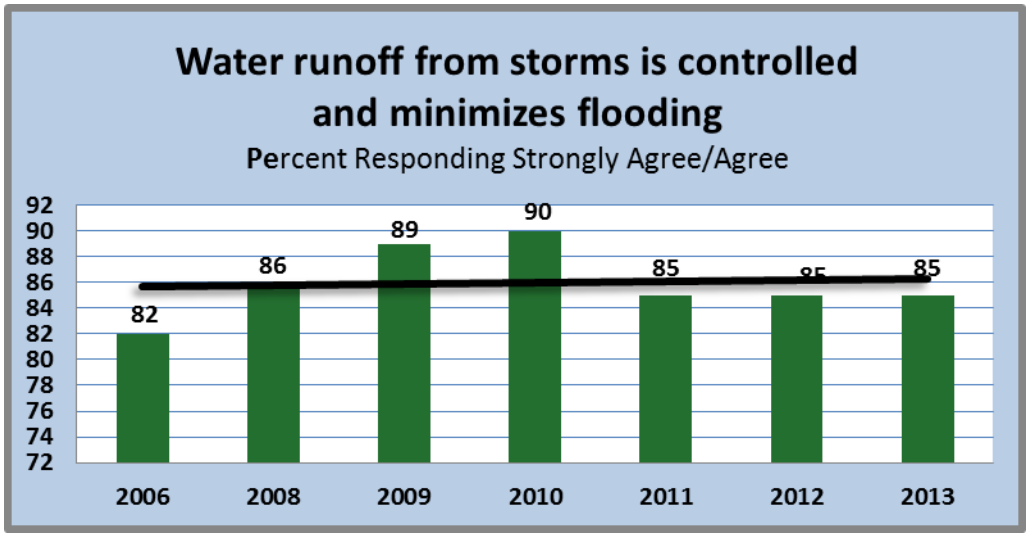

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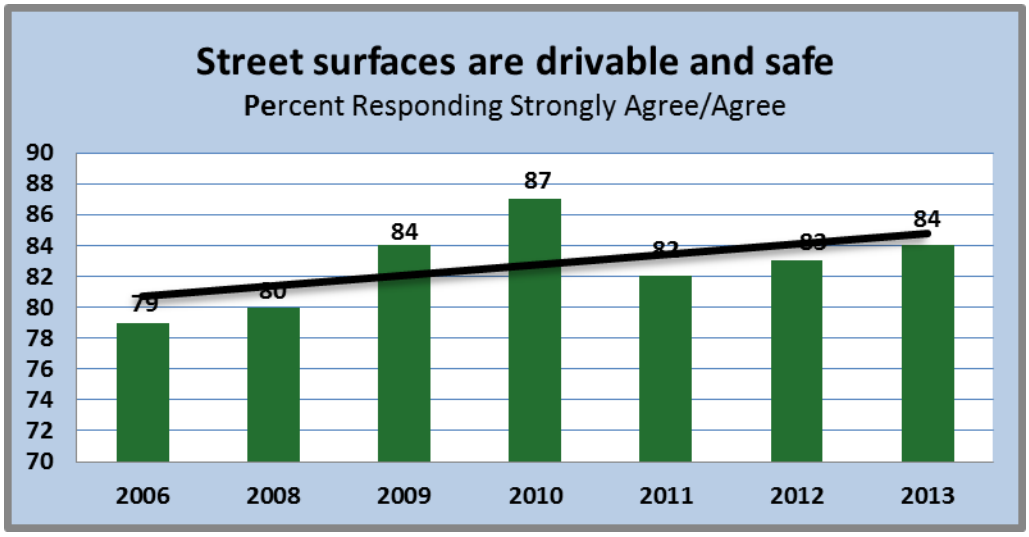

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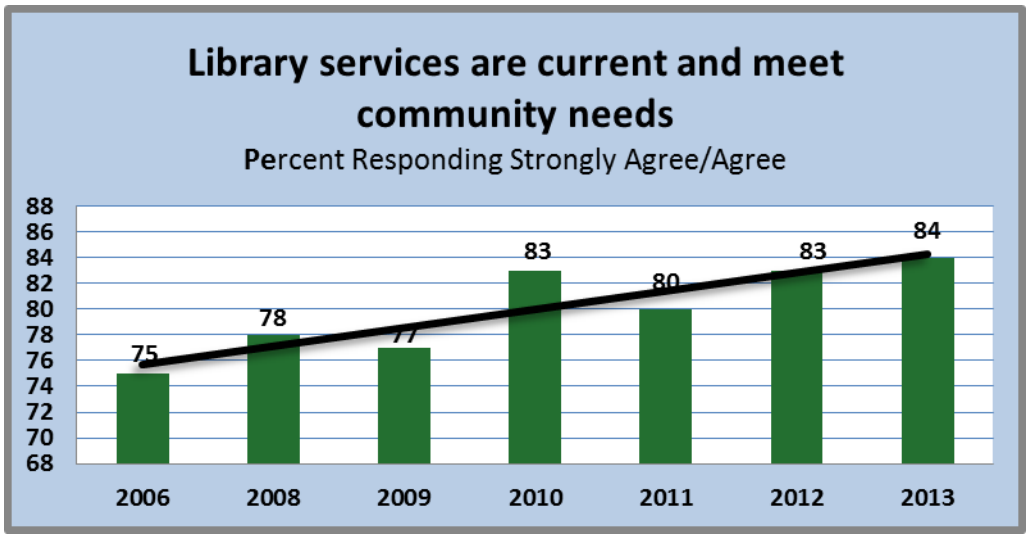

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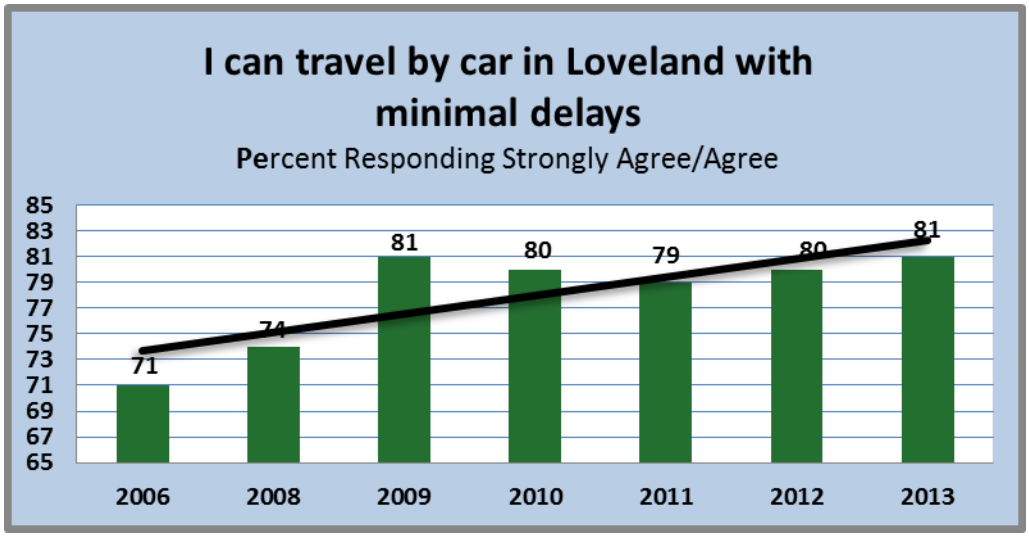

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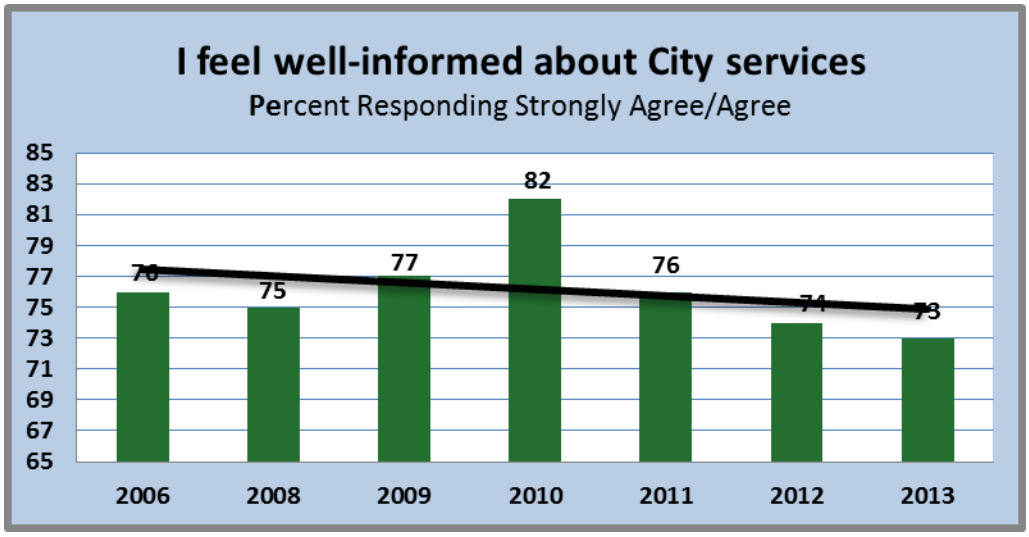

