## High Performing Government

### Offer 5.1: Benefits and Wellness Programs

2015: $24,429,049 and 6.85 FTE

2016: $25,335,636 and 6.85 FTE

<div style="background-color:blue;color:white">Offer Summary</div>

The Benefits Program provides employees a choice of insurance plans: medical, dental, life, accidental death, vision, short- and long-term disability, family medical leave, flexible spending accounts, employee assistance program, and retirement plans. These plans are offered to City, Poudre Fire Authority, Library District, Downtown Development Authority and Metropolitan Planning Organization employees. Healthcare Reform (ACA) has impacted the benefits being offered. Many of these provisions are mandatory and require the Plan Sponsor (City) to manage these provisions.

The Wellness Program is a comprehensive program designed to improve health and well-being, reduce medical claims costs, and increase employee engagement. Components of the program are designed to reduce safety and health risk factors, reduce healthcare and workers' compensation costs and improve overall health. The Well Days Incentive Program is offered to educate, guide and empower employees to make lifestyle choices that reduce the risk of illness and injury, and is designed to target and improve the most prevalent health risk factors identified through health risk assessments and healthcare claims data.

This offer also includes the funding for the Employee Wellness Center. The Center provides:
* Preventative, primary, acute and urgent care; annual examinations/screenings; immunizations; prescription drugs; disease management services; coaching and counseling (not intended to replace primary care physician)

Benefits and Wellness Administration:
*  Oversees the benefit and wellness programs and services provided by the City of Fort Collins to City employees and other entities, ensuring all offerings follow all regulatory requirements including Healthcare Reform (ACA)
*  Expand the focus on health risk reduction and disease management to elicit and sustain behavior change, focuses on the reduction of healthcare cost trends
*  Gather evidence-based wellness research and validate with program outcome data

<div style="background-color:blue;color:white">Offer Highlights</div>

- Benefits Program:  program administration (for City, PFA, Library, DDA, and MPO), vendor contract management, claims management, market alignment, actuarial cost analysis of all plans (claims, plan design and services), review cost sharing strategies annually, ROI analysis on Wellness Center

# High Performing Government

## *Offer 5.1: Benefits and Wellness Programs*

- Wellness Program: program administration (for City and Library), vendor contract management; health risk assessment; incentive program designed to target and improve risk factors, includes awareness, education and intervention opportunities to inspire behavior change;  preventative screenings to help lower healthcare claims dollars

- Employee Wellness Center:  onsite clinic services for employees and dependents electing the City's medical plan, preventative care, primary care, acute care, screenings, chronic disease management of several risk factors, Rx dispensing, coaching, counseling, promote healthier lifestyle through enhanced wellness efforts, supporting proactive health care management

### Additional information can be found at:

- http://citynet.fcgov.com/humanresources/benefits
- http://citynet.fcgov.com/humanresources/wellness

### Linkage to Strategic Objectives

- HPG 7.6. Enhance the use of performance metrics to assess results.:  review results of claims dollars per well days participant versus non-participant; annual review of health risk assessment top 5 risk areas for programming efforts; annual review of medical claims dollars to assess plan provisions

- HPG 7.8. Assess effectiveness of safety initiatives, develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness.:  Assess effectiveness of safety initiatives, develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness:  review areas of safety concerns for integration into wellness programming

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  The health assessment work limitations questionnaire clearly ties health risks in our organization to productivity levels, allowing wellness resources to focus on the risk factors connected to the highest productivity costs.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  The Wellness Program continues to offer innovative programming which  enhances the health and well-being of our employees, ultimately helping them to produce quality work.

### Improvements & Efficiencies

- Renegotiated Prescription Drug rebates with Optum Rx effective February 1, 2014; $140,000 savings

- Renegotiated Stop Loss rates with vendor (ING) for January 1, 2014 renewal; no increase in administrative fees for 2014

- Open Enrollment:  cost savings in printing and preparation hours = $4,435.72, reduced paper waste

- Increased customer service due to online and easily accessible benefits and wellness materials, legal documents, and forms; increased efficiencies to more real-time access to information related to employee benefits

## High Performing Government

### *Offer 5.1: Benefits and Wellness Programs*

- Wellness Team and Recreation staff changed the process of enabling employees to purchase a reduced-cost pass at any recreation facility by showing their employee ID badge rather than the employee purchasing the pass from the HR Department at 215 N. Mason

- Increased Wellness involvement in safety efforts and initiatives – City Safety and Wellness Team, Hazard Reduction fund, new initiatives

- Increased participation in programs and services across the wellness offerings

- Increase ability to offer additional services/programs out of the  new Employee Wellness Center which will help drive utilization

### Performance Metrics

- HPG 44. Medical, dental, and vision claims trends (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91364
- HPG 45. Performance of benefit programs/services based on Internal Services survey (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91365
- HPG 46. Average number of Well Days earned per participant (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91366
- HPG 47. Number of employees who enroll in the program and complete the pre-program survey (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91367
- HPG 48. Well Days – medical claims cost for participants vs. non-participants (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91368

### Personnel Changes

- Wellness Coordinator will be reclassified to Wellness Manager in 2014.  2015 and 2016 Budgets include this change.

### Differences from Prior Budget Cycles

- Employee Wellness Clinic Admin Fees $735,000 in 2015 and $771,000 in 2016.

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Changed

### Other Information

## High Performing Government

### *Offer 5.1:  Benefits and Wellness Programs*

Offer Owner:  ASharkey

Offer Type:  Ongoing Programs and Services

Original Offer Number:  5.1

Lead Department:  Human Resources

# High Performing Government

## 5.1: Benefits and Wellness Programs

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 6.85 | 6.85 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 540,813 | 558,305 | 3.2% |
| 512000 - Benefits | 169,700 | 175,115 | 3.2% |
| **510000 - Personnel Services** | **710,513** | **733,420** | **3.2%** |
| 521000 - Professional & Technical | 1,009,100 | 1,029,600 | 2.0% |
| 529000 - Other Prof & Tech Services | 3,060 | 3,060 | - % |
| **520000 - Purchased Prof & Tech Services** | **1,012,160** | **1,032,660** | **2.0%** |
| 532000 - Cleaning Services | 5,000 | 5,500 | 10.0% |
| 533000 - Repair & Maintenance Services | 602 | 617 | 2.5% |
| 534000 - Rental Services | 7,000 | 7,000 | - % |
| **530000 - Purchased Property Services** | **12,602** | **13,117** | **4.1%** |
| 541000 - Insurance | 22,626,500 | 23,488,500 | 3.8% |
| 542000 - Communication Services | 6,590 | 6,610 | 0.3% |
| 543000 - Internal Admin Services | 26,524 | 27,069 | 2.1% |
| 544000 - Employee Travel | 11,500 | 11,500 | - % |
| 549000 - Other Purchased Services | 2,400 | 2,400 | - % |
| **540000 - Other Purchased Services** | **22,673,514** | **23,536,079** | **3.8%** |
| 555000 - Office & Related Supplies | 4,300 | 4,310 | 0.2% |
| 556000 - Health & Safety Supplies | 5,500 | 5,500 | - % |
| 559000 - Other Supplies | 10,460 | 10,550 | 0.9% |
| **550000 - Supplies** | **20,260** | **20,360** | **0.5%** |
| **Total Expenses** | **24,429,049** | **25,335,636** | **3.7%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 604-Ongoing Revenue | Ongoing Restricted | 24,268,983 | 25,154,281 | 3.6% |
| 604-Reserves | Reserve | 160,066 | 181,355 | 13.3% |
| | **Funding Source Total** | **24,429,049** | **25,335,636** | **3.7%** |

# High Performing Government

## *Offer 6.1: Human Resources and Learning & Development Programs and Services*

2015: $1,963,994 and 13.35 FTE

2016: $1,993,278 and 13.35 FTE

## Offer Summary

This offer funds core transactional, operational and strategic HR and Learning & Development functions. Services provided include: talent acquisition, employee compensation and rewards, administrative services, employee records management, HR technology systems, performance management, learning and development, engagement and retention, workforce planning and talent management, and employee relations.  HR provides services to internal customers (i.e., senior leadership, managers, supervisors, employees, City Council), and external customers (i.e., citizens, visitors, prospective talent, Poudre River Public Library District, Poudre Fire Authority, Downtown Development Authority, Housing Authority).

Human Resources and Learning & Development Services:
 - Provide high-quality, customer-focused, operational and strategic HR services, learning & development for 2,302 employees (1,284 regular and 1,018 hourly)
 - Engage and retain talent (tenure: avg. 11 yrs.,  13% 26+ yrs., and 33% 5 yrs. or less)
 - Develop and administer competitive, market-based compensation and employee reward programs
 - Manage employment risk; support City's legal and regulatory needs
 - Leverage technology to enhance processes, automate workflow, and increase reporting capability
 - Focus on talent management and building organizational capabilities to sustain current and anticipated workforce needs
 - Create a competency-based Talent Management System as a framework for defining career paths, establishing pay bands, updating compensation practices, evaluating employee and team performance, supporting an engaged workforce, recognizing value of teamwork, and driving performance excellence
 - Publish workforce metrics and dashboards, and measure HR results
 - Manage employee personnel records
 - Provide competency development for 2,302 employees across 38 departments (23,135 training hours in 2013)
 - Liaise with Human Relations Commission
 - Fraternal Order of Police Collective Bargaining

## Offer Highlights

- Workforce Planning and Talent Acquisition– Identify short and long-term staffing needs, develop talent pipeline, source candidates (job fairs, social media, employee referral),recruit applicants, manage hiring process, onboard new hires

- Employee Onboarding, Performance, Development and Succession – Create and maintain programs to build and support an engaged workforce, link employees to organization goals, provide relevant and timely multi-rater performance feedback, develop skills and create opportunities for career resilience and talent succession

# High Performing Government

## *Offer 6.1: Human Resources and Learning & Development Programs and Services*

- Employee Compensation and Rewards – Develop market-based, competitive pay programs; define position skill and competency framework; provide career paths; manage pay structure; administer compensation policies and recognition programs

- Administrative Services and HR Technology Systems Management – Reception, verify employment, process drug tests and employment backgrounds, respond to records requests, monitor department budget. Manage electronic employee records; generate reports, metrics, dashboards; support integrated talent management software system for learning, performance, recruitment and onboarding

- Talent Management System – create framework for: defining career paths and building career resilience; establishing pay bands and updating compensation practices; evaluating employee and team performance; supporting an engaged workforce; recognizing value of teamwork; and driving performance excellence

### Additional information can be found at:

- -www.fcgov.com/humanresources/
- -http://citynet.fcgov.com/humanresources/hr-metric.php

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: Our strategy is to build and sustain the City's workforce with Human Resources programs and services for the purpose of attracting, developing, promoting, retaining, and rewarding employees to ensure the organization's workforce is skilled to meet the demands and expectations of the community for today and the future.

- HPG 7.2. Improve core Human Resources systems and develop a total reward system.: As a progressive organization, the City of Fort Collins is re-engineering its competency framework to align pay, performance, learning, development and succession for the workforce. These systems align and drive behaviors, which create an engaged workforce capable of achieving the outcomes of the City's Strategic Plan.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.: The organization's need for more flexible career paths and a system.....

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.: This offer supports the resources to enhance the organization's ethical culture by creating standards, training programs, processes and a technical solution to report and evaluate potention ethical complaints.

### Improvements & Efficiencies

- Developed, implemented and improved monthly Workforce Metrics interactive reports and dashboards

- Conducted process mapping of job evaluation, recruitment and onboarding

## High Performing Government

## *Offer 6.1: Human Resources and Learning & Development Programs and Services*

- Contracted with vendor to implement talent management software to automate recruitment, selection and onboarding processes.  Will dramatically reduce time needed to screen candidates and process new hires.

- Annual assessment of performance evaluation process to identify opportunities for improving process, content and value

- Implemented customized eLearning technology for easy, on-demand  access to training courses

- Updated process to improve timeliness of employee milestone anniversary recognition

**Performance Metrics**

- HPG 6. City Employee Cumulative Turnover Rate (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91357
- HPG 38. HR performance based on Internal Services survey (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358
- HPG 40. HR recruitment performance based on Internal Services survey report (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91360
- HPG 42. Total hours of training attended (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91362
- HPG 43. HR Q14 Question - within the last six months, the City has provided me opportunities to learn and grow? (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91363
- HPG 76. % of citizens responding very good/good quality of contact with a City employee in terms of - Overall impression (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109934

**Personnel Changes**

- .25 FTE Assistant City Manager is allocated to HR Core and Benefits Core
  .75FTE SR HRIS/Benefits Analyst allocated to HR Core and .25 FTE to Benefits Core;
  Reclassification of Compensation Manager to Compensation & Technology Manager

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

## *Offer 6.1:  Human Resources and Learning & Development Programs and Services*

- Compensation Manager will be reclassified to Compensation and Technology Manager in 2014. 2015 and 2016 Budgets include this change.
  HR Strategic Partner Manager will be reclassified to Talent Management Manager in 2014.  2015 and 2016 Budgets include this change.
  Learning and Org Development Manager will be reclassified up one pay grade in 2014.  2015 and 2016 Budgets include this change.

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

The design, integration and administration of the enterprise-wide ethics program, plus a reporting tool and any related training will be absorbed in the Learning core services.

$26,250 for ongoing license fees has been removed from 2016 budget and more appropriately added to offer 6.4 Enhancement: HR Technology Upgrade. This is for the Succession module.

$20,000 for subscription to online resource has been withdrawn

**Other Information**

Offer Owner:  JBusch

Offer Type:  Ongoing Programs and Services

Original Offer Number:  6.1

Lead Department:  Human Resources

# High Performing Government

## 6.1:  Human Resources and Learning & Development Programs and Services

### Ongoing Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 13.35 | 13.35 | - % |

| **Expenses** | | | |
|---|---|---|---|
| 511000 - Salaries & Wages | 999,966 | 1,019,831 | 2.0% |
| 512000 - Benefits | 291,676 | 300,263 | 2.9% |
| 519000 - Other Personnel Costs | 28,618 | 29,191 | 2.0% |
| **510000 - Personnel Services** | **1,320,260** | **1,349,285** | **2.2%** |
| 521000 - Professional & Technical | 334,900 | 335,000 | - % |
| 529000 - Other Prof & Tech Services | 5,800 | 5,800 | - % |
| **520000 - Purchased Prof & Tech Services** | **340,700** | **340,800** | **- %** |
| 533000 - Repair & Maintenance Services | 171,749 | 171,780 | - % |
| 534000 - Rental Services | 17,300 | 17,300 | - % |
| **530000 - Purchased Property Services** | **189,049** | **189,080** | **- %** |
| 542000 - Communication Services | 14,000 | 14,000 | - % |
| 543000 - Internal Admin Services | 683 | 701 | 2.6% |
| 544000 - Employee Travel | 15,577 | 15,577 | - % |
| 549000 - Other Purchased Services | 51,200 | 51,210 | - % |
| **540000 - Other Purchased Services** | **81,460** | **81,488** | **- %** |
| 555000 - Office & Related Supplies | 9,450 | 9,550 | 1.1% |
| 559000 - Other Supplies | 23,075 | 23,075 | - % |
| **550000 - Supplies** | **32,525** | **32,625** | **0.3%** |
| **Total Expenses** | **1,963,994** | **1,993,278** | **1.5%** |

| **Funding Sources** | | | |
|---|---|---|---|
| 100-General | Ongoing | 1,963,994 | 1,993,278 | 1.5% |
| **Funding Source Total** | | **1,963,994** | **1,993,278** | **1.5%** |

## High Performing Government

### *Offer 6.2:  ENHANCEMENT: Human Resources and Communications and Public Involvement Office Admin Support - 1.0 FTE*

2015: $46,595 and 1.00 FTE

2016: $47,607 and 1.00 FTE

<div style="background-color:green; color:white;">**Offer Summary**</div>

This offer funds a 1.0 FTE to coordinate administrative support efforts for the Employee Communications Service Area (ECS), which includes Human Resources (HR) and the Communications & Public Information Office (CPIO).

For many years, HR has had one Administrative Support employee who performs duties of two jobs bundled into one: maintains office systems and procedures, coordinates information distribution and provides assistance to employees and the public, processes payroll changes for hourly employees, processes employee personal information changes, monitors pre-employment drug test results, and conducts financial transactions.

There is a considerable need to separate this position into two: one job dedicated to providing customer service/reception support to both internal and external customers, and administrative support to ESC staff; one job dedicated to processing hourly and contractual payroll pay changes required by City, State and Federal laws, and to provide back up to the Personnel Specialist who processes unclassified management and classified changes and administers position control.

Additionally, CPIO has very limited administrative support and current funding only covers 10 hours/week, which is not sufficient, particularly following the reorganization of Citywide communications and marketing positions into CPIO.

In the short-term, HR partnered with CPIO to hire an hourly employee to provide administrative/reception support. HR was then able to dedicate staff time to the critical function of processing payroll transactions. The hourly support was funded with vacancy savings that will not be available in 2015.

There is a demonstrated long-term need for administrative support for both departments. This individual would work 20 hours/week each in HR and CPIO to provide customer service, manage calendars/schedule meetings, ensure security procedures are followed, assist with employee recognition and thank you card programs, and respond to inquiries/requests.

<div style="background-color:green; color:white;">**Offer Highlights**</div>

- Current combination of reception duties and processing payroll  transactions is a flawed model, and dedicated administrative support is needed for the department, and especially for managers

- CPIO Director has very limited administrative support as existing funding is only for 10 hours a week; this offer expands that to 20

- Provides reception/part-time administrative support for HR management team; currently none exists.

**High Performing Government**

## *Offer 6.2:  ENHANCEMENT: Human Resources and Communications and Public Involvement Office Admin Support - 1.0 FTE*

- Resolves the significant vulnerability in HR that currently exists with lack of back-up to the Personnel Specialist

- Dedicated focus needed for personnel payroll process; attention to detail and the need to keep up with changes in technology

### Scalability and explanation

Not applicable.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  This administrative position will free up capacity for HR and CPIO managers and allow them to focus more on strategic initiatives rather than clerical/administrative tasks.

### Performance Metrics

- HPG 38. HR performance based on Internal Services survey (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358

### Personnel Changes

- Addition of 1.0 FTE classified position. Funding is provided 50% from HR and 50% from CPIO.  CPIO would redirect existing resources for 10 hours per week to this position.

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- CPIO has existing funding that will be transferred to HR if this offer is accepted. This reduces the amount of requested personnel costs as follows:
  2015  -$15,792
  2016 - $16,202

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

HPG requested additional explanation for Account 519999 which is now included.

### Other Information

**High Performing Government**

## *Offer 6.2: ENHANCEMENT: Human Resources and Communications and Public Involvement Office Admin Support - 1.0 FTE*

Offer Owner:  JBusch

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  6.2

Lead Department:  Comm. & Public Involvement

# High Performing Government

**IHANCEMENT: Human Resources and Communications and Public Involvement Office Admin Support -**

**Enhancement to Programs and Services**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

### Expenses

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 45,150 | 46,054 | 2.0% |
| 512000 - Benefits | 16,230 | 16,748 | 3.2% |
| 519000 - Other Personnel Costs | (15,792) | (16,202) | 2.6% |
| **510000 - Personnel Services** | **45,588** | **46,600** | **2.2%** |
| 542000 - Communication Services | 507 | 507 | - % |
| **540000 - Other Purchased Services** | **507** | **507** | **- %** |
| 555000 - Office & Related Supplies | 500 | 500 | - % |
| **550000 - Supplies** | **500** | **500** | **- %** |
| **Total Expenses** | **46,595** | **47,607** | **2.2%** |

### Funding Sources

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 46,595 | 47,607 | 2.2% |
| | **Funding Source Total** | **46,595** | **47,607** | **2.2%** |

**High Performing Government**

## *Offer 6.3: ENHANCEMENT: Human Resources Talent Management Partner - 1.0 FTE*

2015: $74,276 and 1.00 FTE

2016: $86,643 and 1.00 FTE

### Offer Summary

This offer funds the addition of 1.0 FTE to enhance the delivery of strategic Human Resources (HR) services, support employee engagement and align HR efforts with the City's business strategy. Currently there are two full-time staff dedicated to supporting supervisor, department and individual employee partner needs. The role was designed to deliver both operational and strategic services. However, operational demands and the more transactional needs (i.e., performance management, investigations, development plans, discipline, regulatory compliance, conflict resolution) of approximately 2,300 employees (1,300 regular and 1,000 hourly) have consumed capacity necessary to deliver strategic HR service. HR completed a re-design of the department and identified talent management as an area in need of focused attention. This conclusion is supported by the City's Internal Services Survey (ISS) results and industry research, including a study by Deloitte Consulting LLC, which found that 60% of senior business executives described HR's capability of addressing business needs as adequate, but needing improvement, and a mere 4% described it as highly effective. Both suggest that HR must up its game in the provision of value-added business support.

Talent Management Partner Role:
 - Understand department business and how the workforce supports delivery of results
 - Utilize workforce data to support decision-making process
 - Support assessment of existing talent, forecasting of future talent needs, recruitment and succession
 - Consult with managers on workforce needs to achieve business strategies
 - Advocate for programs that support goals and objectives
 - Coordinate delivery of programs that support team development and organization excellence
 - Support supervisor efforts to retain and engage high performing employees

### Offer Highlights

- FTE to support re-engineering of HR Partner model and resource provision of strategic talent management support as well as ongoing, more transactional employee services

- Talent Management: workforce planning, recruitment, retention, performance management, discipline, succession, change management, team building, management consulting, data analysis

### Scalability and explanation

Offer requests 1.0 FTE.  Reduce to .8 FTE or .75 FTE with impact on ability to provide strategic talent management services to entire organization

### Additional information can be found at:

- http://www.deloitte.com/view/en_US/us/Services/consulting/human-capital/

### Linkage to Strategic Objectives

## High Performing Government

## *Offer 6.3:  ENHANCEMENT: Human Resources Talent Management Partner - 1.0 FTE*

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  Support managers as they align talent needs with current and future business goals and objectives. Resource analysis of workforce, identify talent gaps, support team and individual development and succession planning

- HPG 7.2. Improve core Human Resources systems and develop a total reward system.:  Additional FTE provides resources needed to separate "transactional" HR services such as: Hiring (Posted average of 135 jobs/yr. with average 10,788 applicants/year), Investigations (ave20/year), Disciplinary Actions (average 11/quarter) from more strategic talent management services

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.:  Utilize talent management system (competencies, career paths, performance competencies) to support talent acquisition, employee development and the sustainability of the City workforce.

### Performance Metrics

- HPG 38. HR performance based on Internal Services survey (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358
- HPG 40. HR recruitment performance based on Internal Services survey report (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91360

### Personnel Changes

- Additional 1.0 FTE classified position

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Proposed position estimated time to fill is March 1 - for a savings of $12,852

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

HPG suggested linking to Strategic Objective 7.3.  This has been done.

### Other Information

Offer Owner:  JBusch

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  6.3

Lead Department:  Human Resources

# High Performing Government

## 6.3: ENHANCEMENT: Human Resources Talent Management Partner - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---:|---:|---:|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |
| **Expenses** | | | |
| 511000 - Salaries & Wages | 64,430 | 65,719 | 2.0% |
| 512000 - Benefits | 19,106 | 19,682 | 3.0% |
| 519000 - Other Personnel Costs | (12,852) | - | - % |
| **510000 - Personnel Services** | **70,684** | **85,401** | **20.8%** |
| 542000 - Communication Services | 1,167 | 1,167 | - % |
| **540000 - Other Purchased Services** | **1,167** | **1,167** | **- %** |
| 555000 - Office & Related Supplies | 2,425 | 75 | -96.9% |
| **550000 - Supplies** | **2,425** | **75** | **-96.9%** |
| **Total Expenses** | **74,276** | **86,643** | **16.7%** |

### Funding Sources

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---:|---:|---:|
| 100-General | Ongoing | 74,276 | 86,643 | 16.7% |
| **Funding Source Total** | | **74,276** | **86,643** | **16.7%** |

# High Performing Government

## *Offer 6.4:  ENHANCEMENT: HR Technology Upgrade*

2015: $173,000 and 0.00 FTE

2016: $0 and 0.00 FTE

**Offer Summary**

This offer funds a major technology migration from the City's existing talent management software system to a recently-acquired system called Cornerstone on Demand. Technology such as Cornerstone supports our organization's talent management objectives and facilitates the accomplishment of strategic goals. It integrates workforce processes (recruiting, performance, learning, succession planning) using a common competency structure and supports key talent management processes designed to attract, develop, manage, engage and retain employees.

In 2007, the City contracted with a vendor to introduce an integrated talent management system to the City. This technology was implemented to support employee performance management and learning processes. The long-term strategy included adding recruitment and workforce management modules to leverage the technology's full functionality. However, the City has witnessed the following events leading to a necessary move to a new vendor and technology solution:

• Software acquisition – The original software was sold to a large HR consulting company in 2008.

• Vendor merger – This company then merged with another firm in 2010. Over time, this led to changes in the software platform and functionality being offered. This vendor is not currently supporting recruitment as part of their talent management suite.

• Substandard service delivery – The City has experienced a deteriorating level of service from the current firm. This has caused frustration for City employees using the system and delays in implementation of important learning processes.

A fully-functioning integrated talent management system remains a critical element in supporting the City's talent management strategy. This offer funds one-time dollars needed for implementation, data migration and training of Cornerstone Learning Cloud ($109,000) and Performance Cloud ($50,000) in 2015, and Succession ($51,250) in 2016.

**Offer Highlights**

- Investment in technology that supports employee performance management, learning and development, succession, and social collaboration

- Migration from a product no longer aligned with the City's vision to one identified as a leader in the industry

- After one-time implementation costs, vendor guarantees licensing fees for 4 years.  Annual licensing costs for Learning: $66,875  and Performance: $48,125  is less than the annual licensing fee of existing talent management vendor

**Scalability and explanation**

Data conversion and migration costs are estimates and may be less if learning data is not migrated from current provider.

**Additional information can be found at:**

# High Performing Government

## *Offer 6.4: ENHANCEMENT: HR Technology Upgrade*

- http://www.cornerstoneondemand.com/news/press-releases/cornerstone-ondemand-positioned-leader-2013-gartner-magic-quadrant-talent

<div style="background-color:green;color:white;font-weight:bold;padding:4px;">Linkage to Strategic Objectives</div>

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: Integrated talent management systems support the processes that ensure organizations have the right talent to deliver service

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: Offer supports department and organization  - Increased need for data that can be used to aide business decision-making and workforce modeling; demand for quick access to customized metrics, dashboards and reports; ability to quickly adapt to changing needs.  Employees – Desire mobile access to systems and information, ability to connect via social media

- HPG 7.2. Improve core Human Resources systems and develop a total reward system.:  Current manual processes (applicant screening, correspondence, on-boarding) will be automated resulting in significant improvements in the recruitment process for managers and in the customer experience for applicants and new hires.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.:  Align similar jobs and skill sets across the organization to address succession planning and career progression. System allows the City to move closer to the long-term vision of having an integrated system that supports workforce analytics, gap analysis, succession planning, talent sourcing, and employee development.

<div style="background-color:green;color:white;font-weight:bold;padding:4px;">Performance Metrics</div>

- HPG 38. HR performance based on Internal Services survey (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358
- HPG 42. Total hours of training attended (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91362
- HPG 43. HR Q14 Question - within the last six months, the City has provided me opportunities to learn and grow? (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91363

<div style="background-color:green;color:white;font-weight:bold;padding:4px;">Personnel Changes</div>

- Not Applicable

<div style="background-color:green;color:white;font-weight:bold;padding:4px;">Differences from Prior Budget Cycles</div>

- Not applicable

<div style="background-color:green;color:white;font-weight:bold;padding:4px;">Explanation of Any Adjustments to Personnel Costs using object 519999</div>

**High Performing Government**

## Offer 6.4:  ENHANCEMENT: HR Technology Upgrade

- Not applicable

<div style="background-color:green;color:white;font-weight:bold;">Summary of Changes Requested by BFO Teams or the Budget Lead Team</div>

Funding source was corrected to (100-Reserves) to reflect one-time software implementation costs of $173,000 in 2015 for performance and learning. On-going license fees are included in Offer 6.1 Core Human Resources offer with current vendor.  If this offer is funded, ongoing license fees will be guaranteed for 4 years at a rate slightly less than our existing rate. The Succession Cloud would be implemented in 2016, using one-time reserves of $29,000 and ongoing license fee of $26,250.

<div style="background-color:green;color:white;font-weight:bold;">Other Information</div>

Offer Owner:  JBusch

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  6.4

Lead Department:  Human Resources

# High Performing Government

## 6.4: ENHANCEMENT: HR Technology Upgrade

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 521000 - Professional & Technical | 14,000 | - | - % |
| **520000 - Purchased Prof & Tech Services** | **14,000** | **-** | **- %** |
| 533000 - Repair & Maintenance Services | 159,000 | - | - % |
| **530000 - Purchased Property Services** | **159,000** | **-** | **- %** |
| **Total Expenses** | **173,000** | **-** | **- %** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General One-time Revenue | One-Time Restricted | 173,000 | - | - % |
| | **Funding Source Total** | **173,000** | **-** | **- %** |

# High Performing Government

## Offer 6.6: ENHANCEMENT: Leadership Development Program (Lead ICL, 1.0, 2.0, 3.0 & 4.0)

2015: $110,000 and 0.00 FTE

2016: $110,000 and 0.00 FTE

### Offer Summary

This offer funds an enterprise-wide Leadership Development program accessible to all levels of employees. The City's philosophy is that everyone is a leader, as illustrated by our flattening organization and complex workplace challenges that require significantly broader collaboration, communication, ethical decision-making, emotional intelligence, strategic thinking and execution, and ability to lead in a constantly changing environment. Leadership development needs to be an inclusive effort. The City must align structure, development and strategy around leaders' contributions and capabilities in order for the organization to compete and perform for the purpose of meeting the community's expectations today and tomorrow.

Subsequently, the City must develop a broader pool of leaders in order to address succession planning issues and ensure the talent pipeline is well-stocked; generate employee engagement, which leverages the influence that exists throughout all levels of the organization; and uniquely challenge and retain employees so that they can contribute in a meaningful way, build their skills and knowledge, extend their impact and mentor other employees. Essentially, this leadership development program is designed to capitalize on the vast capabilities found at all levels of the organization. The City of Fort Collins initiated leadership development as a pilot in 2011 and 2013, and experienced solid return on expectations/results, therefore, this offer is designed to continue and expand the program.

The Lead Program encompasses five leadership levels:
* Individual Contributors/Leader (ICL)
* Aspiring/New supervisor (Lead 1.0)
* First-level supervisor/manager (Lead 2.0)
* Mid-level (Lead 3.0)
* Executive (Lead 4.0)

Approximately 400 employees would be involved in this program over the course of two years.

### Offer Highlights

- Individual Contributor Leader (ICL). Program encompasses specific career exploration consultation & leadership development planning to identify leadership competencies critical for success for their chosen career path or desired leadership goals. Leverage skill development courses to grow and develop leadership skills. Cost for ICL is incorporated in the core Learning & Development offer.

- Aspiring/New Supervisor Leader (Lead 1.0). Program encompasses specific assessments, webinars, bi-weekly group forums and skill development courses to target specific competencies to grow and strengthen the leadership capabilities at this level. Lead 1.0 would be offered in 2015 and 2016 with 25 participants attending each year.

# High Performing Government

## *Offer 6.6: ENHANCEMENT: Leadership Development Program (Lead ICL, 1.0, 2.0, 3.0 & 4.0)*

- First-level Supervisor/Manager Leader (Lead 2.0). Program encompasses specific assessments, coaching and skill development courses to target specific competencies to grow and strengthen the leadership capabilities at this level. Lead 2.0 would be offered to 115 supervisors/managers in 2015 and 115 supervisors/managers in 2016.

- Newly Hired/Promoted Mid-level Leader (Directors) (Lead 3.0) and Executive Leader (4.0). Program encompasses specific assessments and coaching to target specific competencies to grow and strengthen the leadership capabilities at this level. An estimate of 17 participants for both programs, spanning 2015 and 2016, is planned.

- Current Mid-Level Leader (Directors) (Lead 3.0) and Executive Leader (Lead 4.0. Program encompasses specific skill development courses / executive forums and coaching to sustain leadership development and enable those leaders to "coach" others. An estimate of 109 participants for both programs, spanning 2015 and 2016, is planned.

### Scalability and explanation

- The cost of Lead 1.0 is included in this offer. This offer is scalable by leadership role and could be scaled up as referenced below. If  funding  is not available this budget cycle,  the request  will be made in 2017.
- Cost of Lead 2.0 for 2015 $200,000 and $202,000
- Cost of Lead 3.0 and 4.0 for 2015 and 2016 is $21,400.00 (New hired/promoted directors and executive leaders)
- Cost of Lead 3.0 and 4.0 for 2015 and 2016 is $40,000 (Ongoing performance support for directors and executives.)

### Additional information can be found at:

- http://citynet.fcgov.com/humanresources/learning

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: Program is designed to target a ¼ of our workforce (supervisors/managers) for specific leadership development similar to 2011 and 2013 pilot programs that received solid return on investment. Leadership development needs to be an inclusive strategy to retain, engage and develop capabilities across all levels of leadership in the organization to meet the community's expectations for service.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.: HR will create a competency-based Talent Management System as a framework for defining career paths, develop and support a pipeline of candidates for different positions throughout the City to maintain its uninterrupted operations and ensure business continuity. These leadership programs are designed to skill and equip aspiring individuals for upward mobility and career resiliency.

**High Performing Government**

## *Offer 6.6: ENHANCEMENT: Leadership Development Program (Lead ICL, 1.0, 2.0, 3.0 & 4.0)*

**Performance Metrics**

- HPG 38. HR performance based on Internal Services survey (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358

**Personnel Changes**

- Not applicable

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

HPG requested more clarification requiring funding and scope of services provided to the leaders in our organization.

**Other Information**

Offer Owner:  JBusch

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  6.6

Lead Department:  Human Resources

# High Performing Government

## 6.6:  ENHANCEMENT: Leadership Development Program (Lead ICL, 1.0, 2.0, 3.0 & 4.0)

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 521000 - Professional & Technical | 110,000 | 110,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **110,000** | **110,000** | **- %** |
| **Total Expenses** | **110,000** | **110,000** | **- %** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 110,000 | 110,000 | - % |
| | **Funding Source Total** | **110,000** | **110,000** | **- %** |

**High Performing Government**

## *Offer 6.7: ENHANCEMENT: Learning & Development Coordinator - 1.0 FTE*

2015: $76,736 and 1.00 FTE

2016: $78,445 and 1.00 FTE

<div style="background-color:green; color:white">**Offer Summary**</div>

This offer funds 1.0 FTE classified position to support, coordinate, and administer programs and services designed and implemented by the Learning & Organizational Development Division for approximately 2,302 employees.

This division is currently managed by one person, the Learning & Organizational Development Manager, and is referenced in the Human Resources and Learning & Development ongoing offer (6.1). The demand for service significantly exceeds what can be delivered by one person. Currently, there are no resources dedicated to supporting the manager or division. While the City of Fort Collins invests capital for employees to learn, develop, enhance, and upgrade their knowledge and skills required to meet the City's goals, the demand for services has increased in these areas: onboarding, workforce planning, culture development, ethics and business analytics.

Learning & Development Services & Programs:
* Lead an effort to assess and document the employee's current capabilities and expected future needs given the changing workforce demographics and economic environment
* Support the Learning & Organizational Development Manager's efforts by collecting learning data, monitoring the ethics reporting system, and coordinating all transactional and operational functions
* Administer onboarding activities associated with talent acquisition and recruitment
* Assist with implementing and coordinating supervisory/management courses
* Coordinate leadership development program(s), if funded
* Consult with departments to train in areas such as, high performing teams, communication, customer service, ethical decision-making, etc.

<div style="background-color:green; color:white">**Offer Highlights**</div>

- Create a Learning Coordinator position to serve the organization's over-whelming demand for learning and development services in the areas of: talent acquisition & onboarding, talent management, succession planning / career paths, leadership development, supervisory/management training, ethics training, and business analytics.

- Provide critical transactional and operational support for the Learning and Organizational Development Manager, allowing the manager to focus on organizational priorities that align talent management to drive performance, forecast future talent development needs, and sustaining current learning and development activities to achieve desired results.

- Expand the City's onboarding process to train/facilitate new employee orientations for all classifications of employees to assimilate new hires in the City's culture and the community's expectations.

<div style="background-color:green; color:white">**Scalability and explanation**</div>

## High Performing Government

### *Offer 6.7: ENHANCEMENT: Learning & Development Coordinator - 1.0 FTE*

A) Elimination of 1.0 FTE with this impact: Scope and timeliness of services and programs expected by the organization will be reduced or unmet. Reduction will occur in supervisory/management training program, aligning competencies to career paths, gathering data, administering onboarding activities, and responsiveness with transactional and operational functions. The Leadership Development offer is contingent upon this offer being funded.

### Additional information can be found at:

- http://citynet.fcgov.com

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: The demand for service significantly exceeds what can be delivered by one person, and there are currently ongoing resources dedicated to supporting the Learning & Org. Development Manager. In order to achieve the business priorities, this resource is needed to serve the organization.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.: The Human Resources department will create a competency-based Talent Management System as a framework for defining career paths, develop and support a pipeline of candidates for different positions throughout the City to maintain its uninterrupted operations and ensure business continuity. This offer allows this dedicated resource to assist in the design and implementation of this project.

- HPG 7.6. Enhance the use of performance metrics to assess results.: The Learning Coordinator will play a key role in collecting, tracking, analyzing and reporting learning metrics and tying those learning metrics to business strategies.

### Performance Metrics

- HPG 42. Total hours of training attended (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91362
- HPG 43. HR Q14 Question - within the last six months, the City has provided me opportunities to learn and grow? (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91363
- HPG 76. % of citizens responding very good/good quality of contact with a City employee in terms of - Overall impression (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109934

### Personnel Changes

- This offer would convert this hourly position to a classified Learning Coordinator position for 2015-2016.

### Differences from Prior Budget Cycles

# High Performing Government

## *Offer 6.7:  ENHANCEMENT: Learning & Development Coordinator - 1.0 FTE*

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Propose to fill 1.0 Learning Coordinator position in February 2015   ($5814)

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Per HPG Results team recommendation to include ethics reporting tool in a separate offer, it has been withdrawn from this offer together with the requested .5 FTE.  Reporting tool costs and related training will be absorbed in BFO offer 6.1 using 2015 / 2016 budget allocation. Lastly, since the 0.5 FTE was not competitive with other resource needs, the research, coordination, training and administration of an enterprise-wide Ethics program will be added as a responsibility for the HR Talent Management Partner (BFO Enhancement 6.3). Should that position be unfunded through this budget process, HR will discuss how to reprioritize other commitments to absorb that responsibility within BFO Offer 6.1:  Core Human Resources, Learning & Development Services.


Expenses have been reduced accordingly. Offer title has been changed.

### Other Information

Offer Owner:  JBusch

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  6.7

Lead Department:  Human Resources

# High Performing Government

## 6.7:  ENHANCEMENT: Learning & Development Coordinator - 1.0 FTE

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |
| **Expenses** | | | |
| 511000 - Salaries & Wages | 57,527 | 58,678 | 2.0% |
| 512000 - Benefits | 18,075 | 18,632 | 3.1% |
| **510000 - Personnel Services** | **75,602** | **77,310** | **2.3%** |
| 542000 - Communication Services | 507 | 507 | - % |
| 543000 - Internal Admin Services | 52 | 53 | 1.9% |
| **540000 - Other Purchased Services** | **559** | **560** | **0.2%** |
| 555000 - Office & Related Supplies | 575 | 575 | - % |
| **550000 - Supplies** | **575** | **575** | **- %** |
| **Total Expenses** | **76,736** | **78,445** | **2.2%** |

**Funding Sources**

| 100-General | Ongoing | 76,736 | 78,445 | 2.2% |
|---|---|---|---|---|
| **Funding Source Total** | | **76,736** | **78,445** | **2.2%** |

# High Performing Government

## *Offer 9.1: Information Technology Application Services*

2015: $2,608,962 and 15.55 FTE

2016: $2,650,685 and 15.55 FTE

This offer funds the City's Application Services Division within the IT Department. Application Services provides a wide range of technical support services for enterprise, departmental and custom applications. Application Services also provides GIS and website services.

Application Services
- In the last two years, Application Services has processed more than 5,000 HelpDesk tickets
- We have been surveying customer satisfaction after a HelpDesk ticket has been completed; over the last two years our scores averaged 4.64-4.81 out of 5.
- Application Services has put in more than 64,000 IT project hours from 2012 to 2013
- Oversees and manages the City's GIS data, and provides GIS data analyses, data maintenance, maps and public-facing GIS websites
- Supports and maintains the City's financial management software, financial reporting systems, sales tax software and credit card processing systems
- Provides support for municipal voting/election software
- Provides enterprise database support
- Supports enterprise reporting and performance management systems
- Provides training on a variety of applications within the organization
- Maintains the City's website, fcgov.com, and Citynet the City's intranet site
- Develops and maintains custom web applications including CityDocs, the Performance Dashboard, FCTrip, OpenBook, the Development Proposals Under Review site, and much more
- Develops and maintains custom applications including the organization's budgeting software (BART), City Wellness application, bike registry program and others
- Provides application support for land management, code enforcement, planning activities, and other functions for Community and Development services
- Supports the City's document management system, which houses more than 1 million documents dating back to 1889

Application Services provides a variety of products and services that support the organization's commitment to fiscal management, operational excellence and innovation.

- Application Services provides 24/7 mission critical support. The support provided by our GIS team was invaluable during the 2013 flood and immediately thereafter. During emergencies, GIS information is required for maps of road closures, route management, and provides data for federal agencies.

- Application Services assists City departments on the procurement, security, training, and use of applications. Application Services staff often work to ensure that applications internally managed or cloud based will meet the needs of City departments and the community.

## High Performing Government

### *Offer 9.1: Information Technology Application Services*

- Financial stewardship, transparency and security are important values of the City organization. Applications such as JDEdwards, Crystal Reports, MSGovern, BART, and Business Objects provide critical financial management, financial reporting, budget creation, sales tax and billing, and other functions for the City organization.

- Application Services manages and maintains our website FCGov.com. Our website has served 10 million visitors in the last 5 years; it averages 7,000 to 10,000 daily users. During the 2013 flood our website served as many as 65,000 visitors. In 2012 we were honored to be recognized by The National Association of Web Professionals as the Pinnacle Award winner in the medium population category.

- Application Services was tasked with developing a dashboard tool that would provide performance measurement information. With the help of multiple departments we developed the Community Dashboard site. This site took the organization's performance data and made it interactive and accessible. In 2013, we were honored to be recognized by the Colorado Association of Information Technology.

### Additional information can be found at:

- http://www.fcgov.com/
- http://www.fcgov.com/it/
- http://citydocs.fcgov.com/
- http://www.fcgov.com/it/metrics.php
- http://fcgov.maps.arcgis.com/apps/MapTour/index.html?appid=8d53c384120c4c23b35da408f7e916c0&webmap=cad139bdc79047de89e4fe1db72daa87

### Linkage to Strategic Objectives

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.: Application Services provides support for a wide range of applications that support City staff and the community.

- ECON 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.: Application Services develops and maintains a wide variety of websites that support organizational transparency. Examples include the City's Community Performance Dashboard, CityDocs, FCGov.com, Development Review site, and many others.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: Application Services provides a wide range of applications and websites that support organizational efficiency by offering systems that streamline workflow, provide data for reporting, and streamline communications.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.: We have implemented several application upgrades over the past 2 years. We upgraded our financial management application, implemented a new sales tax application, and upgraded the City's intranet page and much more. These types of upgrades ensure the organization is using current technology that supports operational needs.

## High Performing Government

### *Offer 9.1:  Information Technology Application Services*

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  Many of our applications feature advanced security features, large quantities of data, analytics, and support a wide variety of reporting technology. These features promote ethical behavior and make data available and transparent.

**Improvements & Efficiencies**

- Upgraded our financial management system with no impact to City operations. The upgrade also included a new mobile application to improve enterprise time entry and approval.

- Upgraded the City's intranet site, CityNet. CityNet is the organization's primary internal communications portal. This upgrade was based on responsive web design that supports all browsers and all mobile/smart devices and tablets.

- Sales and use tax makes up approximately 57% of the General Fund Revenue collected annually. In 2013 Application Services worked with the City's Finance department to implement a new sales tax and billing software. The new software features a new web based portal for filing online.

- Re-engineered the online Recreation class registration system. This system was experiencing performance issues resulting in customers not being able to register for recreational classes. This system has been upgraded and we have seen record numbers of citizens signing up for classes online.

- Developed redundant cloud base storage process/system for the City Council Agenda. This provides a site which makes the City Council Agenda's available when the City's primary website is unavailable.

- Completed Heuristic Assessment of the FCGov.com website to help us assess what our website does well and what areas we need to improve on in the new design.

- Created the Development Proposals Under Review web application. This application provides data about all the current development proposals under review, and includes location, applicant and description information.

- Created the Performance Management Dashboard. This site provides a quarterly snapshot of the community's progress in attaining key outcomes. Through this Community Dashboard and other performance measurement initiatives we are tracking and reporting the organization's overall progress toward community goals.

- FCMaps was upgraded and now provides timely GIS information in an easy to use viewer. FCMaps is mobile friendly and will work well on tablets and smartphones as well as a desktop browser. Visitors to this site have access to information such as Art in Public Places project, Council districts, bike routes on the bikeway system, statuses of current development projects, and more.

- Developed IT governance structures within Community Services, Community Development and Neighborhood Services, and Police Services. These governance structures assist in the prioritization and management of IT related projects within the respective Departments and Service Areas and across the City organization.

## High Performing Government

## *Offer 9.1: Information Technology Application Services*

### Performance Metrics

- HPG 95. Geographic Information Services availabilty (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299
- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

### Personnel Changes

- None

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Removed all contingency - $50K in 2015, $65K in 2016.

### Other Information

Offer Owner:  CBanister

Offer Type:  Ongoing Programs and Services

Original Offer Number:  9.1

Lead Department:  Information Technology

# High Performing Government

## 9.1: Information Technology Application Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 15.55 | 15.55 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 1,311,352 | 1,337,699 | 2.0% |
| 512000 - Benefits | 364,535 | 374,750 | 2.8% |
| **510000 - Personnel Services** | **1,675,887** | **1,712,449** | **2.2%** |
| 521000 - Professional & Technical | 102,000 | 72,340 | -29.1% |
| 529000 - Other Prof & Tech Services | 2,500 | 2,550 | 2.0% |
| **520000 - Purchased Prof & Tech Services** | **104,500** | **74,890** | **-28.3%** |
| 533000 - Repair & Maintenance Services | 722,255 | 759,502 | 5.2% |
| **530000 - Purchased Property Services** | **722,255** | **759,502** | **5.2%** |
| 542000 - Communication Services | 22,550 | 23,000 | 2.0% |
| 543000 - Internal Admin Services | 833 | 856 | 2.8% |
| 544000 - Employee Travel | 54,410 | 53,416 | -1.8% |
| 549000 - Other Purchased Services | 1,505 | 1,535 | 2.0% |
| **540000 - Other Purchased Services** | **79,298** | **78,807** | **-0.6%** |
| 555000 - Office & Related Supplies | 25,397 | 23,379 | -7.9% |
| 559000 - Other Supplies | 1,625 | 1,658 | 2.0% |
| **550000 - Supplies** | **27,022** | **25,037** | **-7.3%** |
| **Total Expenses** | **2,608,962** | **2,650,685** | **1.6%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 1,437,127 | 1,450,778 | 0.9% |
| 603-Ongoing Revenue | Ongoing Restricted | 1,171,835 | 1,199,907 | 2.4% |
| **Funding Source Total** | | **2,608,962** | **2,650,685** | **1.6%** |

## High Performing Government

### *Offer 9.2:  ENHANCEMENT: Oracle Database Platform*

2015: $0 and 0.00 FTE

2016: $260,000 and 0.00 FTE

<div style="background-color:green; color:white">

**Offer Summary**

</div>

Currently there is only a single enterprise database server that supports a variety of Oracle production databases across the organization. The databases that utilize this server are critical to the operation of enterprise applications that are responsible for land management, municipal court, enterprise document management, Utilities asset management, and Geographic Information Services (GIS) data. These applications require high server availability and accessibility. When a database upgrade is needed for this server, we historically have had to sporadically purchase what Oracle refers to as "term licensing" for the duration of the upgrade, depending on available resources. Term licensing runs about $80,000 for a defined period of time. Upgrades had to occur during the license timeframe or additional costs were incurred.

This offer funds a second Oracle Enterprise Database environment. This offer includes one-time and perpetual licensing costs. Purchasing the second database server provides the redundant environment to ensure that key enterprise applications are consistently available and eliminates the need to purchase term licensing when required upgrades are performed. The annual license fee is less than the cost of term licenses.

**Offer Highlights**

- This offer provides funding for a second Oracle Enterprise Database environment, and includes the one time and perpetual licensing costs.

- This second environment will provide us much more flexibility when upgrading Oracle versions. With this second environment, upgrades could proceed on-schedule and not be dependent from year to year on available funding for term licensing.

- Some applications support new versions of Oracle much faster than others. The second environment provided by this offer ensures the flexibility to keep the applications requiring newer versions of Oracle current without forcing the other applications onto an unsupported version of Oracle.

- This offer provides much needed redundancy and flexibility for the databases that our Oracle Enterprise Database environment supports.

- The Oracle products are reliable and support the database needs of an organization our size.

**Scalability and explanation**

If this offer is not funded, we would continue to purchase term licensing when upgrades to the single oracle data base are required, as funding is available. Term licensing is time-limited. Current costs are approximately $80,000 per term. Upgrades and changes must occur during the limited time period, or additional expenses are incurred. Upgrades of this nature impact City staff and community members who rely on these key applications to effectively and efficiently work with and for the City.

**Additional information can be found at:**

## High Performing Government

### *Offer 9.2:  ENHANCEMENT: Oracle Database Platform*

- http://www.oracle.com/us/products/database/enterprise-edition/overview/index.html
- http://www.fcgov.com/it/
- http://www.fcgov.com/it/metrics.php

**Linkage to Strategic Objectives**

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  This offer provides support for critical applications that are responsible for land management, municipal court, enterprise document management, Utilities asset management, Geographic Information Services, and more.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  This offer funds a second Oracle database server, will reduce downtime and provide flexibility when upgrades are needed. This will decrease the impact on City systems, City staff, and community members.