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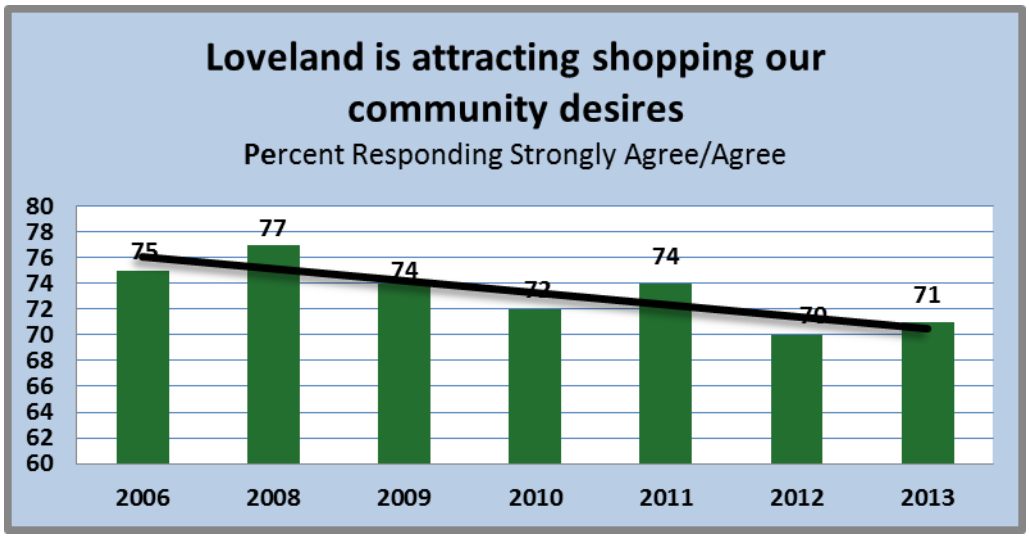

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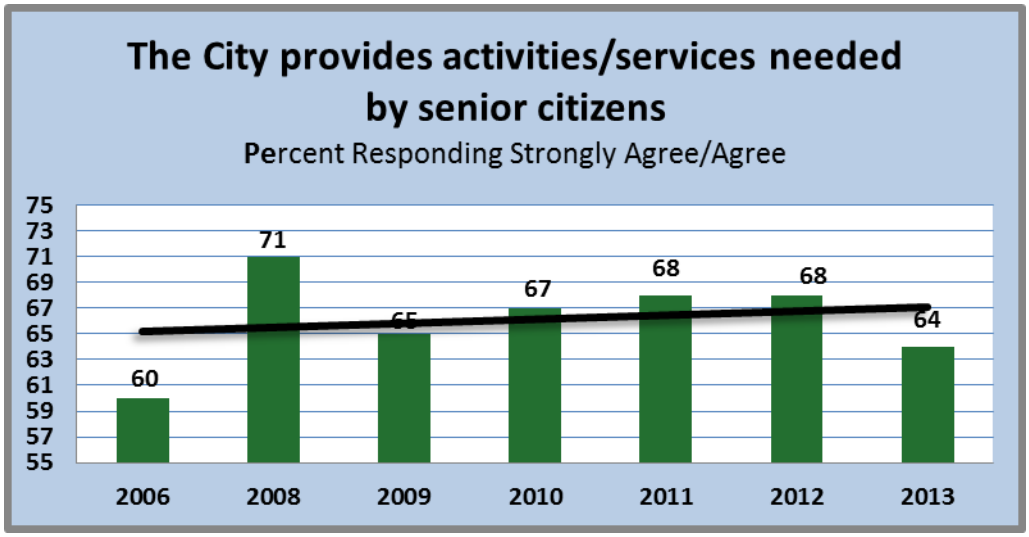

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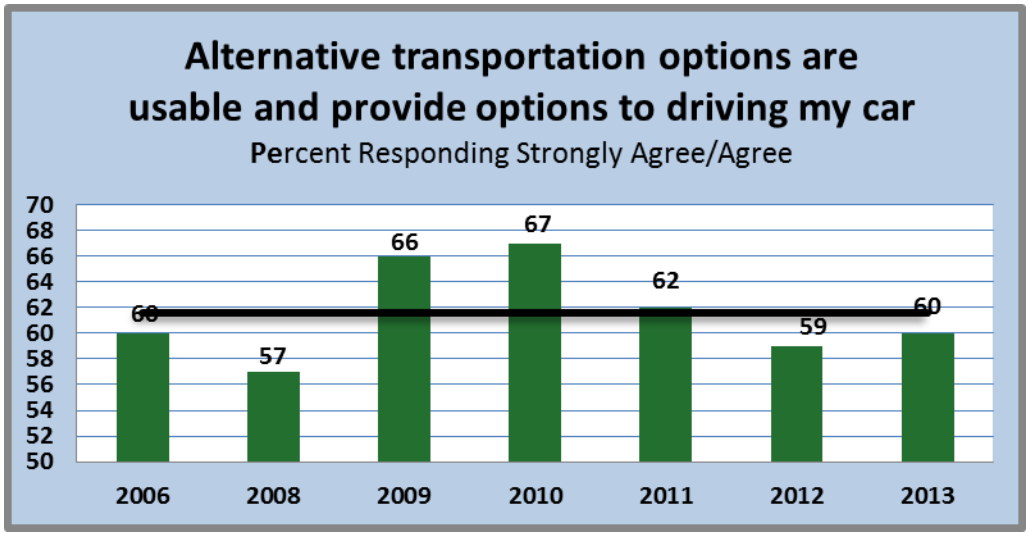

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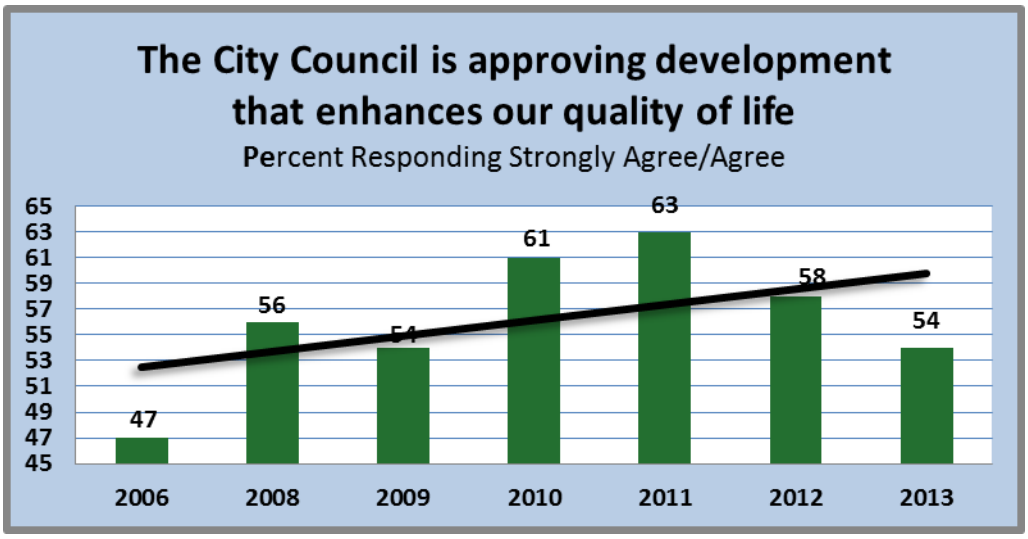