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.:  This additional server will enable staff to stay current in regards to database versions. When new or currently supported applications require a newer version of Oracle, we will have an environment to support them.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  Having a second environment will provide redundancy, the ability to upgrade in a timely manner, and reduce sporadic increases in cost.

**Performance Metrics**

- HPG 95. Geographic Information Services availabilty (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299
- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

**Personnel Changes**

- None

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Explanation added in scalability section to describe what would happen if this offer is not purchased.
The portion of this offer earmarked as General Fund ongoing moved to General Fund reserves.

# High Performing Government

## *Offer 9.2:  ENHANCEMENT: Oracle Database Platform*

**Other Information**

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  9.2

Lead Department:  Information Technology

# High Performing Government

## 9.2:  ENHANCEMENT: Oracle Database Platform

### Enhancement to Programs and Services

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | | - | - | - % |

**Expenses**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 555000 - Office & Related Supplies | | - | 20,000 | - % |
| | **550000 - Supplies** | **-** | **20,000** | **- %** |
| 565000 - Vehicles & Equipment | | - | 240,000 | - % |
| | **560000 - Capital Outlay** | **-** | **240,000** | **- %** |
| | **Total Expenses** | **-** | **260,000** | **- %** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General One-time Revenue | One-Time Restricted | - | 187,200 | - % |
| 603-Ongoing Revenue | Ongoing Restricted | - | 72,800 | - % |
| | **Funding Source Total** | **-** | **260,000** | **- %** |

## High Performing Government

### Offer 9.3:  ENHANCEMENT: City Hall Technical Support System Specialist - 1.0 FTE

2015: $99,593 and 1.00 FTE

2016: $99,958 and 1.00 FTE

### Offer Summary

This offer proposes a new 1.0 FTE to provide application and technical support for Operations Services and City Hall. City Hall (West) is home to Cable 14, the City Clerk's Office, the City Manager's Office, City Attorney's Office, Sustainability Services and the City Council. Operations Services, located in City Hall East, includes departments such as fleet services, facility services, project management and real estate services. These departments have a variety of critical business applications associated with them, and currently include streaming video services, project management software, mobile applications, facilities and fleet management software. In 2013-2014, the departments and work groups located at City Hall West and City Hall East logged more than 2,600 IT project hours and more than 2,100 HelpDesk tickets. In 2013-2014, technology support included project management, video streaming workflow systems, tablet support, software support, audio/visual support and technical training.

### Offer Highlights

- Departments within City Hall and Operation Services are often exploring new innovative technology solutions. This position is designed to assist those departments in the procurement, management, and ongoing support of the technology they currently use as well as being directly involved in the selection and implementation of new technology solutions.

- Employees associated with both of these parts of the organization are very mobile centric. This position would help support their growing need for mobile/tablet support.

- Currently, when support needs arise at City Hall or Operation Services, the assignment is made to an IT staff person who may be available, but who may or may not be familiar with the product or staff using the application. This position will improve the level of support for both staff and applications used at City Hall and Operation Services.

- Often when selecting or exploring technology to improve a business process a Business Process Review (BPR) is needed. Once this review is completed the information is translated into technical requirements so an appropriate solution can be located. This position would aide in the BPR to ensure that technology solutions meet customer's needs and support the organization's technology environment.

- A designated staff member will be able to assist with technical product and support documentation, which aligns with the organization's commitment to knowledge transfer and the long term success of the organization.

### Scalability and explanation

**High Performing Government**

*Offer 9.3:  ENHANCEMENT: City Hall Technical Support System Specialist -*
*1.0 FTE*

The desired outcome is to fund a single FTE for this role. Funding only .5 FTE for this role will make
finding a qualified person extremely challenging. Job seekers possessing the professional experience
we need in the areas of project management, technical integration and customer service                     may find
a part time position less appealing.

**Additional information can be found at:**

- http://www.fcgov.com/it/
- http://www.fcgov.com/it/metrics.php

**Linkage to Strategic Objectives**

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve
  services.:  This offer will help to maintain a wide variety of applications and hardware utilized by the
  various departments within City Hall and Operation Services.

- HPG 7.1. Improve organizational capability and effectiveness – professional development,
  leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  Currently
  the departments located at City Hall are not being effectively supported. They have surpassed the
  point where basic IT support is sufficient for their needs. These departments require technical
  support with a deeper understanding of the wide variety of technology that the departments in City
  Hall utilize.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and
  quality improvements across all Service Areas.:  This position will increase the speed in which new
  technology is rolled out to the various departments within City Hall.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve
  services.:  This position would be able to provide hands on support and training so that current and
  future technology implemented at City Hall will be used effectively and increase productivity.

**Performance Metrics**

- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

**Personnel Changes**

- 1.0 System Specialist

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

## High Performing Government

### *Offer 9.3: ENHANCEMENT: City Hall Technical Support System Specialist - 1.0 FTE*

Consolidated offer 9.3 and 10.5 into offer 9.3. Operations Services to fund .5 FTE of this offer.

**Other Information**

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  9.3

Lead Department:  Information Technology

# High Performing Government

## 9.3:  ENHANCEMENT: City Hall Technical Support System Specialist - 1.0 FTE

**Enhancement to Programs and Services**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 73,179 | 74,643 | 2.0% |
| 512000 - Benefits | 20,414 | 21,015 | 2.9% |
| **510000 - Personnel Services** | **93,593** | **95,658** | **2.2%** |
| 533000 - Repair & Maintenance Services | 540 | 567 | 5.0% |
| **530000 - Purchased Property Services** | **540** | **567** | **5.0%** |
| 542000 - Communication Services | 660 | 673 | 2.0% |
| 544000 - Employee Travel | 3,000 | 3,060 | 2.0% |
| **540000 - Other Purchased Services** | **3,660** | **3,733** | **2.0%** |
| 555000 - Office & Related Supplies | 1,800 | - | - % |
| **550000 - Supplies** | **1,800** | **-** | **- %** |
| **Total Expenses** | **99,593** | **99,958** | **0.4%** |

**Funding Sources**

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 46,902 | 46,964 | 0.1% |
| 603-Ongoing Revenue | Ongoing Restricted | 52,691 | 52,994 | 0.6% |
| **Funding Source Total** |  | **99,593** | **99,958** | **0.4%** |

## High Performing Government

### *Offer 9.4: ENHANCEMENT: Document Management System Specialist - 1.0 FTE*

2015: $99,593 and 1.00 FTE

2016: $99,958 and 1.00 FTE

<div style="background-color:green;color:white">Offer Summary</div>

Over the last five years, the City organization's acceptance and utilization of document management and document collaboration technology has grown significantly. The technology aligns with the City's initiatives to reduce a reliance on paper. Documents are easily accessed by staff and community members. The program manages more than 1 million documents dating back to the 1800s. The program was originally supported by two employees who provided system administration, support training and program management. When the City was facing a difficult financial season several years ago, cutbacks to the program were made, which included the loss of one of the two staff positions.

The program currently only has one system administrator. The number of staff and citizens who use this application has grown to a point that an additional staff member is needed. This offer funds a Document Management System Specialist to provide support for application administration, security, reporting, training and governance of the City's document management program. This will allow us to address the support gaps and keep up with the significant program growth. In the last two years we have had approximately 1,200 IT project hours relating to document management and have processed more than 600 HelpDesk tickets.

<div style="background-color:green;color:white">Offer Highlights</div>

- The document management program serves the public through our website CityDocs. Documents such as City Council Agendas, engineering documents, and many more records are available to the public. The document management program is used by nearly every City department including Police, Utilities, City Clerk's Office, City Attorney's Office, Planning, Development, Transportation and Finance.

- This offer will fund one FTE to support the growing demand for this program.

- The program manages over 1 million documents dating back to the 1800's. CityDocs is interfaced with our online mapping application FCMaps. We have linked addresses, subdivisions, and other related documents to addresses/locations across the City.

- The document management program has won two awards for Client Excellence and Innovation.

- The document management program also interfaces with systems at the Larimer County District Attorney's Office as well as other law enforcement agencies in Northern Colorado, and makes it possible to send and share law enforcement documents securely.

<div style="background-color:green;color:white">Scalability and explanation</div>

None

<div style="background-color:green;color:white">Additional information can be found at:</div>

## *Offer 9.4:  ENHANCEMENT: Document Management System Specialist - 1.0 FTE*

- http://citydocs.fcgov.com/
- http://www.fcgov.com/it/
- http://gisweb.fcgov.com/FCMaps/Viewer.html? ViewerConfig=http://gisweb.fcgov.com/Geocortex/Essentials/REST/sites/FCMaps/viewers/FCMaps/virtu aldirectory/Config/Viewer.xml
- http://www.fcgov.com/it/metrics.php

### Linkage to Strategic Objectives

- ECON 3.3. Support workforce development and community amenities initiatives that meet the needs of employers within the City.:  This position provides support for the document management program that provides documents that the business community utilizes. These documents include building documents, City Council documents, engineering plans, and much more.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  This offer will help to maintain the enterprise document management program which provides records that are used internally and by our citizens.

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.: Document management technology makes documents easily accessible, searchable, and secure. This supports the productivity and efficiency of the organization.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  Document management technology makes documents easily accessible, searchable, and secure. This supports the productivity and efficiency of the organization.

- ENV 4.11. Demonstrate progress toward achieving zero waste within the community and the City organization.:  The document management program compliments our waste reduction goals by providing an electronic portal for municipal documents. This portal decreases the need to print and store paper records.

### Performance Metrics

- HPG 96. Information Technology Internal Service Survey (Information Technology) https://www.clearpointstrategy.com/publish/direct.cfm? linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

### Personnel Changes

- 1.0 System Specialist

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

**High Performing Government**

## *Offer 9.4:  ENHANCEMENT: Document Management System Specialist - 1.0 FTE*

| Summary of Changes Requested by BFO Teams or the Budget Lead Team |
|---|

Added Strategic Objectives 7.5 and 4.11

| Other Information |
|---|

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  9.4

Lead Department:  Information Technology

# High Performing Government

## 9.4:  ENHANCEMENT: Document Management System Specialist - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 73,179 | 74,643 | 2.0% |
| 512000 - Benefits | 20,414 | 21,015 | 2.9% |
| **510000 - Personnel Services** | **93,593** | **95,658** | **2.2%** |
| 533000 - Repair & Maintenance Services | 540 | 567 | 5.0% |
| **530000 - Purchased Property Services** | **540** | **567** | **5.0%** |
| 542000 - Communication Services | 660 | 673 | 2.0% |
| 544000 - Employee Travel | 3,000 | 3,060 | 2.0% |
| **540000 - Other Purchased Services** | **3,660** | **3,733** | **2.0%** |
| 555000 - Office & Related Supplies | 1,800 | - | - % |
| **550000 - Supplies** | **1,800** | **-** | **- %** |
| **Total Expenses** | **99,593** | **99,958** | **0.4%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 71,700 | 71,963 | 0.4% |
| 603-Ongoing Revenue | Ongoing Restricted | 27,893 | 27,995 | 0.4% |
| | **Funding Source Total** | **99,593** | **99,958** | **0.4%** |

## High Performing Government

### Offer 9.5:  ENHANCEMENT: System Analyst - 0.25 FTE (0.75 to 1.0 FTE)

2015: $0 and 0.00 FTE

2016: $22,799 and 0.25 FTE

**Offer Summary**

The employee who is currently is in this position is set to retire in 2016 after 20 years of service. The employee asked to reduce hours several years ago, and the organization accommodated this request. This request was not due to lack of work, but to personal choice. This offer moves the position back to full time, from 0.75 to 1.0 FTE. This position provides technical application support for the City's Enterprise Resource Program (ERP) within IT.

This position supports critical City applications such as our sales tax system, court management system, municipal voting/election software, reporting, Q14 employee survey data and reporting, and also supports approximately 20 various Microsoft Access databases. This position provides support for the City's financial management system as well. By restoring this position to 1.0 FTE, we can hire a full-time employee in 2016 that can continue to provide support for these critical applications in the organization. In the last two years this position has put in approximately 3,100 IT project hours and helped to address more than 900 HelpDesk tickets that were sent to their area.

**Offer Highlights**

- This position provides reporting support for the Q14 employee engagement survey that measures employee satisfaction that is a key performance measure for all departments across the City.

- This position provides application support for the voting/election software utilized in the City's municipal elections.

- This position provides critical support to applications utilized by City of Fort Collins Finance, Sales Tax, and Human Resources.

- This position will provide a gain in resources that can meet the growing demand for more application support and performance reporting across the organization.

- If funded this position will allow us to hire for a full time staff member. Full time positions typically attract and retain more qualified employees.

**Scalability and explanation**

None

**Additional information can be found at:**

- http://www.fcgov.com/it/
- http://www.fcgov.com/cityclerk/electionspast.php
- http://www.fcgov.com/it/metrics.php

**Linkage to Strategic Objectives**

# High Performing Government

## *Offer 9.5: ENHANCEMENT: System Analyst - 0.25 FTE (0.75 to 1.0 FTE)*

- ECON 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.:  This position supports a variety of applications including the City's sales tax system, court management system, municipal voting/election software, reporting, and much more. The departments that utilize these systems depend on them to make their work efficient, transparent, and effective.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  This position supports the Q14 Employee Engagement survey and reporting that is critical to organizational capability and effectiveness.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  This position supported the roll out of a new sales tax management system. This system is leading edge and provides a new portal for online filings on FCGov.com.

### Performance Metrics

- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

### Personnel Changes

- .25 System Analyst

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Directed by HR Representative to place ($5,003) in this account to balance true cost of raising a .75 FTE to 1.0 FTE

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Please see Explanation for Account 519999 (Other Personnel Costs) above.

### Other Information

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  9.5

Lead Department:  Information Technology

# High Performing Government

## 9.5:  ENHANCEMENT: System Analyst - 0.25 FTE (0.75 to 1.0 FTE)

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | 0.25 | - % |

**Expenses**

| | | | |
|---|---|---|---|
| 511000 - Salaries & Wages | - | 21,300 | - % |
| 512000 - Benefits | - | 6,502 | - % |
| 519000 - Other Personnel Costs | - | (5,003) | - % |
| **510000 - Personnel Services** | **-** | **22,799** | **- %** |
| **Total Expenses** | **-** | **22,799** | **- %** |

**Funding Sources**

| | | | | |
|---|---|---|---|---|
| 100-General | Ongoing | - | 13,478 | - % |
| 603-Ongoing Revenue | Ongoing Restricted | - | 9,321 | - % |
| **Funding Source Total** | | **-** | **22,799** | **- %** |

**High Performing Government**

## *Offer 9.6: KFCG ENHANCEMENT: Payment Card Industry (PCI) Audit*

2015: $72,220 and 0.00 FTE

2016: $0 and 0.00 FTE

### Offer Summary

This offer proposes that the City of Fort Collins become Payment Card Industry Certified, or what is known as PCI Certification. Recent national and international breaches in credit card data highlight the importance of safe, secure credit card payment options for our customers. This certification will require the City organization to adhere to requirements for software design, policy, procedures, network design and security management. PCI Certification is an ongoing process that will enable us to continually assess the organization's credit card payment operations and help us to identify vulnerabilities. This certification will help to ensure that as an organization we are taking every measure we can to protect credit card data.

### Offer Highlights

- PCI Certification is recommended for any merchant/organization accepting credit card as a form of payment.

- PCI Certification is not a single event but a continuous ongoing process.

- PCI Certification/Compliance will help us stay informed and better prepared for future threats.

- PCI Certification will help further build confidence that we are providing a secure transactional environment.

- PCI Certification will help in our reputation with payment brands, banks, and customers. PCI Certification can bring major benefits to the organization, while failure to comply can have serious and long-term negative consequences.

### Scalability and explanation

If this offer is not funded we will continue to do our best to secure customers' credit card data. PCI Certification would help us to better understand possible security gaps, identify process improvements, develop procedures, and strengthen the organization's enterprise credit card processing environment.

### Additional information can be found at:

- https://www.pcisecuritystandards.org/index.php
- http://www.fcgov.com/it/
- http://www.fcgov.com/it/metrics.php

### Linkage to Strategic Objectives

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.: This offer will help us to develop security practices that will make the organization more secure and improve credit card handling processes.

## High Performing Government

## *Offer 9.6:  KFCG ENHANCEMENT: Payment Card Industry (PCI) Audit*

- ECON 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.:  This certification will publicly classify us as a PCI certified organization.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  This offer supports key organizational values around security, ethical behavior, and transparency around how we secure credit card information.

### Performance Metrics

- Not applicable

### Personnel Changes

- None

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Explanation added in scalability section to describe what would happen if this offer is not purchased. Funding moved from General Fund ongoing to KFCG reserves. Consulting charges reduced from $100,000 to $72,220.

### Other Information

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  9.6

Lead Department:  Information Technology

# High Performing Government

## 9.6: KFCG ENHANCEMENT: Payment Card Industry (PCI) Audit

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 521000 - Professional & Technical | 72,220 | - | - % |
| **520000 - Purchased Prof & Tech Services** | **72,220** | **-** | **- %** |
| **Total Expenses** | **72,220** | **-** | **- %** |

**Funding Sources**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 254-Reserves: KFCG Other Community Prior   Reserve | 72,220 | - | - % |
| **Funding Source Total** | **72,220** | **-** | **- %** |

## High Performing Government

## *Offer 9.7: ENHANCEMENT: Google Search Appliance Renewal*

2015: $0 and 0.00 FTE

2016: $85,000 and 0.00 FTE

### Offer Summary

The City has relied on a Google Search Appliance since 2004; it is used daily by our citizens and employees to conduct 800-1,000 searches per day. The Google Search Appliance is hardware/software that provides the high quality search functionality found on the City's various websites. The search appliance indexes more than 120,000 websites and documents resulting in 60 terabytes of searchable content. Our municipal website, fcgov.com, contains 70,000-80,000 pages. It is an expectation of those who interact with our website that they are able to quickly and efficiently search the internet and intranet sites provided by the City. These include fcgov.com, Citydocs.fcgov.com and Citynet, the City's intranet site. The Google Search Appliance has made it possible for us to meet these expectations. In a 2013 Heuristic website analysis on fcgov.com, the ability to search and locate the desired information was highlighted as one of the best features of our site. This offer proposes that we continue to fund the Google Search Appliance, as it provides critical search functionality for the various websites used by City staff and citizens.

The Google Search Appliance would have normally been a part of the Information Technology Application Services Core offer. Due to an increase in cost we were instructed to consider this offer an Enhancement and to submit it as one. It is our opinion that this is not an enhancement; it has been a service we have had since 2004 and has provided exceptional search functionality to both fcgov.com and our employee intranet site, CityNet.

### Offer Highlights

- Funding to renew the organization's Google Search Appliance license. The organization has had a search appliance since 2004.

- The search appliance is a critical component of our FCGov.com site as we have 70 to 80 thousand pages on FCGov.com. The appliance makes searching and finding the information on those pages fast and easy.

- In the last 5 years, FCGov.com averages 7,000 to 10,000 daily users visiting our website.

- The Google Search Appliance processes 800 to 1000 searches per day.

### Scalability and explanation

None

### Additional information can be found at:

- http://www.google.com/enterprise/search/
- http://www.fcgov.com/it/
- http://www.fcgov.com
- http://citydocs.fcgov.com
- http://www.fcgov.com/it/metrics.php

**High Performing Government**

## *Offer 9.7: ENHANCEMENT: Google Search Appliance Renewal*

**Linkage to Strategic Objectives**

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.: The Google Search Appliance provides efficient search services to FCGov.com, CityDocs, and the City's intranet site.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.: It is an expectation for websites to have a responsive and efficient website search functionality. The Google Search Appliance is leading edge technology that is one of our best website features according to a heuristic website assessment conducted in 2013.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: The Google Search Appliance makes searching for content on our website fast and easy.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.: Finding content on our very large municipal site quickly is critical to customer service satisfaction on our website.

**Performance Metrics**

- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

**Personnel Changes**

- None

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Shifted General Fund ongoing monies to General Fund reserves.

**Other Information**

Offer Owner: CBanister

Offer Type: Enhancement to Programs and Services

Original Offer Number: 9.7

Lead Department: Information Technology

# High Performing Government

## 9.7:  ENHANCEMENT: Google Search Appliance Renewal

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 555000 - Office & Related Supplies | | - | 85,000 | - % |
| | **550000 - Supplies** | **-** | **85,000** | **- %** |
| | **Total Expenses** | **-** | **85,000** | **- %** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General One-time Revenue | One-Time Restricted | - | 61,200 | - % |
| 603-Ongoing Revenue | Ongoing Restricted | - | 23,800 | - % |
| | **Funding Source Total** | **-** | **85,000** | **- %** |

# High Performing Government

## *Offer 10.1:  Information Technology Infrastructure Services*

2015: $3,965,671 and 23.50 FTE

2016: $4,070,707 and 23.50 FTE

<div style="background-color:blue; color:white;">Offer Summary</div>

This offer provides funding for the City's Infrastructure Division within the IT Department. Infrastructure Services provides technology services to City employees, City agencies, City Council, City residents, Utilities, Police Services, Poudre Fire Authority, Poudre River Library District, Fort Collins Housing Authority, Cable 14 and others. Our technologies integrate with those at the Larimer County Sherriff's Office, the City of Loveland, the Town of Estes Park, the Colorado Bureau of Investigation and the Drug Task Force.

This Division provides services in three areas of technical expertise:
* NetComm Services builds and maintains the City's redundant, multi-ring fiber-optic network, connecting more than 75 facilities and supporting all enterprise applications. We provide secure networking, internetworking, Virtual Private Networking, Wi-Fi and internet access Citywide. We maintain a converged network of more than 400 voice/data network devices and more than 2,700 phones, and maintain teleconferencing, telecommunications and network hardware maintenance contracts.

* Data Management Services builds and maintains more than 280 servers supporting all in-house City applications and data. We build and maintain data storage and backup devices, ensuring the security and integrity of all City data. We integrate new servers/services into existing infrastructure. We maintain systems that provide email, spam filtering, IP Address management, DNS services and Windows Active Directory services for more than 2,200 users in the City.

* Client Services provides technical support to more than 2,200 City employees and contractors. We build, deploy, support and maintain all City-owned PCs, laptops and mobile devices, and numerous employee-owned mobile devices. We manage PC, laptop and mobile device configurations, critical updates and virus protection, and maintain Software Licensing Compliance for more 11,000 applications and application versions Citywide.

<div style="background-color:blue; color:white;">Offer Highlights</div>

- We assure that the City's fiber optic network architecture is secure and self-healing. The network was available 99.99% to 100% of the time in 2013, and we are always making improvements.

- We are improving performance, reliability and security by deploying Windows 7 computers, and by using Viewfinity to manage their configuration settings to improve the user experience and more fully secure the desktop.

- We have begun managing phones and tablets using Airwatch Mobile Device Management, which helps us deploy updates, apps and configuration settings, as well as helping us secure City data on mobile devices that can be easily lost or stolen.

## High Performing Government

### *Offer 10.1: Information Technology Infrastructure Services*

- IT is involved in major City projects, like building a network for MAX/BRT and securing the Advanced Meter Fort Collins data and infrastructure. We contribute to smaller City projects like creating a Guest Wi Fi network for visitors doing business with the City.

- We consolidate the City's files and applications to new platforms that are more secure, more highly-available and more manageable. We employ more virtual and cloud-based technologies so that we use less energy while increasing uptime and productivity.

**Additional information can be found at:**

- Information Technology page for the City of Fort Collins: http://www.fcgov.com/it/
- Of similar size cities in the US, Fort Collins Places 5th in the 2013 Digital Cities Survey: http://www.digitalcommunities.com/survey/cities/?year=2013
- Infrastructure Services page on Citynet: http://citynet.fcgov.com/it/infrastructure.php
- City of Fort Collins IT Performance Metrics page: http://www.fcgov.com/it/metrics.php

**Linkage to Strategic Objectives**

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: We optimized City email by installing a device that blocks over 2 million suspicious, spam or infected emails each month. We are implementing new Service Desk software that will improve how we respond to support requests. We continue to virtualize servers to do more with less hardware, reducing costs and power consumption. Our internet uptime in 2013 was 99.99% or higher.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.: We are replacing the Windows XP operating system with Windows 7 for a faster, more secure, more predictable and more productive user experience. IT's Internal Service Satisfaction Survey over the last 2 years yielded scores averaging 4.64 to 4.81 out of 5 in all aspects of customer service.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: We worked with consultants to assess our IT governance and produced a new IT Strategic Plan, forming IT Steering committees at Utilities and Police Services. All IT managers participated in the City's 360 and DISC assessment programs to improve our leadership and communication skills. We participated in the Incident Response Core Team at Utilities to document and improve our response process.

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: We helped Cable 14 implement a new video streaming technology that enables citizens to connect to their City Government from more device platforms.

- ENV 4.5. Demonstrate progress toward achieving net zero energy within the community and the City organization using a systems approach.: In alignment with the organization's energy reduction goals we deploy Energy Star compliant PCs and laptops across the City. We virtualize servers wherever we can to reduce the City's carbon footprint.

**Improvements & Efficiencies**

## High Performing Government

### *Offer 10.1:  Information Technology Infrastructure Services*

- We've reorganized roles and responsibilities on the Netcomm team to deliver project goals more effectively and resolve support issues more efficiently.

- In 2014 we added one Server Administrator who provides service to Police Services in order to coordinate and provide stability to Police-specific services and applications, ensuring that Police systems are deployed and maintained to City standards. Sharing and coordinating services from a single team creates numerous efficiencies and opportunities for shared knowledge.

- We redesigned the architecture of the City's fiber-optic network to reduce bandwidth bottlenecks. We made it faster, and made it self-healing to reduce outages, so that City services remain uninterrupted to our customers.

**Performance Metrics**

- HPG 23. Email availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414
- HPG 26. Internet availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415
- HPG 27. Server availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416
- HPG 95. Geographic Information Services availabilty (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299
- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

**Personnel Changes**

- None

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Removed all contingency - $100K in 2015, $102K in 2016.

**Other Information**

## *Offer 10.1:  Information Technology Infrastructure Services*

Offer Owner:  CBanister

Offer Type:  Ongoing Programs and Services

Original Offer Number:  10.1

Lead Department:  Information Technology

# High Performing Government

## 10.1: Information Technology Infrastructure Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 23.50 | 23.50 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 1,919,392 | 1,957,313 | 2.0% |
| 512000 - Benefits | 509,895 | 524,744 | 2.9% |
| **510000 - Personnel Services** | **2,429,287** | **2,482,057** | **2.2%** |
| 521000 - Professional & Technical | 10,000 | 10,200 | 2.0% |
| 529000 - Other Prof & Tech Services | 55,000 | 55,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **65,000** | **65,200** | **0.3%** |
| 533000 - Repair & Maintenance Services | 860,504 | 868,810 | 1.0% |
| 534000 - Rental Services | 2,027 | 2,067 | 2.0% |
| **530000 - Purchased Property Services** | **862,531** | **870,877** | **1.0%** |
| 542000 - Communication Services | 384,265 | 391,950 | 2.0% |
| 543000 - Internal Admin Services | 1,622 | 1,663 | 2.5% |
| 544000 - Employee Travel | 39,373 | 40,161 | 2.0% |
| 549000 - Other Purchased Services | 2,158 | 2,203 | 2.1% |
| **540000 - Other Purchased Services** | **427,418** | **435,977** | **2.0%** |
| 551000 - Vehicle & Equipment Supplies | 850 | 867 | 2.0% |
| 555000 - Office & Related Supplies | 177,475 | 212,557 | 19.8% |
| 559000 - Other Supplies | 3,110 | 3,172 | 2.0% |
| **550000 - Supplies** | **181,435** | **216,596** | **19.4%** |
| **Total Expenses** | **3,965,671** | **4,070,707** | **2.6%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 2,094,279 | 2,132,414 | 1.8% |
| 603-Ongoing Revenue | Ongoing Restricted | 1,871,392 | 1,938,293 | 3.6% |
| **Funding Source Total** | | **3,965,671** | **4,070,707** | **2.6%** |

## High Performing Government

### *Offer 10.2:  ENHANCEMENT: Information Technology Infrastructure Equipment Replacement*

2015: $1,516,178 and 0.00 FTE

2016: $1,697,589 and 0.00 FTE

**Offer Summary**

In coordination with the Executive IT Steering Committee, this offer moves the City from a five-year PC replacement cycle to a four-year replacement cycle, because industry research suggests that the total cost of ownership rises dramatically on PCs three years and older, due specifically to lost productivity and the increased effort of supporting hardware that's failing. This offer covers replacement hardware and hourly staff needed to replace 550 computers per year. Note: City IT disposes of all computer assets following environmentally friendly e-waste practices.

The City began its Voice-over-IP implementation in 2006, so some of the initial hardware is soon due for replacement. In that time we have upgraded the City's redundancy, building a multi-ring fiber infrastructure, and we've upgraded network speeds from 100 megabits-per-second to 1 gigabit-per-second (gbps). In preparation for the increased need for higher capacity and increased use, the City needs to upgrade its internet connectivity and the network backbone to 10 gbps capacity. This offer will cover the first two stages of that upgrade.

City IT has invested in virtualization strategies in our server and data-storage architecture. This lowers the City's energy consumption by reducing the number of physical servers, reducing power and cooling needs. We also employ more server blade-and-chassis technology, which further reduces energy consumption associated with running individual servers, thereby reducing operating costs. This offer covers costs for some blade-and-chassis replacements and covers assumed data growth based on recent projections.

**Offer Highlights**

- 4-year PC and laptop lifecycle replacing approximately 550 computers per year

- This purchasing model supports standardized hardware yet allows customers to fund the deviations from the standard (like customizations and upgrades) when the functional needs in their department require non-standard hardware

- Internet and network speed and bandwidth increased from 1gbps to 10gbps

- Further replacement of physical servers with virtual servers and replacements of aging blade-and-chassis hardware

**Scalability and explanation**

Reduce amount of equipment replaced. This could cause reliability issues.

**Additional information can be found at:**

## High Performing Government

## *Offer 10.2:  ENHANCEMENT: Information Technology Infrastructure Equipment Replacement*

- Articles supporting shorter PC lifecycles, noting lower support costs and higher end user productivity: https://www.google.com/url?q=http://download.microsoft.com/download/1/A/7/1A765767-7CC2-4604-8F18-C8954D548F09/Enterprise%2520PC%2520Lifecycle%2520(Desktop%2520Opt)%2520-%2520whitepaper.pdf&sa=U&ei=gHBIU6TPM-jD2wWuvIHgBg&ved=0CBsQFjAA&sig2=SaV2iY-vfk00acGgfzymjw&usg=AFQjCNHQMNMUwhPwLtJz-Xh5phBbWlfagQ http://www.intel.com/content/dam/www/public/us/en/documents/best-practices/pc-lifecycle-management.pdf
- Article describing the advent of 10gbps networking: http://www.networkcomputing.com/data-networking-management/will-2014-be-the-year-of-10-gigabit-eth/240165578
- Article detailing several studies done on the specific hard and soft cost savings associated with virtualization of servers: http://www.energystar.gov/index.cfm?c=power_mgt.datacenter_efficiency_virtualization
- IT metrics can be viewed on fcgov.com http://www.fcgov.com/it/metrics.php

### Linkage to Strategic Objectives

- ENV 4.11. Demonstrate progress toward achieving zero waste within the community and the City organization.:  Our e-waste strategy with retired PCs, laptops and server hardware keeps toxic materials out of landfills, recycling the parts and materials for a more environmentally friendly, sustainable result.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Our 10gbps network upgrades will put the City in a better position to take advantage of more cloud-based services and experience faster, more efficient data transfer rates from City resources and the internet.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  Our 10gbps network upgrades will put the City in a better position to take advantage of more cloud-based services and experience faster, more efficient data transfer rates from City resources and the internet.

- ENV 4.5. Demonstrate progress toward achieving net zero energy within the community and the City organization using a systems approach.:  195 of our total 283 servers (or 69%) are now virtual, decreasing power consumption through server virtualization and consolidation, increasing sustainability and lowering data center costs. See #5 under Improvements & efficiencies for some dollar-value information on the savings. Web Link #3 above has detailed information on savings.

### Performance Metrics

- HPG 23. Email availability (Information Technology) https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414
- HPG 26. Internet availability (Information Technology) https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415

# High Performing Government

## *Offer 10.2: ENHANCEMENT: Information Technology Infrastructure Equipment Replacement*

- HPG 27. Server availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416
- HPG 95. Geographic Information Services availabilty (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299
- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

## Personnel Changes

- None

## Differences from Prior Budget Cycles

- Not applicable

## Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

## Summary of Changes Requested by BFO Teams or the Budget Lead Team

Removed committed lease payments to offer 10.8. Although expenses are ongoing, offer is considered an enhancement. All but $300,000 of General Fund contribution moved from General Fund Ongoing to General Fund Reserves.

## Other Information

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  10.2

Lead Department:  Information Technology

# High Performing Government

## 10.2:  ENHANCEMENT: Information Technology Infrastructure Equipment Replacement

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 180,000 | 183,600 | 2.0% |
| 512000 - Benefits | 18,270 | 18,635 | 2.0% |
| **510000 - Personnel Services** | **198,270** | **202,235** | **2.0%** |
| 529000 - Other Prof & Tech Services | 115,000 | 85,000 | -26.1% |
| **520000 - Purchased Prof & Tech Services** | **115,000** | **85,000** | **-26.1%** |
| 555000 - Office & Related Supplies | 20,808 | 21,224 | 2.0% |
| **550000 - Supplies** | **20,808** | **21,224** | **2.0%** |
| 565000 - Vehicles & Equipment | 1,182,100 | 1,389,130 | 17.5% |
| **560000 - Capital Outlay** | **1,182,100** | **1,389,130** | **17.5%** |
| **Total Expenses** | **1,516,178** | **1,697,589** | **12.0%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 300,000 | - | - % |
| 100-Reserves | Reserve | 660,029 | 1,141,271 | 72.9% |
| 603-Ongoing Revenue | Ongoing Restricted | 556,149 | 556,318 | - % |
| | **Funding Source Total** | **1,516,178** | **1,697,589** | **12.0%** |

## High Performing Government

### *Offer 10.4: ENHANCEMENT: Audio/Visual Podium Replacements*

2015: $45,000 and 0.00 FTE

2016: $83,500 and 0.00 FTE

**Offer Summary**

Audio/visual presentation podiums and projectors in conference room facilities require periodic hardware replacement. At City Hall, the A/V equipment will come up for replacement in 2015 in the Council Information Center (CIC room). At 215 N. Mason St., the A/V presentation equipment will come up for replacement in 2016 in the Community Room (used for public and employee meetings), the 2E Training Room and Conference Room 2A. At 281 N. College Ave., the A/V presentation equipment in the Planning Room will need to be replaced. This offer will cover the cost for the equipment replacements for the Community Room, Rooms 2E and 2A at 215 N. Mason St., and the Planning Room at 281 N. College Ave.

**Offer Highlights**

- Equipment replacements will be like-for-like – these are not upgrades.

- Replacements in the Council Information Center and 215 North Mason Community Room are especially important because of the common use of these rooms for Community and Citizen meetings held there.

- Includes projectors, lenses, microphones and speakers, sound controls, touch-panel controls, connectors and mounting equipment.

- Includes professional installation/integration services.

**Scalability and explanation**

Purchase AVP's over longer period of time.

**Additional information can be found at:**

- Sanyo PLC-XP200L projector and peripherals:
  http://us.sanyo.com/Projectors-by-Market-Business/PLC-XP200L
- Extron integration equipment: http://www.extron.com/product/product.aspx?id=mps112cs
- AMX touch-panel controls: http://www.amx.com/products/NXD-1000Vi.asp
- http://www.fcgov.com/it/metrics.php

**Linkage to Strategic Objectives**

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: The Council Information Center and 215 N. Mason Community Room A/V equipment have an important function in the City's citizen involvement and outreach programs.

**Performance Metrics**

- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

# High Performing Government

## Offer 10.4:  ENHANCEMENT: Audio/Visual Podium Replacements

### Personnel Changes

- None

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Although expenses are ongoing, offer is considered an enhancement. Funding moved from General
Fund ongoing to General Fund reserves.

### Other Information

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  10.4

Lead Department:  Information Technology

## 10.4:  ENHANCEMENT: Audio/Visual Podium Replacements

**Enhancement to Programs and Services**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | | - | - | - % |
| **Expenses** | | | | |
| 529000 - Other Prof & Tech Services | | 15,000 | 24,500 | 63.3% |
| **520000 - Purchased Prof & Tech Services** | | **15,000** | **24,500** | **63.3%** |
| 565000 - Vehicles & Equipment | | 30,000 | 59,000 | 96.7% |
| **560000 - Capital Outlay** | | **30,000** | **59,000** | **96.7%** |
| **Total Expenses** | | **45,000** | **83,500** | **85.6%** |
| **Funding Sources** | | | | |
| 100-Reserves | Reserve | 45,000 | 83,500 | 85.6% |
| **Funding Source Total** | | **45,000** | **83,500** | **85.6%** |

**High Performing Government**

*Offer 10.6:  ENHANCEMENT: Netcom Training*

2015: $25,000 and 0.00 FTE

2016: $25,500 and 0.00 FTE

<span style="background-color:green;color:white">**Offer Summary**</span>

This offer funds training for the engineers on our Netcom team.

As our networking needs grow, supporting internet activity, phone service, email and application data transmission across the City, we need to ensure that our network engineers are properly trained and certified in the latest hardware, operating systems, management systems and protocols. As our network expands into new areas like the Tropos WiFi network that supports meter reads for the Advanced Meter Fort Collins project, we need to ensure that our cyber security strategies are up to date and comprehensive.

Technology is constantly changing and adapting to new protocols, threats and needs. There are new security threats to secure the City's numerous data assets against. There is new hardware to learn how to install, configure and maintain. There are new network device management appliances and applications that help prevent outages and remediate problems faster. To ensure that the City's network engineers are trained and certified in their highly technical duties, training is desired in two specific areas:

* Networking - Cisco technology is at the heart of the City's network. Cisco certifications for engineers expire periodically, and engineers must study, train and recertify to keep up to date on how to configure, secure and maintain this equipment.

* Security - Every connection in and out of the City (as well as between the City and Platte River Power Authority) flows through one or more Checkpoint firewall devices, so it is critical that our Information Security Team is well trained on the configuration and maintenance of these devices.

<span style="background-color:green;color:white">**Offer Highlights**</span>

- 5 seats for training classes at Sunset Learning Institute in Denver. The courses they offer directly address the City's unified voice and data network, routing and switching, security and wireless needs.

- Computer-Based Training (CBT) Nuggets video on demand training courses for Cisco and CompTIA certifications.

- Books and training materials related to preparation for certification tests and keeping up-to-date with technology trends and changes.

- Checkpoint Security Training (firewalls).

<span style="background-color:green;color:white">**Scalability and explanation**</span>

## High Performing Government

### *Offer 10.6: ENHANCEMENT: Netcom Training*

This offer funds training in the highly technical applied science of network engineering. The coursework can be specific to one area of converged networking or it can be more focused on best practices, theory and protocols used in data transmission. Each course is 5 days in length, costs approximately $5,000 (class costs plus food, travel and lodging), and covers the requisites for professional certification testing. This offer provides funding for 5 network engineers to each attend one course.

**Additional information can be found at:**

- Sunset Learning Institute – a Cisco Learning Business Partner: http://www.sunsetlearning.com/
- CBT Nuggets CompTIA on-demand training videos: http://www.cbtnuggets.com/it-training-videos/comptia
- Checkpoint Training courses: http://store.checkpoint.com/events/trainingindex.htm
- http://www.fcgov.com/it/metrics.php

**Linkage to Strategic Objectives**

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: Training is key to improve our network engineers' capability and effectiveness. It is a key part of their professional development.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.: Keeping our network engineers trained and certified assures depth and breadth of knowledge among all members of the team, eliminating gaps when someone is away or leaves the organization.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: Trained, certified network engineers can better optimize our network and internet equipment to drive efficiency and productivity because they're more exposed to the leading edge of technology's capabilities.

- HPG 7.13. Continuously improve the City's governance process.: Trained, certified engineers will contribute a wealth of improvements to the City's governance process, particularly in the areas of security and cyber security.

**Performance Metrics**

- HPG 23. Email availability (Information Technology) https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414
- HPG 26. Internet availability (Information Technology) https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415

**Personnel Changes**

- None

**Differences from Prior Budget Cycles**

**High Performing Government**

## *Offer 10.6: ENHANCEMENT: Netcom Training*

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Response to BFO question included in scalability.

**Other Information**

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  10.6

Lead Department:  Information Technology

# High Performing Government

## 10.6: ENHANCEMENT: Netcom Training

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 544000 - Employee Travel | 25,000 | 25,500 | 2.0% |
| **540000 - Other Purchased Services** | **25,000** | **25,500** | **2.0%** |
| **Total Expenses** | **25,000** | **25,500** | **2.0%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 18,000 | 18,360 | 2.0% |
| 603-Ongoing Revenue | Ongoing Restricted | 7,000 | 7,140 | 2.0% |
| **Funding Source Total** | | **25,000** | **25,500** | **2.0%** |

## High Performing Government

## *Offer 10.7: KFCG ENHANCEMENT: Business Continuity Planning*

2015: $0 and 0.00 FTE

2016: $50,000 and 0.00 FTE

The City has a robust portfolio of technologies to serve the needs of the community and City employees. City agencies and departments regularly innovate, adding new services to that portfolio.

The bulk of the City's technology assets are housed in a single data center. The external IT Assessment conducted in 2013 calls out the risks associated with the architecture, and recommends developing a Business Continuity Plan to address these risks and mature our environment. Without proper planning, a catastrophic fire, flood or act of terror could threaten all services provided from a single site. Consequences of having no continuity plan in a crisis could include:

- Communications problems for emergency responders
- Loss of public-facing communications (phones, email, web portals)
- Lack of direction on what services must be restored first
- Difficulties finding secure space with sufficient power, cooling and connectivity to deliver and set up replacement equipment (if delivery is even possible)
- Long restoration delays rebuilding 290 servers from scratch and restoring data from tape

A Business Continuity Plan (BCP) would prioritize the City's technology-based services. Agreed upon by all City agencies and departments and adopted by the Executive Leadership Team, a BCP will set the priorities, order and time frame in which crucial City technology services must be restored, because BCP addresses larger concerns than just technology.

IT will respond to the BCP by developing a Disaster Resiliency Plan (DRP) that best meets the City's needs in the most fiscally responsible way, employing multiple strategies for resiliency and recovery. Some are simple strategies like moving to a cloud-based service that's independent of City infrastructure, others are more complex like requiring a separate recovery infrastructure.

This offer will fund beginning the process by which the City develops a BCP, ensuring continuity of City services to its citizens in a time of crisis.

**Offer Highlights**

- Funding to bring in a consultant or team of consultants to meet with all Departments, Divisions and agencies within the City. They will build an understanding of the need for business leadership, sponsorship and strategy in building a BCP.

- The consultant will help the City define the governance process of creating the BCP.

- The consultant will help the City gather information for the BCP: document the most fundamental services and the priority/order/timeframe in which these services must be restored.

## *Offer 10.7:  KFCG ENHANCEMENT: Business Continuity Planning*

- They will collate and distill the insights gained into a cohesive Business Continuity Plan that can be presented to City agencies and Departments, and ultimately to the Executive Leadership Team for adoption.

- The consultant will help IT determine the best ways to carry out the Business Continuity Plan in its formation of a Disaster Resiliency Plan (DRP).

### Scalability and explanation

The offer amount is based on a 200 hour effort at a consulting rate of $250.00 per hour.

### Additional information can be found at:

- Why build a Business Continuity Plan? https://www.travelers.com/prepare-prevent/protect-your-business/business-continuity/why-you-need-a-plan.aspx
- What are the basics of BCP? http://www.csoonline.com/article/2118605/pandemic-preparedness/business-continuity-and-disaster-recovery-planning--the-basics.html
- 7 reasons why BC Plans can fail http://www.semelconsulting.com/2013/02/18/7-reasons-why-business-continuity-plans-fail-what-you-can-do/
- http://www.fcgov.com/it/metrics.php

### Linkage to Strategic Objectives

- SAFE 5.5. Develop and implement emergency preparation, response and recovery plans across the organization in collaboration with other community efforts.:  Business Continuity Planning is at the heart of all emergency preparation, response and recovery planning. Efficient recovery of services that rely on technology can only happen if we create a detailed, specific plan for how we will recover.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  BCP is at the core of strategic thinking and technological maturity. Having a plan that restores City systems in a rational, predictable, agreed-upon process enables the City to manage expectations and better serve the community when the community needs these services most.

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: According to a Heuristic evaluation of the FCGov.com website conducted by Toolbox Creative, the site receives 7,000 unique visitors per day. We know that in times of crisis the visit rate increases by as much as 583%. The City should maintain continuity for this critical communication portal for our citizens.

- SAFE 5.3. Align staffing levels to deliver services that meet community expectations and needs, and increase public safety operational efficiency.:  Having the City's Plans ready can protect the city from catastrophic knowledge loss because the steps to recovery are documented and the recovery infrastructure is ready to go, increasing public safety and operational efficiency in a time of crisis.

## High Performing Government

## *Offer 10.7:  KFCG ENHANCEMENT: Business Continuity Planning*

- ECON 3.6. Maintain utility systems and services; infrastructure integrity; and stable, competitive rates.:  BCP is critical to preserving or restoring Fort Collins Utilities' infrastructure and services during a crisis. ESCADA, WSCADA, AMFC and  Stormwater – all rely on technology infrastructure to function and serve the customers in Fort Collins.

### Performance Metrics

- HPG 23. Email availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414
- HPG 26. Internet availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415
- HPG 27. Server availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416
- HPG 95. Geographic Information Services availabilty (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299

### Personnel Changes

- None

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Unfunded $100,000 in 2015. Funded $50,000 in 2016 using KFCG Other Community Reserves.

### Other Information

Offer Owner:  CBanister

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  10.7

Lead Department:  Information Technology

# High Performing Government

## 10.7:  KFCG ENHANCEMENT: Business Continuity Planning

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---:|---:|---:|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---:|---:|---:|
| 521000 - Professional & Technical | - | 50,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **-** | **50,000** | **- %** |
| **Total Expenses** | **-** | **50,000** | **- %** |

**Funding Sources**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---:|---:|---:|
| 254-Reserves: KFCG Other Community Prior   Reserve | - | 50,000 | - % |
| **Funding Source Total** | **-** | **50,000** | **- %** |

# High Performing Government

## *Offer 10.8:  PC Lease Payments*

2015: $436,551 and 0.00 FTE

2016: $432,551 and 0.00 FTE

### Offer Summary

Cover lease payments for PC replacement in 2012 through 2014.

### Offer Highlights

- Lease payments on PC's replaced in 2012 through 2014.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Leased PC's have optimized the use of technology and produced efficiency through reliability improvements, compared to the obsolete units replaced.

### Improvements & Efficiencies

- The decision was made to shift from a lease methodology to a buy methodology going forward. Accordingly, this lease obligation will be paid off on schedule without new lease payments being incurred.

### Performance Metrics

- HPG 23. Email availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414
- HPG 26. Internet availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415
- HPG 27. Server availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416
- HPG 95. Geographic Information Services availabilty (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299
- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

### Personnel Changes

- None

## High Performing Government

### *Offer 10.8:  PC Lease Payments*

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Committed lease payments moved from offer 10.2 to here. Although expenses are ongoing, offer is considered an enhancement. Funding moved from General Fund ongoing to General Fund reserves.

**Other Information**

Offer Owner:  CBanister

Offer Type:  Ongoing Programs and Services

Original Offer Number:  10.8

Lead Department:  Information Technology

# High Performing Government

## 10.8:  PC Lease Payments

### Ongoing Programs and Services

|  | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | | - | - | - % |

**Expenses**

|  | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 581000 - Debt Service | | 436,551 | 432,551 | -0.9% |
| | **580000 - Debt & Other Uses** | **436,551** | **432,551** | **-0.9%** |
| | **Total Expenses** | **436,551** | **432,551** | **-0.9%** |

**Funding Sources**

|  | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-Reserves | Reserve | 14,317 | 311,437 | 2,075.3% |
| 603-Ongoing Revenue | Ongoing Restricted | 122,234 | 121,114 | -0.9% |
| 603-Reserves | Reserve | 300,000 | - | - % |
| | **Funding Source Total** | **436,551** | **432,551** | **-0.9%** |

# High Performing Government

## *Offer 11.1:  Information Technology Administration Services*

2015: $498,158 and 4.00 FTE

2016: $507,853 and 4.00 FTE

### Offer Summary

This offer funds the departmental management and the executive oversight functions for the City's collective Information Technology (IT) programs. This includes IT governance, project portfolio management, financial management, communications, change management and administrative support for the IT department. This administrative section provides the general oversight and management of the Applications and Infrastructure divisions of the IT department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Library District, Fort Collins Housing Authority, Poudre Fire Authority, Larimer Emergency Telephone Authority, and others).

### Offer Highlights

- This offer provides executive oversight and governance for the City's technology portfolio to ensure that the organization's resources and technology services are aligned with the business needs and strategic direction of the organization.

- This offer provides financial management of the technology operations. This includes all financial activities associated with the daily operations of the department, as well as all strategic financial planning.

- This offer provides communication services for the operations of the IT department, including a coordinated, shared resource that ensures consistent information and messaging to the organization for technology related issues.

- This offer provides resources to facilitate activities within the organization not generally associated with IT.  These include, based on 2013 activity: Q14 administration and training (88 hours), Women's Commission Liaison (100 hours), Shared Facilitation Services (136 hours), Finance project support for others (180 hours) and acting as Rocky Mountain Performance Excellence Examiner (90 hours).

### Additional information can be found at:

- External http://www.fcgov.com/it/
- Internal http://citynet.fcgov.com/it/projectpipeline.php
- External http://www.fcgov.com/it/metrics.php

### Linkage to Strategic Objectives

- HPG 7.13. Continuously improve the City's governance process.:  IT Executive Committee re-formed to ensure alignment of IT activities with customer expectations.

- HPG 7.6. Enhance the use of performance metrics to assess results.:  Tracked metrics are located on fcgov.com http://www.fcgov.com/it/metrics.php

## High Performing Government

### *Offer 11.1: Information Technology Administration Services*

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: IT tracks metrics to ensure systems are running efficiently and effectively.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: IT governance and existing steering committees help optimize the use of technology to drive efficiency and productivity, and to improve services.