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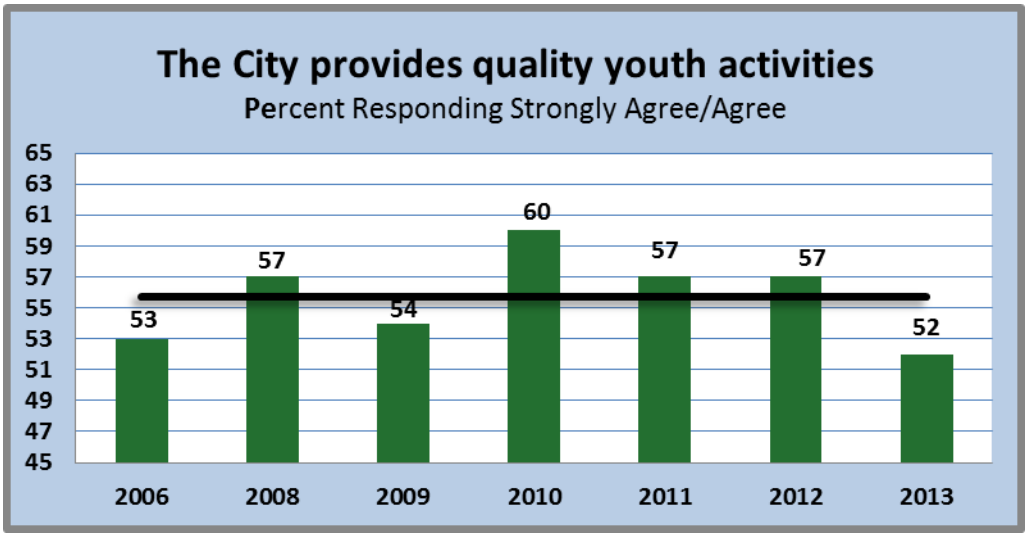

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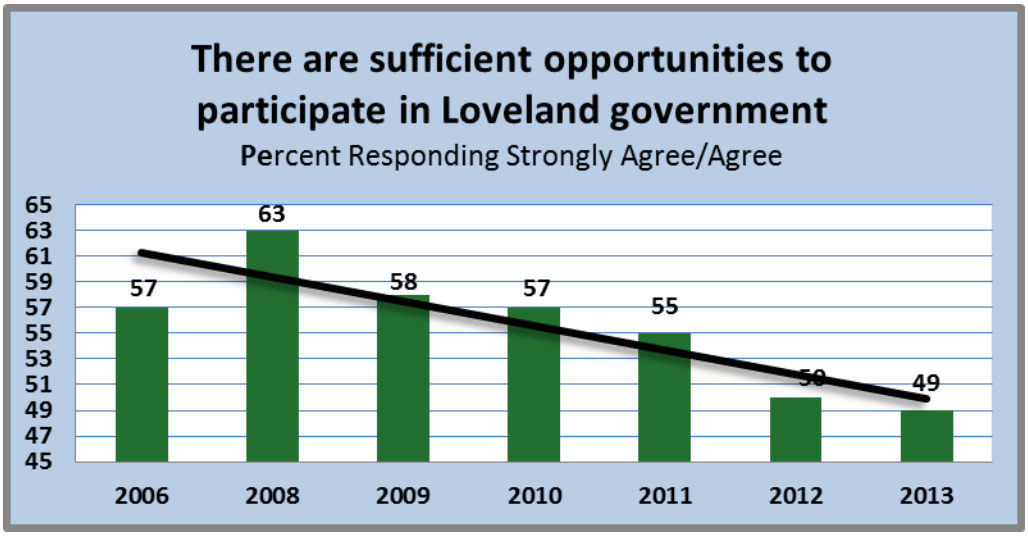
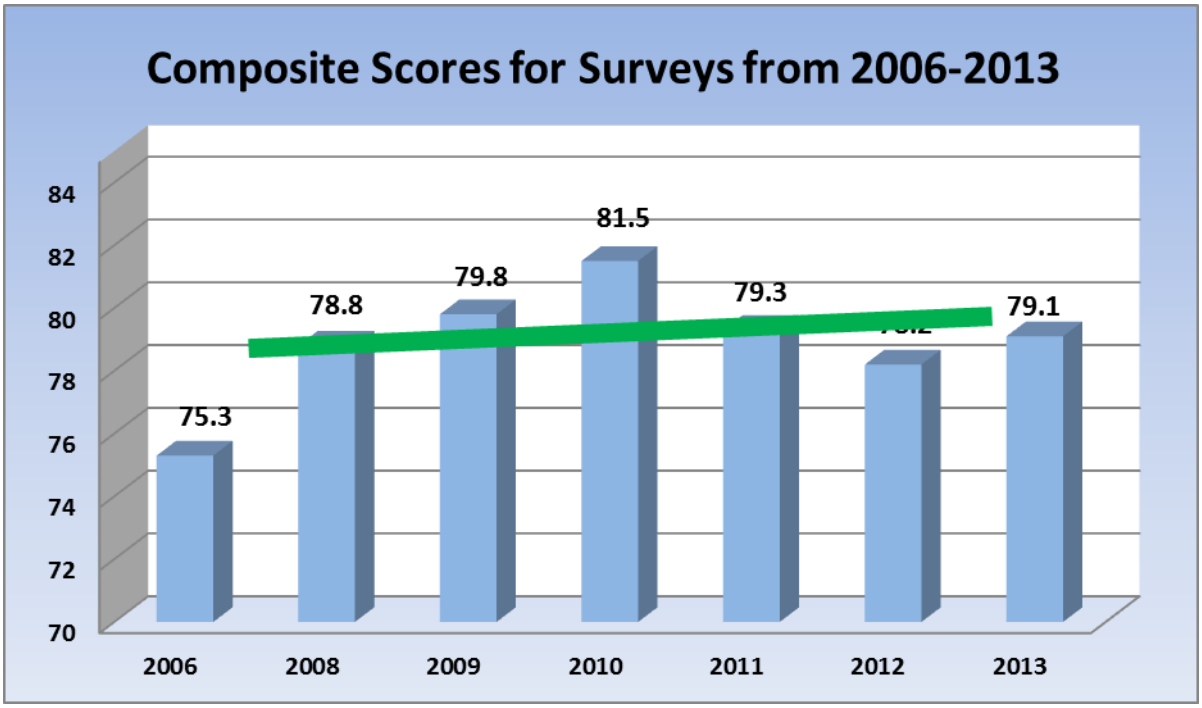


Question 24

Seven-year Graphical Illustration on overall trends on Quality of Life Survey from 2006-2013

The graph below illustrates the general trend of residents' combined responses to all twenty-four Quality of Life Survey questions from 2006 to 2013. The year 2007 is not represented because that year the City conducted a more in-depth survey and that data is therefore not comparable. The trend lines are computer-generated based on seven years of in-house administered Quality of Life Survey results.



2013 Quality of Life Survey

Appendix I:
Survey Tool

City of Loveland

CITY OF LOVELAND
CITY COUNCIL
Civic Center, 500 East Third, Loveland, CO 80537
(970) 962-2303 FAX (970) 962-2900 TDD (970)962-2620

Dear Loveland resident, July 8, 2013

The City sends out surveys every year to get feedback directly from citizens. This year, you have been selected to share your opinions about the quality of life in Loveland and the City services that contribute to that quality of life.

Please participate by reading each statement and placing a mark in the appropriate box. You are welcome to add comments and suggestions.

Please return the survey in the postage-paid envelope by July 26, 2013.

About you:

How long have you lived in Loveland?

☐ 1 year or less ☐ 1-2 years ☐ 3-5 years ☐ 6-10 years ☐ More than 10 years

What is your age range?

☐ 18-24 years ☐ 25-44 years ☐ 45-64 years ☐ 65 years and over

Using the intersection of Hwy 287 and Hwy 34 as boundaries, in what part of town do you live?

☐ Northwest ☐ Southwest ☐ Northeast ☐ Southeast

Do you live in a single or multi-family building?

☐ Single family ☐ Multi-family

Which one of these locations is nearest to where you work?

☐ Loveland ☐ Greeley ☐ Fort Collins ☐ Longmont/Denver/Boulder ☐ Wyoming
☐ Not applicable (not employed outside of the home/retired)

How often do you use the Internet?

☐ Daily ☐ 2-3 times per week ☐ 2-3 times per month ☐ Rarely ☐ Never

On average, how often do you visit the City's official website -- *www.cityofloveland.org* ?

☐ Weekly ☐ Monthly ☐ 2-3 times per year ☐ Never

On average, how often do you watch live City council meetings broadcasted on Channel 16?

☐ Weekly ☐ Monthly ☐ 2-3 times per year ☐ Never

On average, how often do you view recorded City council meetings through the City's website?

☐ Weekly ☐ Monthly ☐ 2-3 times per year ☐ Never

General Comments and Suggestions:

_____

_____

_____

_____

Over ⇨

Quality of Life in Loveland

Statements of Loveland Community Attributes	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
My family feels safe in our community.					
The City provides quality Fire/Rescue services.					
The City provides quality Police services.					
Loveland's neighborhoods, parks and thoroughfares are clean.					
Residential recycling and trash services meet customer needs.					
Loveland is attracting shopping opportunities our community desires.					
Loveland is attracting jobs that pay well from employers who offer benefits.					
Loveland provides quality drinking water.					
Loveland delivers reliable electricity.					
Water runoff from storms is controlled and minimizes flooding.					
The sewer system in Loveland works reliably.					
I can travel by car to locations in Loveland with minimal delays.					
Alternative transportation options are usable and provide options to driving my car (i.e., buses, bike lanes, sidewalks).					
Street surfaces are drivable and safe.					
City provides quality parks and trails.					
There are abundant recreational opportunities for all members of my family.					
There are sufficient opportunities to gather as a community (Festivals/Community Events).					
There are plentiful opportunities to enjoy the arts.					
The City Council is approving development that enhances the quality of life in our community.					
The Library services provided to our community are current and meet our community's needs.					
The City provides quality youth activities.					
The City provides activities and services needed by senior citizens.					
There are sufficient opportunities to participate in Loveland government.					
I feel well informed about City services.					

2013 Quality of Life Survey

Results Data

City of Loveland

2013 Quality of Life Survey

2013 Quality of Life Survey

Appendix II
Written Comments/Suggestions

City of Loveland

Question 7: General Comments and Suggestions

(327 total)

General Comments and Suggestions:
City Council is doing an awesome job. Thank you. Also thanks to our city employees.
LOVE LIVING HERE!!
I am grateful I live in Loveland. It is one of the best cities to live in in the world!! Thank you!
The City Council is NOT AVAILABLE for us!!!
Keep up the great job. It's a nice, safe, beautiful place to live.
Loveland is a great community to live in.
We love Loveland!
We believe Loveland offers many opportunities for families and this is one of the reasons we chose to live in this community.
Don't like being tagged the gay/pot state.
I hope this survey doesn't give them a reason to raise taxes, because we're on a fixed income. By the way, nix on Agenda 21.
"No" to fracking!
Too much waste in developments (402) and others. Get out of the loan business. Make Rialto self-paying. No more general funds!
I have recently started to Attend City Council meetings. It has been an interesting experience.
Very concerned about water quality and sustainability with increase in oil and gas drilling. Needs to be a very strong oversight and limited gas drilling near water table.
I have applied in many places for work and I come to discover that there is too much RACISM in Loveland!
I love Loveland, Colorado. The arts, weather, landscape, wildlife, culture suits me perfectly.
I have lived here for 33 years. Loveland is still a racist community.
I do read the City Update that comes with my utility bill every month. I appreciate the information it contains.
We love living here, with the smaller-town feel, but still able to enjoy the benefits of city shopping.
I was not aware of being able to view City Council meetings on Channel 16 or City's website. I may consider now that I know.
We moved here from Long Beach, Calif., over a year ago and we feel very lucky to have found such a lovely town like Loveland to live in.
I would like a ban on fracking in Loveland and Larimer Country.
New resident. Love it in Loveland!
Loveland is a great place to live. I moved here 40 years ago. I've seen lots of changes, some good some bad, but I would not want to be anywhere else.

I've lived in Loveland for 33 years. Nice town.
I moved back to Loveland 3 times so I feel like this is my home. I'm from Nebraska.
Love living in this town of Loveland, Colorado.
Great place to have lived for 30 years!
Born here.
Love this town! Looking forward to continuing to be a part of the community!
I love living here. Thank you, city people, for making the city wonderful! Thank you for the quality library, recreation, the Feed and Grain and inspiring events like concerts at the fountain amphitheater and Night on the Town.
I keep up on city happenings in the Reporter-Herald.
I have lived all over Colorado for the past 35 years as a home builder. Loveland is my favorite place! Cost of living/quality of life. You're doing a good job.
Newsletter is helpful, but often leaves off phone number to call if there are questions. Website information isn't usually directed to area of subject matter. Still have to search and search.
We're new here. We love this town, though :)
CIty Council are crooks.
I keep up with what is going on in Loveland though the Reporter-Herald newspaper.
We love the recycling and newsletters in with the utility bills.
Just wish this town didn't close up so early at night. Wish businesses stayed open later.
Moved here in 1983. Loved it. Now too big. Like it.
I absolutely LOVE Loveland after 35 years.
I wasn't aware that the City Council meetings were broadcast live.
I depend on the Reporter Herald for Council news. I am astonished that the Council would send a communication to the Governor, endorsing the gun ban. WHY? Necessary? Speak for all of us? I don't recall a similar action in the past 40 years. We are losing business downtown with so many agencies (police, health, etc.) taking their employees elsewhere, along with their shopping. We need a shoe store, etc.
Been here since 1943. Things have sure changed!
Replace the City Council.
We raised our children here over the last 17 years and are thankful for the community. Loveland is a GREAT place to live at any age.
I would like to see government issues submitted to Loveland residents for their response and their input to issues pertaining to Loveland's welfare especially health issues for the elderly, employment/ training for the underemployed and unemployed.
Get most of our news from The Reporter-Herald.
Poor air quality.
I attend city council meetings but usually find them dictatorial and unresponsive to citizen input to the point

of recklessness.
Love living here!
Only certain people have a voice in Loveland government.
The failure of certain members of City Council who continue to ignore the contribution of the arts to the livelihood of Loveland is very disappointing and frustrating.
I am concerned about fracking.
I appreciate the services provided including parks, trails, the Chilson rec center, reliable water, sewer and utilities. It's a nice clean town with a beautiful mountain view. I love living here! Thank You!
Used to watch Council and Planning Commission meetings. Almost drove me crazy. Much talk about nothing with what seemed very little decision or progress. This was 10 years ago. Too many people like the sound of their own voices.
Loveland is a wonderful city!
I know city has no control over the rough RR crossings but I'm tempted to stop and pour a bucket of dirt into the potholes on RR tracks on Garfield. Anything to smooth it out!
Loveland is a beautiful city. Lake Loveland near us is a pleasure to drive by now that it's full again. We have all the services, fast food, restaurants, etc. needed. Our taxes are reasonable, insurance rate good. Thank you.
I do NOT want fracking in the city of Loveland.
Loveland's neighborhoods, parks and thoroughfares are not clean, with weeds along outer sidewalks, snow in wintertime.
Am disappointed that the corn roast has moved back to downtown and am especially disappointed that the Pro-Challenge bike race has been combined with the corn roast. The corn roast has typically and historically been a Loveland affair. Now we have to expect "tens of thousands" of extra people. There goes the home-town feel.
Ban fracking in city limits for the health and benefit of the citizens, i.e. air pollution, heavy traffic etc., noise concerns, safety, dust, etc.
Times change. Loveland doesn't, for the better.
City needs to consider health of citizens a major part of quality of life and ban fracking.
Loveland would be great!
We have attended and viewed meetings in the past in regard to building of our church.
I appreciate all of the hard-working people in Loveland who are keeping our community clean and safe! Kudos to our neighbors for the heightened commitment to recycling also.
Thank you for making Loveland such a great place to live these past 30 years.
Food tax should be eliminated. Also the lodging tax income seems poorly spent. Proceeds could be better used for the community. Voters really had no say on how money would be used, only if it should be collected or not.
Great job.
I'd like to see the fluoride taken out of the water and stop the fracking on any of our private property.
Thank you :)