**Improvements & Efficiencies**

- IT Executive Committee re-formed to ensure alignment of IT activities with customer expectations.

- IT Service Level Agreement has been updated to align with the 2015-16 budget requests.

- External IT assessment performed in 2013-14. Implementing identified gaps, opportunities for improvement.

- Information Technology Internal Services Survey indicates improved Customer satisfaction from 67% in 2011 to 78% in 2013.

- How are we doing survey, open to any customer internal or external to the City, has shown improvement from 92% in 2012 to 94% in 2013.

**Performance Metrics**

- HPG 23. Email availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414
- HPG 26. Internet availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415
- HPG 27. Server availability (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416
- HPG 95. Geographic Information Services availabilty (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299
- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

**Personnel Changes**

- None

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

# High Performing Government

## *Offer 11.1:  Information Technology Administration Services*

- Not applicable

<div style="background-color:blue;color:white">**Summary of Changes Requested by BFO Teams or the Budget Lead Team**</div>

Removed all contingency - $6K in 2015, $6K in 2016.

<div style="background-color:blue;color:white">**Other Information**</div>

Offer Owner:  CBanister

Offer Type:  Ongoing Programs and Services

Original Offer Number:  11.1

Lead Department:  Information Technology

# High Performing Government

## 11.1:  Information Technology Administration Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 4.00 | 4.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 333,046 | 339,710 | 2.0% |
| 512000 - Benefits | 89,344 | 91,981 | 3.0% |
| **510000 - Personnel Services** | **422,390** | **431,691** | **2.2%** |
| 521000 - Professional & Technical | 2,880 | 2,938 | 2.0% |
| **520000 - Purchased Prof & Tech Services** | **2,880** | **2,938** | **2.0%** |
| 533000 - Repair & Maintenance Services | 42,800 | 44,790 | 4.6% |
| **530000 - Purchased Property Services** | **42,800** | **44,790** | **4.6%** |
| 542000 - Communication Services | 5,160 | 5,455 | 5.7% |
| 543000 - Internal Admin Services | 208 | 213 | 2.4% |
| 544000 - Employee Travel | 4,400 | 4,488 | 2.0% |
| 549000 - Other Purchased Services | 2,520 | 2,570 | 2.0% |
| **540000 - Other Purchased Services** | **12,288** | **12,726** | **3.6%** |
| 555000 - Office & Related Supplies | 10,900 | 8,670 | -20.5% |
| 559000 - Other Supplies | 6,900 | 7,038 | 2.0% |
| **550000 - Supplies** | **17,800** | **15,708** | **-11.8%** |
| **Total Expenses** | **498,158** | **507,853** | **1.9%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 338,940 | 344,598 | 1.7% |
| 603-Ongoing Revenue | Ongoing Restricted | 159,218 | 163,255 | 2.5% |
| | **Funding Source Total** | **498,158** | **507,853** | **1.9%** |

## High Performing Government

### Offer 13.1: Financial Programs and Services

2015: $3,531,411 and 34.00 FTE

2016: $3,607,215 and 34.00 FTE

<div style="background:blue;color:white">**Offer Summary**</div>

Financial Services is accountable to manage the public's money, safeguard the assets of the City organization and ensure financial integrity and transparency by providing accurate, reliable and timely services. We are proactive and analytical in our support of the organization's decision making. We provide comprehensive financial, operational and performance reporting.

This offer funds the essential financial programs and services needed inside the City. Financial Services is responsible for the accounting and financial reporting, grants compliance, sales tax, treasury, accounts payable, payroll, purchasing and budget services. Financial reporting, performance measurement and financial liaison support are also supplied by Financial Services to ensure transparency and consistency across the City. Financial Services is critical to the support of daily City operations.

Financial Services is also the advisor in financial decisions for all other service areas within the City organization, as well as the Downtown Development Authority (DDA), the Urban Renewal Authority (URA), the Poudre River Library District, Poudre Fire Authority, the General Improvement Districts (GIDs), and the Fort Collins-Loveland Regional Airport. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and legacy projects (e.g., Woodward headquarters, Foothills Mall). In order to proactively assist in the development of financing solutions and transparency, as well as to maintain daily finance functions, Financial Services is actively engaged in ongoing discussions with all departments and representatives of partnering entities. Sound analytical and finance support is provided across the City ensuring an experienced financial perspective is involved in all decisions to provide world-class oversight of the City's assets.

<div style="background:blue;color:white">**Offer Highlights**</div>

- The Accounting and Financial Reporting division provides oversight and financial management of the various funds used by the City. The accountants partner with the financial end-users across the City to help them meet their individual business goals.  Accounting is also responsible for publishing the City's Annual Report (CAFR) for which it has won awards every year since 1986.

- Sales Tax and Treasury: Sales Tax oversees sales and use tax collections; conducts audits of licensed vendors, enforces City Code requirements, and runs the annual grocery/property/utility rebate programs (Offer 14.1). Treasury maximizes investment returns while maintaining acceptable risk and ensuring liquidity; manages daily cash position, and manages banking relationships.

- Accounts Payable and Payroll: Accounts Payable processes the payment for goods and services purchased by the City, the DDA and PFA.  A database of invoices is maintained for use by all departments.  The Payroll Division is responsible for processing biweekly payrolls for the City, the DDA and PFA.  Payroll provides customer service to all departments and employees concerning pay related issues.

# High Performing Government

## *Offer 13.1: Financial Programs and Services*

- The Purchasing division provides City departments with a centralized source for pricing, quotes, order placement, vendor contracts and general problem solving.  Orders under $5,000 can be issued by City departments using mini orders, and Purchasing handles anything over $5,000.  All orders over $60,000 must be competitively bid.

- The Budget Office is responsible for preparing and monitoring the City's Budget.  The budget is created via the Budgeting for Outcomes (BFO) process and is prepared biennially.  They are also responsible for individual appropriation ordinances, managing the City's performance measurement program, and performing research related to special projects.

**Additional information can be found at:**

- www.fcgov.com/finance
- www.fcgov.com/openbook
- www.fcgov.com/dashboard

**Linkage to Strategic Objectives**

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  Financial Services is committed to the continued financial literacy across all departments in the City.  The department is proactive in the leadership role when dealing with strategic financial decisions across the City.  Financial Services provide professional development and learning opportunities for both internal and external customers.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Financial Services seeks new technologize to maximize efficiencies.  By acquiring innovative software productivity is increased.  Financial Services also assists with customer's financial technology needs to be able to improve both productivity and efficiencies across the City.

- HPG 7.6. Enhance the use of performance metrics to assess results.:  Financial Services is at the forefront when addressing performance metrics.  Whether it is the community scorecard (external customers), community dashboard (external customers), or the newly implement ClearPoint software (internal customers) Financial Services is always looking for new ways to enhance results using performance measures.

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.:  "Plan, Do, Check, Act" is in action across the organization.  Where it has not been called "Plan, Do, Check, Act" inside Financial Services the current and future culture is one of intense planning, seamless implementation, constant evaluation, and employing process and tool updates when needed to improve production and efficiency across the organization.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  Financial Services is committed to exceptional customer service to both internal and external customers.  Ongoing review of services offered allows for continued improvements in efficiencies and productivity which enhance the strive for world class customer service to both internal and external customers.

# High Performing Government

## *Offer 13.1:  Financial Programs and Services*

**Improvements & Efficiencies**

- BFO Continuous Improvements - First, Offer (budget request) structure was improved to make them more understandable and allow financial comparisons of Offers from one budget cycle to the next. Second, there are now 2 non-staff citizens on each BFO Teams for a total of 14 citizen volunteers. Third, performance measures with graphically displayed historical data and targets are linked to Offers.

- Monthly Operating Report - the Financial MOR includes monthly and YTD variance to budget and provides real time information on the status of spending vs. budget and illustrates when projects are slipping and spending is not occurring as planned.  In 2014 enhancements will be introduced to include newly developed tools to streamline the report process and to provide consistency across the city.

- Performance Measurement (PM) - First, the Community Dashboard reflecting the most strategic and meaningful quarterly measures per Outcome was implemented. Second, a solution for a systematic Citywide approach to PM was purchased; over 500 measures are in it and visible in Offers. This solution isn't funded in Ongoing Offers and requires Enhancement Offer 13.3 to continue and maximize potential.

- Purchasing - Implemented DocuSign Electronic Document Routing to streamline the work flow for 200 plus contracts/renewals.  This initiative has transformed the contract hard copy execution to an electronic routing and signature process.  This enhanced process has significantly reduced cycle time, reduced paper utilization, reduced mailing expenses, and improved productivity of Purchasing.

- Grants Compliance Administration-Implement policy to manage grants from pre-application to closeout; Create database and file system to track grant projects and applications; Enhance website with training, regulatory guidance and best practices; Create database with federal grant requirements linked to associated City document; Resource for guidance and recommendations regarding grants compliance.

- A/P Approval Process - Once implemented the project will require invoices to be scanned into the financial management system for electronic approval.  This will significantly reduce paper consumption, error rate associated with lost invoices and turnaround on payment to vendors.  The system will also allow Finance to better track and document the approval of invoices.

- Sales Tax Software - Phase 1 of the Sales Tax and Licensing automation was implemented in 2014 with new sales tax software which provides online filing and payment for the 11,000 licensed vendors in Fort Collins. Phase 2 of the project is an enhancement offer (13.6) in the 2015-2016 BFO process and will automate the licensing functions for the Sales Tax Department and City Clerk's Office.

- Personnel costs are up $158K in 2015 over 2014 driven by
  1. 2% salary adjustments of $43k
  2. Healthcare/benefits increase of $36k
  3. 5 Position reclassifications of $51k
  4. Remainder is driven by new hire salaries greater than incumbents and market pay adjustments

# High Performing Government

## *Offer 13.1:  Financial Programs and Services*

**Performance Metrics**

- HPG 1. Actual Revenue Compared to Budget (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91314
- HPG 2. Accuracy of Budgeted Expenses (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91315
- HPG 9. Number of grants reviewed and acquired by City of Fort Collins and PFA (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=111427
- HPG 10. Number of Title VI complaints submitted, number in which the City was at fault (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=111430
- HPG 52. Percentage of correcting journal entries (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=92919
- HPG 53. Percentage of multiple payment vendors that receive payment through ACH (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=92877
- HPG 54. Compare the current City investment portfolio return to the 24 month average 2 year
  Agency (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=92878
- HPG 65. Number of grant compliance issues mitigated within 6-months (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=111434

**Personnel Changes**

- There are no personnel changes in the 2015-2016 budget cycle.

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not Applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

CPIO edits

**Other Information**

## *Offer 13.1:  Financial Programs and Services*

Offer Owner:  CDonegon

Offer Type:  Ongoing Programs and Services

Original Offer Number:  13.1

Lead Department:  Finance Administration

# High Performing Government

## 13.1: Financial Programs and Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 34.00 | 34.00 | - % |

| **Expenses** | | | |
|---|---|---|---|
| 511000 - Salaries & Wages | 2,281,526 | 2,327,090 | 2.0% |
| 512000 - Benefits | 687,653 | 708,076 | 3.0% |
| **510000 - Personnel Services** | **2,969,179** | **3,035,166** | **2.2%** |
| 521000 - Professional & Technical | 288,800 | 292,274 | 1.2% |
| 529000 - Other Prof & Tech Services | 4,500 | 4,600 | 2.2% |
| **520000 - Purchased Prof & Tech Services** | **293,300** | **296,874** | **1.2%** |
| 532000 - Cleaning Services | 1,750 | 1,785 | 2.0% |
| 533000 - Repair & Maintenance Services | 131,089 | 135,089 | 3.1% |
| 534000 - Rental Services | 8,200 | 8,700 | 6.1% |
| **530000 - Purchased Property Services** | **141,039** | **145,574** | **3.2%** |
| 542000 - Communication Services | 28,425 | 28,774 | 1.2% |
| 543000 - Internal Admin Services | 1,818 | 1,873 | 3.0% |
| 544000 - Employee Travel | 17,550 | 17,719 | 1.0% |
| 549000 - Other Purchased Services | 47,600 | 48,165 | 1.2% |
| **540000 - Other Purchased Services** | **95,393** | **96,531** | **1.2%** |
| 555000 - Office & Related Supplies | 29,100 | 29,625 | 1.8% |
| 559000 - Other Supplies | 3,400 | 3,445 | 1.3% |
| **550000 - Supplies** | **32,500** | **33,070** | **1.8%** |
| **Total Expenses** | **3,531,411** | **3,607,215** | **2.1%** |

## Funding Sources

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 3,531,411 | 3,607,215 | 2.1% |
| **Funding Source Total** | | **3,531,411** | **3,607,215** | **2.1%** |

# High Performing Government

## *Offer 13.2:  Risk Management Programs and Services*

2015: $3,153,816 and 4.80 FTE

2016: $3,222,713 and 4.80 FTE

### Offer Summary

The Risk Management division provides risk management services to the City of Fort Collins and Poudre Fire Authority. This offer funds services that protect the entities' assets including employees, property and monetary funds. The preservation of City assets allows the organization to operate more efficiently by ensuring that employees are able to perform their jobs safely, City property is adequately protected from catastrophic loss, and taxpayer dollars are not wasted on unnecessary and preventable claims. Specific services include liability, property and workers' compensation claims management, the employee safety program, and Department of Transportation regulatory compliance program oversight for the entire City.

### Offer Highlights

- x Insurance/Self-Insurance Program Management - Liability, property, auto, arts, equipment breakdown, excess workers compensation, volunteer accident, fiduciary liability, crime, flood and flood coverage for properties located in specifically designated flood zones. The self insurance program provides funds for the payment of self-insured deductibles ranging from $50,000 to 750,000 per claim.

- x Process/investigate/manage approximately 160 liability and property claims and approximately 320 workers compensation claims annually paid from the self- insurance fund.  In 2013 the Risk Management office paid out $543,377 in property and liability claims and $769,645 in workers compensation claims for all open claim years.  We also recovered $99,005 from third party City property damage

- Safety program funding supports the expertise in the analysis of injury prevention across the oganization, developing and strengthening the organizational and departments safety cultures, conducting safety audits, prescription safety glasses, steel toe work boots, safety training and resources, air quality, AED program

- Support of regulatory requirements for Department of Transportation (DOT) and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks every two years on all drivers.

### Additional information can be found at:

- [x](x)

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  A sustainable workforce depends on a safe and healthy workforce. The Risk Management office in 2015/16 will focus on employee safety through the development of innovative cultal safety intiatives across the organization resulting in best in class outcomes, a sustainable and engaged work force and a fiscally responsible expenditure of tax dollars.

# High Performing Government

## *Offer 13.2: Risk Management Programs and Services*

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.: in 2015/16 the Risk Management office will be working claosely with ELT in developing enterprise wide strategic cultural safety planning and carrying these intitiatives out throughout the organization.

- HPG 7.8. Assess effectiveness of safety initiatives, develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness.: Long term metrics are established in the community dashboard as Days Away Restricted or Transfered (DART) and Recordable Accident Frequency (RAF) rates. While these are lagging indicators of injury severity and frequency they provide a high level view of how the organization as a whole is performing. Future metrics should focus on short term performance actions that will affect the long term rates

**Improvements & Efficiencies**

- Risk Management is focused on supporting the City's transformation to a safety culture and reduction in injuries.

**Performance Metrics**

- HPG 4. City Employee Safety - Recordable Accident Frequency (RAF) Rate YTD (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91470
- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91471

**Personnel Changes**

- x

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

CPIO edits

**Other Information**

Offer Owner:  CDonegon

Offer Type:  Ongoing Programs and Services

Original Offer Number:  13.2

Lead Department:  Purchasing & Risk Management

# High Performing Government

## 13.2: Risk Management Programs and Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 4.80 | 4.80 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 282,832 | 288,491 | 2.0% |
| 512000 - Benefits | 90,781 | 93,569 | 3.1% |
| **510000 - Personnel Services** | **373,613** | **382,060** | **2.3%** |
| 521000 - Professional & Technical | 219,535 | 229,160 | 4.4% |
| **520000 - Purchased Prof & Tech Services** | **219,535** | **229,160** | **4.4%** |
| 532000 - Cleaning Services | 5,000 | 5,100 | 2.0% |
| 533000 - Repair & Maintenance Services | 500 | 510 | 2.0% |
| 534000 - Rental Services | 500 | 510 | 2.0% |
| **530000 - Purchased Property Services** | **6,000** | **6,120** | **2.0%** |
| 541000 - Insurance | 2,255,100 | 2,300,201 | 2.0% |
| 542000 - Communication Services | 7,230 | 7,375 | 2.0% |
| 543000 - Internal Admin Services | 674 | 688 | 2.1% |
| 544000 - Employee Travel | 8,629 | 8,751 | 1.4% |
| 549000 - Other Purchased Services | 5,150 | 5,173 | 0.4% |
| **540000 - Other Purchased Services** | **2,276,783** | **2,322,188** | **2.0%** |
| 555000 - Office & Related Supplies | 3,000 | 3,060 | 2.0% |
| 556000 - Health & Safety Supplies | 84,000 | 85,680 | 2.0% |
| 559000 - Other Supplies | 2,000 | 2,040 | 2.0% |
| **550000 - Supplies** | **89,000** | **90,780** | **2.0%** |
| 591000 - Transfers to Funds | 188,885 | 192,405 | 1.9% |
| **590000 - Transfers Out** | **188,885** | **192,405** | **1.9%** |
| **Total Expenses** | **3,153,816** | **3,222,713** | **2.2%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 602-Ongoing Revenue | Ongoing Restricted | 2,964,931 | 3,030,308 | 2.2% |
| 605-Ongoing Revenue | Ongoing Restricted | 188,885 | 192,405 | 1.9% |
| **Funding Source Total** | | **3,153,816** | **3,222,713** | **2.2%** |

**High Performing Government**

## Offer 13.5: ENHANCEMENT: Finance Organizational Assessment

2015: $75,000 and 0.00 FTE

2016: $0 and 0.00 FTE

<div style="background-color:green;color:white;font-weight:bold">Offer Summary</div>

The extended Finance organization is comprised of the central Financial Services group and decentralized Financial Liaisons that are imbedded in each operating organization. The Financial Services group of approximately 40 staff reporting to the City Chief Financial Officer includes Accounting, Accounts Payable, Payroll, Budgets, Purchasing and the recently formed Financial Planning & Analysis (FP&A) group. The FP&A group was formed by redeploying existing staff in 2013 from Accounting into FP&A to provide financial analytical support to the entire City organization.

Financial Liaisons report directly into each operating group and the liaisons are responsible for accounting data entry, invoice approvals, financial reporting and financial analysis of results. Each position has evolved and is hired independently within each operating group. Significant variation exists across the liaisons in terms of duties, qualifications and experience. Current duties and organizational levels are inconsistent and do not create the appropriate career paths for staff progression and development.

The purpose of this offer is to solicit proposals from qualified firms to conduct an assessment of the entire financial organization. We are seeking a consultant with significant finance organizational development experience within both the public and private sectors, and who has demonstrated success implementing organizational change with tangible measurable benefits.

<div style="background-color:green;color:white;font-weight:bold">Offer Highlights</div>

- 1) Utilizing a review of each finance position's duties and responsibilities, develop position descriptions and job titles based on a holistic design of the entire financial organization in a way that creates career progression opportunities for finance staff.

- 2) The design of an integrated Finance Organization where FS is involved in the Financial Liaison position definition, description, levels and hiring process.  The resulting organization is one where career opportunities for each staff can be identified, and plans made for career progression.

- 3) Highlight gaps and outline a transition plan between the current organizational structure and proposed new structure to include training needs, position modifications, reporting standardization, increased financial analytical skills, etc.

- 4) Increase and improve the overall effectiveness and capability of the entire finance organization in financial analysis, variance analysis, reporting, business acumen and financial support of the operating organizations.

<div style="background-color:green;color:white;font-weight:bold">Scalability and explanation</div>

Less funding would require a redefinition of scope with the proposed consultants and may include: interviews with a smaller population of the finance organization, reducing the breadth of understanding, or elimination of relative standing analysis.

## High Performing Government

## *Offer 13.5:  ENHANCEMENT: Finance Organizational Assessment*

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  In the spirit of continuous improvement, the proposed engagement is the first step to creating a more robust finance organization.  We must understand the current structure, requirements, and responsibilities before we improve.  Approximately half of the City's finance organization have no reporting responsibility to the CFO, and therefore need investigation to thoroughly understand it.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.:  Finance positions across the City have evolved in isolation without consistency. This offer will create an understanding of the status quo and give a foundation for future job alignment and career progression opportunities.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  One of the benefits of greater understanding of the larger finance organization will be highlighting discrepencies amongst our processes and ensuring integrity and transparency in our financial analysis within all service areas.

### Performance Metrics

- Not applicable

### Personnel Changes

- na

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Added explanation to offer summary to clarify intended purpose.
Strategic objectives added.
Offer increased to $75k due to updated information from submissions to RFP.

Proposed Metrics:
- # or % of finance positions scoped and aligned within overall City organization
- potential budget goals measured by 'finance service area expense as a % of overall City budget'

### Other Information

**High Performing Government**

## *Offer 13.5:  ENHANCEMENT: Finance Organizational Assessment*

Offer Owner:  agavaldon

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  13.5

Lead Department:  Finance Administration

# High Performing Government

## 13.5:  ENHANCEMENT: Finance Organizational Assessment

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 521000 - Professional & Technical | 75,000 | - | - % |
| **520000 - Purchased Prof & Tech Services** | **75,000** | **-** | **- %** |
| **Total Expenses** | **75,000** | **-** | **- %** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General One-time Revenue | One-Time Restricted | 75,000 | - | - % |
| | **Funding Source Total** | **75,000** | **-** | **- %** |

# High Performing Government

## *Offer 13.6: ENHANCEMENT: Cross-Departmental Licensing Software*

2015: $176,810 and 0.00 FTE

2016: $4,200 and 0.00 FTE

<div style="background-color:green;color:white"><strong>Offer Summary</strong></div>

This offer funds a collaborative business licensing software implementation between the Sales Tax Department and the City Clerk's Office, which will automate and streamline the licensing functions for both departments while eliminating many manual efforts. In addition, this offer includes software components that will enable online application and renewal processes for the business community.

In the 2013-2014 budget cycle, a new sales tax software project (Phase 1) was funded to replace the antiquated existing system. The project included an online component, which would allow businesses to file and pay sales tax via the web. The sales tax software acquired as Phase 1 included a core business licensing module. The objective of this offer (Phase 2) is to fund the implementation of the acquired licensing software and purchase complementary modules that will enable the miscellaneous licensing functions of the City to the web. The City Clerk's Office and the Sales Tax Department currently use Excel spreadsheets and homegrown databases to manage more than 25 unique license types with no online capabilities. Implementing this system will tie directly with the strategic objective, "Optimize the use of technology to drive efficiency and productivity, and to improve services," by creating an online process for businesses to efficiently, instantly and securely apply for, renew and pay for a variety of miscellaneous licenses such as Outdoor Vendor, Solicitation and Exempt Organization Permits. Enabling the web-based licensing processes will provide businesses with a one-stop-shop to apply for and renew licenses, as well as to file and pay their sales and use tax.

In addition, the system will allow multiple departments to share information and streamline license approvals, improving service to the business community by speeding up and automating the various licensing processes while creating revenue collection and reporting efficiencies for staff.

<div style="background-color:green;color:white"><strong>Offer Highlights</strong></div>

- Businesses can log-on at any time (24/7/365) from anywhere to apply and renew licenses online and pay associated license and renewal fees which results in faster revenue generation. With one online profile, businesses will be able to complete all of their licensing and sales tax transactions with the City in a one-stop environment which they are already familiar with for sales tax filing.

- Businesses will be able to track the progress of their license application / renewal processes online which provides higher government transparency and reduces walk in traffic and phone calls reducing staff time by up to 50% per license type.

- By reducing travel time to City hall and manually mailing license forms, the City will improve customers' experience with our services and provide improved government service levels.

- Collaboration with single state of the art integrated licensing system between the City Clerk's Office and the Sales Tax Department with potential expansion to other City departments with no additional software costs.

## High Performing Government

### *Offer 13.6: ENHANCEMENT: Cross-Departmental Licensing Software*

- Elimination of manual processes while driving increased automation which results in higher efficiencies and improved productivity so staff can do more with less.

**Scalability and explanation**

The offer is scalable in that fewer license types could be configured in the system and/or fewer license types could be enabled for the web, however, the burden to automate the license types would fall to staff. The project could also be phased over the 2 year budget cycle.

**Additional information can be found at:**

- http://www.fcgov.com/salestax/
- https://salestax.fcgov.com
- http://www.fcgov.com/cityclerk/liquor.php
- http://www.fcgov.com/mmj/

**Linkage to Strategic Objectives**

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: This offer will enable licensing functions to the web which will drive efficiencies in how our citizens interact and do business with the City. The use of automated approvals and workflow technologies will streamline the licensing processes across multiple City departments improving both internal and external customer service.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: This offer improves organizational capability and effectiveness by automating processes across multiple departments allowing staff to accomplish more with less.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.: This offer implements an innovate process for multiple departments to accomplish tasks through automated workflow technology. Licensing documents and approvals will be routed between departments electronically. The process will be enabled to the web for customers to track and monitor which improves transparency and supports world class customer service.

- ECON 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.: This offer greatly improves the efficiency in how the business community applies for and renews miscellaneous licenses by automating the process. The workflow process will provide citizens an up to date view of their application in a transparent manner. The efficiency of the online application and renewal empowers the business community to interact with the City at their own convenience.

**Performance Metrics**

- CNL 1. Voluntary Code Compliance (CDNS)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6276&object=measure&objectID=91249

## High Performing Government

### *Offer 13.6:  ENHANCEMENT: Cross-Departmental Licensing Software*

**Personnel Changes**

- N/A

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Per the request for more detail to support the offer, staff provides the following:
The offer will automate up to 25 license types accounting for over 1,000 manual licenses issued annually. Compelling reasons to fund this offer are: 1) Each of the 25 unique license types are managed with Microsoft through manual processes including letters, mail merging, reports, etc. The offer funds a system implementation that will centralize, automate and improve staff efficiency by upwards of 50%. 2) This offer will fund the ability for licenses to be web-enabled providing a one-stop online solution to the community for application and renewal of licenses and sales tax filing.

Performance Metric:  Time estimated to issue a license ranges from 1 hour for a sales tax license to 16.5 hours for a liquor license and 18.75 hours for a marijuana license. Staff estimates that the software will provide a 50% reduction in staff time due the automaton.

Staff has updated the offer with maintenance expenses.

**Other Information**

Offer Owner:  JPing-small

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  13.6

Lead Department:  Accounting, Sales Tx, Treasury

# High Performing Government

## 13.6: ENHANCEMENT: Cross-Departmental Licensing Software

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |
| **Expenses** | | | |
| 521000 - Professional & Technical | 154,110 | - | - % |
| **520000 - Purchased Prof & Tech Services** | **154,110** | **-** | **- %** |
| 533000 - Repair & Maintenance Services | 2,100 | 4,200 | 100.0% |
| **530000 - Purchased Property Services** | **2,100** | **4,200** | **100.0%** |
| 565000 - Vehicles & Equipment | 20,600 | - | - % |
| **560000 - Capital Outlay** | **20,600** | **-** | **- %** |
| **Total Expenses** | **176,810** | **4,200** | **-97.6%** |

| **Funding Sources** | | | | |
|---|---|---|---|---|
| 100-General | Ongoing | 25,744 | 4,200 | -83.7% |
| 100-General One-time Revenue | One-Time Restricted | 151,066 | - | - % |
| **Funding Source Total** | | **176,810** | **4,200** | **-97.6%** |

## High Performing Government

### *Offer 13.7:  ENHANCEMENT: Fee/Contract Coordinator - 1.0 FTE*

2015: $85,036 and 1.00 FTE

2016: $85,401 and 1.00 FTE

**Offer Summary**

This offer funds a 1.0 FTE Fee and Contract Coordinator position in the Financial Services Area. The coordination and management of the City's contracts and fee revenue base are vital functions of a high performing government. Fees account for more than $20M of general government revenue annually. This position will be responsible for the oversight of fee management Citywide. Essential functions will include creating a fee database, monitoring fees for updates and renewals, and acting as the point person to ensure all fees are reviewed by City Council as appropriate.

Additionally, this position will act as a contract coordinator and will work with all City departments to ensure that all City contracts are fully executed, monitored for performance, and renewed in a timely manner. The position will implement an organization-wide system for managing and executing contracts through a full lifecycle.

A centralized Fee/Contract Coordinator position will directly support High Performing Government and Economic Health by improving organization-wide efficiency, transparency and fiscal sustainability.

Furthermore, the position will support the Financial Services Area in the continued pursuit of revenue diversification. The need for a diverse revenue base is a critical component of the City's ability to sustain service levels without an over-reliance on sales and use tax. The Fee Coordinator will support the research and analysis of existing and emerging options to fund City services through fees.

Additional Information:
Staff has entered into a contractual arrangement with Jim O'Neill to conduct a review of all contracts approved by Council since 2000. Until that review is completed, we will not know the current magnitude of unsigned/unfulfilled contracts. In the most recent past, a couple of significant contracts did not get signed or renewed. Both could have resulted in serious issues for the City. The City Manager has requested this offer to prevent future problems.

**Offer Highlights**

- Fee/Contract Coordinator will support all departments Citywide to review, update and analyze existing and potential fee revenue. The position will also support the City in maintaining a diverse and stable revenue base.

- Position will ensure that fees are kept current and presented to City Council in a timely manner and as appropriate.

- This position would implement an organization-wide system for ensuring that contracts are fully and property executed and managed throughout the contract life cycle.

- This position would play an integral role in maximizing the use of existing technology systems (DocuSign, SIRE, JDE) to ensure that documents are signed, archived, and managed in a timely manner.

## *Offer 13.7: ENHANCEMENT: Fee/Contract Coordinator - 1.0 FTE*

- A Fee/Contract Coordinator will mitigate costly mistakes resulting from unsigned contracts and unmet contract commitments.

**Scalability and explanation**

N/A

**Additional information can be found at:**

- Not applicable

**Linkage to Strategic Objectives**

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  The Fee/Contract Coordinator will serve as a point person for all departments in the coordination of fee and contract management which will directly improve organization efficiency by centralizing an integral function of City government.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  This offer will use existing technology systems to streamline the contract and fee review process by optimizing document management and document signature technologies.

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.:  The Fee/Contract Coordinator will create and implement City wide databases and processes to improve the organization wide management of fees and contracts. A gap currently exists in the process of "checking" in the Plan, Do, Check, Act continuum and this position will rectify the issue.

- HPG 7.13. Continuously improve the City's governance process.:  This offer supports a systematic approach to managing fees and contracts including the implementation of databases and processes to improve the management of significant legal and fee related documents.

**Performance Metrics**

- Not applicable

**Personnel Changes**

- This position adds 1.0 FTE to the Financial Services Area.

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

## *Offer 13.7:  ENHANCEMENT: Fee/Contract Coordinator - 1.0 FTE*

Per request of the HPG team, the offer summary has been updated with a summary of the implications of the unsigned contract issue. The HPG team also requested information on performance metrics. The City Clerk's office provided the following response:

Until the magnitude of the current problems is evaluated, it is difficult to develop performance metrics.  The idea would be that no contract goes unsigned, is allowed to lapse prematurely, or goes unfulfilled.

### Other Information

Offer Owner:  JPing-small

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  13.7

Lead Department:  Accounting, Sales Tx, Treasury

# High Performing Government

## 13.7:  ENHANCEMENT: Fee/Contract Coordinator - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 64,430 | 65,719 | 2.0% |
| 512000 - Benefits | 19,106 | 19,682 | 3.0% |
| **510000 - Personnel Services** | **83,536** | **85,401** | **2.2%** |
| 555000 - Office & Related Supplies | 1,500 | - | - % |
| **550000 - Supplies** | **1,500** | **-** | **- %** |
| **Total Expenses** | **85,036** | **85,401** | **0.4%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 85,036 | 85,401 | 0.4% |
| **Funding Source Total** | | **85,036** | **85,401** | **0.4%** |

**High Performing Government**

*Offer 13.9:  ENHANCEMENT: Occupational Health Medical Monitoring*

2015: $50,000 and 0.00 FTE

2016: $50,000 and 0.00 FTE

<div style="background:green;color:white">**Offer Summary**</div>

This offer provides baseline and annual audiograms for employees working in high noise environments, baseline and annual pulmonary function testing for employees working in environments requiring the use of respirators, and specific hepatitis shot series for employees exposed to blood-borne pathogens and other contaminants. This offer is to meet basic occupational safety standards established by the Occupational Safety and Health Administration (OSHA).  This program requires the occupational health exposure monitoring of approximately 750 employees. The cost of performing testing is $50,000 annually.

Medical surveillance is an important tool with many benefits including:
1) Identification of occupational hazards early, thereby allowing intervention through proper treatment to lessen the overall effect and mitigation of the hazard
2) Yields educational benefits and invites employees to become actively involved in their well being
3) Employees feeling confident the City is interested in their well-being.

A new metric has been established with goals for level/number of participants for hearing, vaccinations, and respirator exams/health tests. Progress toward a 100% participation rate will be reported quarterly.

<div style="background:green;color:white">**Offer Highlights**</div>

- This offer tracks and provides resources for approximately 760 employees to receive baseline and annual hearing tests, Respirator medical clearance and fit testing and hepatitus vaccinations.

- This is a requirement in all exposed general industry occupations per OSHA regulations

- The Risk Management (RM) office recently completed a database through JDE to monitor and track identified employees with occupational exposures to high noise environments, airborne particulate environments and bloodborne pathogens. We are also placing responsiblity for the tracking and notification of employee with the RM Admin. to ensure employees are in compliance with City safety policy.

- This offer has been reduced from 2014 funding of $68,000 to $50,000 for 2015 and 2016 to pay for medical service providers.

- Funding from 2013 and 2014 was not fully used based on a large part that Police Services continued to pay for these services internally. RM has contacted Police Serivces to ensure all medical billing for these services now goes to RM so we can coordinate and track employee completions and services.

<div style="background:green;color:white">**Scalability and explanation**</div>

X

**High Performing Government**

## *Offer 13.9: ENHANCEMENT: Occupational Health Medical Monitoring*

**Additional information can be found at:**

- Not applicable

**Linkage to Strategic Objectives**

- HPG 7.8. Assess effectiveness of safety initiatives, develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness.: This offer provides funding to operate an employee safety and health improvement program that monitors employee health exposures consistently throughout the organization.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: Engages employees in identifiying potential hazards and the protection of their health

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.: This offer identifies employees across the organization exposed to high noise environements, repiratory exposures to airborne contaminents and potential blood borne exposures and provides protections against those elements.

**Performance Metrics**

- HPG 100. Baseline and Annual Hearing Tests - Audiograms Completed
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=121148
- HPG 101. Annual Respirator Fit Testing Completed
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=121149
- HPG 102. Hepatitis Vaccinations - One Time
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=121150

**Personnel Changes**

- None

**Differences from Prior Budget Cycles**

- Ongoing. Cost associated with this offer have been reduced from $68k in 2014 to $50k in 2015 and 2016

- A data base has been developed through JDE to better track and notify employees of requirements.

- Police Services had been continuing to pay for these services through 2013. This has been corrected and all billing for medical monitoring is now going through risk management and paid through the funding sources provided in the last BFO cycle.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- None

**High Performing Government**

## *Offer 13.9:  ENHANCEMENT: Occupational Health Medical Monitoring*

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

CPIO edits

**Other Information**

Offer Owner:  LMurray

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  13.9

Lead Department:  Purchasing & Risk Management

# High Performing Government

## 13.9:  ENHANCEMENT: Occupational Health Medical Monitoring

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 521000 - Professional & Technical | 50,000 | 50,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **50,000** | **50,000** | **- %** |
| **Total Expenses** | **50,000** | **50,000** | **- %** |

**Funding Sources**

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 602-Reserves | Reserve | 50,000 | 50,000 | - % |
| **Funding Source Total** |  | **50,000** | **50,000** | **- %** |

## High Performing Government

### *Offer 13.10: ENHANCEMENT: Director of Safety & Occupational Health Professional - 2.0 FTE*

2015: $329,730 and 2.00 FTE

2016: $324,492 and 2.00 FTE

### Offer Summary

This offer provides expert resources needed to transform the City's safety culture and reduce the number of injuries sustained by individuals. This initiative is based on a comprehensive assessment of the City's safety culture, organizational structure, resources and performance metrics completed by leading industry subject experts, Global SHE Solutions. Global SHE Solutions recommended the City focus on the following key strategic activities: 1) Alignment of ELT with regard to the value of safety and how safety fits in relative to executing the job; 2) Evaluation of the current safety organizational structure including safety teams and assigned personnel; 3) Development of a comprehensive safety plan; and 4) Communication plan, roll out and commitment to implement the safety plan.

To accomplish this, a Safety Director (1.0 FTE) with the requisite expertise and experience in leading safety strategy and initiative development is required. An Occupational Health Professional (1.0 FTE contract staff) is proposed to actively manage worker compensation claims and lost/restricted duty days.

### Offer Highlights

- This offer includes the addition of a new Safety Director position. This individual will be a seasoned expert with demonstrated results driving transformation of safety culture and reduction of injuries. This individual will provide the leadership for a centralized safety organizational design, development of the safety plan, and implementation of the plan.

- Payback will occur in 2 years driven by;1) a 25% reduction in Work Compensation claims by 2017 and;2) a reduction of the DART rate (Days Away Restricted Transferred). A 20-40% improvement in the DART is the equivalent of returning 3-5 staff members back to work. Reductions in the annual Worker Compensation claims, RAF (Recordable Accident Frequency) & DART will provide metrics to measure success.

- This offer includes $50,000/year to develop and/or purchase training materials to be deployed City wide. On line based training programs will be evaluated. Current training methodology is manpower intensive with limited bandwidth to delivery required safety training City wide.

- The offer includes $50K/year for consulting. We intend to utilize Global SHE Solutions and other leading industry experts to support development of a world class safety program. Utilization of the consultants will accelerate the transformation of the City's safety culture and ensure the City's plan will deliver injury reduction.

### Scalability and explanation

N/A

### Additional information can be found at:

- Not applicable

**High Performing Government**

## Offer 13.10: ENHANCEMENT: Director of Safety & Occupational Health Professional - 2.0 FTE

**Linkage to Strategic Objectives**

- HPG 7.8. Assess effectiveness of safety initiatives, develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness.: This offer provides funding to transform the City's safety culture.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: A significant part of this initiative is the assessment and potential realignment of the organizational structure, assigned resources and charter/structure of the safety teams.

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.: This offer is a comprehensive approach to redesign of the City's safety program to drive transformation of the safety culture and reduce the number of injuries.

**Performance Metrics**

- HPG 4. City Employee Safety - Recordable Accident Frequency (RAF) Rate YTD (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91470
- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91471

**Personnel Changes**

- None

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- None

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Provided additional emphasis on the importance of the Safety Director with the requisite expertise and experience in leading safety strategic and initiative development and an Occupational Health Professional (contract staff) to actively manage worker compensation claims and lost/restricted duty days. Added the projected payback on the incremental costs will occur within two years driven by improvements in two areas. A 25% reduction in Work Compensation claims is anticipated by 2017 that will largely pay the cost of both individuals. In addition, the City DART rate (Days Away Restricted Transferred) is very high compared with industry norms. A 20%-40% improvement in the City DART rate will be the equivalent of returning 3-5 staff members back to the position they were hired to fulfill. Reductions and improvements in the City's Annual Worker Compensation claims and the RAF (Recordable Accident Frequency) and DART rates will provide metrics to measure success.

**High Performing Government**

## *Offer 13.10:  ENHANCEMENT: Director of Safety & Occupational Health Professional - 2.0 FTE*

**Other Information**

Offer Owner:  GSPaul

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  13.10

Lead Department:  Purchasing & Risk Management

# High Performing Government

## 13.10:  ENHANCEMENT: Director of Safety & Occupational Health Professional - 2.0 FTE

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 2.00 | 2.00 | - % |

**Expenses**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 178,615 | 182,188 | 2.0% |
| 512000 - Benefits | 40,015 | 41,204 | 3.0% |
| **510000 - Personnel Services** | **218,630** | **223,392** | **2.2%** |
| 521000 - Professional & Technical | 100,000 | 100,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **100,000** | **100,000** | **- %** |
| 542000 - Communication Services | 1,100 | 1,100 | - % |
| 549000 - Other Purchased Services | 5,000 | - | - % |
| **540000 - Other Purchased Services** | **6,100** | **1,100** | **-82.0%** |
| 555000 - Office & Related Supplies | 5,000 | - | - % |
| **550000 - Supplies** | **5,000** | **-** | **- %** |
| **Total Expenses** | **329,730** | **324,492** | **-1.6%** |

**Funding Sources**

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 602-Reserves | Reserve | 329,730 | 324,492 | -1.6% |
| **Funding Source Total** | | **329,730** | **324,492** | **-1.6%** |

# High Performing Government

## *Offer 13.12:  ENHANCEMENT: Buyer, Sustainability & Transfort - 1.0 FTE*

2015: $78,285 and 1.00 FTE

2016: $80,016 and 1.00 FTE

### Offer Summary

This offer funds 1.0 FTE for continuation of the Sustainable Purchasing Initiative and expands the role to provide dedicated Purchasing support to Transfort. This individual will divide their time equally between Sustainable Purchasing and Transfort. The Sustainable Purchasing initiative was piloted in 2013-2014 and achieved significant accomplishments. This offer is required to continue to drive results in Sustainable Purchasing and to provide a higher level of dedicated service to Transfort. As noted in the Green Purchasing Report, best-in-class sustainable purchasing programs have staff dedicated for research, training, education, and working with individual departments and buyers to 'green' specifications and drive process improvements.  This individual is also responsible for managing and executing the purchase of many commodities.

A few of the more noteworthy accomplishments include:
1) Established definitions for Green Purchases and developed metrics for spend analytics
2) Mandated Office Depot for office supplies and improved green spend by 12% (31% to 43%) in 2013
3) Initatied 30% post-recycle content (PRC) paper mandate and drove improvement by 28% (57% to 85%) in 2013
4) Launched internal Sustainable Purchasing webpage and integrated Sustainable Purchasing with the Enviro Portal
5) Enrolled in the State Electronics Challenge
6) In collaboration with IT, initiated a project to drive Citywide improvement and reduction of desk-top printers, copiers and multifunction devices
7) Benchmarked best-in-class peer agencies
8) Implemented docuSign electronic signature workflow

In 2015 and 2016 the primary focus will include:
1) Utilize spend analytics to target improvement to increase sustainable spend.
2) Implement continous process improvements in the purchasing process.
3) Develop and launch training for Purchasing 101 and FTA.
4) Continue to partner with internal and external stakeholders to drive improvement in Sustainable Purchasing practices and outcomes.

### Offer Highlights

- This individual will conduct ongoing spend analysis:
  - Provide capability to analyze data generated by coding Purchase Orders as Green/Not Green, and by Commodity Code;
  - Prioritize projects based on data to optimize impact
  - An example of the value of data based decision making is the current project focused on standardized

# High Performing Government

## *Offer 13.12:  ENHANCEMENT: Buyer, Sustainability & Transfort - 1.0 FTE*

- Participate as a leader in Green Purchasing practices:
  - Pursue performance improvement in State Electronics Challenge
  - Participate in & support Front Range Sustainable Purchasing Network
  - Participate in & support Waste Innovation Fund
  - Research new ideas like vehicle Idle Mitigation equipment

- Be a resource for Green Purchasing to support internal and external user communities:
  -Update & expand the internal and external Purchasing web pages
  -Contact person for inquiries from City's Enviro web portal
  -Coach internal City customers on surplus property procedures
  -Coach internal City customers on Green Purchasing practices
  -Support external activities like Rocky Mountain High School Career Day

- This individual will drive process reviews and improvements  in support of sustianability and Transfort:
  -Eprocurement software review, investigation, quotes, demos
  -Example: Reviewing BuySpeed to bring current, or replace. Incorporate DocuSign process
  - Document template reviews
  - Examples: Revised Bid, RFP, Services Agreement templates up to current standards for efficiency and improve TBL impact

- Drive best practices research and project implementation:
  - Ability to survey leading agencies in order to develop Work Plans for Sustainable Purchasing that encompass Best Practices elements
  - Example of this is how we developed our definition of Green Purchasing as it relates to City of Fort Collins; and how we code Purchase Orders to capture the spend data and measure our progress

## Scalability and explanation

X

## Additional information can be found at:

- Not applicable

## Linkage to Strategic Objectives

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.:  Focus on Sustianble Purchasing practices and purchases in conjunction with an elevated level of Purchasing support for Transfort supports the City's goal to reduce Greenhouse gas emissions.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  This individual will drive continuos process improvement in the procurement of goods and services in part by leveraging technology.

- HPG 7.6. Enhance the use of performance metrics to assess results.:  This individaul will analyze spend data to target and prioritize projects that optimize outcomes and ensure resources are focused on the right commodities to drive improvement and reduce total cost.

# High Performing Government

## *Offer 13.12: ENHANCEMENT: Buyer, Sustainability & Transfort - 1.0 FTE*

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.: This individual will identify, prioritize and implement process improvements and change to increae the level of Purchasing support to Transfort and drive improvement in productivity, efficiency, effectiveness, customer service and citizen satisfaction.

### Performance Metrics

- FUTURE MEASURE - HPG 58. % of total dollars of green purchases to total spent (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=92922

### Personnel Changes

- This enhancement will continue funding one (1) FTE by converting a full time contract employee to a classified position.  This FTE will be funded 50% by Finance and 50% Transfort.

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- None

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Changed the title to indicate the position is a conversion from contractual to classified. Add additional details regarding the roles and responsibilities for this position as follows:

In addition to spearheading and driving best practices and policy, the Green Purchasing Buyer is responsible for managing and executing the day-to-day purchase of many commodity type procurements which support sustainability.  Commodities managed by this individual include:  1) All Social Sustainability including grant funded purchases; 2) Refuse Collection, Recycling, E-Waste, Auction, Surplus, and Scrap; 3) Historic Preservation; 4) Bicycle related; and 5) Computers, Servers, Software, Cabling, Multifunction Devices, Network Equipment and Services.

This individual will collaborate with all buyers, City departments, external stakeholders and entities focused on sustainability.

### Other Information

Offer Owner:  GSPaul

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  13.12

Lead Department:  Purchasing & Risk Management

# High Performing Government

### 13.12:  ENHANCEMENT: Buyer, Sustainability & Transfort - 1.0 FTE

**Enhancement to Programs and Services**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 58,556 | 59,728 | 2.0% |
| 512000 - Benefits | 18,229 | 18,788 | 3.1% |
| **510000 - Personnel Services** | **76,785** | **78,516** | **2.3%** |
| 521000 - Professional & Technical | 500 | 500 | - % |
| **520000 - Purchased Prof & Tech Services** | **500** | **500** | **- %** |
| 544000 - Employee Travel | 1,000 | 1,000 | - % |
| **540000 - Other Purchased Services** | **1,000** | **1,000** | **- %** |
| **Total Expenses** | **78,285** | **80,016** | **2.2%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 39,143 | 40,008 | 2.2% |
| 290-Ongoing Revenue | Ongoing Restricted | 39,142 | 40,008 | 2.2% |
| | **Funding Source Total** | **78,285** | **80,016** | **2.2%** |

# High Performing Government

## *Offer 45.1: Utilities Customer Connections Programs and Services*

2015: $6,055,514 and 49.50 FTE

2016: $6,101,515 and 49.50 FTE

**Offer Summary**

This offer funds the Utilities Customer Connections Department (CCD) consisting of six functional areas: Customer Finance, Customer Support, Communications & Marketing, Customer Accounts, Resource Conservation, and Community Engagement. CCD's integrated approach maintains productive relationships with internal and external stakeholders to achieve results for projects, programs and business operations.

• Oversee the customer experience for the delivery of projects, programs and services in collaboration with the City
• Manage value-based marketing, with expanding emphasis on website and social media techniques, including watershed programs
• Manage water and energy conservation programs, including ClimateWise, in alignment with the City's plans and policies to enable and expand conservation
• Deliver accurate and reliable utility bills, including fees, adjustments and billings for enhanced services, and cashiering for the City
• Manage customer resolution for service requests, billing, outages, projects or program offerings, and payment options, while educating customers on the ability to do business via multiple "self-service" options
• Manage residential, commercial, key accounts and ClimateWise partners, implementing relationship management that results in understanding the customers' business processes, anticipating and responding to needs, and identifying services and programs that exceed customers' expectations and encourage growth or expansion in Fort Collins
• Foster community engagement for service line operations and educational programs with external stakeholders using expanded tools and techniques that result in effective reputation management
• Benchmark customer satisfaction to determine areas for improvement, with the goal of attaining overall customer satisfaction of 80% or above
• Manage internal communications so that employees become ambassadors to the public with operational and program information

**Offer Highlights**

- Utilities award winning water and energy conservation programs, and ClimateWise (CW) program provide sustainable conservation results to meet the Climate Action Plan, Energy Policy and Water Conservation Plan goals.  CCD collaborates with the City on programs to assist customers reduce use, which includes policy, planning and implementation to coordinate services aligning metrics and reporting.

- Community stakeholder engagement and educational support for Utilities service line operations, capital projects and conservation programs results in the public's understanding, support and sustainable long-term benefit.  For example, the award winning WaterSHED program educates our citizens regarding the importance of watershed health and the effects of pollution on water quality.

# High Performing Government

## *Offer 45.1: Utilities Customer Connections Programs and Services*

- Utilities strives to ensure accurate and reliable utility bills, which include fees, adjustments, and billings for enhanced utility services and programs so that customers can make informed conservation decisions based on usage and costs.

- Utilities strives to be the best source of utility information for our customers by resolving customer requests during their first contact with Utilities, which includes educating on self-service payment options for their convenience.

- Fort Collins Utilities strives to exceed customer expectations and enable cost-effective business operations by continuing to deliver the information customers can use to manage utility services safely and sustainably, including awareness of and need for construction improvement projects.