Just moved here 1 month ago.
I appreciate living in Loveland.
We have just lived here for three months, but we are happy to call Loveland our home. It is a beautiful little city. It seems good for senior citizens!
I am retired.
If I hear anyone complaining, I think they must be natives and haven't ever lived elsewhere.
I would like a community class to learn Spanish.
I didn't know I could watch council meetings on Ch. 16. I think I will start so I can see what they are all about.
I'm so glad we live in Loveland. It's a great little town with lovely public art.
I have served on the Loveland Liquor Board two terms, and the Senior Advisory Board as non-voting alternate. Attended Volunteer Police Academy. Am extremely pleased with Loveland Services. Streets, water, waste, electric, etc! My family has been in Loveland Since 1954. Before that Greeley 1900's.
I will withhold judgment on quality of life until I see how this question on fracking is resolved.
City needs to get out the real estate business and remove food sales tax.
I think Loveland is a great place to live and raise children.
Need to remove food sales tax!!
Have members of city council seek out downtown Loveland business options.
I wouldn't want to be anywhere else. Loveland is great. Good job!
Majority of news is acquired through the Reporter-Herald.
City Council, stay out of the banking and real estate business. Leave it to private businesses! Risking public/ tax payer funds!
Loveland is a great place to live!
We love to live in Loveland, have lived here for 39 years. Close to everything. Have been married for 66 years. The best place we ever lived.
Lived in Loveland 23 Years. 77 years old.
I worked in Greeley (UNC) for 12 years and commuted from here. Now I have been retired for 10 years and have continued living here.
Bring back BBQ competition, giant sand sculptures for the entire weekend. Use that to test open containers.
Please don't let the City Council overrule the will and votes of citizens concerning marijuana decriminalization unless you all liquor stores/sales.
Democracies cannot flourish when the public is ill-informed. The fluoride you add to our water will be exposed as criminal activity in the future and, hopefully, those involved will be held to answer. “Harvard study finds fluoride lowers IQ:” Published in federal government journal.
Lived in Loveland 50-plus years.
Approve fracking.
Get information from local newspaper.
We love raising our family of five here in Loveland!

We do not have a computer. We are senior citizens in our 90's and well-pleased with our city. We have lived in Loveland 56 years and in our home 50 years.
Please do not allow our precious Loveland to start fracking.
Stay the hell out of the real estate business, i.e. the farm at I-25 and 402, HP/ACE, etc. Quit having a pissing contest with Johnstown over the I-25 corridor. They don't have a pot to piss in and neither do we!
Enjoy Chilson and the senior center and downtown. Love all the lakes. This is a great place to live.
Try to follow Council meetings in newspaper.
Give maps of the city.
Save money and time! I think it is a waste of time to send out monthly reports with the electric bills. It should be every 3 or 4 months a year.
At various times, we go to City Council meetings when items of interest to us are on the agenda. We are artists and in the creative sector of the city of Loveland.
I read the City Council letter every month, and I appreciate it. My husband and I do not want to be living anywhere else! We are very happy with the whole 'aura' of Loveland. Thank you all! ;)
We read Loveland Reporter-Herald daily for detailed city news and communicate personally with local residents. Have watched Loveland grow from 19,500 to 60,000-plus and feel comfortable here.
We have to pay for City Council to develop our quality of life.
The operation of the auto licensing is absolutely stupid! Some people have to wait for hours while others get in and out in minutes!
No opinion about fire/rescue services, because we don't see them.
The City Council is never going to please everyone.
I am semi-retired but work a day a week.
Keep up the good work, Loveland is a great city and let's keep it that way! Let's keep Loveland clean. I see way too much litter and trash in our streets and around dumpsters.
I live downtown.
I'm 79 years old. No computer. Native of Colorado.
We are retired librarians.
You are doing good work. Good job, new library!
Summary in newspaper would be helpful.
City Council lives in the community. Please don't frack!
Work in home-office. Own business.
I live due east of Madison Avenue.
My dad was deputy sheriff here in the 1950s.
I have not tried to participate in Loveland government.
Community desire is not all desire.
Continue to use utility billing to inform about city activities.
I love Loveland!

Retired from 20 years as a field engineer for the City of Loveland.
City Services/Utilities/Customer Service/Facilities:
The Loveland Public Library is gorgeous due to its remodeling. It is commendable to have RFID & AMH. The weak area is in the dated collection of material. Much work needs to be done to weed out older outdated materials and to have newer materials – books, references, DVDs, etc. We use the Poudre libraries much more frequently.
It is unfair that people living in 4-plexes have to pay more for trash. We don't get to choose the size of trash can, but we have to share one recycling can. That encourages more generation of trash which is against our tenants' beliefs. Change ASAP.
We really like the recycle center!
I am greatly upset by the decision the Council made to close our fire station on Taft. Don't do it. The new station is too far away from the high school and nursing home.
Moved down from Fort Collins a couple of years ago. Loveland had been a great change. Especially the library. Considering the size of Loveland, the library services are the best we've been around. Not even close.
Library services for the homebound are splendid. Ditto for services and staff at the Chilson center.
I enjoy the city news that is included in my billing.
Thanks for no longer sending the Energy report comparing household to household. A big waste of money on paper, ink, mailing, etc.
If utility bills are auto-pay from bank accounts why are envelopes always included? Waste of paper!!
Let me know now when our water could be contaminated, not two months later when, yes, we were all sick.
Got sick from that "little glitch" a couple of months ago, pertaining to the drinking water, and didn't know until the city sent a letter a month later!
Could grocery stores have places to put glass so I don't have to take it to 1st and Wilson?
City TV and email is a waste. Regular residents do not use. Only city employees.
Mosquitoes are VERY bad this year. Please spray more!
What was with the fireworks? Won't be attending again!
We have lived in Loveland for 30 years. The bigger we get the worse the services become.
Still concerned with untreated water in March.
Recycling of glass: I feel too many just put the glass in the blue recycle bin. I don't mind taking the glass to the yellow bins, but too many are too lazy.
Cannot stand our water. It is always cloudy and smells. Was very upset to see two months after the fact the water could have made me and my family sick. Need faster response than that!
I wish library hours would be extended. It closes too early on Fridays, opens too late mornings. Don't like shortened summer hours.
Our water pressure is too low to properly operate our yard sprinklers.
The mosquito tracking traps are apparently not close to my neighborhood. The mosquitoes are flourishing.
Shame on Loveland for its waterworks- not telling the public of potential contamination. I will not drink water here again. What a disgrace!!!

I have noticed metallic taste in the tap water recently (2months), and have spurts of power outages in our area.
A second recreation center/ library on the west side of town would be nice.
Recycling should be weekly.
Loveland's recycling center is and has always been excellent.
I agree with most of our services but I think there is room for improvement in the contracted tree trimmings. I have seen trees getting trimmed and a year or so later the same tree or one right next to it is trimmed again.
Enforce no sleeping/eating in the library.
City should offer a once a year week where folks can put out large objects for garbage pickup. It would be a contest for citizens.
Need more room for seniors at Chilson.
Drinking water has too much chlorine in it.
One of the best things Loveland has done is the recycle area off of Wilson. Hope they never close it.
Appreciate the free recycle center.
Need computer classes for newbies and elderly.
Chilson was just expanded but stills feel crowded.
Would you please stop sending out the silly energy-use graphs? Waste of taxpayer money and paper.
I sometimes have too much recycling.
No TV at home, no internet or newspaper so I rely on library for all news.
Sometimes I feel out of loop as far as news for the city (no TV coverage).
I use the online BillPay website to pay the monthly utility bill.
The monthly statements you send out on electricity usage are not just unhelpful, I find them to be a not-so-veiled threat, i.e., cut usage or lose it. Stop with this kind of Big Brother watching the citizens!
Please ban fireworks always.
Tried to pay utility bill online but cannot get it to work. It just says "loading" continually!
The fireworks on the 4th of July were not good at all this year.
The library is fantastic!
Library: Need more hours, especially Sunday in summer.
I notice that my apartment does not recycle, according to the notices I get and follow. They need to be more obvious. Signs are faded/nonexistent.
I would like our water to be fluoride-free.
The home comparisons of electric use are not accurate according to house size. Will NOT change behaviors, and is a waste of time and postage on your part.
I read reports in the paper. Want Sunday library hours.
Recycle Center should charge a $1 fee for uncovered loads, with a sign at entrance: Please cover loads. I