### Additional information can be found at:

- www.fcgov.com/utilities

### Linkage to Strategic Objectives

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: - Maintain or improve 80%+ top tier customer rating on overall customer satisfaction and "Contribute to the Community."
  - Maintain WaterSHED 6,000 contact hours in youth and 1700 in adult programs. Train 30 adult volunteers and 20 teachers in watershed health
  - Absolute net decrease of 6,600 MTCO2e/yr based on prior year in ClimateWise partners Greenhouse Gas (GHG) emissions from 2005 baseline

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: - Integrate customer interfacing systems, such as web-portal, for customers ease in understanding usage and costs, and payment options decreasing the need to contact the customer support center by 5%
  - Industry best practice website metrics consist of: 50% of customers establish web portal accounts; website metrics increase by 10% for pageviews, unique visitors, referrers, and repeat visitors

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.: - Maintain or improve 80%+ top tier customer rating for "Customer Needs."
  - Maintain or improve 80%+ top tier customer rating for "Providing Good Value."
  - Execution of customer segmentation tactics for residential, commercial, key accounts and ClimateWise partners

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.: - Participants in Efficiency Works programs, including energy and water, increases by 15%
  - Number of City and Utilities participants in the ONE Planet program is at least 250, with a completion rate of 90%
  - Participants in ClimateWise increases by 10%.

# High Performing Government

## *Offer 45.1:  Utilities Customer Connections Programs and Services*

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  - Maintain or improve 80%+ top tier customer rating on Utilities Biannual Survey for "Company you can Trust."
  - Employees will attend training, which can include conferences, One Planet, or Talent/Reward, that relates to their development plan, or towards enhancing their skill sets in building ethics, transparency, and City of Fort Collins values.

### Improvements & Efficiencies

- Fort Collins Utilities employees become ambassadors of messaging with the public through a more robust internal communications program; minimizing cost impacts to projects and programs implementation.

- Fort Collins Utilities exceeds customer expectations by achieving an overall customer satisfaction rating of 80%, enabling cost-effective business operations by delivering the information customers need to use utility services safely and sustainably.

- Utilities customer information system enhancements, including automation, results in billing accuracy and payment options for customers' implementation of home and business efficiency improvements and sustainable conservation management.

- Enhanced management of residential, commercial, including ClimateWise partners, and key accounts customers results in understanding the customers' business processes, anticipating and responding to utility needs, and identifying services and programs that exceed customers' expectations and encourage growth or expansion within the Fort Collins community.

- Expanded emphasis on website and social media techniques results in cost savings through segmented value-based marketing to ensure concise and appropriate levels of information, frequency and thoroughness for customer understanding and education.

- Community Engagement achieves community involvement and education through processes and programs that build trust and partnerships with the public to enhance Fort Collins Utilities' reputation as a world-class utility service provider and the best source of utility information.

- Resource Conservation provides integrated water and energy efficiency programs, offering customers multiple solutions, which includes the ClimateWise Program, to achieve sustainable results in alignment with the Fort Collins City Plan , Climate Action Plan, Energy Policy, Water Conservation Plan, Transportation Management Plan, Green Building Program, etc.

- Utilities creates efficiencies with events, programs, and recognitions that are coordinated and collaborative with the City and other external organizations to leverage opportunities to interact with the public, including volunteer management.

- Utilities implements relationship management plans based on segmenting customer classes and sectors to deliver targeted approaches of the products and services offered through proactive account management by understanding the customers' use of our services now and into the future in collaboration with Economic Health.

# High Performing Government

## *Offer 45.1: Utilities Customer Connections Programs and Services*

- Resolve customer inquiries, preferably during their first contact with Utilities, for service requests, account inquiries, outages, utility projects or program offerings, as well as payment options, while educating customers on the convenience to do business with Utilities via multiple "self-service" options.

**Performance Metrics**

- HPG 32. Maintain or improve A/B grades on Utilities biannual customer survey (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497
- HPG 35. Numeric grade point average of survey respondents to how well the Utilities contribute to the community (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91498
- HPG 49. Utilities customer satisfaction - customer needs (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91501
- HPG 50. Utilities customer satisfaction - company you can trust (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91502
- HPG 51. Utilities customer satisfaction - providing good value (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91503

**Personnel Changes**

- As part of the Customer Connections Department (CCD) optimization three additional positions were approved off-budget cycle in 2014.  The off-cycle FTE approvals were; Publicity and Marketing Specialist, Customer Accounts Manager and Community Engagement Manager, which the CCD 2014 budget financially supported.  As part of the 2015-2016 BFO process the positions financial support are called out to record the off-cycle approval and recognize the expense of $250K for all three positions in the Utilities-CCD ongoing budget.  In addition, four FTE's and two hourly positions and O&M transfer funding of $511K for ClimateWise are the additional costs associated with ClimateWise integration into the Utilities-CCD ongoing, funding from the General Fund and previously budgeted in Light & Power Fund.  The final position supported in the CCD ongoing budget is a position at Platte River that supports the billing system of $131K.

**Differences from Prior Budget Cycles**

- Based on CCD optimization process, the ClimateWise program, and the Education and Outreach programs have been integrated into CCD's Community Engagement functional area for ongoing support.  The ClimateWise budget was also incorporated into CCD from the General Fund in the amount of $566,000, which includes the FTEs.

- New positions were created as part of CCD optimization process, consisting of a Publicity and Marketing Specialist, a Customer Accounts Manager and a Community Engagement Manager amounting to approximately $253,000 in ongoing expenses for all three positions.

## High Performing Government

## *Offer 45.1:  Utilities Customer Connections Programs and Services*

**Explanation of Any Adjustments to Personnel Costs using object 519999**

-  Employee gift cards (Downtown Bucks) to recognize outstanding employees.

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

- Reduced "Performance Measures" to five of the most critical.
- Elaborated under "Personnel Changes" the three positions that were added between budget cycles
totaled $250K ongoing impact to the budget from 2014 to 2015.
- Modified under "Strategic Objectives"  HPG 7.10 on how KFCG funds will be utilized.
- Modified under "Strategic Objectives"  HPG 7.4 to accurately state "Absolute net decrease of 6,600
MTCO2e/yr..."
- Added under first bullet in "Offer Highlights" collaboration with City services.
- Removed KFCG funding & lowered General Fund funding for Climate Wise by $75,000 and $50,000
respectively.
- Removed $50,000 for Customer Information System evaluation.

**Other Information**

Offer Owner:  lrosintoski

Offer Type:  Ongoing Programs and Services

Original Offer Number:  45.1

Lead Department:  Utilities Customer Connections

# High Performing Government

## 45.1: Utilities Customer Connections Programs and Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 49.50 | 49.50 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 2,917,138 | 2,970,650 | 1.8% |
| 512000 - Benefits | 934,328 | 962,917 | 3.1% |
| 519000 - Other Personnel Costs | 8,500 | 8,500 | - % |
| **510000 - Personnel Services** | **3,859,966** | **3,942,067** | **2.1%** |
| 521000 - Professional & Technical | 616,669 | 617,669 | 0.2% |
| 529000 - Other Prof & Tech Services | 140,518 | 140,518 | - % |
| **520000 - Purchased Prof & Tech Services** | **757,187** | **758,187** | **0.1%** |
| 531000 - Utility Services | 16,840 | 17,210 | 2.2% |
| 532000 - Cleaning Services | 17,700 | 17,600 | -0.6% |
| 533000 - Repair & Maintenance Services | 505,116 | 470,652 | -6.8% |
| 534000 - Rental Services | 160,500 | 160,500 | - % |
| **530000 - Purchased Property Services** | **700,156** | **665,962** | **-4.9%** |
| 542000 - Communication Services | 8,000 | 8,000 | - % |
| 544000 - Employee Travel | 57,560 | 57,560 | - % |
| 549000 - Other Purchased Services | 461,303 | 461,803 | 0.1% |
| **540000 - Other Purchased Services** | **526,863** | **527,363** | **0.1%** |
| 551000 - Vehicle & Equipment Supplies | 12,301 | 12,895 | 4.8% |
| 552000 - Land & Building Maint Supplies | 500 | 500 | - % |
| 555000 - Office & Related Supplies | 94,150 | 90,150 | -4.2% |
| 556000 - Health & Safety Supplies | 6,150 | 6,150 | - % |
| 559000 - Other Supplies | 98,241 | 98,241 | - % |
| **550000 - Supplies** | **211,342** | **207,936** | **-1.6%** |
| **Total Expenses** | **6,055,514** | **6,101,515** | **0.8%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 39,646 | 41,439 | 4.5% |
| 605-Ongoing Revenue | Ongoing Restricted | 6,015,868 | 6,060,076 | 0.7% |
| | **Funding Source Total** | **6,055,514** | **6,101,515** | **0.8%** |

## High Performing Government

### *Offer 45.2:  Utilities Information Technology Services*

2015: $3,918,465 and 10.20 FTE

2016: $4,120,248 and 10.20 FTE

**Offer Summary**

Included in this offer is the Enterprise Information Technology allocation to Utilities. The allocation covers Utilities' portion of the IT Department's Enterprise Applications, Infrastructure and Administration offers in this budget process. The allocation represents $2,039,251 of the offer in 2015; $2,041,220 in 2016. Metrics associated with this allocation reside in Information Technology offers in the Data and Communication Fund 603. These amounts are not additive to the IT Department offers, but represent the funding mechanism for the Utilities portion of the IT offers. Additionally, this offer includes the ongoing support and development activities of the Application Services - Utilities team. More than 100 applications used by Utilities employees are supported and enhanced by this organization.

Several of the applications are enterprise strength and include:
1) Utilities Customer Billing System
2) Advanced Meter Fort Collins systems such as the Meter Data Management System, the Headend System and the Utilities Customer Web Portal. This highly complex suite of tools receives raw data from the water and electric meters via Wi-Fi, cleanses data, loads it into the Meter Data Management system, and subsequently creates billing determinants that are passed to the billing system for customer bill production.
3) Customer Web Portal - just being introduced, this is the most tangible outcome for Utilities customers of the AMFC program where they will be able to see their water and electric consumption online near real-time and hopefully respond to what they see by reducing their use.
4) Maximo - Asset Management system that is deployed at the water plant and biosolids division. Utilities is able to set up all their assets (both internal instrumentation and underground assets) on regular maintenance schedules.  The system generates workorders and allows projection of maintenance costs out into the future. Phase 2 & 3 are yet to be deployed.

**Offer Highlights**

- Enterprise Information Technology allocation to Utilities.  Covers portion of the IT Department's Enterprise Applications, Infrastructure and Administration.  Represents $2,039,251 in 2015 and $2,041.220 in 2016.

- IT Application Services for Utilities supports and enhances over 100 IT applications used daily by Utilities' employees.  These applications facilitate Utilities' business processes and are absolutely necessary to complete day to day tactical work as well as strategic initiatives. Continual innovation is the key to improved workforce capabilities and productivitiyi.

- IT Application Service supports and enhances Advanced Meter Fort Collins systems including the Meter Data Management System. MDMS passes data to the Billing system for Customer Utility Bills. Also included is the new Customer Web Portal where customers can see their usage for water and electric utilities by day, hour, and month. They see near same day usage as well as historical usage.

## *Offer 45.2:  Utilities Information Technology Services*

- IT App. Services support and enhancement of the Utility Customer Billing System.  This system is used by Customer Service and Billing personnel all day long.  The system must be up, and maintain accuracy as these personnel depend on it all day long for their discussions with customers either on the phone or in person.  This system accepts the payments from customers on their Utility bills.

- IT App. Services on-going support & development for Maximo, the new Asset Management system. Maximo stores asset information on all the Utilities assets both in the plants and out in the field and underground.  Assets are put on regular preventative maintenance schedules, work orders are generated to perform the maintenance & repairs as needed. System enables cost forecasting for maintenance.

<span style="background-color:blue; color:white">**Additional information can be found at:**</span>

- -        http://www.fcgov.com/utilities/img/site_specific/uploads/it-projects.pdf    This link is to slides that show the IT Strategy Plan projects in graphical form as well as current IT Application Services-Utilities team resources.  While 73 projects are currently already underway, 24 additional got approved for high priority by Utilities Senior Managers.

- -        http://www.fcgov.com/utilities/img/site_specific/uploads/it-resources.pdf   This link goes to a slide set that shows App. Service team resource leveling for current projects (73) and additional projects (24).  As you can see several people are over-committed in the near term.  With ~60 additional projects that did not make it to the top list yet, there will be many more projects to add to the workload of this team as they finish the ones currently underway, plus 24 additonal projects.

- -        http://www.fcgov.com/utilities/img/site_specific/uploads/it-gantt-chart.pdf   A Gantt-Chart of the 73 projects currently underway plus the 24 new ones that got high priority from Senior Managers at Utilities can be found at this link.  It shows approximate durations of the efforts and which team member is assigned to the effort.

<span style="background-color:blue; color:white">**Linkage to Strategic Objectives**</span>

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  With over 100 IT applications in use by Utilities' personnel, the team focuses on availability, accuracy, and ease of use with these systems.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  The Advanced Meter Fort Collins program & the Maximo implementations have and will continue to improve productivity, efficiency and effectiveness of the Utilities' organization.  With such features coming soon as "automatic connect and disconnect" (remotely) future conservation programs are enabled. Manual meter reading is drastically reduced. Forecasting maint. costs will be easier.

- ENV 4.6. Engage citizens in ways to educate and change behavior toward more sustainable living practices.:  The new Customer Web Portal phase of Advanced Meter Ft. Collins will allow Utilities' customers to see their usage much more frequently.  With this increased awareness, they will have the opportunity to adjust their behaviors in using both energy and water resources.

# High Performing Government

## *Offer 45.2: Utilities Information Technology Services*

- ECON 3.6. Maintain utility systems and services; infrastructure integrity; and stable, competitive rates.: IT App Services provides on-going support and enhancements to over 100 applications used daily by Utilities' employees.  Systems are kept up and running smoothly with absolute minimum disruption to daily workflow of Utilities employees.  Over time, systems have replaced many manual and work-intensive processes for Utilities' personnel. In-house IT resources know the business & are less expensive.

- ENV 4.7. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability.:  Safe drinking water and reliable public power are cornerstones of environmental health. IT as a whole and IT App. Services for Utilities supports a myriad of IT capabilities which contribute to enahcing a healthy and sustainable environment: *Advanced Meter Ft. Collins is enabling current and future conservation programs. *Maximo is keeping Utilities' assets sound & operating efficiently.

**Improvements & Efficiencies**

- IT is a key enabler for our City government, and our world today.  American society and the City of Ft. Collins in particular,can do so much more now than they could even 15 years ago due to improved technology, communication mechanisms and other labor saving systems.  The Utilities is a prime example of taking advantage of key technologies such as that deployed with Advanced Meter Fort Collins.

- With the new Advanced Meter Ft. Collins databases, Utilities can proactively detect leaks; they will be able to see power outages as they occur rather than waiting for phone calls; Customer Service Reps. will be able to perform "on demand" reads of electric meters from their desks; Utilities customers will be able to see their usage of electric/water on-line and hopefully change usage behavior.

- The Maximo Asset Management system is now deployed to the Water Production plant and the Water Reclamation/Biosolids plant.  Phase 2 of the project is underway with Water Engineering, Field Services and Stormwater and Phase 3 to encompass Light & Power.  This allows assets to be put on regular maintenance schedules; manages all the workorders; and be able to forecast maintenance needs/costs.

- Old technologies such as Windows XP are being retired and replaced with Windows 7.0 so that Utilities' PCs are supportable for the future and will get the required security patches on a regular basis. App. Services tests software with Win. 7.  We also assist with retiring of old servers and transferring of applications/data to new servers.

- The Advanced Meter program necessitated a more thorough assessment of cyber security procedures and these procedures are being evaluated and documented.  Examples of these include: cyber security Incident Response Procedure; Disaster Recovery Procedure; Business Continuity Procedure; Change Management & Configuration Management.

- The Advanced Meter program has enabled the Utilities to support advanced Billing capabilities such as "Time of Use" rates. Customers will be able to see their usage on a much more frequent basis.  It is hoped that they will monitor and control their own usage to avoid peak usage times in order to both conserve resources and keep their costs down.

# High Performing Government

## *Offer 45.2:  Utilities Information Technology Services*

- The IT Application Services team has embraced Service Oriented Architecture and is taking advantage of newer technologies such as Enterprise Service Bus which allows for more efficient and expedient development of interfaces between key IT systems such as the Meter Data Management System and the Customer Billing System. These newer tools provide greater scalability and extensibility for the future

- As the Enterprise strength system, Maximo, is deployed, it will allow the Utilities to retire many locally developed M/S Access database systems which served the Utilities well in the past but are not robust enough to carry the Utilities into the future.

- The Utilities is settling on a standard mapping tool with the deployment of Maximo:  ESRI   While there is much work yet to be completed to build out the mapping for Maximo, moving to ESRI as a standard, places the Utilities in a position where it is not relying on a locally developed, legacy mapping system.  ESRI mapping is a more sustainable solution for the Utilities in the long run.

- We are working on automation of "on-line Service Orders".  Currently, Utilities' customers can fill out an on-line request to start or stop Utilities services. Soon, those requests will trigger a Service Request in the Customer Billing System.  Further automation will add capability for remote disconnect of the electric service as well as automation of remote connect of electric services.

### Performance Metrics

- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

### Personnel Changes

- No personnel changes in this offer.

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

- Reduced the funding transfers to Fund 603 for Utilities share of City IT charges due to reduction in offers by City IT.
- Added $10,000 for both 2015 & 2016 for additional Hardware maintenance and support costs needed for the Oracle Database appliance.
- Wording changes in Narrative to remove reference to efficiencies that are difficult to specifically measure.
- Additional information included in the Efficiencies and Improvements section to discuss how Time of Use rates could influence customer behaviors by choosing and controlling when they use energy.

### Other Information

**High Performing Government**

*Offer 45.2:  Utilities Information Technology Services*

Offer Owner:  MEvans

Offer Type:  Ongoing Programs and Services

Original Offer Number:  45.2

Lead Department:  Utility Tech. & Cust. Service

# High Performing Government

## 45.2: Utilities Information Technology Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 10.20 | 10.20 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 879,690 | 897,287 | 2.0% |
| 512000 - Benefits | 233,267 | 239,913 | 2.8% |
| **510000 - Personnel Services** | **1,112,957** | **1,137,200** | **2.2%** |
| 521000 - Professional & Technical | 45,000 | 45,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **45,000** | **45,000** | **- %** |
| 532000 - Cleaning Services | 3,060 | 3,060 | - % |
| 533000 - Repair & Maintenance Services | 419,482 | 436,116 | 4.0% |
| **530000 - Purchased Property Services** | **422,542** | **439,176** | **3.9%** |
| 542000 - Communication Services | 248,714 | 251,136 | 1.0% |
| 543000 - Internal Admin Services | 18,673 | 19,177 | 2.7% |
| 544000 - Employee Travel | 38,275 | 39,015 | 1.9% |
| 549000 - Other Purchased Services | 20,350 | 20,350 | - % |
| **540000 - Other Purchased Services** | **326,012** | **329,678** | **1.1%** |
| 551000 - Vehicle & Equipment Supplies | 900 | 920 | 2.2% |
| 555000 - Office & Related Supplies | 65,310 | 65,616 | 0.5% |
| 559000 - Other Supplies | 2,050 | 2,060 | 0.5% |
| **550000 - Supplies** | **68,260** | **68,596** | **0.5%** |
| 565000 - Vehicles & Equipment | 20,000 | 20,000 | - % |
| **560000 - Capital Outlay** | **20,000** | **20,000** | **- %** |
| 591000 - Transfers to Funds | 1,923,694 | 2,080,598 | 8.2% |
| **590000 - Transfers Out** | **1,923,694** | **2,080,598** | **8.2%** |
| **Total Expenses** | **3,918,465** | **4,120,248** | **5.1%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 605-Ongoing Revenue | Ongoing Restricted | 3,518,465 | 3,720,248 | 5.7% |
| 605-Reserves | Reserve | 400,000 | 400,000 | - % |
| | **Funding Source Total** | **3,918,465** | **4,120,248** | **5.1%** |

# High Performing Government

## Offer 45.3:  Utilities Administration & General Operations

2015: $6,537,477 and 41.80 FTE

2016: $6,717,627 and 41.30 FTE

<div style="background:blue;color:white"><strong>Offer Summary</strong></div>

This offer funds Utilities Administration and General Operations, which consists of: Executive Director's Office; Strategic Financial Planning; Community Environmental Project; Regulatory & Governmental Affairs; Locating Operations; Health, Safety and Security; Meter Reading; Utilities Support Services and Grounds Maintenance.

Administrative Services and General Operations:
- The Executive Director provides senior leadership for the four utilities; Customer Connections; Health, Safety, and Security; Strategic Financial Planning; Administration Services; and Records Management. The office sets policies and procedures to ensure compliance with required deliverables to the City Manager's Office.
- Strategic Financial Planning provides budget preparation and monitoring, rate setting and revenue projections, debt management, financial reporting, payables and receivables, purchasing, and records management. The Asset Management Program is a long-term financial strategic plan in implementing formalized asset management to maintain and replace aging infrastructure safely and sustainably.
- The Community Environmental Project supports 21st Century Utilities programs with a position that aligns triple bottom line analysis with the City's Sustainability Services Area.
- Locating Operations provides locate services for electric, water, wastewater and stormwater systems, and the City's traffic and fiber-optic networks.
- Regulatory and Government Affairs supports environmental regulatory compliance and stewardship programs for City operations.

Health, Safety and Security; Meter Reading; Utilities Support Services and Grounds Maintenance includes a variety of shared services, consisting of: utilities and telecommunications, pool cars, after-hours security services, janitorial services, lawn maintenance and snow removal, copier rental, general postage, payments to the General Employees Retirement Plan, and the administrative payment to the City's General Fund.

<div style="background:blue;color:white"><strong>Offer Highlights</strong></div>

- The Executive Director of Utilities provides senior leadership as directed by the City Manager that supports the policies and plans approved by City Council in providing competitively priced, reliable and environmentally sustainable services and programs to exceed customer expectations for a high performing government outcome.

- Strategic Financial Planning ensures the management of expenses and revenues are fiscally sound and consistent in meeting customer's expectations towards the funding of Utilities services and programs.  This includes asset management, a critical component in maintaining and replacing aging infrastructure cost effectively and sustainably.

- Regulatory and Government Affairs provides support to City operations to ensure the City complies with environmental regulations. Costs avoid are significant as violations of major environmental laws can carry a fine of up to $25,000 per violation per day.

## High Performing Government

### *Offer 45.3: Utilities Administration & General Operations*

- Community Environmental Project Coordination supports collaboration with the City's Sustainability Services office, reinforcing the 21st Century Utilities initiative to maintain and support programs that align business practices and operations with environmental, social and economic stewardship to ensure business continuity.

- The Locating Operations program provides locate services for Utilities electric, water, wastewater, and stormwater systems, as well as the City's traffic and fiber optic networks, to ensure critical infrastructure is maintained during construction and mitigate service interruptions.

**Additional information can be found at:**

- http://www.fcgov.com/utilities
- http://citynet.fcgov.com/ecp/
- http://www.fcgov.com/utilities/what-we-do/stormwater/stormwater-quality/management-program

**Linkage to Strategic Objectives**

- ENV 4.9. Meet or exceed all environmental regulations.: Supports City operations meet or exceed regulatory requirements, such as do not pollute local waterways, compliance for safe drinking water regulations, educating the workforce to reduce the use of hazardous materials and ensuring regulated waste from operations are properly disposed or recycled. Assist in stewardship of land resources by redevelopment of environmentally-contaminated properties.

- ECON 3.6. Maintain utility systems and services; infrastructure integrity; and stable, competitive rates.: Supports budget preparation and monitoring, rate setting, revenue projections, financial planning, debt management, financial reporting systems, and cost of service studies. Asset Management is also included to support implementation across the four utilities to maintain and improve infrastructure integrity in the delivery of water, electric, wastewater and stormwater services.

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.: This offer supports managing enterprise-wide processes to mitigate various risks that can impact water quality and supply reliability, energy supply reliability, revenues, expenses, cash flow, employees safety, and overall business performance customer satisfaction based on the Community Dashboard and budget metrics.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.: Supports creating a culture that is supported and recognized for efforts that drive performance excellence through the Utilities for the 21st century initiatives. This includes funding the Community Environmental Project (50% of an employee in City Sustainability Services). Feedback from tracking and performance indicators to modify objectives, indicators, and targets as necessary.

## High Performing Government

### *Offer 45.3: Utilities Administration & General Operations*

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.: This offer supports the Cultural Values Assessment measures to manage moving the organization from the current organizational culture to the desired organizational culture that can inform strategies to meet objectives of improved organizational performance and effectiveness. The CVA promotes employee dialogue and action on identified city values and open and effective communication.

| Improvements & Efficiencies |
|---|

- The Executive Director serves as a member of the City Manager's Executive Lead Team, Strategic Issues Team, and Leadership Link to participate in decision-making and information-sharing at the executive level providing continuity of leadership for sustainability and performance excellence.

- Community Environmental Project Coordination with the City's Sustainability office enhances and contributes to the objectives of a highly effective municipal organization ensuring triple bottom line analysis and implementation of utilities operations.

- Strategic Financial Planning provides long-term solutions to address challenges and opportunities related to fiscal sustainability – balancing revenues, expenditures, risk (liability), and community expectations, specifically addressing diversification of the revenue base and building long-term financial strength.

- As the Fort Collins community continues to experience positive economic development locating services plays a critical role by locating Utilities electric, water, wastewater, and stormwater systems, as well as the City's traffic and fiber optic networks, in order to protect the infrastructure from damage for the assurance of continued reliable service delivery.

- While staff educates departments on compliance requirements, we also represent the City in regulatory processes to influence the development of regulations. For example, staff is currently participating in a stakeholder group to develop state regulations that give municipalities the flexibility to conduct municipal composting. Current regulations do not allow composting without the proper permits.

- Through Environmental Management Systems and with support of RGA staff, three departments have achieved ISO 14001 registration and made significant reductions in fuel and energy use.

- Staff began utilizing Innotas, a project and time tracking system, in 2013. Staff is utilizing data from this system to drive requests for resources and to improve efficiency and effectiveness in the Division.

- Asset Management at Utilities will manage aging infrastructure to improve efficiency and enhance maintenance in order to minimize costs to our customers in the delivery of reliable services.

| Performance Metrics |
|---|

- ENV 96. % of citizens responding very good/good quality of - Utilities overall in Fort Collins (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109922

# High Performing Government

## *Offer 45.3:  Utilities Administration & General Operations*

- HPG 1. Actual Revenue Compared to Budget (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91314
- HPG 22. Utility Recordable Accident Frequency (RAF) rate (Utilities Safety and Security)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91494
- HPG 32. Maintain or improve A/B grades on Utilities biannual customer survey (Utilities Customer
  Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497
- HPG 34. Cultural Values Assessment: annual progress toward the goal of entropy level of 10%
  (Regulatory and Governmental Affairs)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6339&object=measure&objectID=91479

## Personnel Changes

- In 2015, 50% of an FTE in Asset Management will be charged to a capital project, so needed to add
  a negative $70k in Other Personnel Costs to remove that cost from Personnel Services, in effect
  showing an increase from 2015 to 2016 budgets.

## Differences from Prior Budget Cycles

- Regulatory & Governmental Affairs (RGA) was not included in the Utilities Administration and
  General Services ongoing offer last budget cycle.  The extracted amounts associated with RGA are
  $837,790 in 2015 and $853,730 in 2016.

- Locating Operations was not included in the Utilities Administration and General Services ongoing
  offer last budget cycle.  The extracted amounts associated with Locating Operations are $613,707
  for 2015 and $625,870 in 2016, including budgeted vehicle replacements in each year.

## Explanation of Any Adjustments to Personnel Costs using object 519999

- Annual service gift cards and retirement awards.  $2,434 added to fund contractual position through
  January 2015.

## Summary of Changes Requested by BFO Teams or the Budget Lead Team

- Revised the "Strategic Objectives" summary by providing an explanation for each selected objective.
- Reduced the "Performance Measures" to five
- RESPONSE: Please explain increases in line items for repair and maintenance, cleaning, and vehicles
(1)  In Asset Management the software maintenance and support services fees will have a significant
increase in 2016 of approximately $44k for the Maximo system.  (2)  The increase in cleaning costs is
based on the increases in janitorial services per the budget manual (almost $8,700). (3)  Vehicles &
Equipment:  In 2016 Asset Management has budgeted some computer equipment and computer
software purchases to set up the disaster recovery center.  Total purchases are $22,000.
- Provided under "Personnel Changes" reasons to explain the 300% increase in the other peronnel
costs line item.

## *Offer 45.3:  Utilities Administration & General Operations*

**Other Information**

Offer Owner:  lrosintoski

Offer Type:  Ongoing Programs and Services

Original Offer Number:  45.3

Lead Department:  Ut Standards Engineering Div

# High Performing Government

## 45.3:  Utilities Administration & General Operations

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 41.80 | 41.30 | -1.2% |

**Expenses**

| | | | |
|---|---|---|---|
| 511000 - Salaries & Wages | 3,127,277 | 3,130,806 | 0.1% |
| 512000 - Benefits | 1,019,609 | 1,029,203 | 0.9% |
| 519000 - Other Personnel Costs | 23,591 | 94,050 | 298.7% |
| **510000 - Personnel Services** | **4,170,477** | **4,254,059** | **2.0%** |
| 521000 - Professional & Technical | 420,600 | 442,000 | 5.1% |
| 529000 - Other Prof & Tech Services | 105,500 | 135,500 | 28.4% |
| **520000 - Purchased Prof & Tech Services** | **526,100** | **577,500** | **9.8%** |
| 531000 - Utility Services | 214,255 | 216,810 | 1.2% |
| 532000 - Cleaning Services | 94,850 | 103,599 | 9.2% |
| 533000 - Repair & Maintenance Services | 297,598 | 344,377 | 15.7% |
| 534000 - Rental Services | 69,950 | 69,950 | - % |
| **530000 - Purchased Property Services** | **676,653** | **734,736** | **8.6%** |
| 542000 - Communication Services | 138,400 | 141,100 | 2.0% |
| 543000 - Internal Admin Services | 76,714 | 78,547 | 2.4% |
| 544000 - Employee Travel | 64,475 | 64,475 | - % |
| 549000 - Other Purchased Services | 109,930 | 81,460 | -25.9% |
| **540000 - Other Purchased Services** | **389,519** | **365,582** | **-6.1%** |
| 551000 - Vehicle & Equipment Supplies | 58,649 | 60,108 | 2.5% |
| 552000 - Land & Building Maint Supplies | 29,850 | 30,150 | 1.0% |
| 554000 - Utility Supplies | 1,950 | 1,990 | 2.1% |
| 555000 - Office & Related Supplies | 84,875 | 75,375 | -11.2% |
| 556000 - Health & Safety Supplies | 30,340 | 30,840 | 1.6% |
| 559000 - Other Supplies | 106,820 | 107,100 | 0.3% |
| **550000 - Supplies** | **312,484** | **305,563** | **-2.2%** |
| 565000 - Vehicles & Equipment | 35,000 | 52,000 | 48.6% |
| 569000 - Other Capital Outlay | 135,000 | 135,000 | - % |
| **560000 - Capital Outlay** | **170,000** | **187,000** | **10.0%** |
| 579000 - Other | 250,000 | 250,000 | - % |
| **570000 - Other** | **250,000** | **250,000** | **- %** |
| 591000 - Transfers to Funds | 42,244 | 43,187 | 2.2% |
| **590000 - Transfers Out** | **42,244** | **43,187** | **2.2%** |
| **Total Expenses** | **6,537,477** | **6,717,627** | **2.8%** |

## High Performing Government

**Funding Sources**

| | | | | |
|---|---|---|---|---|
| 602-Ongoing Revenue | Ongoing Restricted | 188,885 | 192,405 | 1.9% |
| 605-Ongoing Revenue | Ongoing Restricted | 6,348,592 | 6,525,222 | 2.8% |
| | **Funding Source Total** | **6,537,477** | **6,717,627** | **2.8%** |

# High Performing Government

## *Offer 45.6: ENHANCEMENT: Administrative Tech Support - 1.0 FTE*

2015: $61,377 and 1.00 FTE

2016: $62,800 and 1.00 FTE

<div style="background-color:green;color:white">**Offer Summary**</div>

This offer adds a 1.0 FTE administrative position to support the Customer Connections Department (CCD), consisting of six functional areas and seven managers: Customer Finance, Customer Support, Communications and Marketing, Customer Accounts, Resource Conservation and Community Engagement. The position will support the extensive efforts being managed to achieve the High Performing Government strategic objective "Strengthen methods of public engagement and reach all segments of the community."

In 2013, the Customer Connections Department embarked on a comprehensive departmental review of the organizational structure, resources, services, activities and business processes in order to determine if the current structure supports the City Strategic Plan and Utilities 21st Century initiative. The review consisted of key activities as part of a thorough decision-making process in order to recommend an organizational structure that achieves measurable customer-focused outcomes. The administrative position was identified to support the numerous activities associated with administering the processes in all CCD functional areas. There is currently no administrative support in CCD.

Specific tasks include:
- Meeting support, scheduling and calendar coordination, as well as notes from public meetings
- Managing the CCD planning calendar, identifying projects and programs being implemented within the department to better coordinate with Utilities and City activities, as well as prioritization
- Email management; reviewing and assisting in email to ensure more timely and appropriate responses
- Filing and file management associated with CCD processes and public meetings
- Assistance in preparation for Council presentations
- Assistance in presentations for organization and community presentations
- Assistance in responding to requests for information from the public, including those through Access Fort Collins
- Assistance in preparing for departmental meetings

<div style="background-color:green;color:white">**Offer Highlights**</div>

- Position provides needed administrative support for six functional areas and seven managers.

- Position will manage the CCD planning calendar, which is a critical activity aligning departmental activities in order to determine prioritization in supporting timely services.

- Position supports the identified business needs analysis as part of the CCD optimization action plan completed in 2013. The CCD optimization process inventoried key processes, projects and programs to determine needed resources to meet community expectations based on survey results.

**High Performing Government**

## *Offer 45.6:  ENHANCEMENT: Administrative Tech Support - 1.0 FTE*

### Scalability and explanation

Managers would continue to prioritize work load to support admin duties. Currently manager's spend 20% of their time handing correspondence, maintaining files, and performing other admin duties. The average salary of a manager is $70K/year; there are 7 managers. The cost of manager's performing routine admin duties costs the organization $14K per manager.  By hiring the position the savings to the organization would result in $43K allowing manager's to perform their core operational functions.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  Position supports the identifed resource to manage administrative support to seven managers who spend 20% of their time on admin duties versus core operations.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.:  Position aligns duties associated with admin support that was identified as part of business needs analysis in the CCD optimization action plan completed in 2013.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  Position will save the organization $43K in costs associated with manager's being able to perform core operations that support the High Performing Government strategic objectives versus admin duties.

### Performance Metrics

- HPG 32. Maintain or improve A/B grades on Utilities biannual customer survey (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497
- HPG 37. % completion of phased integration of Knowledge Management strategies in middle management performance goals (UT Electric Systems Eng Div)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6348&object=measure&objectID=91500
- HPG 51. Utilities customer satisfaction - providing good value (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91503

## *Offer 45.6:  ENHANCEMENT: Administrative Tech Support - 1.0 FTE*

**Personnel Changes**

- Add a new FTE position, administrative technician, that was identified as part of the CCD
optimization action plan in 2013.

In 2013, the Customer Connections Department embarked on a comprehensive departmental review
of the organizational structure, resources, services, activities and business processes in order to
determine if the current structure supports the City Strategic Plan and Utilities 21st Century
initiative.  The review consisted of key activities as part of a thorough decision making process in
order to recommend an organizational structure that achieves measurable customer-focused
outcomes.  The Administrative position was identified to support the numerous activities associated
with administering the processes in all CCD functional areas.  There is no administrative support in
the CCD department

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

title change

**Other Information**

Offer Owner:  lrosintoski

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  45.6

Lead Department:  Utilities Customer Connections

## High Performing Government

### 45.6:  ENHANCEMENT: Administrative Tech Support - 1.0 FTE

#### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 45,150 | 46,053 | 2.0% |
| 512000 - Benefits | 16,227 | 16,747 | 3.2% |
| **510000 - Personnel Services** | **61,377** | **62,800** | **2.3%** |
| **Total Expenses** | **61,377** | **62,800** | **2.3%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 605-Ongoing Revenue | Ongoing Restricted | 61,377 | 62,800 | 2.3% |
| | **Funding Source Total** | **61,377** | **62,800** | **2.3%** |

# High Performing Government

## *Offer 45.7:  ENHANCEMENT: Web Programmer Analyst - 1.0 FTE*

2015: $88,497 and 1.00 FTE

2016: $90,461 and 1.00 FTE

<div style="background-color:green; color:white;">

**Offer Summary**

</div>

This offer funds a 1.0 FTE contractual Web Programmer Analyst position in collaboration with City Information Technology (IT) to achieve the High Performing Government strategic objectives: "Optimize the use of technology to drive efficiency and productivity, and to improve services," and "Improve productivity, efficiency, effectiveness, customer service, and citizen satisfaction in all areas of the municipal organization."

In 2013, the Customer Connections Department embarked on a comprehensive departmental review of the organizational structure, resources, services, activities and business processes in order to determine if the current structure supports the City Strategic Plan and Utilities 21st Century initiative. The review consisted of key activities as part of a thorough decision-making process in order to recommend an organizational structure that achieves measurable customer-focused outcomes. The Web Programmer Analyst position was identified for integration into Communications and Marketing as part of the 2015-2016 Budgeting for Outcomes process. The position would be located in the City IT department, funded by and dedicated to Utilities' website management.

The position supports collaboration among Utilities, the Communications & Public Information Office, IT, and other City departments for website continuity to our customers. The computer platform alignment allows for the development and launch simultaneously with the City. For example, Utilities' website and the ClimateWise partner reporting site are supported by a third-party vendor with a content management system only the vendor can substantially modify, and does not align with the upcoming City mobile-ready website. As website, self-service and social media continue to be informational resources for our customers, alignment between CPIO and Utilities through IT plays a role in managing mutual launches and features customers expect from the City regardless of the department.

<div style="background-color:green; color:white;">

**Offer Highlights**

</div>

- The Web Programmer Analyst position will enable Utilities to integrate with other City departments creating a website presence with our customers that is consistent in presentation and information, achieving alignment with the City for key launches, such as mobile ready.

- The Web Programmer Analyst position will ensure appropriate staffing and expertise to develop and manage a transition plan to integrate the Utilities website, and myClimateWise, into the existing City website platform to achieve cost effective operation and maintenance support.

- Utilities' programs will continue to grow and be visible to more customers via the web, especially with focus on the web-portal and the City's national standing as a leader in sustainability.  For example, FCGov has served 10 million visitors in the last 5 years, it averages 7,000 to 10,000 daily users, and during the 2013 flood the website served as much as 65,000 visitors.

# High Performing Government

## *Offer 45.7: ENHANCEMENT: Web Programmer Analyst - 1.0 FTE*

- The Web Programmer Analyst position leverages program resources by directing future funds that would have gone to an outside vendor to a City department whose goal is to support City operations and customer-facing opportunities.

- A mobile-friendly site (readable on any device: phone, tablet, laptop) is increasingly important, especially as Utilities and the City direct customers toward the website through social media outlets. The Web Programmer Analyst position achieves delivery of this critical interface in alignment with the City's branding.

### Scalability and explanation

If the offer is not funded Utilities and myClimateWise sites would continue to function as they currently do, with dependence on the vendor; vendor costs to date are $139K. Alignment and simultaneous launches that complement the customer interface between the City and Utilities for features such as, mobile-ready would not be managed optimally. Meetings and work load for City IT may increase based on needed interactions with vendor to align platform and launch objectives for Utilities website.

### Additional information can be found at:

- http://www.fcgov.com/utilities/
- http://www.fcgov.com/climatewise
- http://www.makeuseof.com/tag/web-metrics-101-what-do-all-these-terms-mean/

### Linkage to Strategic Objectives

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: As our website, which includes the web-portal, becomes a resource to our customers the opportunity to leverage public engagement opportunities for projects and programs is critical. The key metrics consist of:
  - Biannual Customer Survey: 80%+ top tier customer ratings for overall satisfaction.
  - Biannual Customer Survey: 80%+ top tier customer rating for "Contribute to the Community."

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: Industry best practice website metrics consist of:
  - 50% of customers establish web portal accounts
  - Promotional materials increase participation in projects and programs by 10%
  - pageviews increase by 10%
  - unique visitors increase by 10%
  - referrers increase by 10%
  - repeat visits increase by 10%

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.: Integrate customer interfacing systems as transitioned from Advanced Meter Fort Collins into Customer Support business operations for web-portal, which results in customers ease in understanding their consumption data and utility costs to make conservation decisions, as well as options to pay their utility bill, thus decreasing contact through the customer support center by 5%.

## High Performing Government

### *Offer 45.7:  ENHANCEMENT: Web Programmer Analyst - 1.0 FTE*

**Performance Metrics**

- HPG 32. Maintain or improve A/B grades on Utilities biannual customer survey (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497
- HPG 35. Numeric grade point average of survey respondents to how well the Utilities contribute to the community (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91498
- HPG 49. Utilities customer satisfaction - customer needs (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91501
- HPG 84. % of citizens responding always/frequently/sometimes do you or other members of your household use the City's website (www.fcgov.com) (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109942
- HPG 93. % of citizens responding always/frequently/sometimes do you or other members of your household use Social media to understand City issues, programs & services (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109951

**Personnel Changes**

- New FTE – contractual – managed and supervised in IT, budgeted in Utilities

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

- Metrics related to website use, visits, etc. will be reviewed with CPIO and the Budget office to include the identified metrics in the "Linkage to Strategic Objectives" HPG 7.5 to Clearpoint as a "FUTURE MEASURE."
- There is a corresponding reduction in contractual costs by bringing the web programming functions in-house.  The Web Programmer Analyst position leverages program resources by directing future funds that would have gone to an outside vendor, Rocket Jones, to a City department whose goal is to support City operations and customer-facing technology opportunities.  The amount Utilities-CCD has paid to Rocket Jones between 2011 through 2013 is a total of  $195,112.  The rate of this position, for the two years requested, costs $179,360 and becomes a full-time resource that aligns City and Utilities website support and additional features.

**Other Information**

## Offer 45.7:  ENHANCEMENT: Web Programmer Analyst - 1.0 FTE

Offer Owner:  lrosintoski

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  45.7

Lead Department:  Utilities Customer Connections

# High Performing Government

## 45.7: ENHANCEMENT: Web Programmer Analyst - 1.0 FTE

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 73,179 | 74,643 | 2.0% |
| 512000 - Benefits | 15,318 | 15,818 | 3.3% |
| **510000 - Personnel Services** | **88,497** | **90,461** | **2.2%** |
| **Total Expenses** | **88,497** | **90,461** | **2.2%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 605-Ongoing Revenue | Ongoing Restricted | 88,497 | 90,461 | 2.2% |
| | **Funding Source Total** | **88,497** | **90,461** | **2.2%** |

## High Performing Government

## *Offer 45.11: ENHANCEMENT: Customer Relationship Management System Execution*

2015: $75,000 and 0.00 FTE

2016: $0 and 0.00 FTE

### Offer Summary

The City of Fort Collins is a progressive municipality with an interest in improving the ability to address customer service issues. The Utilities department has identified a need to maintain accurate customer information in order to manage relationships with residential, commercial, Key Account and ClimateWise customers. Management of these relationships includes:
- tracking all contacts within various customer segments
- program participation
- event attendance
- greenhouse gas emissions goals and other goals set by ClimateWise program participation
- education and outreach efforts to customers

Ultimately, a Customer Relationship Management (CRM) system will enable the tracking of these needs and serve as a platform for targeted marketing strategies. The long-term plan is for the chosen CRM to be adopted Citywide.

Beginning in second quarter of 2014, a project team comprised of representatives from Utilities Customer Connections, Utilities Finance, Sustainability Services, Economic Health and the Communications & Public Involvement Office will embark on creating a timeline, work breakdown schedule and RFP for choosing a vendor that can assist Utilities in selecting a vendor that will assist in the segmentation study of Utilities' customer classes. After the segmentation study is completed in 2014, the same project team will determine a vendor for selecting a CRM system based on the requirements determined by the project team. The vendor will be selected in the first quarter of 2015.

This offer achieves the High Performing Government strategic objective "Optimize the use of technology to drive efficiency and productivity, and to improve services."

### Offer Highlights

- Offer will improve efficiency of customer contact and communications across Utilities workgroups and ultimately City departments that have shared customers.

- Offer will remove duplication of efforts amongst work groups and result in a more coordinated and seamless approach to customer interface.

- Offer leverages resources and support across multiple City departments that share common customers.

- Offer results in a comprehensive and synchronized understanding of customer, especially for commercial, industrial, Key Account and ClimateWise customers to optimize targeted, value-based marketing of services and programs.

- Offer will result in single system for recording and retaining critical customer information.

## *Offer 45.11: ENHANCEMENT: Customer Relationship Management System Execution*

### Scalability and explanation

If the offer is not funded the completed CRM evaluation performed in 2014, which identified the necessary customer segmentation and systems inventory analysis to implement a CRM would be postponed. The CRM evaluation consisted of understanding the segmentation of customers and the systems that support customer data, including smart meters. Based on the natural progression following an evaluation the execution will allow the CRM to be created and perform customer support with the City.

### Additional information can be found at:

- http://www.fcgov.com/utilities/business
- http://www.fcgov.com/climatewise/
- http://www.fcgov.com/business/

### Linkage to Strategic Objectives

- ECON 3.1. Align economic health goals and strategy across all levels of the organization and refine and agree upon the economic tools the City uses.: This offer provides for software that will record the "story" between the City and the customer; from economic health to planning and development to utilities to recreation, it will provide a thread through all the City provides its citizens/customers.

- ENV 4.7. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability.: Customer Accounts' expanded focus is to develop and implement segmented, value-based marketing and relationship management that results in understanding the customers' business processes, anticipating and responding to utility needs, and identifying services and programs that exceed customers' expectations for the management of resources through the implementation of an effective CRM.

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.: - Percent decrease in ClimateWise partners Greenhouse Gas (GHG) emissions from 2005 baseline are greater than or equal to -6600.
  - Maintain or improve 80%+ top tier customer rating on Utilities Biannual Customer Survey for Contribute to the Community.

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: Customer Relationship Management Execution - Completion of CRM that identifies key action that results in creating segmentation to maximize the coordination of customer interactions and product and service offerings with the City.

- ECON 3.6. Maintain utility systems and services; infrastructure integrity; and stable, competitive rates.: - Partner in working with accounts on expansion, retention or growth opportunities with Economic Health.
  - Maintain or improve 80%+ top tier customer ratings on Utilities Biannual Customer Survey for Providing good value

### Performance Metrics

# High Performing Government

## *Offer 45.11: ENHANCEMENT: Customer Relationship Management System Execution*

- ECON 30. % of citizens responding very good/good to the City's performance in - Support of businesses (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109910
- HPG 32. Maintain or improve A/B grades on Utilities biannual customer survey (Utilities Customer Connections)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497
- HPG 51. Utilities customer satisfaction - providing good value (Utilities Customer Connections)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91503
- HPG 74. % of citizens responding very good/good quality of contact with a City employee in terms of - Knowledge (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109932
- HPG 78. % of citizens responding very good/good overall impression of City employees - Promptness in responding to inquiries and service requests (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109936

## Personnel Changes

- None

## Differences from Prior Budget Cycles

- Not applicable

## Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

## Summary of Changes Requested by BFO Teams or the Budget Lead Team

- Reduced "Performance Measures" to five most critical; included analysis statements in email to HPG Chair.
- The offer will purchase the software and vendor support of a CRM system, based on the overall strategy of the completed segmentation study.  The segmentation study is the road map for the following deliverables: Behavioral, Demographic, Lifestyle/Psychographic, Benefits/affinity, and Geographic. This offer will achieve the intended purpose of the original offer, and be integrated into the ongoing O&M CCD budget going forward from 2016 forward.
- The work to be conducted by the vendor in 2015 will consist of installing, integrating, training, and completing a transition plan with staff for ongoing support and maintenance on the purchase of the software tool that meets the expectations of the segmentation study, which was completed in 2014.

## Other Information

## Offer 45.11:  ENHANCEMENT: Customer Relationship Management System Execution

Offer Owner:  lrosintoski

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  45.11

Lead Department:  Utilities Customer Connections

## High Performing Government

### 45.11:  ENHANCEMENT: Customer Relationship Management System Execution

**Enhancement to Programs and Services**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |
| **Expenses** | | | |
| 521000 - Professional & Technical | 75,000 | - | - % |
| **520000 - Purchased Prof & Tech Services** | **75,000** | **-** | **- %** |
| **Total Expenses** | **75,000** | **-** | **- %** |
| **Funding Sources** | | | |
| 605-Ongoing Revenue  Ongoing Restricted | 75,000 | - | - % |
| **Funding Source Total** | **75,000** | **-** | **- %** |

# High Performing Government

## *Offer 45.12:  ENHANCEMENT: Database Analyst - 1.0 FTE*

2015: $102,042 and 1.00 FTE

2016: $104,279 and 1.00 FTE

### Offer Summary

The need for an Oracle database analyst for the Meter Data Management system and other mission-critical systems tied to customer billing was identified with the initial Smart Grid Investment Grant submittal to the Department of Energy in 2009. The full level of complexity and degree of ongoing application support required for Advanced Meter Fort Collins (AMFC) was a bit of an unknown. The AMFC databases and applications require ongoing monitoring and support. Additional phases to be deployed are: full roll-out of the AMFC Customer Web Portal; possible Time of Use billing; Demand Response solutions to help customers understand energy consumption by appliance/device. Utilities has more than 60 additional future projects identified in the IT strategic plan for Utilities, and the skill set of the database analyst is in great demand for some of them. Because we have only one IT Application Service resource who is fully skilled on the Meter Data Management system, Utilities is at risk. This IT resource puts in more than 40 hours per weeks as a norm, and technically has no one else who understands the deep inner workings of the system. This Database Administrator recently had to reverse engineer a very complex piece of software supplied by the vendor to troubleshoot a problem with billing, highlighting the vulnerability of only having one person who understands the system (and potentially others) at this depth. The IT applications operating in the back office perform the analysis and labor-saving automation and are crucial to generating accurate and timely Utility bills (as well as leak detection, real-time outage alerts, remote reads from the billing office, automated connects/disconnects of electricity, and enabling more complex billing solutions). In the 2014 IT Strategy Plan, Utilities requested 82 IT projects. This offer for 1.0 FTE dedicated to AMFC greatly reduces risk to Utilities and adds capacity for the 82+ projects identified in the recent IT Strategy Plan.