know it's just a suggestion, but if you'd charge $1, look at the money Loveland would make and Loveland wouldn't have to have city people clean Wilson after uncovered loads. I don't have a problem covering loads.
Fireworks by lake on 4th of July should block off highway and Taft an hour or so before and during fireworks! Some drivers (pedestrians) are careless-- could be an accident. We block off roads for bike races - why not once a year for fireworks?
The monthly "energy reports" that the city sends out are a HUGE waste of taxpayer money. I use light and appliances as needed then shut them off. An efficiency rating by the city will NOT change how I use my power.
Please sponsor a yearly large item trash pick-up. Need more support for art in public places. Please sponsor an open-container night event like Greeley. Good for community-building.
Pick up recycling weekly. Start yard-waste pickup earlier.
The library needs longer book check out times.
We need better ways to recycle glass.
Loveland's neighborhoods have a lot of litter.
I think the newsletters in my bill and letters comparing my energy usage are a waste of money and resources. I don't want them!
Recycling is expensive and wasteful.
My apartment complex has no recycling.
I have no opinion about city services.
There could be more places to sit (benches) for disabled seniors.
Code Compliance/Enforcement:
There are many, many houses with weeds for lawns and some with lots of trash.
I would like to see better enforcement of existing city ordinances, such as noise control, cleanup of alleys, etc.
Graffiti: Repeated reports to city departments and police by homeowners. No results, therefore ineffective. Owners DON'T have to clean it up!
My only complaint is neighbors that turn their properties into junk yards.
I'm concerned about graffiti and trash downtown and along Big Thompson.
Why doesn't the city take care of the east side of Wilson between 22nd and 29th? There is trash between 29th and backyard fences, dead trees, Russian olives with dead limbs hanging over the street.
My neighborhood is clean except for the trash, old furniture, old Christmas trees, branches, etc., plus lawn trees that have not been watered for three years. It is a mess. Not sure the steps to follow to correct this.
I don't like the notices residents receive regarding items in yard and driveway (e.g. fIrewood and trailer). $1,000 fine and jail? Could be mere suggestion.
Clean up the graffiti as it is painted to reduce gang influence.
People need to clean up after their dogs on bike trail, dog parks, etc.
Fine irresponsible dog owners.
Why can't we be like Greeley and control or ban the parking of cars, RVs, trailers, campers in people's yards?

It makes our neighborhoods look so trashy.
People need to keep their dogs out of the stores. Only service dogs should be allowed there. I don't like to go into places that allow dogs. Only to an animal clinic. Clean up after pets.
Loveland is a great place to live. I would like to see obvious "junky houses and yards" required to be cleaned up, especially in old town area.
Computer/Website/Channel 16 TV:
City website not user-friendly. Difficult navigation.
On website one time per year or less.
You should use DirecTV for your meetings also, so people could see your meetings.
It would be great if able to watch City Council meetings on DirecTV. Everyone does not have a computer and Comcast.
I have no Internet.
I don't have cable, and wasn't aware city council meeting are recorded.
Didn't know we could watch council meetings. Can they be watched on the Internet, too?
I am from Pennsylvania and moved out to Colorado with my son and his family. I do not have a computer. My son does all my bills on his.
We cannot get Channel 16, but will start to watch on the website.
Do not have cable.
No computer. Cannot afford.
Don't have Internet!
I enjoyed checking out the city of loveland.org today and found lots of information. I will visit the website of Loveland more often now. I love living in Loveland, 'Our Sweetheart City.'
I wish I could watch City Council. I have DirecTV.
No TV!
Need to be able to watch meetings on the web.
No computer.
City council meetings are not broadcasted, cable is paid.
Sorry I have not watched live meetings. Do not have channel 16.
No computer.
I can watch council meetings now. I now have a newer TV, faster, better Internet, and speakers.
I do not have Comcast!!! To pricey!! Put Loveland business on direct or other satellite TV.
I would like to still be informed about the issues that are being voted on, even though our family chooses not to pay for TV channels.
I wasn't aware that City Council meetings were available on the city's website.
I have DirecTV.

Didn't know the availability of viewing recorded City council meetings through the City's website.
We need better Internet options in our neighborhood west of Lake Loveland!
Need live feed to desktop computers.
Our family does not have TV access which explains question 8.
Our use of city website is mostly for library access.
Have DirecTV. Dislike Comcast monopoly with city.
Retired. Internet usage: 4-5 times per week.
No cable Comcast!
In the past I had Comcast TV service and watched all city council meetings. Other TV providers do not broadcast these meetings.
Just moved here. Have used the website several times to get phone numbers, learn about trash pick-up, etc. As for the rest, have not lived here long enough to give any useful input. Maybe next year.
If minutes on "topics" were made available online on the city's website, I might read that which applies to me, or what I'm interested in hearing and learning about.
It's logical they (the council meetings) are broadcast, but I have never viewed them.
Please provide City-sponsored Internet service at reasonable prices. Comcast is a rip off.
I only use the internet one time per week.
I have DirecTV.
If you could make your website a little more modern and user-friendly that would be great.
Cable is expensive and you should not assume that we all have it. As a regulated utility I think you (City) should have more oversight/control of rates. Don't assume we can participate via cable.
Downtown Redevelopment:
Downtown development and additional parking should both occur.
Downtown Loveland needs some quality retail and attractions. Has a lot of potential but needs work.
Downtown could be SO much nicer! It's trashy looking and embarrassing when we have out-of-town visitors. Also there's too much ‘punk’ art all over the city-- not at all classy or appealing. It looks like it belongs in the 60s NOT now.
The city WASTES money on certain useless properties. Why pay anyone to paint an electrical box? They should do it for fun or not at all. Parking is a joke downtown and what's with giving out so many parking tickets? Easy money???
Continue to work on improving downtown. Thanks for the hard work!
Very poor shopping in Loveland, if any.
I have lived in Loveland all my life and it is a beautiful town, but downtown is a disappointment. It doesn't have an old town feeling anymore and it looks run down, especially Fourth Street. It has a lot of art shops but it needs some nice shops to attract shoppers downtown (like Ft. Collins for example).
Is someone ever going to figure out and get parking downtown so business will stay? Come on people!
Really would love Downtown Loveland, Fourth Street, to be like Old Town Fort Collins (closed off to traffic).

It would enhance quality of life and the ability to go to restaurants and businesses!
The downtown area is missing the boat on gentrification. The area really needs an enema! The demand for evening activities is there. Where's the supply?
The downtown area is an eyesore and very uninviting. I realize the city is trying to renovate the area, but it can't happen soon enough!
Downtown Loveland seems abandoned. We need a progressive plan to revitalize the downtown area.
Will downtown Loveland go on being dull and lackluster? Some downtown businesses continue to struggle.
The city needs to concentrate more on making services close to downtown for citizens' convenience instead of putting everything east near highway.
Please get us more downtown parking. Lincoln Place parking garage isn't for public use and also residents there use street parking, too. What will parking be like when the new apartment building is finished? And then, when the museum expands, things will be worse again. We won't shop or go downtown if we can't find parking.
I would never recommend living downtown. Out-of-control dog barking, speeding vehicles, etc.
More parking downtown, not parks for so called art, like at the cleaners that the City cleaned up.
Fix downtown.
Please make the renewal of 4th Street a priority. New businesses must be enticed to fill our many vacant store fronts. There should be a plan to convince the owners to keep the lease prices down to recruit businesses.
This City is too busy pouring money into dead-end downtown projects and arts projects.
The City should actively market the downtown businesses.
Loveland needs a downtown parking garage. Really!
Need to improve downtown.
Downtown needs help attracting shopping opportunities our community desires.
Growth/Development/Housing:
I would like Whole Foods in Loveland.
The City Council needs to get out of the Real Estate market and stop wasting taxpayer money on property speculation such as the HP site.
Quit letting Loveland grow so big. It's already too many people.
Centerra is taking money from Loveland to Greeley.
Council approves appropriate developments then later approves inappropriate changes as requested by the developer.
Don't forget the area west of 287 exists. Not everything belongs way out at Centerra! I think the McWhinneys are rich enough, thanks to your VERY generous help. You're supposed to represent everyone, NOT JUST the McWhinneys.
A lovelier and more attractive downtown – like Boulder's – would be desirable.