### Offer Highlights

- An additional technical resource to the AMFC program is necessary to provide adequate ongoing support to this highly complex set of IT applications.  The workload is growing with the addition of the Advanced Meter Fort Collins Customer Web Portal and Demand Response phases of the project. This highly critical system that drives billing needs to have another technical resource to mitigate risk.

- As Ft. Collins Utilities experts learn more about the capabilities of the AMFC systems, they are seeing more and more potential for utilizing the system, such as putting water monitors out in the field for pressure measurement and capturing daily water usage for highest usage customers. Many of the requested new IT projects are looking to leverage the Meter Data Management system and its data.

- The Meter Data Management system validates and cleanses data coming in with electric meter reads every 15 minutes and water reads every 60 minutes.  This is a huge volume of data to manage. Utilities customers and Utilities personnel will be using the data for planning, forecasting, detection, and sustainability purposes.

**High Performing Government**

## *Offer 45.12: ENHANCEMENT: Database Analyst - 1.0 FTE*

- Under-resourcing the AMFC systems from an IT perspective will put limitations on the value to be realized from both the Utilities' customers and the Utilities personnel.   The original application requesting the matching grant funds from the Dept. of Energy studied pay-back period.  Estimate was 11 years for Light & Power and 4 years for Water.

- The Utilities realized a fantastic opportunity as a recipient of a Smart Grid Grant and joined the ranks of the most progressive Utilities in the nation.  The Meter Data Management System is becoming the 'hub' of many new and improved processes at the Utilities. Due to the criticality of this innovative system, and its relationship to Utilities' billing, a backup resource is a must.

### Scalability and explanation

An alternative to hiring an FTE would be to contract an external resource.  While this is an option, this route would actually cost more.  This resource is a long-term need.

### Additional information can be found at:

- http://www.fcgov.com/utilities/img/site_specific/uploads/it-projects.pdf   This link is to slides that show the IT Strategy Plan projects in graphical form as well as current IT Application Services-Utilities team resources.  While 73 projects are currently already underway, 24 additional were approved as highest priority by Utilities Senior Managers.

- http://www.fcgov.com/utilities/img/site_specific/uploads/it-resources.pdf   This link goes to a slide set that shows App. Service team resource leveling for current projects (73) and additional projects (24).  As you can see several people are over-committed in the near term.  With ~60 additional projects that did not make it to the top list yet, there will be many more projects to add to the workload of this team as they finish the ones currently underway, plus 24 additonal projects.

- http://www.fcgov.com/utilities/img/site_specific/uploads/it-gantt-chart.pdf   A Gantt-Chart of the 73 projects currently underway plus the 24 new ones that got high priority from Senior Managers at Utilities can be found at this link.  It shows approximate durations of the efforts and which team member is assigned to the effort.

### Linkage to Strategic Objectives

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.:  The Advanced Meter systems have already drastically reduced the need to drive around town to manually read water and electric meters.  Many more process improvements such as "on demand" reads of meters remotely, leak detection, and detection of overloads on transformers have already been realized.  Many more improvements are coming but the AMFC program needs additional IT bandwidth.

- ENV 4.7. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability.:  The AMFC systems position citizens to understand their energy and water utilization and modify their behavior to reduce consumption.  The technology tools coupled with communication and Utilities and City campaigns will help the City achieve key sustainability goals. The IT resources for backend AMFC systems are critical. Customer Web Portal will be a key contributor to citizen awareness.

# High Performing Government

## *Offer 45.12: ENHANCEMENT: Database Analyst - 1.0 FTE*

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.: The Advanced Meter systems have already drastically reduced the need to drive around town to manually read water and electric meters. Many more process improvements such as "on demand" reads of meters remotely, leak detection, and detection of overloads on transformers have already been realized. Many more improvements are coming but the AMFC program needs additional IT bandwidth.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.: Increased capabilities provided by the AMFC systems will help Customer Service personnel and other areas of the Utilities to better serve customers and help customers to understand their energy and water usage. These IT systems are highly capable and complex behind the scenes which necessitates additional IT resources with advanced skills. The Database Analyst is needed to provide bandwidth.

- ENV 4.6. Engage citizens in ways to educate and change behavior toward more sustainable living practices.: The Meter Data Management system drives the new Customer Web Portal. Customers will be able to see their energy and water usage near real-time. This tool will also offer suggestions for reducing their usage of these valuable resources and will advertise Utility programs to help them reduce. The AMFC tools will help educate and change behaviors in utilities customers.

## Performance Metrics

- ENV 87. % of citizens responding very good/good - Air quality (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109913
- ENV 92. % of citizens responding very good/good quality of - Electric services in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109918
- ENV 95. % of citizens responding very good/good quality of - Utility billing in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109921
- ENV 96. % of citizens responding very good/good quality of - Utilities overall in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109922
- HPG 69. % of citizens responding very good/good to the City's performance in - Efficient operation of programs and services (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109927
- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

## *Offer 45.12: ENHANCEMENT: Database Analyst - 1.0 FTE*

**Personnel Changes**

- This offer adds 1 FTE specifically in support of the Advanced Meter Fort Collins Systems. AMFC is a
complex suite of applications and databases that collect data from electric and water meters
through a WIFI mesh network and pass the data through Gatekeepers and routers to the "headend'
system on servers in City Hall West. This raw data is then pulled into the Meter Data Management
system where all the analysis and hard work is performed. The system is highly complex and
involves both 'register reads' and 'internal reads' for electric. It also gathers water meter reads.
The system notifies Utilities of water leaks, transformer overloads, and other anomalies. Soon, it
will notify the Utilities of outages real time, so that Utilities knows before the phone calls come in.
The capabilities of this system are vast. Current AMFC IT staff is overloaded. There is only one
person that completely understands and can troubleshoot the depth of the MDMS system (risky for
critical system).

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

- Minor modifications to "Summary" section wording.
- Added high level "pay-back" period projections as stated in original Advanced Meter Smart Grid
Investment Grant request to "Highlights" section.

**Other Information**

Offer Owner: MEvans

Offer Type: Enhancement to Programs and Services

Original Offer Number: 45.12

Lead Department: Utility Tech. & Cust. Service

# High Performing Government

## 45.12:  ENHANCEMENT: Database Analyst - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | | | |
|---|---|---|---|
| 511000 - Salaries & Wages | 80,531 | 82,142 | 2.0% |
| 512000 - Benefits | 21,511 | 22,137 | 2.9% |
| **510000 - Personnel Services** | **102,042** | **104,279** | **2.2%** |
| **Total Expenses** | **102,042** | **104,279** | **2.2%** |

**Funding Sources**

| | | | | |
|---|---|---|---|---|
| 605-Ongoing Revenue | Ongoing Restricted | 102,042 | 104,279 | 2.2% |
| | **Funding Source Total** | **102,042** | **104,279** | **2.2%** |

# High Performing Government

## *Offer 45.13:  ENHANCEMENT: Systems Specialist - 1.0 FTE*

2015: $93,593 and 1.00 FTE

2016: $95,658 and 1.00 FTE

## Offer Summary

Maximo is an Enterprise Asset Management system now in deployment. It will be a repository for all Utilities assets at the plants and in the field. Interfaces will exist to mapping so field personnel can locate the assets from their devices. Condition of assets will be stored and updated. Assets will be put on regularly scheduled ongoing maintenance windows. Preventative maintenance results in lower overall costs as opposed to waiting for asset failure. Asset Management, using Maximo, is a key risk avoidance strategy for the Utilities. Different departments will use Maximo: 60 in electric, 60 in water field operations, 40 at the plants, plus we will receive reporting requests from all areas of the Utility. Aggregate forecasting of maintenance costs will be possible using statistical analysis tools. In the past, each Utility had their own proprietary system for workorders and maintenance. Maximo will manage all workorders for all of the Utility departments and will determine the work of all the field crews.

Phase 1 has been deployed to the two water plants. There is still data clean-up underway associated with Phase 1. Phase 2 deploys to Water Distribution and Field Operations, including Stormwater. This deployment will be more complex due to the need for conversion of mapping to ESRI. We have one dedicated IT resource supporting Phase 1 now. As the additional departments move to using Maximo, an additional 1.0 FTE is needed to ensure a quality implementation and sufficient ongoing support. Many other utilities using Maximo have four or five IT technical resources for ongoing support. Phase 2 is underway now, requiring significant effort including mapping. An additional IT resource is needed to help Utilities realize the full benefit of this new robust system. Maximo is too critical to not have adequate support and bandwidth for special reporting, configuration changes, troubleshooting, patching and ongoing day-to-day support. $1M is already invested.

## Offer Highlights

- Add 1 IT Application systems specialist to support Maximo at an appropriate level so that the Utilities can realize the value of the system they have procured. The Maximo Asset Mgmt. system will allow projection of maintenance spikes into the future so that any rate changes needed to cover,  would be smoothed over time instead of brought about suddenly due to unforeseen emergencies.

- One existing resource who used to support Workorders (legacy systems) for the Water departments is fully engaged with the AMFC program now and is a critical resource to write and support interfaces between AMFC systems and other systems such as the Customer Billing System. He is no longer available to help with workorder systems. Not getting the resource delays the project for at least 4 years.

- Maximo is a modern system which will help Utilities organize and track the maintenance of assets on a regular basis.  It is a central repository of upcoming maintenance and will allow aggregation of projected maintenance and associated costs so that these costs can be predicted and communicated in advance of the real need to allow proactive notice to stakeholders in Council and the City.

## *Offer 45.13:  ENHANCEMENT: Systems Specialist - 1.0 FTE*

- Maximo puts all of the various Utilities' departments on the same Workorder system.  This provides continuity and standardization across the Utility.  For maintenance cost forecasting, Maximo can be used in conjunction with some statistical analysis tools to provide wholistic cost projections.  Not getting this resource will result in a dramatically slower implementation..maybe up to 4 years.

- Maximo is a very capable and vastly functional tool which needs to have adequate IT support for both implementation and on-going support.  The addition of 1 IT Specialist to help with this imimplementation and on-going support will allow the Utilities to have a quality implementation and efficient on-going support.  Enterprise systems such as Maximo provide lots of capability, but are complex.

### Scalability and explanation

A resource could be contracted to supply this additional bandwidth need for the Maximo project. Hiring a full time internal resource is less expensive.  They will be needed long term. Utilities has already invested $1M into Maximo.   Many Utilities have 4 or 5 IT resources supporting Maximo. The investment in this Enterprise quality system implies back-end complexity to provide more functionality and capability & therefore needs adequate technical staff to support.

### Additional information can be found at:

- - http://www.fcgov.com/utilities/img/site_specific/uploads/it-projects.pdf    This link shows the various projects that were requested through the IT Strategy Plan process for Utilities.  It also shows current resource levels and what type of work they perform (project work or support).  Each time a new systems is added, it does increase the support work load of the team and this is true also of the Maximo implementation.

- - http://www.fcgov.com/utilities/img/site_specific/uploads/it-resources.pdf    This slide set shows resource loading of the IT Apps. Team for Utilities for the currently underway 73 projects plus the 24 additional new projects that were added as top priorities by Utilities' Senior Managers. You can see that as Maximo continues to deploy to the Water departments and then on to Light and Power, our 1 resource for Maximo, Steve Denowski goes to 200% loaded which is not realistic or sustainable.

- - http://www.fcgov.com/utilities/img/site_specific/uploads/it-gantt-chart.pdf  This link shows a Gantt-chart of the 73 currently in-progress projects plus the 24 additional new projects that were prioritized high by Senior Managers.  Please keep in mind that there are an additional ~ 60 projects that aren't included here but are still waiting in the queue as projects desired by the Utilities.

### Linkage to Strategic Objectives

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  With a common Workorder system for all of Utilities, Maximo enables setting all assets up on regular Maintenance schedules.  Regular maintenance will result in fewer unpredicted failures, less expense to customers, and less expense to the Utilities. Maximo also allows for aggregating of all maintenance across the departments so that cost projections are possible through statistical analysis.

## High Performing Government

### *Offer 45.13: ENHANCEMENT: Systems Specialist - 1.0 FTE*

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.: Instead of long-term Utility workers with job knowledge in their head about where a water main needs repair (for example), the system brings continuity to how all asset data is stored, maintained, & handled.  Workorders are generated based on regular maintenance schedules.  No one has to "keep track" of when the work is due.  The workorder & maintenance process is common across all the Utilities.

- ECON 3.6. Maintain utility systems and services; infrastructure integrity; and stable, competitive rates.:  Maintaining Utility systems and services is central to the Maximo asset management system.  This robust tool contains a great deal of functionality that over time can be incorporated into the day to day practices of Utilities employees.  Having an adequate level of IT resources to support this key system is a critical success factor to its implementation and on-going success.

- ECON 3.5. Sustain high water quality to support the community and water-dependent businesses.: Maximo is already deployed at the Water Treatment Facility.  Maximo tracks maintenance schedules on scientific instrumentation at the water plant. The quality of the water is  monitored constantly by equipment that has been maintained.  Chemicals and equipment used for operational processes are all being tracked in Maximo and being put on regular maintenance schedules to assure peak operatoin.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Consistent use of Maximo across the various Utility deparaments will drive efficiency and productivity, ultimately improving services to customers.  Utilities would much rather be proactive in maintaining water mains than have a citizen accidentally drive into a sinkhole because a main break has occurred due to lack of regular maintenace.

### Performance Metrics

- ENV 91. % of citizens responding very good/good quality of - Drinking water in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109917
- ENV 92. % of citizens responding very good/good quality of - Electric services in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109918
- ENV 93. % of citizens responding very good/good quality of - Sewer services in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109919
- ENV 94. % of citizens responding very good/good quality of - Storm drainage in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109920
- HPG 96. Information Technology Internal Service Survey (Information Technology)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300

**High Performing Government**

## *Offer 45.13: ENHANCEMENT: Systems Specialist - 1.0 FTE*

**Personnel Changes**

- This offer adds 1 FTE as a Systems Specialist to support /enhance the Maximo System.  Phase 1 of Maximo is deployed at the water plants. It is now moving on to Phase 2 & Phase 3 where Water Distribution and Light & Power will be added.  Needing to convert mapping from a locally developed legacy system to the City standard of ESRI is adding to the work effort. Other Research shows that other Citys with Maximo deployed have a staff of 4 or 5 technical resources to support and enhance the system. Fort Collins Utilities has invested in an Enterprise level, state of the art system that needs to be correctly staffed to carry the system through implementation and on into the future. The ability to put all assets on a regular maintenance schedule managed by an information system is a great risk avoidance strategy for the Utilties.  Having the right number of IT resources to support and enhance this system is key to the program's ongoing acceptance & success.

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

- Reduced number of metrics to 5.
- Added information in "highlight" section regarding consequence of not funding this offer.
- Added information on how the offer influences Utilities rates (by spreading out maintenance spikes "predictively")

**Other Information**

Offer Owner:  MEvans

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  45.13

Lead Department:  Utility Tech. & Cust. Service

# High Performing Government

## 45.13:  ENHANCEMENT: Systems Specialist - 1.0 FTE

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | | | |
|---|---|---|---|
| 511000 - Salaries & Wages | 73,179 | 74,643 | 2.0% |
| 512000 - Benefits | 20,414 | 21,015 | 2.9% |
| **510000 - Personnel Services** | **93,593** | **95,658** | **2.2%** |
| **Total Expenses** | **93,593** | **95,658** | **2.2%** |

**Funding Sources**

| | | | | |
|---|---|---|---|---|
| 605-Ongoing Revenue | Ongoing Restricted | 93,593 | 95,658 | 2.2% |
| | **Funding Source Total** | **93,593** | **95,658** | **2.2%** |

# High Performing Government

## *Offer 45.14: ENHANCEMENT: Financial Analyst - 1.0 FTE*

2015: $83,536 and 1.00 FTE

2016: $85,401 and 1.00 FTE

### Offer Summary

The Utilities Strategic Financial Planning Department and the Financial Operations Division work collaboratively with the City's Finance department to oversee the financial management of the four Utility Enterprise Funds and the Utilities Customer Service and Administration Fund. Monthly, quarterly, and annual reporting expectations and ad hoc analysis requests have continually grown as the Utility and the City have become more and more focused on quantitatively-driven decision making. The Department has developed a long-term Strategic Financial Plan that will serve as a basis for new decision-making tools for all four Utility Enterprise Funds; however, resources are needed to develop those tools and enhance this plan. This additional work load has fallen on the two managers of the Utilities finance groups because there is currently no Financial Analyst position in the Department. The Department has been implementing an Asset Management program for each utility that also requires the financial modeling skills of a Financial Analyst. Given the need to focus more managerial attention on fiscal accountability, competency and sustainability, and on the knowledge transfer and training associated with the impending retirement of a significant portion of the Department (six of the 11 departmental employees are expected to retire within the next two to three years), it is necessary to add a Financial Analyst to this area. This offer funds the addition of 1.0 FTE for a Financial Analyst who will develop financial reporting tools for internal and external reporting, assume some of the reporting responsibilities, and be trained to assume or oversee additional duties as the department demographics quickly evolve.

### Offer Highlights

- Financial Analyst will develop and produce standardized operational financial reports

- Financial Analyst will assist in developing financial dashboards, City Council and Board presentations, and annual updates to the Utilities Strategic Financial Plan

- Financial Analyst will assist in developing asset management models necessary to effectively project long term asset renewal expenses

- Financial Analyst will ensure current processes and procedures are adequately documented

- Financial Analyst will develop ad hoc financial analysis reports

### Scalability and explanation

Alternatively, external consultants can be engaged to develop standardized reports, however, this would involve substantial time from the two managers and will not remove the long-term need to maintain and analyze the resulting reports. Additionally, there are risks around the necessary knowledge transfer being facilitated through outside consultants. Delaying this additional FTE by a year will extend the time necessary to develop more financial reporting tools and limit knowledge transfer.

### Additional information can be found at:

**High Performing Government**

## *Offer 45.14:  ENHANCEMENT: Financial Analyst - 1.0 FTE*

- Not applicable

**Linkage to Strategic Objectives**

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  This position will improve productivity and effectiveness by adding additional skills and work capacity to the Department.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  Adding this position will create a career path for employees with the necessary skill set for this position within the Department.

- HPG 7.13. Continuously improve the City's governance process.:  The process mapping, report development and presentation development will allow for continuous improvement of the business continuity and financial transparency of the Utilities.

**Performance Metrics**

- HPG 1. Actual Revenue Compared to Budget (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91314
- HPG 2. Accuracy of Budgeted Expenses (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91315
- HPG 50. Utilities customer satisfaction - company you can trust (Utilities Customer Connections)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91502
- FUTURE MEASURE - HPG 60. Utilities' maintenance of debt service ratio (Utilities Financial Operations)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6439&object=measure&objectID=92931

**Personnel Changes**

- This Enhancement will add 1.0 FTE to the Department thereby increasing the number of employees from 11.0 to 12.0.  It should be noted that one of the 11 current employees is expected to retire within the first 6 months of 2015 and that FTE will be transferred back to the Light & Power Fund after the capital project this employee is managing is completed. So at the end of 2015 there will either be 10 FTE's without this Enhancement or 11 FTE's with this Enhancement in the Department. Also, there is currently a one-year contractual position for 2014 in the department to help facilitate the cross-training occurring today which will also be eliminated at the end of 2014.

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**High Performing Government**

## *Offer 45.14: ENHANCEMENT: Financial Analyst - 1.0 FTE*

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

title change

### Other Information

Offer Owner:  PLadd

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  45.14

Lead Department:  Utility Financial Operations

# High Performing Government

## 45.14:  ENHANCEMENT: Financial Analyst - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 64,430 | 65,719 | 2.0% |
| 512000 - Benefits | 19,106 | 19,682 | 3.0% |
| **510000 - Personnel Services** | **83,536** | **85,401** | **2.2%** |
| **Total Expenses** | **83,536** | **85,401** | **2.2%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 605-Ongoing Revenue | Ongoing Restricted | 83,536 | 85,401 | 2.2% |
| | **Funding Source Total** | **83,536** | **85,401** | **2.2%** |

## High Performing Government

### *Offer 45.15: ENHANCEMENT: Training Administrative Assistant - 1.0 FTE*

2015: $61,377 and 1.00 FTE

2016: $62,800 and 1.00 FTE

Utilities Management currently has a full-time FTE who spends 0.50 time supporting the Safety Training program at Utilities. The intent to add a 1.0 FTE and provide the supporting justification.

This position was created to help with the need to schedule safety trainings for 400+ Utilities employees.  This position requires scheduling and coordination of 100+ trainings per year for six locations: USC General Office, 117 N. Mason St. – Customer Service Dept., USC Water Field Services, USC Light & Power, Drake Water Reclamation Facility and the Water Treatment Facility. This also includes Citywide trainings for Active Shooter, etc.; Talent|Reward Administrator support; advertisement of upcoming safety trainings; attendance at Safety Team meetings and managing the Utilities Safety webpage on CityNet.  Currently this position far exceeds the 0.50 FTE dedicated to these duties and the high volume of trainings we are now offering to all of our employees. This additional 1.0 FTE will take on the following tasks in an effort to accommodate the immediate needs of the Utility Safety Program, which will result in increased employee accountability, improved SMART goals and decreased overall DART/RAF rate.

- On-boarding Training: Administer/identify required trainings for new hires, which will properly train new employees prior to entering the field and will eliminate any lag time for employees to begin their required job functions
- Off-boarding tasks to ensure facility security: ensure access is terminated and keys are returned
- Administer new-hire employee orientation for Utilities
- Document physical cyber security/red flags
- Document Training and Credit units for employees
- Implement mandatory and OSHA trainings
- NIMS training tracking
- Improve communication for employee participation
- Research safety trainings, tailor for particular work groups for most effective and up-to-date training
- Issue severe weather and emergency alerts
- Pool Car key management
- EOC Admin

### Offer Highlights

- Manage all trainings for Utilities including On-boarding Training:  Administer/identify required trainings for new-hires, which will properly train new employees prior to entering the field.  Will also help to eliminate employee accidents and injuries due to insufficient training prior to working in the field.  Directly relates to City's #1 goal of Safety and reducing RAF/DART rates.

- Off-boarding tasks to ensure facility security - ensure access is terminated and keys are returned.

## High Performing Government

### *Offer 45.15: ENHANCEMENT: Training Administrative Assistant - 1.0 FTE*

- Administer new-hire employee orientation for Utilities. Including online training program to expedite on boarding process and ensure that new employees are properly trained in areas such as confined space entry and trench safety prior to performing these duties.

- Document physical cyber security/red flags

- Implement mandatory and OSHA trainings for 400 Utility employees.

<div style="background:green;color:white">**Scalability and explanation**</div>

This offer is based on a FTE and will be only partially effective if not fully accepted.

<div style="background:green;color:white">**Additional information can be found at:**</div>

- Not applicable

<div style="background:green;color:white">**Linkage to Strategic Objectives**</div>

- SAFE 5.5. Develop and implement emergency preparation, response and recovery plans across the organization in collaboration with other community efforts.: ICS 100 and NIMS 700 is mandatory for all Utilities' employees.

- TRAN 6.1. Improve safety of all modes of travel.: Provides 'Safe Winter Driving' and 'Railroad Crossing Safety' to all Utilities' employees.

- HPG 7.6. Enhance the use of performance metrics to assess results.: metrics regarding number of trainings offered and number of employees trained. TU's and Cu's tracked as well as mandatory training acountability.

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.: After Action Reviews, Road to Safety, and numerous other programs relative to safety.

- HPG 7.8. Assess effectiveness of safety initiatives, develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness.: Per Darin Atteberry's statement on Safety: "The City of Ft. Collins is committed to the safety & health of it's employees. It is the goal of this City to build a culture that fosters safety excellence and continuous improvement in the prevention of injuries."

<div style="background:green;color:white">**Performance Metrics**</div>

- SAFE 30. % of citizens responding very good/good - Fort Collins as a safe place to live (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109953
- SAFE 41. % of citizens responding very good/good quality of - emergency preparedness in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109964

## High Performing Government

### *Offer 45.15: ENHANCEMENT: Training Administrative Assistant - 1.0 FTE*

- SAFE 53. % of citizens responding very good/good quality of - Disaster response and restoration of services in Fort Collins (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109976
- HPG 4. City Employee Safety - Recordable Accident Frequency (RAF) Rate YTD (Finance)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91470
- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD (Finance)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91471
- HPG 22. Utility Recordable Accident Frequency (RAF) rate (Utilities Safety and Security)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91494
- HPG 24. Number of accidental slips/falls due to improper snow removal for Utility employees (Utilities Safety and Security)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91495

### Personnel Changes

- Add 1.0 FTE to Utilities HSS Deptartment.  This position will report to the HSS Manager and will become a more integral and effective part of the Health, Safety and Security team.

### Differences from Prior Budget Cycles

- N/A

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

This position collaborates with H.R. by use of Talent/Reward and the learning dashboard. Trainings are scheduled for Utilities Employees and then often opened up to all employees. Most trainings offered are Utility specific but those that are not, and there is room for additional staff to attend, we then open the training to all employees. Work with R.M. is similar to that with H.R. For example, we are currently working with P.D. on active shooter training for the entire City. This position is scheduling all of the walk-throughs and the presentations. On average the Utilities on-boards 30-40 employees per year. These positions require some training to safely do their jobs. This position is not unique to but rather extends coverage to 400+ employees which H.R. does not have the resources to schedule, research, on-board, document and maintain certificates for these staff members. Other duties performed by this position are specific to Utilities mentioned in the narrative above!

### Other Information

## *Offer 45.15:  ENHANCEMENT: Training Administrative Assistant - 1.0 FTE*

Offer Owner:  wsterler

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  45.15

Lead Department:  Safety and Security

# High Performing Government

## 45.15: ENHANCEMENT: Training Administrative Assistant - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 45,150 | 46,053 | 2.0% |
| 512000 - Benefits | 16,227 | 16,747 | 3.2% |
| **510000 - Personnel Services** | **61,377** | **62,800** | **2.3%** |
| **Total Expenses** | **61,377** | **62,800** | **2.3%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 605-Ongoing Revenue | Ongoing Restricted | 61,377 | 62,800 | 2.3% |
| | **Funding Source Total** | **61,377** | **62,800** | **2.3%** |

**High Performing Government**

## *Offer 45.17: ENHANCEMENT: Cyber Security Risk and Vulnerability Management*

2015: $250,000 and 0.00 FTE

2016: $0 and 0.00 FTE

### Offer Summary

This offer will provide funding for consulting assistance, staff training and tools necessary to further improve cybersecurity program capabilities to better protect Utilities' mission-critical information systems.

Utility Services recognizes the importance of maintaining a holistic set of business process controls and technical safeguards to ensure the confidentiality, integrity and availability of information maintained by various information systems that support critical Utility Services functions. Cyber security threats are constantly changing and becoming more difficult to protect against. Cyber security program best practices include periodic vulnerability assessments by independent security experts, ongoing continuous improvement of business processes, and security training to keep staff skills up to date with changing technologies and emerging cyber risks.

This offer will fund independent expert cybersecurity vulnerability testing and risk management consulting services, as well as potentially provide additional staff training and tools appropriate to support the program improvements. This work is intended to be planned and conducted in coordination with the IT Department's Enterprise Payment Card Industry (PCI) certification audit supported by Offer 9.6.

We are employing an incremental, system-by-system approach to continuously improve cyber security. It is the City's current policy that operational costs for departmental IT systems be budgeted for by the department or service area that owns the system. This offer is to support system-specific testing for Utility Services systems, and therefore must be funded by the Utilities. However, Enterprise IT staff will work with Utilities staff in managing the assessments.

This offer is not dependent on the PCI audit, but monies budgeted for this offer can be more efficiently used if the PCI audit offer is also funded. This offer askes for one-time funding with no ongoing costs.

### Offer Highlights

- Not applicable

### Scalability and explanation

This offer provides the necessary resources to enable the existing Utility Services Advanced Meter Fort Collins Cyber Security Program to be scaled up to include additional information systems. This program can be scaled up or down to align with the organization's competing priorities and cyber risk tolerance.

### Additional information can be found at:

## *Offer 45.17:  ENHANCEMENT: Cyber Security Risk and Vulnerability Management*

- Not applicable

**Linkage to Strategic Objectives**

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  This offer will enable the organization to mature its Information Assurance and Cyber Security capability and effectiveness.

**Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes (Light and Power) https://www.clearpointstrategy.com/publish/direct.cfm? linkID=BFO&view=drill&scorecardID=6290&object=measure&objectID=91417

**Personnel Changes**

- N/A

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

The cost of this offer was not revised in response to feedback from the BFO team.  The offer text was revised to clarify the offer is not dependent on the IT Department's PCI Audit offer and that this is a request for one-time Utiliity Services monies with no on-going costs.

**Other Information**

Offer Owner:  tvosburg

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  45.17

Lead Department:  Utility Tech. & Cust. Service

# High Performing Government

## 45.17:  ENHANCEMENT: Cyber Security Risk and Vulnerability Management

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 521000 - Professional & Technical | 250,000 | - | - % |
| **520000 - Purchased Prof & Tech Services** | **250,000** | **-** | **- %** |
| **Total Expenses** | **250,000** | **-** | **- %** |

**Funding Sources**

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 605-Ongoing Revenue | Ongoing Restricted | 250,000 | - | - % |
| | **Funding Source Total** | **250,000** | **-** | **- %** |

## High Performing Government

### Offer 49.1:  Sustainability Services Area Leadership

2015: $375,033 and 2.00 FTE

2016: $380,811 and 2.00 FTE

<span style="background-color: blue; color: white;">**Offer Summary**</span>

This offer provides the resources and funding for Sustainability Services leadership and oversight. It includes the staff and support to pursue and implement policies and programs of City Council related to sustainability in Environmental Health, Economic Health and Social Sustainability. Leadership will facilitate departmental and cross-departmental work to advance triple-bottom-line initiatives within the organization, and for City Council and the community.

Sustainability Administration
- Establishes strategic direction and operations for the Sustainability Services Area
- Oversees sustainability initiatives, programs and policies of the City
- Ensures budget development, compliance and management of the service area
- Assists in developing and managing performance metrics of the service area
- Develops systems for monitoring and managing programs related to quality performance of Sustainability Services
- Advocates for programs and activities that advance economic health, environmental sustainability, and social sustainability
- Oversees and establishes strategic direction on public communication about sustainability issues and programs including marketing, web development, social media, Council presentations, other presentations, service area requests, etc.
- Assists in developing, implementing and promoting ELT programs and policies
- Oversees specific multi-department coordination of projects as directed by CMO
- Oversees FortZED and Colorado Clean Energy Cluster

This offer includes 0.5 FTE administrative support to the Chief Sustainability Officer and a 0.5 FTE Financial Coordinator for the entire Service Area for financial and budgeting services. In addition, this offer funds the entire Service Area for office supplies, copier leases and maintenance and time-tracking software.

CNL 3- Addresses effort to increase affordable housing
ECON 5-Addresses unenmployment rates
ENV6- Addresses GHG emissions
SAFE32- Addresses panhandling
HPG70-Addresses Sustainability communication

<span style="background-color: blue; color: white;">**Offer Highlights**</span>

- Oversees the strategic direction and operations of Sustainability Services for the community and organization. Works with Utilities, Operation Services, PDT and others in creating innovative sustainability programs. For example Midtown Urban Design Master Plan, Electric Vehicle program, FortZED, Urban Renewal Authority, Affordable Housing and Human Services.

## High Performing Government

### *Offer 49.1:  Sustainability Services Area Leadership*

- Oversees Nature in the City in collaboration with PDT. This offer integrates economic health, social well being, and the natural environment within a compact urban core to protect the ecology, visual resources, and well being of the community.  Also oversees the overall strategic direction, coordination, and convening of local food, food production, and distribution initiatives within the City.

- Oversees the development of community engagement and marketing initiatives relative to sustainability programs and policies. This service includes development and deployment of Community Based Social Marketing as a technique for engaging the community in behavior change.

- Oversees development of other community development projects such as community gateways, streetscape development, City Manager directed issues such as Warren Lake Reservoir community relations, Legacy Housing, community architecture standards, downtown development of alleys, Woodward, Foothills, CSU Master Plan, directional sign project, parking studies, annexation issues etc.

- Keep Fort Collins Great (KFCG) - This offer utilizes $20,000 to continue a new environmental web portal launched, offering one-stop-shop information about the City's environmental resources and services. Funding will also be used to streamline the entire Service Area websites for ease of navigation for users.

### Additional information can be found at:

- fcgov.com/sustainability
- fcgov.com/enviro
- renewfortcollins.com
- fcgov.com/advanceplanning/natureinthecity.php
- fortzed.com

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  Provides leadership and professional development through professional memberships, conferences, and lectures, Participation in Performance Excellence, policy implementation, strategic plan development, regular team meetings, monthly financial review, and time tracking

- CNL 1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable.: Development and implmentation of programs,policies, and regulations addressing affordable housing including CDBG, Home, and homelessness. Coordination across departments on issues related to affordability and low income programs. Staff management of Affordable Housing Board, triple bottom line evaluation of social, economic, and environmental issues related to housing and homelessness.

# High Performing Government

## *Offer 49.1:  Sustainability Services Area Leadership*

- ENV 4.2. Achieve environmental goals using the Sustainability Assessment framework.: Sustainability Services in the coming years will focus on "Placemaking" with a mission to work with the triple bottom line to meet multiple city objectives including carbon reduction through programs developed with the Climate Action Plan, social equity recognition, and maintaining a balance with adequate jobs.

- ENV 4.5. Demonstrate progress toward achieving net zero energy within the community and the City organization using a systems approach.:  Leads efforts through programs and policies with the community to achieve significant carbon reduction in accordance with the City Climate Action Plan and the organizational energy goals.

- ECON 3.1. Align economic health goals and strategy across all levels of the organization and refine and agree upon the economic tools the City uses.:  Leads efforts across the organization and community to align economic efforts specifically around health and placemaking. Coordinate with ELT members in implementing strategies, policies, and programs related to the triple bottom line.

### Improvements & Efficiencies

- Successfully prepared and had adopted a New Net Zero Waste goal for 2030.

- Prepared, and in the process of, having adopted a new Greenhouse Gas Goal of 80% carbon reduction by 2030.

- Refinement of a Triple Bottom Line process and work in progress on a new Sustainability Assessment tool for major projects to be used on all major projects to be reviewed by City Council.

- Established new policies and procedures for the URA to ensure greater reliability and lower risk.

- Developed and process mapped all major processes within the Sustainability Service Area. Will be used in PDCA for future project efforts.

- Created a new Social Sustainability Department. Currently defining the role for this department through a Gap Analysis.

- Created the first Operations Manual for Sustainability Services.

- Implemented Time Tracking over the entire service area for better backlog projections and time management.

- Worked with CPIO to develop a more efficient organizational model for marketing including moving marketing personnel from Sustainability Services to CPIO.

- Developed and implemented regular weekly and quarterly leadership meetings and developed an overall vision, mission, and values statement for Sustainability Services.

### Performance Metrics

- CNL 3. Number of Affordable Housing Units Resourced (Social Sustainability)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6343&object=measure&objectID=91486
- ECON 5. Local Unemployment Rate (Economic Development)

## High Performing Government

### Offer 49.1:  Sustainability Services Area Leadership

https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6280&object=measure&objectID=91338

- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline
  (Environmental Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343

- SAFE 32. % of citizens responding always safe/usually safe - Downtown Fort Collins at night (Citizen
  Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109955

- HPG 70. % of citizens responding very good/good to the City's performance in - Encouraging
  sustainability in the community (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109928

### Personnel Changes

- Removes 1.0 FTE Public Relations Coordinator and transfers to Communications and Public
  Involvement (CPIO) reducing this offer by 81,773.

  Removes .75 FTE Public Relations Coordinator and transfers to Communications and Public
  Involvement (CPIO) reducing this offer by an additional 57,707.

  Reclassification of Assistant to the City Manager to Assistant City Manager net increase of $45,199.

### Differences from Prior Budget Cycles

- This offer is reduced by 1.75 FTE's transferring to CPIO (referenced above in personnel changes).

- This offer includes an additional 49,477 request for additional incidental costs needed for ongoing
  Service Area expenses including consulting, Net Zero Cities support, Professional and Tech Services,
  and Professional Development.

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Funding used for taxes associated with DBA card gifts.

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

1. Provided budget clarification as requested
2. Provided 5 Performance Measures with brief explanation in narrative

### Other Information

Offer Owner:  WBricher

Offer Type:  Ongoing Programs and Services

Original Offer Number:  49.1

Lead Department:  Sustainability Services Admin

# High Performing Government

## 49.1:  Sustainability Services Area Leadership

### Ongoing Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 2.00 | 2.00 | - % |

**Expenses**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 217,163 | 221,326 | 1.9% |
| 512000 - Benefits | 58,740 | 60,350 | 2.7% |
| 519000 - Other Personnel Costs | 100 | 100 | - % |
| **510000 - Personnel Services** | **276,003** | **281,776** | **2.1%** |
| 521000 - Professional & Technical | 15,500 | 15,500 | - % |
| 529000 - Other Prof & Tech Services | 23,500 | 23,500 | - % |
| **520000 - Purchased Prof & Tech Services** | **39,000** | **39,000** | **- %** |
| 533000 - Repair & Maintenance Services | 11,900 | 11,900 | - % |
| **530000 - Purchased Property Services** | **11,900** | **11,900** | **- %** |
| 542000 - Communication Services | 3,462 | 3,462 | - % |
| 543000 - Internal Admin Services | 195 | 200 | 2.6% |
| 544000 - Employee Travel | 5,500 | 5,500 | - % |
| 549000 - Other Purchased Services | 3,323 | 3,323 | - % |
| **540000 - Other Purchased Services** | **12,480** | **12,485** | **- %** |
| 555000 - Office & Related Supplies | 11,450 | 11,450 | - % |
| 559000 - Other Supplies | 4,200 | 4,200 | - % |
| **550000 - Supplies** | **15,650** | **15,650** | **- %** |
| 574000 - Grants | 20,000 | 20,000 | - % |
| **570000 - Other** | **20,000** | **20,000** | **- %** |
| **Total Expenses** | **375,033** | **380,811** | **1.5%** |

**Funding Sources**

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 320,033 | 325,811 | 1.8% |
| 254-KFCG: Other Community Priorities | Ongoing Restricted | 55,000 | 55,000 | - % |
| **Funding Source Total** |  | **375,033** | **380,811** | **1.5%** |

## High Performing Government

## *Offer 49.3: ENHANCEMENT: Grant Development Specialist - 1.0 FTE*

2015: $83,230 and 1.00 FTE

2016: $83,172 and 1.00 FTE

### Offer Summary

This offer funds a 1.0 FTE Grant Development Specialist for the City's Service Areas. This position would assist in identifying grant funding sources and compiling related materials. This position will focus on grant-seeking efforts across all city departments. The position differs from the Grants Administrator; the Grants Administrator administers grant funding while the Grant Development Specialist seeks grants and assists in preparation of grant applications. The position will leverage resources across the organization and will open opportunities to secure funding that otherwise would not be sought due to the time-consuming nature of grant applications. The Grant Development Specialist will report to the Director of the Sustainability Services Area.

Grant writers are common among peer cities. Of 14 peer cities contacted, nine had grant writers on their staffs, and many had more than one. Grant writers are located in various departments in peer cities, including CDBG, Housing, Police Services, City Manager's Office, transportation etc. Some communities have more than one grant writer.

Grant Development Specialist
- Research national, state and local funding sources.
- Coordinate with department and division directors to identify priority grant submissions.
- Assist staff with the writing and compilation of proposal requirements.
- Prepare, coordinate, assemble and submit grant proposals in cooperation with the primary grant seeker.
- Maintain a tracking system of proposals and renewals.
- Provide additional information as requested by funding sources.
- Provide compliance requisites to the Grants Compliance Administrator in a timely manner.
- Analyze and provide necessary program and demographic data for proposals.

### Offer Highlights

- The position will leverage outside funding & resources. Successful grant writing will lessen City dependence on the General Fund and may lower costs for Utility rate payers.

- While the Grant Development Specialist will support grants at all levels, emphasis of the position will be on sustainable programs supporting the "triple bottom line."

- The Grant Development Specialist will diversify the city's revenue base. A successful grant writer may offset their employment cost. The Municipality does not have a grant writing specialist. This is a bullet position. If successful, the city may fire a cannonball and pursue more grant writers. Some of the peer cities have more than one grant writer.

- The position will improve resident's experience through providing additional funding to accomplish more city programs.

- Grant writing encourages innovation, creativity and opportunity for leadership through providing greater opportunities for innovation through outside funding.

## High Performing Government

### *Offer 49.3: ENHANCEMENT: Grant Development Specialist - 1.0 FTE*

**Scalability and explanation**

N/A

**Additional information can be found at:**

- http://www.lma.org/Docs/grant/NM2C_%20LLC_LMA%20LaMATS%20IntermediateTraining%20Slides_10_01_12.pdf

**Linkage to Strategic Objectives**

- CNL 1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable.:
  TBD

**Performance Metrics**

- CNL 3. Number of Affordable Housing Units Resourced (Social Sustainability)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6343&object=measure&objectID=91486
- CNL 56. % of citizens responding very good/good - Fort Collins as a place to live (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109856
- ECON 43. Real GDP for the City (Economic Development)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6280&object=measure&objectID=121073
- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline
  (Environmental Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343
- ENV 23. Annual electricity savings from efficiency and conservation programs (Light and Power)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6290&object=measure&objectID=91396

**Personnel Changes**

- Requesting new 1.0 FTE Grant Writer.

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- This object reduction used to reflect a 2nd quarter hiring date 2015.

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

## *Offer 49.3:  ENHANCEMENT: Grant Development Specialist - 1.0 FTE*

1. Revised narrative under Offer Summary to respond to BFO team inquiry regarding the difference between a Grants Adminstrator and a Grants Writer. Provided a peer comparison of communities with grants writers and ones without.  Clarified location of Grants writer
2. Edited Offer highlights to reprioritize highlights and expand description.
3. Selected 5 Strategic Objectives
3. Selected five performance measures

<span style="background-color:green;color:white">**Other Information**</span>

Offer Owner:  WBricher

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  49.3

Lead Department:  Sustainability Services Admin

# High Performing Government

## 49.3:  ENHANCEMENT: Grant Development Specialist - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 57,527 | 58,678 | 2.0% |
| 512000 - Benefits | 18,903 | 19,494 | 3.1% |
| **510000 - Personnel Services** | **76,430** | **78,172** | **2.3%** |
| 521000 - Professional & Technical | 500 | 500 | - % |
| **520000 - Purchased Prof & Tech Services** | **500** | **500** | **- %** |
| 542000 - Communication Services | 1,320 | 1,320 | - % |
| 543000 - Internal Admin Services | 57 | 57 | - % |
| 544000 - Employee Travel | 1,500 | 1,500 | - % |
| 549000 - Other Purchased Services | 100 | 100 | - % |
| **540000 - Other Purchased Services** | **2,977** | **2,977** | **- %** |
| 555000 - Office & Related Supplies | 3,050 | 1,250 | -59.0% |
| 559000 - Other Supplies | 273 | 273 | - % |
| **550000 - Supplies** | **3,323** | **1,523** | **-54.2%** |
| **Total Expenses** | **83,230** | **83,172** | **-0.1%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 83,230 | 83,172 | -0.1% |
| | **Funding Source Total** | **83,230** | **83,172** | **-0.1%** |

# High Performing Government

## *Offer 49.4: KFCG ENHANCEMENT: Municipal Innovation Fund*

2015: $50,000 and 0.00 FTE

2016: $50,000 and 0.00 FTE

### Offer Summary

This offer seeks to continue funding $100,000 per year to implement innovative improvements to the City's physical plant and operational procedures that are not otherwise funded. Sustainability-related projects will continue to be evaluated by an interdepartmental team using a triple-bottom-line approach. The current Innovation Fund Team supports expanding the selection criteria to encompass sustainability projects that are more innovative in nature, may not have a clearly defined Return on Investment, and have not been addressed directly in past years. In order to support a world-class organizational culture and intelligent risk-taking, and to promote innovation, funding is needed for projects that are experimental in nature and should be piloted first.

In a change from the last cycle, the Innovation Fund would no longer be available to fund basic energy and transportation efficiency improvements for the City organization. Rather, these would go to a new, short pay-back "Municipal Energy Efficiency Fund," the subject of a separate BFO offer. This offer emphasizes the opportunity to pilot strategies to ensure their effectiveness before advancing to scale.

Innovation Fund projects in the past have yielded measureable environmental benefits. 2013 Innovation Fund project estimates yielded more than $136,000/yr in savings, reduced an estimated 7,302 gallons of fuel, 116,000 gallons of water, and more than 919 metric tons of carbon emissions per year. The 2014 projects planned from the existing Innovation Fund are expected to save more than $55,000/yr in utility and maintenance costs, and reduce more than 165 metric tons of carbon emissions per year. The projects will also reduce 463,728 gallons of water, 2,137 therms of natural gas and 1,000 gallons of fuel. Environmental reductions from these projects feed into the City's carbon accounting system.

An Innovation Fund is not a new idea; many communities and organizations have implemented similar funds.

### Offer Highlights

- Engages employees in innovative sustainability strategies.

- Implements leading –edge and innovative practices that drive performance excellence and quality improvements across all City Service Areas.

- Contributes to organizational sustainability goals including  waste reduction, transportation, energy use, peak demand and carbon goals.

- Reduces GHG emissions and air pollution.

### Scalability and explanation

This offer could be scaled in either direction.

# High Performing Government

## *Offer 49.4: KFCG ENHANCEMENT: Municipal Innovation Fund*

### Additional information can be found at:

- http://www.fcgov.com/sustainability/goals.php

### Linkage to Strategic Objectives

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  One example of a pilot project that would be a potential candidate for this type of fund is replacing 1500 watt space heaters with new seat and mats that use 11 watts. Rather than wasting electricity heating the air the occupants comfort was addressed with much lower energy expenditure.

- ENV 4.6. Engage citizens in ways to educate and change behavior toward more sustainable living practices.:  This offer can fund innovative projects and demonstration pilots and then inform the public and raise awareness through interpretative signs installed at project sites and/or on the City's web site.

- ENV 4.5. Demonstrate progress toward achieving net zero energy within the community and the City organization using a systems approach.:  This offer can support reduction of energy use in the City organization by providing the opportunity to pilot test strategies such as battery-powered equipment, etc.

### Performance Metrics

- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline (Environmental Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343
- HPG 70. % of citizens responding very good/good to the City's performance in - Encouraging sustainability in the community (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109928

### Personnel Changes

- N/A

### Differences from Prior Budget Cycles

- Innovation Fund projects have increased progress on carbon reductions, including  a municipal carbon reduction of 6.7% below 2005 by 2012.

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

CPIO edits

### Other Information

## *Offer 49.4: KFCG ENHANCEMENT: Municipal Innovation Fund*

Offer Owner: WBricher

Offer Type: Enhancement to Programs and Services

Original Offer Number: 49.4

Lead Department: Environmental Services

## 49.4:  KFCG ENHANCEMENT: Municipal Innovation Fund

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 569000 - Other Capital Outlay | | 50,000 | 50,000 | - % |
| | **560000 - Capital Outlay** | **50,000** | **50,000** | **- %** |
| | **Total Expenses** | **50,000** | **50,000** | **- %** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 254-KFCG: Other Community Priorities | Ongoing Restricted | 29,398 | 50,000 | 70.1% |
| 254-Reserves: KFCG Other Community Prior | Reserve | 20,602 | - | - % |
| | **Funding Source Total** | **50,000** | **50,000** | **- %** |

# High Performing Government

## *Offer 51.1:  City Council*

2015: $143,346 and 0.00 FTE

2016: $143,727 and 0.00 FTE

### Offer Summary

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of our municipal government. This offer enables the City Council to conduct its business in accordance with the City Charter and Municipal Code, and to ensure a well-managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of both formal and informal activities. In addition to preparing for and conducting ongoing bi-weekly Council meetings and work sessions, Councilmembers represent City interests on numerous committees and boards, act as liaisons to City Boards and Commissions, and represent the City's interests at a variety of events and gatherings.

City Council:
- Analyzes and enacts policies
- Adopts the City budget
- Authorizes the issuance of bonds and other debt financing mechanisms
- Engages citizens in a variety of ways on numerous issues
- Collaborates and partners with organizations throughout the region, the nation, and internationally
- Provides guidance and direction for the administration of all City services and ensures the City is delivering results that citizens want at a price they are willing to pay
- Acts as hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge

### Offer Highlights

- Mayor appointed to White House Task Force on Climate Change Preparedness and Resiliency and Mayor Pro-Tem appointed to Regional Air Quality Council.

- City Council supports engagement in City government through its practice of inviting and encouraging citizen involvement in both policy development and participation on Boards and Commissions.

### Additional information can be found at:

- www.fcgov.com/cityleadership

### Linkage to Strategic Objectives

- HPG 7.13. Continuously improve the City's governance process.:  Council is very aware of and engaged in their process. They look for improvements in logistical matters and well as in citizen engagement opportunities and system processes.

# High Performing Government

## *Offer 51.1:  City Council*

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  Public trust is very important to Councilmembers and Council supports all efforts and practices that promote and enhance transparency, including how meetings are conducted, information requested, and efforts to engage citizens.

- HPG 7.11. Proactively influence policy at other levels of government regulation.:  Council is committed to Fort Collins and recognizes that we are part of a larger community.  Through regional and national appointments and committees as well as throught he Legislative Program Council works to improve and influence policy at multiple levels.

### Improvements & Efficiencies

- Council continues to explore and work with technology to improve the packet process.

- Council drives continued and improved public engagement processes including Board and Commission structure and issue outreach.

### Performance Metrics

- HPG 71. % of citizens responding very good/good to the City's performance in - Overall direction of the City (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109929

### Personnel Changes

- TBD

### Differences from Prior Budget Cycles

- Approximate $28,000 increase from 2013-14 budget, most of which is in education and conference activities as more Councilmembers are currently interested in participating in these opportunities.

### Explanation of Any Adjustments to Personnel Costs using object 519999

- By City Code, these costs are adjusted annually based on Consumer Price Index.

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

$16,500 has been scrubbed from this offer and placed into Enhancement Offer 51.2.

### Other Information

Offer Owner:  WBricher

Offer Type:  Ongoing Programs and Services

Original Offer Number:  51.1

Lead Department:  City Council

# High Performing Government

## 51.1:  City Council

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 69,366 | 71,368 | 2.9% |
| 512000 - Benefits | 7,040 | 7,244 | 2.9% |
| **510000 - Personnel Services** | **76,406** | **78,612** | **2.9%** |
| 529000 - Other Prof & Tech Services | 1,800 | 1,800 | - % |
| **520000 - Purchased Prof & Tech Services** | **1,800** | **1,800** | **- %** |
| 533000 - Repair & Maintenance Services | 619 | 634 | 2.4% |
| **530000 - Purchased Property Services** | **619** | **634** | **2.4%** |
| 542000 - Communication Services | 10,745 | 10,745 | - % |
| 544000 - Employee Travel | 15,500 | 15,500 | - % |
| 549000 - Other Purchased Services | 1,350 | 1,350 | - % |
| **540000 - Other Purchased Services** | **27,595** | **27,595** | **- %** |
| 555000 - Office & Related Supplies | 6,200 | 4,360 | -29.7% |
| 559000 - Other Supplies | 30,726 | 30,726 | - % |
| **550000 - Supplies** | **36,926** | **35,086** | **-5.0%** |
| **Total Expenses** | **143,346** | **143,727** | **0.3%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 143,346 | 143,727 | 0.3% |
| **Funding Source Total** | | **143,346** | **143,727** | **0.3%** |

# High Performing Government

## *Offer 51.2: ENHANCEMENT: Council Training and Engagement*

2015: $16,000 and 0.00 FTE

2016: $16,000 and 0.00 FTE

### Offer Summary

City Councilmembers have opportunities throughout the year to attend conferences and trainings. These events provide beneficial learning and networking that ultimately have collaborative and positive impacts on Council processes, organizational functions and community outcomes.

### Offer Highlights

- Colorado Municipal League:
  The conference focuses on statewide issues and networking.  Provides opportunities to address emerging issues at the state level and engage with other communities facing similar issues.  CML also provides more in-depth education and learning opportunities on a variety of state wide issues.

- National League of Cities:
  Two conferences a year:  One focuses on learning and idea exchange with opportunities for in-depth tours and panels on emerging issues and how other communities are reacting and addressing citizen needs.  The second conference in held in Washington DC and focuses exclusively on lobbying and provides Fort Collins direct access to federal decision makers.

- Unplanned Opportunities:
  Periodically, Council members are invited to participate in state and national taskforces/ad hoc groups, etc.  Examples include participation on the President's Task Force on Climate Preparedness and Resilience and participation on policy committees.  Opportunities benefit Councilmembers and bring recognition and a higher issue knowledge base to the City and staff.

### Scalability and explanation

Offer is scalable.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  City Council set the vision and direction of the City organization.  By having opportunities for additional training and networking with other communities Council can encourage and support best practices throughout the organization.

- HPG 7.13. Continuously improve the City's governance process.:  Like staff, City Council benefits in their own development and proces through training opportunities. These benefits ultimately help improve our organization as a whole.

# High Performing Government

## *Offer 51.2: ENHANCEMENT: Council Training and Engagement*

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.: City Council set the vision and direction of the City organization. By having opportunities for additional training and networking with other communities Council can encourage and support best practices throughout the organization.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.: City Council set the vision and direction of the City organization. By having opportunities for additional training and networking with other communities Council can encourage and support best practices throughout the organization.

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: City Council set the vision and direction of the City organization. By having opportunities for additional training and networking with other communities Council can encourage and support best practices throughout the organization.

### Performance Metrics

- HPG 71. % of citizens responding very good/good to the City's performance in - Overall direction of the City (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109929

### Personnel Changes

- N/A

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

CPIO edits

### Other Information

Offer Owner:  WBricher

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  51.2

Lead Department:  City Council

# High Performing Government

## 51.2:  ENHANCEMENT: Council Training and Engagement

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

| **Expenses** | | | |
|---|---|---|---|
| 544000 - Employee Travel | 16,000 | 16,000 | - % |
| **540000 - Other Purchased Services** | **16,000** | **16,000** | **- %** |
| **Total Expenses** | **16,000** | **16,000** | **- %** |

| **Funding Sources** | | | | |
|---|---|---|---|---|
| 254-KFCG: Other Community Priorities | Ongoing Restricted | 16,000 | 16,000 | - % |
| | **Funding Source Total** | **16,000** | **16,000** | **- %** |

# High Performing Government

## *Offer 52.1:  City Manager's Office*

2015: $1,744,160 and 12.50 FTE

2016: $1,769,608 and 12.50 FTE

### Offer Summary

This offer provides senior executive management of the organization through the work of the City Manager and staff. The City Manager provides leadership in all areas of municipal services in accordance with the City Charter and provides strategic vision and priorities for the organization. The City Manager's Office staff serve as liaisons between the City Council and City staff for carrying out requests and supporting the many activities in which the City Council and the City Manager are engaged. The City Manager oversees the development and implementation of the City Budget and Strategic Plan.

This offer also includes Policy and Performance Excellence staff and the Management Intern position. Policy and Project Managers support a variety of policy projects and the Legislative Program. Projects are often cross-functional, contributing to meeting the results of strategic objectives. The Performance Excellence program uses continuous improvement processes and focus teams to build organizational capacity. The Management Intern Program is designed to attract and develop talented individuals with an interest in a local government management career. The City benefits from the work contributions of this position.

Administrative Support in this offer provides support for the Mayor, six City Councilmembers and senior executives. Support for these individuals includes coordinating Council materials, complex calendaring, tracking and coordination of service requests, and interactions with a wide variety of citizens, officials, staff and community partners. Staff also coordinates requests for service from City Councilmembers and citizens, including an average of approximately 750 Service Area Requests per year.

### Offer Highlights

- Under the direction of the City Manager's Office, the organization is fiscally sound, transparent and forward thinking leading to the successful establishment and implementation of numerous strategic objectives, special projects, and internal priorities. The City Manager and Leadership have built and maintained a high level of community trust and a culture of excellent customer service.

- Staff support includes coordinating Council materials, complex calendaring, tracking and coordination of service requests, and interactions with a wide variety of citizens, officials, staff and community partners.

- Project and Policy Managers support the special project work and legislative agenda of the City Manager's Office, providing professional staff for project management, policy development and other administrative responsibilities within the department. Projects frequently have no obvious departmental home and require resources on short notice to meet unforeseen expectations.

# High Performing Government

## *Offer 52.1:  City Manager's Office*

- The Performance Excellence offer includes consulting expertise from partners at Poudre Valley Health Systems (PVHS) and a partnership with Rocky Mountain Performance Excellence (RMPEx), a non-profit statewide program dedicated to helping organizations evolve and succeed through the effective application of the principles and practices embodied in the Baldrige Criteria for Performance Excellence.

- The Management Internship provides an opportunity for a graduate student or recent graduate with an expressed interest in local government management, the opportunity for apply their knowledge and gain workplace experience. It also provides the organization with the benefits of fresh ideas and perspective of a recent public administration graduate.

### Additional information can be found at:

- www.fcgov.com/citymanager

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  The City Manager's Office sets the stage for these fundamentals of a successful organization through example and support of others and initiatives. Examples include Talk It Up Sessions, Issues and Answers, Leadership 360 Program, and driving the Strategic Plan.

- HPG 7.13. Continuously improve the City's governance process.:  The City Manager's office is committed to process improvements whether it be through technology, citizen engagement, organizational structure, or other innovations. Examples include focus on quality of Council materials, Council retreats and education, support of expanded citizen engagement.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  The City Manager's Office supports, implements, and practices all aspects of ensuring that the City maintains public trust and sets the bar high for the entire organization.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  The City Manager's Office is performance driven in all activiites whether with citizens through SARs or phone contact, to Council materials and plan tracking, to systems development organization-wide including project management and continuous improvement.

### Improvements & Efficiencies

- CO has lead the performance excellence initiative resulting in a Rocky Mountian Performance Excellence Timberline award in 2014.

- Staff created a Council Onboarding Guide to help ground and orient new (and returning) Councilmembers.

- Through CMO direction the q14 continues to be implemented and utilized for continuous improvement across the organization.

## High Performing Government

## *Offer 52.1:  City Manager's Office*

- The CMO admin team is a self-managed team that is sucessful in managing wokload balance, efficient practices, and idea implementation.

- The City Manager is now recording video blogs as an enhanced employee outreach mechanism.

- With the hiring of a new Deputy City manager the CMO has begun implementation of a reorganization to better mneet the needs of Council and staff.

- The CMO continues to maintain high level responsiveness to Council, Leadership, citizens and other City staff while always looking for ways to improve.

### Performance Metrics

- HPG 66. % of citizens responding very good/good to the City's performance in - Welcoming citizen involvement (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109924
- HPG 67. % of citizens responding very good/good to the City's performance in - Listening to citizens (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109925
- HPG 68. % of citizens responding very good/good to the City's performance in - Managing and planning for growth (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109926
- HPG 69. % of citizens responding very good/good to the City's performance in - Efficient operation of programs and services (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109927
- HPG 71. % of citizens responding very good/good to the City's performance in - Overall direction of the City (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109929

### Personnel Changes

- A .25 FTE enhancement was approved in 2013 for an Executive Administrative Assistant previously funded by CPIO.  CPIO will retain their .25 funding in hourly funding, and it will be reflected in the CPIO ongoing offer.

### Differences from Prior Budget Cycles

- Homeward 2020 - 25,000 previously funded in the City Manager's Office offer has been transferred to Social Sustainability offer.

- Budget increase reflects market salary adjustments and increases in travel, training, and partnership building.

### Explanation of Any Adjustments to Personnel Costs using object 519999

## *Offer 52.1: City Manager's Office*

- This object used for taxes associated with DBA Cards.

<span style="background-color: blue; color: white;">**Summary of Changes Requested by BFO Teams or the Budget Lead Team**</span>

$16,550 was scrubbed from this offer and placed in Enhancement Offer 52.7.

<span style="background-color: blue; color: white;">**Other Information**</span>

Offer Owner:  WBricher

Offer Type:  Ongoing Programs and Services

Original Offer Number:  52.1

Lead Department:  City Manager's Office

# High Performing Government

## 52.1: City Manager's Office

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 12.50 | 12.50 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 1,113,306 | 1,130,722 | 1.6% |
| 512000 - Benefits | 300,757 | 308,701 | 2.6% |
| 519000 - Other Personnel Costs | 9,875 | 9,875 | - % |
| **510000 - Personnel Services** | **1,423,938** | **1,449,298** | **1.8%** |
| 521000 - Professional & Technical | 55,800 | 55,800 | - % |
| 529000 - Other Prof & Tech Services | 23,669 | 23,669 | - % |
| **520000 - Purchased Prof & Tech Services** | **79,469** | **79,469** | **- %** |
| 533000 - Repair & Maintenance Services | 23,853 | 23,924 | 0.3% |
| 534000 - Rental Services | 1,800 | 1,800 | - % |
| **530000 - Purchased Property Services** | **25,653** | **25,724** | **0.3%** |
| 542000 - Communication Services | 17,725 | 17,725 | - % |
| 543000 - Internal Admin Services | 597 | 614 | 2.8% |
| 544000 - Employee Travel | 40,756 | 40,756 | - % |
| 549000 - Other Purchased Services | 102,592 | 102,592 | - % |
| **540000 - Other Purchased Services** | **161,670** | **161,687** | **- %** |
| 555000 - Office & Related Supplies | 15,460 | 15,460 | - % |
| 559000 - Other Supplies | 25,200 | 25,200 | - % |
| **550000 - Supplies** | **40,660** | **40,660** | **- %** |
| 574000 - Grants | 12,770 | 12,770 | - % |
| **570000 - Other** | **12,770** | **12,770** | **- %** |
| **Total Expenses** | **1,744,160** | **1,769,608** | **1.5%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 1,744,160 | 1,769,608 | 1.5% |
| **Funding Source Total** | | **1,744,160** | **1,769,608** | **1.5%** |

# High Performing Government

## Offer 52.3:  KFCG ENHANCEMENT: Community Research Fund

2015: $50,000 and 0.00 FTE

2016: $50,000 and 0.00 FTE

## Offer Summary

This offer would set aside City resources to leverage the development of actionable City or regional research. The offer proactively leverages the intellectual capital from research universities to initiate locally-actionable information. This offer is necessary because, while the research is housed locally, much of the work being done at CSU (and other research universities) cannot be used to solve issues in Fort Collins.

A Community Research Fund would allow the City to work regionally, partnering with other communities to prioritize needed research or data and then fund research development. Conceptually, the collaborating cities would identify an area of need, write a Request for Proposals or a Request for Ideas and submit that to universities, think tanks or private research groups to either evaluate options or to provide granular, local-level data.

The Community Research Fund would ensure City leaders have actionable research on community priorities. Federal agencies' budgets are shrinking and much of the federal research is not actionable for cities, either because it istoo macro-level or on unrelated topics. By investing in local-level research, which would not otherwise be funded by others, the City can develop information to direct future budget allocations more effectively.

The fund would leverage Colorado State University, the University of Colorado and other top research universities' intellectual capital – in the process developing stronger relationships between Fort Collins and academic all-stars – and direct research to Fort Collins topics. This fund could be used to expand the City's brand as a "best practices community" that seeks to plan and then do or build.

Some areas of possible research funding could be:
- water resource management – evaluating weather trends or infrastructure needs
- climate adaptation
- operational practices – street maintenance techniques, traffic control, fleet fuel optimization, etc.
- power generation strategies

## Offer Highlights

- Locally-initiated research for local concerns results in optimized solutions for the long-term health of the community

- Regional cooperation on complex issues makes for better, more cohesive decision-making and a stronger Northern Colorado

- Research topics can prepare future resilience efforts – some actionable research now can lead to better outcomes in future resource allocation.

- "An ounce of prevention is worth a pound of cure", this research fund can build partnerships with municipalities and researchers to improve outcomes and minimize expenditures.

# High Performing Government

## *Offer 52.3: KFCG ENHANCEMENT: Community Research Fund*

### Scalability and explanation

Offer is scalable but with a reduction in resource allocation the amount (and perhaps quality) of research funded would be impacted. The objective of the fund and offer is to work regionally where possible to leverage investment from multiple jurisdictions and possible other funding sources to optimize the research budget and be able to fund several streams of research so scaling down would impact effectiveness.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- CNL 1.7. Leverage and improve collaboration with other service agencies to address the prevention of homelessness, poverty issues and other high priority human service needs.: Offer seeks to leverage input from other communities to address shared community issues. A study of social sustainability needs could be prioritized.

- ECON 3.4. Improve effectiveness through collaboration with economic-health oriented regional partners.: Offer will focus on collaboration between communities and with research universities to address community needs – economic health questions could be prioritized.

- ENV 4.7. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability.: Resilience is predicated on identifying and planning for hazards and monitoring risks ahead of a disaster or incident. This offer would fund research which could enable execution of resiliency infrastructure.

- SAFE 5.8. Improve community involvement, education and regional partnerships to make our community safer and stronger.: Regional partnerships with other communities and with PFA could be strengthened through project-based research. Research could improve City efforts in emergency planning and preparedness. Funds could be used to increase knowledge of community issues like substance abuse, mental health and detoxification and implement effective strategies.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.: By funding innovative research and the development of new ideas this offer can maintain Fort Collins' place as an innovative and continuously improving municipality.

### Performance Metrics

- HPG 68. % of citizens responding very good/good to the City's performance in - Managing and planning for growth (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109926
- HPG 74. % of citizens responding very good/good quality of contact with a City employee in terms of - Knowledge (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109932

## *Offer 52.3: KFCG ENHANCEMENT: Community Research Fund*

**Personnel Changes**

- N/A

**Differences from Prior Budget Cycles**

- Community funded research can be directed to address areas of the City strategic plan where staff may not have expertise; this offer could help expand knowledge and do so without taxing City staff.

- Research can be the first, and often necessary step, to additional funding for a project; this offer can help the City secure grant funding and to connect with other projects.

- Collaboration with other communities to fund research is an efficiency and can help build or secure regional relationships on key shared priorities.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

CPIO edits

**Other Information**

Offer Owner: WBricher

Offer Type: Enhancement to Programs and Services

Original Offer Number: 52.3

Lead Department: City Manager's Office

# High Performing Government

## 52.3:  KFCG ENHANCEMENT: Community Research Fund

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 521000 - Professional & Technical | 50,000 | 50,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **50,000** | **50,000** | **- %** |
| **Total Expenses** | **50,000** | **50,000** | **- %** |

**Funding Sources**

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 254-KFCG: Other Community Priorities | Ongoing Restricted | 50,000 | 50,000 | - % |
| **Funding Source Total** | | **50,000** | **50,000** | **- %** |

# High Performing Government

## *Offer 52.4: KFCG ENHANCEMENT: Citywide Volunteer Program Manager and Program - 1.0 FTE*

2015: $180,316 and 1.00 FTE

2016: $151,287 and 1.00 FTE

## Offer Summary

Volunteers provide a significant resource to the City; 9,000+ individuals donate 150,000+ hours per year. This time is the equivalent of 75 FTEs. This offer would create a Citywide Volunteer Management Program including:
- Volunteer Program Manager position (City Manager's Office)
- Citywide volunteer database
- Improved recruitment and communication
- Citywide volunteer recognition

Feedback from Rocky Mountain Performance Excellence Examiners in 2013 indicated the City needs to improve many aspects of volunteer management, including:
- Onboarding to ensure volunteers connect with the City mission, vision, values and strategic priorities
- System for managing volunteer information
- Consistent volunteer engagement and feedback

Several cross-departmental focus groups revealed current gaps in City volunteer management:
- Inconsistent understanding of human resources, legal and risk management issues
- Some departments use sophisticated information technology programs to track volunteer information while others maintain Excel spreadsheets
- Little information is shared among department volunteer programs
- Missed opportunities to take advantage of potential volunteers in the community (like CSU student groups or retirees) due to a lack of a centralized recruitment strategy
- Volunteers have different experiences serving different departments, impacting the City brand

These enhancements will create a uniformly positive volunteer experience for anyone donating time to the City. This offer will enhance existing volunteer programs throughout the City through:
- Coordinating regular meetings for staff who work with volunteers
- Tracking and reporting metrics
- Increasing volunteerism in the community through outreach to residents and external partners like Colorado State University and businesses
- 100% adherence to City policy including background checks as needed
- Consistent selection, onboarding, training and recognition
- Citywide database for volunteer information

## Offer Highlights

- Creation of City-wide software system and coordinator for tracking all City volunteers consistently improves the entire "volunteer life-cycle," from recruitment, to training, to recognition. Program Manager position would provide much needed support to department volunteer coordinators and serve as a single point of contact for the community.

## High Performing Government

## *Offer 52.4:  KFCG ENHANCEMENT: Citywide Volunteer Program Manager and Program - 1.0 FTE*

- Feedback from the 2013 Timberline award indicated the City needs to improve overall citywide volunteer practices including communication, recruitment, connection to strategic objectives, and volunteer lifecycle.

- The City is currently vulnerable due to inconsistent understanding and implementation of human resources, legal, and risk-management issues as related to use of volunteers.

- Establish consistent volunteer management practices City-wide and ensure adherence to all human resources and risk management policies.

- Expand volunteer recruitment efforts to increase the level of volunteerism in Fort Collins and allow the City to potentially expand programs and services.  The City currently misses opportunities for large scale volunteer events (CSU, conference attendees, individuals with a specific talent/skill set, etc) dus to the lack of a central point of contact.

### Scalability and explanation

Cost of a volunteer database ranges from $42,500-$160,000 depending on the tool. A fully funded offer would expand the robust Nature Tracker software used by Natural Areas to the whole City. Cornerstone, a software package used by Human Resources, also offers a module for volunteer management at the lower cost.

Funding a city-wide volunteer management database without creating a Volunteer Program Manager position would fill some immediate gaps, but would not create a more robust program overall.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: Volunteering for the City is a highly participative form of public engagement.  Providing additional resources to manage volunteers in a consistent way across the City will greatly improve the volunteer experience. In addition, improved coordination of volunteer efforts will increase outreach to and partnerships with more segments of the community.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Will increase efficiency by eliminating redundant information in various departments and create a single, consistent system for maintaining up-to-date volunteer information. The use of technology will improve employee and volunteer knowledge of all volunteer programs, increasing the likelihood of efficiencies. In addition, volunteers will only have to provide their information to a single system.

## High Performing Government

### *Offer 52.4: KFCG ENHANCEMENT: Citywide Volunteer Program Manager and Program - 1.0 FTE*

- ENV 4.9. Meet or exceed all environmental regulations.: Will streamline the volunteer experience by providing a single point of contact for prospective volunteers and staff ensuring volunteers receive adequate onboarding, training, and recognition. Would support efficient use of staff, reducing the amount of time to develop and manage volunteer programs. Will ultimately lead to an increase in volunteer-provided programs and services.

- ECON 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.: A volunteer management database ensures that citizen volunteers can depend on a single efficient process for registering to volunteer. A Volunteer Program Manager will develop consistent and predictable policy and communication processes for departmental coordinators, providing support and information to enhance existing programs and to develop new partnerships or programs as needed.

- SAFE 5.8. Improve community involvement, education and regional partnerships to make our community safer and stronger.: Increased volunteerism improves civic engagement and strengthens communities. In addition, volunteer work in Fort Collins supports public safety, social services, and disaster response and recovery.

### Performance Metrics

- CNL 8. # CSU student/staff Fall Clean Up volunteers (CDNS)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6276&object=measure&objectID=91252
- CR 43. Volunteer hours - Senior Center (Recreation)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6335&object=measure&objectID=91465
- CR 47. Volunteer hours - Youth Sports (Recreation)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6335&object=measure&objectID=91469
- CR 58. Natural Areas volunteer hours (Natural Areas)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6287&object=measure&objectID=91389
- HPG 66. % of citizens responding very good/good to the City's performance in - Welcoming citizen involvement (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109924

### Personnel Changes

- Requests a 1.0 FTE Citywide Volunteer Program Manager.

### Differences from Prior Budget Cycles

- Consistent onboarding of new volunteers to connect them with the City Mission, Vision, and Values with single point of contact for community members and City departments.

- City-wide database of all volunteers—eliminating redundancies in information tracking and creating a more efficient registration process with better risk management, preventing costly lawsuits.

# High Performing Government

## Offer 52.4: KFCG ENHANCEMENT: Citywide Volunteer Program Manager and Program - 1.0 FTE

- Improved continuity of managing volunteers across different City departments and increases the City's utilization of volunteers can lead to savings or the provision of more programs and services.

  Consistent messaging and communication across the City and in the community.

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

More detail has been added to offer in the narrative.
Funding source was changed from General Fund to KFCG. The software purchase of 160,000 is now funded as a 1x expense with ongoing maintenance costs reduced to 25,000/year. In addition, we reduced the Recognition Event to 10,000 per year and reduced the copy ongoing costs to 10,100 for the first year and 5,100 for the second and ongoing.

### Other Information

Offer Owner: WBricher

Offer Type: Enhancement to Programs and Services

Original Offer Number: 52.4

Lead Department: City Manager's Office

## 52.4: KFCG ENHANCEMENT: Citywide Volunteer Program Manager and Program - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 64,430 | 65,719 | 2.0% |
| 512000 - Benefits | 19,106 | 20,648 | 8.1% |
| **510000 - Personnel Services** | **83,536** | **86,367** | **3.4%** |
| 521000 - Professional & Technical | 500 | 500 | - % |
| 529000 - Other Prof & Tech Services | 10,000 | 10,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **10,500** | **10,500** | **- %** |
| 542000 - Communication Services | 1,320 | 1,320 | - % |
| 543000 - Internal Admin Services | 60 | - | - % |
| 544000 - Employee Travel | 1,500 | 1,500 | - % |
| 549000 - Other Purchased Services | 20,100 | 15,100 | -24.9% |
| **540000 - Other Purchased Services** | **22,980** | **17,920** | **-22.0%** |
| 555000 - Office & Related Supplies | 52,800 | 26,000 | -50.8% |
| 559000 - Other Supplies | 10,500 | 10,500 | - % |
| **550000 - Supplies** | **63,300** | **36,500** | **-42.3%** |
| **Total Expenses** | **180,316** | **151,287** | **-16.1%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 254-KFCG: Other Community Priorities | Ongoing Restricted | 180,316 | 151,287 | -16.1% |
| | **Funding Source Total** | **180,316** | **151,287** | **-16.1%** |

# High Performing Government

## *Offer 53.1: Communications and Public Engagement Programs and Services*

2015: $1,556,984 and 12.30 FTE

2016: $1,580,181 and 12.30 FTE

<div style="background-color:blue; color:white">**Offer Summary**</div>

This offer enables fundamental services from the Communications and Public Involvement Office (CPIO), including Cable 14 and Graphics Services. It includes management, development and implementation of the City's core communication and public engagement programs and projects to make local government more transparent and accessible. Primary services include: strategic communication planning and implementation, graphic design, video and audio production and distribution, public engagement and outreach, media relations, special events, online content at fcgov.com, employee communication and events, social media strategy and management, communication support across all Service Areas, and crisis communication.

The offer provides delivery of essential information to the community about local government services, legislative action taken by local City officials, and topical and timely City and County issues. It permits the City to inform and communicate regarding public meetings, and City policy discussions and decisions, to produce two longstanding television programs of community interest, and to provide emergency information to citizens.

The offer includes: Essential personnel and technical support to facilitate public engagement and a variety of print, video and online products and collateral materials
- Essential audio, video and graphics equipment and supplies
- Creative services and media production support for employee awareness and training
- Strategic public and employee communication services and public engagement capability
- Media services, including content creation and distribution

These services play a crucial role in public awareness and perception of the City and enable key internal and external communication functions for the City. It also fulfills video production and distribution commitments between the City and Larimer County partners funded through intergovernmental agreements.

This offer includes approximately $35,000 in annual KFCG funds.

<div style="background-color:blue; color:white">**Offer Highlights**</div>

- Enables the City's most essential Public Relations, Outreach and Public Engagement efforts and makes programs such as CityWorks 101, the biennial Citizen Survey, and the State of the City Address, as well as tools such as Access Fort Collins and IdeaLab available to the community. These programs, projects and platforms connect and engage residents and employees with their local government.

- Provides critical communications department infrastructure to support a recent reorganization to improve communications and public involvement services while making CPIO more efficient and responsive.

# High Performing Government

## *Offer 53.1: Communications and Public Engagement Programs and Services*

- Enables basic Cable 14 content, including live cablecasts of City Council Meetings and Work Sessions, Planning & Zoning Board deliberations and two monthly studio based television programs, "City at a Glance" and "Studio 14." It also allows video production and graphic services for all City departments, live online video streaming, video on demand services, and the City's YouTube presence.

- IMPACT to Revenue: Cable 14 cablecasts and records Larimer County government meetings, which demonstrates additional value of Cable 14 as a regional asset. Costs of this service are recovered through the City's Intergovernmental Agreement (IGA) with the County, which generates approximately $57,000 annually.

- IMPACT to Revenue: Comcast Cable charges a small Public, Education and Governmental (PEG) access fee to all subscribers. This fee is distributed to the City, Poudre School District, Colorado State University (CSU), and the Fort Collins Public Access Network (FCPAN). This offer reflects $110,000 of PEG funds, which according to FCC regulations can only be used for equipment.

### Additional information can be found at:

- www.fcgov.com/CPIO
- www.fcgov.com/Cable14

### Linkage to Strategic Objectives

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.:  This offers supports the City's fundamental public outreach capabilities, equips staff to plan and implement programs and projects that inform and engage the community, and provides transparency of municiple operations to the public.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  The communication and public involvement services funded through this offer provide awareness and transparency of government operations to the public. This is fundamental to earning and maintaining the public trust.

- SAFE 5.5. Develop and implement emergency preparation, response and recovery plans across the organization in collaboration with other community efforts.:  This offer enables funding of the staff that coordinate and provide critical communication services during disaster events. It permits the community to understand the magnitude of what has happened in an emergency and what the City is doing about it. It improves public safety and increases the community's confidence in City leaders.

- ENV 4.6. Engage citizens in ways to educate and change behavior toward more sustainable living practices.:  A key function of the City's Communications & Public Involvement Office is to promote awareness and drive public engagement regarding the City's Organizational Priorities, including sustainability.

- CNL 1.8. Expand organizational and community knowledge about diversity, and embrace cultural differences.:  This offer directly supports the City's internal communications and public outreach and engagement objectives aimed at expanding organizational and community knowledge on the issues of diversity and inclusion.

# High Performing Government

## *Offer 53.1:  Communications and Public Engagement Programs and Services*

**Improvements & Efficiencies**

- x

**Performance Metrics**

- HPG 82. % of citizens responding always/frequently/sometimes do you or other members of your household use Fort Collins local cable channel 14 (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109940
- HPG 83. % of citizens responding always/frequently/sometimes do you or other members of your household use Streaming video or 'video on demand' of cable channel 14 on www.fcgov.com (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109941
- HPG 84. % of citizens responding always/frequently/sometimes do you or other members of your household use the City's website (www.fcgov.com) (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109942
- HPG 85. % of citizens responding always/frequently/sometimes do you or other members of your household use City News (insert with utility bill) (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109943
- HPG 93. % of citizens responding always/frequently/sometimes do you or other members of your household use Social media to understand City issues, programs & services (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109951

**Personnel Changes**

- With the reorganization of CPIO, additional staff have been transferred from other departments to CPIO as follows:

  Graphics Specialist  .8 FTE  64,999
  Publicity Marketing Specialist .5 FTE  33,639
  Public Relations Coordinator 1.0 FTE  83,879
  Public Relations Coordinator 1.0 FTE  85,112
  Public Relations Coordinator 1.0 FTE  75,949

**Differences from Prior Budget Cycles**

- See personnel explanation.

- We have asked for additional incidental costs associated with new staff for such as office supplies, office equipment, professional development, software, and training.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

## High Performing Government

## *Offer 53.1:  Communications and Public Engagement Programs and Services*

- Used for taxes associated with DBA cards.

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

2,000 was scrubbed from this offer and placed in Enhancement Offer 53.4.

Reduced variable hourly benefit cost by half for one FTE instead of two.

**Other Information**

Offer Owner:  WBricher

Offer Type:  Ongoing Programs and Services

Original Offer Number:  53.1

Lead Department:  Comm. & Public Involvement

# High Performing Government

## 53.1:  Communications and Public Engagement Programs and Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 12.30 | 12.30 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 913,188 | 928,861 | 1.7% |
| 512000 - Benefits | 260,872 | 268,483 | 2.9% |
| 519000 - Other Personnel Costs | 325 | 325 | - % |
| **510000 - Personnel Services** | **1,174,385** | **1,197,669** | **2.0%** |
| 521000 - Professional & Technical | 3,500 | 3,500 | - % |
| 529000 - Other Prof & Tech Services | 18,741 | 18,568 | -0.9% |
| **520000 - Purchased Prof & Tech Services** | **22,241** | **22,068** | **-0.8%** |
| 533000 - Repair & Maintenance Services | 22,413 | 22,458 | 0.2% |
| **530000 - Purchased Property Services** | **22,413** | **22,458** | **0.2%** |
| 542000 - Communication Services | 15,597 | 15,537 | -0.4% |
| 543000 - Internal Admin Services | 457 | 469 | 2.6% |
| 544000 - Employee Travel | 10,050 | 10,050 | - % |
| 549000 - Other Purchased Services | 83,958 | 83,958 | - % |
| **540000 - Other Purchased Services** | **110,062** | **110,014** | **- %** |
| 551000 - Vehicle & Equipment Supplies | 793 | 882 | 11.2% |
| 555000 - Office & Related Supplies | 7,400 | 7,400 | - % |
| 559000 - Other Supplies | 62,690 | 62,690 | - % |
| **550000 - Supplies** | **70,883** | **70,972** | **0.1%** |
| 565000 - Vehicles & Equipment | 155,000 | 155,000 | - % |
| **560000 - Capital Outlay** | **155,000** | **155,000** | **- %** |
| 574000 - Grants | 2,000 | 2,000 | - % |
| **570000 - Other** | **2,000** | **2,000** | **- %** |
| **Total Expenses** | **1,556,984** | **1,580,181** | **1.5%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-Cable PEG Fees | Ongoing Restricted | 155,000 | 155,000 | - % |
| 100-General | Ongoing | 1,366,709 | 1,389,650 | 1.7% |
| 254-KFCG: Other Community Priorities | Ongoing Restricted | 35,275 | 35,531 | 0.7% |
| **Funding Source Total** | | **1,556,984** | **1,580,181** | **1.5%** |

# High Performing Government

## Offer 53.2: KFCG ENHANCEMENT: Telling Our Stories Strategic Video Outreach

2015: $134,506 and 0.00 FTE

2016: $130,804 and 0.00 FTE

<span style="background-color:green;color:white">**Offer Summary**</span>

This funds the creation and distribution of high definition video series packages that demonstrate how the City provides world-class services through operational excellence and a culture of innovation, and how the City is delivering on commitments to the community. It provides efficient and effective methods to share timely information about high-priority City initiatives with the public. It enhances strategic and active communication with City employees in order to implement the City's Mission: Exceptional service for an exceptional community.

The offer consists of seven packaged video series in four clusters:
1. High Performing Government: Three series of approximately 5-minute high definition videos featuring compelling stories of high performing government. One series highlights success stories in each of the City's seven Strategic Outcome Areas. The second series highlights innovative concepts, technology and collaborations that make the City's programs and projects remarkable. The third highlights City employees and their expertise and passion to provide exceptional service to our community.

2. City News & Information: A series of 24 short (60-second) public service announcements to bring timely information to the public. This supports strategic efforts from the City's Public Relations Coordinators to keep the community up to date about "need-to-know now" operational items, such as City events, open houses, status of key projects, and policy updates.

3. Employee Engagement: Two series of video packages designed to keep employees engaged and informed. One series includes recording and online distribution of up to 12 employee training sessions held by Human Resources in the Community Room at 215 N. Mason St. The second includes a monthly video blog from the City Manager's Office.

4. Sense of Place: A monthly magazine-style 30-minute series showcasing local culture and events that give residents a unique "sense of place" and make them proud to call Fort Collins home.

<span style="background-color:green;color:white">**Offer Highlights**</span>

- Leverages the Reorganization of the Communications & Public Involvement Office – By enabling CPIO's Public Relations Coordinators to work with Department Heads and the Executive Leadership Team to curate video topics from across all service areas, this offer enables stories to be created and distributed based on their ability to positively impact and reflect the City's top strategic priorities.

## High Performing Government

### *Offer 53.2: KFCG ENHANCEMENT: Telling Our Stories Strategic Video Outreach*

- Influences and Inspires Great Work –The "success stories" and "employment engagement" series will educate and inform City employees as to what "operational excellence and a culture of innovation" looks like. The real-life stories make the concept of innovation tangible and will promote and inspire "initiative, innovation & creativity, and collaboration & teamwork" as strong employee values.

- Leads to improved content and cost savings of Cable 14 and online video programming – Bundling these video series into purpose-driven packages enables efficiencies in the production process and significantly reduces time and expenses related to tracking and billing each production separately. It also enables faster production times that allow information to be distributed more rapidly.

- Enhances the City's ability to engage more citizens by leveraging multiple modern content distribution avenues – The content will be created in a high definition video series format to enhance distribution opportunities through mobile devices, such as tablets and phones. The explosive growth of mobile video affords new opportunities to reach more segments of the public than ever before.

- Actively promotes organizational effectiveness, reputation and values among employees and to the public by allowing the City innovative opportunities to "tell our stories."

### Scalability and explanation

- The video packages are bundled for efficient production and distribution, and lend themselves to several scalable options:
- The employee engagement series (12 videos) is priced at $2,400/yr
- The 30-minute "Sense of Place" series (12 videos) is priced at $48,000/yr
- The PSA series (24 videos) is priced at $15,000/yr
- The Innovation/Collaboration highlights series is priced at $20,000/yr
- Additional episodes could also be added within each package to allow more outreach opportunities.

### Additional information can be found at:

- Example of ICMA initiative to raise awareness of and appreciation for professional local government managers: https: //www.youtube.com/user/ICMAvideos
- Example of video highlighting the places that make people proud to call their community home: https://www.youtube.com/watch?v=xXA4Mxvz7Tk&list=PL9D817CED1671467D
- State of the Media: The Mobile Media Report 2011, Nielsen, http://www.nielsen.com/us/en/reports/2011/state-of-the-media--mobile-media-report-q3-2011.html
- The State of Mobile Video 2012, James Careless, February/March 2012 Streaming Media (Sourcebook), http://www.streamingmedia.com/Issue/3177-February-March-2012-(Sourcebook).htm
- 2013 Mobile Consumer Report, Nielsen http://www.nielsen.com/us/en/reports/2013/mobile-consumer-report-february-2013.html

### Linkage to Strategic Objectives

## High Performing Government

### *Offer 53.2: KFCG ENHANCEMENT: Telling Our Stories Strategic Video Outreach*

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.: This expands awareness of City services for traditionally hard-to-reach populations, and provides content that reflects the community's desires as evidenced in the Cable Franchise Needs Assessment Survey. The videos will be designed for increased distribution through social media and other methods including but not limited to Cable 14, such as kiosks and apps.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.: The ability to produce and distribute stories that demonstrates how City staff delivers on our commitments reinforces accountability, builds trust and promotes awareness to the public of the City's organizational Values. The employee engagement series also directly impacts this strategic objective by increasing the availability of ethics training and content to be more available to all City staff.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.: Creating and sharing stories of efficient, effective, and productive local government leads to increased citizen satisfaction because the public gets a clear and comprehensive picture of the benefits the City provides. It also leads to continual improvement of City services by making success and innovation tangible to employees, who can then model that creativity and innovation in their own work.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: The "success stories" and "employment engagement" series will educate and inform City employees as to what "operational excellence and a culture of innovation" looks like. The real-life stories make the concept of innovation tangible and will promote and inspire "initiative, innovation & creativity, and collaboration & teamwork" as strong employee values.

- CNL 1.5. Preserve and enhance the City's sense of place.: A community's "Sense of Place" is driven by awareness of the City's character and unique culture and the things that define them. These videos spread awareness of the people, places and things that make Fort Collins unique. This awareness inspires community members to take an active role in preserving and enhancing those things that express and represent our "Sense of Place."

### Performance Metrics

- CNL 56. % of citizens responding very good/good - Fort Collins as a place to live (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109856
- CR 63. % of citizens responding very good/good - Quality of arts and cultural opportunities in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109880
- HPG 42. Total hours of training attended (Human Resources)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91362
- HPG 69. % of citizens responding very good/good to the City's performance in - Efficient operation of programs and services (Citizen Survey)

# High Performing Government

## *Offer 53.2: KFCG ENHANCEMENT: Telling Our Stories Strategic Video Outreach*

https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109927

- HPG 82. % of citizens responding always/frequently/sometimes do you or other members of your household use Fort Collins local cable channel 14 (Citizen Survey) https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109940

## Personnel Changes

- N/A

## Differences from Prior Budget Cycles

- Packaging the video series in bundles delivers efficiencies by reducing related graphic design costs as well as significantly reducing over 84 hours of staff time in the budget cycle that would be spent tracking and billing between departments (particularly between CPIO and Cable 14) for individual stories or programs.

- It aligns the City's video production efforts to better support the City's strategic objectives.

  Significantly enhances video production and community outreach capabilities, and aligns those capabilities with the City's strategic objectives and communication priorities.

- It enables Cable 14 to optimize resources in order to be more effective and efficient, by permitting clear plans for content production and distribution that support the City's highest strategic objectives while providing flexibility to respond to unexpected opportunities to highlight success stories and provide current news quickly.

## Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

## Summary of Changes Requested by BFO Teams or the Budget Lead Team

Reduced performance measures from the 18 originally listed to five.
Funding source was changed from General Fund to KFCG.

## Other Information

Offer Owner:  WBricher

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  53.2

Lead Department:  Comm. & Public Involvement

# High Performing Government

## 53.2:  KFCG ENHANCEMENT: Telling Our Stories Strategic Video Outreach

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 529000 - Other Prof & Tech Services | 134,506 | 130,804 | -2.8% |
| **520000 - Purchased Prof & Tech Services** | **134,506** | **130,804** | **-2.8%** |
| **Total Expenses** | **134,506** | **130,804** | **-2.8%** |

**Funding Sources**

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 254-KFCG: Other Community Priorities | Ongoing Restricted | 134,506 | 130,804 | -2.8% |
| **Funding Source Total** | | **134,506** | **130,804** | **-2.8%** |

## High Performing Government

### *Offer 53.3:  KFCG ENHANCEMENT: Community Funded*

2015: $55,440 and 0.00 FTE

2016: $41,469 and 0.00 FTE

<div style="background-color:green;color:white;font-weight:bold;padding:4px;">Offer Summary</div>

This offer funds an online civic crowdfunding tool called "Community Funded."

Civic crowdfunding is a match funding process among municipal administrations, citizens and organizations to implement projects of public interest. An innovative tool of modern urban planning, it offers a potential solution to limited City financial assets by initiating participatory planning processes and providing a way for the public and organizations to support specific programs and projects they deem most important.

The tool allows community members to contribute to projects they deem most important and instills a sense of ownership of public spaces. Most importantly, it gives community members an enhanced means of engaging in the funding process and increases public involvement.

The Community Funded online platform has been developed by local entrepreneurs and has been successfully demonstrated by organizations including OtterBox and Colorado State University.

The Community Funded platform would not be used to fund core City services, but would give local community members and organizations a tool to identify enhancement opportunities for public projects and allow them to direct their own funding to augment those projects over and above what basic funding brings. These enhancements would fund items and projects that give our community a sense of place, express its personality and make Fort Collins an exceptional place to live, work and play.

The Community Funded online platform can be integrated into the City's website, fcgov.com, to foster feedback and collaboration, and to support development of ideas and projects.

<div style="background-color:green;color:white;font-weight:bold;padding:4px;">Offer Highlights</div>

- The offer enhances the City's ability to engage more citizens by allowing them to prioritize projects that they deem most important.

- The cost for this platform includes a $10,000 installation fee and a $25,000 annual subscription. This includes technical integration, operational training and consultation, and marketing acceleration services. Additional outreach and promotion costs to ensure clear communication and project success project include $6,480 in 2015 and $4,320 for outreach materials, video support and advertising.

- As a subscription-based service, all funding raised can be directed to the projects. Unlike other crowdfunding models from platform providers, such as Kickstarter, this subscription-based service proposes that Community Funded does not take a percentage of the funds raised as fees.

## *Offer 53.3:  KFCG ENHANCEMENT: Community Funded*

- This offer also provides for one day per week support from a Publicity and Marketing Technician to support related public engagement efforts and to support alignment and integration with the City's Finance department.

- The offer includes support for production of up to 10 videos per year by Cable 14 to inform the public about proposed projects for funding consideration ($4,000/yr).

### Scalability and explanation

- The Community Funded subscription portion is priced at $35,000 for 2015 (for design, setup, implementation and promotion) and $25,000 for 2016 (implementation and promotion only).
- Funding the project as a one-year pilot program rather than through 2016 would cut $29,320. This would, however, reduce the benefits of the program substantially, since roughly $12,000 of 2015 expenses are for design, setup and outreach planning, while 2016 funding is primarily focused on implementation.

### Additional information can be found at:

- About Community Funded: http://communityfunded.com
- Community Funded Platform in use by Colorado State University: http://supporting.colostate.edu/charge
- Community Funded Platform in use by OtterBox / Otter Cares: http://ottercares.org/2014g3
- More about Civic Crowdfunding: http://www.crowdsourcing.org/community/crowdfunding/7

### Linkage to Strategic Objectives

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.:  This offer provides an innovative way for the City to engage residents and gives community members a direct role in creating awareness of and supporting projects they deem important. It provides an innovative way for the community to collaborate with the City in a focused way to enhance projects and add value beyond what municipal funding alone could provide.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Crowdfunding optimizes technology to enable community members to collaborate with municipal government in an efficient and effective manner.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  Residents have a greater sense of ownership and satisfaction when they know their opinions and ideas are valued. This offer increases public involvement and enables community members to impact projects in a positive and meaningful way. The platform also provides an efficient and effective way for the City to provide enhanced amenities to the public at considerably reduced cost to taxpayers.

- CNL 1.5. Preserve and enhance the City's sense of place.:  "Buy-in" is critical to an effective place-making process. This tool not only helps create that community support for projects, it reflects that support in a very tangible way. When the community is part of a project from inception and funding through completion and implementation, the project becomes a thread in the fabric of the community.

## High Performing Government

### *Offer 53.3: KFCG ENHANCEMENT: Community Funded*

- CR 2.6. Develop a clear strategic definition and description of the City's role in the culture and arts while leveraging partnerships with other community organizations.: This platform greatly facilitates partnerships with community organizations and while enhancing the City's role in culture and arts through increased public participation.

### Performance Metrics

- CNL 63. % of citizens responding very good/good - Community's visual attractiveness (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109863
- CR 63. % of citizens responding very good/good - Quality of arts and cultural opportunities in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109880
- CR 64. % of citizens responding very good/good - Quality of recreational opportunities in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109881
- ECON 32. % of citizens responding 'same effort' on how the City addresses - Economic Health (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109912
- HPG 1. Actual Revenue Compared to Budget (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91314
- HPG 66. % of citizens responding very good/good to the City's performance in - Welcoming citizen involvement (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109924
- HPG 67. % of citizens responding very good/good to the City's performance in - Listening to citizens (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109925
- HPG 80. % of citizens responding 'same effort' on how the City addresses - High Performing Government (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109938

### Personnel Changes

- This offer provides for one day per week support from an hourly Publicity and Marketing Technician to support related public engagement efforts and to support alignment and integration with the City's Finance department.

### Differences from Prior Budget Cycles

## *Offer 53.3: KFCG ENHANCEMENT: Community Funded*

- The offer enhances the City's ability to engage more citizens by allowing them to prioritize projects that they deem most important.

  The offer includes support for production of up to 10 videos per year by Cable 14 to inform the public about proposed projects for funding consideration ($4,000/yr).

- The cost for this platform includes a $10,000 installation fee and a $25,000 annual subscription. This includes technical integration, operational training and consultation, and marketing acceleration services. Additional outreach and promotion costs to ensure clear communication and project success project include $6,480 in 2015 and $4,320 for outreach materials, video support and advertising.

- As a subscription-based service, all funding raised can be directed to the projects. Unlike other crowdfunding models from platform providers, such as Kickstarter, this subscription-based service proposes that Community Funded does not take a percentage of the funds raised as fees.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

 Funding source was changed to KFCG in Round 2.

**Other Information**

Offer Owner: WBricher

Offer Type: Enhancement to Programs and Services

Original Offer Number: 53.3

Lead Department: Comm. & Public Involvement

# High Performing Government

## 53.3: KFCG ENHANCEMENT: Community Funded

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

#### Expenses

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 9,042 | 7,398 | -18.2% |
| 512000 - Benefits | 918 | 751 | -18.2% |
| **510000 - Personnel Services** | **9,960** | **8,149** | **-18.2%** |
| 529000 - Other Prof & Tech Services | 14,000 | 4,000 | -71.4% |
| **520000 - Purchased Prof & Tech Services** | **14,000** | **4,000** | **-71.4%** |
| 549000 - Other Purchased Services | 25,000 | 25,000 | - % |
| **540000 - Other Purchased Services** | **25,000** | **25,000** | **- %** |
| 559000 - Other Supplies | 6,480 | 4,320 | -33.3% |
| **550000 - Supplies** | **6,480** | **4,320** | **-33.3%** |
| **Total Expenses** | **55,440** | **41,469** | **-25.2%** |

#### Funding Sources

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 254-KFCG: Other Community Priorities | Ongoing Restricted | 55,440 | 41,469 | -25.2% |
| **Funding Source Total** | | **55,440** | **41,469** | **-25.2%** |

## *Offer 53.4:  ENHANCEMENT: Tools and Support for Efficient and Effective Communication*

2015: $85,000 and 0.00 FTE

2016: $84,800 and 0.00 FTE

<div style="background-color:green; color:white;">**Offer Summary**</div>

This offer optimizes technology and augments hourly support staff to meet existing organizational needs, and to drive efficiency and productivity within the Communications & Public Involvement Office. The tools, software and hourly support in this offer will improve City staff decision-making by providing improved public opinion data gathering and analysis. It facilitates collaboration with the public and City staff, extends the reach and impact of the City's communication efforts and reduces staff time through the use of modern technology.

It includes:
- Industry standard social media management tools, such as Hootsuite and Tweetreach, and an online project management tool, Basecamp, to reduce time spent in meetings
- Some PR, Community Engagement and graphic arts software training to enhance service and ensure staff remains proficient
- Hourly support and industry standard online tools to gather, analyze and report public opinion, including online and third-party survey instruments, such as Survey Gizmo
- Materials such as stock imagery and art supplies to create outreach materials
- Hourly funding to meet increasing community expectations related to communication and public engagement, including maintaining information on fcgov.com and the City's mobile applications

<div style="background-color:green; color:white;">**Offer Highlights**</div>

- The hourly funding in this offer preserves current levels of resources (20 hours per week) for PR/Marketing Tech support previously funded by Environmental Services. Since this funding had been set to expire at the end of 2014, we have included it in this enhancement offer.

- The tools will allow the Communications & Public Involvement team to improve operational efficiency.

  The subscription to Cision Media Monitoring online is expected to reduce nearly 20 hours of staff support tracking media reports each week to roughly five hours per week, while also enabling staff to clearly measure the nationwide impact of the City's media and PR efforts.

- The offer greatly increases the capabilities of the City to analyze social media data, as well as gather relevant feedback from the public through surveys and public opinion polls and better evaluate, understand and convey that feedback.

- The nominal amount of funding for training, art supplies and materials requested as part of this offer will significantly reduce turnaround time of communication products. The graphics materials funding partially offset costs of purchasing renewable, sustainably harvested or recycled materials.

<div style="background-color:green; color:white;">**Scalability and explanation**</div>

## *Offer 53.4: ENHANCEMENT: Tools and Support for Efficient and Effective Communication*

This offer provides some flexibility in scale. Hourly staffing reductions to the offer would negatively impact the extent of enhancements provided to employees and the public, but the materials and technology enhancements are beneficial on an ad hoc basis.