Health food store desired.
"Historic" Downtown Loveland could be a nice destination, but as you're well aware, it isn't. Even Greeley of all places has a better downtown! We have some nice restaurants, but only 2 shops! That 5- story apt. complex you're planning on building isn't going to attract the people you want it to without some good retail. You need to fire your city planner. Retail doesn't follow rooftops. Anyone with any sense knows it's the other way around. Perhaps you should rename Loveland "Pottersville" or better yet "Morgantown" or "McWhinnyville."
37th Street was to be a through street but when [name withheld] decided to build a house along there, then it was blocked off. One developer made four quality roads. Affordable housing was to be included in developing, but was later removed from the plans.
Outlets at Loveland looks like a ghost town. Development without tax incentives? Being on I-25, it sort of represents what travelers may think Loveland ''is.''
We would like to have a Sprouts.
I would like to see a health foods store come to Loveland. The old Albertson's location would be perfect. More business needs to be attracted to inner Loveland rather than out at Centerra.
We need a health grocery store.
Need more downtown business and less focus on outside.
I would love to see an art and/or culinary arts school downtown. If it counted as college credit it may bring a younger crowd to the downtown area. Why wouldn't they want to come learn from the best?
City Council seems to be on a growth agenda that is NOT needed. The small community is what Americans now want.
I feel the city of Loveland is anti-business.
A Country Buffet type restaurant for north Loveland.
JC Penney and Sears would be nice. Black-Eyed Pea would be great. Seniors miss them. Less pizza places. We do not drive to Ft. Collins that much.
Stop buying real estate. Why build new fire station on Wilson and 29th when there is one on Taft and 29th and one on south Wilson? What do you plan to do with the old one?
No movie theater in town.
We do not have the water supply to meet any new developments. If you want a big city, charge more money for electric, water and waste management. Stop giving money back to people who come here for a handout.
Next take that HP 300-plus acres and turn it into a botanic garden like Chicago so people will stop here and not even go to Estes Park! Check those places out you'll see what I mean. If you build it they will come!
We need a health food store like Whole Foods, Sprouts, etc. Currently travel to Fort Collins.
Rent is way too much!!
Loveland is not attracting shopping opportunities our community desires downtown.
I don't want all the stores by I-25 and Eisenhower. More small shops downtown are needed.
Rents are too high.
The city needs to get out of the real-estate business!
Loveland is not attracting the shopping opportunities our community desires downtown.

From businesses to visit with the City makes bringing a new business into town very difficult. This should be changed.
The cost of rent for my adult kids is very unreasonable.
Rental property should have some minimum maintenance requirements! Out-of-state owners let rentals decline!
Need a better sports complex, more services and tellers for the city services; i.e. Clerk and Recorders Office and DMV, average two-plus hours wait. Concert Hall?
Limitations on private land use are NORMAL!
Would be nice to have more shops on the west side of town and a movie theater.
Reduce building permit costs on businesses.
We'd love to have a Sprouts (perhaps where the abandoned Albertson's building is currently located?) and we love the city of Loveland.
We need a Sprouts grocery store.
Infrastructure /Streets/Traffic:
I love the CFI. It's fun to drive and moves traffic.
Some streets are in good repair, others need some improvement.
Intersection at Highway 34 and Madison is a disaster waiting to happen.
I feel Loveland is a great city where the City of Loveland works hard to fulfill the needs of All people!! But there are two areas where it needs to be looked at to find solutions. Traffic is the worst problem and potholes are the second problem.
Dislike the roundabouts.
Keeping storm drains clear. Work especially on 1st St, Lincoln and Cleveland. From the rains a couple of weeks ago there is still a lot of debris in the drains and dirt on the sidewalk from the storm created a lot of flooding that the system was not prepared to handle.
Sidewalks are terrible.
No more roundabouts!!!
I do not like Intersection of Madison and Hwy 34. Dumbest thing I ever saw. No one knows how to use it. Been in many close calls since it was changed. When I get hurt there I will be blaming the city.
Retaining wall on 37th Street has been messed up for six months. Looks bad.
Highway 34 and Madison CFI: Horrible decision.
Street surfaces are not always drivable and safe.
Boxelder has NO street lights. Neighborhood is very dark. Our car has been broken into along with our neighbor's.
The intersection at Madison and Highway 34 is terrible and a real waste of taxpayers' money. I don't want another like it in town. Everyone I know avoids it.

Why did the city install a complex signal system at the intersection of Highway 34 (Eisenhower Blvd) and Madison Avenue? I don't believe it was money well spent.
Some traffic lights are very long.
East Eisenhower and downtown Loveland are very hard to drive through in a reasonable time, safely.
Traffic lights outside of downtown are not timed and are constantly stopping traffic. I left Ft. Collins because of that reason.
Wished the lights on Hwy 34 East to West, and vise-versa, were synchronized!
Hope railroad tracks will be fixed soon.
Loveland needs to improve East/West streets- for example- 402 and 59th to take traffic off of HWY 34! Before they lose out again like they did on 37th St.!! (There are squeaky wheels every place!)
Travel in Loveland: Too much traffic!!! Ugh!!!
I have a few thoughts about the CFI intersection at Highway 34 and Madison. 1) As a driver, it is the most dangerous, confusing intersection that I've ever seen. 2) As a pedestrian, it is even worse! It is my belief that pedestrian consideration was added as an afterthought: to move from south to north, I must cross 4 lanes of traffic, all moving at high speeds. I am an active runner and I walk my dog daily, and each time I enter this intersection, I feel that my life is at risk, and I have now adjusted my routines so that I never have to enter this intersection-and jeopardize my life!- as a pedestrian. My sincerest desire is that no more of these confusing, dangerous, awkward intersections are built in the city that I love: even one is too many! So here is my challenge to the Mayor and to the City Council: I challenge you to move through this intersection as pedestrians, to cross Madison, then to cross Highway 34; I am confident that it will only take once to see my point of view!
287 going north to Ft. Collins is in bad shape. Hard to see traffic on Taft and 8th.
King Soopers parking lot (29th) bad.
City-managed barriers/sidewalks on 37th Street need clean-up!
Huge pot hole on rail road track south bound on Garfield in between 29th and Eisenhower. Pretty treacherous. If that could be fixed, please.
Street surfaces drivable and safe. Agree for the most part, except for train tracks.
The intersection of Madison and Highway 34 is dangerous and confusing for drivers and pedestrians.
Downtown 287 and Eisenhower and 402 are nearly empty and ugly.
Please fix the pond that forms in the alley behind DMA apartments on 10th Street every time it rains or snows.
The City Council and traffic department need to listen to the people and stop making stupid intersections like the ridiculous roundabout on Garfield. I work in Europe where roundabouts are common-- they would never do it like this one!
Need bigger bike lanes.
Most of our neighborhood was recently chip-sealed. Our street needs it, but was skipped. Good-sized cracks and traffic.
The intersection at 34 and Madison is a total wreck. It is both inconvenient and unsafe.

Holes on corners of streets.
When is Taft Ave between 8th and US 34 going to be widened? It was to be done years ago!
A crosswalk across 34 from the Dwayne Webster Park and the walking along Lake Loveland would probably get a ton of use if it was there.
U.S. 34 and Madison: The most annoying intersection in town.
Suggestion: close Taft by Lake Loveland (on the west side) ideally make into a park... at least on July 4th!"
Loveland is awesome but traffic is becoming cumbersome.
Quit it with the roundabouts. Americans do not know how to use them and they keep popping up in low traffic areas. Useless!
The downtown sidewalks are atrocious – buckling, cracking, disjointed. Safer to walk in the street.
The traffic lights on 287 don't seem to be timed in order to keep traffic moving.
The traffic in Loveland and surrounding areas has become undesirable.
The intersection of Highway 34 and Madison is a joke. All that was needed was a yield lane. Please re-do it.
I spend more time sitting at stop lights than driving. We need more through streets to reduce traffic on those two streets.
Sidewalks are awful.
School zone speed limit periods could be reduced.
It is a crime that the city does not have crosswalks with flashing lights on Fourth Street at Adams and Pierce. There are several hundred children who cross there and people drive much to fast on Fourth Street.
The intersection at 34 and Madison remains poorly designed and ridiculous.
I have a daughter with special needs and often see cars parked in handicap spaces with no plate or placard, especially at the schools. Is there any way to better enforce handicap parking?
Loveland is a great place to live! But someone needs to do more research on traffic flow. Highway 34 is almost impossible to travel certain times of the day. There are some intersections with inability to see oncoming traffic because of parking. For example, 16th Street at Cleveland and Lincoln.
On 47th St. and 47th Place area, the storm drainage really sucks. The streets routinely flood after 1/4" of rain on a regular basis.
Don't ever do another intersection like Madison and Eisenhower. BAD decision.
More focus needed on the many potholes and rough railroad track crossings. The city council members need to take a drive over the railroad tracks on Garfield (2200 block). The roundabout by Truscott school on Garfield is a waste of taxpayer money.
Some street surfaces need work.
I never drive the intersection of 34 and Madison, an accident ready to happen. A man had to think that mess up. No woman would do such a poor job. They say accidents are 30 percent less. It's because 30 percent fewer people use it.
The man-made potholes in our streets without the rims around them are bad news. The smell from sewer system is awful.