Hourly funding – $24,000 to preserve existing level; additional $24,000 new
Media tracking service - $20,000
Special event coordination (hosting conferences; community exchanges) - $5,000
Social media analytics - $2,000
Survey Gizmo - $1,500

<div style="background:green;color:white;font-weight:bold;padding:4px">Additional information can be found at:</div>

- http://www.informationweek.com/it-leadership/why-enterprise-social-collaboration-means-business/d/d-id/1112149?

  http://www.cision.com/us/pr-software/media-monitoring


  http://www.umass.edu/digitalcenter/research/pdfs/Mergel_Web20.pdf
- www.basecamp.com
  www.hootsuite.com
- www.tweetreach.com
  http://www.gotomeeting.com/online/web-conferencing-comparison
- http://smarttech.com
- www.surveygizmo.com

<div style="background:green;color:white;font-weight:bold;padding:4px">Linkage to Strategic Objectives</div>

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  The use of collaborative project management and tracking software will optimize the intake and distribution of projects to create efficiencies and will in turn increase our capacity for projects. The collaborative technology will enable our staff to work together more effectively and efficiently and drive creativity and innovation.

- HPG 7.6. Enhance the use of performance metrics to assess results.:  Project tracking and media monitoring capabilities allow us to see a "performance scorecard" of projects and helps us "plan, do, check and act" to continuously improve. Having the data to better target our stories, connect with audiences, monitor coverage and measure results enables us to measure results rather than merely output.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  The technology and support in this offer will strengthen operational performance in Communications & Public Involvement and provide credible data, information and performance feedback so we can optimize efforts and resources to best communicate the City's stories.

# High Performing Government

## *Offer 53.4:  ENHANCEMENT: Tools and Support for Efficient and Effective Communication*

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  This offer permits our team to use the similar tools and methods that the business community uses to optimize communication. It will enhance CPIO's operational effectiveness and it facilitates internal and external collaboration, which enables us to deliver cutting-edge work.

### Performance Metrics

- FUTURE MEASURE - HPG 59. Social media (Communications & Public Involvement)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6283&object=measure&objectID=92923
- HPG 67. % of citizens responding very good/good to the City's performance in - Listening to citizens (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109925
- HPG 69. % of citizens responding very good/good to the City's performance in - Efficient operation of programs and services (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109927
- HPG 86. % of citizens responding always/frequently/sometimes do you or other members of your household use Newsletters or brochures from City departments (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109944
- HPG 93. % of citizens responding always/frequently/sometimes do you or other members of your household use Social media to understand City issues, programs & services (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109951

### Personnel Changes

- Hourly support is included as mentioned above.

### Differences from Prior Budget Cycles

- In a survey of social collaboration practices among 629 organizations, users of Enterprise Social Collaboration Tools report significant improvement in operational performance.

- Use of these tools projects year-to-year improvements of 131% increase in operational efficiency and 122% improvement in on-time product delivery (source: Enterprise Social Collaboration: The Collaborators' Advantage, © 2013 Aberdeen Group, www.aberdeen.com)

- The technologies outlined in this offer are estimated to reduce City staff time traveling to meetings and compiling data by a minimum of 350 work hours each year.

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

**High Performing Government**

## *Offer 53.4:  ENHANCEMENT: Tools and Support for Efficient and Effective Communication*

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

2,000 was scrubbed from Ongoing Offer 53.1 and placed in this Enhancement Offer. Reduced jargon. Reduced performance measurements to five (from 11.)

**Other Information**

Offer Owner:  WBricher

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  53.4

Lead Department:  Comm. & Public Involvement

# High Performing Government

## 53.4: ENHANCEMENT: Tools and Support for Efficient and Effective Communication

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 45,442 | 45,442 | - % |
| 512000 - Benefits | 4,572 | 4,572 | - % |
| **510000 - Personnel Services** | **50,014** | **50,014** | **- %** |
| 521000 - Professional & Technical | 2,000 | 2,000 | - % |
| 529000 - Other Prof & Tech Services | 29,494 | 29,294 | -0.7% |
| **520000 - Purchased Prof & Tech Services** | **31,494** | **31,294** | **-0.6%** |
| 544000 - Employee Travel | 2,000 | 2,000 | - % |
| **540000 - Other Purchased Services** | **2,000** | **2,000** | **- %** |
| 555000 - Office & Related Supplies | 1,492 | 1,492 | - % |
| **550000 - Supplies** | **1,492** | **1,492** | **- %** |
| **Total Expenses** | **85,000** | **84,800** | **-0.2%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 85,000 | 84,800 | -0.2% |
| **Funding Source Total** | | **85,000** | **84,800** | **-0.2%** |

## High Performing Government

## *Offer 53.5: ENHANCEMENT: Inclusive Public Engagement*

2015: $30,000 and 0.00 FTE

2016: $30,000 and 0.00 FTE

### Offer Summary

In support of the Communications and Public Involvement Office's top strategic priority, "Effective Public Involvement," this offer fosters the City's ability to build long-term and trusted relationships with focused segments of the local population, such as minorities, disabled, low income, youth, seniors and other groups to stimulate and strengthen civic engagement.

This offer enables City staff to go beyond the usual methods of engagement to encourage more members of the community to voice their opinions, ideas and concerns. The offer also stimulates civic inclusivity and broadens the City's reach in efforts such as the biennial Citizen Survey and community listening sessions, by ensuring support for language translation and interpretation services.

Enhancements provided by this offer will build trust and help facilitate a sense of cohesive community for a broader set of citizens. This is essential to shape and deliver a comprehensive and collective vision for the benefit of the entire city.

### Offer Highlights

- Focused Civic Engagement and Event Support – Including coordination, logistics planning and implementation of up to ten inclusive public outreach events and meetings per year to ensure a connected community. The offer provides facility rentals, event display equipment and materials, and a nominal food budget.

- This provides funding for gathering and analyzing of data, and research studies to best identify opportunities and methodologies to help public engagement efforts reach targeted sociodemographic groups. It also increases coordination with academia in order to address our City's fast growing international student population.

- Per Council discussion in 2014, this offer includes funding to extend the biennial Citizen Survey reach from 2,000 to 3,000 citizens and to provide a Spanish language option for survey respondents. It also includes funding to support up to 48 hours each year of in-person language translation services at public events and meetings.

### Scalability and explanation

Portions of this offer could be funded independently of one another:
Facility rentals, event displays & materials - $8,835
Sociodemograhic research - $6,000
Expanded distribution for Citizen Survey - $5,500
Translation & Interpretation - $3,840

### Additional information can be found at:

- http://quickfacts.census.gov/qfd/states/08/0827425.html
- http://www.pewhispanic.org/states/county/8069/

## High Performing Government

### *Offer 53.5:  ENHANCEMENT: Inclusive Public Engagement*

- http://www.larimer.org/compass/poverty_ec_ind.htm
- http://www.infoagepub.com/products/Civic-Engagement-in-a-Network-Society
- https://www.sprc.unsw.edu.au/media/SPRCFile/33_OccPaper_26.pdf

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**Linkage to Strategic Objectives**

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.:  This offer allows the City to expand beyond the usual methods of engagement to employ dedicated research and approaches aimed at increasing inclusion of all segments of the community.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  The offer provides information and capabilities to be more effective in reaching and promoting engagement from all segments of our community. This will increase the effectiveness of communication with the public and lead to greater citizen satisfaction.

- CNL 1.12. Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution.:  This offer directly enhances the ability of the City to foster community engagement, open communication between diverse segments of the public and promote strong neighborhood ties through a focus on inclusivity and respect.

- CR 2.1. Improve low and moderate income citizen access to, and participation in, City programs and facilities.:  This offer enhances access to City programs and facilities for additional members of the community by ensuring that diverse segments of the population are not overlooked by traditional outreach and engagement methods and by providing resources that enable staff to better understand and connect with various socioeconomic and sociodemographic segments of Fort Collins.

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**Performance Metrics**

- CNL 61. % of citizens responding very good/good - Fort Collins as a place of community acceptance of all people (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109861
- SAFE 52. % of citizens responding 'same effort' on how the City addresses - Safe Community (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109975
- HPG 10. Number of Title VI complaints submitted, number in which the City was at fault (Finance)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=111430
- HPG 66. % of citizens responding very good/good to the City's performance in - Welcoming citizen involvement (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109924
- HPG 75. % of citizens responding very good/good quality of contact with a City employee in terms of - Making you feel valued (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109933

# High Performing Government

## *Offer 53.5:  ENHANCEMENT: Inclusive Public Engagement*

**Personnel Changes**

- n/a

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Reduced performance metrics to five.

**Other Information**

Offer Owner:  WBricher

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  53.5

Lead Department:  Comm. & Public Involvement

# High Performing Government

## 53.5:  ENHANCEMENT: Inclusive Public Engagement

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 529000 - Other Prof & Tech Services | 22,931 | 22,931 | - % |
| **520000 - Purchased Prof & Tech Services** | **22,931** | **22,931** | **- %** |
| 559000 - Other Supplies | 7,069 | 7,069 | - % |
| **550000 - Supplies** | **7,069** | **7,069** | **- %** |
| **Total Expenses** | **30,000** | **30,000** | **- %** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 30,000 | 30,000 | - % |
| **Funding Source Total** | | **30,000** | **30,000** | **- %** |

## High Performing Government

### *Offer 53.6: ENHANCEMENT: Fort Collins Public Access Network Executive Director*

2015: $50,000 and 0.00 FTE

2016: $50,000 and 0.00 FTE

### Offer Summary

This offer supports the salary for a Fort Collins Public Access Network (FCPAN) Executive Director, and shall be an employee of FCPAN. Contractual terms will be negotiated between FCPAN and the Executive Director.

FCPAN has been a non-profit 501(c)(3) organization since 1994 and is the only volunteer-driven community-generated public access television in Fort Collins and Northern Colorado.  Under the franchise agreement between the City and Comcast, the City must provide a public access channel and has contracted FCPAN to operate it for the community.

FCPAN will be moving to a new home in the Community Creative Center in 2014 with a "media center" and studio where the community can continue to train, produce and air local, relevant and commercial-free programs that showcase Fort Collins. This offer will allow FCPAN to operate more efficiently and sustainably, which will directly benefit the citizens of Fort Collins who have requested more access to studio time, classes, and training and mentorship from FCPAN.

Executive Director will:
• Oversee the daily administrative operations of FCPAN
• Maintain a close working relationship with community organizations, representatives and community leaders in our area and expand collaborations with local organizations and businesses
• Develop and coordinate an active volunteer program
• Establish, expand and oversee FCPAN training programs
• Pursue and incorporate diverse, sustainable revenue sources through a variety of fundraising and entrepreneurial activities, consistent with the mission of the organization
• Work with the Board of Directors to achieve FCPAN's philosophy, mission, goals and objectives, and to implement all policies, procedures and long-range strategic plans
• Report progress toward and barriers to the achievement of such policies and plans
• Prepare a proposed annual budget for each new fiscal year and administer the annual FCPAN budget
• Work to improve and enhance the equipment and services offered by FCPAN

### Offer Highlights

- Economic Development- non-profit and business services, events and music programming, community calendar, community creative center

- Education- training, video development, historical archives, film production, TV production, visual archives

- Media Arts- television, public access, training, editing, producing, filming

- Innovation- creativity, television, collaboration, grants, technology

## High Performing Government

### *Offer 53.6: ENHANCEMENT: Fort Collins Public Access Network Executive Director*

**Scalability and explanation**

2015 $35,000

2016 $35,000 to hire a part time Executive Director, but the duties would have to decrease due to the part time nature of the position. This would still assist FCPAN with some of the duties necessary to be performed for the television station to maintain the current programs offered.

**Additional information can be found at:**

- [www.fcpan.org](www.fcpan.org)

**Linkage to Strategic Objectives**

- CNL 1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable.: FCPAN captures the uniqueness of Fort Collins with volunteer-produced coverage of musical, political, environmental and historical and sustainability events. Local producers also create programs of interest including genealogy, comedy, cooking and recreation. The station also encourages youth to learn the art of video making with the popular Video Teen Camp through the City's Recreator program.

- CNL 1.8. Expand organizational and community knowledge about diversity, and embrace cultural differences.: FCPAN's mission is to provide innovative media resources and education opportunities to the community; promoting public discourse and free expression from a diversity of voices. The core market for FCPAN is the person who appreciates the arts, video and is interested in an alternative to typical commercial offerings in the television arena. FCPAN is unique in this regard.

**Performance Metrics**

- CNL 56. % of citizens responding very good/good - Fort Collins as a place to live (Citizen Survey)
  [https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109856](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109856)
- CNL 61. % of citizens responding very good/good - Fort Collins as a place of community acceptance of all people (Citizen Survey)
  [https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109861](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109861)
- CR 85. % of citizens responding 'same effort' on how the City addresses - Culture and Recreation (Citizen Survey)
  [https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109902](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109902)
- HPG 66. % of citizens responding very good/good to the City's performance in - Welcoming citizen involvement (Citizen Survey)
  [https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109924](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109924)
- HPG 67. % of citizens responding very good/good to the City's performance in - Listening to citizens (Citizen Survey)

## *Offer 53.6: ENHANCEMENT: Fort Collins Public Access Network Executive Director*

https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109925

- HPG 70. % of citizens responding very good/good to the City's performance in - Encouraging sustainability in the community (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109928

- HPG 79. % of citizens responding very good/good overall impression of City employees - Making citizens or customers feel valued (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109937

- HPG 81. % of citizens responding very good/good on the City's performance in informing citizens (Citizen Survey)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109939

### Personnel Changes

- N/A - not a City FTE.

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

CPIO edits

### Other Information

Offer Owner: WBricher

Offer Type: Enhancement to Programs and Services

Original Offer Number: 53.6

Lead Department: Comm. & Public Involvement

# High Performing Government

## 53.6: ENHANCEMENT: Fort Collins Public Access Network Executive Director

### Enhancement to Programs and Services

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | | - | - | - % |
| **Expenses** | | | | |
| 574000 - Grants | | 50,000 | 50,000 | - % |
| | **570000 - Other** | **50,000** | **50,000** | **- %** |
| | **Total Expenses** | **50,000** | **50,000** | **- %** |
| **Funding Sources** | | | | |
| 100-General | Ongoing | 50,000 | 50,000 | - % |
| | **Funding Source Total** | **50,000** | **50,000** | **- %** |

# High Performing Government

## *Offer 66.1:  PDT Administration*

2015: $538,849 and 3.00 FTE

2016: $547,461 and 3.00 FTE

**Offer Summary**

This offer funds the Office of the Director of Planning, Development and Transportation (PDT), including the Director, Deputy Director, and Executive Administrative Assistant. This offer reflects a reduction of two Communications Team members (1.3 FTE) who transferred to the Communications & Public Involvement Office in 2014 due to reorganization. The PDT Service Unit is comprised of seven departments, including Community Development and Neighborhood Services, Engineering, Parking Services, Streets, Traffic Operations, Transfort, and FC Moves (Transportation Planning). PDT has more than 327 employees and a total budget of more than $47 million. PDT Administration leads the operations of all community planning functions, the Development Review Center, and transportation-related functions including transit, capital construction, traffic operations, parking services, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in Plan Fort Collins as well as Strategic Outcomes in Economic Health, Safe Community, Neighborhood Livability, and Transportation Outcome Areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration
- Provides administrative leadership, direction and coordination to seven PDT departments
- Provides PDT's internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in Citywide efforts such as employee engagement, performance measurement, performance excellence and culture of safety

**Offer Highlights**

- PDT Administration provides executive leadership and direction for the development of and implementation of policy, plans and programs it supervises, including  the development and implementation of Plan Fort Collins, Transportation Master Plan, modal and subarea plans, the Land Use Code, building codes and other items related to transportation, community appearance, and economic development.

- PDT Administration provides executive oversight and leadership of transportation-related services including capital construction, traffic system operations, transit, parking services, and street maintenance.

- Leads special, high priority projects as necessary, such as the CSU Stadium Mitigation Plan.

- Manages PDT's ongoing budget reporting tool allowing for real-time analysis of financial issues and opportunities.

- Fosters and facilitates multi-departmental collaborative approaches between PDT and City departments, leading to more comprehensive and effective solutions, programs and services.

# High Performing Government

## *Offer 66.1: PDT Administration*

**Additional information can be found at:**

- Not applicable

**Linkage to Strategic Objectives**

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: This offer is directly responsible for the leadership and development of PDT employees and management, and strategic direction of its seven departments in alignment with overall City goals and objectives.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.: PDT Administration sets the tone, direction and expectation for a culture of customer service and innovation amongst all its employees and managers. We continually strive for better, more effective and efficient ways to provide key core services to the community.

- CNL 1.3. Direct and guide growth in the community through appropriate planning, annexation, land use and development review processes.: PDT Administration has executive oversight of the City's planning functions, and the responsibility to ensure they operate in a collaborative manner with one another and with other City departments and partner agencies. This includes operation of an efficient, customer-oriented Development Review Center.

- ECON 3.8. Preserve the City's sense of place.: PDT Administration has executive oversight of many of the planning, design and construction activities that combine to make Fort Collins special. This includes comprehensive community-based planning, corridor-based urban design and transportation plans, streetscape design and construction, and historic preservation activities that respect and honor our past.

- TRAN 6.4. Improve traffic flow for all modes of transporting people, goods and information to benefit both individuals and the business community.: PDT Administration provides executive oversight and direction to the City's transportation and transit services. These groups improve traffic flow but also provide key services for those who are low income and transit dependent (social sustainability). They also address environmental sustainability goals by striving to reduce vehicle miles traveled, and promote a variety of travel mode options.

**Improvements & Efficiencies**

- Developed internal coaching and review protocols to ensure high quality Council and community presentations, reports, and communication.

- Implemented video interview procedures for out of town prospects, saving thousands of dollars in travel and interview costs.

- Realigned reporting relationships to maximize affinities and promote collaboration between departments. E.g. Mobility Group, Infrastructure Services, and Community Development.

**Performance Metrics**

## High Performing Government

### *Offer 66.1:  PDT Administration*

- HPG 28. Percent variance budget to actual for each PDT department (PDT Administration)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6338&object=measure&objectID=91474
- HPG 29. Average score on a scale of 1 to 4 of PDT managers core management objectives (PDT Administration)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6338&object=measure&objectID=91475
- HPG 30. Overall PDT Q14 survey rating responding to 'somewhat agree' or 'strongly agree' (PDT Administration)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6338&object=measure&objectID=91476
- HPG 31. PDT Recordable Accident Frequency (RAF) rate (PDT Administration)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6338&object=measure&objectID=91477

### Personnel Changes

- This offer is reduced by 1.3 FTE from the 2013/2014 budget.

### Differences from Prior Budget Cycles

- Reduction of 1.3 FTE (noted above) due to CPIO reorganization

- Reclassification of Budget, Policy and Communications Manager to PDT Deputy Director

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

No changes were requested by the team but we made a small cost reduction in the offer.

### Other Information

Offer Owner:  SOBrien

Offer Type:  Ongoing Programs and Services

Original Offer Number:  66.1

Lead Department:  PDT Administration

# High Performing Government

## 66.1: PDT Administration

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 3.00 | 3.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 307,684 | 313,799 | 2.0% |
| 512000 - Benefits | 183,116 | 185,568 | 1.3% |
| **510000 - Personnel Services** | **490,800** | **499,367** | **1.7%** |
| 521000 - Professional & Technical | 9,500 | 9,500 | - % |
| 529000 - Other Prof & Tech Services | 5,600 | 5,600 | - % |
| **520000 - Purchased Prof & Tech Services** | **15,100** | **15,100** | **- %** |
| 542000 - Communication Services | 3,820 | 3,820 | - % |
| 543000 - Internal Admin Services | 1,478 | 1,521 | 2.9% |
| 544000 - Employee Travel | 7,350 | 7,350 | - % |
| 549000 - Other Purchased Services | 6,700 | 6,700 | - % |
| **540000 - Other Purchased Services** | **19,348** | **19,391** | **0.2%** |
| 555000 - Office & Related Supplies | 4,201 | 4,203 | - % |
| 559000 - Other Supplies | 9,400 | 9,400 | - % |
| **550000 - Supplies** | **13,601** | **13,603** | **- %** |
| **Total Expenses** | **538,849** | **547,461** | **1.6%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 538,849 | 547,461 | 1.6% |
| | **Funding Source Total** | **538,849** | **547,461** | **1.6%** |

# High Performing Government

## *Offer 67.1:  Legal Services*

2015: $1,958,381 and 15.75 FTE

2016: $2,017,532 and 15.75 FTE

| Offer Summary |
|---|

This offer will enable the City Attorney's Office (CAO) to maintain the level and quality of service necessary to support the expanding needs of the City organization.

Under the City Charter, the CAO has multiple roles. The first is to advise the officers and employees of the City in matters relating to their official powers and duties. This occurs in a fast-paced and rapidly changing environment, and often entails the drafting of memoranda in which the attorneys offer opinions and advice to a variety of constituents within the organization.

Next, the CAO is responsible for drafting all ordinances and other legal documents that the City needs in the course of its operations. In a given year, the attorneys help prepare hundreds of agenda items for the Council's consideration, as well as a wide variety of written agreements. The preparation of these documents requires extensive research, writing and negotiation.

Third is the responsibility to represent the City in all legal proceedings. This includes overseeing dozens of civil actions and handling a heavy caseload in Municipal Court.

The final Charter responsibility is to attend all meetings of the City Council. In addition to Council meetings, the attorneys in the office also attend the meetings of a wide variety of Council committees and City boards and commissions.

These responsibilities call for a workforce with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that the objectives of the City Council and City staff are met.

Additional funding in 2013-2014 allowed the CAO to restructure its operations and to add an in-house water law attorney, two paralegals and a half-time secretary. Even with those additions, the CAO cost of operation compares favorably both to the cost of legal offices of other peer cities along the Front Range and to the cost of outside legal counsel.

| Offer Highlights |
|---|

- At its current funding level, the CAO has a cost per capita ($14.04) below the average for the City's 11 peer cities along the Front Range ($14.91). Costs among the peer cities range from a low of $10.98 (Longmont) to a high of $24.68 (Englewood). These numbers have not been adjusted to reflect the distinction that the CAO serves four major utilities as well as General Fund operations.

- The cost of operation of the CAO also compares favorably to the cost of using outside legal counsel to provide legal services.  The average cost per office hour of the operation of the CAO is less than a third of the average cost per hour of the outside legal services retained by the City during 2013, and less than half of the lowest per hour cost for outside legal services.

# High Performing Government

## *Offer 67.1:  Legal Services*

- CAO attorney and paralegal staffing was increased during the 2013-2014 budget cycle to meet increased demands for legal services, in particular for Utilities and public safety-related functions. These new positions were funded due to the relative cost and customer service advantages of in-house legal services, and include the use of paralegals and student interns to increase office efficiency.

- A new office organization and increased paralegal support have enabled the CAO to develop internal systems and practices to improve service and the efficiency, effectiveness and sustainability of office operations.  These promote internal coordination, supervision and guidance have increased, as well as electronic recordkeeping, reduced paper and energy use, and coordination of legal projects.

**Additional information can be found at:**

- Not applicable

**Linkage to Strategic Objectives**

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  The CAO has implemented a new office organization, redistributed office workload, and developed new approaches to increase opportunities for CAO staff to develop skills and expertise, including new technical legal skills, management and supervisory capabilities, and organizational leadership opportunities.  Continuation of adequate resources is imperative in order to continue these efforts.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  The CAO continues to evaluate ways to develop and improve processes and systems to increase efficiency and effectiveness of service to the City organization and the public.  Use of CAO office space, technology resources and processing and tracking of requests for legal assistance are under active review and exploration. Staff time and effort are required to plan and make these improvements happen.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  The CAO is an active participant in organization-wide efforts to identify, explore and implement innovation; these efforts often raise legal issues that require creativity and new approaches to resolve.  CAO resources to support these efforts through meaningful evaluation of legal risks and consequences, and appropriate ways to manage them, are critical.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  The CAO is well-situated to assist those in the City organization to identify and consider opportunities to address and improve the level of organizational and individual ethics, and to assure appropriate consideration of legal concerns related to transparency of operations, incorporation of considerations of the public trust in the policies, practices and laws of the City.

## High Performing Government

### *Offer 67.1:  Legal Services*

- HPG 7.13. Continuously improve the City's governance process.:  The CAO plays a key role in the effective implementation of existing governance in the organization, as well as ongoing development of process improvements and creative ways to enhance effectiveness.  The CAO plays an active role in clarifying policy goals and operationalizing those goals on a day-to-day and long-term basis.  The CAO has a significant role in each Council action as it evolves.

**Improvements & Efficiencies**

- Continue efforts to integrate legal services with client organization planning and processes, to provide early identification and understanding of legal services needs.

- Develop internal support and oversight to enhance professional development and promote increased continuity of legal services.

- Improve tools for managing and tracking service requests and work flow, utilizing appropriate new technologies and techniques.

- Utilize the services of law clerks and paralegals to more efficiently and effectively increase office productivity.

- Create better opportunities for training, cross-training, and mentoring.

- Continue to improve efficiency and sustainability of office administration to reduce paper and energy consumption, and increase recycling of materials.

**Performance Metrics**

- SAFE 79. Comparison of Legal Costs per Hour: In-house vs. Outside Counsel
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6296&object=measure&objectID=121309
- SAFE 80. City Attorney Cost Per Capita Among Peer Cities (ELJS)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6296&object=measure&objectID=121096

**Personnel Changes**

- No personnel changes are anticipated in the 2015-2016 budget cycle.

**Differences from Prior Budget Cycles**

- This offer is designed to maintain ongoing legal services.  Any increases are a result of minor inflationary increases in normal operating expenses.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- The funds shown in this account would be used for two purposes.  As in previous years, they would be used to fund the annual buyout of up to 120 hours of unused vacation leave by the City Attorney, as permitted under the City Attorney's contract of employment.  In addition, they would be used in 2015 and 2016 to fund increases in the salary levels of any Assistant or Deputy City Attorneys whose compensation levels prove to be substantially below market.

**High Performing Government**

*Offer 67.1:  Legal Services*

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

The Offer Summary has been modified to include more description of the role of the City Attorney's Office.  Offer highlights have been added, and an explanation has been added to each of linked strategic objectives.

**Other Information**

Offer Owner:  MDonaldson

Offer Type:  Ongoing Programs and Services

Original Offer Number:  67.1

Lead Department:  City Attorney's Office

# High Performing Government

## 67.1:  Legal Services

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 15.75 | 15.75 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 1,382,594 | 1,410,252 | 2.0% |
| 512000 - Benefits | 376,366 | 387,263 | 2.9% |
| 519000 - Other Personnel Costs | 38,167 | 57,372 | 50.3% |
| **510000 - Personnel Services** | **1,797,127** | **1,854,887** | **3.2%** |
| 521000 - Professional & Technical | 13,000 | 13,000 | - % |
| 529000 - Other Prof & Tech Services | 1,360 | 1,420 | 4.4% |
| **520000 - Purchased Prof & Tech Services** | **14,360** | **14,420** | **0.4%** |
| 533000 - Repair & Maintenance Services | 11,600 | 11,925 | 2.8% |
| **530000 - Purchased Property Services** | **11,600** | **11,925** | **2.8%** |
| 542000 - Communication Services | 21,420 | 21,900 | 2.2% |
| 543000 - Internal Admin Services | 1,124 | 1,150 | 2.3% |
| 544000 - Employee Travel | 21,250 | 21,250 | - % |
| 549000 - Other Purchased Services | 43,800 | 43,800 | - % |
| **540000 - Other Purchased Services** | **87,594** | **88,100** | **0.6%** |
| 555000 - Office & Related Supplies | 19,500 | 20,000 | 2.6% |
| 559000 - Other Supplies | 28,200 | 28,200 | - % |
| **550000 - Supplies** | **47,700** | **48,200** | **1.0%** |
| **Total Expenses** | **1,958,381** | **2,017,532** | **3.0%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 1,958,381 | 2,017,532 | 3.0% |
| **Funding Source Total** | | **1,958,381** | **2,017,532** | **3.0%** |

# High Performing Government

## *Offer 80.1:  Graffiti Abatement Program*

2015: $100,813 and 0.80 FTE

2016: $102,669 and 0.80 FTE

<div style="background-color:blue;color:white">**Offer Summary**</div>

This offer funds the City's Graffiti Abatement Team and the equipment and supplies to support their mission. The team falls under the scope of the Health, Safety and Security division of the Utilities and is tasked with the overall responsibility of graffiti abatement within Fort Collins.

Graffiti Abatement Coordinator
- Oversees the administrative duties of the program, including monthly reporting, budgets, private contractor costs, media updates and speaking engagements
- Oversees the volunteer program in which hundreds of participants are given safety briefings, training and supervision while out as a graffiti abatement volunteer
- Oversees the surveillance program and works closely with law enforcement in identifying possible suspects; presents on behalf of the City for restitution

Graffiti Abatement Officer
- Responsible for the majority of abatement
- Works closely with the Art in Public Places program as the Utility Department liaison
- Works closely with law enforcement in identifying possible suspects

In 2013 the team addressed 3,836 issues with 70.75% of the graffiti being abated as a result of being pro-active. Graffiti information is received from three sources:
o Hotline – 970.416.2400
o Online – Access Fort Collins system, and includes online police reports and emailed reports
o Pro-Active – those issues discovered in the field by the Graffiti Abatement Team

See performance measure CNL25 concerning the pro-active measures taken by staff in 2013.

<div style="background-color:blue;color:white">**Offer Highlights**</div>

- Addressed some 3,836 graffiti issues in 2013.  Of which almost 71 percent was discovered and addressed as a result of being proactive.

- Graffiti was down for the year by 7.88 mainly due to being proactive and removing long outstanding issues that are reported repeatedly; however, we are actually cleaning more graffiti since we are taking on more private property issues for both residents and businesses.

- The private sector assistance average was 106.41 reported private property issues (per month) with the team averaging 71.66 issues addressed (per month) at no cost to the public.

<div style="background-color:blue;color:white">**Additional information can be found at:**</div>

- www.fcgov.com/graffiti

<div style="background-color:blue;color:white">**Linkage to Strategic Objectives**</div>

## High Performing Government

## *Offer 80.1:  Graffiti Abatement Program*

- CNL 1.11. Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques, and voluntary compliance with City codes and regulations.:  The graffiti team combines the use of multiple reporting mechanisms along with a proactive patrol to combat graffiti vandalsim.  This has been augmented by improvements in technology: for faster notification and gps locating capabilities.  These measures along with supporting the private sector with assistance has had a significant impact on the overall amount of graffiti vandalism in our city.

- ECON 3.8. Preserve the City's sense of place.:  By working closely with other departments, agencies and private companies we are consistantly on a regular basis cleaning and restoring structures, locations and landmarks.  Graffiti Vandalism defaces, scar's and plague our city which is rich with history and and though we are a small part of this larger task, we seek to contribute by minimizing this negative effect that it would have on our city.

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.:  The team makes use of multiple reporting measures then work and areas of responsiblity are tasked. Duplication is reduced, faster response times are evident and the overal amount of graffiti declined last year.  Surveillance operations also uses this technology to help identify suspects as well as create areas known to be under surveillance thus reducing vandalsim in target locations.

- SAFE 5.8. Improve community involvement, education and regional partnerships to make our community safer and stronger.:  Through our website, participation with United Way, CSU and other organizations, we strive to educate the public on our program.  In addition, we seek out organizations and schools to promote the program.  We also offer volunteer oportunities for the public throughout the year as well as serve as the mechanism for the courts to use when a person is sentence to graffiti abatement community service.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.:  The Graffiti Abatement Team prides itself in assisting other agencies and the public whenever they are able.  The team also seeks to respond quickly and efficiently to every request in a professional manner.  The team makes safety a priority not only in their day to day task, but when assisting or supervising others.  Lastly, the team works dillegently to actively mimize customer complaints.

### Improvements & Efficiencies

- Reduction in overall graffiti vandalism between 2012 and 2013 by almost 8 percent.  The first reduction in graffiti vandalismm since 2008.  Through procative patrols, improved capabilities/ technology and greater support toward the priviate sector the team operated as efficent as it could based on the demands.

- Improved Surveillance capabilities by adding four covert digitial cameras to assist with both identifying potential suspects but also expanding our ability to create target areas to reduce graffiti in known "hot spots".

- The number of SAR complaints dropped from 8 in 2012 to just 2 in 2013.  This is a 75% improvement over the previous year

- The average response time to abate reported graffit for the year 2013 was 1.098 or just over 24 hours which is almost half of the alloted time forecasted (48 hours) to respond.

# High Performing Government

## *Offer 80.1:  Graffiti Abatement Program*

- Again through safe practices, prior planning and supervision, the volunteer program and community service oversight experienced zero injuries, accidents or public complaints.

**Performance Metrics**

- CNL 1. Voluntary Code Compliance (CDNS)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6276&object=measure&objectID=91249
- CNL 2. Response Time to Graffiti Removal (Utilities Safety and Security)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91485
- CNL 11. Number of graffiti abatement issues (Utilities Safety and Security)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91488
- CNL 25. Grafitti Incidents Reported by Source
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=133467
- CNL 62. % of citizens responding very good/good - Overall quality of life in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109862
- SAFE 30. % of citizens responding very good/good - Fort Collins as a safe place to live (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109953

**Personnel Changes**

- No changes.

**Differences from Prior Budget Cycles**

- Other Technical Services cost have risen due to the increased role of the Graffiti Abatement Team with assisting homeowners and businesses remove/ abate/ mitgate graffiti vandalism.

- Paint and Painting Supplies cost have increased as a result of the economy plus some painting supplies are now being furnished to the public.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

# High Performing Government

## *Offer 80.1:  Graffiti Abatement Program*

-The team after they have completed the emails/ calls recieved then patrols the city addressing issues before they are reported. Some 3,836 issues were addressed in 2013, of which 71 percent was discovered and addressed as a result of being proactive.

-We also do educational presentation with local schools and communtiy groups which has an pro-active effect.

-We coordinate volunteer projects which allows us to educate more citizens, but generates hundreds of hours of free labor, this allows us to recruit and supply citizens with materials.  .

- The Graffiti Abatement Team  also assist the Art in Public Places (APP) program by locating and determing the utility boxes that will be painted.  Also,support both Crime Stoppers and Police Service in identying suspects, list of areas affected by a specific suspect and generating cost for abatement when a suspect is arrested and restitution is sought.

-Currently there is discussion with CMO about recouping monies from business.

## Other Information

Offer Owner:  wsterler

Offer Type:  Ongoing Programs and Services

Original Offer Number:  80.1

Lead Department:  Utilities Customer Connections

# High Performing Government

## 80.1:  Graffiti Abatement Program

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 0.80 | 0.80 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 52,174 | 52,973 | 1.5% |
| 512000 - Benefits | 18,239 | 18,796 | 3.1% |
| **510000 - Personnel Services** | **70,413** | **71,769** | **1.9%** |
| 529000 - Other Prof & Tech Services | 20,000 | 20,000 | - % |
| **520000 - Purchased Prof & Tech Services** | **20,000** | **20,000** | **- %** |
| 533000 - Repair & Maintenance Services | 1,200 | 1,200 | - % |
| **530000 - Purchased Property Services** | **1,200** | **1,200** | **- %** |
| 551000 - Vehicle & Equipment Supplies | 2,700 | 2,700 | - % |
| 552000 - Land & Building Maint Supplies | 4,000 | 4,500 | 12.5% |
| 559000 - Other Supplies | 2,500 | 2,500 | - % |
| **550000 - Supplies** | **9,200** | **9,700** | **5.4%** |
| **Total Expenses** | **100,813** | **102,669** | **1.8%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 100,813 | 102,669 | 1.8% |
| | **Funding Source Total** | **100,813** | **102,669** | **1.8%** |

**High Performing Government**

## *Offer 80.2: ENHANCEMENT: Graffiti Abatement Vehicle*

2015: $34,700 and 0.00 FTE

2016: $2,700 and 0.00 FTE

**Offer Summary**

This offer establish a designated vehicle specifically designed for the Graffiti Abatement Team.  For the past six years, the Graffiti Abatement Coordinator has had to use a spare or motor pool vehicle. As a result, the supplies are stored seperately, resulting in a less-than-efficient operation. Approximately 12.5% of the work day is lost due to transferring equipment to and from storage. The Graffiti Abatement Officer has had a loaned vehicle from Utilities, but it is an older model and is not specifically designed for graffiti abatement, and is often recalled back to service by the department loaning the vehicle to Graffiti Abatement.

The loaner vehcile has spent above average time in the shop for repairs mainly due to its age and condition. By adding a designated vehicle, the team will always have a mode of transportation that is designed for graffiti abatement and a back-up that can be used by the Graffiti Abatement Coordinator, who will be able to store supplies in the vehicle, thus reducing lost time for trasnferring supplies.

**Offer Highlights**

- Not applicable

**Scalability and explanation**

N/A

**Additional information can be found at:**

- [www.fcgov.com/graffiti](www.fcgov.com/graffiti)

**Linkage to Strategic Objectives**

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  xx

- CNL 1.11. Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques, and voluntary compliance with City codes and regulations.:  xx

**Performance Metrics**

- CNL 1. Voluntary Code Compliance (CDNS)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6276&object=measure&objectID=91249
- CNL 2. Response Time to Graffiti Removal (Utilities Safety and Security)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91485
- CNL 11. Number of graffiti abatement issues (Utilities Safety and Security)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91488

# High Performing Government

## *Offer 80.2: ENHANCEMENT: Graffiti Abatement Vehicle*

**Personnel Changes**

- None

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Lease options for Utility vehicles was reviewed and determined that it is not cost effective to lease vs purchase. Due to the alterations for equipment and installation of safety devices leased vehicles are typically docked at time of return because of the physical modifications.

**Other Information**

Offer Owner:  wsterler

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  80.2

Lead Department:  Utilities Customer Connections

# High Performing Government

## 80.2:  ENHANCEMENT: Graffiti Abatement Vehicle

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 529000 - Other Prof & Tech Services | 5,000 | - | - % |
| **520000 - Purchased Prof & Tech Services** | **5,000** | **-** | **- %** |
| 533000 - Repair & Maintenance Services | 1,200 | 1,200 | - % |
| **530000 - Purchased Property Services** | **1,200** | **1,200** | **- %** |
| 551000 - Vehicle & Equipment Supplies | 1,500 | 1,500 | - % |
| **550000 - Supplies** | **1,500** | **1,500** | **- %** |
| 565000 - Vehicles & Equipment | 27,000 | - | - % |
| **560000 - Capital Outlay** | **27,000** | **-** | **- %** |
| **Total Expenses** | **34,700** | **2,700** | **-92.2%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General One-time Revenue | One-Time Restricted | 34,700 | 2,700 | -92.2% |
| **Funding Source Total** | | **34,700** | **2,700** | **-92.2%** |

**High Performing Government**

## *Offer 113.1: ENHANCEMENT: Utilities Capital Project: Vehicle Storage Buildings*

2015: $2,629,393 and 0.00 FTE

2016: $0 and 0.00 FTE

### Offer Summary

Building two vehicle storage buildings, one for Light & Power and the other for Water Field Services, each being approximately 9,600 square feet.
- Current Utility vehicle storage buildings are not sufficient for all emergency response vehicles and equipment
- Currently approximately $2.5 million worth of equipment is stored outside in the elements
- During inclement weather situations, vehicle storage is necessary for the safety of our employees
- Eliminate potential slips and falls due to wet and icy surfaces from the vehicles being staged out in the weather. These types of injuries are our number-one cause of worker claims.
- Safe equipment operation can be altered by simple thunderstorms/snow flurries
- Purposed covered parking will help slow the depreciation of equipment
- Keeping vehicles from the elements prolongs the use of the equipment
- Life of hydraulic systems, cranes, automotive batteries and tools stored in the open beds and compartments of the vehicles will be prolonged
- Energy supplied by solar panels
- Limit idling time when vehicles are cold
- Provide safe working space during inclement weather
- Will also house small fabrication shop (water)

### Offer Highlights

- Safety-Slips trips and falls are our number one cause of employee injuruy. Many of which are often caused by slick surfaces such as snow and ice.

- Idling will be greatly reduced since building will be heated to approximately 50 degrees during winter months.

- Emergency response will be greatly increased. Response time will be expidited due to vehicles being clear of the elements, tools stored in vehicles and vehicle warm-up time (ice on windows, Etc.).

- Building power and heat will potentially be supplied by Photo Voltaic Energy.

- Depreciation of vehicles and their lifespan will be increased. Potential to keep vehicles in the car pool for a more extended period.

### Scalability and explanation

I have three options for this offer. The desired is as submitted. The two other options are scaled back buildings. I have the bids for these available upon request.

### Additional information can be found at:

- N/A

# High Performing Government

## Offer 113.1: ENHANCEMENT: Utilities Capital Project: Vehicle Storage Buildings

### Linkage to Strategic Objectives

- ENV 4.3. Implement indoor and outdoor air quality improvement initiatives.: Reduction of engine idle time for vehicle warm-up. These buildings will offer heated storage for crew vehicles which will reduce warm-up time during cold, snow and icy conditions.

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.: Reduction of engine idle time for vehicle warm-up. These buildings will offer heated storage for crew vehicles which will reduce warm-up time during cold, snow and icy conditions.

- ENV 4.5. Demonstrate progress toward achieving net zero energy within the community and the City organization using a systems approach.: Potential zero energy building by use of Photo Voltaic panels to heat and light the buildings.

- ENV 4.7. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability.: During weather emergencies vehicles will be ready to respond instantly instead of requiring employees to clear snow and ice from vehicles before safe operations. Also the beds of the vehicles will not require snow and ice removal which provides safe working conditions.

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.: Use of alternative energy to heat the facility will increase efficiencies and customer service by improving response time.

### Performance Metrics

- ENV 4. Outdoor Air Quality Index (AQI) - Ozone (Environmental Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91341
- ENV 5. Outdoor Air Quality Index (AQI) - Fine Particulate Matter 2.5 microns (PM 2.5) (Environmental Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91342
- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline (Environmental Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343
- HPG 22. Utility Recordable Accident Frequency (RAF) rate (Utilities Safety and Security)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91494
- HPG 24. Number of accidental slips/falls due to improper snow removal for Utility employees (Utilities Safety and Security)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91495
- HPG 25. Incidents of vandalism at the Service Center on nights and weekends (Utilities Safety and Security)

## *Offer 113.1: ENHANCEMENT: Utilities Capital Project: Vehicle Storage Buildings*

https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6342&object=measure&objectID=91496

**Personnel Changes**

- N/A

**Differences from Prior Budget Cycles**

- This offer was included in the previous BFO process. It was tagged with our Building offer 98.0 and was pulled due to change in direction from exspansion to new building downtown.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

The building will be a 6-bay conditioned vehicle storage building with an area of approximately 9,600 gross square feet. It will contain 6 total 22' wide by 12' high overhead garage doors on its north side and it will include radiant concrete slab heating to maintain a temperature adequate for melting snow and ice from vehicles. It will be a single sloped, (shed roof) pre-engineered steel building and will include active solar (PV) panels on its roof. The building will be clad with architectural steel insulated wall and roof panels. The base of the building up to 24" high in areas that do not contain overhead garage doors will be formed concrete.  Aesthetically, the building will meet the required architectural criteria of the River District. Clerestory translucent panels on the north side of the structure will allow natural light.  There will be 4' roof overhangs at the south eave (low roof side) to mitigate solar heat gain.  The building will be designed to meet LEED Gold standards.

**Other Information**

Offer Owner:  wsterler

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  113.1

Lead Department:  L&P Operations Service Unit

# High Performing Government

## 113.1: ENHANCEMENT: Utilities Capital Project: Vehicle Storage Buildings

### Enhancement to Programs and Services

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** |  | - | - | - % |

| **Expenses** |  |  |  |  |
|---|---|---|---|---|
| 579000 - Other |  | 2,629,393 | - | - % |
| **570000 - Other** |  | **2,629,393** | **-** | **- %** |
| **Total Expenses** |  | **2,629,393** | **-** | **- %** |

| **Funding Sources** |  |  |  |  |
|---|---|---|---|---|
| 501-Reserves | Reserve | 1,868,614 | - | - % |
| 502-Ongoing Revenue | Ongoing Restricted | 253,593 | - | - % |
| 503-Ongoing Revenue | Ongoing Restricted | 253,593 | - | - % |
| 504-Reserves | Reserve | 253,593 | - | - % |
| **Funding Source Total** |  | **2,629,393** | **-** | **- %** |

**High Performing Government**

## *Offer 116.1:  City Clerk Administration*

2015: $668,714 and 6.00 FTE

2016: $694,454 and 6.00 FTE

**Offer Summary**

This offer funds the daily operations of the City Clerk's Office, which provides internal support to the City Council and the entire City organization, enabling the City to provide effective local governance. Major services included in this offer are:

- Information and records management (including coordination of open records requests)
- Boards and commissions coordination
- Production of City Council agenda and related documents
- Codification of regulatory provisions
- Publication of legal notices
- Election management (staffing only)
- Liquor licensing
- Medical and retail marijuana licensing
- Passport services (on behalf of US Dept. of State)

These services serve both internal and external customers and support all City departments in achieving desired outcomes. Many of the services provided are mandated by state statute, City Charter, City Code, and Land Use Code (e.g., elections, liquor licensing, marijuana licensing, legal notices).

This offer includes three business units: Administration, Boards and Commissions, and Passports.

**Offer Highlights**

- Continues basic operations of the City Clerk's Office.

- Includes new responsibilities for coordination of CORA requests and marijuana licensing.

- Role of board and commission coordination will change as the model for boards and commissions evolves.

- Passport services fill a need in the community for a reliable facility that is consistently open and available with little to no wait for service.

- Passport service is self-sustaining as less than 10% of the revenue generated (avg $74,436 annually) is used to support the program.  In 2013, the cost to support the program was 5.6% of the revenue generated.

**Additional information can be found at:**

- Not applicable

**Linkage to Strategic Objectives**

## High Performing Government

## *Offer 116.1:  City Clerk Administration*

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.:  The City Clerk's Office is a key player in the evolution of the boards and commissions model.  One of the goals in this effort is to enhance public engagement.

- HPG 7.13. Continuously improve the City's governance process.:  Boards and commissions are participatory in the City's governance process, and aligning their work with the City's strategic plan, Council work plan, and budget will optimize their input in the governance process.

### Improvements & Efficiencies

- The City Clerk's Office is partnering with Sales Tax in the use of MS Govern software to facilitate the liquor and marijuana licensing processes.

- In 2013, agenda management software was implemented, which includes a workflow component for review of items.  The Council agenda was the first output, and in 2014 CDNS  began using the product for production of board and commission agendas.

- The City Clerk's Office assumed responsibility for coordinating and documenting voluminous and cross-departmental open records.

- The City Clerk participated in the evaluation of contract signing process and selection of a software solution to facilitate electronic signature of documents.  This has shortened the signature routing time significantly.

- In 2013, a web feature allowing voters to check the status of their mail ballot online was implemented.

- In 2013, the office was remodeled to enhance employee security and customer safety.

- As a result of flooding in 2013 during which the City Clerk was cut off from City Hall by the closure of all roads crossing the Poudre River, the City Clerk, Chief Deputy City Clerk, and Deputy City Clerk now all have Continuity of Operations Plan (COOP) boxes at home with copies of emergency plans, declaration forms, document to call a special Council meeting, Codes, Charter, etc.

### Performance Metrics

- HPG 98. % of Passport revenue to support the service (City Clerk's Office)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111438
- HPG 99. City Clerk's Average Response Time of Cases Submitted to Access Fort Collins (City Clerk's Office)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111439

### Personnel Changes

- None.

### Differences from Prior Budget Cycles

# High Performing Government

## *Offer 116.1:  City Clerk Administration*

- Offer is basically the same -- it provides for the basic functions of the City Clerk's Office.  Some new responsibilities were added in 2013 and are included.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Offer Highlights and Improvements & Efficiencies amended.

The B&C budget underspent because planned improvements to the annual appreciation event were not implemented due to attendee satisfaction with smaller event in 2012.  The 2015/16 budgets were reduced to reflect change.

The Passport budget underspent because anticipated replacement of the passport camera did not occur, and postage was far less than anticipated.  The 2015/16 budgets were reduced to align with 2013 actuals.

The Admin budget received a mid-2013 appropriation of $63,000 (application/licensing fees collected to date) to fund the Medical Marijuana Licensing Authority (see Ord No. 088, 2013). The Authority did not begin its work until May 2013.  $40,000 was encumbered on a purchase order ($2117 was unspent and carried over to 2014).  The remaining $23,000 lapsed back into the General Fund.

2015 Admin budget reduced by $2850; 2016 Admin reduced by $3200.

**Other Information**

Offer Owner:  RHarris

Offer Type:  Ongoing Programs and Services

Original Offer Number:  116.1

Lead Department:  City Clerk's Office

# High Performing Government

## 116.1:  City Clerk Administration

### Ongoing Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 6.00 | 6.00 | - % |

**Expenses**

| | | | |
|---|---|---|---|
| 511000 - Salaries & Wages | 374,507 | 382,446 | 2.1% |
| 512000 - Benefits | 115,110 | 118,583 | 3.0% |
| **510000 - Personnel Services** | **489,617** | **501,029** | **2.3%** |
| 521000 - Professional & Technical | 43,000 | 47,000 | 9.3% |
| 529000 - Other Prof & Tech Services | 33,900 | 37,900 | 11.8% |
| **520000 - Purchased Prof & Tech Services** | **76,900** | **84,900** | **10.4%** |
| 533000 - Repair & Maintenance Services | 5,400 | 6,400 | 18.5% |
| **530000 - Purchased Property Services** | **5,400** | **6,400** | **18.5%** |
| 542000 - Communication Services | 6,820 | 7,320 | 7.3% |
| 543000 - Internal Admin Services | 312 | 320 | 2.6% |
| 544000 - Employee Travel | 4,015 | 4,615 | 14.9% |
| 549000 - Other Purchased Services | 37,100 | 40,050 | 8.0% |
| **540000 - Other Purchased Services** | **48,247** | **52,305** | **8.4%** |
| 555000 - Office & Related Supplies | 40,200 | 40,600 | 1.0% |
| 559000 - Other Supplies | 5,850 | 6,720 | 14.9% |
| **550000 - Supplies** | **46,050** | **47,320** | **2.8%** |
| 565000 - Vehicles & Equipment | 2,500 | 2,500 | - % |
| **560000 - Capital Outlay** | **2,500** | **2,500** | **- %** |
| **Total Expenses** | **668,714** | **694,454** | **3.8%** |

**Funding Sources**

| | | | | |
|---|---|---|---|---|
| 100-General | Ongoing | 668,714 | 694,454 | 3.8% |
| | **Funding Source Total** | **668,714** | **694,454** | **3.8%** |

# High Performing Government

## *Offer 116.2: Elections*

2015: $238,025 and 0.00 FTE

2016: $6,050 and 0.00 FTE

### Offer Summary

Article VIII, Section 2 of the City Charter provides for a regular municipal election to be held in April of odd-numbered years.  In addition, any number of City-initiated, or citizen-initiated or referred measures, may be submitted to the voters at any time.

The April 2015 election will be conducted by mail ballot.  As first done in 2013, the City will pay postage for all voted ballots returned by mail.  Due to changes in the state law concerning voter registration, the voter category previously known as "inactive-failed to vote" no longer exists.  Those voters were converted to "active" prior to the November 2013 election, raising the number of active voters significantly.  However, following the November election, many of those voters were reclassified again as "inactive-returned ballot" and the number of active voters remains at approximately the same level as it was prior to changes in the state law.

### Offer Highlights

- April 2015 election will be conducted by mail ballot.

- Postage will be paid by the City for all voted ballots returned by mail.

- Increases are primarily inflationary for printing, mailing, and advertising costs.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- HPG 7.4. Strengthen methods of public engagement and reach all segments of the community.:
  Participation in municipal elections is considered one of the highest forms of public engagement.
  Making it convenient to vote facilitates such engagement.

### Improvements & Efficiencies

- Efforts will be made to "market" the election in an effort to increase participation.

- New drop-off ballot boxes are being installed at Northside Aztlan Center and the Senior Center
  before the April 2015 election.

### Performance Metrics

- HPG 97. Cost per mailed ballot package (City Clerk's Office)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111437

## High Performing Government

### *Offer 116.2: Elections*

**Personnel Changes**

- None.

**Differences from Prior Budget Cycles**

- This offer is considerably higher in 2015 due to inflationary increases for printing, mailing, and advertising.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Separate memo addressing questions submitted to BFO Team.  No changes made to narrative of offer.  Postage line item in 2015 reduced by $7,000 to eliminate anticipated postage increases.  However, if budget is insufficient to cover costs, Council will be asked to approve a supplemental appropriation in 2015.

**Other Information**

Offer Owner:  RHarris

Offer Type:  Ongoing Programs and Services

Original Offer Number:  116.2

Lead Department:  City Clerk's Office

# High Performing Government

## 116.2:  Elections

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 4,000 | - | - % |
| **510000 - Personnel Services** | **4,000** | **-** | **- %** |
| 529000 - Other Prof & Tech Services | 153,000 | 500 | -99.7% |
| **520000 - Purchased Prof & Tech Services** | **153,000** | **500** | **-99.7%** |
| 533000 - Repair & Maintenance Services | 4,100 | 750 | -81.7% |
| **530000 - Purchased Property Services** | **4,100** | **750** | **-81.7%** |
| 542000 - Communication Services | 575 | 500 | -13.0% |
| 549000 - Other Purchased Services | 72,500 | 3,300 | -95.4% |
| **540000 - Other Purchased Services** | **73,075** | **3,800** | **-94.8%** |
| 555000 - Office & Related Supplies | 3,000 | 1,000 | -66.7% |
| 559000 - Other Supplies | 850 | - | - % |
| **550000 - Supplies** | **3,850** | **1,000** | **-74.0%** |
| **Total Expenses** | **238,025** | **6,050** | **-97.5%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 238,025 | 6,050 | -97.5% |
| **Funding Source Total** | | **238,025** | **6,050** | **-97.5%** |

# High Performing Government

## *Offer 116.3: ENHANCEMENT: Licensing Coordinator - 1.0 FTE*

2015: $77,430 and 1.00 FTE

2016: $73,570 and 1.00 FTE

### Offer Summary

This position is requested to adequately resource medical/retail marijuana licensing functions, and to supplement resources currently devoted to liquor licensing.

Marijuana licensing is a relatively new function of the City, assigned to the City Clerk's Office. Experience with medical marijuana licensing has shown that it consumes approximately 40-50% of an FTE. Retail marijuana licensing has been added in 2014. Licensing functions do not end once a license has been issued. There are ongoing events with each license including:
- Providing notice of and processing renewals
- Providing notice of and collecting annual inspection fees and annual operating fees
- Processing manager registrations
- Processing trade name changes
- Processing changes in corporate structure
- Processing transfers of ownership (same workload as if a new application)
- Scheduling disciplinary hearings and processing results of disciplinary actions
- Maintain licensing database and records
- Fielding questions from prospective business owners
- Fielding questions from current business owners
- Preparing reports on licensing activities
- Maintaining web pages

Marijuana licensing will be the primary responsibility of this position, relieving the Chief Deputy City Clerk of those duties. As workload allows, this position would also assist with liquor licensing functions and be fully trained to handle liquor licensing transactions in the absence of the Deputy City Clerk. This FTE will work very closely with the City Attorney's Office and Police Services.

This offer ties to Offer 57.22 (Police Services) for additional FTEs for marijuana and liquor regulation.

### Offer Highlights

- Revenues (fees and sales tax) generated by marijuana and liquor licensing far exceed this funding request.

- Provides a dedicated resource for marijuana licensing. Expansion of permitting of spirituous liquor tastings will be considered by Council in May and will increase workload.

- Provides additional resources for liquor licensing, which has grown significantly in the past 15 years.

- Improves service to marijuana business owners.

- 2015 includes start-up costs (telephone, printer, furniture, etc.).

**High Performing Government**

## *Offer 116.3:  ENHANCEMENT: Licensing Coordinator - 1.0 FTE*

**Scalability and explanation**

Could be scaled back to .75 FTE, but position would be limited to marijuana licensing only and would not be able to assist with liquor licensing.  However, because State laws and rules are still in a state of flux, this position will need to spend a considerable amount of time over the first few years attending training, tracking legislative and rule changes, reading and learning the applicable laws and rules and regulations, and attending meetings (most likely in Denver).

**Additional information can be found at:**

- Not applicable

**Linkage to Strategic Objectives**

- HPG 7.13. Continuously improve the City's governance process.:  The community has expressed a
  desire for licensing marijuana establishments that are properly regulated.  That effort begins with
  the licensing process.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in
  all areas of the municipal organization.:  Funding a position dedicated to marijuana licensing will
  greatly improve turnaround time for applicants as currently the licensing process is in competition
  with other demands of the Chief Deputy City Clerk's time.

**Performance Metrics**

- Not applicable

**Personnel Changes**

- This is a new FTE.

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

## *Offer 116.3: ENHANCEMENT: Licensing Coordinator - 1.0 FTE*

No changes made to narrative. See Offer Scalability section for first round scalability information. Considering that some medical marijuana applications received in 2013 are still pending licensure, it is too premature to collect data on revenue, turn-around time, etc. Anecdotally, not a single application received in 2013 has been completed to the point that the file can be put away. Even after licenses have been issued, there has been continual activity with each and every file for manager registrations, trade name changes, changes in corporate structure, transfers of ownership and disciplinary actions. Workload has been significant and detrimental to the pre-marijuana duties of the Chief Deputy City Clerk.

To date, state-wide, ONLY licensed medical marijuana businesses have been eligible to apply for retail marijuana licenses. Applications open to anyone beginning July 1, 2014. Therefore, there is little data available regarding the full impact of retail licenses/sales.

### Other Information

Offer Owner: RHarris

Offer Type: Enhancement to Programs and Services

Original Offer Number: 116.3

Lead Department: City Clerk's Office

# High Performing Government

## 116.3:  ENHANCEMENT: Licensing Coordinator - 1.0 FTE

### Enhancement to Programs and Services

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

|  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 51,364 | 52,392 | 2.0% |
| 512000 - Benefits | 17,156 | 17,693 | 3.1% |
| **510000 - Personnel Services** | **68,520** | **70,085** | **2.3%** |
| 521000 - Professional & Technical | 500 | 500 | - % |
| **520000 - Purchased Prof & Tech Services** | **500** | **500** | **- %** |
| 542000 - Communication Services | 2,110 | 1,360 | -35.5% |
| 544000 - Employee Travel | 200 | 200 | - % |
| 549000 - Other Purchased Services | 400 | 425 | 6.3% |
| **540000 - Other Purchased Services** | **2,710** | **1,985** | **-26.8%** |
| 555000 - Office & Related Supplies | 5,700 | 1,000 | -82.5% |
| **550000 - Supplies** | **5,700** | **1,000** | **-82.5%** |
| **Total Expenses** | **77,430** | **73,570** | **-5.0%** |

**Funding Sources**

|  |  | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 77,430 | 73,570 | -5.0% |
| **Funding Source Total** | | **77,430** | **73,570** | **-5.0%** |

# High Performing Government

## *Offer 118.1:  Fleet Maintenance, Fueling and Rentals*

2015: $10,429,665 and 32.60 FTE

2016: $10,836,551 and 32.60 FTE

### Offer Summary

This offer provides vehicle and equipment maintenance for nearly 2,000 city units. This includes repairs, prevetative maintenenace, DOT inspections, parts inventory, after-hours call outs, bus cleanings, service calls to remote sites, and license plates and titles. A variety of fuel sites/locations are also available (internal and external), along with a mobile fuel truck. This offer also provides rental services for departments to check out a vehicle from the City's Pool rental program or rent equipment from outside vendors on an as-needed basis. This offer is fully funded by departments that utilize these services.

### Offer Highlights

- Includes Maintenance activities for four Shops.

- Includes Fueling activities for eight internal sites and multiple outside fuel vendors.

- Three parts locations and one warehouse.

- Fleet Rental and Pool vehicle programs.

### Additional information can be found at:

- http://citynet.fcgov.com/opserv/

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  Safe and reliable vehicles and equipment will improve the capacity for the City organization.

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.:  Using alternative fuels and less petroluem will reduce greenhouse gases.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Using the latest technology to increase efficiency and reduce the amount of time vehicles or equipment are out of service.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  This offer supports nearly every department in the City by providing reliable and safe vehicles, thus increasing productivity throughout the organization.

- TRAN 6.6. Support efforts to achieve climate action goals by reducing mobile emissions and supporting multiple modes of transportation.:  Well maintained vehicles and use of alternative fuels reduce mobile GHG emissions.

### Improvements & Efficiencies

- Install automatic fueling technology that tracks idle time and sends code information.

## High Performing Government

### *Offer 118.1:  Fleet Maintenance, Fueling and Rentals*

- Auto Notification System will notify customer when vehicle is finished and ready for pickup.

- All new and replacement buses operate on Compressed Natural Gas.

**Performance Metrics**

- HPG 7. Percent of preventive maintenance work orders for Fleet Maintenance completed within 30
  days of assignment (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91400

**Personnel Changes**

- none

**Differences from Prior Budget Cycles**

- This offer includes 24 hour coverage at Transfort.

- All labor and parts for fleet maintenance services are charged back to the user instead of a cost per
  usage charge system.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

narrative changes

**Other Information**

Offer Owner:  TOchsner

Offer Type:  Ongoing Programs and Services

Original Offer Number:  118.1

Lead Department:  Operation Services

# High Performing Government

## 118.1:  Fleet Maintenance, Fueling and Rentals

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 32.60 | 32.60 | - % |
| **Expenses** | | | |
| 511000 - Salaries & Wages | 2,151,513 | 2,208,220 | 2.6% |
| 512000 - Benefits | 749,349 | 773,002 | 3.2% |
| **510000 - Personnel Services** | **2,900,862** | **2,981,222** | **2.8%** |
| 521000 - Professional & Technical | 178,800 | 198,000 | 10.7% |
| 529000 - Other Prof & Tech Services | 31,500 | 33,300 | 5.7% |
| **520000 - Purchased Prof & Tech Services** | **210,300** | **231,300** | **10.0%** |
| 531000 - Utility Services | 426,312 | 464,864 | 9.0% |
| 532000 - Cleaning Services | 19,392 | 20,482 | 5.6% |
| 533000 - Repair & Maintenance Services | 1,189,191 | 1,247,520 | 4.9% |
| 534000 - Rental Services | 392,500 | 417,750 | 6.4% |
| **530000 - Purchased Property Services** | **2,027,395** | **2,150,616** | **6.1%** |
| 541000 - Insurance | 59,843 | 61,453 | 2.7% |
| 542000 - Communication Services | 22,706 | 23,756 | 4.6% |
| 543000 - Internal Admin Services | 2,400 | 2,725 | 13.5% |
| 544000 - Employee Travel | 9,750 | 11,025 | 13.1% |
| 549000 - Other Purchased Services | 20,030 | 21,141 | 5.5% |
| **540000 - Other Purchased Services** | **114,729** | **120,100** | **4.7%** |
| 551000 - Vehicle & Equipment Supplies | 4,871,284 | 5,030,288 | 3.3% |
| 552000 - Land & Building Maint Supplies | 9,200 | 9,500 | 3.3% |
| 555000 - Office & Related Supplies | 21,150 | 23,300 | 10.2% |
| 556000 - Health & Safety Supplies | 6,770 | 7,000 | 3.4% |
| 559000 - Other Supplies | 6,475 | 7,225 | 11.6% |
| **550000 - Supplies** | **4,914,879** | **5,077,313** | **3.3%** |
| 565000 - Vehicles & Equipment | 221,000 | 234,000 | 5.9% |
| 569000 - Other Capital Outlay | 2,500 | 2,500 | - % |
| **560000 - Capital Outlay** | **223,500** | **236,500** | **5.8%** |
| 571000 - Depreciation | 6,000 | 6,000 | - % |
| 579000 - Other | 25,000 | 26,000 | 4.0% |
| **570000 - Other** | **31,000** | **32,000** | **3.2%** |
| 581000 - Debt Service | 7,000 | 7,500 | 7.1% |
| **580000 - Debt & Other Uses** | **7,000** | **7,500** | **7.1%** |
| **Total Expenses** | **10,429,665** | **10,836,551** | **3.9%** |

## High Performing Government

**Funding Sources**

| | | | | |
|---|---|---:|---:|---:|
| 601-Ongoing Revenue | Ongoing Restricted | 10,429,665 | 10,836,551 | 3.9% |
| | **Funding Source Total** | **10,429,665** | **10,836,551** | **3.9%** |

# High Performing Government

## Offer 118.2: Facilities Operations

2015: $8,328,270 and 35.40 FTE

2016: $8,694,696 and 35.40 FTE

### Offer Summary

This offer provides General Fund facilities operations which include: maintenance, custodial, aquatics, project management, planning and design, real estate services, administration, building utilities, and internal mail service. Alterations, renovations, non-maintenance requests, Real Estate and Project Management services are charged back the departments that use or request that service.

### Offer Highlights

- Facility Maintenance for 92 buildings with encompassing 1.7 million sf.

- Building Operations and Custodial Services 631,000 sf.

- Does not include Utilities or Custodial for Recreation or Police facilities.

- Real Estate and Project Management, Planning and Design charge back their services to the using department.  (Self-funded).

- Includes the City's internal mail service that is contracted out.

### Additional information can be found at:

- http://citynet.fcgov.com/opserv/

### Linkage to Strategic Objectives

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  Protects the City's investment by providing safe, comfortable, and well maintained facilities.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  This offer provides many different facility-related services to every department in the City organization.  Leading edge technology components are embedded in all of these functions.

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.:  New building or major renovations are certified as LEED gold.   Energy Conservation is also an integral component of this offer.

- ENV 4.9. Meet or exceed all environmental regulations.:  All operations and services within this offer meet or exceed environmental regulations.

- CR 2.4. Maintain and enhance the current culture, recreation and parks systems.:  Maintenance for Recreation facilities are included in this offer.

### Improvements & Efficiencies

- Energy Conservation and Green Building practices.

- Facility technicians use a mobile, paperless work order system.

## High Performing Government

## *Offer 118.2:  Facilities Operations*

- Custodial operations use sustainable cleaning methods including day cleaning.

- Water quality in the pools are improved by using advanced monitoring and chemical systems.

**Performance Metrics**

- HPG 11. 20% reduction in usage of KBTU/sq.ft. over 2005 baseline - Building Utilities and Energy Management (General Fund) (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91402
- HPG 12. Percent of preventive maintenance work orders for Building Maintenance completed within 30 days of assignment (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91403
- HPG 13. Monthly operational and custodial inspection scores (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91404
- HPG 14. Major building maintenance and repair (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91405
- HPG 15. Percent of preventive maintenance work orders for HVAC and Controls Maintenance completed within 30 days of assignment (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91406
- HPG 16. Percent of credit card reconciliation completed before monthly deadline (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91407
- HPG 21. Internal City Mail Services - number of customer complaints (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91413

**Personnel Changes**

- BU - 510121: Project Mgmt Planning & Design.  Pending the outcome of a Job Evaluation, a vacant Facilities Project Manager position is recommended for reclassification to a higher pay grade.

**Differences from Prior Budget Cycles**

- This offer includes the $40,000 common area maintenance for the Foothills Activity Center.

- This offer includes all preventative and normal maintenance for the Museum of Discovery.

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

**High Performing Government**

## *Offer 118.2:  Facilities Operations*

Reduced the amount requested from general fund by about $200,000.   This amount was shifted to
"Work for Others" revenue.

Offer Owner:  TOchsner

Offer Type:  Ongoing Programs and Services

Original Offer Number:  118.2

Lead Department:  Operation Services

# High Performing Government

## 118.2: Facilities Operations

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 35.40 | 35.40 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 2,444,442 | 2,496,160 | 2.1% |
| 512000 - Benefits | 755,097 | 778,484 | 3.1% |
| **510000 - Personnel Services** | **3,199,539** | **3,274,644** | **2.3%** |
| 521000 - Professional & Technical | 315,955 | 324,011 | 2.5% |
| 529000 - Other Prof & Tech Services | 250,850 | 256,300 | 2.2% |
| **520000 - Purchased Prof & Tech Services** | **566,805** | **580,311** | **2.4%** |
| 531000 - Utility Services | 315,059 | 352,155 | 11.8% |
| 532000 - Cleaning Services | 712,280 | 866,098 | 21.6% |
| 533000 - Repair & Maintenance Services | 1,602,086 | 1,653,648 | 3.2% |
| 534000 - Rental Services | 84,662 | 86,890 | 2.6% |
| 535000 - Construction Services | 595,000 | 600,000 | 0.8% |
| 539000 - Other Property Services | 19,065 | 19,325 | 1.4% |
| **530000 - Purchased Property Services** | **3,328,152** | **3,578,116** | **7.5%** |
| 542000 - Communication Services | 47,850 | 51,330 | 7.3% |
| 543000 - Internal Admin Services | 2,525 | 2,667 | 5.6% |
| 544000 - Employee Travel | 18,684 | 19,329 | 3.5% |
| 549000 - Other Purchased Services | 141,943 | 147,237 | 3.7% |
| **540000 - Other Purchased Services** | **211,002** | **220,563** | **4.5%** |
| 551000 - Vehicle & Equipment Supplies | 148,901 | 150,729 | 1.2% |
| 552000 - Land & Building Maint Supplies | 588,500 | 598,220 | 1.7% |
| 555000 - Office & Related Supplies | 82,634 | 85,194 | 3.1% |
| 556000 - Health & Safety Supplies | 12,679 | 13,119 | 3.5% |
| 558000 - Chemical Supplies | 127,800 | 129,078 | 1.0% |
| 559000 - Other Supplies | 52,258 | 54,222 | 3.8% |
| **550000 - Supplies** | **1,012,772** | **1,030,562** | **1.8%** |
| 562000 - Buildings | 10,000 | 10,500 | 5.0% |
| **560000 - Capital Outlay** | **10,000** | **10,500** | **5.0%** |
| **Total Expenses** | **8,328,270** | **8,694,696** | **4.4%** |

# High Performing Government

## Funding Sources

| | | | | |
|---|---|---|---|---|
| 100-Facilities Work for Others | Ongoing Restricted | 2,272,500 | 2,305,000 | 1.4% |
| 100-General | Ongoing | 6,055,770 | 6,389,696 | 5.5% |
| | **Funding Source Total** | **8,328,270** | **8,694,696** | **4.4%** |

# High Performing Government

## *Offer 118.3: ENHANCEMENT: Facility Access Control Consolidation - 1.0 FTE*

2015: $277,127 and 1.00 FTE

2016: $198,100 and 1.00 FTE

### Offer Summary

Currently in the City of Fort Collins portfolio of building access control, there are approximately 60 City buildings with access control systems encompassing more than 700 card access reader entry points. This span of buildings reports to seven differently managed databases and five different access control software packages. This offer looks to consolidate these systems under one database with the ability to have multiple administrator control, but with the ability to be transparent across the City.

### Offer Highlights

- Create one master database of all access cards and FOB holders.

- Provide transparency between access cards/FOB users between buildings.

- Manage (delete, grant access, report events, and track) card/FOB users throughout City facilities on the system.

- Provide police and fire departments with access to city buildings in case of emergency.  Easily transfer personal access from one physical area to another in case emergency deems setting up command center.

- Better comply with National and Organizational security standards and enable flexibility to adjust to future security needs.

### Scalability and explanation

The offer is very scalable as it could be implemented on a building-by-building phase in or by access control system portfolio of buildings implementation.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- SAFE 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.:  By combining into one database, we can manage day to day business and employee needs to city facilities.

- SAFE 5.4. Protect life and property with natural, aesthetically pleasing flood mitigation facilities through building codes and development regulations.:  With one database, it is easier to produce reports on historical access to areas, and control building access under one management system.

- SAFE 5.9. Partner with Poudre Fire Authority to provide fire and emergency services.:  PFA access would be portable to our buildings ongoing or as needed for training.

## *Offer 118.3:  ENHANCEMENT: Facility Access Control Consolidation - 1.0 FTE*

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Currently man-hours are wasted entering data, time schedules, reports, and adding new doors to as many as five different systems.

- HPG 7.13. Continuously improve the City's governance process.:  This offer improves efficiency and enhances security.

### Performance Metrics

- Not applicable

### Personnel Changes

- Will require hiring an access control/security person.

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Updated Offer Title to reflect FTE

### Other Information

Offer Owner:  SStrickland

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  118.3

Lead Department:  Operation Services

# High Performing Government

## 118.3:  ENHANCEMENT: Facility Access Control Consolidation - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 57,337 | 58,484 | 2.0% |
| 512000 - Benefits | 19,790 | 20,416 | 3.2% |
| **510000 - Personnel Services** | **77,127** | **78,900** | **2.3%** |
| 535000 - Construction Services | 200,000 | 119,200 | -40.4% |
| **530000 - Purchased Property Services** | **200,000** | **119,200** | **-40.4%** |
| **Total Expenses** | **277,127** | **198,100** | **-28.5%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 277,127 | 198,100 | -28.5% |
| **Funding Source Total** | | **277,127** | **198,100** | **-28.5%** |

# High Performing Government

## Offer 118.6:  General Fund Vehicle and Equipment Replacement

2015: $42,800 and 0.00 FTE

2016: $42,800 and 0.00 FTE

### Offer Summary

This offer provides a dedicated funding source for vehicles and equipment replacement for 100% General Fund departments in accordance with the City's replacement program.

This offer includes the replacement of cars, vans, trailers and trucks for the following departments:
* Facilities
* Building Inspection
* Neighborhood Services
* Cable 14

The replacement criteria is:
* Cars/Pickups/Vans – between 90,000–95,000 miles
* Trailers – 10 years
* Other equipment – case-by-case basis

Plus Physical Condition and Economics

### Offer Highlights

- Current Lease Obligations - $42,800.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.:  Reduces greenhouse gases by providing safe and reliable vehicles.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  New vehicles and equipment are more reliable than those that have reached the end of their useful life.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  The new vehicles will have idle tracking devices and the Cable 27 van will have the latest video technology installed.

### Improvements & Efficiencies

- More fuel efficient vehicles.

- One of the vehicles would likely be a plug-in electric or a natural gas vehicle.

## High Performing Government

### *Offer 118.6:  General Fund Vehicle and Equipment Replacement*

**Performance Metrics**

- HPG 19. Number of replacements within the window of replacement criteria (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91411

**Personnel Changes**

- none

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

CPIO edits

**Other Information**

Offer Owner:  TOchsner

Offer Type:  Ongoing Programs and Services

Original Offer Number:  118.6

Lead Department:  Operation Services

## 118.6:  General Fund Vehicle and Equipment Replacement

**Ongoing Programs and Services**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | | - | - | - % |
| **Expenses** | | | | |
| 581000 - Debt Service | | 42,800 | 42,800 | - % |
| | **580000 - Debt & Other Uses** | **42,800** | **42,800** | **- %** |
| | **Total Expenses** | **42,800** | **42,800** | **- %** |
| **Funding Sources** | | | | |
| 100-General One-time Revenue | One-Time Restricted | 42,800 | 42,800 | - % |
| | **Funding Source Total** | **42,800** | **42,800** | **- %** |

## High Performing Government

### Offer 118.8: ENHANCEMENT: Oak Street Bathroom Renovations

2015: $20,000 and 0.00 FTE

2016: $80,000 and 0.00 FTE

### Offer Summary

This offer proposes a major renovation to the restroom facility located at 123 Oak St. in Downtown Fort Collins. The renovation will include more restroom stalls, day-lighting and modernization. It would also include better signage so citizens will be able to easily identify it. The intent is to welcome the public and visitors with the presence of a safe, family-friendly and attractive restroom facility in the Old Town area.

### Offer Highlights

- Will provide a safer, more user friendly facility.

- This is not a replacement. The renovation will be confined to the existing structure.

- Modernization, daylighting, additional restroom stalls and more energy efficient.

- Better identified as a public restroom and more inviting.

### Scalability and explanation

If the funding was increased, more stalls may be added.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- TRAN 6.6. Support efforts to achieve climate action goals by reducing mobile emissions and supporting multiple modes of transportation.:  The restroom will be much more energy efficient.

- CNL 1.6. Promote health and wellness within the community.:  These restrooms will be safer and more inviting to citizens.

- HPG 7.13. Continuously improve the City's governance process.:  These restrooms are long overdue for a renovation and/or upgrade.

- ECON 3.8. Preserve the City's sense of place.:  Restrooms that are clean, updated, and safe would enhance the overall downtown experience for citizens and visitors.

### Performance Metrics

- Not applicable

### Personnel Changes

- none

### Differences from Prior Budget Cycles

- The previous offer was for a new facility at the same site.   This offer is only for a renovation.

**High Performing Government**

## *Offer 118.8: ENHANCEMENT: Oak Street Bathroom Renovations*

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

CPIO edits

**Other Information**

Offer Owner:  TOchsner

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  118.8

Lead Department:  Operation Services

# High Performing Government

## 118.8:  ENHANCEMENT: Oak Street Bathroom Renovations

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |
| **Expenses** | | | |
| 521000 - Professional & Technical | 20,000 | - | - % |
| **520000 - Purchased Prof & Tech Services** | **20,000** | **-** | **- %** |
| 535000 - Construction Services | - | 80,000 | - % |
| **530000 - Purchased Property Services** | **-** | **80,000** | **- %** |
| **Total Expenses** | **20,000** | **80,000** | **300.0%** |
| **Funding Sources** | | | |
| 100-General One-time Revenue　　　One-Time Restricted | 20,000 | 80,000 | 300.0% |
| **Funding Source Total** | **20,000** | **80,000** | **300.0%** |

# High Performing Government

## *Offer 118.11: ENHANCEMENT: Sustainability Lease Payments*

2015: $200,000 and 0.00 FTE

2016: $138,000 and 0.00 FTE

### Offer Summary

This offer funds the leasing of office space and furniture for the Sustainability Services area at the new Utilities building being constructed on the northeast corner of Laporte Avenue and Howes Street.

The construction of the 37,500 square foot building is scheduled to begin in the summer of 2014 and be completed in January 2016. The Utilities department is the owner of the property where the building is being constructed.

The Sustainability Services department will occupy 6,900 square feet consisting of reception area, offices, cubicles and meeting rooms. The annual lease payment for this space is $138,000 and is payable to Utilities.

The project budget for the Utilities building does not include funding for furniture for Sustainability. The total amount needed to purchase offices, cubicles and meeting rooms is $200,000.

The lease payment is an ongoing cost and the furniture expense is a one-time expense.

### Offer Highlights

- Sustainability Services will occupy 6,900 sf of a 37,500 sf building.

- Building is on Block 32 (southwest corner of LaPorte Ave and Howes St.).

- Furniture expense in 2015 is $200,000.

- Annual lease payments are $138,000, payable to Utilities.

### Scalability and explanation

There isn't much scalability to this offer.   Furniture might be scaled back slightly, but lease payments at this level are neccessary if Sustainability Services is going to move into this building.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  The ability to co-locate with Utilities will gain efficiencies and provide synergy between multiple workgroups.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  This office space will provide opportunity for innovation and continuous improvement initiatives.

## *Offer 118.11:  ENHANCEMENT: Sustainability Lease Payments*

- ENV 4.6. Engage citizens in ways to educate and change behavior toward more sustainable living practices.:  The move to this facility will assist the Sustainability Services department to provide enhanced outreach to citizens.

**Performance Metrics**

- Not applicable

**Personnel Changes**

- No personnel changes are included with this offer.

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

CPIO edits

**Other Information**

Offer Owner:  TOchsner

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  118.11

Lead Department:  Operation Services

# High Performing Government

## 118.11:  ENHANCEMENT: Sustainability Lease Payments

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 539000 - Other Property Services | - | 138,000 | - % |
| **530000 - Purchased Property Services** | **-** | **138,000** | **- %** |
| 555000 - Office & Related Supplies | 200,000 | - | - % |
| **550000 - Supplies** | **200,000** | **-** | **- %** |
| **Total Expenses** | **200,000** | **138,000** | **-31.0%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | - | 138,000 | - % |
| 100-Reserves | Reserve | 200,000 | - | - % |
| **Funding Source Total** | | **200,000** | **138,000** | **-31.0%** |

**High Performing Government**

## *Offer 118.18: ENHANCEMENT: Mechanic and Equipment Maintenance Worker - 2.0 FTE*

2015: $114,527 and 2.00 FTE

2016: $117,249 and 2.00 FTE

### Offer Summary

This offer proposes the addition of 1.0 FTE Mechanic and 1.0 FTE Equipment Maintenance Worker for Fleet Services. These positions will help improve turn-around time for repairs and will staff a new graveyard shift for Transfort's MAX bus service. Without additional staffing for that service, additional spare buses will be required. These positions are funded by the departments that request this service.

### Offer Highlights

- One additional Mechanic will help reduce the time a vehicle or piece of equipment is in the shop for repairs or maintenance.

- One additional Maintenance Worker is necessary to staff the graveyard shift to help keep the Max buses in service.

- The Mechanic can work in any fleet shop including the Streets Shop or Transfort.

- These positions are fully funded by the depatments that use these services.

### Scalability and explanation

Since these positions represent long-term needs, they are not really scalable.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- TRAN 6.2. Improve transit availability and grow ridership through extended hours, improved headways, and Sunday service in appropriate activity centers.:  The demands of the Max system represent increases in support of bus maintenance.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  The demands of the Max system represent increases in support of bus maintenance.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  Additional Fleet Staff will result in the ability to provide better, quicker and around the clock service and repairs for our customers.

- TRAN 6.1. Improve safety of all modes of travel.:  These positions will ensure buses are more reliable and safer

## *Offer 118.18: ENHANCEMENT: Mechanic and Equipment Maintenance Worker - 2.0 FTE*

- HPG 7.7. Develop and implement enterprise-wide processes in appropriate areas – "Plan, Do, Check, Act" process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.: The ability to move our mechanics to any shop depending on the workload exemplifies an enterprise-wide fleet maintenance operation.

### Performance Metrics

- HPG 7. Percent of preventive maintenance work orders for Fleet Maintenance completed within 30 days of assignment (Operation Services)
https://www.clearpointstrategy.com/publish/direct.cfm?
linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91400

### Personnel Changes

- 2 additional FTE's.

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

### Other Information

Offer Owner: TOchsner

Offer Type: Enhancement to Programs and Services

Original Offer Number: 118.18

Lead Department: Operation Services

# High Performing Government

## 118.18: ENHANCEMENT: Mechanic and Equipment Maintenance Worker - 2.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 2.00 | 2.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 81,471 | 83,101 | 2.0% |
| 512000 - Benefits | 33,056 | 34,148 | 3.3% |
| **510000 - Personnel Services** | **114,527** | **117,249** | **2.4%** |
| **Total Expenses** | **114,527** | **117,249** | **2.4%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 601-Ongoing Revenue | Ongoing Restricted | 114,527 | 117,249 | 2.4% |
| | **Funding Source Total** | **114,527** | **117,249** | **2.4%** |

## High Performing Government

### *Offer 118.20:  ENHANCEMENT: Conversion Hourly to Classified, Energy Manager - 1.0 FTE*

2015: $13,292 and 1.00 FTE

2016: $12,630 and 1.00 FTE

### Offer Summary

Currently, Operation Services employs a part-time hourly Energy Manager who is responsible for internal energy tracking, rebates and facility design consultation. This position previously was authorized as 1.0 FTE, but was not filled, and eventually the FTE was eliminated. This position has been highly successful; however, the part-time arrangement is not adequate to address the City's energy and greenhouse goals and initiatives. This offer proposes to increase this position to 1.0 FTE so the City can focus more on energy conservation efforts, tracking, education and integrated energy design.

### Offer Highlights

- The City currently has a part-time hourly Energy Manager, however the workload warrants a full-time position.

- This position will be instrumental in accomplishing existing and new City of Fort Collins energy goals and initiatives.

- New facility construction and remodels require a clear focus on energy conservation during design and construction.  This position would be poised to provide that expertise.

- The full-time Energy Manager would serve as a representative or liaison of Operation Services with the Sustainability Services department.

- This position would "pay for itself" through energy savings and rebates.

### Scalability and explanation

This offer needs to be funded at a full-time classified position to realize optimal savings and recruit experienced applicants.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.:  Will be instrumental in reducing the City's greenhouse gas inventory.  Serves as an expert for the built environment.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  Supports this objective by using technology to reduce and track energy consumption.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  The work of this position impacts all service areas with innovative energy conservation practices.

**High Performing Government**

## *Offer 118.20: ENHANCEMENT: Conversion Hourly to Classified, Energy Manager - 1.0 FTE*

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.: Strategic thinking will return fiscal and environmental benefits.   Staff engagement is a major component for the success of this position.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.: This offer is in alignment of the City's newest organizational priority - practice environmental stewardship.

### Performance Metrics

- HPG 11. 20% reduction in usage of KBTU/sq.ft. over 2005 baseline - Building Utilities and Energy Management (General Fund) (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91402

### Personnel Changes

- Hourly to full-time Classified.

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Negative amount to offset hourly expenses requested in offer 118.2, Business Unit 510111.

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Title change requested

### Other Information

Offer Owner:  TOchsner

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  118.20

Lead Department:  Operation Services

# High Performing Government

## 118.20:  ENHANCEMENT: Conversion Hourly to Classified, Energy Manager - 1.0 FTE

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | 1.00 | 1.00 | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 511000 - Salaries & Wages | 74,089 | 75,571 | 2.0% |
| 512000 - Benefits | 20,550 | 21,156 | 2.9% |
| 519000 - Other Personnel Costs | (82,157) | (84,622) | 3.0% |
| **510000 - Personnel Services** | **12,482** | **12,105** | **-3.0%** |
| 542000 - Communication Services | 810 | 525 | -35.2% |
| **540000 - Other Purchased Services** | **810** | **525** | **-35.2%** |
| **Total Expenses** | **13,292** | **12,630** | **-5.0%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 13,292 | 12,630 | -5.0% |
| | **Funding Source Total** | **13,292** | **12,630** | **-5.0%** |

# High Performing Government

## Offer 118.21:  Additional General Fund Vehicle and Equipment Replacement

2015: $27,314 and 0.00 FTE

2016: $24,181 and 0.00 FTE

**Offer Summary**

This offer provides a dedicated funding source for vehicle and equipment replacement for 100% General Fund departments in accordance with the City's replacement program for 2015 and 2016.

This offer includes the replacement of cars, vans, trailers and trucks for the following departments:
* Facilities
* Building Inspection
* Neighborhood Services
* Cable 14

The replacement criteria is:
* Cars/Pickups/Vans – between 90,000-95,000 miles
* Trailers – 10 years
* Other equipment – case-by-case basis

Plus Physical Condition and Economics

**Offer Highlights**

- 2015 replacements include - One Pickup (Building Inspection), One Van (CTS Cable), One Bucket Truck (Facilities).

- 2016 replacements include - Two Pickups (Building Inspection), One Vehicle (Code Compliance).

**Additional information can be found at:**

- Not applicable

**Linkage to Strategic Objectives**

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.:  Reduces greenhouse gases by providing safe and reliable vehicles.

- HPG 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.:  New vehicles and equipment are more reliable than those that have reached the end of their useful life.

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  The new vehicles will have idle tracking devices and the Cable 27 van will have the latest video technology installed.

**Improvements & Efficiencies**

- na

## High Performing Government

### *Offer 118.21: Additional General Fund Vehicle and Equipment Replacement*

**Performance Metrics**

- HPG 19. Number of replacements within the window of replacement criteria (Operation Services)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91411

**Personnel Changes**

- none

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

Changed to ongoing offer.

**Other Information**

Offer Owner:  TOchsner

Offer Type:  Ongoing Programs and Services

Original Offer Number:  118.21

Lead Department:  Operation Services

# High Performing Government

## 118.21: Additional General Fund Vehicle and Equipment Replacement

### Ongoing Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---:|---:|---:|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---:|---:|---:|
| 565000 - Vehicles & Equipment | 20,000 | - | - % |
| **560000 - Capital Outlay** | **20,000** | **-** | **- %** |
| 581000 - Debt Service | 7,314 | 24,181 | 230.6% |
| **580000 - Debt & Other Uses** | **7,314** | **24,181** | **230.6%** |
| **Total Expenses** | **27,314** | **24,181** | **-11.5%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---:|---:|---:|
| 100-Reserves | Reserve | 27,314 | 24,181 | -11.5% |
| | **Funding Source Total** | **27,314** | **24,181** | **-11.5%** |

## High Performing Government

### *Offer 118.22: ENHANCEMENT: Compressed Natural Gas Fuel Site*

2015: $500,000 and 0.00 FTE

2016: $0 and 0.00 FTE

### Offer Summary

This offer is to build a second compressed natural gas fueling facility on City property to serve as a redundant site for the Transfort bus system and as the primary site for other natural gas vehicles in the City's fleet. In 2016, the entire bus system will operate on compressed natural gas, and currently the only site that is available in Fort Collins is at the Transfort facility. A mechanical malfunction or utility disruption could potentially have far-reaching negative consequences on our transit system. Having only one available site in Fort Collins is also very risky and exposes a large amount of vulnerability.

The City plans to purchase additional natural gas vehicles, but this is not viable until a suitable fuel site is available in north Fort Collins. The size of this site would be smaller than the Transfort site, but would be expandable as the demand increases.

We anticipate a partnership with other governmental agencies; however, those talks are in the infancy stages. Grants may be also available, but at this time none are identified.

### Offer Highlights

- Currently the City only has one site to fuel Compressed Natural Gas vehicles.   All Transfort buses will operate on Natural Gas in 2016.

- Natural Gas is one of the cleanest fuels available and currently costs about $1/gallon less than diesel fuel.

- The City has purchased two dump trucks/snowplows and would like to continue expanding the Natural Gas fleet.

### Scalability and explanation

This offer may be scaled back to $400,000, however, the volume of the overall site will be reduced.

### Additional information can be found at:

- Not applicable

### Linkage to Strategic Objectives

- TRAN 6.6. Support efforts to achieve climate action goals by reducing mobile emissions and supporting multiple modes of transportation.:  Natural Gas is cleaner than diesel.

- TRAN 6.2. Improve transit availability and grow ridership through extended hours, improved headways, and Sunday service in appropriate activity centers.:  Fuel is a key component to keeping buses in service.

**High Performing Government**

## *Offer 118.22: ENHANCEMENT: Compressed Natural Gas Fuel Site*

- ENV 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.:  Natural Gas vehicles can help us meet the City's greenhouse gas goals.

- HPG 7.9. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.:  Natural Gas is at least $1 less per gallon than diesel.

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.:  Many government and transit agencies, across the nation, are converting their fleet to burn natural gas.

### Performance Metrics

- Not applicable

### Personnel Changes

- none

### Differences from Prior Budget Cycles

- Not applicable

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

- Not applicable

### Other Information

Offer Owner:  TOchsner

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  118.22

Lead Department:  Operation Services

# High Performing Government

## 118.22:  ENHANCEMENT: Compressed Natural Gas Fuel Site

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---:|---:|---:|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |
| **Expenses** | | | |
| 533000 - Repair & Maintenance Services | 500,000 | - | - % |
| **530000 - Purchased Property Services** | **500,000** | **-** | **- %** |
| **Total Expenses** | **500,000** | **-** | **- %** |
| **Funding Sources** | | | |
| 100-Reserves         Reserve | 500,000 | - | - % |
| **Funding Source Total** | **500,000** | **-** | **- %** |

## High Performing Government

### *Offer 118.23:  ENHANCEMENT: Council Information Center Remodel*

2015: $60,000 and 0.00 FTE

2016: $0 and 0.00 FTE

**Offer Summary**

This offer is to cover the audio/video portion of the remodel of the Council Information Center (CIC Room), as well as deconstructing the employee display case and finishing that wall for the projection system.

**Offer Highlights**

- Not applicable

**Scalability and explanation**

This is only a portion of the remodel and is not really scalable.

**Additional information can be found at:**

- Not applicable

**Linkage to Strategic Objectives**

- HPG 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.:  xxx

**Performance Metrics**

- Not applicable

**Personnel Changes**

- xxx

**Differences from Prior Budget Cycles**

- Not applicable

**Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

**Summary of Changes Requested by BFO Teams or the Budget Lead Team**

BLT team requested this off be submitted

**Other Information**

## *Offer 118.23:  ENHANCEMENT: Council Information Center Remodel*

Offer Owner:  SWelsch

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  118.23

Lead Department:  Operation Services

# High Performing Government

## 118.23: ENHANCEMENT: Council Information Center Remodel

### Enhancement to Programs and Services

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | - | - | - % |

**Expenses**

| | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|
| 535000 - Construction Services | 60,000 | - | - % |
| **530000 - Purchased Property Services** | **60,000** | **-** | **- %** |
| **Total Expenses** | **60,000** | **-** | **- %** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 60,000 | - | - % |
| | **Funding Source Total** | **60,000** | **-** | **- %** |

# High Performing Government

## Offer 156.1: ENHANCEMENT: Special Event Coordinator - 1.0 FTE

2015: $106,394 and 1.00 FTE

2016: $98,438 and 1.00 FTE

This enhancement offer funds a dedicated 1.0 FTE Special Event Coordinator for the City. Fort Collins is recognized nationally as a destination for health and outdoor activities, craft beer, and a growing arts and music scene. The special events around those activates have grown from small affairs largely attended by locals to large, multi-day affairs that are attended by folks from a large region. The need to vet, plan and coordinate these events has become substantial.

Currently, a group made up of members from different City departments handles event permitting and coordinating. Each area has input and in some cases an application for their own piece of an event. The group works hard to deal with issues and support each other, but there is no one person that is in charge of coordinating, approving or disapproving events. These events can come with strong advocates and can be political. The process itself is onerous because there are multiple pieces of an application and it is a paper process based on outdated municipal codes. The overall approval for most events currently rests with Police, even though the vast majority of events require no police services.

Impacts of many reccurring events on neighborhoods and businesses are not formally considered or tracked. Long-term event planning is not occurring, nor is there any person to champion or sell the issues that the City needs to be considering now for planning the next 20 years. Economic, social and environmental issues are a discussion, instead of part of the process. It's not that the issues aren't known, it's that there are no dedicated resources available to deal with them, and no designated authority to impact them.

This offer is being entered by Police but is supported by every City department involved in events. The current model for dealing with events is ineffective and non-sustainable. It will have to be addressed for special events to remain vibrant, balanced and manageable.

## Offer Highlights

- In 2013 there were 100 large events held at city parks, including 13 at Civic Center Park. Police Services approved 103 events. Events such as Taste of Fort Collins and New West Fest take months of planning and coordination. The man hours dedicated are innumerable. The Pro Cycle Race took a dedicated city coordinator and department coordinators. There was no resource accommodation for that.

- The ad-hoc events group formed informally in an attempt to take a big picture view of events. Overall authority to mediate or deal with event impacts is missing. There is no consistency or single point of contact for event organizers. In some cases they can deal with multiple applications and 7 different city departments. City has no expert in area of special events. Major branding issues.

## High Performing Government

### *Offer 156.1: ENHANCEMENT: Special Event Coordinator - 1.0 FTE*

- The current process is outdated and needs review and revamping in the following areas: update city code, creation of single access- electronic application that is renewable year to year, event scheduling strategy with deadlines and dates, long term venue planning, event impacts on neighborhoods and businesses, and social, environmental, and economic impacts.

- There are many community organizations and partners that are involved with special events. Currently there is no single voice or contact to provide info or make on the spot decisions. This is very confusing and frustrating to event organizers. Professional organizers expect a tighter operation, and citizen organizers expect more clarity.

- There is no official mediation point. Citizens contact multiple departments, receiving different responses to concerns, but having no real authority to contact. Concerns then move to the CMO or council, creating a political response versus a clear operational response. Customer service and branding suffer.

### Scalability and explanation

This offer originally included a half-time support position which was removed during early budget deliberations to scale back the cost of the offer.   If the FTE is not funded, some of the critical processes could be done with a 20-30 hour project admin position to work at the direction of the events group, sitting under the city event coordinator designee (currently police lieutenant).

### Additional information can be found at:

- http://zeus.fcgov.com/specialevents/

### Linkage to Strategic Objectives

- CR 2.6. Develop a clear strategic definition and description of the City's role in the culture and arts while leveraging partnerships with other community organizations.:  The Special Event related issues will only continue to grow as Fort Collins receives more national attention. It would be wise for the City to dedicate resources to this issue now. There is the need for program revamping and long range planning. With a new CSU stadium and City plans for venues on the drawing board, a dedicated advocate and subject matter expert is needed.

- ECON 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.:  Up to 15 different City departments can be involved in event permitting. The process can be onerous and confusing for applicants. Coordinating the issues between departments can also create communication and control issues.  As an ancillary issue for most departments, the resources used can be significant.

- HPG 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.:  The current process has duplication issues from department to department, and no way for an event organizer to use a previous application for on-going events. The event group needs a dedicated advocate who has the authority to speak for the group, make final decisions, and deal with challenges and appeals to the process.

## High Performing Government

### *Offer 156.1: ENHANCEMENT: Special Event Coordinator - 1.0 FTE*

- HPG 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.: The process needs to clear and consistent. Industry standards need to be researched and developed across the City as applied to special events. This is an area where a City like Fort Collins should be the model instead of playing catching up. Currently, departments do not formally track expenses related event organizing.

- HPG 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.: The citizens and businesses of areas affected by special events must a voice in these issues. They also need known contacts and resources, not only to reach out to for concerns, but also to understand what strategies are being used and why. Their input and support will be critical to any lasting success. For that type of support and trust to last, they must feel safe in their community.

### Performance Metrics

- ECON 10. Development Review final plans - % time goal timeframe reached (CDNS)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=6276&object=measure&objectID=91301
- ECON 25. % of citizens responding very good/good - Quality of entertainment opportunities in Fort Collins (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109905
- HPG 68. % of citizens responding very good/good to the City's performance in - Managing and planning for growth (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109926
- HPG 69. % of citizens responding very good/good to the City's performance in - Efficient operation of programs and services (Citizen Survey)
  https://www.clearpointstrategy.com/publish/direct.cfm?
  linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109927

### Personnel Changes

- There will need to be dedicated staffing for special events management in the future. This offer is a first attempt to address that. The offer is being written by Police Services because currently a police lieutenant is acting as overall coordinator. However, the position itself could be placed in CMO, Neighborhood Services, Economic Development, or remain at Police Services (TBD). Currently there are no set time frames for application to be in or to be approved. Staff works hard to get them done in a timely manner but the oversight is informal and often falls to admin staff. There is no tracking of this data related to special events, and there needs to be.

### Differences from Prior Budget Cycles

- The goal is for there to be a single point of contact for permit applications and issue resolution. The idea of "one stop shopping" for organizers and promoters is critical to efficient and consistent processing and organizing. Currently an organizer can deal with between 3-8 City Departments while navigating the process.

## *Offer 156.1: ENHANCEMENT: Special Event Coordinator - 1.0 FTE*

- Fort Collins is becoming a destination city for cultural events. Special events are drawing national performers and becoming regional affairs as opposed to local. Events are growing in number and scope. That trend will continue. There is feedback from event organizers that our current event management process can be cumbersome and needs improvement.

- Fee analysis: There needs to be a review of all fees for special events. Currently they are based on spit ball approach and don't even cover a small part of costs related to events. This will take time and dedicated research but fees need to be updated. They will likely not fund the position.

### Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

### Summary of Changes Requested by BFO Teams or the Budget Lead Team

Start up costs were changed from ongoing to one-time revenue.  Language changes were made.

### Other Information

Offer Owner:  TMuraguri

Offer Type:  Enhancement to Programs and Services

Original Offer Number:  156.1

Lead Department:  Patrol

# High Performing Government

## 156.1:  ENHANCEMENT: Special Event Coordinator - 1.0 FTE

### Enhancement to Programs and Services

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| **Full Time Equivalent (FTE) Staffing** | | 1.00 | 1.00 | - % |

**Expenses**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 511000 - Salaries & Wages | | 72,161 | 73,605 | 2.0% |
| 512000 - Benefits | | 20,263 | 20,861 | 3.0% |
| **510000 - Personnel Services** | | **92,424** | **94,466** | **2.2%** |
| 559000 - Other Supplies | | 13,970 | 3,972 | -71.6% |
| **550000 - Supplies** | | **13,970** | **3,972** | **-71.6%** |
| **Total Expenses** | | **106,394** | **98,438** | **-7.5%** |

**Funding Sources**

| | | 2015 Projected Budget | 2016 Projected Budget | 2015 to 2016 Change |
|---|---|---|---|---|
| 100-General | Ongoing | 106,394 | 98,438 | -7.5% |
| | **Funding Source Total** | **106,394** | **98,438** | **-7.5%** |