Need more control on traffic offenders. It is not safe during the time people commute to and from work on 287 & 34, 287 & 29th.
East U.S. 34 is a mess.
Too many dangerous intersections, one being 25th and 287 (by Egg & I) because Egg & I parking blocks view from north. Merge lane is needed on 287 from 25th when turning north.
There is too much traffic on Hwy 34, and it's very dangerous. I have seen numerous accidents, especially out by the interstate.
There are pot-holes in the street surfaces.
Parking at the Library sometimes is a challenge!
The lack of downtown parking is becoming a huge issue!!!
Streets need to be maintained better and traffic needs to flow better.
You need to do something about widening streets so more north-south and east-west have four lanes.
Water runoff is not being controlled and is creating dirty collections.
I moved close to downtown for walkability, but some of the sidewalks in residential areas are leg-breakers. Rail crossing at First street needs widening.
The last major storm demonstrated areas where water run-off was not adequate.
RR crossing on 10th between Garfield & Cleveland is unsafe. I know it's BNSF that keeps delaying repairs but wish the city could put the pressure on to do something!
Jobs:
Need better jobs in town. Attract quality, higher-paying companies.
Need better-paying full-time employment available. No more retail is needed.
What is the city of Loveland doing to bring jobs to Loveland!!?? Bring high paying jobs. Retail jobs do not pay the bills nor the high cost of living.
How do you expect people to spend money on shopping if they have no job!
Need jobs, high-paying.
Need jobs, need jobs, need jobs, need jobs!!!
I feel that we need more jobs in Loveland and that the rents should be less to attract more nice families to Loveland.
We need more high-tech jobs!
Loveland is only attracting service jobs.
While living here the past 11 years I have seen this city fail to bring in new jobs. ACE was a disaster at best. Money is spent POORLY!! We moved here from Fort Collins. When we sell our house, we'll be moving back.
Loveland jobs are $10-an-hour and hard to come by.
Jobs are focused with low-paying services.
Nearest places to work: Fort Collins, Longmont.

Very limited opportunities to work in government offices for Hispanics, except in social services area! Take the drivers license department as an example. There was never, since I've lived here and can recall, a Hispanic employed there!!
Loveland needs more jobs and businesses to offer jobs.
Employers offer benefits such as poor wages.
Police & Fire Services/Safety:
It is time to enforce noise levels for motorcycles. Hard-to-catch is not an available excuse! Why do they get to thumb their noses at the law? Please take some action now!
Very seldom see police. Speeds on Wilson south of 29th are 40-plus. We need more officers on duty. The ones we do have are great!
The police seem to overlook the obvious drug problems to focus on petty offenders.
We live near a school ad rarely are police officers present when school is beginning or ending. The traffic, the kids cutting through cars, etc., is an accident waiting to happen.
Incident in area where rescue was needed for people in water: Took too long, from my observation and that of other observers, to get rescue craft fully inflated, then motor would not start. Took much too long for rescue, since victims were in serious trouble.
Keep improving ways to counter drugs and gangs.
I used to feel safe with my kids, but because of all of the near-kidnappings and robberies, I'm not as comfortable.
Drug sales and gangs and tagging seem to be down.
Fire and rescue and police can always be improved.
The police are @$$****$ and need to be more human.
Drug use and homeless near and east of downtown Safeway.
I like the city. Please keep the gangs out of the city. Also, get more police to fight the drug problems.
Police are to protect and serve, not persecute.
Police should pay more attention to motorcycles with non-stock exhaust than profiling younger drivers.
We had a peeping tom violate our privacy. Cops arrived immediately, and the city installed streetlights on our dark neighborhood. No problems since. Thanks, Loveland!
The police in Loveland could be less rude.
Need more on-duty officers.
In regards to safety, thank you to Larimer County and City of Loveland for supporting concealed handgun carriers. I am a mother of two and appreciate that I can protect myself and my family, if needed, in Loveland.
Could the police department do more to enforce traffic laws? Especially SPEEDING!?
We feel safe in our community from everyone but the police.
Loveland police seem to do a very good job. We greatly appreciate the home check service as we travel a lot and spend extended times away.
Larimer County, Fort Collins, and Loveland spend too much money on police. This isn't L.A. Thirteen brand-new police cars during a $3 million budget deficit? Ridiculous! They should make do with what they have like

everybody else.
Recreation/Arts & Culture:
I am very excited for the future development of the Feed and Grain and that it is going to be an arts center! YAY!!!
I wish I knew better how to find out about town activities, e.g. parades, park events, etc.
Need more choices for adaptive recreation for our special needs citizens.
More bike paths/hiking trails please!
Finish the bike trail between 287 and 57th St. Consider adding a better local water park w/slides for families.
The recreation trail needs to be completed on the west side of town. Two areas that come to mind is 57th St between 287 and Taft and south of 34 where the west tunnel ends.
We need more activities for teens and young adults that don't cost money.
I would like to see less money spent on baseball fields that sit empty most of the year and more effort to improve and finish the bike and pedestrian trail system that gets used 365 days a year.
We need more community meeting rooms.
Handicap parking is a big problem if you want to enjoy activities downtown or in the park.
Loveland seems to have a "zero-tolerance policy" toward dogs – even those that mind their owners – that we find irritating.
I am very excited for the new park with disc golf course. Speed that up as soon as possible!
Too many opportunities to enjoy the arts.
Need more to do on Fourth of July, e.g. cook-offs, fun park events, carnivals, fishing contest.
Parks are nice but Barnes Park needs doors in the restrooms stalls.
We have a family membership at Chilson but feel the cost is excessive when compared to other gyms in town. We will most likely be changing gyms when our year runs out.
Need more bathrooms in small parks.
Enjoy the arts. That's why we moved here!
What's with wasting time and money on an ugly park at the northwest corner Lincoln and Third? Should be for PARKING!
Farmers market on Sundays at Fairgrounds Park not good. Save this area for family picnics.
Would like more senior activities.
Loveland needs better kids sports: First Tee, girls softball, volleyball, and advance notice so parents can plan.
Need more variety in opportunities to gather as a community.
I feel there are not enough things for seniors and kids in this city. Don't like that all the restaurant and movie theater and other things seniors would like to go is all out east with too much congestion and traffic.
Teens and young adults need more inexpensive activities.

Access to fishing areas need to have senior driving access.
There is nothing in northwest part of town for seniors that do not like to drive. Everything is at Chilson center across town.
Wish the bike trails would connect west of Wilson going north. City did not handle negotiations well with the homeowner.
More parades!
Older youth activities are lacking.
Need a new skate park! :)
Keep hoping west side recreation trail will be completed soon. Looking forward to addition of Mahaffey Park!
Too many opportunities to enjoy the arts.
I like the art work on the city boxes.
Open Lake Loveland to the public.
Youth activities too much money for many.
Parks and trails are not easily or safely accessible.
Our family participates in many of the city's cultural events.
Stop spending money on painting utility boxes and spend that money on something useful to the citizens, like benches with canopies at bus stops, to make the bus system more usable for the disabled citizens.
We are still disappointed in the bike trails that don't connect and having to cross busy streets to continue on the bike trail.
Another rec center at the north end of town would be nice.
Build a real skate park by the fairgrounds. I have built some of the Fort Collins skate parks. I offer free consulting.
Ask an old dude about services for senior citizens.
Enough, already, with the arts!
Ask a kid if the city provides quality youth activities.
Don't know about youth activities.
I use the running/bike path by the river, plus I look forward to the new park! Thanks. More pea gravel along sides of concrete paths please.
Fairgrounds Park is our favorite park.
Transportation:
I hope that the bus service can grow.
I do want fast train service to go to Denver.
The "FLEX' bus is one of the best things that has happened in Loveland since we moved here.
I'm handicapped and legally blind. I walk to grocery store at times, but don't trust the crossing walk as drivers don't pay attention to nothing but other cars when they turn right on red. Almost got hit three times. Can't

walk anymore. Don't trust drivers. Have to ask someone for a ride around.
Need more frequent bus service!
No bus services to outlying businesses like Orthopedic & Spine Center of the Rockies and doctor offices! People with disabilities are being shortchanged.
C.O.L.T. is a huge waste of tax payer funds. Cost per passenger mile is astronomical. Pollution per passenger mile is astronomical. What a waste. Socialism at its best.
Alternative transportation needs repair.
Bus schedule should be posted on the bus stops.
We could use bus services running longer into the evening hours.
We need bus service to Derby Hill.
Future Hwy 287 public transportation link to Denver. THANK YOU!!!
Need a loop trolley or bus from I-25 to downtown.
Stop providing bus service. Buses are almost always empty. It's a waste of taxpayers' money! Provide free taxis to the few who really can't drive, instead.

End Comments